

PD-ABI-898

11/2/94

USAID/JAMAICA

SEMI-ANNUAL PROJECT STATUS REPORT

OCTOBER 1, 1993 - MARCH 31, 1994



UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT
KINGSTON, JAMAICA

6B OXFORD ROAD
KINGSTON 5, JAMAICA
TEL: (809) 926-3845 thru 9
FAX: (809) 929-3750 or 2

KINGSTON (ID)
DEPARTMENT OF STATE
WASHINGTON, D.C. 20521-3210

MEMORANDUM

TO: Eric Zallman, LAC/DR
FROM: Robert S. *RS. Queener* Queener, Director
SUBJECT: Semi-Annual Report for October 1, 1993 - March 31, 1994
DATE: June 7, 1994

During this SAR period, USAID/Jamaica met with considerable success in continuing project closeouts, accelerating project implementation, and redirecting our resources to serve the most needy Jamaicans. As a result, the 21 projects remaining in our portfolio (down from 30 at the end of FY 92) are more directly and expeditiously serving our strategic objectives and Agency goals. The satisfactory performance and reduction in the size of our portfolio will allow the Mission to turn shortly to planned project design work following a two year break in new starts.

Accomplishments During the SAR Period

The following is a summary of some of the more significant accomplishments during the SAR period (project category standard is in parentheses):

Export Development/Investment Promotion (B): New activities in support of small-sized export firms, the Fair Trading Commission, and customs reform were initiated. A Fiscal Policy Management Unit with full consultant support began operations in the Ministry of Finance during the period. Thirty information processing technicians were trained and immediately employed. Executive volunteers increased the export earnings of small-sized businesses.

Microenterprise Development (B): Implementing agencies financed 580 new microenterprises and trained 611 owner/operators in improved business practices. USAID-led donor cooperation provided a model for the establishment of other sectoral donor coordinating groups chaired by UNDP.

Ag Export Services (B): The central project management unit was greatly strengthened, and two technical service agreements in support of small farmers and exporters were started. Substantial

progress was made toward a self-financing arrangement of a critical USAID/USDA-supported export pre-clearance facility.

Hillside Agriculture (B): A complex but successful financial review has enabled the initiation of a final series of major small farmer subprojects prior to the FY 97 PACD. A management information system was established to better track environmental and income impacts. A particularly successful subproject ending in the period led to a doubling of cocoa yields for 800 participating farmers over the past three years.

Development of Environmental Management Organizations: The major technical assistance contract has been signed, and work on the key components has begun. Prior to contract initiation, the Mission was able to utilize Central funding to update the Country Environmental Profile; prepare guidelines for NGO participation in the U.S. debt reduction program-financed Environmental Foundation for Jamaica grant program; and to support a series of activities in support of Negril environmental management.

UWI Management Education (B): USAID and UWI initiated the final two-year project phase that is intended to produce strengthened and financially-sustainable Institute of Business and management education program.

Family Planning Initiatives (A): Contraceptive prevalence of 62% exceeded 1998 targets, largely through a 108% increase in condom use. A large subproject was started with a major women's organization and a final design developed for an activity to shift provision of family planning to private practitioners.

AIDS/STD Prevention (A): A majority of all outreach efforts with high-risk groups are now underway. The project will continue to monitor a recent downturn in the increase of HIV cases to see if the decline is statistically significant.

Health Sector Initiatives (B): Twelve of 22 hospitals surpassed the cost recovery targets of 10% of recurrent costs. Our assistance led to the privatization of laundry, cleaning and portering services at the Spanish Town Hospital.

Sustainable Justice Reform (B): All 16 court administrators are in place and the first three training programs were carried out. The GOJ closed five courthouses per project CP on courthouse consolidation. An important private mediation activity was launched with the aim of reducing court caseloads.

Primary Education Assistance II (A): During the period, 183 principals and 429 community leaders were trained in more effective school-community support efforts. The Ministry of Education accepted improved math curriculum, teachers aids and instructional materials developed by AID-financed consultants.

Section 416 Typhoid Eradication (B): This project closed successfully on March 31, after providing a typhoid testing lab, sewage treatment plant upgrades, a typhoid awareness campaign, 1,250 pit latrines, and completion of discrete elements of a new water treatment plant (final completion to be financed by the GOJ under the oversight of the UNDP).

Food Aid Monitoring (B): Provision of 11 vehicles and spare parts will improve the operational effectiveness of the GOJ's national food stamps program and permit orderly closeout by the August 1994 PACD.

Exception Matrix Narrative

Per State 130601 guidance, the following is a summary of the status of projects which have been noted on the Exception Matrix for specific implementation problems.

Excessive Pipeline Two Years Running

Hillside Agriculture: The Mission expects increased expenditure rates following a recent budget reconciliation exercise that identified US\$1,000,000 worth of unexpended funds. This represents local currency residuals in subprojects resulting from devaluation. This successful exercise combined with recent approval of several new subprojects in new watersheds, will draw down the pipeline.

Agricultural Export Services: The loss of key project management unit staff resulted in an extended hiatus in voucher submissions. However, new staff and board members have led to renewed liquidation of the pipeline. Two new cooperative agreements signed just after the SAR period will provide new mechanisms for subproject development as well as technical, financial and management support. This is designed to turn around the slowed pace of AES implementation.

North Coast Development Support: Completion of the water loss management component, procurement for the Negril water plant upgrade, and funding of interim repairs to the Montego Bay sewage treatment plant will lead to increased expenditures. A USAID evaluation will examine ways to expedite progress on the larger Japan-GOJ construction-financing project, with concomitant accelerated demands on the USAID support project.

CLASP II: This project's large pipeline is a result of the Agency practice of committing 100% of funds under a PIO/P at the beginning of a training activity, rather than incremental funding. The result is an unavoidable, significant pipeline, and does not reflect any management problems.

Drug Abuse Prevention and Control: An audit and an external evaluation in FY 92 led to a hold on all activities pending a change in implementing agencies in September 1993. The project is now back on track with all planned activities on schedule for the PACD in September 1994.

Health Sector Initiatives: Following a 1993 redesign, activity has picked up and commitments have been increasing at a steady pace. Our SAR review indicated that the pipeline reported on the MACS system is inaccurate. The data is based on official expenditures which are low because of delayed AOCs from USAID/W. To rectify this, expenditures will now be accrued based on known delivery of goods and services. Nevertheless, the Mission encourages USAID/W review of the delivery time for AOCs from Washington to the fields, which seem to be delayed excessively.

Food Aid Monitoring and Support: The balance of the pipeline was expended shortly after the SAR period ended with the procurement of 11 vehicles and spare parts. A final financial review will lead to closeout in the next few weeks.

"C" Projects

Crop Diversification/Irrigation: The Mission has given special attention to the remaining active component of this project, reconstruction of the Rio Cobre Dam, and to resolving long-standing issues to close out the irrigation subcomponent. The GOJ's construction contractor recently initiated massive concrete pours for the dam. However, construction process is at least six months behind schedule. We anticipate an extension of the project PACD and our engineering oversight contract through February 1995, given the recent pick-up in activity. Recent reinforcement of security has apparently halted illegal sand-mining and vandalism. The GOJ has also made reassuring progress in restoring damaged pumps, pipelines and other USAID-funded irrigation infrastructure. A continued cessation in sandmining, progress toward tougher sandmining legislation, full restoration of USAID-financed irrigation equipment and substantial dam reconstruction during the next SAR period should allow this project to return to a "B" rating, and close-out of the irrigation subcomponent with all problems corrected.

Housing Guarantee Programs: HG-013 finishes as a "C" project due to the slow pace of implementation. However, the Mission is satisfied with the contribution the program made to shelter and services for low-income Jamaicans. HG-012 has suffered from continued delays, despite the attention it has been given by Mission staff. GOJ program principals are now in agreement about their respective responsibilities, and successful program completion finally appears attainable. Although pitfalls remain, the program will provide clear and appealing benefits to economically disadvantaged Jamaicans in two squatter communities above Montego Bay, Jamaica's second-largest city and a leading tourism center.

Country: JAMAICA
 Date as of: March 31, 1994
 Date Completed: 12 May 1994

PROJECT CATEGORY AND EXCEPTIONS MATRIX--USAID/JAMAICA, BAR PERIOD 10/1/93 - 3/31/94

1 Project Name & Number	2 Date of Obligation	3 Project Designation	4 State of CPs	5 Size of Pipeline	6 Age of Pipeline	7 Accrued Expend	8 Uncommitted Balance	9 EOPS-A	10 EOPS-B	11 Audit-A	12 Audit-B	13 Eval-A	14 Eval-B
Strategic Objective 1													
Hilside Agriculture (532-0101)	28-Feb-87	B		X	X								
Inner Kingston Dev/HRPC (532-0120)	30-Jul-88	B											
Inner Kingston Dev/UDC (532-0120)	30-Jul-88	B	X			X							
Ag Research (532-0128)	30-Jul-88	B								X			
Univ Sch of Mgmt Improvmt (532-0129)	11-Sep-87	B				X							
Export Dev't & Invest Prom (532-0135)	29-Mar-80	B			X		X						
Microenterprise Dev't (532-0158)	30-Aug-80	B				X							
Ag Export Services (532-0165)	14-Sep-88	B		X	X		X						
No Coast Dev't Proj (532-0188)	27-Aug-81	B	X	X	X					X			
CLASP II (532-0189)	8-Apr-80	A		X	X							X	
PL 480, Sec 418 (Bilateral)	31-Aug-88	B											
PL 480, Title I, Sec 108	23-Jan-85	B											
Strategic Objective 2													
Tech Supp for Shelter & Urb Serv (532-0149)	30-Jun-88	B				X		X		X			
Dev't of Environ't Mgmt Org's (532-0173)	28-Sep-82	B								X			
Strategic Objective 3													
Health Sector Initiative (532-0152)	27-Jul-88	B		X	X								
AIDS/STD Prevention & Control (532-0153)	28-Aug-88	A				X							
Drug Abuse Prevention (532-0181)	21-Sep-88	B		X	X			X					
Family Planning Initiative (532-0183)	31-Jul-81	A			X		X			X			
Other Concerns													
Crop Diversification/Integration (532-0123)	25-Sep-85	C				X		X					
Primary Ed Assistance II (532-0155)	25-Apr-80	A			X	X				X		X	
Food Aid Monitoring & Sup Grant (532-0157)	31-Aug-88	B		X	X					X			
Sustainable Justice Reform (532-0175)	01-Jul-82	B			X	X		X					
Job Shelter Sector - Priv Sec (532-HQ-0128)	Dec-84	C											
Job Shelter Sector - Priv Sec (532-HQ-012C)	Dec-84	C											
Job Shelter & Urb Services (532-HQ-013)	30-Sep-88	B											

BEST AVAILABLE DOCUMENT

5

31-Mar-84

FINANCIAL SUMMARY OF USAID/JAMAICA PORTFOLIO
(OCTOBER 1, 1983 - MARCH 31, 1984)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
Project Number	Project Title	CATEGORY	DATE OF INT OBL	LAST REVISED PACD	% OF LOP ELAPSED	% OF OBLIG EXPD	AUTH LOP AMOUNT	CURR FY OBLIG TO DATE	CUM AMOUNT OBLIG	MORTGAGE	BEGINNING FY PIPELINE	PLAND SEM EXPD	ACCRD SEM EXPD	ACC AS % OF PLANNED	CUMULAT ACCRUED EXPD	ENDING PIPE-LINE	PLANNED EXPEND (NXT SEM)
S O #1: Increased F/E & Employment																	
5320136 00	EXPORT DEV & INVESTMENT PROM	(G)	29-Mar-80	30-Mar-87	57	58	13,000	0	7,855	5,045	4,475	1,500	856	84	4,435	3,520	1,500
5320156 00	MICROENTERPRISE DEVELOPMENT	(G)	30-Aug-80	30-Sep-87	51	53	5,000	280	2,881	2,108	1,158	500	81	18	1,533	1,388	600
5320186 00	AGRICULTURAL EXPORT SERVICES	(G)	14-Sep-88	30-Sep-88	64	72	10,000	202	5,561	4,438	2,378	1,000	1,038	104	4,018	1,848	1,500
5320101 00	HILLSIDE AGRICULTURE	(G)	28-Feb-87	28-Feb-87	71	70	10,000	0	7,708	2,282	2,648	500	348	88	5,405	2,303	800
5320128 00	AGRICULTURAL RESEARCH PROJECT	(G)	30-Jul-88	31-Dec-83	103	85	7,800	0	5,851	1,748	87	87	270	403	5,581	270	0
5320120 01	INNER KINGSTON DEVELOPMENT/AJDC	(L)	31-Jul-88	30-Sep-84	84	100	4,587	0	4,587	0	0	0	0	0	4,587	0	0
5320120 01	INNER KINGSTON DEVELOPMENT/AJDC	(G)	30-Jul-88	30-Sep-84	84	47	1,337	0	1,337	0	528	500	(177)	-35	833	704	850
5320120 02	INNER KINGSTON DEVELOPMENT/KRC	(G)	30-Jul-88	30-Sep-88	75	88	10,373	300	8,104	1,288	488	450	583	130	8,888	208	250
5320188 00	NORTHERN JA DEV PROJECT	(G)	01-Jul-81	31-Jul-88	54	63	5,000	200	4,070	830	1,888	878	888	101	2,580	1,510	480
5320188 00	CLASP 2	(G)	08-Apr-80	30-Sep-88	47	81	5,500	100	4,822	578	2,258	700	434	82	2,888	1,824	450
5320128 00	UWI SCHOOL OF MGT IMPROVEMENT	(G)	11-Sep-87	30-Dec-85	78	84	5,850	200	4,432	1,218	732	500	213	43	3,714	718	640
	SUB TOTAL S O #1				72	78	78,047	1,282	58,418	18,828	18,732	6,385	4,428	88	44,380	14,088	8,550
S O #2: Impvd Environ Mgmt & Prot																	
5320173 00	DEV ENVIRON MGT ORGS/PARC II	(G)	28-Sep-82	30-Sep-87	30	38	11,150	0	2,782	8,358	1,717	800	837	80	1,075	1,717	800
5320148 00	TECH SUPP FOR SHELTER & URBAN SV	(G)	30-Jun-88	30-Sep-85	78	88	3,000	300	2,244	758	718	463	110	24	1,335	808	177
	SUB TOTAL S O #2				53	48	14,150	300	5,026	9,114	2,438	1,263	747	58	2,410	2,828	1,077
S O #3: Healthy, Smaller Families																	
5320182 00	HEALTH SECTOR INITIATIVES	(G)	27-Jul-88	31-Jul-88	87	58	5,000	500	3,422	1,578	1,075	800	1,784	224	1,878	1,443	450
5320183 00	FAMILY PLANNING INITIATIVES	(G)	31-Jul-81	31-Jul-88	38	28	7,000	850	4,833	2,187	3,202	300	387	122	1,348	3,485	400
5320181 00	DRUG ABUSE PREVENTION	(G)	25-Sep-88	30-Sep-84	80	78	500	0	480	20	255	100	122	122	387	113	100
5320183 00	AIDS/STD PREVENTION & CONTROL	(G)	28-Aug-88	31-Aug-87	82	80	5,500	400	4,828	671	1,881	800	133	27	2,881	1,948	500
	SUB TOTAL S O #3				84	48	18,000	1,550	13,564	4,438	6,213	1,700	2,418	142	6,575	6,888	1,450
OTHER CONCERNS																	
5320123 00	CROP DIVERSIFICATION/IRRIGATION	(G)	25-Sep-85	30-Sep-84	84	84	11,887	0	11,887	0	820	450	181	42	11,188	728	150
5320123 00	CROP DIVERSIFICATION/IRRIGATION	(L)	25-Sep-85	30-Sep-84	84	100	7,828	0	7,828	0	0	0	0	0	7,828	0	0
5320156 00	PRIMARY EDUCATION ASSISTANCE II	(G)	31-Aug-88	31-Aug-85	72	50	5,800	200	4,084	1,508	2,305	1,000	452	45	2,042	2,052	800
5320187 00	FOOD AID MONIT & SUPP GRANT	(G)	31-Aug-88	31-Aug-84	82	82	2,500	0	1,285	1,235	371	225	288	118	1,180	108	0
5320175 00	SUSTAINABLE JUSTICE REFORM	(G)	08-Jul-82	31-Aug-88	42	8	3,000	0	1,884	1,318	1,578	300	28	8	134	1,580	547
	SUB TOTAL S O #4				78	83	30,823	200	28,888	4,057	5,174	1,875	837	47	22,430	4,438	1,587
SUBTOTAL ACTIVE PROJECTS					73		141,120	3,332	103,884	37,238	30,555	11,333	8,528	75	75,775	28,108	10,874

BEST AVAILABLE DOCUMENT

FINANCIAL SUMMARY OF USAID/ JAMAICA PORTFOLIO
(OCTOBER 1, 1983 - MARCH 31, 1984)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
Project Number	Project Title	Category	Date of Init Obl	LAST REVISED PACD	% OF LOP ELAPSED	% OF OBLIG EXPD	AUTH LOP AMOUNT (000's)	CURR FY OBLIG TO DATE (000's)	CUMULAT AMOUNT OBLIGTD	MORTGAGE	BEGINNING FY PIPELINE	PLAND SEM EXPD (000's)	ACCRD SEM EXPD (000's)	ACC AS % OF PLANNED	CUMULAT ACCRUED EXPD (000's)	ENDING PIPE-LINE (000's)	PLANNED EXPEND (NXT SEM)
5320148 00	PROTECTED AREAS RESOURCE CONSERV	(G)	28-Aug-88	31-Aug-83	114	100	2,450		2,450	0	2		177		2,442	8	
5320082 00	AGRICULTURAL EDUCATION	(G)	31-Aug-84	31-Aug-83	108	100	3,545		3,415	130	130		0		3,414	1	
5320082 00	AGRICULTURAL EDUCATION	(L)	31-Aug-84	31-Aug-83	108	100	8,005		8,005	0	0		0		8,005	0	
5320117 02	URBAN SECTOR TECH ASSIST	(G)	30-JUN-85	31-Jan-83	101	100	548		548	0	0		0		548	0	
5320029 00	SPECIAL DEVELOPMENT ACTIVITIES	(G)	01-Oct-82	30-Sep-83	105	87	1,328		1,328	0	105		71		1,281	35	
5320158 02	HURRICANE RECONSTRUCTION	(G)	15-Feb-89	31-Mar-82	184	100	29,358		29,358	0	0		0		29,358	0	
5320132 00	CARIBBEAN JUSTICE IMPROVEMENT	(G)	20-Jul-88	30-Dec-82	138	100	703		703	0	0		0		703	0	
5480945 08	CARIBBEAN JUSTICE IMPROVEMENT	(G)	01-Sep-88	30-Dec-82	120	100	1,732		1,732	0	0		0		1,732	0	
5320085 00	REVENUE BOARD ASSISTANCE	(G)	07-Jun-83	31-Mar-82	123	100	4,551		4,551	0	0		0		4,551	0	
5320085 00	REVENUE BOARD ASSISTANCE	(L)	07-Jun-83	31-Mar-82	123	100	4,522		4,522	0	0		0		4,522	0	
5320088 00	POPULATION & FAMILY PLANNING	(G)	31-Mar-82	31-Mar-82	120	100	8,700		8,700	0	3		2		8,888	1	
5320078 00	TC & TG	(G)	05-Jun-81	31-Dec-80	134	100	24,883		24,883	0	0		0		24,882	1	
SUBTOTAL TERMINATED PROJECTS							31,583		31,583						31,581	2	

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
Project Number	Project Title	Category	Date of Init Obl	LAST REVISED PACD	% OF LOP ELAPSED	% OF OBLIG EXPD	AUTH LOP AMOUNT (000's)	CURR FY OBLIG TO DATE (000's)	CUMULAT AMOUNT OBLIGTD	MORTGAGE (000's)	BEGINNING FY PIPELINE (000's)	PLAND SEM EXPD (000's)	ACCRD SEM EXPD (000's)	ACC AS % OF PLANNED	CUMULAT ACCRUED EXPD	ENDING PIPE-LINE	PLANNED EXPEND (NXT SEM)
5320184 00	POL REFORM IN SUP OF PVT INV	(G) B	30-Sep-81	28-Sep-83	128	100	28,000	17,000	28,000	0	15,000	2,000	2,000	100	27,000	2,000	0
SOURCE	PSR	PSR PSR	PSR	PSR	PSR	(18/10)	PSR	MISSION RECORDS	PSR	(8/10)	MISSION RECORDS	LAST PSR	PSR	(14/13)	PSR	(12-14)	PSR

BEST AVAILABLE DOCUMENT

September 30, 1993 - March 31, 1994
CENTRALLY FUNDED PROJECTS

CATEGORY A - Supports Mission S.O. and can be Managed by Mission

<u>Project Title & Number</u>	<u>Funding Level</u>	<u>PACD</u>	<u>Project Purpose</u>	<u>Nature and Extent of Mission Management</u>	<u>Project Rating (A,B,C)</u>
Strategic Objective #1: Increased P/E & Employment					
Growth and Equity through Microenterprise Investment and Institutions (GEMINI) 938-5448	98,705	8/30/93	To provide technical support to carry out studies and surveys on the micro and small enterprise sector	Mission oversees the implementation of the GEMINI project work in Jamaica. This is a buy-in under the Microenterprise Investment Project 532-0198	A
Strategic Objective #2: Improved Environmental Management and Protection					
Strategic Objective #3: Healthy, Smaller Families					
Co-operative Association of States for Scholarships 988-0681	700,000	8/30/98	To train youth leaders in practical skills	Provide guidance, monitor, and assistance in processing and pre-departure orientation	A
Options for Population Policy (OPTIONS II) 938-3038	1,282,918	8/30/98	To assist developing countries in formulating and implementing population policies that increase access to and use of voluntary FP Services; to encourage the mobilization of national resources to support the expansion of FP service delivery	Mission oversees the implementation of OPTIONS II project as with the NFPB. This is a buy-in under the Family Planning Initiative Project 532-0188	B
Association for Voluntary Surgical Contraception 938-3088	480,000	8/31/98	To make high quality voluntary surgical contraceptive (AVSC) services available as an integral part of developing country health and FP programs	Mission oversees the implementation of AVSC project with the NFPB. This is a buy-in under Mission's Family Planning Initiative Project 532-0188	B

* The amount stated here is estimated and may vary slightly from year to year

BEST AVAILABLE DOCUMENT

September 30, 1993 - March 31, 1994

CENTRALLY FUNDED PROJECTS

CATEGORY A - Supports Mission S.O. and can be Managed by Mission

<u>Project Title & Number</u>	<u>Funding Level</u>	<u>PACD</u>	<u>Project Purpose</u>	<u>Nature and Extent of Mission Management</u>	<u>Project Rating (A,B,C)</u>
AIDS/CAP - Technical Support Project 938-9872	2,188,000	8/29/93	Improve the health of the Jamaican people by preventing and controlling HIV/STDs	Lead technical assistance agency for our Mission's AID bilateral program	B
Family Planning Management Development (FPMD) 938-3055	230,000	2/24/95	To promote institutional development and strengthen the management capabilities of public and private (non-profit) FP organizations in LDCs	Mission oversees the implementation of FP MD Project with NFPB. This is a buy-in under Mission's Family Planning Initiatives Project 938-0183	B
Family Planning Logistics Management 938-3038	198,988	8/31/93	To improve the management and operation of FP programs in developing countries through the use of more effective logistic systems, the collection and analysis of demographic data, and the use of targeted epidemiology activities	Mission oversees the implementation of FP MD Project with the NFPB. This is a buy-in under Mission's Family Planning Initiatives 532-0183	B
Contraceptive Social Marketing III 938-3091	658,988	9/30/93	To assist the NFPB to effect the transfer of social marketing activities to the private sector	Mission oversees the implementation of the Future Group Contractor with the NFPB. This is a buy-in under the Family Planning Initiatives Project 532-0183	B
Health and Nutrition Technical Services Support 588-0857	364,382	9/25/94	To improve the quality and efficiency of current and future health service by assisting the GOJ to analyze and formulate policy options	Mission oversees the implementation of the university research company contractors with the MOH. This is a buy-in under the Mission's Health Sector Initiatives Project 882-0183	B

Strategic Objective #4:
Other Concerns

BEST AVAILABLE DOCUMENT

**CENTRALLY FUNDED PROJECTS
CATEGORY B - Supports Mission S.O. and is
Beyond Mission Capacity to Manage**

	<u>Project Title</u>	<u>Project Number</u>
Strategic Objective #1: Increased F/E & Employment	Agricultural Bio- technology for Sustainable Produc- tivity	938-4197
Strategic Objective #2: Improved Environmental Management and Protection	The Nature Conservancy	938-0158
Strategic Objective #3: Healthy, Smaller Families		
Strategic Objective #4: Other Concerns	International Disaster Assistance Project	988-2320

BEST AVAILABLE DOCUMENT

//

**CENTRALLY FUNDED PROJECTS
CATEGORY C - Does Not Support Mission S.O.**

	<u>Project Title</u>	<u>Project Number</u>
Strategic Objective #1: Increased F/E & Employment		
Strategic Objective #2: Improved Environmental Management and Protection		
Strategic Objective #3: Healthy, Smaller Families		
Strategic Objective #4: Other Concerns	International Disaster Assistance Project	968-2320

BEST AVAILABLE DOCUMENT

TABLE OF CONTENTS

		<i>Page</i>
5320135.00	Export Dev. & Investment Prom.	1
5320156.00	Microenterprise Development	5
PL-480	Title I - Section 108 Auction	8
5320165.00	Agricultural Export Services	11
5320101.00	Hillside Agriculture	16
5320128.00	Agricultural Research Project	20
5320120.00	Inner Kingston Development	23
5320168.00	North Coast Development Support	27
5320169.00	CLASP 2	30
5320129.00	UWI School of Mgmt. Impro.	33
5320163.00	Dev. Env. Mgt. Orgs/PARC II	37
5320149.00	Tech. Supp. for Shlt. & Urban Svs.	40
5320152.00	Health Sector Initiatives	43
5320163.00	Family Planning Initiatives	46
5320161.00	Drug Abuse Prevention	51
5320153.00	AIDS/STD Prevention & Control	55
5320123.00	Crop Diversification Irrigation	59
5320155.00	Primary Education Assistance II	62
5320157.00	Food Aid Monitoring & Support	65
5320175.00	Sustainable Justice Reform	67
Title II -	Section 416 (Butteroil)	70
HG-12B	Ja. Shltr. Sector Supp. Program	73
HG-12C	Ja. Shltr. Supp. Prog. - Basic Shltr.	75
HG-13	Ja. Shltr. & Urban Svs. Pol. Program	78

SAR SUPPLEMENT

Page

Export Development & Investment Project	1-1
Microenterprise Development Project	1-2
PL-480 Section 108 Auction Program	1-4
Agricultural Export Services Project	1-5
Hillside Agriculture Project	1-7
Agricultural Research Project	1-8
Inner Kingston Development Project	1-9
North Coast Development Support Project	1-10
CLASP II	1-12
UWI Management Project	1-13
DEMO	1-14
Tech. Support for Shltr. & Urban Service	1-17
Health Sector Initiatives Project	1-18
Family Planning Initiatives	1-19
Drug Abuse Prevention & Control Project	1-20
AIDS/STD Prevention & Control Project	1-21
Crop Diversification/Irrigation Project	1-22
Primary Education Assistance Project II	1-24
Food Aid Monitoring Project	1-25
Sustainable Justice Reform	1-27
Section 416	1-29
HIG-12B	1-30
HIG-12C	1-31
HIG-13	1-32

SUMMARY OF SAR REVIEWS

Page

Export Development & Investment Project	2-1
Microenterprise Development Project	2-2
PL-480 Section 108 Auction Program	2-3
Agricultural Export Services Project	2-4
Hillside Agriculture Project	2-6
Agricultural Research Project	2-7
Inner Kingston Development Project	2-8
North Coast Development Support Project	2-9
CLASP II	2-10
UWI Management Project	2-11
DEMO	2-12
Technical Support for Shelter & Urban Services	2-13
Health Sector Initiatives Project	2-14
Family Planning Initiatives	2-15
Drug Abuse Prevention & Control Project	2-16
AIDS/STD Prevention & Control Project	2-17
Crop Diversification/Irrigation Project	2-19
Primary Education Assistance Project II	2-21
Food Aid Monitoring Project	2-23
Sustainable Justice Reform	2-24
Section 416	2-25
HIG-12B	2-26
HIG-12C	2-27
HIG-13	2-28

PROJECT STATUS REPORT
October 1, 1993 - March 31, 1994

A ___ B X C ___

I. BACKGROUND DATA

Project Title: Export Development & Investment Promotion
 Project Number: 532-0135
 Date of Authorization: original: 03/28/90 amendment 09/28/93
 Date of Obligation: original: 03/29/90 amendment 09/28/93
 PACD: original: 03/15/94 amendment 03/15/97
 Implementing Agencies: Jamaica Exporters Association (JEA) International Executive Services Corps (IESC) and National Investment Bank of Jamaica (NIBJ) Tourism Action Plan (TAP), Ministry of Finance (FPMU), Jamaica Fair Trading Commission (JFTC), the Private Sector Organization of Jamaica (PSOJ) and Jamaica Promotions Corporation (JAMPRO).
 AID Project Managers: William Craddock/Michael Kaiser/Timothy O'Connor/Claudia Hunter/Valerie Marshall
 Status of CPs/Covenants: Original CPs met.
 Date of Last Evaluation: 03/93 Next Evaluation: PACD
 Date of Last Audit: None done
 Planned No. of non-Fed Audits: 8
 No. of Audits contracted for/completed: 4
 Project Committee Meeting held 10

FINANCIAL DATA

Amount Authorized:	DA Grant: original	\$7,000,000	amended to	\$13,000,000
Amount Obligated:	DA Grant: original	\$1,000,000	amended to	\$7,955,000
Amount Committed:	Period:	\$1,001,443		
	Cumulative:	\$5,483,872		
Accrued Expenditures:	Period - Projected:	\$1,500,000		
	Period - Actual:	\$ 955,429		
	Cumulative:	\$4,435,193		
	Period - Next	\$1,500,000		

Counterpart		<u>Period</u>	<u>Cumulative</u>	<u>Life of Project</u>
Contribution:	Planned:	\$500,000	\$2,393,000	\$5,592,000
	Actual	\$456,640	\$2,094,321	

	<u>Prior</u>	<u>Current</u>
% LOP Elapsed:	36%	57%
% of Total Auth. Oblig.	61%	61%
% of Total Oblig. Exp.	44%	56%
% of Total Auth. Exp.	27%	34%

II. PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES:

A. PROJECT PURPOSE

To increase exports and expand sources of foreign exchange, diversification of ownership and products. This will be achieved primarily by reducing obstacles of effective policy implementation by the GOJ and by easing constraints to private sector investment.

B. (i) RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

The project's contribution towards the primary strategic objective of increased foreign exchange earnings and employment comes from its several components. It provides production and marketing support to key labor intensive export oriented industries, increases private sector participation in the country's economic recovery via the privatization components, and works to help the GOJ implement policy reform and provide private sector investment through its policy implementation activities.

(ii) **PERCENTAGE OF LOP RELATING TO STRATEGIC OBJECTIVES - 100%**

M. PROJECT DESCRIPTION

The project finances a series of activities grouped around four pillars that provide assistance in economic policy management to sustain Jamaica's adjustment process along with Policy implementation and export technology to encourage export oriented production. The four pillars are Policy Implementation; Privatization; Financial Market Strengthening and Export Development. Within this framework, the emphasis will be on small business support and approximately half of remaining project funding will be devoted to help small firms expand export production, sales and employment.

IV. PROJECT STATUS

A. Planned EOPS

- | | |
|---|---|
| 1. Implementation of reforms agreed to with international donor/lender agencies | <u>Progress to Date</u>
Fair Trading Commission, Securities and ESOP Legislation Passed. Customs and privatization reform conditionalities of Adjustment loan supported by project activities. Exchange rate freed up foreign exchange allocation liberalized. |
| 2. Divestiture of 40 major state owned enterprises. | Privatization well underway with 28 entities divested. |
| 3. 10% annual increase in export earnings of selected sectors. | Growth in apparel sector's foreign exchange earnings of 36% during LOP attributable in part to JAMPRO's TA program. |
| 4. Increase in employment in assisted firms/sectors. | Significant increases in employment in apparel sector overall (25,000 in '91, 35,000 currently) and in project assisted firms (37% increase last year). |

B. Major Outputs

- | | | |
|---|---|---|
| | <u>Planned</u> | <u>Accomplished</u> |
| 1. Improved fiscal policy management | FPMU functioning as integral sustainable part of MOF's budget making structure. | FPMU established. Expert economist positions filled and working with Jamaican leader and MOF counterparts on workplan analyses. |
| 2. Enhanced consumer protection and competition among business. | Development of consistent regulations and policies in antitrust and consumer protection; an operational | Acquisition of furniture, computer hardware and software, library installed, internship initiated and PASAs with USFTC and USD/J extended for one year. |

	procedures manual; and a framework for analysing competition issues.	
3. Public/private dialogue and action on investment policy reforms	Identify primary or critical success factors for the creation of a favourable investment climate.	The task force recommendations on regulatory/administrative and infrastructure development were completed and submitted to the NAP steering committee. These have been reviewed by the NAP secretariat and are being implemented.
4. Facilitated export trade and professionalization of Jamaican operations with increased revenue from customs.	TA to assist with preparation of procedures manual, training courses, GATT valuation system; 10-15% increase in customs revenue.	A signed MOU with GOJ to provide TA to the Customs Department. A PASA agreement with the U.S. Customs Service. PJO/T for institutional contractor initiated.
5. Government owned entities privatized.	40 entities over LOP.	28 entities to date.
6. Fully functional Securities Commission regulating activities and participants in securities market.	Complete set of regulations and the establishment of a monitoring and enforcement system.	Preparation of an action plan listing immediate and longer range steps needed to establish functioning Commission.
7. Increased exports and employment in firms in apparel sector assisted by EDIP.	10% annual increase in earning and employment from firms assisted.	The small firms directly assisted by JAMPRO's garment consultant had a 37% increase in employment over the last year.
8. Increased productivity, employment and export earnings in data processing sector through a training efforts.	15% annual increase in earnings and increased employment.	\$100,000 worth of equipment and furnishings being used to train data processing technicians at H.E.A.R.T. Academy.
9. Increased productivity and employment in IESC assisted firms.	20 small firms (including tourism related industries) receiving technical assistance.	Cooperative Agreement negotiated and ready for signature.
10. Enhanced export development in other sectors	Institutional contract to design and implement focused export promotion program for small firms in one or more targeted sectors.	Coop Agreement with JEA ready to be signed. RFPs for institutional contract to implement program sent out.

C. Other Accomplishments and Overall Status

\$6,058,342 has been earned and \$4,435,193 has been expended to support productivity improvements, trade promotion, tourism, financial market improvements and policy initiatives. Several activities referred to in the last semi-annual review were carried out over the period. Memorandums of Understanding outlining areas of support and accompanying responsibilities were signed with Jamaican Customs and the National Investment Bank of Jamaica. The privatization feasibility study for the National Water Commission (NWC) was conducted and its findings and recommendations are being considered by relevant GOJ authorities. A public/private sector seminar hosted by the Private Sector Organization of Jamaica was widely attended and used to analyze and discuss the results of a nationwide survey which determined the impact of economic liberalization on business behavior and investment.

New project activities undertaken during the period include bringing to the point of signature a Cooperative Agreement with the Jamaica Exporter's Association to implement a Small Business Export Development program and the signing of a Participating Agency Service Agreement with U.S. Customs to provide technical assistance and training to Jamaican Customs.

I POLICY IMPLEMENTATION

1. The Fiscal Policy Management Unit (\$1,000,000 obligated) - The UNDP funded data specialist and management specialist are on the job and working in conjunction with the expatriate senior economist and fiscal economist and the Jamaican team leader and fiscal economist.

The unit is drafting its second six months workplan within the Ministry and has begun a workshop on the FPMU for the GOJ's permanent secretaries and other senior officials for May, 1994.

2. Fair Trading Commission (\$250,000 obligated) - The JFTC commenced operations and has taken on cases involving activities such as double ticketing, "bait and switch" advertising and possible abuse of the dominant positions of the country's major public utilities. The technical assistance by the USFTC and USDOJ focused primarily on the acquisition of computer equipment and the installation of a consumer complaint tracking system for the JFTC.

3. National Action Plan Secretariat (\$340,000 obligated) - The NAP Steering Committee held meetings to discuss findings and recommendations of the three task forces set out to address constraints in the social and economic environment. Decisions made included implementing a single unique taxpayer number system, providing private project security for major infrastructure projects and revising the schedule for fees presently being used in the Registrar General Department for licensing.

5. Custom's Service Reform (\$100,000 obligated) - USAID signed a Memorandum of Understanding in January with Jamaican Customs regarding the assistance to be provided to upgrade and modernize customs operations. The Mission prepared the terms of reference for a long term program of technical assistance to Customs under an institutional contract and also entered into a PASA with the US Customs Department to provide short term technical assistance and training to Jamaican Customs starting in April 1994.

II PRIVATIZATION (\$1,869,114 obligated)

Over the past six months, major public entities were privatized. Foremost among these were the sale of four sugar estates (Frome, Monymusk, Bernard Lodge and Long Pond) for the equivalent of US\$41.7 million. Other divestments over the period include the sale of the Holiday Inn in Montego Bay for US\$22 million and the leasing of the Jamaica Fisheries Complex. The Government also identified a local group prepared to purchase Air Jamaica. These activities, however, were not directly financed with USAID funding.

The study to determine the optimal industry structure and regulatory framework for privatization of the National Water Commission was conducted and the GOJ is now considering the next step in the process. The MOU with the NIBI detailing the terms and conditions of USAID support was negotiated and the NIBI contracted a resource consultant to help troubleshoot and facilitate the privatization process.

BEST AVAILABLE DOCUMENT

III FINANCIAL MARKETS STRENGTHENING (\$105,000 obligated)

Progress in this area has been slowed due to a number of factors, primarily the nine month delay in having the Securities Act gazetted and therefore officially enacted. A search for an Executive Director has been conducted and that person is expected to start in June. Both USAID and the World Bank are collaborating in the establishment of the Securities Commission with the Bank focusing on the development of licensing procedures and the drafting of needed regulations and USAID support geared to providing start up furniture and equipment and addressing policy concerns related to issues such as limited membership on the exchange and the adequacy of its compensation fund against broker insolvency. The scope of work for this assistance, which will be provided through a buy-in with the Financial Sector Development Project in AID/Washington has been prepared and the technical assistance will begin in June, concurrent with the assumption of duties by the Executive Director.

IV EXPORT DEVELOPMENT

1. JAMPRO (\$1,730,500) obligated - The project continued its support to the garment industry through the long-term advisor who provided technical assistance and training to 11 small firms and 120 persons (99 females and 21 males). In Information Processing, the specialized training classes at the Heart Academy are underway and the first class of 30 students recently graduated and all are now employed in the industry.

2. IESC (\$639,348 obligated) - The Cooperative Agreement with IESC detailing the roles and responsibilities of both parties in the implementation of AID financed VE and tourism sector programs has been negotiated and will be signed shortly. During the reporting period three projects were carried out. They involved both direct export and import substitution activities. One Volunteer Executive (VE) helped a small woman owned business enter the export market through the production of tailored hats containing the logos of Jamaican hotels and tourism attractions. Another VE assisted a small business butcher upgrade his capacity to supply the hotel and restaurant trade with quality meat products which translates to foreign exchange savings and increased local employment. Assistance was also provided to a nascent small video production company to help it enter the lucrative video export business.

3. Tourism Action Plan (\$401,000 obligated) - Activities during this period focused on concluding a number of capital improvement projects already underway. Foremost among these is the construction of the Negril Vendors Arcade which will supply shelter and cold storage facilities for small craft and food vendors located in the area. Other projects nearing completion include facade improvements and beautification of railway gardens in tourist areas in Falmouth and Port Antonio. We expect that all remaining activities in this component will be concluded by May, 1994.

4. Small Business Export Development (\$375,375 obligated) - During this reporting period, an export development program that addresses the needs of small business involved in exporting was designed, negotiated and put into place. The program includes a Cooperative Agreement with the Jamaican Exporters Association which will be the implementing agency supported by an institutional contractor which will provide technical expertise, training and export market information services to small business exporters in sectors that demonstrate significant growth potential. The Cooperative Agreement with the JEA has been prepared and Requests for Proposals to help implement the program have been sent to interested firms.

D Problems and Delays

Although the expenditure rate has picked up, the pipeline remains too large. While some activities, notably the FPMU and Fair Trading Commission did get underway during this period; other programs such as financial markets, experienced start-up delays which limited the expected drawdown on the pipeline. With the initiation of support activities for Small Business Export Development, Customs and Financial Markets, along with the continuation of other ongoing

programs, we are confident that the issue of pipeline size will be substantially resolved over the next reporting period.

During the Action Plan review, it was noted that the name of this project, Export Development and Investment Promotion does not adequately describe the type and variety of activities it actually support, particularly after last year's authorization of a \$6 million project amendment. A suggestion was made that the name be changed to one that better reflects the range of post-amendment programs and initiatives with which it is involved. The new name for the project will be Improved Markets, Export Growth and Opportunities (IMEGO).

V. MAJOR ACTIVITIES DURING NEXT SIX MONTHS

A. Corrective Actions Expected

- o Submission of Congressional Notification of new project title with same project purpose but revised program of activities geared to achieving this purpose.

B. Work Plan for the next six months

Policy Implementation

Customs

- o Initiation of short term support activities under PASA with U.S. Customs.
- o Selection of an institutional contractor to implement long term program of training and technical assistance for customs reform.

National Action Plan

- o Update Business Behaviour Survey 1994
- o NAP/PSOJ to sign a contract with Peace And Love in Schools (PALS) to implement a non-violent conflict resolution curriculum in elementary schools.

Jamaica Fair Trade Commission

- o Advanced training on the complaint tracking system.
- o Improvement of library facilities.
- o Resolved issues on cases pertaining to monopoly, price fixing and illegal advertising.

Privatization

- o Follow up on the recommendations of the NWC privatization study to determine next appropriate steps in the process.
- o Development of an approved list of new privatization entities.
- o Negotiations on the establishment of a privatization support fund/self-sustainability fund.
- o Execution of a privatization impact assessment study.
- o Training of two NWC executives in privatization.

Financial Market

- o Contract short term technical assistance consultancies to help the establishment of, and commencement of program activities by, the Securities Commission.
- o Negotiate and prepare a strategic plan with the Jamaica Securities Commission outlining the areas of USAID support to the Commission as well as the relationships and responsibilities of all parties involved in the program.
- o Develop and compete a Scope of Work for a long term program of technical assistance and training in securities market regulation and financial strengthening.

Export Development

- o Select institutional contractor and begin implementation of firm level technical assistance and training program for small business Jamaican exporters.
- o Sign Cooperative Agreement with IESC outlining both parties' roles and the focus of the USAID financial small export and tourism business support program.

VI. IMPACT FOR THE NEXT SIX MONTHS

Jamaica Fair Trade Commission

- o Library opened to the public.
- o The computerized complaint tracking system promotes quicker response and resolution to complaints.

Customs

- o Select institutional contractor for long term support to Jamaican Customs Department.

Privatization

- o Privatization of at least five (5) entities.
- o Another ten will be brought to the point of sale including a major airline and selected services at a major hospital.
- o Determination of the follow on steps for the NWC privatization.

Financial Markets Strengthening

- o Securities Commission established and implementing regulations formulated.

Export Development

- o Institutional contractor begins implementing Small Business Export Development (SBED) project.

BEST AVAILABLE DOCUMENT

Project Status Report
October 1, 1993 - March 31, 1994

A ___ B X C ___

I BACKGROUND DATA

Project Title Microenterprise Development
 Project Number 532-0156
 Date of Authorization original 08/24/90
 Date of Obligation original 08/30/90 last amendment 03/31/94
 PACD original 08/31/94 amendment 09/30/97
 Implementing Agencies Enterprise Development Trust (EDT), Agency for the Selection and Support of Individuals Starting Trade (ASSIST), Office of the Prime Minister (OPM).
 Proposed Implementing Agencies City of Kingston Credit Union (COK), Small Business Assoc/Peace Corp, National Development Foundation (NDF), Workers Bank, JAMPRO.
 AID Project Managers William Craddock/John Owens
 Status of CPs/Covenants EDT
 CPs to fourth disbursement ceiling met
 ASSIST
 CPs to first disbursement ceiling met CPs to second disbursement ceiling pending
 Date of Last Evaluation 06/93 Next Evaluation 6/95
 Date of Last Audit ASSIST audit in progress
 EDT audit in progress
 Planned non-Fed Audits 12 Project Committee Meetings Held during Period 6
 Completed non-Fed Audits 2

FINANCIAL DATA

Amount Authorized	DA Grant original	\$2,000,000 amended to \$5,000,000		
Amount Obligated	DA Grant original	\$ 720,000 amended to \$2,890,900		
Amount Committed	Period	\$ 253,466		
	Cumulative:	\$1,825,953		
Accrued Expenditures	Period-Projected	\$ 500,000		
	Period-Actual:	\$ 120,793		
	Cumulative:	\$1,572,704		
	Period-Next:	\$ 600,000		
Counterpart Contrib	Period	Cumulative	Life of Project	
	Planned	\$250,000	\$1,510,000	2,500,000*
	Actual	\$283,191	\$1,652,933	62%
	Prior	Current		
	Period	Period		
% LOP Elapsed	44%	51%		
% of Total Auth. Oblig	52%	58%		
% of Total Oblig Exp.	56%	54%		
% of Total Auth Exp	29%	32%		

*Adjusted to exclude donor funds

II PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

A Project Purpose
To accelerate the development of microenterprises into more productive, dynamic enterprises

B (i) Relationship to Mission Strategic Objectives
The project's contribution towards the strategic objectives of increased foreign exchange earnings and employment comes from its several components. The credit component is geared toward increasing the ability of micro and small enterprise financing organizations to offer credit and technical training on a sustainable basis, this credit will lead to the creation and strengthening of 6000 jobs. Assistance is also to be provided to micro and small business support organizations to expand their ability to assist these businesses on a sustainable basis. Policy research and reforms will further the integration and growth of this sector.

(ii) PERCENTAGE OF LOP RELATING TO STRATEGIC OBJECTIVES 100%

III PROJECT DESCRIPTION

The project will strengthen the capacity of microenterprise credit organizations through training and systems development, provide credit programs with program and commodity support, create a more supportive environment by pursuing policy reforms and supporting advocacy groups, and improve markets and products

IV PROJECT STATUS

A Planned EOPS

1 Establish two sustainable microenterprise credit programs

Progress to Date

MDP project support for lending under the EDT Cooperative Agreement came to an end in October 1993. However, the Cooperative Agreement was extended until July 1994 to complete recipient contracted audit.

The Project is now considering requests for assistance from three organizations. Two will be chosen in April with cooperative agreements being signed during the next period.

ASSIST has submitted a request to extend their Cooperative Agreement which ends in October 1994. The request is now being reviewed in order to amend the Cooperative Agreement in April.

A technical advisor also visited in December and again in January to work with ASSIST in developing their business plans and in developing a computer model to be used in tracking their operations. Some support was also provided to EDT.

80

2 Strengthen and improve sustainability of 3 credit programs

A training needs assessment was conducted during December 1993 among organizations lending to the micro and small sector. Based on the results of this assessment a training program was developed which includes training courses for senior staff and loan officers as well as sessions for board members and donors. The training institution should be chosen by May and it is expected that the training program will begin in the summer pending the final approval of the GOJ/GON and EEC programs.

ASSIST The first two quarterly surveys are completed with the third awaiting preparation. ASSIST will be implementing a survey this spring which will be able to assess the impact credit has on the sector.

3 Credit disbursed to microenterprises by assisted institutions increases by 300%

EDT provided the equivalent of US\$160,886 in loans in 1993. This is a reduction over 1992 and resulted from the difficulties EDT experienced during the year with the reduction in the number of loan officers and other staff. ASSIST provided the equivalent of US\$872,669 loans in 1993 compared to US\$203,000 in 1991.

4 Develop a core group of implementors knowledgeable about sustainable lending strategies

During the week October 3-8 a second visit was made to ADEMI and FONDOMICRO in the Dominican Republic. The group consisted of the Executive Director, a member of the board and the Operations Manager of ASSIST, and a representative from ASSIST auditors, Coopers & Lybrand, and the MDP project officer. The purpose of this visit was to increase knowledge of minimalist lending practices and internal audit procedures as ASSIST expands their program and prepares to disburse APPLE loans.

5 Improve productivity and profitability of 150 firms through non-credit assistance

The Negri Chamber of Commerce has drafted the incorporation documents to set up the company to manage the new vendors arcade which will be jointly owned by the vendors and the Chamber. The market will be completed in the next period.

A preliminary report of JAMPRO's study of 170 craft producers in Westmoreland has made several recommendations to assist with increasing the productivity of these producers. These recommendations are to be worked on with a view to implementing a small pilot effort in the next period.

6 Create 6,000 new jobs or equivalent in full-time employment

During this period EDT and ASSIST created/strengthened 1,283 jobs for a total of 3,910 jobs to date.

7 Improve data base on microenterprises and the environment they work in

The MSU consultants visited in February to continue monitoring work on the quarterly panel survey. A revised panel survey was prepared for STATIN and

B Major Outputs

		Planned			Next Period	Accomplished		
		LOP	Period	Cum		Period	Cum	% of LOP
1 6000 new enterprises started or expanded	M	3000	250	828	250	225	793	26%
	F	3000	250	1112	250	355	1031	34%
2 12000 loans disbursed in assisted programs	M	6000	500	1247	500	246	884	15%
	F	6000	500	1512	500	380	1158	19%
3 Training short-time (8000 persons)	M	4000	400	1856	250	243	2177	54%
	F	4000	400	2217	250	367	2434	61%
4 Institutional training in improved microenterprise lending practices								
Overseas	M	9	3	3	4	3	3	33%
	F	3	1	1	2	1	1	33%
Local	M	40	20	20	20	0	0	0
	F	10	5	5	5	0	0	0

C Other Accomplishments and Overall Status

- The Project management unit completed its relocation to the Mission in January.
- Requests for proposal were sent out to five lending agencies who had previously requested assistance under MDP. Two institutions will be chosen from this group to receive support from the project with additional institutions to benefit under the training program.
- EDT and ASSIST financed 580 new microenterprises during this period and trained 611 owner/operators to improve business practices.
- The ASSIST audit for the period May-December 1992 was received. The audit identified a number of deficiencies. These include inadequate maintenance of client and accounting records, collections not being deposited in a timely manner, personnel files not being kept up to date, loan approval procedures not consistently followed, inaccurate reporting on USAID funding. The outstanding issue of third party invoices not bearing any marks of approval was again noted. Also noted was inadequate monitoring of clients of regional offices and the need for training of loan staff. These deficiencies are to be addressed during the next period.
- USAID along with other donors have organized a strong working committee which collaborates in the implementation of the various bilateral and multilateral efforts to assist the small and microenterprise sector. Included in this committee are representatives from the EEC, GON, IDB, CIDA, GTZ who all have projects which provide support to the sector. Specific efforts have been joint support to microenterprise lending institutions, co-financed study tours, and training programs.

BEST AVAILABLE DOCUMENT

D Problems and Delays

- 1 EDT experienced many difficulties during this period which adversely affected their operations including numerous institutional weaknesses such as a declining quality of the loan portfolio based on increased violence in areas covered by EDT, the loss of the senior manager and other staff, and the inability to install an appropriate loan management system. None of these weaknesses, which had been identified by the midterm evaluation of May 1993, had been corrected as was determined by a follow-up evaluation by the GEMINI project. As a result it was decided not to extend any additional operational or loan support to EDT beyond October 1993 since long term sustainability was questionable.
- 2 Due to a delay in both the second phase of the GOJ/GON Microenterprise Project and the EEC Small Credit Scheme, borrowed funds available to ASSIST have been limited and have slowed their growth.
- 3 The delay of both the GOJ/GON and the EEC projects has held up the implementation of the training program which is now scheduled to take place in the summer of 1994.
- 4 The study tour to Indonesia was delayed as arrangements to visit BRI and BKK have been difficult to make. Recent contacts with USAID/Jakarta have led to an attempt to organize a trip this summer.
- 5 Expenditures for the period were down due to the ending of support for EDT, a slowed growth for ASSIST, and the delay in the training program. It is expected the expenditures for the next period will increase substantially with the addition of two lending institutions and the start of the training program.

E Major Activities or Corrective Actions During the Next Six Months

1 Workplan for the Next Six Months

- i) Contracts with the Project Manager and Administrative Assistant need to be amended during the next period.
- ii) The training program will begin with a combined workshop in July. This workshop will be for donors, GOJ, formal financial institutions, lending agencies, wholesalers. The training courses will follow the workshop. This training program will be coordinated with other projects instituted by the GOJ, GON, IDB, EEC, GTZ and CIDA and will most likely be conducted at CAST Entrepreneurial Center.
- iii) The technical advisor, who will be hired under a GEMINI buy-in, should join the project by July to work with the institutions in strengthening their operations.
- iiii) The amendment to the ASSIST Cooperative Agreement is now being reviewed and a decision should be forthcoming by the end of April.
- v) Requests for assistance with the development and expansion of microenterprise lending programs have come from NDF, COK, and Workers Bank. These requests are currently being reviewed with support from the GEMINI project and two of these institutions will be selected and Cooperative Agreements negotiated during the next period.
- vi) Recommendations by the Coopers & Lybrand audit to improve internal control at ASSIST will be put in place during the next period. These include ensuring all loans follow the same procedure for approval, deposits should be on a timely basis, the fund accountability statement should reflect accurately all USAID funds received, maintain up-to-date

personnel files to include information on salary, employment contract, authorized deductions. Regular reviews of operations at regional offices to ensure procedures are followed and clients visited. With regard to training, the lending staff will benefit under the MDP training program.

Outstanding recommendation from the previous audit as it relates to third party invoices to be addressed in the next period.

2 Expected Impact of Next Six Months

- Training program to start during the next period with 50 persons to be trained
- Approximately 1,000 new jobs created/strengthened
- 500 new microenterprises started or expanded
- 1,000 loans disbursed by assisted institutions
- 500 owner/operators of microenterprises to receive training to improve business practices.
- 6 persons to attend overseas study tour to Indonesian banks BKK and BRI

66

PROJECT STATUS REPORT
OCTOBER 1, 1993 - MARCH 31, 1994

A B X C

I. BACKGROUND DATA

Project Title: PL480 Title I Section 108 Auction Program
 Project Number: N/A
 Date of Authorization: original 12/23/85
 Date of 1st Deposit: original 07/21/87
 PACD: original 07/01/2021
 Implementing Agencies: N/A
 Major Contractors: Deloitte Touche Tomatsu and Various Intermediary Financial Institutions - IFIs - (e.g Banks, Credit Unions etc.)
 AID Project Manager: V. Marshall
 Status of CPs/Covenants: CPs met; no covenants.
 Date of Last Evaluation: 06/30/91
 Date of Last Audit: None done
 No. Contracted/Completed: None
 No. of Project Committee Mtgs. Held: 4

FINANCIAL DATA

Amount Authorized:	Total Deposits	\$5408,747,176
Amount Obligated:	Total Deposits	\$5408,747,176
Amount Committed (Not Auctioned):	Period:	\$ Nil
	Cumulative:	\$532,500,000
Amount Committed (Auctioned):	Period:	\$ 85,000,000
	Cumulative:	\$5274,940,000
Balance Available for auctioning:	Reflows *	\$ 30,847,610
	Approved	\$170,567,176
	Not yet approved	\$ 1,223,276
	Total:	\$5202,638,062

* Not yet approved by USDA

	Prior Period	Current Period
% LOP Elapsed:	19%	23%
% of Total Auth. Oblig.	100%	100%
% of Total Oblig. Exp.	54%	75%
% of Total Auth. Exp.	54%	75%

II. PROJECT PURPOSE AND RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

A. PROJECT PURPOSE

This project supports the Mission strategic objective of increased foreign exchange earnings and employment. The PL480 Title I Section 108 program allows developing countries to pay part of their PL480 obligations (25%) to the United States Government (USG) in their own currencies for productive private enterprise investment in that country, benefitting economic growth and exports.

B. (i) RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

Specific Linkage to Mission Strategic Objectives The project's contribution towards the Strategic Objective of increased foreign exchange earnings and employment comes from the on lending of funds to the private sector. It has generated and continues to generate new employment, foreign exchange, new technology, new entrepreneurs, macroeconomic policy priorities and agricultural development.

(iii) **PERCENTAGE OF LOP RELATING TO STRATEGIC OBJECTIVES - 100%**

III. PROJECT DESCRIPTION

The project provides that the USG loan the local currency funds to privately owned intermediary financial institutions (IFIs) for on-lending to the private sector. The IFI must agree to use the local currency borrowed under this program to make loans "to private individuals, cooperatives, corporations, or other entities at market determined rates of interest for the purpose of financing productive private enterprise investment within such country".

IV. PROJECT STATUS

A. Progress to date

1. Developments in interest rates and monetary policy.

The method used for on lending the funds is always under constant supervision because of the interest rate volatility. There was one auction held during this period, with the clearing interest rate of 48% and the weighted average of interest rate of the successful bids being 50% (note, the clearing interest rate is the rate given to the last successful bidder). Although the interest rates are high to the subsequent sub-borrowers at this time, requests for these funds are constantly be solicited by the IFIs. The (B) requested that we auction the funds available in

23

BEST AVAILABLE DOCUMENT

three tranches of J\$85 million over one year so as to assist them with the control of the liquidity in the system at any one time.

2. Overview of the Auctions

Between August 1989 and March 1994, seven auctions were held for a total of J\$274.94 million (See Annex I). The only discernable trend over these auctions appears to be an increase in the amount of funds demanded and the bid interest rates. Both seemed to be tied to the demand and supply of long term funds. Section 108 allows these IFIs to structure loans for productive investment with longer maturities. The present loan agreement terms were revised to reflect the minimum length of time for sub-loans (three years), to accelerate the disbursement of funds to the IFIs and to stipulate the conditionalities relating to the 599 legislation. The disbursement schedule now ensures that the disbursement of funds must now take place in twelve months rather than eighteen months and 50% of these funds must be disbursed in the first six months. There is approximately J\$201 million available for the next auction which is scheduled for some time between August and September.

3. Developmental Impact of Sub-Loans

When the PL480 Section 108 was passed, the intent was to direct more foreign assistance to the private sector. It was stated that the program would be judged on the quality of the investments made, not on the volume of funds directed to the IFIs. A study on the impact of these funds is slated to commence in the late summer. This will involve the analysis of the first seven auctions and follow on a study performed on the first four.

At the outset of the auctions, five developmental criteria were established to ensure that subloans will contribute to our strategic objective. These are (a) potential to create employment; (b) potential to earn foreign exchange; (c) brings new technology to Jamaica; (d) brings new entrepreneurs into the sector, stimulating competition and efficiency; and (e) contributes to implementation of sectoral or macroeconomic policy objectives. To date all projects that have benefited from use of these funds have met at least one of the development criteria.

The contractors, Deloitte Touche Tohmatsu (DTT) will provide an analysis of the sub-loans indicating how these loans contributed to our strategic objectives.

B. Major Outputs

	Planned			Accomplished		
	LOP Period	Cum. Period	Next Period	Period	Cum.	% of LOP
I. Auctions of Section 108	10	1	7	1	7	70%

C. Other Accomplishments and Overall Status

Sixteen IFIs participated in the seventh auction, submitting a total of 48 bids. Only seven of these bids were successful with the clearing interest rate of 48%. The winners of this auction (see annex I) have not yet requested disbursement of funds but it is anticipated that at least fifty percent (50%) of these funds will be disbursed by July 1994.

D. Problems and Delays

The auction was originally slated to take place in December 1993 but was delayed because of the length of time taken to resolve the dialogue between USAID and the Bank of Jamaica on the Government's monetary policy regarding liquidity. The decision to auction only one third of the amount available resulted in our repeating steps of the auction process, hence a three month delay.

VI. MAJOR ACTIVITIES DURING NEXT SIX MONTHS

A. Work Plan for next six months

Project Management

- o Contractor to review the IFIs and to periodically (every six months) evaluate the quality of the sub-loans
- o Impact study.
- o Develop a method to be used when calculating the interest floor rate needed for next auction.
- o Eighth auction of J\$85 million scheduled for August/September.

VII. IMPACT FOR THE NEXT SIX MONTHS

- o More loans will be generated to the private sector for productive investment. The contractors (DTT) will provide an analysis of the sub-loans indicating how these loans contributed to our strategic objectives.

pl

ANNEX 1

SUMMARY OF THE AUCTION PROCESS TO DATE

<u>AUCTION</u>	<u>DATE</u>	<u>BANK</u>	<u>AMOUNT J\$ mil.</u>	<u>BID RATE %</u>
1	Aug 1989	Eagle Merchant	10.00	19.00
		Mutual Security	10.00	19.00
2	Feb 1990	George & Branday	8.00	28.00
		Century National	9.40	27.00
		Century Merchant	7.60	27.00
		BNS	3.00	27.00
3	July 1990	Eagle Merchant	47.00	31.00
4	May 1991	Century National	11.00	30.01
		Century National	11.00	31.01
		Century Merchant	11.00	30.00
5	Sept 1992	Corporate Merchant	20.00	33.07
		Corporate Merchant	10.00	35.0042
		Workers Bank	28.94	32.004
6	Oct. 1992	Trafalgar Dev. Bank	2.00	24.00
		Trafalgar Dev. Bank	0.33	22.00
		National Dev. Found.	0.67	22.00
7	Mar. 1994	Century National	10.00	51.019
		Century National	15.00	50.296
		Century National	15.00	50.00
		Century National	25.00	49.996
		Century National	8.263	49.99
		C.I.B.C. (Ja.) Ltd.	7.825	48.00
Island Victoria Bank	3.912	48.00		
TO DATE	TOTAL		274.94	

FUNDS AVAILABLE FOR CURRENT AND FUTURE AUCTIONS

	<u>J\$Mn</u>
Amount available for auction (US Treasury account No. 72FT785)*	J\$170.57
Amount available for auction upon approval from USDA (US Treasury account No. 72FT785)*	J\$ 0.06
Amount of reflows currently in US Treasury Account No. 20FT686** (available for auction on approval by USDA and funds transferred to account No. 72FT785)	J\$ 30.85
TOTAL AVAILABLE FOR AUCTIONING	J\$201.48
* 72FT785 - AID account for IFI lending	
** 20FT686 - Reflows (interest bearing where allowed)	

BEST AVAILABLE DOCUMENT

25

PROJECT STATUS REPORT

October 1, 1993 - March 30, 1994

A _____

B X

C _____

I. BACKGROUND DATA

Project Title: Agricultural Export Services
 Project Number: 532-0165
 Date of Authorization: original: 09/14/89
 Date of Obligation: original: 09/24/89
 PACD: original: 09/30/96
 Implementing Agencies: Ministry of Agriculture (MOA)
 AID Project Managers: C. Ornstein/C. Brown
 Status of CPs/Covenants: CPs to First Disbursement - All Met
 CP requiring Environmental Assessment (EA) completed, AID/W approval received; contract signed to implement EA recommendations. All covenants met.
 00/00/00 Next Evaluation: 6/1/94
 Date of Last Evaluation: 06/01/92 Next Audit: 5/1/94
 Date of Last Audit:
 No. of Proj. Cmte Meetings during the Reporting Period: 3

IV. FINANCIAL DATA

Amount Authorized:	DA/ESF Grant:original	US\$10,000,000	
Amount Obligated:	US\$ 1,000,000 amended	to \$5,561,016	
Amount Committed:	Period:	US\$ 589,703	
	Cumulative:	US\$ 4,972,416	
Accrued Expenditures:	Period-Projected:	US\$ 1,000,000	
	Period-Actual:	US\$ 1,036,229	
	Cumulative:	US\$ 4,016,405	
	Period-Next:	US\$ 1,500,000	
Counterpart Contrib.:	Period	Cumulative	Life of Project
Planned	US\$67,568	US\$ 1,767,568	US\$ 8,850,000
Actual *	US\$50,000	US\$ 965,361	US\$
% LOP Elapsed:	72%		
% of Total Auth. Oblig.	56%		
% of Total Oblig. Exp.	73%		
% of Total Auth. Exp.	41%		

* No actual contributions have been reported by AESP PMU since 4/93. New accountant hired 2/94 to report.

II. PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVESA. Project Purpose:

The Project purpose is to increase exports of selected traditional and non-traditional agricultural products.

B. Relationship to Mission Strategic Objectives:

Addressees S.O. #1 by providing grant assistance to increase production and export of Jamaica's traditional and non-traditional crops and thus increase foreign exchange earnings and employment. Project provides funding for subprojects which expand production and marketing of crops, promote yield increasing technologies, and reduce or eliminate post harvest constraints. The project also provides support for essential public sector functions, like an export preclearance facility. The intention of all activities is to increase the volume and value of commodities for export. The Project also monitors environmental impact of subprojects and takes corrective action, as necessary, thus directly addressing S.O. #2, improved environmental quality and natural resource protection.

III. PROJECT DESCRIPTION

The Project is a US\$10 Million, seven-year effort, with three components. The Export Production Subproject component is intended to expand the production and export of agricultural commodities. The Production and Post-harvest Export Services component supports key public and private sector agencies in improving/expanding essential services to the producers and exporters of agriculture products. The Export Project Design and Management Services component develops sectoral and technical analyses, new subproject proposals as well as seminars, and funds attendance at trade shows and fact finding missions to promote increased agricultural exports.

V. PROJECT STATUSA. Planned EOPS

1. 8X annual growth in the volume of selected traditional agricultural exports.

Progress to Date

To date, the project has provided support for two selected traditional export crops: banana and cocoa.

a. During the project period the average annual increase for small-holder banana, the banana subsector supported by the project, met the 8X target. Between 1990 and 1992 exports of small-holder banana increased from approximately 15,250 tons to 19,175 tons. In 1993, small-holder banana exports were expected to reach 21,250 tons but fell short with production only reaching 19,200 following heavy rains.

At Western Banana, an AESP subproject which is responsible for 5X of Jamaican banana export production, individual small farmers have seen yields increase by 50X with a corresponding increase in earnings. Before subproject implementation, on land for which assistance is being provided by Westban, only 400 boxes a week were produced for export, current production exceeds 2,500 boxes

2. 8X annual growth in the volume of selected non-traditional agricultural exports

b. A cocoa subproject at Richmond Fermentary was initiated in February, 1992. Since subproject inception, production for export has nearly doubled, increasing from 236,000 lbs./yr of dry, saleable beans to a current annualized amount exceeding 500,000 lb.

To date, the project has provided production support to one non-traditional export crop - yams. Between 1989 and 1992 (1993 numbers are not yet available), yam production for export has increased by 68X from 6,207 kg. to 10,431 kg.

The GOJ Economic and Survey indicates that for selected non-traditional exports, including tubers, vegetables, fruits, and cut flowers -- all of which are supported through the AESP-funded Export Preclearance Program coordinated by USDA -- export volume has increased from a total of 11,963 kg. in 1989, down from 16,438 kg. in 1988 before hurricane Gilbert, to 19,275 kg. in 1992. The increase from 1988 to 1992 is equal to 17X; the increase from 1989 to 1992 exceeds 60X.

B. Major Outputs

	Planned		Next		Accomplished		% of LOP							
	LOP	Period	Cum.	Period	Period	Cum.								
1. Export Production Subprojects														
a) Proposals received	20	4	20	7	4	21	105							
b) Proposals approved	20	4	15	5	0	10	50							
c) Proposals completed	20	2	20	5	0	10	50							
2. Production and Export Services														
a) Preclearance Inspections	9000	2000	9000	2300	2134	12,484	139							
b) Upgrade Facilities	1	0	0	1	0	0	0							
3. Export Project Design & Support														
a) Sector/technical studies	20	1	10	2	1	8	40							
b) Workshops/Seminars	25	3	13	2	4	17	68							
4. Training														
Long Term	60	40	0	0	6	3	0	0	0	4	2	7	5	
Short Term	300	200	30	20	150	100	30	20	18	10	363	160	121	80

Approximately 40% of all persons involved in subproject activities are women.

C. Other Accomplishments and Overall Status

1. Component 1 - Production Subprojects

a. The Western Banana subproject (September 1992 - October, 1994) seeks to expand banana production and foreign exchange earnings by establishing bananas on 3,000 acres of under-utilized land in western Jamaica. USAID funding supports technical assistance to strengthen education and communication components, the objective being to implement appropriate technology and increase yields. Over 1,500 acres of banana have been established or resuscitated under the subproject. During the reporting period, 685 tons of bananas were shipped from the 344 producing hectares, down from 691 tons shipped in the previous period. The drop in production was a result of a wind storm which hit the area during the reporting period. Producing farmers have increased per acre production by an average of 50X as a result of project assistance.

The Subproject Manager has indicated that the target of 3,000 acres of production will most likely not be met until Summer, 1995. Additionally, funding for technical assistance provided through AESP is expected to carry the project only through late summer, 1994, a few months short of AESP assistance which is scheduled to end in October, 1994. Management hopes to have enough farmers under the program to pay for the cost of technical assistance by mid fall.

Of the 340 farmer beneficiaries the project is currently assisting 34 women.

b. The Cocoa Production - Richmond Fermentary Area subproject (Feb., 1992 - Sept., 1994) seeks to increase cocoa production by 300X in three years and 500X in five years by providing input material on credit to selected farmers. These include seedlings, cutlasses, files, fertilizer, and rat bait. The project also provides training for the adoption of improved cultural practices. Additionally, the project has been providing intercropping seedlings, including coconut, sour sop, ackee, nutmeg, cinnamon, and avocado. At the end of Mar., 1994, 1,985 acres have been rehabilitated and farm plans prepared for the remaining 515.

A no-funds project extension from March 1994 to September 1994 was granted during the reporting period to provide sufficient time to achieve project targets. Subproject management argued that the MOA had not disbursed funds until summer, 1992, resulting in a late start for the project. The extension is intended to give the subproject a full two-year implementation schedule. Production for the period totalled 252,000 lbs. of dry, saleable beans versus 236,300 lbs. in the previous period.

Cocoa production has increased 53X, from 326,000 lbs./yr. in 1991 to an annualized production amount exceeding 500,000 lbs./yr. in the last period. The PMU management feels that this production increase shortfall is directly related to the late start of the project and will be corrected by the project extension.

A farmers' cooperative has been formed which is arranging for marketing of subproject crops.

c. The Non-Blue Mt. Coffee Cooperative subproject (Feb. 1992 - Feb. 1995) seeks to improve the management capability of lowland coffee cooperatives in an effort to increase yields and production, and improve efficiency and accountability. Sixteen clerks continue under training in cooperative management and improved cultural practices. Seventeen radios for communication were purchased during the period, with six installed and operational. There is evidence that the subproject is on track in terms of gradually improving management capabilities. Examples are (1) for the first time the cooperatives have petitioned for and obtained from the Coffee Industry Board(CIB) an advance on this year's revenue which will be used to purchase inputs needed now, (2) the cooperatives have persuaded the CIB to

27

BEST AVAILABLE DOCUMENT

schedule spraying for the coffee berry borer by geographical area to ensure optimal control. (3) there has been increased diffusion and acceptance of critical production techniques such as pruning, and (4) the cooperatives have seen an increase in membership and in attendance at meetings.

Despite progress made in improving management capabilities, production data from the CIB show a significant decrease between 1991/92 and 1993/94 in number of boxes sold to the CIB, (224,901 to 63,167). Some of the decrease is being attributed to recurring heavy rains at flowering resulting in blossom drop. In addition, the CIB data does not represent total production figures. The CIB admits an increasing percentage of production (up to 30%) is being sold by growers to private processors and thus isn't reflected in the CIB data. This seems to suggest the need for a more realistic system of data collection by the cooperatives and the CIB.

- d. The **National Yam Export Development** subproject (April 1991 - Dec. 1993) aimed at promoting the use of the yield increasing mini-sett yam production technique. Although not intended originally to significantly increase total exports of yams from Jamaica as the subproject was a demonstration activity, it did result in the establishment of 1,000 farm plots, totaling 500 acres, being planted using the technique during the subproject, with 400 plots being established during the last period. Over 183,000 pounds were harvested during the reporting period, up from 132,000 in the previous period.

Yields per acre for farmers using the mini-sett method have produced yields in excess of 50% above traditional methods.

The subproject reached its PACD in December, 1993 and has been terminated. All vehicles procured under the activity have been returned to the AESP PMU for distribution to other project activities, including the preclearance program. A full accounting of subproject commodities has been requested and is outstanding.

Proposals have been received from yam producers to follow-up this demonstration subproject with a large-scale yam production and marketing project using the mini-sett technique to capitalize on the successes of the demonstration project.

- e. The **Minard Estate Seed Stock Development** subproject (December 1991 - February, 1994) had the objective of upgrading the quality of livestock in Jamaica through a program of preservation, consolidation, and expansion of the national beef-cattle gene pool. Funding was scheduled for this project in two equal tranches, with the second tranche to be provided upon the achievement of production objectives and movement towards privatization of the facility. With the decision by the GOJ in March 1994 not to privatize the facility, the project decided that second tranche funding was no longer supportable and the project has been terminated. A close-out report has been requested from subproject management.

The subproject achieved its primary goals related to consolidation of the cattle gene pool, improvement of the Minard facility, and multiplication of animals of superior merit.

- f. The **Tryall Banana** subproject (February, 1990 - May, 1992) had the objective of increasing banana exports by bringing 460 acres of bananas into production through leases to small-scale farmers. Although this subproject reached its formal PACD in 1992, the GOJ has continued to fund the activity from their own resources and to lobby for an extension and additional Jamaican dollar funding (up to the original US dollar funding cap of \$220,000 of which \$170,000 has been disbursed) through AESP.

USAID has communicated to the GOJ that further funding would only be considered if the GOJ provides assurance that essential infrastructure not included in the

original project plan but necessary for subproject success, including improvements to roads and provision of water, are funded through non-AESP sources.

Four-hundred and thirty acres of the target of 460 acres have been established, with 237 acres now producing. Of the 109 farms established (up from 48 as of the last period) 34 are now producing. Plots average 5 to 10 acres in size. Production was at 960 tons during the period, of which 601 were exported, valued at J\$4 million. Five-acre farmers are able to net as much as J\$250,000/year as a result of project assistance.

Resolution of extension or final termination will be achieved during the next reporting period.

- g. Following an internal management review performed by the project team, a new management mechanism for identifying, developing, and initiating new production subprojects through a cooperative agreement with a local export association was designed during the project period to be implemented beginning in the next reporting period. No new projects were initiated while this mechanism was being put in place. New subprojects totaling US\$1.3 million are planned for initiation during the next six to 11 months. Potential projects tabled for consideration during the next period include:

- 1) A revised proposal for the development of yield-enhancing papaya technology.
- 2) Farming of the Caribbean Spiny Lobster.
- 3) Orchard crop development.
- 4) Expansion and development of the peppermint industry.
- 5) Assistance to growers of Scotch Bonnet Pepper.
- 6) Yam production and marketing.
- 7) Strawberry production and export.

2. Component 2 - Export Services

- a. The subproject management team for the AMC Refurbishment subproject, a subproject which overran original budget and schedule targets, has not yet responded to AESP management requests for justification to extend the PACD beyond the original July 31, 1993 date and fund the subproject beyond the original Jamaican dollar budget of J\$4.2 million, for which full reimbursement has been made. An increase to J\$10.5 million and an extension to May 31, 1994 is being requested for this subproject. A deadline of April 30, 1994 has been established for receipt of acceptable justification. Failing that, the subproject will be formally terminated and outstanding funds de-earmarked.

Funding from the GOJ above the AESP subgrant amount of J\$4.2 million has been sufficient to complete construction to the point where the facility is now usable following paving of an access road and parking lot.

- b. In December, 1993 the management contract for operation of the agricultural preclearance facility at Norman Manley Airport was awarded to Agro Partners Ltd., a consortium which includes the Agricultural Development Corporation and the Jamaica Exporters' Association. As a result of over J\$800,000 in damages allegedly committed by the former concessionaire, and difficulties in having repairs to the fumigation chambers completed satisfactorily, full operations did not resume at the facility until late February, 1994. Concessionaire and MOA staff attended a fumigation course presented by USDA in Jamaica during early March and have been certified by USDA to operate the fumigation chambers.

- c. Negotiations among USDA, USAID, and local exporters for local exporters to assume, within two years, costs related to the presence of an APHIS officer in Jamaica to support the agricultural preclearance program continued during the period. The exporters have requested a revision to the proposed budget and have proposed

88

alternative financing arrangements which USDA staff are reviewing. A draft MOU has been prepared and reviewed by USDA and the JEA. Agreement regarding the budget, financing, and implementation of the privatization scheme are expected in the next reporting period.

- d. Negotiations to create a "one-stop" preclearance facility at the Norman Manley International Airport, to include preclearance functions, customs clearance, airline operations, and related services, began during the period under the auspices of the JEA. One stop operations are needed to expedite export of agricultural commodities and allow exporters to achieve significant increases in export volume.
- e. During the reporting period over 14 million lbs. (up from 8 million last period) of fruits, vegetables, cut flowers, and cut foliage valued at US\$7.7 million (up from US\$4.4 million last period) were moved through the Norman Manley Airport preclearance. Three-million, eight-hundred lbs. of yams were fumigated during the period, down from 4.5 million in the last period. This level of fumigation occurred notwithstanding the fact that no fumigations occurred for over one month during the concessionaire hand-off period as a result of facility damages.
- f. Repairs to the cold room facility at the airport preclearance facility were begun during the last week in March and are scheduled for completion in mid April, 1994.
- g. Due to low mango grower response and competing priorities on the part of the JEA, no further progress has been made regarding the initiative to work with mango growers to fund construction of a mango hot water dip facility in Jamaica. The JEA plans to resume discussions during the next reporting period.

3. Component 3 - Design and Management Services

A cooperative agreement to develop concepts and write project proposals for production subprojects was developed in the prior period and will be implemented during the next period. The agreement provides funds to the Jamaica Exporters' Association to manage this function.

Implementation of the PASA with USDA/OICD to provide technical assistance in-country and in the U.S. and to develop knowledge of U.S. market opportunities and requirements continued during the period. Two Jamaican entrepreneurs attended the Produce Marketing Exposition in Washington, D.C. in October, 1993. A fruit and vegetable inspector from the MOA attended the USDA course on inspection for compliance with USDA grades and standards in Virginia Beach, Va. in January. One Jamaican attended the Food Pack of the Americas Conference in Miami, Fla., in late February, 1994. Three Jamaicans attended the United Fresh Fruit and Vegetable Exposition in San Diego, CA, in early March, 1994.

The project funded a one-week post harvest handling and marketing seminar hosted by the Continuing Education Program in Agricultural Technology, a University of West Indies program. Twenty-eight Jamaicans attended the course which dealt with the rudiments of marketing and management of perishables and introduced quality control criteria for selecting perishables (pre and post-harvest).

4. Other

- a. A VOCA volunteer completed a computerized impact assessment system for the AESP PMU begun in the previous period. The system is designed to provide data on subproject export production, sales, beneficiary data, and employment. The PMU will manage collection of data from subprojects during the next period and begin providing monthly, quarterly, half-year and yearly data.
- b. In March, 1994 a second VOCA volunteer visited the island to study and recommend

potential subproject organizational models for future AESP subproject beneficiary organizations. Subproject organizational structures were identified as a key constraint impacting effective implementation of the AESP subprojects during an internal management review. VOCA developed a recommendation for organization of a proposed lobster harvesting cooperative in Black River which has potential as a model for similar subproject activities.

- c. A second representative from the private sector has been added to membership on the AESP PCC.
- d. A draft cooperative agreement with Volunteers in Overseas Cooperative Assistance (VOCA) was designed during the period and is scheduled for signing during the first week in May, 1994. The agreement will provide for up to 24 technical assistance interventions to subprojects during the next two-year period to overcome managerial, operational, marketing, and technical constraints.
- e. The AESP PMU experienced 100% turnover of management, plus the addition of new support functions, during the period. The strengthened staff is expected to significantly improve project control and management capabilities. The AESP PMU Project Manager and Accountant positions, vacant since November and October, 1993, respectively, were filled in February, 1994. The project also filled a new Technical Advisor position during the period as well as a newly created accounting clerk position. A nominee for the newly created Deputy Project manager position has also been identified and will be assume responsibilities during the next period.
- f. Resignation of the Project Manager and Project Accountant in November, 1993 resulted in a further delay of planned project audits. With these positions now filled, the AESP PMU Project Manager will tender for a recipient-funded audit of project and subproject accounts in mid April, 1994 for execution during May.
- g. The PIO/I and related Scope of Work for an external project evaluation have been initiated and are expected to be approved in early April, 1994. The evaluation is planned for execution in June, 1994 following completion of the recipient-funded audit.
- h. During the period the RONCO contract was negotiated at a lower level and a revised scope of work was approved. Implementation of the environmental monitoring function under this new contract has been improved with a tightening of planning and reporting functions by the contractor, to include a reporting requirement to PMU and subproject management following each site visit. Monitoring of effects on soil and water by subproject activities has been reinstated. Site visits indicate that subprojects are not implementing appropriate precautions for storing and handling pesticides. In the next period the PMU will bring subprojects into compliance.

D. Problems and Delays

Resolution of additional funding requests and schedule extensions are outstanding for AMC Refurbishment and Tryall banana. Mechanisms for resolution of these delays have been established and are discussed in section V.C., above.

Both the rate of expenditure for host country contributions and the reporting mechanism for updating USAID on the contribution amount have not met implementation requirements. With a new accountant now in place at the PMU, the project can improve reporting and begin to identify additional GOJ expenditures that qualify as AESP host country contributions.

No vouchers have been submitted by the AESP PMU for advance liquidation or reimbursement since October, 1993 following reconciliation of accounting by the

newly hired PMU accountant a schedule of voucher submissions will be initiated.

Subproject close-out reporting for terminated subprojects remains outstanding. USAID will work with the PMU Project Manager to communicate subproject termination reporting requirements to be implemented in the next period.

E. Major Activities or Corrective Actions During the Next Six Months

Following resignation of Project Specialist, fill the position with a 6-month PSC. Arrange for U.S. direct-hire to move into the position in late fall, 1994.

Sign and implement a Cooperative Agreement with the JEA to develop and write subproject production proposals.

Sign and implement a Cooperative Agreement with VOCA to provide on-going technical assistance to AESP subprojects.

Execute project and subproject audits.

Execute an external project evaluation.

Implement required commodity control procedures of subprojects.

Initiate a new schedule of voucher submissions by the AESP PMU.

Resolve budget issues to either close-out or continue funding for Tryall and AMC.

Work with the JEA re organization of a mango exporters association. Provide funding for studies required for the construction of a hot water dip facility.

Complete negotiations with local exporters regarding plans for exporters to eventually fund all costs related to maintenance of an APHIS officer in Jamaica in support of the agriculture preclearance program. Develop plan to ensure that preclearance capabilities match expected growth in export volumes.

Implement monthly reporting from project impact assessment system.

Strengthen feed-back loop to subprojects for ROMCO environmental impact mitigation recommendations.

Develop a project training plan.

Develop close-out reports for terminated subprojects.

Visit all subproject sites during the reporting period.

F. Impact Over Next Six Months

- Repair of cold room storage facilities at the preclearance facility at Norman Manley Airport will increase total volume and value of agricultural commodities moved through facility and increase fee collections necessary to provide sustainability of the complex.

- An agreement to privatize the preclearance facility at the Norman Manley Airport will establish a mechanism for continued operation of the facility after USAID assistance is discontinued, reducing a key constraint to export of commodities to the U.S.

- Work with the JEA to broker construction of a hot water dip facility for mangos will result in opening the substantial U.S. mango market to Jamaican

producers and increasing foreign exchange earnings.

- Use of the preclearance facility by exporters will reduce rejection of shipped commodities at U.S. ports of entry. This will result in increased earnings of foreign exchange.

ARDOPUB\DOCS\AGEXPO.SAR

BEST AVAILABLE DOCUMENT

98

PROJECT STATUS REPORT

October 1, 1993 - March 31, 1994

A ___ B X C ___

BACKGROUND DATA

Project Title: Hillside Agriculture Project
 Project Number: 532-0101
 Date of Authorization: original: 02/28/87
 Date of Obligation: original: 02/28/87 amendment 06/14/93
 PACD: original: 02/28/94 amendment 02/28/97
 Implementing Agencies: Ministry of Agriculture
 Major Contractors: InterAmerican Inst. for Cooperation on Agri,
 Cocoa Industry Board, Coffee Industry Board,
 Forestry Department, NGOs
 Jane Ellis
 CPs and Covenants - all met
 The Project is in compliance with all
 covenants
 Date of Last Evaluation: 04/15/92 Next Evaluation: 02/28/95
 Date of Last Audit: 03/15/92 Next Audit: 6/1/94
 Planned No. of non-Fed Audits: 1
 No. of Audits contracted for/completed: None
 No. of Project Committee Meetings: 3

FINANCIAL DATA

Amount Authorized:	DA Grant: original	\$10,000,000	
Amount Obligated:	DA Grant: original	\$ 800,000	Amended to \$7,707,908
Amount Committed:	Period:	\$ 511,293	
	Cumulative:	\$ 7,257,709	
Accrued Expenditures:	Period-Projected:	\$ 500,000	
	Period-Actual:	\$ 346,206	
	Cumulative:	\$ 5,405,214	
	Period-Next:	\$ 500,000	
Counterpart Contrib.:	Period	Cumulative	Life of Project
Planned	\$400,000	\$1,600,000	\$3,346,000
Actual	\$238,735	\$2,831,844	
% LOP Elapsed		70%	
% of Total Auth. Oblig.		77%	
% of Total Oblig. Exp.		70%	
% of Total Auth. Exp.		54%	

II. PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES:

A. Project Purpose

To increase the productivity and expand the acreage of both export oriented, and domestic use perennial crops in selected watersheds. The targeted increase in agricultural production is expected to result in greater productive employment of hillside residents, and in more disposable income. The project will enhance conservation of the soil, and protection of the watersheds, through the promotion of economic based incentives for the increased production of deep rooted crops.

B. Relationship to Mission Strategic Objectives:

The Project directly supports the objective of increased Foreign Exchange Earnings and Employment through increasing the production of two traditional export crops: coffee and cocoa. The Project also directly contributes to the Mission objective of improved environmental management and protection through expansion of tree crops that provide permanent ground cover, through the extension of inexpensive soil conservation techniques such as gully plugging, and through the promotion of safe use of agricultural pesticides. The Project also indirectly supports the objective of healthy, smaller families through increasing the incomes of subsistence producers.

C. Percentage of LOP contributing to strategic objective:

Funds are attributed at 70 percent for foreign exchange and employment, and 30 percent for environment.

III. PROJECT DESCRIPTION

The Project is implemented by a small autonomous Project Management Unit under the Ministry of Agriculture which administers grants to self-managing sub-projects. The sub-projects must be community based, focused on tree crop technology dissemination among small farmers, and contain viable implementation plans. In addition, the PMU facilitates the use of technical assistance and training in support of project goals, as well as coordinates networking and communication activities among sub-projects and to the wider agricultural community.

IV. PROJECT STATUS

A. Planned EOPS

1. Technology packages for the viable production of tree crops on hillsides.
2. Successful strategy for development of hillside lands in Jamaica.
3. Active participation of farmers in adoption and dissemination of

Progress to Date

Technology package for coffee and cocoa production successfully demonstrated, and being adopted by more than 10,000 farmers.

Project model is extremely effective in reaching small hillside farmers. Impact Evaluation has documented production increases of 200-300% for participating farmers.

Community level sub-projects with Local Mgmt Committees have incorporated farmer input through on-farm

140

appropriate technologies.

demonstration plots, and organized farmers to provide input supply and extension services. Adoption of techniques to be assessed through performance evaluation surveys.

4. Widespread use by farmers of contractual arrangements to market produce.

While farmers are resistant to entering into formal contracts, two sub-projects in e improving farm linkages through increased information flow and product delivery. The cooperative associated with the Long Road Sub-Project in St. Mary organized collection points for produce and its transportation to market. The cooperative also processes and markets several non-traditional agricultural products. Participating farmers are very enthusiastic and recognize the benefits of the cooperative marketing activities.

5. Increased production of domestic and export use crops.

Impact Evaluation documented increases of 200 - 300% productivity by project farmers through utilization of proper orchard management techniques. HAP has had a remarkable impact on Jamaica's cocoa industry, which was devastated in 1989 from Hurricane Gilbert. In North Clarendon, for example, the output from the nation's largest cocoa fermentary rose from less than 39,000 boxes in 1989 to a record 118,000 in 1992. The principal supplier group there (Frankfield Cocoa Cooperative), a HAP sub-project group, now accounts for about 60 percent of national production, but its share is dropping in the face of competition from other HAP assisted watersheds.

6. Enhanced watershed protection via shift annual cropping to perennial cropping

Increased use of tree crops has led to reduced tillage, reduced use of pesticides, increased ground cover and more organic matter in soil.

B. Major Outputs

	Planned			Accomplished			% of LOP
	LOP	Period	Cum.	Next Period	Period	Cum.	
1. Acre Resuscitated	15,000	500	12,937	300	170	9,790	65%
2. New Acre planted	6,000	200	1,700	200	78	2,683	45%
3. Sub-Projects	28	3	32	7	1	25	89%
4. Farmers Involved	*20,000	1,000	11,000	200	100	11,110**	55%
5. Demo. Plots est.	* 120	12	74	10	4	95	79%
6. Training (Persons) short-term	M F	M F	M F	M F	M F	M F	M F
	750 250	75 25	750 250	60 30	20 5	839 195	112 48

* Revised targets

** based on surveys, 24% of farmers involved are women.

C. Other Accomplishments and Overall Status

- The Project continued to make significant progress during the reporting period. To date, over 10,000 farmers in 175 districts of 6 parishes have benefited from the Project. Participating farmers have planted more than one million new trees and resuscitated over two million fruit trees. Sixteen sub-projects have been phased-out and the Project is on the verge of approving 10 new sub-projects. At this critical juncture, the Project is reorienting and refining its focus to address sustainability and to measure more fully its economic and environmental impact and spread effect.
- Recommendations from the Project Impact Evaluation continue to be implemented during the period. The Jamaican project documentalist worked closely with a consultant contracted through Devres to revamp the performance evaluation criteria. Sub-projects are now using new data sheets for farmers which will make tracking project impact easier.
- The geographic area of focus was expanded, and new sub-projects developed in the parishes of St. Andrew and Portland in areas with similar characteristics. The PMU became more involved in policy issues and project sustainability through a series of sustainability seminars.
- HAP staff are taking steps to assure financial sustainability for all sub-projects. The first step was a series of seminars with field staff to stress the issue and identify success stories on which to build. Cooperative input buying, enhanced support from commodity boards, pooled product marketing arrangements and efforts to interest young people to stay in farming stand out as successful sustainability strategies. The seminars also resulted in the requirement that all new sub-project proposals will specifically address this concern. Sustainability will continue to be a critical priority for the PMU and project field staff.
- The St. Mary Cocoa Farmers Support Project ended during the period. This Sub-Project reached its targets of 800 participating farmers and 500 acres planted. Participating farmers planted more than 170,000 new trees and resuscitated nearly 250,000 trees. The sub-Project met all its targets and was successful in the organization of field days, outreach activities and on-farm resuscitation work. Cooperative development activities were on track. A budget amendment was granted to cover rising costs of inputs. Its cocoa sales have nearly doubled from 7,749 boxes to nearly 13,000 in 1992, and exceeded 13,000 boxes in the first half of 1993.
- The Kellits/Crofts Hill Cocoa Resuscitation project implemented by the Clarendon RADA focussed on extended technology for rapid resuscitation of cocoa fields. The targets for this sub-Project are 700 farmers and 700 acres planted. The project is moving quickly towards meeting its goals, and has already doubled from 3,410 boxes of cocoa in 1990/91 to over 6,600 in 1992/93.
- The Farming Systems Research and Development Project, with the assistance of new personnel from IICA, ended. The Sub-Project met its targets of 168 farmers and 134 acres planted. The draft final report seeks to consolidate field experiments and produce research findings. The farmers took an interest in continuation of the trials. Extension outreach activities continue. IICA published several project related reports.
- The two coffee resuscitation sub-projects at Guys Hill, and N.W. St. Catherine implemented by the Coffee Industry Board were phased out. The Guys Hill Sub-project met its target of 300 farmers and 200 acres planted. NW St. Catherine exceeded its target of 500 farmers, reaching a total of 612. However, NW St. Catherine fell short of its target of 300 acres, planting a total of 252 acres. Final audits are in progress. The PMU is implementing a set of close out procedures for phasing out sub-projects including closure all project books, disposal of commodities acquired, storage of records, final reports, and ensuring the sustainability of the initiatives begun under that sub-project.
- The Agroforestry Project managed by the Forestry Department ended during the period. This Sub-Project reached its target of 600 farmers, but fell below its target (600 acres) for acres planted, planting a total of 433 acres. The University of Florida completed its technical assistance through Dr. P. K. Nair. The project started close-out procedures. No extension is foreseen.

22

BEST AVAILABLE DOCUMENT

10. The North Clarendon Processing Company sub-project field activities ended during the period. The field activities fell short of the target 1000 participating farmers, reaching a total of 700. Farmers planted a total of 400 acres, 500 acres less than the 900 acre target. Even though the field activities fell short of targets, the increased production of papaya, grown by participating farmers, helped the NCPC meet its demand for mixed peel for the 1993 holiday season. A time extension for the processing component of the Sub-project is necessary to allow sufficient time for the shipment of factory equipment, its installation and training of factory workers. The factory upgrading will be complete by December 1994.
11. The two projects with the St. Catherine RADA at Bermaddy and Gblatore were granted amendments to accommodate RADA salary increases and input price hikes. The targets for both sub-projects (Bermaddy and Gblatore) are 300 participating farmers and 300 acres.
12. Long Road and Environs sub-project targets are 700 participating farmers and 500 acres of trees planted. Working in the watershed above Annotto Bay (Wag Water River), this Sub-project works with an enthusiastic group of farmers and will meet its year 1 targets. The Catholic Church implements the sub-project, which focuses on new orchard establishment, mango top-working and coffee and cocoa resuscitation. The project builds on an existing cooperative and will expand production of the "long" mango, unique to the ecosystem of this area.
13. The Mammee River sub-project targets are 300 participating farmers and 300 acres planted. The sub-project continues to enlist farmers from the Jacks Hill Community. The project focuses on establishment of coffee, mango top-working, and establishment of mini orchards of miscellaneous fruit trees.
14. Two new sub-projects started during the period, Longsville and Trinityville. The targets for Longsville are 200 participating farmers and 150 acres planted. The targets for Trinityville are 700 farmers and 640 acres planted. Longsville in Clarendon promotes miscellaneous fruit trees, including techniques for management of existing tree stocks. Trinityville, the first sub-project in the St. Thomas parish, will help small coffee farmers in the Blue Mountain Coffee area resuscitate existing stands and help establish optimum plant densities. The sub-project also promotes miscellaneous fruit and timber trees.
15. The Watershed Inventory Proj. with the Rural Physical Planning Div. of the MOA continued the production of Geographic atlases on sub-project areas. Procurement of a new GIS system was completed. Time extension was granted to install software and train staff.
16. The series of one-day Training of Trainers courses continued with courses on cost benefit analysis, cooperative development, and pest control. This is a successful mechanism for disseminating technologies and upgrading skills of project sponsored extension personnel.
17. The program of regularly scheduled monitoring visits, and unscheduled spot checks continued. During the scheduled visits a comprehensive review of sub-project progress is made, and field visits are made to randomly selected farmers. These visits ensure the quality of work performed is high and projects are on track. Eighteen such visits were conducted during the reporting period and project files contain detailed reports of each.
18. Host country contracts for all the key staff except the Project Manager in the Project Management Unit have been executed.
19. Financial Concerns: (a) The Regional Inspector General conducted a quality review of the recipient contracted audit for the period Jan. 1, 1990 to Dec. 31, 1991, and requested additional information from the local audit firm that conducted the audit. The revised report was received in Jan. 1994. The PMU organized a one-day workshop for sub-project managers and accounting clerks to address the internal control weakness cited by the audit. The PMU is preparing detailed responses to all recommendations and is taking corrective

actions when necessary.

(b) The financial management and accounting system for HAP are being streamlined and simplified by 2 external accounting consultants. This exercise is expected to identify large amounts of residual funds from exchange rate fluctuations that can be reprogrammed for new sub-projects.

20. The following table summarizes the USAID and Sub-Project contribution towards the approved sub-projects in Jamaican dollars, as well as the percent expenditure and percent time complete for the 23 sub-projects as of 3/31/94. In addition, each sub-project has an implementing agency and farmer contribution ranging from 20-50%.

APPROVED SUB-PROJECTS	SUB-PROJECT AID-HAP	HC CONTRIB.	NO. OF PARTICIP. FARMERS	% OF FUNDS EXPENDED	% OF TIME ELAPSED
1. Blackwoods JAS	389,417	191,670	256	100	100
2. Windsor JAS	444,056	258,680	245	100	100
3. Elgin JAS	360,500	157,448	245	100	100
4. JAS Support	60,000	15,000	-	40	42
5. Rio Minho Cocoa Exp.	10,316,036	2,167,700	3,000	94	100
6. Mango Top-Working	100,000	17,000	300	89	100
7. IICA/MOA Farming Systems	11,311,771	5,469,928	168	90	100
8. Above Rocks/FISH	581,845	280,349	207	100	100
9. Manchester RADA	708,463	108,127	200	100	100
10. UNITAS	946,333	200,590	230	100	100
11. Agroforestry Promotion	2,843,318	554,000	600	92	100
12. St. Mary Cocoa Farmers	3,637,017	1,217,000	800	100	100
13. N.W. St. Cath. Coffee	2,228,215	1,253,100	612	67	100
14. Guys Hill Coffee	1,596,595	853,900	300	64	100
15. Baseline Survey	541,475	0	-	100	100
16. Rural Physical Planning	3,111,586	2,804,682	-	46	74
17. N. Clarendon Proc. Co.	5,264,538	674,000	700	69	85
18. Bermaddy Area	2,206,145	205,000	300	65	100
19. Gblatore Area	1,672,255	353,000	300	86	100
20. Kellits/Crofts Hill	3,997,959	1,146,600	700	100	92
21. Long Road	3,639,636	1,161,000	700	25	25
22. Mammee River	3,076,040	1,292,500	300	36	39
23. W. St. Andrew	9,426,175	3,007,100	1,200	26	24
24. Longsville	452,551	131,000	200	42	25
25. Trinityville	11,378,215	1,900,000	700	10	22
TOTAL	73,933,105	25,068,084	12,263*		

*Total includes actual numbers of participating farmers for closed sub-projects and the target number for on-going sub-projects.

D. Problems and Delays

1. On-going project activities as well as development and approval of new sub-projects slowed during the period due to the need to streamline the USAID/Controller financial records, the departure of the USAID Project Manager and the Deputy PMU Manager. The new USAID PSC Project Manager began work in January 1994.
2. In February and March 1994 the Project Coordinating Committee in the Ministry of Agriculture approved 8 new sub-projects totalling more than US\$1.6 million. The total project earmarked balance is US\$284,415. No new obligations for FY 94 had been requested. However, with OPPD assistance, US\$432,388 was made

available to HAP and will be obligated in April 1994. The PMU prioritized the new sub-projects and will revise other proposals to correspond with the availability of funds.

3. The Ministry of Agriculture has made some progress, but has not yet fully resolved contracting problems with the Project Manager. Although the Accountant has now signed her contract, and the Project Manager received improved offers, the latter has not yet signed. The Ministry of Public Service's authorized package for the Project Manager was particularly disappointing, and USAID, as a member of the Project Coordinating Committee which recommended an appropriate package for the Project Manager, continues to urge resolution.

E. (a) Major activities or Corrective Actions During the Next Six Months

1. HAP's budget will be streamlined. Detailed financial management and accounting will continue at the PMU, supplemented by a yearly recipient-contracted audit.
2. USAID to work directly with MOA Permanent Secretary and PCC members to resolve contractual problems.
3. Findings and recommendations of the overall Project audit will be addressed by the end of the reporting period.

(b) Workplan for the Next Six Months

1. Continue activities designed to ensure project sustainability including all aspects of staff and farmer training, development of input supply stores, development of supporting cooperatives and working with lead farmers to disseminate technologies.
2. A total of 7 new sub-projects will be launched, accounting for the bulk of remaining new starts through end of project.
3. The one-day training of trainers series will continued in the following areas: crop technology, pesticide safety, production techniques, and management skills.
4. Although the on-going and new sub-projects are now reporting all needed information under the new performance tracking system, the PMU will conduct a couple surveys with farmers under completed projects to determine impact, spread effect and sustainability. HAP will be able to provide precise timely reports to meet project management needs as well as monitoring of the Mission strategic objectives targeted by HAP.
5. Put performance tracking system into action at PMU and throughout. Conduct survey of farmers (participating and non-participating) in closed sub-project areas to assess impact and spread of improved technologies.
6. Finalize arrangements for annual audit of all sub-projects with annual expenditures of over \$25,000. Review audit findings and make appropriate responses.
7. The evaluation scope of work will be developed. Issues to be addressed are sustainability, measurable economic and environmental impact, and replicability.

Impact (Results) over the next six months)

1. HAP sub-projects will continue to increase significantly national cocoa production and export.
2. The North Clarendon Processing Plant will significantly increase production, sales and exports by installing new equipment recommended last period by the IESC Volunteer, and by expanding supplies from the cooperative's new orchards.

BEST AVAILABLE DOCUMENT

24

PROJECT STATUS REPORT

October 1, 1993 - March 31, 1994

A B X C

BACKGROUND DATA

Project Title: Agricultural Research Project
Project Number: 532-0128
Date of Authorization: original: 07/25/86
Date of Obligation: original: 07/30/86 amendment 09/01/92
PACD: original: 07/29/93 amendment 12/31/93
Implementing Agencies: Jamaica Agricultural Development Found.
Major Contractors: University of Florida
AID Project Managers: Karen McLlew/Christopher Brown
Status of CPs/Covenants: All conditions for disbursement of funds stated in the Substantial Involvement Understandings of the Cooperative Agreement have been met.
Date of Last Evaluation: 04/09/92 Next Evaluation: None
Date of Last Audit: 04/14/92 Next Audit: 4/94
Planned No. of non-Fed Audits: 5
No. of Audits contracted for/completed: 1

FINANCIAL DATA

Amount Authorized:	DA Grant:original	\$ 7,600,000
Amount Obligated:	DA Grant:original	\$ 100,000 Amended to \$5,851,000
Amount Committed:	Period:	\$ 66,685
	Cumulative:	\$ 5,851,000
Accrued Expenditures:	Period-Projected:	\$ 66,685
	Period-Actual:	\$ 66,946
	Cumulative:	\$ 5,851,000
	Period-Next:	\$ -0-
Counterpart Contrib.:	Planned:	N/A*
Planned	Actual:	N/A*
Actual		
% LOP Elapsed		100%
% of Total Auth. Oblig.		77%
% of Total Oblig. Exp.		99%
% of Total Auth. Exp.		77%

* Counterpart contribution not required under a Cooperative Agreement

II. PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES:

A. Project Purpose

To identify solutions to current constraints to increased production and productivity by carrying out applied research in priority commodity areas.

B. Relationship to Mission Strategic Objectives:

The project addresses S.O. #1, increased foreign exchange earnings and employment, through the development, on-farm testing and dissemination of production enhancing technologies for export crops. The project also addresses S.O. #2, improved environmental management and protection, through research in areas such as integrated pest management and studies of rare and endangered plant and animal species in the Blue Mountains, but its funding is not counted as part of that objective.

C. Percentage of LOP contributing to strategic objective:

100% foreign exchange and employment.

III. PROJECT DESCRIPTION

The project is a US\$7.6 million, seven-year activity, created in response to the need for an agricultural research system to arrest declining production and to enhance development in the sector, especially among small farmers. In order to achieve the purpose, the Project aims to: 1) strengthen the local research base, 2) support research activities directed at small farmers, 3) bring local researchers into contact with colleagues around the world and 4) establish more effective linkages between research, extension and farmers. The Project concentrates on applied research, that is, the use of available knowledge to solve problems. On-farm research receives major emphasis with farmers actively participating in the evaluation process.

IV. PROJECT STATUS

A. Planned EOPS

Progress to Date

1. RAC (Research Advisory Council) established and functioning.

The RAC was dissolved with the termination of the project. However, the development of the Jamaican Society for Agricultural Sciences (JSAS), which was established by the RAC in 1988, has continued. Two former RAC members are continuing to provide assistance to JSAS. JSAS has successfully held an annual conference, followed by publication of the proceedings of that meeting and of two issues of the Jamaica Agriculturist (JAGRIST) and two supplements, annually. Both the conference proceedings and the regular issues of JAGRIST have had many contributions from the research undertaken by JARP collaborators and postgraduate students. The challenge to the Society will be to encourage these scientists to look to JAGRIST as a medium through which they can share technical information with the scientific community and with the agricultural sector.

Since no significant progress towards the recommendations of the JARP Sustainability Assessment Report were made, JADF has taken its own initiative in pursuing an agricultural research program. JADF has set up a J\$10M endowment to support commercial agricultural production and research as part of their post-JARP sustainable research effort.

During the life of the project, the RAC approved eighty seven (87) out of one hundred and thirty six (136) proposals submitted to the JARP Directorate.

BEST AVAILABLE DOCUMENT

96

100

BEST AVAILABLE DOCUMENT

2. Strong linkages established among relevant research/extension groups and producers. US\$4.2 million grant/contract research funded.

While several linkages were established and maintained among research/extension groups and producers, no agreement had been reached with the GOJ on a long-term sustainable Jamaica agricultural research program. However, these linkages have resulted in the hiring of at least 10 research scientists trained under JARP by successor research programs in which JADF is involved and by collaborating entities such as Alcan and Serge Island Dairies.

3. Scientific interchange/Short-Term Training/Long-Term Training.

Over 50 Jamaican agricultural researchers have been trained to the masters or doctoral level. Approximately 55 short-term training programs have been completed which included various assignments to learn specific techniques, and attendance at conferences, seminars, and workshops. While this has provided a pool of expertise for use in public or private funded research very few trained researchers are employed in research activities. Because a long-term sustainable agricultural research program was not established there are few employment opportunities to absorb this expertise.

4. Research being applied to enhance production and processing export crops.*

JARP research findings have contributed to the significant increases in the export of ornamental flowers and orchard crops including anthuriums and papayas. The research program has provided solutions to problems affecting productivity of these commodities.

There has been positive impact in a number of areas such as:

-Adoption and commercial export development for blast freezing and vacuum packing of breadfruit and ackee;

-Development of technique for prolonging the shelf life of selected ornamental and ethnic products;

-Introduction of new aeration techniques in fish ponds increasing stock densities;

-Virology research on papaya identified the disease affecting large numbers of papaya growers in southern St. Catherine and has permitted them to control the condition and remain profitable;

-JARP's research in the forage value of African Stargrass is now being used by one of Jamaica's largest dairy producers, Serge Island Dairies;*

-Commercial orchid adaptation trials in St. Thomas gave rise to a total of 10 new farms selling orchids

In that area. Those farms are cooperating, with support from the College of Arts, Sciences and Technology, in a self-financed expanded second phase to the JARP sub-project;

-Adoption of micro-irrigation systems on small scale farms in the Rio Cobre Basin with vegetables increasing water availability and irrigated area of land;

-Identification of harvesting and transporting techniques for producing hypoglycin-free canned ackee; and

-Adoption of vegetative propagation techniques utilizing rooted cuttings for supplying planting material for orchard establishment.

* EOOPS has been included to reflect the impact of the project.

B. Major Outputs

	Planned		Accomplished				% of LOP
	LOP	Period	Next		Cum	Cum	
			Period	Period			
1. Improved research capacity							
a) TA (p/m)	125	0	80	0	0	90	72
b) Workshops/seminars	50	2	41	0	1	39	78
2) Improved research quality							
a) Linkage with IARCs	5	0	5	0	0	7	140
b) Linkage with USLG	5	2	9	0	0	12	240
c) Monitoring visits	60	18	143	0	12	217	362
3) Improved research quantity							
a) Proposals* reviewed	95	0	125	0	0	141	148
b) Proposals approved	60	0	50	0	0	61	101
c) Proposals completed	60	12	20	0	37	54	90
d) On-farm trials	55	3	54	0	3	57	104
4. Training (persons)							
	M/F	M/F	M/F	M/F	M/F	M/F	M/F
				1/			
Long-term	15/10	5/5	17/12	4/1	5/6	36/30	240/300
Short-term	30/20	0/0	24/14	0/0	0/0	30/25	100/125

* Proposals refer to research projects. Not all projects are executed by students.

1/ Training of these participants beyond the December 31, 1993 PACD is being funded by JADF.

C. Other Accomplishments and Overall Status

Research Activities:

In considering a number of projects completed during this period there were the investigations into the decline of breadfruit. Certain pathogenic nematodes and root inhabiting fungi were found consistently in soil in the root zone and associated with the roots of breadfruit trees affected by

96

decline. In preliminary observations, affected trees responded positively to soil solarization with rejuvenation within 3 months. However, more extensive testing of that technique is needed.

The work on scotch bonnet pepper has led to identification and characterization of viruses associated with mosaic symptoms and provided indications of further studies for developing control strategies.

The project which examined the feasibility of animal drawn equipment for agriculture in Jamaica utilizing cattle and horsekind (mules) to pull a Tropicutor - an Indian manufactured tool carrier with attachments - provided evidence of the utility of this equipment for Jamaica. The performance of bullocks as the source of power was superior to that of mules in these studies. Further work on modification and adaptation, with farmer participation is needed before its promotion can be contemplated.

Investigations of the role of mangroves as fish nurseries were conducted to gain an understanding of the utilization of the red mangrove prop root habitat for fishes and crustaceans. It was found that the fringe mangrove forest functions as an important feeding ground for juveniles of important reef fish species and a foraging area for many periodic visitor species from far inshore waters. This finding underlines the importance of protecting these areas for preservation of the marine environment in the adjacent Montego Bay Marine Park and the welfare of small nearshore fishermen in the area.

A study of "In vitro Techniques for Rapid Multiplication of Anthurium" a crop with great export potential was conducted to develop local tissue culture expertise for multiplication of anthurium, and to train a local professional. Both objectives have been accomplished.

The project for developing a "Plant Identification Guide for the Blue Mountains" has led to preparation of an extensive text with drawings and photographs now being presented to the printers for publication. This guide should be of value in resource conservation and management in this important geographic region of Jamaica where the Protected Areas Resources Conservation (PARC) project is being undertaken, and is also likely to be of interest to the eco-tourism market. It will also facilitate intelligent interaction with the farmers in the area.

As mentioned in Section IV.A.4. above, use of vegetative propagation techniques for supplying planting material for orchard establishment is now commercialized.

Conferences and Meetings:

The major highlight during this period was the fifth and final annual reporting Workshop in which an overview of recently completed projects was presented, including several for which a thesis had been submitted and the student examined. A Technical Report is being prepared, embodying summaries of all JARP-funded Projects.

Other Activities:

JADF has set up an endowment of J\$10M to support commercial agricultural production and research as part of their post-JARP sustainable research effort. Toward this effort, they recently purchased a 1,000 acre Water Valley Estate, in St. Mary, where they intend to conduct research on orchard crops and exotic plants.

The JARP 1993 Annual Report was received and it includes an informative summary of the project achievements.

D. Problems and Delays

There has been a delay in the submission of JARP's final reimbursement requests due to a discrepancy in the accounts. KPMG Peat Marwick recently completed an audit of JARP's accounts for the period October 1, 1993 to December 31, 1993. A meeting is planned with USAID, JADF and KPMG Peat Marwick to discuss resolution of outstanding audit issues.

E. Major Activities or Corrective Actions During the Next Six Months

1. Major Corrective Actions Expected

Reconciliation of JARP and USAID accounts.

2. Workplan for the Next Six Months

a) Assist JADF to expedite reimbursement requests.

b) Send final Implementation Letter indicating remaining steps to be taken toward project close-out.

c) Ensure that JARP submits inventory of fixed assets and recommended disposal for USAID's approval.

d) Ensure that JADF submits an updated matrix of JARP's Projects Status Report.

e) Completion of PACR.

3. Impact in the Next Six Months

Not applicable.

S:\KINGSPUB\DOCS\JARPSAR

BEST AVAILABLE DOCUMENT

BEST AVAILABLE DOCUMENT

PROJECT STATUS REPORT

October 1, 1993 - March 31, 1994

A ___ B X C ___

I. BACKGROUND DATA

Project Title: Inner Kingston Development Project
 Project Number: 532-0120, 532-u-055
 Date of Authorization: original 06/30/86 amendment 08/29/91
 Date of Obligation: original 07/30/86 amendment 08/29/91
 PACD: original 09/30/89 amended to 09/30/96 (KRC)
 09/30/94 (UDC)

Implementing Agencies: Kingston Restoration Company (KRC) and
 Urban Development Corporation (UDC)
 Major Contractors: Urban Institute (Phase I)
 AID Project Manager: Ken Kopstein
 Status of Cps/Covenants: Cps in Phase II have been met except for Building
 Demolition

	KRC	UDC
Date of Last Evaluation:	12/91	12/91
Next Evaluation:	10/94	10/94
Date of Last Audit:	11/15/92	3/31/93
Next Audit:	9/30/93	Scheduled 4/93
Planned No. of Yearly Non-Federal Audits:	5	4
No. of Audits Contracted For/Completed:	3	3

RIG Audit of KRC Completed August 20, 1992;
 closed-out March 15, 1993

FINANCIAL DATA

Amount Authorized:	DA/ESF Grant: original	\$10,000,000	amended to \$12,530,381
Amount Authorized:	Loan: original	\$5,000,000	
Amount Obligated:	DA/ESF Grant: original	\$10,500,000	amended to \$11,261,355*
Amount Obligated:	Loan: original	\$5,000,000	amended to \$4,586,862*
Amount Committed:	Period:	\$140,616(G),	\$ - 0 - (L)*
	Cumulative:	\$10,496,812(G),	\$4,586,862(L)
Accrued Exp.:	Period - Projected:	\$450,000(G),	\$ - 0 - (L)
	Period - Actual:	\$405,442(G),	\$ - 0 - (L)
	Cumulative:	\$10,352,069(G),	\$4,586,862(L)
	Period - Next:	UDC \$650,000(G),	\$ - 0 - (L)
		KRC \$250,000(G),	\$ - 0 - (L)

Counterpart	Contribution:	KRC:	UDC:
	Planned:	US\$200,000	US\$6,635,000
	Actual:	US\$153,000	US\$11,262,970
	Planned:	US\$2,000,000	US\$4,465,000
	Actual:	US\$1,251,144	US\$5,528,386
% LOP Elapsed:		75%(KRC)	94%(UDC)
% of Total Auth. Oblig.:		89.87%(G),	100%(L)
% of Total Oblig. Exp.:		91.93%(G),	100%(L)
% of Total Auth. Exp.:		82.62%(G),	100%(L)

M Account Funds Outstanding:
 UDC: US\$-0-
 KRC: US\$-0-

*For the UDC component, \$469,619 in grant funds were deobligated on May 31, 1993 and \$413,138.32 in loan funds were de-obligated on September 30, 1993.

II. A. PROJECT PURPOSE

To help restore Inner Kingston as a center for economic activity and job creation.

B. 1. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

Increased Foreign Exchange Earnings and Employment:
 i) Property renovations and community development activities promote private sector investment and jobs downtown. (ii) Completion of Harbour Street Sewer will improve conditions to attract investment along major commercial corridor.

2. PERCENT OF LOP FUNDS RELATING TO S.O.: 100% for S.O.1.

II. PROJECT DESCRIPTION

A. Kingston Restoration Company (KRC): (A private redevelopment company)

- Strategic Investments Component** (Phase II) - KRC will finance major real estate developments and other downtown investment generating activities.
- Community Development Component** (Phase I & II) - KRC serves the needs of the downtown low income population through operation of health clinic and youth programs.
- Restoration Grants Component** (Phase I) - KRC provides grants to property owners of up to 25% of rehab costs to upgrade buildings.
- Public Purpose Projects** (Phase I & II) - KRC manages area-wide projects such as improvements to King Street and Justice Square.

B. Major Outputs (1)

	Planned			Accomplished			
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Factory Sf (000)	324(2)	0	272	0	0	177	55%
2. Commercial Sf (000)	200(2)	0	111	46	0	36	18%
3. Restoration Sf (000)	100	20	244	0	0	224	224%
4. Pub. Prop. Dev SF (000)	100	0	83	83	0	0	0%
5. Rural Bus Sta. (%)	100	0	100	0	0	100	100%
6. Harbour St Sew. Lnft(000)	7	2.8	4.2	.3	2.5	6.7	96%
7. Jobs:Permanent (000)	6.0	(3)	(3)	(3)	(3)	2.456	41%
8. Strategic Projects	3	0	0	2	0	0	0%
9. Land Cleared SF (000)	100	0	0	10	0	0	0%
10. YESS Participants	125	2	120	0	22	140	112%
11. Clinic Visits/yr (000)	35	12	24	15	15	27	77%

- (1) Project indicators and components is being re-evaluated with assistance from Urban Institute Baseline Data Update Study.
 (2) Total for Phase I and Phase II.
 (3) Not quantified in Project Paper or by monitoring at this time; monitoring methodology and update has been contracted and will be reported next period.

88

BEST AVAILABLE DOCUMENT

III. PROJECT DESCRIPTION (Cont'd.)

- 5. Building Demolition Component (Phase II) - KRC will finance the demolition of unsafe buildings and the development of urban parks.
 - 6. Downtown Development Plan Component (Phase II) - KRC oversees downtown planning process to provide a vision for future development and investment.
- B. Urban Development Corporation (UDC): (A GOJ parastatal)
- 1. Rural Transportation Center - UDC is charged with constructing a new station for buses from the rural areas.
 - 2. Harbour Street Sewer - UDC is responsible for improvements to the 84-year old sewer and water mains.

IV. PROJECT STATUS

Planned EOPS

EOP # 1. Rekindling of Private Investment And Economic Demand In Kingston

Progress # 1. Substantial private investment occurring and land values and rents substantially increasing; progress will be quantified in Baseline Update study. Downtown plan well underway and has achieved better than anticipated community involvement. Convention Centre utilization will be reviewed as part of World Trade Centre feasibility study in FY 94. Harbour Street sewer nearing completion which has spurred major redevelopment.

EOP # 2. Community Involvement in Redevelopment

Progress # 2. KRC focusing more attention on Community Development; proposal to establish separate foundation to attract increased funding and promote wider community participation. A Community Development Committee, to be comprised of community residents and organizations, is in formation and the final organizational document is now being circulated for review. YESS program highly successful and expanding. YESS Parent Committee has become much more involved in planning and conducting community activities and special events. Clinic visits increasing but AID funding decline may impede future expansion. KRC serving as catalyst to focus increased attention on micro-enterprise, skill training and housing development in community. KRC expanding King Street Business Association format into more formal NGO management through a Downtown Management District (Business Improvement District concept) in larger downtown area.

EOP # 3. KRC To Be Self-Financing Entity

Progress # 3. KRC still dependent on AID funds. KRC has been unable to implement property syndications; therefore it will sell KRC assets as individual properties to meet short term operating costs. KRC corporate planning in process and will help assess future resources/activities.

C. Other Accomplishments and Overall Status

1.0 KRC Component

1.1 STRATEGIC INVESTMENTS: KRC investments and PR efforts foster renewed interest by private sector and Government (GOJ) in Inner Kingston investment. (1) KRC had planned two private sector property syndications, however, high interest rates and substantial decline in stock market have undermined syndication; KRC is now selling/developing individual properties acquired for syndication. Government agencies and private companies requesting KRC to rehab space for office relocation downtown. (2) GOJ gave preliminary approval to KRC to issue first tax free bonds for urban renewal; procedures still require final governmental approvals. Tax-free bonds position KRC to form more joint ventures with private sector. (3) Public Buildings West (PBW) highly visible 83,000 s.f. building renovation, will return about 400 white collar jobs to downtown and complete improvements to Justice Square and King Street. Construction nearing completion on J\$32 million renovation; Auditor General to occupy space in April 1994. Other tenants to occupy 6 months later as interiors are finished. (4) ICD Group (major Jamaican company) rehabbing and expanding corporate headquarters on Harbour St.; KRC assembled some sites and sold them to ICD.

1.2 DOWNTOWN DEVELOPMENT PLAN: KRC initiated master plan process is nearing completion. KRC brought together GOJ, Parish Council, parastatal, private sector and area low-income resident representatives in a process which is being lauded as a model for other urban centers. Plan being used as tool to promote vision and interest in downtown.

1.3 RESTORATION GRANTS: 2 Restoration Grants totalling of J\$214,000 given over past 6-month period and resulted in private investment of J\$4.3 Million. Budget problems continue to hamper more aggressive grant program and activity will, therefore, be modest over next year. To date, KRC granted J\$4 million which leveraged nearly J\$55 million more in private investment.

1.4 COMMUNITY DEVELOPMENT: New directions being planned to focus on community organization, economic development, housing and environmental programs. Emphasis given to obtain new funding sources and create profit-making community enterprises. New funding sources include: CIDA, Rotary Club, Ministry of Education, and local foundations. Housing program for low, medium and high income households in planning. Youth component has received growing support and recognition. 12 participants were selected to attend an international environmental study tour in Brazil. Two students selected for CASS college scholarships to study in the U.S. Efforts are underway to supplement AID grant funds for scholarships with a permanent endowment, e.g. a local foundation granted J\$100,000. 6 college scholarships provided by local companies. (2) The health clinic has proved to be a vital community service increasing to over 2,500 clinic and home patient visits per month.

1.5 BUILDING DEMOLITION: Project has been approved by City Council and initial sites designated for clearance. Final agreement between KRC and City Council now in negotiation. KRC initiated derelict building sites program under Downtown Management District and obtained private sector funds and KSAC authority to clear and secure 2 buildings during period; more in planning.

1.6 KRC BUSINESS PLAN: KRC has engaged Price Waterhouse to assist in formulating a 3-year business plan. Draft plan completed. At same time Urban Institute asked to assist in this endeavor. Their draft also submitted and will be used as a tool to focus KRC on sustainability.

1.7 DOWNTOWN MANAGEMENT DISTRICT: KRC executed sub-grant with UDC to organize a Downtown Management District and has received significant support from downtown

BEST AVAILABLE DOCUMENT

private sector leaders and government officials for the DMD. The DMD will focus private sector financial resources and management on improving security, street cleanliness and festival marketing to improve over-all Jamaican perceptions about safety and desirability of downtown as a place to work, shop and seek entertainment.

- 1.8 **AWARDS AND HONORS:** KRC was presented with a special achievement award for its youth program by the International Downtown Association in Minneapolis in September 1992. KRC Executive Director was elected to the Board of Directors of the International Downtown Association.
- 1.9 **RIG AUDIT:** RIG Audit completed in 1992 with only minor exceptions. Audit findings indicated satisfactory KRC financial records and management. All exceptions answered and audit closed-out.
- 1.10 **CONDITIONS PRECEDENT:** KRC has met all but one of the Conditions Precedent (CP) contained within the Phase II grant. Only the Demolition Component remains to be submitted and approved. Refer to 1.5 above.
- 1.11 **AID to reimburse direct costs for KRC to administer USAID project.** Direct cost support not incorporated in Phase II previously. This help enables KRC to forestall severe budget problems.
- 2.0 **UDC COMPONENT**
 - 2.1 **RURAL TRANSPORTATION CENTRE:** The Rural Bus Terminal is fully operational. Most rural buses arriving Kingston use terminal. Fees are being collected and being adjusted periodically to meet operational costs.
 - 2.2 **HARBOUR STREET SEWER:** Considerable progress toward completion has been made and the project is scheduled for completion in the next six months. See problems/delays. UDC to complete with own funds.
 - 2.3 **TRAFFIC SIGNALS:** USAID will purchase traffic signals for Harbour Street and adjoining streets to improve traffic flow.
 - 2.4 **Tour of major revitalization areas in 2 U.S. cities** being planned to further understanding of downtown investment potential for Kingston.
 - 2.5 **GOJ and private sector to visit workshop on Downtown Management District.**
 - 2.6 **Remaining Grant Funds:** Grant funds being reprogrammed for downtown improvements such as making operational major vendor market area left unfunded after IDB loan expired.

D. Problems and Delays

KRC Component

1.0 AID PROJECT ISSUES

- 1.1 Repeated delays continue to occur in developing new projects due to (a) lack of experienced project management staff, (b) lack of financial resources, c) loss of US TA expertise which weakened organization and d) recent adverse economic conditions with very high interest rates that render real estate investment unattractive for major investors at this time. Moreover KRC real estate assets did not fare well over the last few years due to original sub-economic rent structure and continuing threat of violence in downtown which suppressed prices. KRC still remains dependent on AID funds and is beginning to experience significant cash flow problems.

- 1.2 Harbour Street Sewer Project has not yet been completed, thereby stifling further investment along Harbour Street. AID has de-obligated remaining funds and UDC must now obtain GOJ funds to complete project.
- 1.3 No funding programmed to follow-up successful Downtown Master Plan activities; KRC needs additional funds for continued planning and implementation.
- 1.4 Approximately 40% of KRC resources have been directed at community development (non income generating opportunities). This reduces the prospects for KRC sustainability.
- 2.0 ISSUES OUTSIDE AID SCOPE AFFECTING PROJECT IMPACT
 - 2.1 IDB funding for West Kingston Market has lapsed prior to completion of project and this unfinished project has adversely affected downtown revitalization.
 - 2.2 Focus on community development needed, e.g. in community organization and in microenterprise and small business to generate employment in low-income residential portion of Project Area to stabilize neighbourhood and remove underlying causes of violence and crime. Other agencies not effectively serving project area and KRC Community Development component has grossly inadequate funding to undertake necessary expanded activities or serve catalytic role.
 - 2.3 Housing development for upper, middle and lower-income groups needed to stabilize Project Area, improve retail/entertainment/tourism draw and avoid business "ghost town" syndrome after dark; housing, however, not included in Project design and so AID funds cannot be used to assist KRC's new housing efforts.

Major Activities or Corrective Actions During the Next Six Months

A. Major Corrective Actions Expected (KRC Component)

1. KRC will market assets and assess its future vis-a-vis sustainability and funds.
2. KRC to define costs of community development and what to do to establish bare bones operating budget for next year investment strategy.
3. Mission to consider \$2 million amendment to develop foundation. This will provide key focus on stabilizing low-income, violent community. It will also strengthen KRC sustainability by spinning off large costs of community development activities.
4. KRC will begin to approach other funding sources, such as local corporations, pension funds and other donors.
5. When existing leases expire, KRC will renegotiate new leases that are more reflective of higher market rate.
6. USAID funds for overhead will strengthen KRC financial position and reduce or eliminate budget deficits for the next two years only.
7. U.S. consultants to analyze funding sources for Downtown Management District.
8. KRC will determine if building demolition component is still feasible or desirable given KRC's financial condition.
8. Work Plan Over the Next Six Months (KRC Component)
 1. Renovation of some major offices in Public Buildings West will be completed and contracts for other space will be finalized.

2. Downtown Development Plan will be completed; follow-on implementation to be underway. U.S. tour of major city revitalization areas to be conducted.
3. KRC and USAID will need to discuss short and medium term strategy and develop plan for improving financial sustainability. USAID will work with KRC to implement Urban Institute recommendations on improving financial position. KRC will complete corporate planning process to address future priorities and staff/financial resources required to focus on current program objectives. The corporate plan may serve as basis for restructuring KRC and Project Amendment. Project will be evaluated in August with recommendations for new financial strategy.
4. KRC will sell 2 properties and reinvest proceeds to produce income. KRC will structure joint venture on 2 additional properties.
5. Downtown Management District will finalize implementation plans and begin seeking private sector funds.
6. Baseline Data Update Study will be completed, which will provide an analysis on employment gains in the project area, including employment of local residents and gender of workforce. It will also review project indicators and EOPS.
7. KRC will focus on strategy to expand community resident participation and feedback in activities and programs, including initiation of Community Development Committee.
8. Identify six more youth participants for college scholarships; total 14 college placements.
9. Commodity inventory and monitoring procedures to be implemented.
10. KRC will work with UDC and Government on relocating government offices into project area.

C. Major Corrective Actions Expected (UDC Component)

1. AID will assist UDC in closely monitoring progress on Harbour St. Sewer Project. AID will require completion with GOJ funds as agreed to in 1990.
2. UDC will complete plans for, and implement, remaining projects under USAID grant funds, including close-out strategy, for West Kingston Markets, waterfront improvements and installation of traffic signals.

D. Work Plan Over the Next Six Months (UDC Component)

1. Continue monitoring UDC's performance on the Harbour Street Sewer.
2. Complete remaining USAID funded projects.
3. Plan close-out of UDC project

E. Impact Over the Next Six Months

*Re-defining KRC business strategies and focusing on sustainability will resolve short and medium term financial problems.

*Joint venture for renovation of KRC-owned property will attract major bank into project area and build momentum to attract other private investment.

*Completion of Harbour Street Sewer to spur redevelopment of major commercial corridor and surrounding area.

*Public Buildings West will begin to be occupied; when completed 400 new employees will be added to Inner Kingston market for goods and services and its opening will consolidate courts and legal administrative functions downtown.

*Restructuring Community Development activities will focus on community organization and economic development to stabilize and improve low-income residential portion of project area.

*Downtown Management District organization activities will focus solutions on private sector supplement: financing and management of urban services in downtown.

RNUO:ESAR120.94:KK:jps

BEST AVAILABLE DOCUMENT

14

BEST AVAILABLE DOCUMENT

PROJECT STATUS REPORT

October 1, 1993 - March 31, 1994

A ___ B X C ___

BACKGROUND DATA

Project Title	North Coast Development Support Project
Project Number	532 0168
Date of Authorization	original 07/19/91
Date of Obligation	original: 08/27/91, tranche 6/23/92, tranche 3/31/94
PACD	original 07/31/96
Implementing Agencies:	Project Management Unit (PMU) of the Planning Institute of Jamaica (PIOJ) Louis Berger International, Inc. Hasan A. Hasan/Herrol Sadler
Major Contractors	CPs met 10/2/91; Covenants: grantee in conformance
AID Project Managers	Next (first) Evaluation: June 1994
Status of CPs/Covenants:	Next Audit: To be scheduled
Date of Last Evaluation:	4
Date of Last Audit March April 1993	1
Planned No of non Fed Audits	1
No. of Audits contracted for/completed:	
No Project Committee Meetings held for this period	

FINANCIAL DATA

Amount Authorized:	DA grant:	\$ 5,000,000
Amount Obligated:	DA grant:	\$ 3,270,000, Amended to 3,870,000, Amended to \$4,070,000
Amount Committed:	Period:	\$ 243,244
Accrued Expenditures:	Cumulative:	\$ 3,705,194
Counterpart Contrib.:	Period Projected:	\$ 678,000
Planned Program'd:	Period Actual:	\$ 688,324
Actual Program'd:	Cumulative:	\$ 2,559,721
% of Total Auth. Oblig	Period Next:	\$ 460,000
% LOP Elapsed:	Total Committed:	\$15,050,000
% of Total Oblig Exp	Period:	\$ 1,350,000
% of Total Auth Exp	Cumulative:	\$ 430,000
	Period:	\$ 1,350,000
	Cumulative:	\$ 2,940,000
		81.4%
		50%
		62.89%
		51.19%

II PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

A Project Purpose

To support the provision of adequate infrastructure facilities in Jamaica's key tourist areas to permit tourism growth to continue at a minimum of 5% per annum until 2000

B Relationship to Mission Strategic Objectives

- (1) This project contributes toward the Mission's strategic objective of increasing employment and foreign exchange earnings.
- (2) Percent of LOP Funds Relating to SO: 100%

III PROJECT DESCRIPTION

The USAID/OECF (Overseas Economic Cooperation Fund of Japan) Co-financed Northern Jamaica Development Project (formerly North Coast Development Project) consists of the design, construction and start up operation of five infrastructure subprojects on the North Coast of Jamaica targeted to overcome what is considered major constraints to tourism development. The project will benefit the Jamaican Tourism Sector directly and the Jamaican economy in general. Financing of the project will be from a Japanese loan of approx US\$63.0 M, USAID grant (US\$5.0 million), and approx US\$15.05 million in GDI local currency. Japanese loan funds will finance engineering and construction services for all five subprojects: Montego Bay Sewerage expansion, Lucre Negri Water expansion, North Coast Highway Improvement, Montego Bay Drainage/Flood Control, and Ocho Rios Port Development. The Montego Bay Sewerage improvement subproject will include interim measures to reduce the flow of raw sewage into the Bay until the plant is completed. Local currency will finance land acquisition, local procurement and construction costs.

The North Coast Development Support Project (NCDSP), provides a \$5 million USAID grant and will support the project through overall project management and coordination, expatriate advisory services, an environmental monitoring program in Montego Bay and the design and implementation of a water loss management program for the Lucre Negri Water supply system.

IV PROJECT STATUS

A Planned ECOPS

Progress to Date

Northern Jamaica Dev Project (NIDP)

- 1 Improved Water supply in Lucre Negri
 - 2 Improved sewerage disposal in MoBay
 - 3 Improved road transport on the North Coast
 - 4 Improved storm drainage and flood control in Montego Bay
- These two subprojects constitute package #1 to be implemented by the National Water Commission (NWC) DIIV Consultants were selected competitively to do the detailed design and construction supervision. The contract with DIIV (approximately \$3.4 million) was signed on 3/4/93. DIIV has completed all preliminary design reports and is working on final construction plans and tender documents.
- These two subprojects constitute package #2 to be implemented by the Ministry of Construction (MOC) Stanley Consultants of Muscatine, Iowa were selected competitively to do the design and construction supervision. The contract between Stanley and the MOC (approx \$4.5 million) was signed on July 6, 1993. Stanley Consultants have submitted all preliminary design reports and is awaiting feedback on their recommendations before proceeding with final plans.

CH

5 Expanded Pier facilities in Ocho Rios

This constitutes package #3 to be implemented by the Port Authority of Jamaica (PAJ). The firm of Wallace Evans of Jamaica in association with Harza Engineering and Pacific Engineers were selected competitively to do the design and construction supervision. The contract between Wallace Evans and the PAJ (\$819,000) was signed on 3/29/93. The tender package is complete and is scheduled for delivery to prequalified contractors in April 1994.

6 Reduced volumes of raw sewerage going into the Bay in the interim period until the new plant is complete

One of the consultant's (DHV) first tasks was to make recommendations regarding interim wastewater treatment measures. They have recommended the renovation of the primary treatment facilities at the existing plant as the interim solution. There has been no progress on this element since the last report.

North Coast Dev Support Project (NCOSP)

7 Reduced water losses in Lucre-Negril

Leak detection work on the Negril Lucre system was completed in mid December 1992 and leak repair under fixed amount reimbursement (FARA #1) procedures was completed in February. Other FARA #1 work, minor renovation of the Logwood plant and repair of pumps, was completed in March and final FAR payments under FARA #1 are in progress. Major overhaul of the Logwood awaits the arrival of additional filters and pumps, scheduled for delivery May, 1994. The formulation of a second FAR agreement (FARA #2) is in progress.

8 Systematic Environmental Monitoring in MoBay

The consultants have collected and documented one year cycle of monthly water quality data based on testing of water samples from 15 stations in Montego Bay and the Bogue Lagoon. They have also obtained two semi-annual sets of data on water exchange between the Bay and the Lagoon based on readings from six stations. They have documented a data base line from data thus collected and have included it in a report which was issued in early September, 1993. The report also included the results of computer modeling to test the ability of the Bogue Lagoon to accept effluent that contains nutrients. The report recommended against dumping effluent into the Bogue Lagoon. As a result, the NWC and DHV have changed the design of the new sewerage treatment facilities so that effluent discharge will be in the Montego River and the Bay instead of the Bogue Lagoon. The consultants have recommended that the majority of water sampling stations be changed from the Lagoon to the Bay.

B Major Outputs

	Planned			Next		Accomplished	
	LOP	Period	Cum	Period	Period	Cum	% of LOP
1. Montego Bay Sewerage	100%	9	29	10	9	23	23%
2. Lucre Negril Water	100%	9	29	9	9	23	23%
3. North Coast Highway	100%	9	26	10	3	13	13%
4. Montego Bay Drainage and Flood Control	100%	6	23	10	3	13	13%
5. Ocho Rios Port Dev	100%	11	31	17	11	25	25%
6. MoBay Sewerage Interim Measures	100%	20	53	30	0	16	16%
7. Lucre-Negril Water Loss Mgmt	100%	25	76	24	25	74	74%
8. MoBay Environmental Monitoring	100%	10	46	10	10	4	42%

(Note: percentages indicating progress achieved are based on time allowed to complete tasks and not on expenditures)

C. Other Accomplishments and Overall Status
NIDP

- The land acquisition task force continues to meet on a monthly basis. Agreement has been reached on the procurement of land for the facultative lagoons in Montego Bay, following the public hearings held in Montego Bay in late October 1993. The Minister of Agriculture has signed the second public notice toward compulsory acquisition on December 10, 1993, but acquisition will take place via voluntary means. The NWC is in the process of obtaining the required funds (\$360 million) from the MOF. All needed land for the South Gully (25 pieces) have been acquired. Other project land acquisition actions, Negril Water, Highway, Ocho Rios Port, are progressing well. The MOC is identifying land needed for the highway.
- The third donors' meeting was held on Feb 22-25, 1994. All three consulting engineers participated actively in the meeting. The most important issue to emerge was the inadequacy of available funds for the North Coast Highway Improvements. The Consultants estimate that US\$65 million would be required whereas only US\$22 million is available. The next donors' meeting has been tentatively scheduled for February, 1995. The Cabinet is to decide which sections of the highway are to be improved with the available funds and the GOJ is to seek additional funds from donors.
- Pre-qualified lists of construction firms for three construction contracts, two for the Negril Water subproject and one for the Ocho Rios Port, were developed and approved by the OECF. Pre-qualification information for Montego Bay Sewerage was received on 2/11/94 and is being evaluated. The pre-qualification process for the North Coast Highway and the South Gully has not begun yet.
- The tender packages for two contracts, Negril Water distribution and the Ocho Rios Port development, are scheduled for release to pre-qualified firms in April 1994.

NCOSP

- All work under Fixed Amount Reimbursement Agreement #1 (FARA #1) under the Water Loss Management Program in Negril and Lucre was completed during this period. Work under FARA #1 has increased water production at the Logwood Plant in Negril and has reduced losses dramatically. Water production was increased from 2.3 million gallons per day (MGD) to 3.2 MGD, and losses were reduced from 39% to 25%.
- Pressure filters, pumps and related pipe and fixtures ordered under Berger's contract amendment for the renovation of the Logwood Plant will be delivered in two shipments. The first shipment, consisting of pipes and fittings, is at the pier and is being cleared through customs. The filters and pumps will be shipped in late May, with delivery to the site in May 1994.

BEST AVAILABLE DOCUMENT

7 Berger prepared a draft for the redesign of the Environmental Monitoring Program in Montego Bay. In essence, the proposed redesign transfers the majority of water sampling stations from the Bogue Lagoon to the Bay.

8 The Scope of Work for the mid term evaluation of the project has been completed and cleared within the Mission. It will be shared with GOJ in April 1994.

D Problems and delays

NIDP

1 Additional Land Needed for Facultative Lagoons: More land will be needed for Montego Bay Sewerage. Of the 100 acres which will be shortly acquired for the facultative lagoons, only 88 acres are usable. The remaining acreage is lost to flood areas adjacent to streams that run through the property. An additional 25 acres will be needed which could cause delays.

2 Interim measures for Montego Bay Sewerage: Nothing has been done on the interim measures which should have been in place by now to provide primary treatment to sewage in Montego Bay. Consequently, nearly 2 million gallons per day of raw sewage continue to be dumped into the Bay.

3 Project Delays: The project is now about 16 months behind schedule. It has taken a long time, 34 months, for the GOJ to clear tender packages once completed by consultants. Additionally, the consultants on the Northern Highway Improvement Project estimate that design and tendering will take approximately 30 months instead of the 17 months scheduled all along. Even if the 24 months construction period for the Highway is reduced by 6 months, the project will remain way behind schedule.

4 Workings of the PMU: There has been little change. Despite guidance from the highest levels of the PIOJ, the PMU manager continues to make minimum use of the technical advisor.

E Major Activities or Corrective Actions During the Next Six Months

1 Major Corrective Actions Expected

NIDP

a) Land Acquisition: The additional 25 acres requires for Montego Bay Sewerage to be acquired.

b) A decision to be made on the interim measures for sewerage treatment in Montego Bay.

NCDSP

None

2 Workplan for the Next Six Months

NIDP

a) Negril Water Distribution and Ocho Rios Pier Contracts to be tendered, tenders received, analyzed by the consultants and recommendation for award made, approval obtained from GOJ entities and results sent to OECF for concurrence.

b) For Montego Bay Sewerage all additional lands to be acquired; pre-qualified list of construction contractors to be developed; tender package to be completed and issued to pre-qualified contractors, and tenders to be received and analysis begun.

c) Design to be completed for the new water treatment plant in Negril and GOJ approvals obtained; tender package to be completed and issued to pre-qualified contractors, tenders

received, and consultants to begin analysis of tenders.

d) Pre-qualification of construction contractors for the South Gully in Montego Bay to be completed and a pre-qualified list developed; construction drawings and tender package to be completed, and tenders to be ready to issue to pre-qualified contractors.

e) All survey and field work to be completed on the North Coast Highway and final design and land acquisition to be substantially underway.

NCDSP

f) Fixed Amount Reimbursement Agreement #2 (FARA #2) for waterline repair and booster station rehabilitation under the Water Loss Management Program to be executed and all work to be completed.

g) All materials for the rehabilitation of the Logwood Plant in Negril to be received and installed and the Plant's capacity to have been increased to 4.2 million gallons per day.

h) The Montego Bay Environmental Monitoring Program to be re-designed and data collection under the re-designed program to be underway.

i) The mid term evaluation to be completed and shared with the GOJ. Implementation of the recommendation of the evaluation to be underway.

3 Impact for Next Six Months

The water supply in Negril to be increased to 4.2 million gallons per day, adequate pressure to be sustained in the system to reach all consumers, and conservation and water demand management measures to be in place thus providing adequate water in Negril on an interim basis until the new plant comes on line in mid-1996.

U:\OEPUB\DOC\S\SARNCD 94

ht

PROJECT STATUS REPORT
October 1, 1993 - March 31, 1994

A X B C

I. BACKGROUND DATA

Project Title: Caribbean & Latin American Scholarship Program II
 Project Number: 632-0169
 Date of Authorization: original: 10/23/89
 Date of Obligation: original: 04/08/90
 PACD: original: 09/30/90
 Implementing Agencies: Direct AID/W contract to Partners for International Education and Training
 ***Ministry of the Public Service
 None
 Major Contractors: Joan Davis/Marsha Rigazio
 AID Project Managers: N/A
 Status of CPs/Covenants: August 1991 Next Evaluation: Ongoing
 Date of Last Evaluation: N/A Next Audit: N/A
 Date of Last Audit: None
 Planned Non-Fed. Audits: None
 No. of Audits Contracted For/Completed: None
 No. of Project Committee meetings held: One
 *Target Date: 12/31/96

III. FINANCIAL DATA

Amount Authorized:	DA Grant: original	US\$5,500,000 amended to n/a
Amount Obligated:	DA Grant: original	US\$ 700,000 amended to \$4,921,806
Amount Committed:	Period:	US\$ 242,807
	Cumulative:	US\$4,119,976
Accrued Expenditures:	Period - Projected:	US\$ 700,000
	Period - Actual:	US\$ 433,853
	Cumulative:	US\$2,997,609
	Period - Next:	US\$ 450,000

Counterpart Contrib.:	Period	Cumulative	Life of Project
Planned	US\$1,000	US\$32,900	US\$115,000
Actual	US\$1,900	US\$64,760	58.3%
Planned-Next	US\$3,000		

% LOP Elapsed:	46.5%
% of Total Auth. Oblig.	89.5%
% of Total Oblig. Exp.	60.9%
% of Total Auth. Exp.	64.5%

II. PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

A. Project Purpose:

To equip a broad base of leaders and potential leaders in Latin America and the Caribbean countries with technical skills, training and academic education and an appreciation and understanding of the workings of a free enterprise economy in a democratic society.

B. Relationship to Mission Strategic Objectives:

This project contributes to all Mission strategic objectives with broadbased training in various areas that will contribute to the social and economic stability necessary for achieving economic growth and sustainability.

C. Percentage of LOP relating to Strategic Objectives: - 80%

Objective No. 1:	Increased Foreign Exchange Earnings Employment	35%
Objective No. 2:	Improved Environmental Management and Protection	30%
Objective No. 3:	Healthy, Smaller Families	15%

IV. PROJECT DESCRIPTION

The CLASP II project provides scholarship opportunities to approximately 1,750 individuals from the Dominican Republic, Haiti, Jamaica and the nations of the Caribbean and Latin American region. It is part of a much larger initiative whose purpose are: a) to increase the number of U.S. trained individuals from socially and economically disadvantaged classes; and b) the number of U.S. trained individuals at the planning, implementation, technical, managerial and administrative levels in Latin America and the Caribbean.

V. PROJECT STATUS

A. Planned EOPS

- Short term training programs for 285 candidates, 70% of whom are disadvantaged and 60% of whom are women. will be focussed largely in areas that support Mission strategic objectives.
- 74 candidates will pursue long term training in Bachelors and Masters degree programs in Business and Engineering, Agriculture and Environmental studies and Law, and Health related studies. Youth leaders will also be a focal area.

Progress to Date

During the period, five participants departed for training in the areas tourism, agribusiness, education and environment.

A pipeline analysis, including review of each long term trainee's remaining financing requirements, led to a downward revision in planned long term candidates under the program from 74 to 69.

45

B. Major Outputs

	Planned				Accomplished								
	LOP	Period		Next		Period		Cum. % of LOP					
		M	F	M	F	M	F						
1. Short-term Training													
a) Women's Organization	24	0	4	0	14	0	15	0	0	4			
b) Private Sector	24	1	2	9	17	0	1	0	0	7	10	78	67
c) PVO	50	2	2	12	22	0	4	0	0	3	0	15	0
d) Youth Leaders	20	1	1	4	07	2	4	0	0	1	4	13	33
e) Agriculturists	15	0	0	10	07	1	1	0	1	7	6	118	67
f) Tourism	15	1	1	3	08	1	1	1	0	1	1	17	11
g) Cultural Groups	05												
h) Environmentalists	15	1	1	5	05	2	4	1	1	2	2	17	11
i) Media workers	05	0	0	4	01	0	0	0	0	4	0	200	0
j) Health workers	20	1	1	4	18	1	1	0	0	1	14	13	118
k) Skills Training	10	0	0	2	01	0	0	0	0	2	0	50	0
l) Human Resources Dev. and Education	60	0	0	5	30	1	2	0	1	1	25	04	69
m) Other	22	0	0	5	02	1	1	0	0	9	1	100	08
2. Long-term Training													
a) Business & Engineering	25	1	0	13	13	2	2	0	0	11	09	110	60
b) Environment & Agri.	20	0	0	10	05	1	1	0	0	11	04	138	33
c) Social Sector	15	0	0	05	10	0	1	0	0	05	17	83	189
d) Youth Leaders	14	0	0	3	04	0	0	0	0	2	03	33	38
3. Training (Persons)													
Long Term	30/44	1/0		31/32	3/4			0/0		29/33		97/75	
Short Term	114/171	8/12		63/127	9/37			2/3		38/63		33/37	

C. Other Accomplishments and Overall Status

- a. A major activity of the period was review of programs in progress and a reconfiguration of budget elements designed to maximize capacity to support Mission objectives under conditions of significantly reduced financing.

Under the associated Cooperative Association of States for Scholarships (CASS) Program, for which USAID/Kingston has program oversight responsibility, 23 finalist candidates were selected from a field of 107 applicants to pursue Associate Degrees in the fields of environmental management, small business management, hotel/restaurant management, agriculture, quality control and special education. The OEHR worked with program managers in Washington and Kingston to adjust fields of study so as to parallel Mission objectives. Training Office staff participated in interviews and assisted with the selection of the successful candidates. OEHR staff coordinated closely with CASS Program Managers at Georgetown University in working through two major problems during the period. The first involved assisting the family of a 1993 grantee following her tragic murder in the U.S. in January. Out of the experience a set of recommendations to OIT is being prepared, the most important of which is to add a death benefit to insurance policies required for AID participants. The second problem

dealt with assisting in the recruitment and referencing of a new CASS country coordinator.

The CASS program, with its emphasis on practical based programs, continues to provide young people who are caught in the vicious cycle of poverty with: 1) opportunities to acquire a marketable skill, and 2) exposure to U.S. educational institutions and technological advancement. This serves not only as a strong motivating factor for disadvantaged school leavers who would otherwise find it impossible to continue their education, but also as a message of hope in upward mobility for the broader community.

A group of 21 teachers whose summer program required them to spend eleven weeks on campus at Western Carolina University received their Bachelors degree in Educational Administration from the University Chancellor in a Kingston graduation ceremony. Sixteen members of the group graduated with honours. This brings to over 300 the number of Jamaican teachers to receive degrees under this program. One hundred percent of graduates have returned to the educational system with significant increased potential for moving into increasingly responsible positions of school administration.

Effective training programs continue to make a positive impact on our participants and on their performance at their workplace, as evidenced by 32-year old Ivan Anderson who was recently promoted to General Manager of the Urban Development Corporation (UDC). Mr. Anderson attended a two-month Investment Appraisal and Management program at Harvard University in 1992 which he evaluated as being "Well worth the cost", and one which served to firm up concepts as well as introduce new ones of relevance to Jamaica.

Darlene Morrison a key staff member of the Government's Fiscal Policy Management Unit in the Ministry of Finance, was awarded the prestigious Sir Arthur Lewis Fellowship to pursue her Masters in Economics at Clemson. The program is financed by AID and administered by Foundation Francisco Marroquin, a non-profit organization in Florida.

Scope of Work for follow-on coordination was completed and a PIOT is being circulated that will lead to contracting. Close coordination with the CASS follow-on work is expected.

D. Problems and Delays

Selection of long-term participants for fall placement was delayed somewhat by pipeline analysis needed to determine number of grants possible. Short-listing is now complete and selection should be completed by the end of April.

E. Major Activities or Corrective Actions During the Next Six Months

The Follow-on contractor/coordinator will be brought on board.

Newly selected long-term applicants will be processed for departure.

Of the forty (40) planned short term participants, 15 will be from a group from branches of Women's Bureau/Crisis Center across the island. For the second year, a youth group from the Excellence Coalition will participate in intensive pre university programs on U.S. campuses. The Coalition is a voluntary organization of parents and teachers who

provide intensive coaching aimed at high achievement on the SAT (the result is average scores in excess of 1500). The ultimate objective is to facilitate acceptance and eligibility for scholarships at the US Ivy league schools. An example is Shelly-Ann Scott, a student in the summer program last year who has been admitted to MIT for the fall.

As the annual funding level for CLASP decreases, the staff will accelerate its work with technical offices in the Mission to assure that training continues as an important means of achieving development objectives. An example is current collaboration with the Office of Natural Resources & Development (ONRAD), through the DEMO Project, to send 4-6 persons from environmental organizations (NGO's) throughout Jamaica on a training course in environmental education. This is directly related to the Mission's Strategic Objective No. 2.

Agreement in principle has been reached with the Bureau of Women's Affairs to structure a training program for fifteen (15) of their members. The Bureau is mandated to organize women throughout Jamaica to work together in finding ways of meeting their basic needs such as health, education, employment, housing, self-esteem and safe environment for themselves and their children. CLASP II training will target community workers with useful skills to assist in achieving this mandate.

E. Impact Over Next Six Months

The continuing impact of CLASP II is the return of participants with improved skills to key positions in organizations involved with Jamaica's development.

G. AID/W Actions - None

67

BEST AVAILABLE DOCUMENT

BEST AVAILABLE DOCUMENT

PROJECT STATUS REPORT
OCTOBER 1, 1993 - MARCH 31, 1994

A ___ B ___ C ___

I. BACKGROUND DATA

Project Title:
Project Number:
Date of Authorization:
Date of Obligation:
PACD:
Implementing Agencies:
Major Contractors:
AID Project Managers:
Status of CP's/Covenants:

UWI Management Education Project
532-0129
original 09/10/87 amendment 04/19/90
original 09/11/87 amendment 07/06/90
original 09/30/90 amended to 12/30/95
University of the West Indies (UWI), Mona Campus
Pennsylvania State University
Nola Mignott

Based on PP Supplement the following CP and Covenants are to be met:

1. update 5-Yr Strategic Plan;
 2. conduct annual audit;
 3. mobilize funds for construction;
 4. 3 joint appointments by 9/94;
 5. cover operational deficits;
 6. CP - Procurement Plan
- 02/93 Next Evaluation: 09/95
None Next Audit: 06/94
Next Audit: 06/94

Date of Last Evaluation:
Date of Last Audit:
Planned No. of Yearly Non-Federal Audits: 4
No. Contracted/Completed: 4
Number of Prj. Comm. Mtgs. Held: 7

FINANCIAL DATA

Amount Authorized:	DA Grant: original	\$2,450,000	amended to \$6,637,604
Amount Obligated:	DA Grant: original	\$2,450,000	amended to \$4,432,304 **
Amount Committed:	Period	\$ 154,661	
	Cumulative	\$4,241.76	
Accrued Expenditures:	Period - Projected	\$ 500,000	
	Period - Actual	\$ 213,174	
	Cumulative	\$3,713,628	
	Period - Next	\$ 640,000	

Counterpart Contribution:	Planned	\$100,000	Cumulative	\$1,437,840	LOP	\$2,141,000
	Actual	\$ 90,000		\$1,627,840		% LOP = 72% (to 12/95)
	Planned - Next	\$100,000				

% of LOP Elapsed: 79% (to 12/95)
% of Total Auth. Oblig. 78%
% of Total Oblig. Exp. 83%
% of Total Auth. Exp. 66%

NB: ** Total obligation reduced by amount de obligated.

II. PROJECT PURPOSE AND RELATIONSHIP TO MISSION STRATEGIC OBJECTIVE

A. PROJECT PURPOSE

To assist in the development and strengthening of the management education and training capability of the UWI's Department of Management Studies (DOMS). This general project purpose has recently been adjusted to sharpen the focus on sustainability; that is: to consolidate achievements and advance sustainable development of management education and training at the UWI. This purpose will be achieved with a quality program that is demand driven, produces sought after graduates and is financed by dependable income streams derived primarily from program clientele.

B. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES:

- 1) This project contributes to Mission Strategic Objective for "increased Foreign Exchange Earnings and Employment - by improved human resource development for the private sector." Participants in the Executive MBA degree program and in the Executive Development Seminars are key personnel in private sector firms with large export potential portfolios. Likewise, specialized seminars and sponsored research/consultancy operations are focused on growth oriented private sector firms.

2) PERCENTAGE OF LOP RELATING TO STRATEGIC OBJECTIVES - 100%

III. PROJECT DESCRIPTION

The primary focus of the project is institutional development of the UWI Department of Management Studies (DOMS) through the development of relevant undergraduate, graduate and executive management programs to meet the needs of the business community. The project was conceived as a 10 year project to be implemented in three phases. Additional support for an extended Phase II, through December, 1995 has been approved to assure sustainability and provide for orderly project close out.

IV. PROJECT STATUS

A. Planned FOPS

Progress to Date

By the end of Phase II (12/95) the Project status should be as follows:

- 1) An Institute of Business (IOB) that is fully operational with

The IOB has been legally incorporated (Aug 1993), to ensure academic recognition.

87

an Instrument of Affiliation was approved, IOB now has departmental status within the Faculty of Social Sciences.

a) a consultancy portfolio to serve private and the public sector.

Four consultancy projects valued at J\$2.5 m. are in progress.

b) a research portfolio to serve as teaching instruments for the DOMS degree programs, for the Executive MBA, the diploma in Management Studies, and for other programs in the Faculty of Social Sciences.

Four research projects sponsored by the business sector have been published and are available as case material for graduate studies. Other research projects sponsored by the ILO, OAS and IADB (80% complete) are in progress and should be completed by next SAR period.

c) The IOB should be recovering its direct costs for research and consultancy service.

Research projects commissioned from the IOB are at least covering variable costs.

2) A fully established Executive MBA degree program, with planned objectives as follows:

The program is fully established and coping with competition from offshore U.S. Universities.

a) graduating 30 students per/year.

In 1990/91 - 28 graduated;
Nov. 1991/92 - 28 graduated;
Nov. 1992/93 - 28 graduated.
(84 graduating out of 95 enrolled)

b) charging fees to cover all of its local variable costs;

Fees presently cover approx. 85 percent of variable costs; increasing from J\$14,500 to J\$85,000 per/yr over 3 year period; and J\$180,000 for 1993/94.

c) at least 50% of lecturing staff should be from local and/or regional sources (by 1993).

While a majority of courses continue to have input from off shore lecturers, there is a significant shift in the workload taken on by DOMS, other UWI faculty and other local staff, which represents over 50 percent of total teaching time.

3) An upgraded BSc degree program in terms of quality and relevances to meet the needs of the business community; also three new areas of specialization.

All Year I, Year II, and Year III courses upgraded and redesigned for semesterization. A Faculty Review is in progress for all undergraduate programs.

Three new specializations added to BSc., i.e. Production, Marketing, Banking and Finance, and six courses: Introduction to Computer; Introduction to Mgt; Human Relations at Work; International Mktg; Int'l Business Mgt; and Product & Quality Management.

4) Extension and equipping of the OMS Building; and Computer Center installed.

Building completed early 1990. Furniture & equipment installed; Computer system in place, i.e., two laboratories (one for teaching staff and one for students).

5) Long term training (Phase II): 5 PhD candidates; 7 MS candidates.

Five (5) PhD candidates in training. Four (4) MS completed and returned to Jamaica. An additional four are in training. Note: At least four of the five PhD candidates will not complete dissertation work, but should have completed all course work, by PACD. However, the UWI will finance the programs after the PACD.

6) Architectural and Engineering design work for proposed new building for the IOB.

Preliminary work has already begun on the architectural and engineering design work for a new building to house the IOB activities.

7) A full time MBA program by academic year 1995/96; to enroll 30 students per year.

This program is being developed collaboratively between the UWI and the Kellogg School of North Western. Details of required faculty exchange are being finalized.

B. Major Outputs

	Planned				Accomplished		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Computers	63	0	63	0	0	62	99.9
Printers	28	0	28	0	0	28	100
2. Prog. Development							
EMBA modules	15	0	15	0	0	15	100
3. Library books	1165	0	890	276	0	890	76
4. Local Training:	M/F	M/F	M/F	M/F	M/F	M/F	M/F
EMBA students	50/50	17/14	50/50	30/10	16/12	49/35	98/70
3 D sem/students	100/50	0/0	45/30	12/8	0/0	45/30	45/30
1 D sem/students	400/200	200	20	0/0	80/26	80/26	16/12**
1 Wk sem/faculty	20/10	0/0	0/0	10/6	0/0	0/0	0
2 Wk Exec sem	6	1	4	1	1	4	66
4 Wk Exec Sem	50/10	20/6	20/6	16/4	16/2	32/3	60/40
5. Training (Overseas)	M/F	M/F	M/F	M/F	M/F	M/F	M/F
Long term (M.S.)	9/7	0/2	10/6	1/1	1/1	6/8	66/114
Long term (Ph.D.)	2/3	2/3	2/3	0/0	2/3*	2/3*	-
Short-term	24/10	3/2	9/3	3/2	2/2	13/7	54/70

* PhD programs scheduled for completion Summer 1996.

NB: The planned figures for the EMBA, 2 wk Exec Sem, and 4 wk Exec Sem were projected for end academic year 1993/94

** This activity (1 day seminars) has been discontinued

BEST AVAILABLE DOCUMENT

67

C. Accomplishments and Overall Status - Highlights of Major Accomplishments:
PP Supplement:

1) The Phase II Supplement with PACD of December 31, 1995 was signed on February 28, 1994. This Supplement provided an additional amount of US\$1,200,000 making a total project budget of US\$5,650,000. Also, the outstanding \$200,000 which was authorized under the original Phase II was obligated on December 14, 1993.

The Supplement will provide additional resources to consolidate progress to date for activities that will be completed within the existing PACD. The focus will be: (a) the enhancement and strengthening of the graduate degree programs, sponsored research and executive development programs; (b) upgrading and modernization of the undergraduate business programs of DOMS; (c) development and installation of an endowment program; (d) architectural and engineering design of a new building; and (e) divestiture of short-term programs at certificate level to other management training institutions.

2) **Faculty Review:** The Faculty Review started in early January 1994 and \$16,000 have already been provided under the project to support the activity. This review aims to provide critical information on the DOMS undergraduate programs and contribute to the development of the proposed full-time MBA and the divestment of DOMS certificate programs. A seven man Review Team from UWI plans to visit U.S. universities (Michigan, Ann Arbor, Indiana, Minnesota, Howard and George Washington) during the period April - May, 1994.

3) **Full-time MBA:** The UWI, the Kellogg School of Northwestern University, and the University of Michigan are collaborating in the development of the MBA program. This will involve exchange visits by faculty members of these institutions. The IOB Director, in February, visited Kellogg and had indepth discussions with the Dean concerning course content, resource persons, and timeframe for the new program. It is generally felt, however, that it will require no less than two academic years to complete development of the program.

4) **New Physical Facilities:** The Supplement budget has provided US\$125,000 to assist UWI to defray costs of architectural and engineering design work on a proposed new building for the IOB. Preliminary design work has started and it is planned that the A&E package should be ready for presentation to the business community by June 1994. This presentation will be used to "sell" the project to the donor community in order to raise funds for the construction. A new building for the IOB is very critical to the realization of the project's objective for sustainability.

5) **Endowment Program:** UWI has outlined an endowment strategy that will appeal to the business community for sustained contributions over time, as well as one that draws on the dividends and interest from the permanent capital to meet long term commitments best financed by endowment resources. While the University has been quite successful in fund raising efforts, through the Century Club, it is less experienced in the management of a capital fund, in which case the principle is maintained as an asset, and from which earnings can be drawn to maintain quality management education at UWI. The Vice Chancellor has appointed a team to work on the establishment of a Management Endowment Fund. This team will work closely with key private sector entrepreneurs who have indicated their interest in the long term development of the University. Project funds will be used to finance technical assistance for development of this activity.

6) **Staff Training:** Five Ph.D candidates are making good progress toward degree objectives, as are four M.S. candidates who began in the summer of 1993. Planning is progressing for establishment of a joint Ph.D program between UWI and U.S. partner institutions.

7) The second 4-week Executive Management Development Seminar conducted June 12 - July 13, awarded certificates of credit to eighteen (18) candidates who qualified under the program. The award took place at an official ceremony at the UWI in February 1994.

8) The IOB is still pursuing the takeover of the Alcan Management Seminar. It is expected that a decision will be reached by September 94 on the feasibility and cost effectiveness of this proposal.

9) **Masters of Public Management Degree:** Plans for the delivery of a Masters of Public Sector Management program to commence September 1994 are far advanced. It is expected that 35 students will be enrolled for academic year 1993/94.

10) **Women in Development (WID):** Of a total of 84 graduates to date under the Executive MBA program, 35 or 40 percent are women; and of the five PhD candidates in training three are women; and in the overall DOMS programs approx. 40 percent are women.

D. Problems and Delays

a) The International Executive Management Development Program focused on international export strategies within the LAC region, which had not gotten off the ground, is being redesigned.

b) **New Location for IOB Office:** A portion of the IOB staff has been relocated off campus, but the Project Director is still housed on the campus. Space for the entire IOB staff is still a problem, but the University has pledged to provide temporary facilities until the new building is realized.

E. Major Activities Actions During the Next Six Months

1. Major Corrective Actions Expected

None

2. Workplan for the Next Six Months

1) Finalize and approve UWI procurement plan for commodities to be procured under the project.

2) Support Faculty review of DOMS undergraduate programs.

3) Support development of a full time MBA.

4) Commission design of new IOB physical facilities (a new building) and present design package to business community; launch fund raising efforts for building

5) Recruit technical assistance and complete draft design for establishment of an endowment program to provide permanent capital for management education programs

- 6) Enroll 45 new students in EMBA at increased fee of J\$180,000 per annum.
- 7) Conduct Thrd 4 Week Executive Management Development Program in the Summer 1994.
- 8) Re design 4 Week International Marketing Seminar for delivery in the last term of 1994.
- 9) Joint appointments: UWI to conclude three senior faculty appointments to serve both IOB and other departments in the Faculty; one appointment already confirmed.
- 10) Procure US\$60,000 worth of computer hardware for upgrading networking facilities to link DOMS and IOB computer systems to maximise efficiency.
- 11) IOB to conduct Impact Study on cost benefit of trained senior managers under the project as determined by their firms.
- 12) Select four candidates for joint PhD degree program to start training in the U.S. in September 1994.
- 13) Contract for Recipient Contract Audit by June 30, 1994.

3. Impact Over the Next 6 Months

- a) By December 1994 the IOB should have preliminary findings of an Impact Study with indicators as to the effectiveness of managers trained under the project.
- b) In the meantime, the private/public sector will continue to benefit from the training of the 18 senior managers who participated in the 2nd 4 week EMDP seminar held mid June to mid July 1993; and from the 28 new EMBA graduates who received their degrees in November 1993.
- c) Linkages with the Business Community - Parallel with the existing private sector led Century Club, the Vice Chancellor recently selected a special team to launch a Management Endowment Fund, to support management education initiatives on the Mona Campus. This team will work with project TA to complete the first draft of a design for the endowment program.

BEST AVAILABLE DOCUMENT

BEST AVAILABLE DOCUMENT

PROJECT STATUS REPORT

October 1, 1993 - March 31, 1994

A B X C

BACKGROUND DATA

Project Title	Development of Environmental Mgmt. Org
Project Number:	532-0173
Date of Authorization:	original: 09/29/92, amended: 10/14/93
Date of Obligation:	original: 09/24/92, amended: 10/14/93
PACD:	original: 09/30/97
Implementing Agencies:	Ministry of Public Service & Environment
Major Contractors:	Natural Resources Conservation Authority
AID Project Managers:	Stephen Reeve, Jane Ellis
Status of CPs/Covenants:	CPs met for components 1-3 PARC
Date of Last Evaluation:	N/A Next Evaluation: 9/29/94
Date of Last Audit:	N/A All AID direct funding to date planned
Planned No. of non-Fed Audits:	N/A
No. of Audits contracted for/completed:	N/A

FINANCIAL DATA

Amount Authorized:	DA Grant: original	\$ 7,750,000	amended to \$11,150,000
Amount Obligated:	DA Grant original	\$ 700,000	amended to \$2,792,000
Amount Committed:	Period:	\$ 904,619	
	Cumulative:	\$ 1,418,272	
Accrued Expenditures:	Period Projected:	\$ 800,000	
	Period Actual:	\$ 636,657	
	Cumulative:	\$ 1,074,614	
	Period Next:	\$ 900,000	
Counterpart Contrib:	Period	Cumulative	Life of Project
Planned	\$134,000	\$ 200,000	\$ 6,443,000
Actual	\$139,520	\$ 171,820	
% LOP Elapsed		30%	
% of Total Auth. Oblig.		25%	
% of Total Oblig. Exp.		51%	
% of Total Auth. Exp.		13%	

II. PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES.

A. Project Purpose

To strengthen the capability of public and private environmental organizations to manage Jamaica's most economically important natural resources and to protect its biodiversity. The Project will strengthen lead environmental institutions and enable them to expand and sustain their efforts well beyond completion of the project.

B. Relationship to Mission Strategic Objectives

The Project directly contributes to the Mission objective of improved environmental management and protection through strengthening key public and private organizations, developing local environmental management capacity, expanding awareness of natural resources management issues, and demonstrating the application of practical techniques to solve on-the-ground problems of waste management, watershed restoration and natural resources protection. A project emphasis to address those aspects of natural resources management which support tourism and other economic development directly contributes to another mission objective: to increase foreign exchange and employment.

III. PROJECT DESCRIPTION

The DEMO Project is comprised of four Components. The Project will support the evolution of two national organizations: the Natural Resources Conservation Authority (Component 1: NRCA Support) and the National Environmental Societies Trust, an umbrella NGO group (Component 2: NGO Support). The project targets four geographic areas where environmental management activities will be promoted to protect economically important natural resources and ecological systems and to resolve critical environmental issues (Component 3: SITE Activities). The above 3 components are to be implemented by a small Project Management Unit within the NRCA which is supported by a Technical Assistance Contractor (TAC). USAID will contract directly with the TAC to provide technical assistance, financial management and procurement services.

The Protected Areas Resources Conservation component will enhance the capabilities of public and private (NGO) environmental organizations to establish a sustainable national parks system (Component 4: PARC II Activities). The PARC II Component will be initially implemented by a Project Management Unit within PJOJ and after a transitional period, ultimately implemented by JCDT.

IV. PROJECT STATUS

A. Planned EOPS

Progress to Date

- NRCA providing leadership on priority natural resource management issues, especially in support of economic growth. Action plans prepared for key functional units. Key senior staff and middle management in place. Priority effluent discharge and EIA procedures in place. Country Environmental Profile updated prepared in draft form.
- NRCA receiving revenue from user fees, penalties and other resources equal to at least 15% of its operating costs. Initial evaluation of revenue-generating measures prepared.
- NEST delivering membership services including focused training programs and technical outreach services that expand NGOs capacities to become self-sustaining. Project proposal guidelines prepared by NEST to assist NGOs to participate in Environmental Foundation of Jamaica (EFJ) grant program. A training program to complement these guidelines is under development.
- NEST receiving revenue from membership service fees and project support funds from local and other international donors and achieving continuity of financing recurrent expenses. NEST Business Plan completed and staff development activities initiated.

52

- 5 Ten technically and financially viable NGOs engaging in environmental management projects in at least four geographic areas of environmental concern.
 Established Local Environmental Management Councils in Montego Bay (Greater Montego Bay Redevelopment Company) and in Negril (Negril Environmental Protection Trust), GMRC and NEPT Business Plans completed, and Montego Bay and Negril protected area plans drafted.
- 6 Public awareness of, and concern for, environmental management issues will be heightened.
 Environmental education materials prepared for Montego Bay and Negril; Negril community workshop held to establish environmental priorities.
- 7 Community-based organizations actively supporting each park area
 Individuals of the Hollywell area of the Blue and John Crow National Park organized themselves into a Trust that will seek management responsibilities for the Hollywell Recreation Area (approx. one-third of the national park).
- 8 Achievement of financial sustainability by the two existing national parks - Montego Bay Marine Park and the Blue Mountain and John Crow Mountain National Park (BJCMNP).
 N.B. Targets for this indicator will be defined at the May 1994 PARC II retreat.

B. Major Outputs

	Planned		Accomplished		Cum	% of LOP
	LOP	Period	Cum	Next Period		
1. NRCA Support						
Policy issues addressed	4	1	1	1	1	25
Policy reforms enacted	2	0	0	0	0	0
Env. info. base established	1	0	0	0	0	0
Training (persons)	20	2	2	2	1	10
2. NGO Support						
NEST TA Projects accomplish	5	1	1	1	1	20
NGO Training (persons)	50	5	5	5	5	10
NGOs sustaining services	10	1	1	1	1	10
3. SITE Activities						
LEMCS sustaining programs	4	1	1	1	1	25
SITE sub-grants issued	8	1	0	2	0	0
Local protected areas systems established	4	1	1	1	1	25

4. PARC II Activities

Major Outputs

	Planned				Accomplished	
	LOP	Period	Cum	Next Period	Period	% of LOP
No of Parks created	4	0	2	0	0	50
Acres protected (000)	289	0	194	0	0	67
% Non-public revenue	50	10	10	5	15	30
Park Visitors (000)	125	25	25	5	35	28

C. Other Accomplishments and Overall Status

Component 1: NRCA Support

NRCA has now reached the point of sufficient absorptive capacity to effectively advance the range of project activities envisioned under DEMO. Key Project-related leadership positions in NRCA are in place including all division directors, financial managers and the PMU director and essential subordinate staff. With the recent selection of the long-term Technical Assistance Contractor, the agency is poised to build on the Pre-TAC activities and to initiate new programs. Pre-Tac Activities: prepared NRCA organizational strategy and action plans for key units (including the Division of Pollution Control and Waste Management and the Division of Parks and Protected Areas); developed effluent discharge procedures to guide industry and government activities, guided the Division of PC&WM in its initial encounters with industrial polluters to assure appropriate establishment of pollution control measures, prepared draft update of the earlier USAID-financed, highly successful Country Environmental Profile; and prepared a policy analysis paper for an NRCA national protected areas system. Achieved donor coordination by monthly meetings with the NRCA Executive Director and representatives of other principal donors providing assistance to NRCA, including IDB and CIDA.

Component 2: NGO Support

Progress on NEST provision of training and technical outreach activities has been slowed by unexpected delays in deploying the DEMO Technical Assistance Contractor. Key accomplishments: completed Project Proposal guidelines for NGO's desiring to participate in the EFJ grant program and assisted review of grant applications.

Component 3: SITE Activities

Progress on SITE activities has been mixed. The Negril activities have advanced far beyond expectations for this period; the Montego Bay activities have been hampered by the only recently resolved personnel issues of the local project implementing entity. Key accomplishments: established Local Environmental Management Councils in Montego Bay (Greater Montego Bay Redevelopment Company) and in Negril (the Negril Environmental Protection Trust), completed GMRC and NEPT business plans, completed selected components of Montego Bay Development Plan, prepared proposed protected area systems for Montego Bay and Negril, initiated environmental baseline studies and prepared public participation/environmental education materials for assisting local determination of environmental activities to be Project financed in Montego Bay and Negril.

Component 4: PARC II Activities

Since authorization in October 1993, this component has been severely hampered by lack of agreement on a workplan to guide project activities. Nonetheless, in February 1994, the Blue and John Crow Mountain National Park (BJCMNP) celebrated its first anniversary. A draft management plan for the Blue and John Crow Mountain National Park was presented for public review. During the reporting period there were 10 enforcement actions in the Montego Bay Marine Park and 6 in the BJCMNP.

53

D Problems and Delays

Deployment of Technical Assistance Contractor is 4 months behind schedule due to required audits of the selected TAC. This has resulted in delays in implementation of planned activities associated with components 1 - 3 and a resulting loss of momentum in reaching project objectives, especially with respect to strengthening NEST to serve its NGO support mandate and NRCA's Protected Areas Division to carry out its role in establishing a national protected area system.

The start of PARC II activities has been slow due to lack of agreement on the work plan and budget for year one. Two draft plans were received but both lacked focus and strategies for addressing key issues faced by the existing national parks and plans for future parks. Key issues include (a) financial sustainability of the parks system, including growth/management of the National Parks Trust Fund and cost containment at the park level, (b) local leadership and management of Montego Bay Marine Park; (c) the role and responsibilities of the Jamaica National Parks Institute in management of national parks; and (d) a strategy to strengthen the role and responsibilities of NRCA's Protected Areas Division. Lack of communication and agreement on key issues delayed implementation of new initiatives.

E Major Activities or Corrective Actions During the Next Six Months

(a) Major Corrective Actions Expected

1. TAC to be mobilized by early May. An additional buy-in to the centrally-funded EPAT program will be carried out to enable completion of Pre-TAC activities and an effective transition to the TAC. Selected retreats with key GOJ and NGO representatives will be held in May to review appropriateness of project design to current conditions, suggest modifications to project design, and determine actions to overcome loss of momentum in the implementation activities above.
2. In early April 1994 (after the current reporting period), USAID staff met with host country counterparts and reached agreement on a strategy that will result in acceptable termination of PARC I and a consensus on strategic priorities and actions for DEMO-PARC II. In May 1994, conduct retreat with key PARC II actors to review project design with respect to changed conditions, surface priority implementation issues, and determine project design refinements.

(b) Workplan for the Next Six Months

Component 1: NRCA Support

- Assist deployment and start-up activities of Technical Assistance Contractor (TAC)
- Assist Pollution Control and Waste Management Division to implement effluent discharge and EIA procedures
- Complete camera-ready copy of Country Environmental Profile update.
- Implement computer training program for NRCA project-related staff
- Assist Protected Areas Division to formulate protected areas classification system, finalize protected areas system master plan, establish NRCA policy regarding creation/management of protected areas, and designate at least one new protected area (Negril).
- Carry out initial design of NRCA environmental information system, including determining role of Conservation Data Center.

NGO Support

- Assist NEST staff recruitment and training
- Conduct NGO training activities in support of EFJ grant program
- Assist provision of NGO technical outreach services for EFJ grant proposal preparation.

Component 3: SITE Activities

Montego Bay

- Assist preparation of "Action Framework" including conduct of public workshop
- Provide TA for feasibility analysis of GMRC priority actions
- Assist implementation of priority SITE activities
- Conduct survey of public awareness of local environmental issues

Negril

- Assist NEPT staff recruitment and training
- Assist preparation of Negril Action Framework
- Provide TA for feasibility analysis of NEPT priority actions
- Assist establishment of Negril Environmental Protection Area
- Conduct survey of public awareness of local environmental issues

Component 4: PARC II Activities

- Prepare PARC II first annual project implementation plan
- Assist preparation of Conservation Data Center business plan
- Assist establishment of JCDT Capital Campaign and management guidelines for National Park Trust Fund.
- Assist local leaders in Montego Bay in planning a strategy towards local management of the Montego Bay Marine Park.

(c) Impact (Results over the Next Six Months)

- Designation by NRCA of at least one new protected area to provide management of nationally-significant natural resources, as a result of policy assistance provided through SITE and PARC II activities.
- Environmental NGOs launching sound projects funded principally from sources other than DEMO, as a result of management and proposal development training provided by NEST.
- Recognition by industry and government institutions of appropriate effluent discharge guidelines and environmental impact assessment procedures as well as NRCA resolve to enforce related regulations, as a result of policy and technical assistance to NRCA.

BEST AVAILABLE DOCUMENT

54

PROJECT STATUS REPORT

October 30, 1993 - March 31, 1994

A B X C

I. BACKGROUND DATA

Project Title: Technical Support for Shelter & Urban Services Proj
 Project Number: 532-0149
 Date of Authorization: original 09/20/88
 Date of Obligation: original 01/14/89 amendment 03/31/94
 PACD: original 09/30/95 amendment
 Implementing Agencies: Ministry of Finance, Office of the Prime Minister, Ministry of Construction (Housing), Urban Development Corporation, National Water Commission, Town Planning Department, Planning Institute of Jamaica, National Housing Trust, National Housing Corporation
 Major Contractors: none
 AID/Project Managers: George Williams/Carol Brown
 Status of CPs/Covenants: AICPs and Covenants met
 Date of Last Evaluation: 2/93 Next Evaluation: None scheduled
 Date of Last Audit: n/a Next Audit: None scheduled
 Planned No. of yearly Non Federal Audits: 3
 No. of Audits Contracted for/Completed: None
 No. of Project Committee Meetings Held:

FINANCIAL DATA

Amount Authorized:	DA/ESF Grant: original	\$3,000,000
Amount Obligated:	DA/ESF Grant: original	\$ 600,000 amended to \$2,244,001
Amount Committed:	Period:	\$ 62,747
Accrued Expenditures:	Cumulative:	\$1,414,597
	Period - Projected:	\$ 463,000
	Period - Actual:	\$ 109,589
	Cumulative:	\$1,334,951
	Period - Next:	\$ 344,425
Counterpart Contribution:	Actual	
	% LOP Elapsed:	\$53,140,000*
	% of Total Auth. Oblig.	82%
	% of Total Oblig. Exp.	74%
	% of Total Auth. Exp.	59.49%
		44.50%

* NWC has submitted a report on counterpart expenditures. CHFC and MOC will be calculating counterpart shortly. Overruns in the HG-013 project can also be counted.

II. PROJECT PURPOSE AND RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

A. Project Purpose
 To provide technical support services to assist in carrying out the Jamaica Shelter and Urban Services Policy Program, 532-HG-013 and the Jamaica Shelter Sector Support Program, 532-HG-012B and C.

B. Relationship to Mission Strategic Objectives

1) Specific Linkage
 This project contributes to meeting the Mission's Other Concerns, for providing adequate shelter, especially in Kingston and the burgeoning North Coast towns, where tourism and service industry employment have grown rapidly. It also contributes to meeting Strategic Objectives #2 and 3 (Improved Environmental Management and Protection and Health, Smaller Families) in that the project supports identification and implementation of cost effective and environmentally appropriate technologies for: the provision of safe water and the disposal of sewage and solid waste disposal to protect public health and avoid degradation of the marine environment.

2) Percent of LOP Funds Relating To Strategic Objectives
 50% to Objectives 2 & 3.

III. PROJECT DESCRIPTION

The project funds are used to provide both short and long term technical assistance to key shelter, infrastructure urban service and environmental regulation institutions, with the long term objective of assisting them in increasing the production of environmentally appropriate shelter solutions and urban services, by both the public and private sector.

B. Major Outputs

	Planned		Accomplished		Cum	% of LOP
	LOP	Period	Next	Period		
1. Program managers in place at NWC	3	0	3	0	3	100%
2. Computer systems installed	2	0	2	0	2	100%
3. Field projects and studies	15	2	12	2	10	67%
4. Program managers MOF	1	0	1	0	1	100%
5. Develop Sectoral Monitoring System	1	1	1	0		12%
6. Training (Persons)	M	E	M	E	M	E
Long-term	0	0	0	0	0	0
Short term	20	21	40	25	0	0
					11	11
						52% 52%

BEST AVAILABLE DOCUMENT

55

IV PROJECT STATUS

A. Planned EOPS

1. Enhance ability of the NWC to provide services to low income families

Progress to Date

-NWC has adopted policy to connect water for residents without clear title, thereby, benefiting low income families
-NWC has permanently incorporated water and sewer hook up staff into overall commission structure to carry on activities now that HG-013 is terminated
-NWC has continued funding low cost water schemes even though HG-013 has concluded.

2. Provide monitoring and management support to sectoral program

-SCC will be disbanded when HG-013 has been terminated. However GOJ has set up an interagency committee to address squatting on which USAID has been requested to participate and collaborate. Policy studies have been provided to committee.

-Task force of many former SCC institutions will be setup to monitor, manage, and coordinate Norwood Rosemount project.

3. Complete field projects and studies to provide support for policy and program goals.

Policy studies completed on land titling system, local gov't urban environment; Land Policy, NWC Tariffs & NWC Management and Privatization; appropriate sewage disposal solutions in squatter settlements
-GOJ/National Housing Trust adopting policies (such as financing sites and services projects and Build on Own land loans) which will provide low income families NHT benefits for the first time.

-NWC Tariff Study has established rate increase and indexation policies that will make the commission more economically viable

-Recent environmental assessment has resulted in two fundamental changes: 1) the GOJ accepted a policy of providing in low cost housing schemes affordable, environmentally friendly on plot sewage solutions (as opposed to letting residents do as they wish without consideration of environmental impact) and

2) provided a range of solutions and appropriate standards to be used by MOC, NWC, NHC, Town Planning, etc. to provide affordable liquid water solutions for the urban and rural poor that mitigate environmental and public health impacts.

C. Other Accomplishments and Overall Status

1. The Ministry of Public Service and Environment has contacted the Mission to discuss the squatter issue, a matter of increasing public and private concern nationally. We have sent committee recent studies carried out under 0149 on the characteristics of squatters and the environmental impact of squatting in Montego Bay as well as similar studies for other countries by USAID

2. The study/plan to carry out on plot, self help waste water facilities has been or will be initiated. Prototype facility designs and costing of same have been completed, indigenous community organizations have been identified to provide public information and coordination with marketing of serviced lots has begun.

3. As part of the close out of the HG 013 program, all project support personnel have been terminated. One exception may be hiring a coordinator for the Norwood Rosemount project given its importance and potential impact.

4. The property tax study has been initiated as planned. It will address the range of revenue possibilities to sustain the delivery of urban services. It will be concluded during this SAR period.

5. Preliminary findings of Solid Waste Management Study have been used to develop a short term data gathering program presented to Cabinet in April. The study provided a methodology to analyze how solid waste management system should perform. Ministry of Local Government (MOLG) is introducing performance criteria to evaluate contractor performance for private sector collection services which it now contracts. It provided an analytical framework and criteria for equipment selection. The study provided elementary data and judgements to assist the GOJ in developing a capacity to manage solid waste, which it apparently lacked totally before.

D. Problems and Delays

1. The Tariff Study completion has been delayed until September to permit the NWC staff the time to generate data on billing, budgets and investments so that the USAID funded consultant can complete his work.

2. The solid waste study has been delayed; draft report received in April, final draft in May/June

E. Corrective Actions

1. Close out all grant funded activities with the exception of waste water follow up and Norwood/Rosemount coordination.

F. Work Plan over the Next Six Months

1. NWC study should be completed in September and will be used by the GOJ to develop alternative strategies to adjust pricing of water to meet the needs of the company. Recommendations by NWC will be made to cabinet on a new rate structure

2. Solid waste study should be completed in June and presented to MOLG for subsequent policy actions as well as to IDB as input into a design of its solid waste management project.

3. Property tax study should be completed in June and submitted to MOLG and MOF for action on how to finance urban services.

4. Terminate funding of Shelter Coordinating Committee and related personnel.

5. With remaining funds enter into grant agreement with NGU to ensure that on plot waste water systems are carried out as planned.

6. Hire Norwood Rosemount coordinator.

G. Impact over the Next Six Months

1. NWC will have detailed analysis of operating and other costs to establish a rate structure that will improve its financial capacity and qualify it for IDB and IBRD support

2. The solid waste study will continue to be used to craft solid waste management policy reform in Jamaica. The report, will provide input into the IDB solid waste project.

3. GOJ institutions will be coordinating squatter upgrading activities in Norwood and Rosemount

4. Standards will be developed for the construction of low cost, environmentally friendly on site waste water treatment facilities
5. An NGO will be organized to oversee delivery of such low cost waste water treatment facilities in conjunction with HG program

SAR0149 84

BEST AVAILABLE DOCUMENT

BEST AVAILABLE DOCUMENT

PROJECT STATUS REPORT

October 1, 1993 - March 31, 1994 A ___ B ___ C ___

I. BACKGROUND DATA

Project Title: Health Sector Initiatives Projects
 Project Number: 532-0152
 Date of Authorization: original: 07/07/89
 Date of Obligation: original: 07/27/89 amendment 12/14/93
 PACD: original: 07/27/96
 Implementing Agencies: Ministry of Health (MOH)
 Private Sector of Organization of Jamaica (PSOJ)
 Pan American Health Organization (PAHO)
 University Research Corporation (URC)
 Major Contractors:
 USAID Project Managers: Betsy Brown/Cheryl Davis-Ivey
 Status of CPs/Covenants: All CP's have been met
 Date of Last Evaluation: Management Review: 02/92 Next Evaluation: 05/94
 Date of Last Audit: 07/93 Next Audit: 07/94
 Planned No. of non Fed Audits: 4
 No. of Audits contracted for/completed: One
 No. of Project Committee meetings held: None

IV. FINANCIAL DATA

Amount Authorized:	DA Grant: original	\$5,000,000
Amount Obligated:	DA Grant: original	\$ 468,000 amended to \$3,422,494
Amount Committed:	Period:	\$ 143,867
	Cumulative:	\$2,811,729
Accrued Expenditures:	Period Projected:	\$ 800,000
	Period-Actual:	\$ 276,018
	Cumulative:	\$2,123,757
	Period Next:	\$ 450,000
Counterpart Contrib.:	Period Planned:	\$ 183,376
	Period Actual:	\$ 178,280
	Cumulative Planned:	\$1,101,421
	Cumulative Actual:	\$1,713,344
	Life of Project:	\$1,855,000
	% LOP Elapsed:	66.6%
	% of Total Auth. Oblig.:	68.4%
	% of Total Oblig. Exp.:	62.0%
	% of Total Auth. Exp.:	42.4%

II. PROJECT PURPOSE AND RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES:

A. Project Purpose

To improve the quality and efficiency of future health services delivery

B. Relationship to Mission Strategic Objectives:

Deteriorating health services are likely to inhibit economic growth and development particularly for disadvantaged families. This project supports essential health care policy and management reform which will enhance the quality and efficiency of the public and private service delivery. Privatization and cost recovery are being undertaken to ensure quality health services for those who can afford to pay, while reducing the burden on the public health system and conserving resources for those with little or no ability to pay.

(ii) Percentage of LOP funds relating to strategic objective 100%

III. PROJECT DESCRIPTION:

To analyze and formulate long term policy options for sustainable mechanisms to finance health care in Jamaica. Increase cost recovery through improved systems of user fees; improve the quality of health care services through improved management and planning structures and rationalized health care services in both primary and secondary health care; and increase role of the private sector in financing and providing health care.

IV. PROJECT STATUS

A. Planned EOPS

Progress to Date

- | | |
|--|---|
| 1 Restructured and strengthened MOH with decentralized management structure. | Decentralization plan submitted to Minister of Health for approval. Implementation expected during the next GOJ Fiscal Year. |
| 2 Revised policies for fee structures and administrative systems in place. | Cost recovery fully implemented at the secondary level. Primary care fee schedule developed and under review by the MOH. |
| 3 Improved management of health care activities through rational use of resources. | Prescribing habits in public facilities being examined in order to streamline practices and control costs. |
| 4 Divestment of selected hospital support services and health facilities. | Laundry, cleaning and portering services fully divested at Spanish Hospital. Preparation for divestment of catering services at Spanish Town Hospital and KPH underway. |
| 5 Development of private sector financing and provision of health services. | Five new proposals approved. Others in the pipeline. |

58

B. MAJOR OUTPUTS

	Planned				Accomplished		
	LOP	Period	Cum	Next Period	Period	Cum	% of LOP
1 Administrative system for fee collection in place in hospitals	23	0	23	0	0	23	100%
2. Divestment studies completed	5	5	5	0	5	5	100%
3 Social Marketing Campaign complete	4	5	3	1	5	2.5	62.5%
4 CEO's in place at designated hospitals	8	2	7	1	2	7	87.5%
5 Curriculum developed for ASC	100%	0	100%	0	0	100%	100%
6 Completed hospital administrative training program	3	75	1.75	1.25	75	1.25	58.3%
7 Private Sector Grants in place	15	5	11	3	5	11	73.3%
8 * No of persons trained (short term)		M	F				
	500	50	563	50	76	845	169%
	500	100	762	100	211	1198	239%

*Because of the amendment to the project the training figures have been increased above what was originally projected.

C. ACCOMPLISHMENTS AND OVERALL STATUS

During the past six months the project has made progress in its program outputs. The most significant areas of output were in cost recovery, management development and divestment. The Project is still behind with the implementation of certain aspect of the decentralization program but increased activities are anticipated during the next six month period as the MOH mobilize support to restructure.

1. DIVESTMENT

Though delayed at various points, the implementation of the divestment of laundry and cleaning and portering services at Spanish Town hospital is now complete. The MOH is now working to divest the catering facilities. Based on the lessons learned from the other divestments this one should take a shorter time. The introduction of these services has meant an improvement in both the quality and efficiency of health services at Spanish Town Hospital. An evaluation which will be undertaken in May 1994 with technical assistance from URC will look at patients satisfaction with services being provided. The coordinator for the divestment component of the project also plans to evaluate the performance of the contractors since the start up of the services.

2. COST RECOVERY

As the MOH continues to focus on staff training and widening the collection net, the amount of fees collected at all hospitals has seen a 68% overall increase over the last fiscal year. 12 of the 22 hospitals have surpassed the targets set by the Ministry of Health thus achieving more than 10% of their recurrent costs.

The assessment of fee collection at the primary level is almost complete and a proposal on the fee structure as well as the services to be included is awaiting the Minister's decision. Approval is also pending for the formula for health service fee indexation which was proposed to be based on the percentage increase in the government wage index and the consumer price index on a 60 to 40 ratio.

The next step in the fee collection process is to obtain the Ministry of Finance's approval to have the fees serve as extra budgetary allocation in order to allow more flexibility in their use for development at the hospital level. This would also create an incentive for hospitals to improve their overall collection levels.

3. COST CONTAINMENT/EFFICIENCY

The printing of the Vital Essential and Necessary (VEN) drug list has been delayed due to the technical nature of the document. In the meantime, the MOH is focusing on streamlining the role of the pharmaceutical services division and has introduced cost recovery for the services to the private sector that the Division undertakes. An analysis of the out-patient prescribing habits has identified some weaknesses in the prescribing practices at that level and the MOH is now working on developing strategies for improving the rationality of therapeutics through improved training of pharmacists, patient counselling and drug therapy monitoring activities. The MOH is now seeking to look at in patient prescribing practices in order to streamline prescribing practices as one method of containing costs.

With USAID funding support for technical assistance, the role of the pharmaceutical wing of the MOH was restructured and streamlined. Health Corporation Limited now incorporates the functions of Island Medical Stores, Jamaica Commodity Trading Company and the Supply Division of the Ministry of Finance and is responsible for the procurement storage and distribution of medical supplies and pharmaceuticals. Health Corporation Limited will import via international tender and will deliver to hospitals against invoiced requests. Each hospital will therefore be responsible for payment, from their allocated budget, for all supplies and drugs requested. The restructuring of IMS came against a background of overlapping functions and will greatly enhance the process of cost containment as the awareness of hospital employees of the actual cost of these supplies come to the fore. It will also enhance the decentralization process as each hospital will determine their own priorities based on an assessment of needs of each department.

A decision on replicating the Catherine Hall model has been put on hold pending the Ministry's decision on the direction decentralization will take. If parishes gain control of their health facilities through decentralization then the decision about the divestment of any facility will rest with officials at the local level.

4. DECENTRALIZATION

Though aspects of the decentralization plan have been implemented the system has not been completely restructured. At a workshop for senior MOH staff held in October the MOH was still reviewing several options concerning decentralization. Since that time however, the Ministry has established a decentralization committee to guide and enhance the process. The committee has also developed a decentralization proposal based on discussions at all level of the Ministry and the preliminary consideration of legislative implications. The proposal has been submitted to the Minister of Health for approval, subject to which it will then go to cabinet. The proposal calls for parish level control of most health facilities. Some supervisory, broader environmental and sanitation functions would be regionalized.

Through aggressive recruitment by PAHO 7 CEO positions have been filled including the CEO positions for KPH and Cornwall Regional Hospital. Five of the seven CEO positions are held by women. The CEOs have been working together with senior personnel in the Ministry to see how best they can function without full decentralization and implement reforms in their own facilities. Several hospitals have launched beautification schemes, all have implemented various cost recovery programs and some have developed innovative proposals to privatize services and generate revenue for their facilities. At a recent workshop to identify and resolve outstanding issues and problems affecting CEOs and decentralization an issues paper was prepared and presented to the Ministry. It is hope that with field staff emphasizing the need for decentralization the process will move more speedily. A project financed workshop in March introduced the CEOs to the concept of total quality management. The CEOs were encouraged to develop proposals to enhance the quality of service HSIP through technical assistance and small budget support will support

69

the CEOs in the efforts to enhance quality of care.

5. PRIVATE SECTOR

Five new projects were funded during this period. These projects deal with a wide cross section of the health care industry both in the rural and urban areas. Two are focused on training, one on the use generic pharmaceuticals, one on upgrading family care services in a rural area and one on early introduction of nutritional education through play. The PSOI is still receiving proposals for review and the health committee meets regularly to ensure a fast turn around time for the review and selection of projects.

With technical assistance from URC the PSOI is still working on developing a low cost insurance plan that is adaptable to the local economic conditions. The local insurance companies have shown some interest in the proposal and the public hospitals are interested in the private sector market which may develop as a result. The results of the J.A. Young study indicate that the market potential is already there as the recently concluded survey of the interest of individuals to purchase health insurance showed a 66% willingness, if it were at an affordable cost. With some additional coordination and refinement a low cost insurance plan utilizing the public health system as the main delivery point could be marketed given the findings of the J.A. Young study.

6. SUPPORT COMPONENTS

(A) MANAGEMENT DEVELOPMENT

The execution of the second and third phase of the Hospital Management course is now underway and is scheduled to be completed in April and June respectively. To date the program has been very successful in bringing together the senior management team within hospitals and helping them to work together in effecting change within their organization. Already nine senior management teams comprising of thirty three persons have completed training and currently thirteen teams comprising of forty two persons are in the second and third phase of the program.

(B) SOCIAL MARKETING

The Social Marketing program continues to focus on developing the awareness of hospital staff on the various elements of the project in order to facilitate the effective introduction of health care reforms at the hospital level. This has proven to be successful as hospital workers are better able to understand the objectives of the project and assist in streamlining their own work areas. They are also able to provide information to patients on new measures being implemented as well as support management in implementing the improvements to the system. A regular feature of the program is the "Share Care" newsletter which is widely distributed and provide information on activities that are happening in health as well as future plans.

(C) LEGISLATION

The main focus of legislative work over the period has been to look at the implications of decentralization on the management and delivery of health care. Project funds have been used to review the constraints of the Hospital Act, the Finance and Audit Act and the Civil Service Act. These laws have major implications on the accounting, personnel and funding practices of the public health services and will have to be amended if greater autonomy is to be delegated to the facilities within parishes and regions.

7. PERFORMANCE INDICATORS

The final preparatory steps are now underway to do a survey to look at patient satisfaction with hospital services. This will also serve as a measurement of the impact of quality care initiatives that have been introduced at the emphasis hospitals.

8. WOMEN IN DEVELOPMENT

Five of the seven new CEO's are women. Women are playing a key role in shaping the direction of health care delivery. They have a major influence over retaining the strength of the primary care system, the one which women use most frequently.

D. PROBLEM AND DELAYS

The decision to implement a fully decentralized health care system is still pending as further study is being undertaken. Because of the complicated decision making process and the numerous legislative, financial and personnel implications the ability for innovation to occur is hampered.

Awaiting the settlement of a Bill of Collection which was issued for missing catering equipment at KPH. All further procurement of goods have been put on hold.

E. MAJOR ACTIVITIES FOR CORRECTION OVER THE NEXT SIX MONTHS

(i) Major Corrective Actions Expected

- Assist the MOH with expediting the decentralization plan by providing needed expertise to address the various areas of concern.

(ii) Workplan over the Next Six Month

- Assist the MOH to begin implementation of its decentralization plan
- Award three new projects under the PSOI grant program
- Complete the measurement of performance of HSIP from the Survey of Living Conditions
- Complete the first phase of the patient satisfaction survey
- Follow up for further steps in with the Results of the Catherine Hall study
- Implement the collection of fees at the primary level
- Conduct an external evaluation of the project to determine any mid-course adjustments

(iii) IMPACT/RESULTS OVER THE NEXT SIX MONTHS

- MOH decentralization Plan ready for implementation
- Catering divestment operational
- GOJ approval of fee indexation at the secondary level

(iv) AID/W ACTIONS

None

PROJECT STATUS REPORT
OCTOBER 1, 1993 - MARCH 31, 1994

A X B C

I. BACKGROUND DATA

Project Title: Family Planning Initiatives
Project Number: 532-0163
Date of Authorization: original 07/23/91
Date of Obligation: original 07/31/91 amended 09/30/91
 01/09/92, 06/23/92, 08/24/92,
 05/28/93, 08/14/93, 03/31/94
PACD: original 07/31/98
Implementing Agencies: National Family Planning Board
Major Contractors: Futures Group - OPTIONS II
 Futures Group - SOMARC III
 Assoc. for Voluntary Surgical
 Contraception
 Center for Disease Control
 Family Planning Management
 Develop
AID Project Managers: Betsy Brown/Grace-Ann Grey
Status of CP's/Covenants: All CPs for years one and two
 have been met according to schedule
 The third and final CP should be met
 by July 1994. There are no Covenants
 in this project.
Date of Last Evaluation: N/A Next Evaluation: 06/95
Date of Last Audit: N/A
Planned No. of Yearly Non-Federal Audits:
No. of Project Committee Meetings Held: 0

FINANCIAL DATA

Amount Authorized:	DA Grant: original	\$7,000,000*	OYB Transfers
Amount Obligated:	DA Grant: original	\$ 675,000	\$1,760,000
	amended to:	\$4,833,100	
Amount Committed:	Period	\$ 648,482	
	Cumulative	\$2,280,012	\$1,603,000**
Accrued Expenditures:	Period - Projected	\$ 300,000	
	Period - Actual	\$ 366,984	
	Cumulative	\$1,348,042	\$1,026,353
	Period - Next	\$ 400,000	\$ 158,614
Counterpart Contribution:	Period Planned	\$ 50,000	
	Period Actual	\$ 82,673 - 02/94	
	Cumulative Planned	\$ 144,630	
	Cumulative Actual	\$ 388,050	
	Life of Project	\$2,734,000	
% of LOP Elapsed:		38%	
% of Total Auth. Oblig.		69%	
% of Total Auth. Exp.		19%	85%

* this includes \$1,760,000 for OYB transfers of centrally procured commodities;
 ** this includes \$343,000 for FY 94 obligated by USAID/W reserves. No OYB transfer was made from Mission FY94 funds.

II. PROJECT PURPOSE AND RELATIONSHIP TO MISSION STRATEGIC OBJECTIVE

A. PROJECT PURPOSE

To increase program effectiveness of sustainability of the national family planning system in preparation for USAID phase out.

B. (a) RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

This project is directly related to the Mission's Strategic Objective - healthy smaller families. Sustained support for family planning is a critical element of the GOJ's fertility reduction strategy. USAID's assistance to develop sustainable private sector family planning projects and the use of more cost effective contraceptive methods will enable the GOJ to reach replacement fertility by the year 2005.

(a) PERCENTAGE OF LOP RELATING TO STRATEGIC OBJECTIVES - 100%

III. PROJECT DESCRIPTION

The \$7.0 million grant Project is to maximize the quantity and quality of family planning services in Jamaica delivered by the public and private sectors to support national development goals related to population. Achievement of the project goal will be measured by declines in the total fertility rate, increases in contraceptive prevalence, and declines in unmet need for appropriate family planning services, and increased participation of the private sector in family planning service delivery.

BEST AVAILABLE DOCUMENT

19

IV. PROJECT STATUS

A. Planned EOOPS

- Increase the rate of contraceptive prevalence from 55% to 62% in 1998.
- decrease total fertility rate from 2.9 1989 to 2.1 in 1998.
- Increase the proportion of acceptors by protected VSC, IUD and injectable methods by 42%-49%
- public sector contraceptives supplies continually available without AID assistance
- privatization of CSM program and the CSM product prices to facilitate the project's financial sustainability

Progress to Date

Increased from 55% in 1989 to 62% in 1993*

Fertility rate has remained unchanged at 3.0 per woman*

Decrease from 42% in 1989 to 31% in 1993. Due absolute drop in longer term methods.

40% phase out beginning in FY 94.

	1992	1993	Increase
Perle 1/cycl	J\$ 5.00	J\$ 7.50	50%
Perle 3/cycl	J\$13.50	J\$20.00	48%
Panther Pack of 3 Condoms	J\$ 3.00	J\$ 6.00	100%

*1993 Contraceptive Prevalence Survey Report

B. Major Outputs

	Planned				Accomplished		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Completed Survey & Research	5	0	5	0	0.50	5.00	100%
2. Local trng. for selected M family planning and policy E makers personnel	44	10	10	10	10	16	52%
		8	11	8	10	8	
3. Overseas training for M selected family planning E personnel	20	2	4	1	1	4	25%
	0	0	1	1	1	1	
4. Logistics and FLE books and manuals	3	0	0	0	0	0	0%
5. MOE/FLE policy adopted	1*	0	0	.50	.50	.50	50%
6. 2 social marketing campaign	2	0	1	0	0	1	50%

* FLE mandatory in schools, an examinable subject; and curriculum appropriate i.e. approved by the National Family Planning Board (NFPB).

C. Accomplishments and Overall Status

During this six month period, the project has made excellent implementation progress. The 1993 CPS has noted that the family planning program has made significant strides in increasing the contraceptive prevalence from 55% in 1989 to 62% in 1993. 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. Another reason for the lack of a decline in fertility is the increasing use of condoms as a contraceptive method. While sterilization services did not increase over the four year period, sterilization procedures have increased slightly over the years and the NFPB has succeeded in introducing two new longer term methods. Norplant and no-scalp vasectomy to both the public and private sector providers. USAID and the National Family Planning Board conducted the first internal management review of the project in January 1994 which documented accomplishments, issues and future directions.

(1) Private Sector Mobilization and Policy Research

A major thrust of the Family Planning Initiatives Project is to shift the heavy reliance on public sector supply to the private sector, yet scarce information is available regarding what, where and by whom services are already being provided in the private sector. To facilitate this shift toward greater private sector participation in family planning, several activities were undertaken during the reporting period by the National Family Planning Board with technical assistance from the Options consultants.

(i) Mapping Study and Private Physicians' Survey (MSPPS) - A study to map all service delivery points islandwide, to assess medical barriers among private physicians and to determine their clinical skills level and interest in providing family planning services, particularly in long-term methods was completed in December 1993. There are 699 private outlets and 340 public. The NFPB now has a map which shows the location of all private physicians islandwide and the results of the survey report was used by the NFPB to design a "Private Physicians' Pilot Project" over a two-year period. The primary purpose of the pilot project is to mobilize private physicians to provide family planning services. The results of the findings of the MSPPS will be presented to the Ministry of Health during the next reporting period. In the meantime, the NFPB has used the data to develop a proposal to reach private sector physicians. The \$482,000 sub-project will be competitively awarded in late April. The objective of this sub-project is to increase private providers' share of overall family planning services delivery in the targeted geographic areas of Christians, Spaldings, Old Harbour, Linstead and Portmore.

(ii) Analytical Tools Training - The NFPB with technical assistance from OPTIONS II conducted a three-day training seminar for eight professionals from the NFPB, Planning Institute of Jamaica, Ministry of Health and the Statistical Institute on "Analytical Tools for Family Planning". Two micro-computer models were presented: the DEMPROJ model is a full-featured computer model which can generate population projections for any country up to a 50 year period. This model will examine population growth according to the approximate determinants of fertility. The Target Cost computer model estimates the number of acceptors and users necessary to achieve a target fertility rate. It also examines family planning requirements and associated costs to meet various national fertility goals. The seminar included intensive hands-on sessions utilizing micro-computers as well as lectures. The new data from the CPS will be used to update the NFPB's program targets.

The NFPB participated in the annual business meeting of the Pharmacy Society of Jamaica and delivered two presentations on "Synthesis of Recent Family Planning Research Results" and "Reducing Medical Barriers". The presentations were well received and timely, given that the PSJ is now considering the status of oral contraceptives -- whether or not oral contraceptives (OCs) should continue to be provided over-the-counter, or by prescription only. The PSJ is interested in receiving information on OTC status of OCs in other countries. Options will follow-up on this request by sending materials to the PSJ via the NFPB. USAID also financed two representatives to the preparatory meetings for the International Population Conference. The project will send the same two representatives to Cairo in August of this year.

(iii) Cooperating Agency Coordination - The NFPB organized a two-day review and annual planning meeting of the Cooperating Agencies (CAs) that are funded by USAID under the Project. The overall purpose of the meeting was to ensure sound and practical program planning for the Project. The meeting provided a greater understanding of the tasks and magnitude of the work to be accomplished under the Project. The meeting ended with an implementation plan for activities to be undertaken over the NFPB's next fiscal year, i.e. April 1, 1994 to March 31, 1995. This plan consist of a comprehensive monthly workplan and a wall calendar that lists the consultants' tentative travel schedule for the year.

(iv) Social Marketing Privatization - With technical assistance from SOMARC III the NFPB privatized its Commercial Distribution of Contraceptives Program. Grace Kennedy Ltd. bought the brand names of Perle and Panther from the NFPB at a cost of J\$2.0 million. Full divestment was completed by February 1994 when the NFPB handed over the inventory and all packaging materials. Work has begun on a marketing plan for a full complement of contraceptive methods through the commercial sector. An information seminar for distributors is planned for mid-April.

(v) Legal and Regulatory - The NFPB with OPTIONS II technical assistance has begun to assess the most important legal and regulatory constraints facing the expansion and improvement of both public and private family planning services in Jamaica. The legal and regulatory constraints are important both as determinants of the types of family planning services available to women in need in the country, and as determinants of the success of the Project.

The results of the legal and regulatory review will be an overall written assessment of which laws, regulations and service guidelines impede/favor the ability of the government and private providers to deliver the highest quality services to the largest number of couples in need. From this, the NFPB will build an "agenda for reform", which targets key laws, regulations and/or guidelines as needing modification and to move forward family planning sustainability and quality.

(vi) Focus Group Study - A subcontract was awarded to Psearch Associates Ltd. who conducted focus groups research to assess attitudes and behaviors among young men and women towards long term and permanent contraceptive methods and men's attitudes toward family planning decision-making and methods. The most significant finding was that potential users need more detailed, method-specific information to successfully continue use of modern methods. Most women have significant fears associated with side effects. Related to this central finding is a corresponding need for providers to be reminded of the importance of proper counseling and for their knowledge and clinical skills to be updated.

In examining the issue of male involvement, it was found that men tend to have early and limited involvement in the decision-making process. This means that men are not strong deterrents to use; neither, however, are they active supporters. Most women would appreciate having greater emotional support from their partners, particularly with regard to coping with side effects. Men, on the other hand, actively resist use of the male methods -- both the condom and vasectomy. The results of this study will be used to develop programs for men, further develop program strategies to expand long-term method use and commercial distribution of contraceptives.

(2) AVSC Technical Assistance

(i) VSC Program - With technical assistance from AVSC, the NFPB worked with the Ministry of Health to develop a standard for medical monitoring and supervision of the VSC program to facilitate sustainability of the system in light of the program's integration into the MOH's current health care system. The VSC monitoring and supervision system will be comprised of four primary components: (a) direct observation; (b) statistical data; (c) special research and investigation; and (d) self assessment.

(ii) With technical assistance from the AVSC Consultant, and in conjunction with the NFPB VSC Coordinator routine medical monitoring visits were conducted at eleven sites. Visits showed that there were been no deterioration in the quality and safety of the VSC program and sterilizations continue to be of high quality.

(iii) A VSC curriculum review workshop was held on January 18, 1994. Editorial and content changes were made that are now relevant to the Jamaican environment. The edited version of the curriculum will be printed during the next reporting period.

(iv) Two VSC orientation workshops were held on January 10 and 20, 1994. The purpose of the workshops was to orient rural hospital management, senior nursing, and medical staff to the VSC program. In a workshop exercise each team created a realistic plan to be implemented on return to their respective hospitals.

(v) Equipment Inventory Audit - The NFPB conducted an equipment inventory audit of the VSC equipment that were procured for the nine facilities.

(vi) Women's Center Sub-Project - A two year adolescent project was launched in January 1994 with the Women's Center Foundation of Jamaica following that period, successful elements of the project will be integrated into the services of the WCFJ. The project goal is to delay pregnancy through increasing self-esteem, decision making skills and knowledge of sexuality issues amongst adolescents in Kingston, Mandeville, Montego Bay and Spanish Town.

3) Family Planning Management Development - FPMD

As part of its ongoing technical assistance in Management Information Systems to the National Family Planning Board, the FPMD conducted a workshop on key MIS concepts and applications for Senior and mid-level managers of the NFPB. The workshop reviewed basic definitions of system components; the organizational environment for MIS at the NFPB; organizational and departmental information needs; organizational objectives, activities, and indicators for measuring progress towards objectives; and data collection, processing, and information use.

BEST AVAILABLE DOCUMENT

63

The NFPB staff designed report forms which will be used to track departmental activities. The synthesis from the workshop will serve as a framework for the operational plan for the institution.

4) SOMARC III

During the reporting period, SOMARC III developed a marketing plan to assist the NFPB to shift the delivery of family planning service delivery, especially contraceptive supplies, from the public sector to the private sector. Within this framework, contraceptive manufacturers and distributors are expected to market products and services that would be affordable to the middle and lower income consumers. A full-time marketing manager was hired by SOMARC to run the project locally.

5) Contraceptive Logistics

(i) Contraceptive Tracking System - A new Contraceptive Tracking System (CTS) computer program was installed in the computer at the central warehouse of the National Family Planning Board. The NFPB's warehouse staff were trained in its use. All logistics data were entered for 1993 and the contraceptive monitoring system was updated.

(ii) Direct Distribution/Top-Up System

The pilot project for the Direct Distribution/Top-Up contraceptive logistics system in three parishes, (KSA, Clarendon and St. Ann) is operating smoothly and two more parishes (St. Catherine and St. Thomas) have been added to the system during this reporting period.

The NFPB has secured US\$70,000 of foreign exchange for procurement of its 40% share of contraceptives required for the GOJ's FY 94. The NFPB continues to include contraceptives in their budget request to the Ministry of Finance and has now gained considerable expertise in carrying out competitive buys of contraceptives through international organizations. This is an important step towards self reliance in the of contraceptive procurement.

(i) Ministry of Education - With local technical assistance, the NFPB prepared the relevant policy document to integrate family life education in the schools' curriculum. The draft policy document will be presented and reviewed at a inter-disciplinary forum on April 6, 1994. The plan is to have the document reviewed by the Ministry of Education and approved by the end of June so FPIP funds can be used to further the policy objectives.

(ii) Accounting Systems and Training Procedures for the NFPB - The Accounting firm Pannell Kerr Forster (now Ernst and Young) presented a final procedures manual to the NFPB. The accounting staff was trained in the proper use of the manual. Partial implementation of the new procedures has been instituted by the NFPB. However, full implementation is scheduled for April 1994 when the NFPB has obtained the ledgers and documents which are needed to put the new procedures and controls in place. Recommendations have been made by the accounting firm that some staff members receive additional off the job training. The NFPB has been requested to submit a training plan for our approval.

(iii) 1993 Contraceptive Prevalence Survey - The NFPB presented the findings of the survey at a conference during this reporting period. The findings stated that between 1989 and 1993, Jamaica's contraceptive prevalence rate increased from 65 percent to 82 percent largely as a result of 108 percent increase in the use of condoms. Although Jamaica has

reached its prevalence goal for the year 2000, seven years ahead of schedule, fertility has remained unchanged at three births per women. The NFPB will continue its strategy to more aggressively promote a program to reach adolescents before early pregnancy occurs, to provide services for men and to promote a broader range of more effective longer-term methods.

The 1993 CPS has noted a decrease in the 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 82% but resulted in a lower share of contraceptive prevalence attributed to longer term methods. This finding will now help the NFPB to refine their future targets and to focus and concentrate on expanding the use of these methods.

(iv) Overseas Training - Two NFPB staff members attended a three weeks Logistics Management Systems training course in Washington during the reporting period. The course was conducted by John Snow Incorporated. The purpose of the training is to increase their understanding of concepts fundamental to managing contraceptive supplies. This included such topics as contraceptive needs estimation, product distribution, product storage, inventory control, supply status assessment, and logistics management information systems.

D. Problems and Delays

- A technical problem that has surfaced is a decline in the proportion of use of longer term methods such as sterilization, IUD and injectables to overall prevalence.

E. Major Activities Actions During the Next Six Months

1. Major Corrective Actions Expected

- The Mission has developed a detailed strategy to address the issue of longer term methods. The following diverse intervention strategies are directed to remedy this technical problem over the continued life of the project. These are policy and operational research; advocacy and awareness raising; clinical training and counselling; private commercial sector services expansion; and marketing of vasectomy, norplant and IUS through a private physicians sub-project. Many of these interventions are now underway. Several such as the vasectomy, and norplant marketing will begin within 6 months.

2. Workplan for the Next Six Months

- Conduct four CPS Regional Seminars
- Disseminate findings of the Focus Group & Mapping Study/Private Physicians Survey
- Complete assessment of Legal and Regulatory Analysis for policy reform.
- Prepare PIO/T for Private Physicians Project
- Present results of non-health counsellors evaluation to MOH
- Present draft Policy document on Family Life Education to MOE
- Monitor Logistics Contraceptives Top Up systems in St. Thomas and St. Catherine
- Monitor Use of the Contraceptive Tracking System
- Recertify NFPB to receive funding

- Meet with NFPB to resolve recommendations of the management review

3. Impact Over the Next 6 Months

Acceptance of FLE Policy by the MOE

AID/W Action - None

BEST AVAILABLE DOCUMENT

15

PROJECT STATUS REPORT
OCTOBER 1, 1993 - MARCH 31, 1994

A B X C

I. BACKGROUND DATA

Project Title: Drug Abuse Prevention and Control
 Project Number: 532-0161
 Date of Authorization: original 09/21/89
 Date of Obligation: original 09/25/89 amendment 02/11/93
 PACD: original 09/30/94
 Implementing Agencies: National Council on Drug Abuse
 Hi-Tech International

Major Contractors: Jamaica Western Partners
 Hi-Tech International

AID Project Managers: Betsy Brown/Kathleen Mackay
 Status of CP's/Covenants: AICP's have been met

Date of Last Evaluation 09/92
 Date of Last Audit: Financial
 Planned No of Yearly Non Federal Audits:
 No. of Project Committee Meetings Held

Next Evaluation: N/A
 Next Audit: Systems review - 08/92

FINANCIAL DATA

Amount Authorized:	DA Grant: original	\$500,000	
Amount Obligated:	DA Grant: original	\$100,000	amended \$500,000
Amount Committed:	Period	\$	
	Cumulative	\$470,664	
Accrued Expenditures:	Period - Projected	\$ 70,000	
	Period - Actual	\$121,964	
	Cumulative	\$366,739	
	Period - Next	\$100,000	
Counterpart Contribution:	Period Planned	\$ 0	
	Period Actual	\$ 0	
	Cumulative Planned	\$ 0	
	Cumulative Actual	\$ 0	
	Life of Project	\$204,000	
% of LOP Elapsed:		90%	
% of Total Auth. Oblig.		100%	
% of Total Auth. Exp.		73%	
% of Total Oblig. Exp.		73%	

* Coopers and Lybrand were unable to document any counterpart contribution figures. We know, however that expenditures were made on rent, some salaries and reports

II. PROJECT PURPOSE AND RELATIONSHIP TO MISSION STRATEGIC OBJECTIVE

A. PROJECT PURPOSE

To improve the capability of the Jamaican public and private sectors to develop and implement drug abuse prevention programs aimed at high risk target groups, primarily youths between 12 and 25 years of age.

B. (i) RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

Increasing use of hard drugs has aggravated the AIDS and teenage pregnancy problem, which threatens to overwhelm limited health resources. Preventing the spread of drug abuse is an integral part of achieving health, smaller families.

(ii) PERCENTAGE OF LOP RELATING TO STRATEGIC OBJECTIVES - 100%

III. PROJECT DESCRIPTION

The Project provides funding for a number of activities designed to improve the capability of the

Jamaican public and private sectors to design and implement drug abuse prevention programs for high risk target groups. The Project has three core components: (1) development of human resources; (2) community based prevention activities; and (3) improvement in drug abuse prevention information.

IV. PROJECT STATUS

A. Planned EOPS

- 500 urban and rural high risk youth participate in drug abuse activities
- Improved knowledge, attitudes and behavior regarding drug abuse on the part of participating high risk youth
- Reduction in reported use of illicit drug, non medical use of prescription drugs and abuse of alcohol

Progress to Date

Over 314 youths participated in drug abuse prevention activities.
 Research is not yet completed

This research will not be carried out as the Project discontinued support for the NCDA in December 1993 for the development of a management information system, which reports on these issues

66

B. Major Outputs

	Planned				Accomplished		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. 4 training manuals and handbooks for prevention and program eval.	4	1	2	5	0	5	13%
2. 16 community projects in place	16	1	4	4	2	1	
3. 2 ethnographic studies com.	2	1	2	1	0	5	
4. Training (per)							
short-term	M	F	M	F	M	F	
long-term	1	0	1	0	0	0	
Overseas (a)	270	270	270	270	132	53	45
						191	221

C. Accomplishments and Overall Status

During the reporting period considerable progress continues to be made in completing the Drug Abuse Prevention and Control Project.

Under the present contract with Hi-Tech International, four sub-contracts were signed during the period: Force International, Kingston Restoration Company, Ernest and Young Associates and Market Research Services Limited. Several field visits were made and four workshops were conducted.

Due to the implementation of the four sub-contracts and the timely receipt of vouchers, there is no need to extend this project beyond September 1994. During this reporting period we also completed a report by Kristin Fox on "A Situational Analysis of Drug Abuse" in Jamaica which was funded with program development and support funds. The study found that existing health information systems are under-reporting substance abuse. Data from the Narcotics Division of the Ministry of National Security shows that drug use is increasing. High risk groups are young low income males and persons with high risk sexual behavior. Within the past year heroin use has been reported. Reports from the criminal justice system have shown an increase in drug related offenses. Between 1990-1991 there was an increase of 23.5% of such reports. The number of juveniles brought to the courts for drug related offenses has increased by over 220% between 1990-1991. There is however no data on the number of drug abusers currently incarcerated.

Community Based Secondary and Tertiary Prevention Small Grants

(a) Kingston Restoration Company(KRC)

A sub-contract between Hi-Tech International and KRC was signed in November 1993 for a total of US\$40,000. The focus of the KRC teen center during this reporting period was on planning,

organizing and implementing some activities.

A workshop was held on March 12, 1994 at the KRC teen center on drug abuse and AIDS/STD's which a total of 42 students attended, 29 girls and 13 boys. The objective of this workshop is to have the youngsters become more aware of the negative effects of drug abuse and sexually transmitted diseases on the body.

The YESS Cultural Group continues to meet twice per week for rehearsals and to date have performed at the : (a) Kingston & St. Andrew Heritage Service of Coke Methodist Church, (b) The American Women's Group fundraising function at the Blue Mountain Inn, (c) KRC Christmas Treat for the elderly; and (d) Special performances for guests at the teen center.

The homework center was in full operation for this period at both locations (Teen Center and Holy Family Jr School). Computer classes continued in operation and a computer was shipped to KRC from Hi-Tech International using USAID.

(b) Facilitating Opportunities and Resources for Community Empowerment (FORCE)

The sub-contract with FORCE and Hi-Tech International was signed in November 1993 for US\$36,500. The purpose of this sub-contract is to fund a series of workshops in schools in Montego Bay. The workshops are designed to be conducted as community based awareness programs and are a means of heightening the consciousness among the youth, students and community as to the dangers of substance abuse and the importance of taking preventative measures.

During this reporting period a series of three workshops were conducted with a total of 176 attendants in the Mount Zion area and surrounding areas. The participants from the first workshop were drawn from the teaching staff of the schools, community groups and youth organizations.

Workshop two took the form of a Christmas treat and drug free day in the Mount Zion and the Canterbury communities. Information was shared with the teens about various drugs in the community.

The third workshop was held with community leaders to establish the linkage with the Drug Prevention Program and to begin the integration of the human service delivery organizations. This workshop was vital in order to effectively carry out any form of community education or prevention program. Community leaders were well represented in this workshop and expressed a willingness to deal with the problems the community faces with drug abuse and AIDS/HIV.

A computer was shipped from Hi-Tech International to FORCE using USAID funds for the community prevention activities.

(c) Ernest and Young Associates

This sub-contract was signed in November 1993 for a total amount of US\$15,100. The purpose of this sub-contract is to account for funds allotted to FORCE and KRC through Hi-Tech and to review

the present accounting systems in place and make recommendations. In addition Ernest and Young is also required to maintain the accounting records, open required bank accounts, receive and administer funds, sign checks for disbursements and prepare quarterly financial statements for FORCE. This mechanism has proven to be a good way of working with a new NGO while still assuring that USAID accounting requirements are met.

(d) Market Research Services Limited

This sub-contract was signed in January 1994 for a total amount of US\$18,866. The purpose of this sub-contract is to study what has been working in treatment and demand reduction. Market Research Services Limited won this sub-contract competitively from a field of 3 proposals which were submitted.

Approximately 750 interviews islandwide have been completed. A report is expected in June 1994.

Doc # Drugar.94

D. Problems and Delays

The project is on track. All planned activities are taking place on schedule.

E. Major Activities Actions During the Next Six Months

1. Major Corrective Actions Expected

- None

2. Workplan for the Next Six Months

- Complete the analysis of demand reduction and treatment program by June 1994
- Continue to work closely with Hi-Tech International on the implementation of the sub-contracts
- Draft End of Project Report
- Draft final closeout P.I.L. to office of the Prime Minister

3. Impact Over the Next 6 Months

- The analysis of local data from the health systems and prisons will correlate trends in national drug use. This information coupled with INM data will be shared with the Embassy and other members of the Dublin Group for follow-up.

AID/W Actions:

None

187
BEST AVAILABLE DOCUMENT

DRUG ABUSE PREVENTION AND CONTROL PROJECT
NO. 632-0161

1. Commodity Procurement

No commodities were purchased during this period. However, visits will be made to verify purchase and use of commodities that were purchased for the JWP.

2. Audits

End of Project

3. Host Country Contributions

Because USAID has been unable to certify NCDA to receive further advances, counterpart contributions have stopped. In the previous two SARS's it was reported that the Financial Systems review specifically looked at counterpart funding from the NCDA. As reported previously, the figures provided by NCDA were not reliable and this was one reason for terminating our support to that institution.

4. Monitoring Systems for Centrally Funded Projects

Not Applicable

Office Director certifies that she has reviewed and cleared the SAR for Mission review

BEST AVAILABLE DOCUMENT

69

**PROJECT STATUS REPORT
OCTOBER 1, 1993 - MARCH 31, 1994**

A X B C

I. BACKGROUND DATA

Project Title: AIDS/STD Prevention & Control Project
 Project Number: 532-0153
 Date of Authorization: original 08/23/88 amended 05/21/92
 Date of Obligation: original 08/29/88 amended 03/30/94
 PACD: original 08/31/94 amended 08/31/97
 Implementing Agencies: Ministry of Health

Major Contractors: (1) AIDS/CAP
 (2) CDC/Atlanta

AID Project Managers: Betsy Brown/Grace-Ann Grey
 Status of CP's/Covenants: All CP's have been met.
 Date of Last Evaluation: 05/90 Next Evaluation: 05/95 Mgt. Review 6/94
 Date of Last Audit: 10/93 Next Audit:
 Planned No. of Yearly Non-Fed. Audits: 5
 No. of Project Committee Meetings Held: 2

FINANCIAL DATA

Amount Authorized:	DA Grant: original	\$2,500,000	amended to	\$5,500,000
Amount Obligated:	DA Grant: original	\$ 640,000	amended to	\$4,829,382
Amount Committed:	Period	\$ 829,901		
	Cumulative	\$3,865,288		
Accrued Expenditures:	Period - Projected	\$ 500,000		
	Period - Actual	\$ 132,830		
	Cumulative	\$2,880,955		
	Period - Next	\$ 500,000		
Counterpart Contribution:	Period Planned	\$ 107,000		
	Period Actual	\$ 111,947	- 12/93	
	Cumulative Planned	\$ 863,305		
	Cumulative Actual	\$ 979,911		
	Life of Project	\$1,850,000		
% of LOP Elapsed:		62%		
% of Total Auth. Oblig.		88%		
% of Total Oblig. Exp.		60%		
% of Total Auth. Exp.		62%		

II. PROJECT PURPOSE AND RELATIONSHIP TO MISSION STRATEGIC OBJECTIVE

A. PROJECT PURPOSE

To reduce Human Immuno Deficiency Virus (HIV) transmission and the incidence and prevalence of Sexually Transmitted Diseases (STDs) in Jamaica.

B. (i) RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

The project is directly linked to Strategic Objective number three in that increasing levels of AIDS/STD is a serious public health threat to families, and undermines the Mission's objective to contain health care costs. By expanding and improving STD services through new clinics and increasing condoms sales, this program will address the problem of HIV infection and other STDs.

(ii) PERCENTAGE OF LOP RELATING TO STRATEGIC OBJECTIVES - 100%

III. PROJECT DESCRIPTION

The project will: (1) develop and strengthen the AIDS/STD policy and program planning and monitoring systems; (2) educate the public and relevant professional groups about AIDS and

STD prevention, and develop and implement prevention intervention strategies to reach those most at risk including pregnant women and young adults; and (3) strengthen institutional capability of the Ministry of Health to plan and manage comprehensive AIDS/STD Control strategies. The project will be implemented by the Ministry of Health (MOH) under a bilateral agreement, with a subgrant to Association for the Control of Sexually Transmitted Diseases (ACOSTRAD), and non-government organizations (NGOs) aimed at prevention and control of STDs.

IV. PROJECT STATUS

A. Planned EOPS

Improved knowledge, attitudes and practices of population about AIDS/STD

Progress to Date

98% in 1993 mini baseline, believe AIDS is preventable. According to 1993 CPS 40% of the population use condoms for disease prevention as opposed to 25% in 1988.

• 1993 Contraceptive Prevalence Survey

20

Reduction in rate of increase HIV transmission from 8 fold every 4 years to 2 fold every 4 years

Annual reported cases of congenital syphilis 30 or below (from 36 in 1987)*

Gonorrhea rate in under 20 years population reduced by 20% from 1988 baseline (162/100,000)*

There has been a slight reduction in the number of new reported cases from 104 the last reporting period to 97 new cases this period.

51 cases in 1989
60 cases in 1990
58 cases in 1991
50 cases in 1992
62 cases in 1993 (Jan.-June)

415/100,000 in 1990
489/100,000 in 1991
484/100,000 in 1992
410/100,000 in 1993

*The STD levels are increasing due to better testing and reporting. This however raises a methodological question about these two indicators as incidence data is not a good measure of program impact over relatively short time horizons. Other measures need to be developed with USAID/W's approval to reflect program change.

B. Major Outputs

	Planned			Accomplished			
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Employment and training of Contact Investigators	12	2	12	0	0	10	
	13	8	13	0	0	5	60%
2. Condom Access Program to Retail outlets	2000	1400	2000	0	660	660	33%
3. The number of STD/HIV sentinel surveillance data-gathering rounds completed**	12	1	4	1	1	6	50%
4. Seven additional STD clinics	7	1	7	0	1	7	100%
5. Up to 10 subgrants for targeted intervention	10	0	6	2	2	8	80%
6. Media and education campaign com.	4	0	2	0	0	2	50%
7. Training (No. of persons)	612	53	822	53	127	845	
	2038	107	1695	107	271	1668	95%

**Data is reported from 15 public sector sites, 13 parish hospitals plus University of the West Indies Hospital and Victoria Jubilee Hospital, which were set up during the first phase of this project.

C. Accomplishments and Overall Status

The number of AIDS cases reported as of December 1993 was 634. All parishes have been affected. The AIDS case rate is highest in St. James and KSA with an incidence of 51 cases per 100,000 population in those parishes compared with 29/100,000 in Trelawny and 21/100,000 in St. Ann and 5/100,000 in Clarendon. Fifty cases of pediatric AIDS have now been reported. The disease pattern continues to be one of predominantly heterosexual transmission. The high risk groups continue to be STD clinic attenders, female prostitutes, and migrant farm workers. Currently one out of every 30 STD clinic attenders in Kingston is infected with HIV. Two new target groups being tracked are crack cocaine users and the partners of those infected with HIV.

The overall number of new cases reported has declined slightly this period with 97 new cases as opposed to 104 between January-June 1993. It is still too early to tell whether this is a decline in the rate of increase in HIV transmission but there are some hopeful signs and the project has a great wealth of new data upon which to base program interventions. Awareness of AIDS and how it is prevented remains high (98%) and condom use has increased by 108% (1993 CPS results). A project funded condom audit completed in February 1994 revealed that the overall condom market has grown from 5.7 million in 1985 to 9.1 million in 1993 and between 1992 and 1993 there was a 30% increase in the size of the condom market with 48% of that market derived from commercially distributed condoms. This is indicative of the growing institutionalized demand for condoms which is an objective of the program.

While there has been some exceptionally noteworthy accomplishments in this program the challenges for controlling the spread of HIV remain daunting at this stage. Consistent condom use with one's main partner remains low (33% in men and 16% in women). Also it does not appear that individuals have reduced their number of sex partners. The number of persons with two or more sex partners over the past four week period has changed little between 1988, 1989 and 1993 (11%, 17% and 14% respectively). Moreover, according to the 1993 CPS and the 1993 UWI Sexual Behavior Study the age of first sexual encounter remains very young (10 for boys and 13 for girls) and 21% of girls under 18 and 10% of the boys have a history of sexual abuse which may predispose a segment of the population to high risk sexual behavior in later life.

Armed with this data and a newly strengthened EPI unit and National AIDS committee the project is poised to directly address these challenges by more specifically targeting its interventions to reach young adults and other high risk populations. During this period the project had on board the full complement of staff including a new MOH project manager and the AIDSCAP office of the EPI Unit. New procedures have been established for the

development of subprojects, a strategic plan was developed for use by the national program which was subsequently adopted by PAHO as their medium term plan. AID/W approved the AIDSCAP strategic workplan at a reduced funding level. Regularly scheduled and well structured project committee meetings are once again taking place and following a regularly scheduled audit by the Auditor General, new inventory control procedures are now in place.

A report follows on the bilateral and the centrally funded project components.

Bilateral Project Components - \$5.5 Million

STD Prevention and Control

1. Medical Association of Jamaica (MAJ): The first in a series of workshops to educate private physicians about STDs and HIV were held in December 1993 with the MAJ. 257 private physicians attended the workshop. The physicians are expected to become certified in this area and will receive MAJ's continuing medical education credits. A separate workshop was held for nurses through the Nurse Practitioner Association. Future MAJ workshops will now include nurses as well as doctors.

2. Private Physician Survey: The data for the 600 physician survey is now being analyzed. Results are expected in May 1994 and will provide a better understanding of what STD services are provided by the private sector and how the MOH can tap into this private physician network for disease surveillance information. This data will also complement that already gathered by the NFPB through the mapping survey on private providers practicing family planning.

3. Public Sector STD Treatment and Control Program: Currently, there is a methodological debate amongst STD experts concerning the type of indicators to use to measure the impact of STD programs in short time horizons. While USAID/W has requested the Mission to report incidence levels, other experts believe that changes in access and quality of STD services is more meaningful. This methodological issue will be raised by the Mission in the June 1994 Program/Management Review of the Jamaica program which USAID/W is attending.

After reviewing the various elements of the previous activities it was determined that one large sub-agreement for US\$800,000 between AIDSCAP and the MOH would be developed to encompass the entire range of interventions spanning all STD training, laboratory and contact investigation work, treatment and prevention programs. AIDSCAP has developed clear intermediate indicators to measure program success. For example by the EOP at least 85% of public STD clinics will recommend the approved and correct treatment of gonorrhoea, all 13 clinics will have RPR testing etc. This new configuration and specific targets for this essential and large elements of the project should produce more measurable intermediate outputs in addition to better information on STD incidence.

Following a quarterly meeting with the contact investigators in February the contact investigators will be focusing more on clearer messages to STD repeat attenders. The issue of the sale of vehicles to mobile contact investigators was resolved following a visit by an AID/W General Counsel. USAID will purchase vehicles for the CIs which will be titled to the GOJ until the vehicle is paid off. The repayment plan will be handled by the Ministry of Finance and the Auditor General. The PIO/C to order the vehicle is being prepared while the final agreements with the GOJ are being drawn up the GC. Six of the 13 STD treatment and diagnosis facilities are now doing RPR testing for syphilis thus aiding in the control of congenital syphilis. After a 10 year hiatus in having an MOH STD medical officer, a doctor was named to this position in January thus strengthening the Ministry's capability in this area. There has been better patient flow through Comprehensive Clinic following last year's management audit. Also communication with patient has improved as clear information is posted for patients about doctor's availability, and information about diseases. There has been a 100% improvement in the rate of positivity amongst those tested for Gonorrhoeal Comprehensive. A Medical Technologist from Montego Bay has been trained and is in place at Cornwall Regional Hospital. She in turn has trained a lab assistance to conduct RPR tests.

Partners Reduction/Behavioral Change:

4. Little People/Vibes - The sub-project ended on schedule. In total 45 performances were conducted and a total of 12,965 persons reached. ASHE continues to perform Vibes without USAID funding for community groups. ASHE has also made presentations and performances at various AIDS benefits and World AIDS Day.

5. Jamaica AIDS Support - JAS trained 25 peer counselors and has established a counseling network in Kingston and two other areas. Weekly support group meetings continue in Kingston, Ocho Rios and Montego Bay for persons with AIDS and their families.

6. Helpline - The AIDS hotline continues to be an anonymous source of accurate information about the epidemic. 4,760 calls were handled in 1993, 90 of which were from HIV positive callers. This hotline has become a model for other social programs and the drug abuse specialists are trying to set up a collaborative link to the HIV hotline.

7. Face to Face Program - This program with TA from AIDSCAP has been restructured to focus on reaching 3,000 adolescents in their communities over the next years with explicit and accurate information. 60 volunteer face to face teams have been trained and are active islandwide. By 1996 this program is expected to reach 50,000 adolescents. In September 1993 at the request of Bellevue Hospital 25 HIV positive mentally ill patients and their caretakers were taught the facts about HIV and condom negotiation.

Condom Access:

8. ACOSTRAD: Sensitization and outreach work continued in marginalized areas of

20
BEST AVAILABLE DOCUMENT

Kingston, with commercial sex workers and bar club managers, ACOSTRAD continues to play a prominent role in the National AIDS Committee and the Care and Counseling Support meeting. 300,000 condoms have been distributed along with educational messages to date. A study of male STD clinic attenders was completed in January 1994. The study revealed that this high risk population continues to practice risky sexual behavior because of a lack of awareness of their own personal risk and the linkage between STDs and HIV. This information has been used to retrain STD health workers and the contact investigators so that their counseling is more explicit and direct.

R&D/LAC Funded Components - \$1.7 Million

1. Behavioral Change Research: Due to Agency-wide funding constraints R&D's budget for Jamaica was cut by \$600,000. The revised implementation plan was approved. The policy and behavioral research components were therefore eliminated. Jamaica continues to benefit from R&D funded research. FHI using Population funds was directed by AID/W to select several countries to study the integration of family planning and HIV prevention services. Jamaica is one of several countries. The research will most likely be carried out in St. Ann's Bay with Jamaica FAMPLAN and the IPPF/WHR project.

2. The UWI/UCLA Sexual Behavioral Study was completed. This rich data set which is only one of five of its kind in the world presents very clear patterns of high risk behaviors which need to be addressed if the AIDS and STD epidemics are to slow. The final report will be available in May 1994.

3. IPPF/WHR Project - The sub-project with JFPA in St. Ann's is in its sixth month of operation. Five field workers have been retrained to include HIV information during their family planning outreach visits. The sub-project has been written up as a Case study and was presented at the APHA conference in San Francisco in November 1993. AID/W has expressed an interest in further studying this innovative approach which has been promoting the use of double contraceptive methods.

4. Commercial Condom Distribution - The retail audit completed in February indicated that not only is the condom market growing, but that more brands are entering the market. After a year of trying to interest distributors in purchasing condoms and selling them in bars, Grace Kennedy, who purchased Penther condoms from the NFPB is developing an incentive program for their wholesalers to encourage them to sell condoms to bar owners. A fulltime marketing manager has been hired by SOMARC to manage the marketing of all of the contraceptives including commercial condom distribution and sales. Other promotional campaigns are under development and designed to promote the commercial condom category. The first tranche of \$100,000 has been spent and SOMARC is now developing a follow-on two year plan for AIDSCAP funding. In order to assure the quality of all of the new commercial brands coming on line AIDSCAP will assist the GOJ's Bureau of Standards in setting up a condom testing facility.

D. Problems and Delays - There are no major problems.

E. Major Activities Actions During the Next Six Months

1. Major Corrective Actions Expected
None

2. Workplan for the Next Six Months

1. Final Sexual Behavior Study presented and disseminated through various channels.
2. Final Physician survey presented and disseminated.
3. Hold the second MAJ STD seminar for physicians and nurses.
4. Launch new condom distribution plan through Grace Kennedy and establish new outlets based on the retail audit findings. Establish a condom testing site at Bureau of Standards.
5. Launch RPR testing in an additional 5 sites.
6. Explore the design protocol for the mass treatment of STD repeat patients.
7. Intensify services for STD Clinic Attenders
8. Complete order for CIs vehicles. Set up vehicle repayment system.
9. Conduct a Management Review

3. Impact Over the Next 6 Months

The project will be able to tap into the private physician network using the physician survey data.

RPR testing will expand and thereby further reducing the incidence of congenital syphilis.

The first national condom testing facility will be established to monitor quality of commercial condoms and assure condom safety and efficacy.

4. USAID/W ACTIONS:

Participate in the AIDSCAP Management Review

Doc. AIDSAR.94

BEST AVAILABLE DOCUMENT

13

PROJECT STATUS REPORT

October 1, 1993 - March 31, 1994

BACKGROUND DATA

Project Title:	Crop Diversification/Irrigation
Project Number:	532 0123
Date of Authorization:	original: 09/25/85 amendment 09/20/91
Date of Obligation:	original: 09/25/85 amendment 09/30/91
PACD:	original: 09/30/90 amendment 09/30/94
Implementing Agencies:	National Irrigation Commission (NIC)
Major Contractors:	Harza Engineering Co.
AID Project Managers:	Hasan A. Hasan/Herrol Sadler
Status of CPs/Covenants:	CPs and Covenants - all met
Date of Last Evaluation:	04/93 Next Evaluation: None planned
Date of Last Audit:	05/26/88 Next Audit: None planned
Planned No. of non Fed Audits:	1
No. of Audits contracted for/completed:	1
No. Project Committee Meetings held this period:	4

FINANCIAL DATA

Amount Authorized:	DA Loan original	\$ 5,000,000	Amended to	\$ 7,925,824
Amount Obligated:	DA Grant original	\$13,000,000	Amended to	\$11,897,500
Amount Committed:	DA Loan original	\$ 4,800,000	Amended to	\$ 7,925,824
Accrued Expenditures:	DA Grant original	\$ 1,200,000	Amended to	\$11,897,404
Counterpart Contrib.:	Period:			\$ 125,728 (G)
Planned	Cumulative:	\$ 7,925,824 (L)		\$11,444,917 (G)
Actual	Period Projected:	\$ (L)		\$ 216,000 (G)
% LOP Elapsed	Period Actual:	\$ (L)		\$ 191,191 (G)
% of Total Auth. Oblig	Cumulative:	\$ 7,925,824 (L)		\$11,168,454 (G)
% of Total Oblig. Exp.	Period Next:	\$ (L)		\$ 150,000 (G)
% of Total Auth. Exp.	Period		Cumulative	Life of Project
	\$ 1,351,351		\$ 6,000,000	\$ 6,000,000
	\$ 630,630		\$ 7,261,261	\$11,200,000
			96%	
			100% (L) 100% (G)	
			100% (L) 93% (G)	
			100% (L) 93% (G)	

II. PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES:

A. Project Purpose

To strengthen the broader institutional capacity of the GOJ to support and develop agricultural investment in Jamaica.

B. Relationship to Mission Strategic Objectives:

- (1) Strategic Objective - other concerns.
- (2) Present funding towards other concerns: 100

III. PROJECT DESCRIPTION

The original project authorized on September 25, 1985 directed resources at strengthening Agro 21, a GOJ parastatal administered by the Office of the Prime Minister and involved attracting foreign and local investors into large scale commercial agriculture, principally winter vegetable production. The project met with limited success in this area but was more successful in providing irrigation water and in establishing the National Irrigation Commission. Agro 21 was phased out on September 30, 1990, by the GOJ.

In March 1989, an evaluation was conducted which recommended redesign of the project emphasizing small and medium size farmer development activities. The first Project Paper Supplement was authorized on June 27, 1990 to bolster the successes of the project and to support the GOJ's efforts to divest Government-owned lands and to supply water to small and medium size farmers by completing extension of the canals to 639 small farmers (548 males, 91 females) occupying approximately 5,000 acres of privately owned lands. Limited funds are provided for the training of groups of water users in the efficient use of irrigation water. Under the Project Paper Supplement, US\$2,000,000 in grant funds and 3 years LOP were added to the

project to allow for the completion of the irrigation system. Project components include (1) Small Infrastructure Rehabilitation, (2) Operations and Maintenance support to the National Irrigation Commission, (3) a Small Farmer Linkage program, and (4) limited support to the GOJ for land divestment.

On May 22, 1991 the Rio Cobre diversion dam failed leaving the Project area and surrounding communities without a source of irrigation, domestic, or industrial water. On September 20, 1991 a second Project Paper Supplement was authorized to allow Project funds to be used for the reconstruction of the dam. The second PPS expands the first component of the Project, Small Infrastructure Rehabilitation, to provide foreign exchange financing for (1) pumps and repair parts for pumps used while the dam is being rebuilt; (2) engineering services for the design and supervision of the reconstruction effort; (3) procurement of steel sheet piling required for the dam foundation; and (4) the part time services of a Mission engineer. The underlying purpose of the second supplement was to provide support for the GOJ efforts to supply as much water as possible for irrigation as well as domestic, and industrial requirements and ease the foreign exchange burden of the dam reconstruction.

IV. PROJECT STATUS

A. Planned E(OPS)

- 1. Divestment of three (3) large blocks of idle and unutilized lands into small and medium sized units, 10-50 acres in size.

Progress to Date

Divestment was completed to 91% when halted due to the failure of the dam and the destruction of land and equipment in Blocks A and B. The NIC plans for repair of the equipment and restoration of pumped water to those areas have been underway since January 1993. The NIC projects completion by end of May 1994.

2. Enhanced institutional capacity of NIC to provide and manage irrigation infrastructure and attract local private investments for diversified commercial agriculture.
3. GOI commitment to increase fees collection from water users and to ensure sustainability of the National Irrigation Commission
4. Extension of the major tertiary canals supplying irrigation water to 639 farmers occupying 5,000 acres of privately owned lands within the project site

NIC developed a proposal for joint management of and shared costs for irrigation pumping equipment with farmers in the areas supplied by pumped water. The NIC reports that a total of 37 farmers are participating. The primary constraint is unavailability of irrigation water which has to await the repair of damaged infrastructure.

A fee structure is in place and prior to the failure of the dam was sufficient to cover maintenance and operations of the irrigation system.

The Mission has decided to focus on rebuilding the Rio Cobre Dam and to eliminate any unrelated activities, therefore, further canal extension work will not be executed under the project.

B. Major Outputs

	Planned		Next		Accomplished		% of LOP
	LOP	Period	Cum	Period	Period	Cum	
- Land Divested (acres)	2900		2640			2640	91%
- Small Infrastructure Rehabilitation							
1. Wells							
Existing wells	17		6			6	35%
New wells	43		18			18	42%
Task Force Well Rehab	11	10	11	6	4	5	45%
2. Reservoirs	6		3			3	50%
3. Canal Pump Stations	6		3			2	33%
4. Canals (miles)	31		23			23	74%
5. Access Road (miles)	20		10			10	50%
- Dam Construction	100%	27%	49%	40%	10%	22%	22%

C. Other Accomplishments and Overall Status

1. Rio Cobre Dam Reconstruction

The contractor, Y P Seaton, is fully mobilized and working. The contractor has resolved major labor problems and has imported critical equipment pieces needed for the reconstruction of the Dam. The contractor completed sheetpiling, and has driven some H piles. He has also poured substantial quantities of low strength concrete and has placed reinforcing steel and forms for two sections of the Dam. But he has not yet poured any structural concrete.

2. Task Force on Recommendations of Evaluation.

- Repairs of infrastructure in Blocks A&B: The NIC reports that 5 out of 13 wells have been completed. NIC also reports that, of the remaining eight wells two will be relocated by the National Water Commission and six will be completed by the end of May 1994, subject to the availability of transformers from JPS. This leaves 11 wells under the project of which 5 have been completed.

- Zoning of Blocks A&B for Agriculture: The NIC discovered that this area had been zoned for agriculture under a law passed in 1964. The cabinet passed a resolution on January 31, 1994 reaffirming the 1964 law and prohibiting any residential development in CD/I project area.

- Sand Mining Law: Amending this law remains in process. The amendment has cleared the parliamentary council and is to be printed and sent to the Cabinet and to Parliament. After approval by the House and Senate, it will be signed by the Governor General and published in the official Gazette before it becomes law. The NIC expects that the new law will take effect by the end of June 1994. Meanwhile, overt sand mining operations continue in Blocks A&B.

- Security: Farmers will provide their own security when they move on the land after irrigation water becomes available. In the interim, the NIC has entered into an agreement with a private firm to provide security for all completed infrastructure, primarily pumping stations. Security personnel are at several key sites.

- Bill For Collection: The Bill for Collection is still held back pending the actions above. A decision will be made in May whether to issue it or to not.

3. On-Farm Water Management:

- A memo of understanding was signed with the Israeli Embassy regarding the work of the Israeli On-Farm Water Management Engineer. Consequently, we procured a 4-wheel drive vehicle for his use.

- The Israeli engineer continues to work closely with the NIC in providing on site advice to farmers and in holding seminars and training sessions to farmers in the project area. His effort is hampered by the lack of funds to repair old, deteriorating on farm irrigation infrastructure such as old pipe, joints and pumps.

4. Vehicles:

- After failure of the NIC to adopt a policy regarding reimbursement for the private use of project vehicles, 15 vehicles financed with project funds were auctioned during the period and the funds thus realized returned to the Project. No new vehicles will be procured under the Project.

D. Problems and Delays

1. The original schedule projected reconstruction of the Rio Cobre Dam was to begin in November, 1991. Actual reconstruction did not begin until late June, 1993 with a completion date of October 1994. Construction is 5 months behind schedule. Pouring of concrete will begin the end of April due to delays in identifying a suitable concrete mix. It is likely that the project will slip a year behind schedule.

2. Conflict between the construction contractor's resident project manager and the Harza resident engineer continue, with the contractor claiming that the resident engineer lacks authority from his home office and the engineer accusing the contractor of not following the engineer's directions. The conflict has added to project delays.

BEST AVAILABLE DOCUMENT

25

3 Bill for Collection The NIC has not carried out on a timely basis the tasks it had agreed to carry out in order to alleviate the issuance of a bill for collection. Monthly task force meetings, which began in June 1992 and were discontinued in January 1993, were resumed in June 1993 and have contributed to improving progress on these tasks. But the date for completing these tasks had slipped from June to October to December 1993 to March 1994, and now to June 1994.

U:\OEPU\DOCS\ISARCD1.94

E. Major Activities and Corrective Actions Next Six Months

1. Major Corrective Actions Expected

- The construction contractor will increase its concrete pouring effort.
- The conflict between the engineers and the contractor to be resolved through monthly meetings of a task force consisting of NIC, the engineer, the contractor, and USAID representatives.
- Sand Mining in Blocks A&B to be stopped through JDF intervention.
- Complete construction of infrastructure for blocks A&B.
- Advance to be cleared.

2. Workplan for the Next Six Months

- The Bill for Collection to be issued unless acceptable corrective action takes place.
- All project components will be closed out by current PACD except dam reconstruction.
- Assurance that dam reconstruction will be expedited to be received from the Ministry of Construction.
- The reconstruction of the Dam to proceed at a faster pace with major volumes of concrete poured under Harza's supervision and quality control.
- Harza's contract, which will expire in August 1994, to be amended.
- NIC to receive the additional sheet piling it is procuring and pay back the MOC.
- All remaining project funds, including HPR funds and the interest they earned, to be earmarked for project activities.

3. Impact in the Next Six Months

- As a result of actions to be taken to obviate the need for a Bill of Collection, farmers will take up residence on project lands, illegal sand mining will be stopped, infrastructure in Blocks A & B will be repaired making land ready for agricultural use.

96
BEST AVAILABLE DOCUMENT

PROJECT STATUS REPORT

October 1, 1993 - March 31, 1994

A X B C

I. BACKGROUND DATA

Project Title: Primary Education Assistance Project II
 Project Number: 532-0155
 Date of Authorization: original: 08/31/90 amendment 11/18/92
 Date of Obligation: original: 08/31/90
 PACD: original: 08/31/95
 Implementing Agencies: Ministry of Education & Culture (MOE&C)
 Major Contractors: Trevor Hamilton & Associates
 Academy for Educational Development
 Harvard Institute for International Development
 Marceline Collins-Figueroa/Jerry Wood
 AID Project Managers: Marceline Collins-Figueroa/Jerry Wood
 Status of CPs/Covenants: All CPs and Covenants met.
 met.
 Date of Last Evaluation: None Done
 Date of next Evaluation: 09/94
 Date of Last Audit: 07/23/91
 Planned No. of Yearly Non-Federal Audits: 4
 No. of Audits Contracted for/Completed: 1
 No. of Project Committee meetings held: 1

IV. FINANCIAL DATA

Amount Authorized:	DA Grant:original	US\$ 4,000,000	amended to \$5,600,000
Amount Obligated:	DA Grant:original	US\$ 670,000	amended to \$4,094,234
Amount Committed:	Period:	US\$ 745,000	
	Cumulative:	US\$ 2,991,758	
Accrued Expenditures:	Period-Projected:	US\$ 1,000,000	
	Period-Actual:	US\$ 909,000	
	Cumulative:	US\$ 2,498,653	
	Period-Next:	US\$ 900,000	
Counterpart Contrib.:	Period		Cumulative
Planned	US\$300,000		US\$ 972,431
Actual:	US\$280,000		US\$ 1,031,674
Next:	US\$300,000		US\$ 1,331,674
% LOP Elapsed:		72%	
% of Total Auth. Oblig.		73%	
% of Total Oblig. Exp.		61%	
% of Total Auth. Exp.		45%	

II. PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

A. Project Purpose:

To improve the effectiveness and efficiency of the primary education system in Jamaica.

B. Relationship to Mission Strategic Objectives:

Specific Linkage

PEAP II is an area of concern in the Mission's Action Plan; however, it impacts on the Mission's Strategic Objectives since effective primary education results in an educated labor force which positively impacts on employment and economic development (S.O 1), improved environmental management and protection (S.O 2), and the health and size of families (S.O 3).

III. PROJECT DESCRIPTION

The project will assist in the improvement of the primary education system. It has three major components: 1) support for the decentralization of education management activities through the training of school principals/community leaders; 2) upgrading i) the delivery of mathematics education to students in grades 1 - 6 through training of resource mathematics teachers and improving instructional materials, ii) the measurement of primary student achievement in mathematics under the already established National Assessment Program (MAP); and, 3) development of an integrated Educational Management Information System and strengthening of MOE&C's capacity to carry out planning and policy analysis.

V. PROJECT STATUS

A. Planned EOPS

1. SCOPE school/community projects completed in 600 school communities from which participants received SCOPE training.
2. A fully operational Referral Unit established at the MOE&C.
3. Validated item bank used to generate 6 MAP maths tests
4. Annual reports generated for each grade 6 student taking MAP maths exams.
5. Low cost indigenous materials developed to support the teaching of maths in areas perceived as difficult to teach.
6. A model maths teacher training program developed to train 140 maths resource teachers.
7. 50% reduction in data collection activities.
8. 50% reduction in time to produce key reports.
9. 2 regions producing reports that impact upon regional decision making.
10. 10 key policy areas determined.
11. Analytical reports produced in 5 key areas.
12. At least two reforms implemented.

Progress to Date

-To date, over 400 projects that have been catalyzed by SCOPE training have been identified.

-Staffed by 6, the unit has conducted workshops and supported the formation of SCOPE Committees.

-An item bank is being developed, 2 maths test generated.
 -Analysis of 193 test results completed and 1994 test prepared.

-Maths kit of 8 charts, 5 games 24 manipulatives; a glossary and activity booklet developed. They will be pilot tested along with 3 maths replacement units in 16 schools.
 -Periodic training of 140 Math. Resource teachers (MRT) underway.

-Project team for the Policy Analysis, Planning and Management component established in the MOE&C. Information needs analysis was completed in November. Project workplans prepared and accepted.

"
 "
 "

66

BEST AVAILABLE DOCUMENT
 participants and trainers from previous years who were successful in school/community leadership following SCOPE training. A final group of up to 15 participants will be provided with opportunity for a similar visit in the next SAR period, following evaluation of the first group's experience.

B. Major Outputs

	Planned			Accomplished				
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP	
1. Primary school operations manual distributed. Principals trained.	800	183	684	0	125	742	93%	
2. School/Community leaders instructed in SCOPE program	1500	429	1247	0	328	1399	93%	
3. MAP maths tests developed	6	0	1	2	1	2	33%	
4. Maths resource teachers trained	140	0	0	60	115	115	82%	
5. Training (Persons)								
Overseas	M	F	M	F	M	F	M	
Long Term	1	0	0	0	0	0	1	
Short Term	1	2	0	1	0	0	1	
Local	540/1100		265/535		458/910		226/398 419/773 78%/70%	

C. Other Accomplishments and Overall Status

Over the reporting period the focus was on: a) a smooth transition of SCOPE support activities from largely contractual to Ministry responsibility; b) presentation/review of recommendations for changes in primary school mathematics delivery and assessment; and c) the completion of a MOE&C data needs survey together with procurement and installation of related computer of equipment and software.

1. Decentralization

During the reporting period the final two sets of SCOPE workshops conducted under contract with Trevor Hamilton & Associates were successfully concluded. Follow-on work at the school cluster level is being aggressively pursued by the MOE&C Referral Unit, which has primary responsibility for guiding the further institutionalization of SCOPE. This approach to dealing with schools on a small cluster basis is consistent with and supports the Ministry's initiative to increase the responsibility of school boards to cover a cluster of schools. A total of 33 Territorial Education Officers (TEOs) have participated in SCOPE training and have, in early response surveys, accepted a major responsibility for making SCOPE work as a tool of decentralization at the regional level. The Ministry has agreed to reinforce this role with a change in the formal job description of the TEOs which recognizes their function in facilitating school/community partnerships.

The AID-financed Resource Mobilization Consultant coordinated four additional parish levels expositions that brought together key private sector and educational leaders: to promote the concept of school/community/private sector partnerships; to demonstrate successful school/private sector initiatives; to familiarize the private sector with opportunities for work with schools; and to identify and match preferred areas of partnership as perceived by both school and business leaders. These expositions were initiated with assistance from Trevor Hamilton & Associates but are continuing under the guidance of the Referral Unit's Resource Mobilization Consultant.

A group of ten successful principals and community leaders visited the U.S. to study the diversity of approaches being used in the U.S. to address school/community relations, resource mobilization and school management related issues. Four

2. Educational Strengthening

A set of recommendations that will lead to significant change in the primary math curriculum was approved by the Minister of Education and Culture. The recommendations had been reviewed and recommended for approval by a diverse group of Ministry and school personnel, including classroom teachers. The approved recommendations deal with content, teaching methodology, instructional materials and approaches to evaluation and include a Scope and Standards document that will assist classroom teachers in implementing the changes. Also, agreement was reached for World Bank financing of the Mathematics Replacement Units that will be critical to implementation of changes by the Mathematics Resource Teachers in the 1994/95 school year. Successful pilot testing and evaluation of the Replacement Units and associated hands-on materials was completed during the period.

With the involvement of educators from the teachers' colleges, the University and the Joint Board of Teacher Education, a Teacher Profile was developed to serve as a standard of desired practices for an effective mathematics teacher. Several two and three day seminars to disseminate learnings and test materials were conducted over the period. Project innovations were disseminated during a two day workshop in December that involved trained mathematics resource teachers. Early in the new year 24 teacher trainers were introduced to the replacement units in a workshop that also served to further encourage collaborative approaches to teacher training.

On the assessment front, work continued on the test bank and construction of tests for Grades 3 and 6. In addition, significant advances were made in the development of continuous assessment procedures. Accomplishments in this area can be summarized as: strengthening of MAP's computer operations and test operations; stake holder involvement in the MAP testing and assessment system and development of continuous pupil assessment procedures that allow ready measurement of newly introduced materials.

The project provides technical assistance to the MAP Director in preparation of specifications for a large procurement of scanning equipment to be financed by the World Bank.

3. Policy Analysis, Planning and Management

Early in the SAR period a detailed work plan for this component was submitted to the joint MOE&C/USAID review committee and approved. This ambitious work plan will result in achievement of all component objectives. Some slippage in the reaching of early benchmarks over the past three months makes the plan even more demanding but still achievable if no major blockages are encountered. The Ministry data needs survey and analysis were completed on schedule.

An early recommendation by the IIID team to bring previously unrelated units of the Ministry together in a Planning and Development Division was realized in February with the relocation of several units from Ministry annexes to the Fourth floor of the main Ministry building. The formation of a new unit within the Division that comprises Research and Analysis, Monitoring and Evaluation and the Educational Management Information System is of critical importance to ultimate achievement of project objectives. Likewise, the direct relationship with Corporate Planning, another unit of the Division, will strengthen the development function of the Ministry.

IRM approval was received to proceed with procurement of a LAN system to support the

84

Educational Management Information work. The contractual amendment to provide funds was prepared and signed by the RCO. The system, including software was procured, delivered and installed in Ministry's facilities, with Ministry provisioning of necessary power supply, air conditioning, security arrangements and maintenance/insurance. All key policy-makers at the Ministry will have a work station on the system which will be fully operational early in the next SAR period. A significant amount of training was accomplished by taking staff through tasks that were required, an effective application of production training.

D. Problems and Delays

Vehicles procured by both AED and NIID were delayed for an inordinate period of time in Customs clearance. The AED vehicle was finally cleared and became operational in support of project activities in early February, as was the NIID vehicle soon after the end of the SAR period. Some delay in staffing of the new Planning and Development Division, as well as preparation of facilities for both people and equipment, has resulted in a two to three month set back for some components of the NIID workplan. These problems have been resolved and the team is actively pursuing means of offsetting time losses where possible. The Project should not be negatively affected if the revised schedule can be maintained.

E. Major Activities or Corrective Actions During the Next Six Months

1. Major Corrective Actions Expected

Some additional workspace at the Caerwood Center will be made available to facilitate work of the AED team and counterparts. These adjustments will take account of the need to work in close proximity with contract staff who will mobilized over coming months to work on other curricular areas under the IDB Basic Education Loan. Performance to date of the AED team fully supports exercising a third year option as was provided for at the time of contract signature in October 1992.

A Justification will be prepared requesting that the project PACD be extended through December of 1995 to allow the two major project components operational at that time to take advantage of a new school year cycle and thereby further ensure institutionalization of advances achieved and reforms enacted under the project.

2. Workplan for the Next Six Months

- Recipient audit contracted by June 30, 1994.
- Evaluate the project.
- a) **Decentralization**
 - Referral Unit staff to continue follow-on SCOPE cluster workshops with participants who received initial SCOPE training;
 - SCOPE Mobilization consultant to complete parish level expositions that fosters the development of school/community/private sector partnerships;
 - At least 12 additional successful SCOPE leaders to be sent on US study tours.
 - Role of TEOs in fostering school community partnerships to be finalized.
- b) **Educational Strengthening**
 - Complete second round of training for full complement of 140 Maths Resource teachers;
 - Continue pilot testing of instructional materials and training of teacher trainers;
 - Produce and distribute revised materials for use by 140 Maths Resource teachers in the 1994/95 school year;
 - Continue involvement of stakeholders in the further development of the Assessment System through item writing workshops;
 - Develop training modules to strengthen teacher assessment skills;

- Continue analysis of test results from Grade 3 and Grade 6;
- Review and secure agreement by all parties to Third Year workplan presented by AED team and their counterparts.

c) Policy Analysis, Planning and Management

- Complete LAN installation and conduct management training for all users;
- Convert existing databases to FOXPRO and LAN and provide basic skills training for Statistics Unit;
- Review existing database structures, forms and collection systems;
- Present recommendations for modification of database structures, forms and collection systems;
- Design and field-test new data collection instruments and systems;
- Develop and test prototype for EMIS system and structures;
- Develop prototype for Geographical Information System (GIS);
- Develop prototype Executive Information System based on assessment of information needs of senior MOE&C officials;
- Complete update of SHARE with addition of Jamaican/Caribbean abstracts from the Educational Development Literature;
- Identify policy study topics and produce initial policy briefs;
- Plan and carry out study tour in the U.S. for key counterparts.

3. Impact over the Next 6 Months

- a) **Decentralization**
Continued increases in community/private sector links, resulting in investments that serve objectives of a quality education.
- b) **Educational Strengthening**
Broad scale use of Replacement Units and revised materials by the 140 Maths Resource teachers will produce significant increase in problems solving focus in the teaching of primary mathematics in Jamaica's schools. This will be reinforced by a strengthened link between materials, teacher training and continuous assessment of pupil performance.
- c) **Policy Analysis, Planning and Management**
Staff and executives of the MOE&C will begin to be more confident of decisions being made as data becomes more accessible and reliable.

BEST AVAILABLE DOCUMENT

66

PROJECT STATUS REPORT

October 1, 1993 - March 31, 1994

A ___ B X C ___

I. BACKGROUND DATA

Project Title: Food Aid Monitoring and Support
 Project Number: 532-0157
 Date of Authorization: original: 08/31/89
 Date of Obligation: original: 08/15/89 amendment 12/29/89, 7/31/92
 PACD: original: 08/31/94
 Implementing Agency: Planning Institute of Jamaica
 Major Contractors: Peat Marwick and Partners, Abt Associates and Black & Veatch
 AID Project Manager: Conrad Ornstein/Christopher Brown
 Status of CPs/Covenants: All Cps met; no covenants
 Number of Project Committee Meetings Held: None

AUDIT DATA

No. of evaluations completed: None First Evaluation: N/A
 No. of audits completed: *None *First Audit: N/A

*No project funds have been disbursed through the GOJ

FINANCIAL DATA

Amount Authorized: DA Grant: original US\$2,500,000
 Amount Obligated: DA Grant: original US\$ 300,000 Amended to \$ 1,285,000
 Amount Committed: Period: US\$ 0
 Accrued Expenditures: Cumulative: US\$ 1,188,176
 Period-Projected: US\$ 225,000
 Period-Actual: US\$ 285,525
 Cumulative: US\$ 1,159,722
 Period-Next: US\$ 0

Counterpart Contribution *	Period	Cumulative	Life of Project
Planned	US\$85,000	US\$722,500	US\$850,000
Actual	US\$23,636	US\$233,418	
% LOP Elapsed	92%		
% of Total Auth. Oblig	51%		
% of Total Oblig. Exp.	92%		
% of Total Auth. Exp.	47%		

*Preliminary

II. PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

Project Purpose

This project supports Mission SO number 2: Healthy, Smaller Families. The Project purpose is to enable the GOJ to undertake multi-year planning and management of food aid resources, including local currency generations, as well as an expanded focus on policy dialogue.

III. PROJECT DESCRIPTION

This project finances the ancillary activities associated with the implementation of a food aid program, including monitoring, evaluation and other relevant tasks.

Note: PL 480 Title I activities have been transferred to USDA effective July 1, 1991. Title II activities remain with USAID.

IV. PROJECT STATUS

A. Planned EOPS

Progress to Date

1 Provide assistance to the GOJ for undertaking self help measure studies.

All 1991 Title I self help measures have been completed. The self help measures under that agreement were as follows:

- The Government of Jamaica (GOJ) agreed to begin a phasing out of the monopoly role of the Jamaica Commodity Trading Corporation, commencing with the first half of the Jamaican fiscal year 1991/92. The Jamaica Commodity Trading Corporation's (JCTC) role is now restricted to bilateral donor commodities activities. Their staff has been reduced to less than twenty.
- The GOJ undertook a study to review the operating efficiencies of the port facilities for handling bulk feedgrains and to determine whether upgraded discharging and storage facilities would result in substantially lower long term costs. In response to this study, the Jamaica Livestock Association is expanding and modernizing their off-loading and storage facilities in Kingston.
- The GOJ was to determine the procedures and timing for phasing out its involvement in the processing and marketing of soybean meal and soya oil in Jamaica. The GOJ is no longer involved in the processing and marketing of soybean meal and soya oil in Jamaica.
- Jamaica agreed to eliminate all of the current subsidies on imported milk powder, with the exception of the sachet program, during the first half of the Jamaican fiscal year 1991/92. Jamaica has eliminated all subsidies on imported milk powder, with the exception of the sachet program.

28

2. Auction for Section 108 Funds See SAR prepared for Title I, Section 108
3. Develop a computer-based Management Information System Acceptance Testing and Implementation Audit was successfully completed. The MOF is working toward making system fully operational.
4. Monitoring of 416 program. See separate Project Status Reports for this activity (Typhoid Prevention and Control).
5. Health and Nutrition Surveys No action in this area during the reporting period.

B. Major Outputs

	Planned		Next		Accomplished		% of LOP
	LOP	Period	Cum.	Period	Period	Cum.	
1. Policy studies for self help measures	10	0	5	0	0	5	50%
2. Auctions of Section 108	10	1	6	1	0	7	70%
3. Evaluations of Food Aid Issues	5	0	1	0	0	1	20%
4. Monitoring of Titles II and Section 416 Programs	N/A						
5. Establishment of MIS to track local currency	2	1	2	0	1	2	100%

No sex disaggregated data is available for this project.

C. Other Accomplishments

Following the negotiation and signature of a grant agreement initiated in the previous period with the UNDP for them to manage and implement the procurement and provision of 10-11 four-wheel drive vehicles for the Ministry of Labour and Welfare, vehicles have been purchased and shipped to Jamaica. UNDP has contracted with a private customs broker to clear the vehicles from the Kingston wharf. The vehicles will provide needed transportation for Ministry staff to register candidates and deliver food stamps to beneficiaries of the GOJ Food Stamp Program.

D. Problems and Delays

1. The Ministry of Finance (MOF) suffered a computer system failure during February, 1994 at which time the current production version of the Local Currency Management Information System (LCMIS) developed by KPMG Peat Marwick with Food Aid Funds was damaged. MOF was unable to restore operations by the end of this reporting period. The telecommunications software used to link the MOF with three other GOJ system sites and USAID was lost in the failure and must be rewritten. Additionally, MOF cannot certify that the version of the system restored since the system failure is in fact the current, fully-tested version as the MOF had not taken the industry-standard precaution of maintaining a current back-up version of the system in reserve. This was notwithstanding the fact that the project obtained agreement from the MOF in early 1993 to provide continuing software system support through their Information Services department to all sites participating in the Local Currency MIS. USAID has written to the MOF to indicate that hardware and software granted under Food Aid for implementation of the system will be repossessed if the system is not made operational by April 15, 1994.

2. All vehicles planned for procurement by the UNDP for the GOJ Food Stamp Program under a grant from Food Aid have arrived in country and are to be cleared through Customs in early April. Spare parts planned under the grant agreement with UNDP, however, have not arrive on the island and are not expected to arrive until late April.

E. Major Activities or Corrective Actions During the Next Six Months

1. Verify restoration and operation of the LCMIS by the MOF by April 29. The Office of Program and Project Development (OPPD) will closely monitoring to ensure that this action is completed by this date.
2. Arrange for a handing-off ceremony with the GOJ and UNDP for the 11 vehicles purchased for the Food Stamp Program through a grant to the UNDP. Obtain close-out reports from UNDP and close out the grant activity.
3. Close out the Food Aid Monitoring and Support Project, including:
 - Formally notifying the PIJU of the proposed early PACD.
 - Drafting Project Assistance Completion Report and Project Evaluation Summary.
 - Reviewing financial status and arranging for resolution of unexpended obligations/earmarks.
4. If the LCMIS is successfully implemented, Mission will explore the possibility of a post-project effort to make the system accessible to other donors.
5. ONRAD will obtain updated data on status of host country contribution.

F. Impact (Results) Over the Next Six Months

1. If current problems are resolved, installation of a Local Currency MIS will improve management control and reporting capabilities of the ESF Program and PL 480 Title I, Title II, Section 416(b) activities. The system will provide accurate and timely tracking of reporting of GOJ counterpart contributions for all USAID-funded cooperative activities.
2. Improved field transportation capabilities for Food Stamp program personnel. New transportation capabilities will help the program increase the registration and timely delivery of food stamps to approved beneficiaries.

ARDOPUB\DOCS\SARJC

BEST AVAILABLE DOCUMENT

BEST AVAILABLE DOCUMENT

PROJECT STATUS REPORT September 30, 1993 - March 31 1994

A ___ B X C ___

I. BACKGROUND DATA

Project Title: Sustainable Justice Reform
 Project Number: 632-0176
 Date of Authorization: original 01/07/92 amendment n/a
 Date of Obligation: original 08/28/92 amendment 08/31/93
 PACD: original 08/31/96 amended to: n/a
 Implementing Agencies: Ministry of National Security & Justice,
 Jamaican Bar Association and United Way
 on behalf of the Mediation Council for Jamaica
 Major Contractors: CSLA Inc.
 AID Project Manager: Rosalee Henry
 Status of CPs/Covenants: CP to initial disbursement met 9/14/82
 (see Section C for update on other CPs/covenants)
 Date of Last Evaluation: N/A Next Evaluation: 06/94
 Date of Last Audit: 7/5/93 Next Audit: 04/94
 Planned No. of Non-Federal Audits (RCAs): 10
 No. of Audits Contracted For/Completed: 1

No. of Project Committee Mtgs. Held

IV. FINANCIAL DATA

Amount Authorized: DA/ESF Grant: original \$3,000,000 amended to n/a
 Amount Obligated: DA/ESF Grant: original \$ 433,000 amended to \$1,648,000
 Amount Committed: Period: \$ 73,686
 Cumulative: \$ 486,864
 Accrued Expenditures: Period - Projected: \$ 300,000
 Period - Actual: \$ 28,406*
 Cumulative: \$ 133,907
 Period - Next \$ 647,000

Counterpart

Contribution (expressed in US\$)

	Period	Cumulative	L/W of Project
Planned:	200,000	362,742	1,121,391
Actual:	98,262	240,747	21.47%
Planned - Next	180,000		

% LOP Elapsed: 42
 % of Total Auth. Oblig. 64.93
 % of Total Oblig. Exp. 8.13
 % of Total Auth. Exp. 4.46
 * Accruals of \$67,100 did not get into the MACS

II. PROJECT PURPOSE AND RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

- A. Project Purpose:** To enhance the justice system's sustainability by using available resources more efficiently, and by expanding funding and support from outside the regular government budget system.
- B. Relationship to Mission Strategic Objectives:** This project contributes to meeting the Mission special concern for providing a sustainable, effective and credible justice system which in turn will contribute to the social and economic stability for achieving economic growth. The project is also fully consistent with the Agency's goal of building democracy.
- C. Percent of LOP Funds Relating to S.O.:** Although 100% of this project's funding meets the special concern for sustainable justice, that priority is a Mission special concern and falls outside of its three principal strategic objectives.

III. PROJECT DESCRIPTION

The project provides funding for a number of activities designed to improve and sustain Jamaica's justice system. The project activities will focus on four core components: (1) improved court administration through establishment of a sound court management system and a professional cadre of administrators; (2) courthouse rationalization through closure of underutilized facilities, and renovation of selected courthouses; (3) institutionalization of a policy review and reform process for improved effectiveness and efficiency of the justice system, and (4) strengthened private sector participation in support of the justice system through a stronger Bar Association and improved Mediation Council services in alternative disputes resolution.

22

B. Major Outputs

	Planned				Accomplished								
	LOP	Period	Cum	Next Period	Period	Cum	% of LOP						
1. Recruitment of Court Admin. for improved court management	16	14	16	0	1	16	100						
2. Improved docket management in all parishes	14	2	2	2	0	0	0						
3. Consolidation of courthouses	8	5	5	0	0	5	62.50						
4. Improved court facilities	6	1	1	1	0	0	0						
5. Research and analysis of justice system policies	6	1	2	1	0	0	0						
6. Bar Association conducts public education activities concerning role and function of the justice system	10	0	0	2	0	0	0						
7. Establishment of Mediation Centers	5	0	0	2	0	0	0						
8. Training (Persons)													
Local	M	F	M	F	M	F	M	F					
Overseas	135	139	11	09	41	40	00	9	26	31	54	23	39
	6	2	0	0	0	0	0	0	0	1	1	17	60

V. PROJECT STATUS

A. Planned EOPS

- 90% of Supreme Court criminal cases processed within six months from the point at which they become a Supreme Court matter.
- 25% reduction in number of cases docketed but not yet reached for trial.
- Value of all fees collected for court services increased by 100%.
- Mediation of at least 250 disputes annually by Mediation Council of Jamaica.

Progress to Date

During the period, the JCC established a sub-committee which is examining ways to remove cloggs in the system and this includes time spent in case processing

The Supreme Court has recently put in place a system to monitor the work being done by the judges, extent of and reasons for adjournments to determine why cases docketed were not tried.

MNS&J is still examining an increase in bailiffs' fees.

C. Other Accomplishments and Overall Status

Implementation under the project continues with progress being made in all elements.

- Status of CPs:** With the satisfaction of the 3 CPs, follow up work is continuing

a) **Justice Coordinating Council:** At its last meeting during the period under review, the JCC appointed a fourth sub-committee to deal with the recruitment of staff to fill various vacancies in the justice system, with particular emphasis on Clerk of Court positions; and finalization of legislation related to the compulsory government services of graduates from the Norman Manley Law School. The three previously appointed sub-committees have been addressing topics/issues for policy study. The contract for the policy study on the legal aid system was awarded to Trevor Hamilton & Associates from a field of 10 competitors on March 30, 1994. The study will be completed in June, 1994.

b) **Court Administrators:** The 16th court administrator took up the assignment in the Court of Appeal on January 4, 1994. However, the incumbent assigned to the parish of St. Mary resigned with effect from March 31. MNS&J is in the process of filling this vacancy. Formalization of the court administrators positions is still pending legislation.

c) **Consolidation and Maintenance of Courthouses:** The five courthouses that were slated for closure were effectively closed on January 1, 1994. After months of negotiation, the JCC accepted the White Church Street location for upgrading of the courthouse in Spanish Town. The Ministry of Construction (Works) submitted their final estimates of cost and space to MNS&J at the end of March. MNS&J is awaiting the blueprint of the outline of the construction work to be undertaken for submission to USAID along with the estimates of cost and space requirement and a draft FAR agreement. MNS&J has requested a total of J\$26.6M for SJRP activities from the GOJ's 94/95 fiscal budget and is expected to receive an additional amount of J\$12.5M for the maintenance of courthouses.

2. **Covenants:** Significant updates in this regard relate to: -- Section 5.2(c) - The required proof of the collection of filing fees was submitted by the Supreme Court in February. MNS&J is expected to receive from the GOJ 94/95 budget the first tranche of J\$796,336 from the redirected fees. -- Section 5.2 (d) - The Year III Project Implementation Plan covering the period April 1, 1994 - March 31, 1995 was received by USAID on March 31. -- Section 5.2(e) - The final report for the recipient contracted audit for the first year of the project was submitted to USAID. The major findings from the report relate to the need for implementing an adequate procurement system, commodities management system and a proper system of recording USAID transactions. MNS&J has commenced implementation of the corrective actions recommended by the auditors which were relayed to us by letter dated March 29, 1994. A copy of this letter has been sent to RIG.

3. **Training:** A Judicial Delay Reduction Conference for Caribbean courts organized by the National Center for State Courts was held from January 30 - February 2, 1994. The 55 participants included judges, registrars, clerks of courts, attorneys and court administrators drawn from the Bahamas, Barbados, Belize, Dominica, Grenada, St. Kitts/Nevis and Jamaica. Major funding for the conference was provided by LAC/DI while MNS&J picked up the cost of 12 of the 33 Jamaican participants. Both the Jamaican Chief Justice and President of the Court of Appeal indicated that a number of efficiency enhancing reforms discussed at the conference can be implemented in Jamaica with little or no funding. An important reform now being examined by the JCC Cloggs Committee relates to the judges taking the lead in determining adjournments instead of the lawyers.

BEST AVAILABLE DOCUMENT

During the period, CSLA Inc. conducted 3 of its 10 course modules for court administrators. These were related to team building, supervisory skills; introduction to computers, facilities management and maintenance, Jamaican court structure and the Jamaican constitution. In conjunction with the training of court administrators, 2 CSLA short term contractors, assisted by a Jamaican Records Specialist, commenced work on office automation, and in examining the current record keeping system for developing a more efficient manual case card system for RM courts. A report on the activities undertaken and the findings are expected shortly.

A total of 104 persons (56 females and 48 males) attended the official launch of the project at which justice sector officials were briefed on the project and specifically on the court administrator program.

MNS&J sponsored a female staff member from the Family Court for 4 months of local training in Social Welfare. The course was started in January.

4. Private Sector: The first phase of strengthening the Bar Association's management and accounting structures was completed in March. USAID is awaiting the auditor's report. During this exercise, a General Manager and an Accountant were recruited and trained in the newly developed accounting and administrative procedures.

The pre-award survey to assess the capability of United Way of Jamaica, a local PVO, to manage USAID's funds on behalf of the Mediation Council was completed with no major findings. The Specific Support Grant was executed on February 26, 1994. Activities to be undertaken under the Grant include General Institutional Development, training of mediators, setting up of mediation centers and court-annexed mediation.

6. Updated Pre-Award Survey: The findings from the updated pre award survey on the MNS&J are similar to those of the recipient-contracted audit. The recommendations have been addressed by MNS&J and were relayed to USAID in letter dated April 11, 1994.

D. Problems and Delays

- o Approval of the technical assistance advisor's workplan has been delayed as the amounts shown in the plan for both training and procurement exceeded the budget available under the CSLA Inc. contract. The local training cost for the sub-contract under the contract was under-budgeted by the contractor. The Regional Contracting Officer by letter dated March 26, requested supporting documentation to validate cost overrun. The cost overrun with respect to the procurement resulted from a recommendation by the Court Administration Advisor to increase the pieces of equipment to be procured under the contract. The Advisor has been requested to stay within the budget and with the assistance of MNS&J has been able to obtain quotations that are within the budget.
- o The delay in the recruitment of the Statistician resulted from the non receipt of information from court administrators. The information is needed to prepare both the cabinet submission and the job description questionnaire for establishment of the post.

E. Major Activities or Corrective Actions During the Next Six Months

1. Major Corrective Actions Expected

- o Continue to press for statistical information from the court administrators
- o Specifications received and audit findings are cleared to allow for procurement of equipment under the CSLA contract

2. Workplan for the Next Six Months

- o Work Plan from CSLA modified by Court Administration Advisor and approved by USAID
- o Sub-contract executed with the Administrative Staff College, if approved by RCO
- o Seven remaining training modules for court administrators executed
- o Equipment procured under the contract with CSLA
- o Grant Agreement with the Bar Association executed
- o Administrative staff in place for the Mediation Council
- o Policy Study on legal aid system completed and two others commenced
- o Establishment of Statistician position
- o Complete pre-contract work for the award of contract to undertake renovation on the Spanish Town Courthouse

3. Impacts Over the Next Six Months

- o Training of Court Administrators will begin to improve court processes.
- o Instituting of an improved record keeping system will enhance the data collection capability of the courts
- o Collective expertise of the membership of the Justice Coordinating Council will be beneficial to MNS&J and the suggestions put forward at the meetings will begin to affect policies and programs aimed at improving the quality of the justice system.

AID/W Actions

None

FY 1991 Section 416 Program

A ___ B X C ___

A. FINANCIAL INFORMATION

<u>PROGRAM</u>	<u>AUTH/OBLGTR/ PACD</u>	<u>DATE</u>	<u>M.T. PLANNED</u>	<u>M.T. RECEIVED</u>	<u>US\$VALUE PLANNED</u>	<u>US\$1 RECEIVED</u>	<u>J\$ EQUIVALENT</u>
Butteroil	Signed 1991 Agreement	4/12/91	1,000 MT	999.72	1.7M	1.7M	42.6M

PACD of March 31, 1994

Financial Data:

<u>Program</u>	<u>Amount LC Pledged</u>	<u>Sales</u>	<u>Amount LC Lodged to Special A/C</u>	<u>Total LC ** Disbursed</u>	<u>Amount LC ** Disbursed in last 6 Months</u>	<u>Amount LC To be Disbursed Next 6 Months</u>	<u>Arrears</u>
Butteroil	J\$42.6M	J\$42.6M	J\$43.7M *	Equivalent of US\$1.7 million	Equivalent of US\$566,443	US\$0	J\$0

B. AUDIT INFORMATION ***

Planned No. of yearly Non-Federal Audits: None

No. of Audits Contracted/Completed: None

C. SEX DISAGGREGATION DATA

No data is available which disaggregates impact of this project on women.

D. Number of Project Committee Meetings Held: 3

* Includes J\$42.6M in commodity proceeds and J\$1.1M in interest accrued.

** Disbursement through February 28, 1994

*** Project is managed by UNDP. UNDP audit requirements apply.

SS

I. Implementing Agencies

The Ministry of Health, Epidemiology Unit; Planning Institute of Jamaica; and Jamaican Commodity Trading Company.

AID Project Manager: Conrad Ornstein

II. Program Purposes

One-hundred percent of this project supports the following Mission objective: Healthy, smaller families.

The proceeds of the butteroil program are used to fund a program for the control and prevention of typhoid fever in the parish of Westmoreland. The project benefits the disadvantaged by addressing the sanitation and potable water needs of the people of the parish. The objectives of the program are:

1. Clinical and epidemiological surveillance - Develop systems and facilities to identify, treat, and monitor carriers of typhoid;
2. Health education - Educate the population regarding proper hygiene, safe food preparation, and water treatment;
3. Roaring River water distribution system - Ensure that an adequate supply of potable water is distributed from the Roaring River treatment plant; and
4. Waste water and excreta disposal - Ensure the proper treatment of waste water in the Savanna-la-Mar region. Improve existing facilities at four treatment sites as necessary and install 1,000 pit latrines.

III. Program Description

The Section 416 Program is a monetization scheme.

The local currency generated from the sale of US\$1.7M of 1,000 MT of butteroil was provided to the GOJ through the UNDP for use in typhoid prevention and control in

Westmoreland, one of Jamaica's western parishes.

The coordinating and executing agencies for the program are the Planning Institute of Jamaica (PIOJ) and the United Nations Development Program (UNDP), respectively. The USAID Project Manager monitors the program through liaison with UNDP, Planning Institute of Jamaica (PIOJ), Jamaica Commodity Trading Corporation (JCTC) and Bank of Jamaica (BOJ) to ensure that the terms and conditions set out in the Agreement are met.

The implementing agency is the Ministry of Health.

IV. Program Status

1. Four site visits were performed during the period: December 8, 1993; January 31, 1994; and February 17, and March 28, 1994.
2. All funds have been disbursed and all commodity monetization-funded activities have been completed. GOJ-funded activities planned under the project continue and are planned for completion by June 30, 1994.
3. Status of each of the project objectives is as follows:

a. Surveillance and Related Activities

Systems are in place to perform further epidemiological surveillance should another outbreak occur. These include a database of identified carriers and tested suspects and an expanded, renovated, and fully stocked lab at the Savanna la Mar Hospital to perform tests to identify carriers. Testing of suspected carriers has been completed.

b. Health Education

Implementation of recommendations proposed by a health specialist employed earlier in the project continued during the period. Output from focus groups formed in prior periods to test communications strategies have been implemented, including print and electronic media campaigns, school and community forums, a poster campaign, and workshops for community health workers and

public health inspectors.

c. **Roaring River Water Treatment Plant**

The facility is 60% complete as of the end of the reporting period. Work on all components of the plant has begun, including concrete bottoms for four sand filters, the walls of three of the four filters, dam and intake works, laying of pipeline from the intake works to the filter structure, and laying of pipeline from treatment bays to distribution main. The UNDP plans for the facility to be completed using GOJ funds on or about June 30, 1994.

d. **Waste Water and Excreta Disposal**

A total of 1,250 concrete pit latrine covers, exceeding the planned 1,000, have been delivered to selected individuals. Over 1,000 pit latrines have been built and now are in operation. The remaining 250 latrines are scheduled for completion by May 31, 1994.

Construction of public sanitary conveniences at the Blue Fields health center, the Roaring River tourist area, Dunbars River, Whitehouse, Scotts Cove, and Wharf Road have been completed.

Improvements to sewage treatment plants at Llandilo, Shrewsbury, and the Savanna la Mar market continued during the reporting period. Project-funded renovation has been completed. Outstanding activities necessary to complete improvement work will be funded by the GOJ and are scheduled for completion on or about May 31, 1994.

Problems and Delays

Progress towards completion of the Roaring River Water Treatment Plant has been hampered by a late start by the contractor, heavy rains, slow clearance of a concrete patching plant through Customs, and a level of effort by the contractor not up to expectations. Although project-funded activities have been completed, GOJ-funded components necessary to provide an operating plant are not expected to be finished until May 31, 1994 according to the UNDP. Independent analysis by USAID engineers targets a later completion date of September,

1994 based on progress to date.

Completion of renovations at the sewage plants has been delayed by the inability to clear key parts through Customs. The project has ceased using the Ministry of Supply to clear items and has hired a private Customs broker who has been able to expedite clearance. The UNDP continues to lobby for completion of all aspects of water and waste treatment plants by the GOJ.

VI. **Major Activities or Corrective Action - Next Six Months**

With the completion of all project-funded activities in March, 1994, USAID will close out the project and submit a Project Assistance Completion Report. Mission staff will continue to monitor completion of the water and waste treatment plants until completion later this year.

VII. **Impact**

Planned Project impacts in the next six months are:

1. With a fully stocked and operational laboratory now in operation at the Sav la Mar Hospital, the region now has the capability to perform locally all lab work needed to test for and identify typhoid victims on a timely basis, arrange for treatment, and take action necessary to reduce the impact of a new outbreak.
2. Completed capital improvements to Savanna-la-Mar sewage treatment plants will improve sanitary conditions in the region, ensuring proper treatment of excreta and contributing to the prevention of typhoid.
3. Through the typhoid awareness education program, new behavior patterns to implement sanitary practices necessary to prevent typhoid will be reinforced.
4. Completion of 1,250 pit latrines in areas previously not served by waste treatment plants will provide for the safe disposal of excreta and reduce the incidence of typhoid in the region.
5. The volume of potable water available to residents will be doubled, providing a supply of water adequate to reach areas previously not serviced. TYPHSAR.APR

87

PROJECT STATUS REPORT

OCTOBER 1, 1993 - MARCH 30, 1994

A B C X

I. BACKGROUND DATA

Project Title: Jamaica Shelter Sector Support - Private Sector
 Project Number: 532-HG-012B
 Date of Authorization: original 9/83 amendment 03/89
 Date of Obligation: original 12/84 amendment 03/89
 PACD: 12/31/95*
 Implementing Agencies: Caribbean Housing Finance Corp. (CHFC)
 Ministry of Construction (Housing),
 Credit Unions (3), Building Societies (2)
 Major Contractors: None
 AID Project Managers: George Williams
 Status of CPs/Covenants: Six month Program Implementation Plans are a requirement for an advance for the three current credit union participants, as well as for new participants, seeking a first tranche.
 Date of Last Evaluation: 2/93 Next Evaluation:
 Date of Last Audit: 07/03/90** Next Audit: N/A
 Planned No. of yearly Non-Federal Audits: 4
 No. of Audits Contracted for/Completed: 4

*USAID is committed to completing this shelter activity by date indicated although HG loans have no PACD normally.

**ARJG follow-up on closed recommendations was conducted in January 1993.

It indicated that the agreed upon corrective action was being implemented and the recommendations remain closed.

FINANCIAL DATA

Amount Authorized:	HG-012B Total:	\$10,000,000*
Amount Obligated:	HG-012B Total:	\$10,000,000*
Amount Committed:	Period:	n/a
	Cumulative:	n/a
Accrued Expenditures:**	Period - Projected:	\$2,500,000
	Period - Actual:	0
	Cumulative:	\$2,953,073
	Period - Next:	\$1,300,000*
Counterpart Contribution:	J\$8 million***	
% LOP Elapsed:****	77%	
% of Total Auth. Oblig.	100%	
% of Total Oblig. Exp.	28%	
% of Total Auth. Exp.	28%	

* The total obligation of the HG-012 program of US\$46 million is allocated as follows: HG-012A - Public Sector US \$10 million. (This subprogram has been closed out).

HG-012B US\$10 million - Private Sector
 HG-012C US\$20 million - Basic Shelter
 Capitalized Interest US\$ 6 million (actual amount committed is US\$4,640,000)
 US\$46 million

** Accrued expenses equal liquidation of advances from CHFC to credit unions and building societies plus HG-012C share of closing costs.

***Per Article III B 1. of the Implementation Agreement counterpart contributions in the form of borrower downpayments and developer land contributions are being documented. Approximately J\$2,730,848 in contributions have been made.

**** Based on 1988-1995 LOP

II. PROJECT PURPOSE AND RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

A. Project Purpose

The purpose of this project is to assist the GOJ in implementing its national shelter policy through the stimulation of private sector participation in the financing and construction of affordable shelter for households below the median income.

B. Relationship to Mission Strategic Objectives

1) Specific Linkage

This project fits within Other Concerns. It contributes to meeting the Mission special concern for providing adequate shelter, especially near Kingston and the rapidly growing North Coast towns where tourism and service industry employment has grown rapidly.

2) Percent of LOP Funds Related to Strategic Objectives

Project is an Other Concern

III. PROJECT DESCRIPTION

This private sector component of HG-012 (US\$10 million) is a pilot program which seeks to demonstrate to private financial institutions and developers the viability of lending to low income households for shelter purposes or for producing shelter solutions affordable to them. It accomplishes this by lending funds to the Caribbean Housing Finance Corporation (CHFC) which in turn on lends the funds to private sector organizations (credit unions, building societies, etc.) to finance low cost housing.

B. Major Outputs

	Planned			Accomplished *			% of LOP
	LOP	Period	Cum.	Period	Period	Cum.	
1. Home Improvement Loans	2920	300	1126	300	0	826	28%
2. Mortgage Loans	600	100	228	100	0	128	21%
3. Land Purchase	480	90	203	90	0	113	24%
4. Total Loan Volume	US\$10M	1.5 M	2.8 M	0.5 M	0	2.8 M	28%
5. No. Loans		M	E	M	E	M	E
Total	4000	590	1557	580	0	1068	27%

* US Dollar amounts for the planned figures are approximate due to currency fluctuations

IV. PROJECT STATUS

A. Planned EOPS

1. Increase the number of private sector financial organizations financing low income shelter
2. Increase the involvement of NGO's, PVO's and CBO's in the shelter process.

Progress to Date

Three major credit unions have extended J\$17.3M in loans and the building solutions societies are completing funding requests for their planned participation.

G. Impact Over the Next Six Months

1. Reimburse disbursements under this project to the credit unions.

SAR128.93

C. Other Accomplishments and Overall Status

1. In the CHFC's most recent Quarterly Report, dated February 28, 1994 the institution acknowledges its willingness to disburse under the private sector program.
2. Requests for disbursement of J\$ 116 million (US\$ 3.5 million) have been received as of February 28th. The requests by institution are as follows:

	in Millions
City of Kingston Credit Union Ltd.	J\$ 20.0
Jamaica Co-operative Credit Union League	J\$ 36.5
Jamaica Teachers Housing Cooperative	J\$ 10.0
Jamaica Citizens Building Society	J\$ 50.0
TOTAL	J\$116.5

D. Problems and Delays

1. The credit union applications are still under review by CHFC for two reasons:
 - The Register of Cooperative Societies has indicated that one of the credit unions is at its borrowing limit and cannot receive additional funds.
 - CHFC's own analysis raises doubts about the ability of the credit unions to use all the funds they have requested.
2. A major urbanization to be undertaken by the building societies had been in the development stage for two years, and it now seems likely that the project as proposed will not be feasible. CHFC had set a deadline of March 4th for receipt of the proposal; none has been received.

E. Corrective Action

1. CHFC has been notified that the deadline for the HG-012B program is the end of FY 1995. A letter will be issued reminding the CHFC and MOC that the date remains fixed.

F. Work Plan over Next Six Months

1. Meet periodically with CHFC and credit unions/building societies to review progress.
2. Document counterpart funding and secure eligible expenditures to liquidate outstanding advances.
3. Verify continuing compliance with all measures taken to close HG audit findings.

68
69
BEST AVAILABLE DOCUMENT

PROJECT STATUS REPORT
October 1, 1993 - March 31, 1994

A ___ B ___ C X

I BACKGROUND DATA

Project Title: Jamaica Shelter Sector Support - Basic Shelter
 Project Number: 532-HG-012C
 Date of Authorization: original 9/83 amendment 03/89
 Date of Obligation: original 12/84 amendment 03/89
 PACD: 12/31/95*
 Implementing Agencies: Caribbean Housing Finance Corp. (CHFC),
 Ministry of Construction (Housing), Estate
 Development Co. (EDCO), Urban Development
 Corporation (UDC)
 Major Contractors: None
 AID Project Managers: George Williams
 Status of CPs/Covenants: In compliance
 Date of Last Evaluation: 2/93 Next Evaluation:
 Date of Last Audit: 07/03/90** Next Audit:
 Planned No of Yearly Non-Federal Audits: 3
 No. of Audits Contracted for/Completed: 3

*Although there is no official PACD, USAID is committed to close out this project by the end of 1995.

**ARIG follow-up on closed recommendations was conducted in Feb., 1993. RIG indicated that the agreed upon corrective action was being implemented and the recommendations remain closed.

I PROJECT PURPOSE AND RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

A. Project Purpose

The purpose of this project is to assist the GOJ in implementing its shelter policy through conversion of the GOJ's role from that of a direct producer and financier of housing to one of facilitator and supporter of private sector production of shelter and related services. It focuses on settlement upgrading, sites and services, and home improvement loans.

B. Relationship to Mission Strategic Objectives

1) Specific Linkage

The shelter orientation of the project does not fall within the Mission's Strategic Objectives. However, in the last year the project has taken a decided environmental and public health focus. The two squatter upgrading/sites and services projects, Norwood and Rosemount, on which the remaining funds will be focused, will include measures to assure appropriate sewage disposal to protect public health and avoid degradation of the marine environment. Thus the project will serve to implement Strategic Objective 2, Improved Environmental Management and Protection and Strategic Objective 3, Smaller Healthier Families. Moreover, the projects are localized in Montego Bay; if left unchecked squatting in these areas threatens the natural resources that attract tourists and related investment as well as AID investments in the Marine Park.

2) Percent of LOP Funds Related to Strategic Objectives

50% related to Other Concerns, 50% related to Objectives 2 & 3.

FINANCIAL DATA

Amount Authorized: HG-012 Tot: orig \$25,000,000 amended to \$46,000,000*
 Amount Obligated: HG-012 Tot: orig \$10,000,000 amended to \$46,000,000*
 Amount Committed: Period: n/a
 Cumulative: n/a
 Accrued Expenditures:** Period - Proj: \$ 3,000,000
 Period - Actual: 0
 Cumulative: \$ 6,971,934
 Period - Next: \$ 1,300,000
 Counterpart Contribution: LOP** \$520 million
 % LOP Elapsed:*** 77%
 % of Tot. Auth. Oblig. 100%
 % of Tot. Oblig. Exp. 52%
 % of Tot. Auth. Exp. 52%

*The total obligation of the HG-012 program of US\$46 million is allocated as follows:
 HG-012A Public Sector US \$10 million. (This subprogram has been closed out).
 HG-012B - Private Sector US\$10 million; HG-012C - Basic Shelter US\$20 million, Capitalized Interest US\$6 million (actual amount committed is US\$4,640,000). Total US\$46,000.

**Accrued expenditures equal liquidation of advances from CHFC to EDCO and UDC plus pro rata share of closing costs. (See discussion under IIID.3.)

***Local counterpart contributions of \$520,000,000 required by the Implementation Agreement were to be principally from the value of contributed land. This amount is in the process of being calculated.

****Based on 1988-1995 LOP

B. Major Outputs

	LOP	Planned		Accomplished		% of LOP
		Period	Cum.	Next Period	Period Cum.	
1. Settlement Upgrading (No. Lots)						
Infrastructure						
Complete	2000	0	920	0	0	46%
Lots sold	2000	100	920	100	0	41%
Funds Expended \$JM	\$42.1	\$20.4	\$35.1	\$20.4	\$0	37%
2. Sites and Services (No. lots)						
Infrastructure						
Complete	1900	0	1181	0	0	62%
Lots Sold	1900	0	821	0	0	43%
Funds Expended \$JM	\$27.6	\$7.8	\$19.8	\$7.8	\$0	43%
3. Core Houses (No units)						
Construction						
completed	272	0	272	0	0	100%
Houses sold	272	2	272	2	0	99%
Funds Expended \$JM	\$14.1	\$0	\$14.1	\$0	\$0	100%
4. Home Improvement Loans						
Loans Executed	340	0	349	0	0	100%
Funds Expended \$JM	\$5.9	\$0	\$5.9	\$0	\$0	100%

B. Major Outputs (Cont'd)	Planned			Accomplished			% of LOP
	LOP	Period	Cum	Next Period	Period	Cum	
5. Comprehensive Urban Improvements (No. units)							
Construction complete	200	0	200	0	0	200	100%
Units sold	200	0	200	0	0	0	0%
Funds Expended \$JM	\$6.8	\$0	\$6.8	\$0	\$0	\$9.2	135%
Total Solutions (lots, units & loans)	4722	102	4590	302	0	1607	34%
Total Funds Expended	\$96.5	\$28.2	\$81.7	\$28.2	\$0	\$56.0	58%
Beneficiaries Gender: **							
Number					M	F	
Percentage					167	227	42% 58%

* As a result of the IG Audit, the HAP program was terminated at this level.

** These figures are from a survey of recipients under the serviced sites, housing assistance and starter home program.

III. PROJECT DESCRIPTION

The HG-012C (Basic Shelter) program provides support to the Ministry of Construction (Housing), through funds lent to the Caribbean Housing Finance Corporation (CHFC), in order to improve slum areas, assure tenure of land, and install basic infrastructure, such as roads and water, in new and old settlement sites. The Ministry of Construction (Housing) coordinates the design and construction management by the Estate Development Company (EDCO), which has recently been merged into the National Housing Corporation (NHC) and the Urban Corporation (UDC).

The five components of the program are:

1. Settlement Upgrading - upgrading of captured or squatted settlements
2. Sites and Services - subdivision of land into sites and provision of access to water, power and sewer facilities
3. Home Improvement Loans
4. Start-A-Home Units - core units with basic services
5. Comprehensive Urban Improvement - upgrading rental units for sale to occupants or other interested parties.

Only the first two components are still operational

IV. PROJECT STATUS

A. Planned EOPS*

1. Improved performance of key public sector institutions involved in low income shelter policy, programs production and financing.

Progress to Date

NHC is coordinating planning and implementation of Rosemont and Norwood project with other GOJ institutions such as CHFC and NWC. Procedures are in place to fully account for source and application of funds, and to allow agencies to operate at a normal arm's length relationship.

2. Completion of projects which seek to comprehensively improve shelter and related services to low income groups.

The following projects have been completed: Torrington, Jones Pen, Tower Hill, Quaw Hill, 95 Mountain View Ave St. John's Road, Bellevue, Shaw Park, Roaring River, Buckfield, and Caymanas

C. Other Accomplishments and Overall Status

1. The Ministry of Finance in conjunction with a GOJ Cabinet decision agreed to meet foreign exchange obligations under the HG loan program.
2. A Quarterly Report, issued by Caribbean Housing Finance Corporation in January was submitted to USAID in which it stated, among other things, that it agrees to disburse funds under the program.
3. The Government of Jamaica agreed to implement the recommendations of the Squatter Area Sewage Solution Assessment, Montego Bay and Spanish Town, Jamaica, selecting to implement environmentally friendly on plot waste water disposal systems as opposed formal sewers (for Montego Bay). This was a major policy decision in how the GOJ intends to address waste water for sewerage in the future.
4. Rosemont construction contracting was tendered, bids were received and reviewed and recommendations were made to GOJ contracts committee. Construction is expected to start late May or early June. Norwood bidding documents are being prepared.

D. Problems and Delays

- 1) The provision of off-site infrastructure for Norwood has not been budgeted as agreed by the Government of Jamaica. It is unlikely that the facilities will be in place by the time that the on site upgrading activities are to be completed. USAID and the GOJ will determine if the HG funded upgrading activity project can be completed in its entirety or in a segment of Norwood already served by an existing offsite water source.
- 2) Liquidation of US\$ 1.3 million in expenditures for the Rema project remains to be submitted
- 3) USPSC managing project left assignment unexpectedly in January
- 4) A detailed, coordinated project implementation plan still needs to be prepared by a task force of all involved institutions.
- 5) Rosemont bids exceeded estimated upgrading budget by two times. If built as designed Norwood (in its entirety) and Rosemont projects will exceed available project funds.

E) Major Corrective Actions During the Next Six Months

- 1) A determination will be made about whether to include the Norwood off site infrastructure project and those upgrading activities that would be served by it. At the same time, it will be determined if any reprogramming of resources would be required from the private sector to public sector project.
- 2) The GOJ will determine whether subdivision standards can be modified to reduce project costs.
- 3) GOJ names overall project coordinator and sets up coordinating committee
- 4) Secure assignment of personnel to coordinating committee and mobilize field staff to be placed

16

on site by National Housing Corporation, Ministry of Construction and other staff as appropriate.

- 5) Replace USPSC.

Work Plan Over the Next Six Months

- 1) Formally establish a Norwood Rosemont coordinating committee which focuses on timing of construction, marketing of serviced lots, phasing of on plot waste water solutions, public information to promote payment for services and loans, etc.
- 2) Secure assignment of personnel to coordinating committee and mobilize field staff to be placed on site by National Housing Corporation, Ministry of Construction and other staff as appropriate.
- 3) Resolve liquidation of Rema and other MOC expenditures.
- 4) Complete project delivery plan and monitor for compliance all project activities.
- 5) Contract mid term technical assistance to implement on plot waste water solutions
- 6) Contract Project Coordinator.
- 7) Begin construction of Rosemont upgrading project.
- 8) Select contractor(s) for Norwood upgrading project and begin construction.
- 9) Replace USPSC managing HG projects.

Impacts over the Next Six Months

- 1) Upgrading of Rosemont will be initiated after six years of delay in HG program implementation.
- 2) For the first time the GOJ will coordinate marketing of public projects with mortgage lending and public service companies with the specific objective of securing repayment of public investments.
- 3) For the first time, the MOC and other GOJ institutions will be incorporating formal, environmentally friendly standards for waste water disposal.

GSAR12C

92
BEST AVAILABLE DOCUMENT

PROJECT STATUS REPORT
October 1, 1993 - March 31, 1994

A ___ B X C ___

I BACKGROUND DATA

Project Title: Jamaica Shelter and Urban Services Policy Program
 Project Number: 532-HG-013
 Date of Authorization: original 9/20/88 amendment n/a
 Date of Obligation: original 9/30/88 amendment n/a
 PACD: 3/31/94*
 Implementing Agencies: Ministry of Finance, Office of the Prime Minister, National Water Commission, Ministry of Construction (Housing), Urban Development Corporation, PJO, Caribbean Housing Finance Corp., Town Planning Department, National Housing Trust
 Major Contractors: N/A
 AID/Project Managers: George Williams
 Status of CPs/Covenants: All CPs and Covenants met.
 Date of Last Evaluation: 2/93 Next Evaluation:
 Date of Last Audit: n/a Next Audit: n/a
 Planned No. of yearly Non-Federal Audits: 0
 No. of Audits Contracted for/Completed: 0

* Although there is no formal PACD, the Mission has received and reviewed in draft sufficient eligible expenditures to complete the project as of this date.

FINANCIAL DATA

Amount Authorized:	HG Loan	\$25,000,000
Amount Obligated:	HG Loan	\$15,000,000*
Amount Committed:	Period:	n/a
	Cumulative:	n/a
Accrued Expenditures:	Period - Projected:	\$ 9,481,889
	Period - Actual:	\$ 1,551,004
	Cumulative:	\$ 7,397,565**
	Period - Next:	\$ 7,602,435***
Counterpart Contribution:	Planned:	n/a
Actual:	100%	
% LOP Elapsed:		100%
% of Total Auth. Oblig.		60% (not including capitalized interest)
% of Total Oblig. Exp.		49% (of funds disbursed)
% of Total Auth. Exp.		29%

* The FY88 HG Authorization of \$25 million provided for 3 years capitalized interest (\$4.357 million) on a \$15 million borrowing (total \$19.357 million) leaving \$5.643 million in unspent authority. This authority will be deauthorized during the next period.

** Prior figure for cumulative approved expenditures has been adjusted by \$328,450 to reflect closing costs incurred in 1988 and accepted as eligible expenditures.

*** See Section C.

II PROJECT PURPOSE AND RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

A. Project Purpose

To assist in producing a self-sustaining delivery system for shelter, water, sewerage and other urban services which will meet the current and future needs of the urban poor by making use of a sectoral approach to overcome policy, institutional, programmatic and procedural constraints in the existing shelter and urban services delivery system.

B. Relationship to Mission Strategic Objectives

1) Specific Linkage

The project relates to Other Concerns, by enhancing the delivery of shelter, water, sewerage and other urban services. It also supports Strategic Objective 2, Improved Environmental Management and Protection and Strategic Objective 3, Smaller, Health Families by focusing on such urban services as delivery of clean water, environmentally sound waste water disposal and removal of solid waste.

2) Percent of LOP Funds Relating to Strategic Objectives

50% Other Concerns, 50% Strategic Objectives 2 and 3

III.A. PROJECT DESCRIPTION

The overall focus of the program is to assist shelter and infrastructure institutions in developing self-sustaining delivery systems through policy and institutional changes. Increased production of outputs is a result of these policy-level changes, but not the principal program objective. Key policy, programmatic, and institutional changes achieved to date are listed in the Section 2B Major Policy Outputs beginning on the third page of this document.

A. Major Physical Outputs	Planned				Accomplished		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Minor water system users (No. h/holds)	15000	0	9600	N/A	1950	11550	77%
2. Leak det/repair (no. leaks rep)	150	0	590	N/A	0	590	393%
3. Loans for water hook ups	2400	0	1138	N/A	238	1376	57%
4. Loans for sewer hook ups	700	0	350	N/A	0	52	7%
5. Offsite water delivery system (No. h/holds)	3000	0	0	N/A	389	389	13%
6. Serviced Site/Upgraded Sites	1500	0	1156	N/A	140	910	61%
7. Public/Private serviced site joint ventures	4	0	2	N/A	0	0	0%
8. Develop sectoral Monitoring System	100%	50%	100%	0%	90%	100%	100%

BEST AVAILABLE DOCUMENT

93

IV. PROJECT STATUS

A. Planned EOPS

1. Expansion of water and sewer service to low income families

Progress to Date

NWC implemented minor water supply projects reaching 11550 h/holds. Another 1,750 families received individual loans to finance water/sewer connections.

2. Increase public sector provision of low cost shelter solutions

MOC/UDC implemented serviced sites/upgrading projects reaching 910 families.

3. Increase in private sector/ NGO/PVO provision of shelter

Building Societies are servicing HG-013 financed mortgages.

Activity	Cumulative to Sept 30, 1993	Approved this Period	Cumulative to March 31, 1994	Additional Expend. to March 31, 1994	TOTAL
1 Water/Sewer					
-minor water supply	2,554,029	1,009,756	3,563,785	1,529,498	5,093,283
-water/sewer connections	74,012	541,248	615,260	190,721	805,981
	2,628,041	1,551,004	4,179,045	1,720,219	5,899,264
2 Serviced sites/ Upgrading					
-MOC	2,890,070	-	2,890,070	3,028,260	5,918,330
-UDC	-	-	-	3,708,517	3,708,517
Sub-Total	2,890,070	-	2,890,070	6,736,777	9,626,847
(Sub-total Shelter Solutions)	(5,518,111)	(1,551,004)	(7,069,115)	(8,456,996)	(15,526,111)
3 Closing Costs	328,450	-	328,450	-	328,450
TOTAL	5,846,561	1,551,004	7,397,565	8,456,996	15,854,561

C. Other Accomplishments and Overall Status

1. All of the loan funds under this loan were advanced to the GOJ in 1988 when the exchange rate was 5.561. The Program Agreement set out quantitative targets for product production in projects which supported the policy agenda of the project; however, the GOJ legal commitment was limited to producing eligible expenditures in J\$ which, when converted to US\$ at the rate of exchange which existed at the time of the advance, would equal the US\$ advanced. Since 1988 the value of the J\$ relative to the US\$ has declined substantially. At the same time the pressures on the GOJ budget have made it increasingly difficult to obtain budget allocations to meet the product production goals originally contemplated. Nevertheless, the outputs in several categories, including minor water systems and serviced sites/upgrading, exceeded the pro rata share of the original targets, i.e., with 60% of the original funds disbursed, the number of beneficiaries meets or exceeds 60% of the original target.

2. Administering the program was requiring a substantial staff commitment at a time when the Mission was scaling back and focusing diminishing resources on Strategic Objectives which do not include shelter. For these reasons a strategy was developed for closing out the project by the end of 1993.

The implementing agencies (MOC, UDC, NWC) failed to provide sufficient eligible expenditures as of 12/31/93. However, the Mission has reviewed draft documents for expenditures incurred through March 31, 1994. These eligible expenditures are in excess of the \$7,602,435 remaining to be liquidated. The status of eligible expenditures as of March 31, 1994 is as shown in the tables below:

D. Problems and Delays

1. The various implementing agencies failed to present sufficient eligible expenditures to close out the program by December 31, 1993, as anticipated in the last SAR. This delayed the liquidation of the remaining HG advances by three months to March 31, 1994. No further delays are anticipated.
2. Approximately \$2.5 million of the expenditures presented by UDC for the upgrading projects in Caymanas and Roaring River will not be recovered from the beneficiaries. These expenditures reflect the effect of the dramatic escalation of inflation and the concurrent devaluation of the Jamaican Dollar after UDC had established the sale price of the lots to beneficiaries. The expenditures are eligible under the terms of the HG-013 Agreement.

E. Major Corrective Actions over the next six months

1. For the last year, the focus of all the efforts of both the GOJ and USAID has been on completing the orderly closeout of HG-013 as quickly as possible. The Mission now has reviewed draft documents in support of sufficient eligible expenditures to close out the project as of March 31, 1994. Formal review and approval of those expenditures will occur during the next period. In addition, the GOJ and USAID will countersign a final memorandum of agreement summarizing all actions taken to complete HG-013 and amending all earlier agreements as required to conform to those actions.

F. Work Plan Over the Next Six Months

1. Monitor formal submission of liquidation requests by implementing agencies to Steering Committee and by Steering Committee to USAID.
2. Review requests and issue PIL approving those that meet requirements.
3. Deauthorize \$5.643 million HG not contracted to date.
4. Prepare and approve the PACR.

94

S U P P L E M E N T

EXPORT DEVELOPMENT AND INVESTMENT PROJECT

Supplement

Host Country Contribution

The sources of information for the counterpart contributions in the SAR are the implementing agencies and their periodic progress reports or, in the cases where reports are not current, responses to specific requests for information on counterpart financing for the previous six months.

Summarized below are the amounts and sources of counterpart contributions included on this period's SAR.

NIBJ

NIBJ's financial office prepared a breakdown of their privatization division's operating and administrative expenses for the period April 1993 - January, 1994. Taking the average monthly cost this period and multiplying by 6 gives us an estimated contribution of J\$8,459,994 which is the equivalent of \$256,363.

\$256,363

IESC

Client contributions to AID funded IESC projects carried out over the past six months totalled:

\$ 18,270

PSOJ

Special analysis by the NAP Secretariat indicated a total contribution by both the PSOJ and the GOJ for this period of \$50,825. \$45,075 of this was provided by the PSOJ and corresponded to the costs of the Project coordinator and office space and facilities. The \$5,750 from the GOJ was the salary for the consultant seconded to the project.

\$ 50,825

JFTC

A total of \$111,182 relating to the use of office facilities and staff salaries was provided by the Jamaica Fair Trade Commission during the period.

\$111,182

FPMU

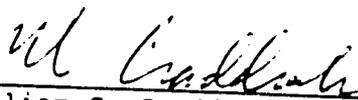
Approximately \$20,000 was expended by the Ministry of Finance for office facilities and staff salaries in support of the unit.

\$ 20,000

TOTAL COUNTERPART CONTRIBUTIONS

\$456,640

Office Director Certifies that he/she has reviewed and cleared the SAR for Mission review:



 William C. Craddock

SEMI-ANNUAL REPORT SUPPLEMENT - PROJECT MONITORING ISSUES

Period: October 1, 1993 - March 31, 1994
 Project: Microenterprise Development Project
 Project Number: 532-0156

1. Commodity Procurement

During the last period EDT requested permission to sell a MITA 1205 Photocopier acquired during the early part of 1992. The Ministry of Finance has approved the sale with proceeds going toward the replacement of the copier. All other equipment is presently insured and is being properly serviced. In the close-out procedures EDT is to inform USAID of the on-going use of all equipment.

2. Audits

ASSIST's 1992 audit was completed and they are working on recommendations made in the audit report. Their 1993 audit will be underway in April. EDT's final audit is presently being conducted by Coopers & Lybrand.

3. Host Country Contribution

Total contribution by the Host Country was US\$283,191 for the period. EDT was able to generate the equivalent of US\$67,391, ASSIST generated the equivalent of US\$230,800 (this was after reducing the amount of funds received by other donors over the past two years), and the GOJ contribution was reduced by US\$15,000 after deducting funds received by the GON under the M.O.U. signed with USAID in 1992. See the attached breakdown of contributions.

4. Centrally Funded Projects

Growth and Equity through Microenterprise Investment and Institutions (GEMINI) 936-5448. Core funds are US\$38,954 and Mission funds US\$150,659. This project provides technical support to carry out studies and surveys on the micro and small enterprise sector, has conducted a training needs assessment and provided technical assistance for business planning to microenterprise lending institutions. USAID oversees the implementation of the GEMINI project work in Jamaica. This is a buy-in under the Microenterprise project. The GEMINI project PACD is being extended to 8/30/95. During the next period the MDP project will be increasing its Mission funding for the GEMINI

BEST AVAILABLE DOCUMENT

project by requesting support for technical assistance and training. The additional Mission funds is estimated to be US\$267,935, the amount of additional core funds from GEMINI have not yet been determined.

Office Director certifies that he has reviewed and cleared the SAR for Mission review.

William Craddock
Office of Private Enterprise

BEST AVAILABLE DOCUMENT

SEMI-ANNUAL REPORT SUPPLEMENT
PROJECT MONITORING ISSUES

Period: October 1, 1993 to March 31, 1994

Project: PL480 Section 108 Auction Program

1. Commodity Procurement
 Not applicable to this project.
2. Audits
 Not applicable to this project.
3. Host Country Contributions
 Not applicable to this project.
4. Centrally Funded Projects
 Not applicable to this project.

Office Director certifies that he has reviewed and cleared the SAR for Mission review.



William C. Craddock

**SAR Supplement
Agricultural Export Services Project (AESP)
532-0165**

1. Commodity Procurement

Two vehicles were ordered during the reporting period to support the project: one for the APHIS Officer and one for the new PMU Technical Advisor. One is on the wharf for clearance and the second is still on order.

PIL number 45, issued August 8, 1993 communicated the responsibility of the Ministry of Agriculture to maintain and control project commodities. The requirement that Ministry charge and collect for personal use of project vehicles was communicated in this letter. The Ministry has not yet responded with notification of implementation of a commodity control system. No further funding will be provided to the project until a commodity project management plan is submitted.

PIL number 52, issued August 30, 1993 communicated to CARDI the requirement that they maintain and control project granted commodities provided to them. A letter from the ONRAD Director of October 1, 1993 reiterated USAID's requirement that a commodity control system be implemented and that the details of this system must be communicated to USAID. CARDI still has not responded with a commodity control program plan. No further cooperative arrangements will be adopted with CARDI until a commodity management plan is submitted.

2. Audits

Audits planned for the project and subprojects during the reporting period were not executed by PMU program management. With the replacement of the PMU Project Accountant in February, 1994, after a four month hiatus, an internal reconciliation of project accountants has been initiated. A recipient-funded audit has been scheduled for May, 1994 following completion of this reconciliation.

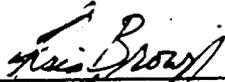
3. Host Country Contribution

With the resignation of the PMU Project Accountant in September, 1993, the GOJ has been unable to provide host country contribution figures to the prior or current period as of this writing. Following reconciliation of project accounts in April, 1994 by the new accountant, revised figures will be provided. At this time it is known that the GOJ has continued to fund several subprojects (AMC, Tryall) above the AESP budget amounts following cost overruns, resulting in greatly increased GOJ counterpart funding rates over prior periods.

4. Centrally Funded Projects

N/A

Office Director certifies that he has reviewed and cleared the SAR for Mission review.



Christopher Brown

HILLSIDE AGRICULTURE PROJECT (532-0101)

Semi-Annual Review - Supplement

1. Commodity Procurement:

During weekly site visits to the Project Management Unit headquarters, scheduled quarterly visits to each sub-project site (18 during the six month reporting period), and ad hoc visits to sub-projects, the proper use of commodities procured was verified. All participants were reminded of marking requirements, and appropriate decals were provided. Copy of project inventory compiled and received.

2. Audits

The RIG office performed a quality control review of the recipient contracted audit done for years 1990 and 1991, and requested additional information from the local firm (Coopers and Lybrand) to substantiate conclusions drawn. During the period, the final revised report was received. The PMU is in the process of responding to the audit recommendations and taking corrective actions when necessary.

HC audit of Rio Minho Cocoa Expansion sub-project is complete, but the audit report has not been received. The annual audits of sub-projects disbursing more than US\$25,000 were to have started at the end of 1993. However, these audits were delayed and will be completed during the next reporting period. Five sub-projects will be audited: St. Mary's Farmer Support, Guys Hill Coffee Co-op., NW St. Catherine Co-op., Agroforestry Promotion, and IICA/MINAG. The overall HAP will also be audited for the two year period ending December 1993.

3. Host Country Contributions

Project is on-track and in compliance with HC Contribution requirements. HC contributions originate from several sources including Government of Jamaica for PMU expenses and MOA and RADA sub-projects, implementing agencies (e.g. commodity boards or NGOs), and farmers contributions to project activities. Information is compiled in a quarterly report prepared by the PMU accountant.

4. Centrally Funded Projects

Not applicable.

Office Director certifies that he has reviewed and cleared the SAR for Mission review.



 Chris Brown

SEMI-ANNUAL REVIEW SUPPLEMENT - PROJECT MONITORING ISSUES

Period: October 1, 1993 - March 31, 1994

Project: AGRICULTURAL RESEARCH PROJECT

Project No. 532-0128

1. Commodity Procurement

USAID requested that the JADF submit the JARP commodity disposition report by April 15, 1994. On April 15, 1994, USAID met with JADF to review the draft report, which appeared satisfactory. USAID expects to receive it shortly and will conduct a site visit during the coming SAR period.

2. Audits

KPMG Peat Marwick has completed audits for the year ending September 30, 1993 and for the period October 1, 1993 - December 31, 1993. JADF must reconcile their JARP accounts with those of USAID to resolve a discrepancy between JARP and USAID disbursement amounts before final reports can be issued.

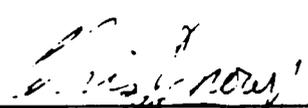
3. Host Country Contributions

- Not applicable

4. Centrally-funded Projects

- Alcan has assumed responsibility for completing the sub-project which examines improved use of reclaimed bauxite land, and now serves as the principal counterpart to the Trop Soils CRSP (Collaborative Research Support Program). This program continues to send short-term research partners to brief monitoring visits to Jamaica.

Office Director certifies that he has reviewed and cleared the SAR for Mission review.



Christopher M. Brown

INNER KINGSTON DEVELOPMENT PROJECT
PROJECT NO: 532-0120
LOAN NO. 532-W-055

SEMI-ANNUAL REVIEW SUPPLEMENT
FOR PERIOD OCTOBER 1, 1993 - MARCH 31, 1994

1. COMMODITY PROCUREMENT

Office of Engineering And Energy to undertake commodity inventory update under the UDC component. Commodity monitoring plan to be initiated jointly by OEE and RHUDO. Previous commodity inventory reviews conducted by OEE.

2. AUDITS

- a) RIG Audit completed August 20, 1992 and closed-out March 15, 1993.
- b) Annual Audits: KRC and UDC complete non-federal annual audits. Last audits received for period ending June 30, 1993 for KRC and March 31, 1993 for UDC.

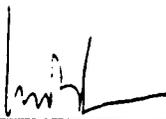
3. HOST COUNTRY CONTRIBUTIONS

<u>Planned LOP</u>	<u>Actual</u>
KRC - US\$6,635,000	US\$11,262,970
UDC - US\$4,465,000	US\$ 5,528,386

4. CENTRALLY FUNDED PROJECTS

Not applicable.

Office Director certifies that he has reviewed and cleared the SAR for Mission Review.



William Gelman

SEMI-ANNUAL REPORT SUPPLEMENT - PROJECT MONITORING ISSUES

Period : October 1, 1993 - March 31, 1994
 Project : North Coast Development Support Project
 Project Number : 532-0168

1. Commodity Procurement:

The prime contractor, Louis Berger International, Inc., had completed the procurement of Priority I commodities included in their original contract for the Water Loss Management Program in Negril-Lucea during this project.

These commodities, worth about \$250,000, were procured in three discrete tranches: (1) vehicles, computers, and leak detection equipment (\$70,000) early in 1992; (2) assorted leak repair tools, bulk water meters, valves and fittings, saddles, pressure recorders and pressure gauges (\$100,000) in April 1993; and (3) 1,000 residential water meters, meter boxes and related reducers (\$80,000) in September 1993. With the exception of the three vehicles, computers and leak detection equipment, all other commodities have either been installed in the field under FARA #1 or are well-marked and stored at the Logwood Plant in Negril for future use. These expendable commodities will be used by the NWC to continue repair of the system. The Project Officer inspects these commodities during his monthly visits to the project sites.

Berger is responsible for the maintenance of the three project vehicles and has entered into a maintenance agreement with the local Ford dealer.

The Project Officer has noted in his monthly field visits (the least such visit on 3/29/94) that the three vehicles were well maintained and in use.

Berger's contract was amended in mid-1993 to include the procurement of an additional \$286,000 worth of commodities for the rehabilitation of Logwood Water Treatment Plant in Negril referred to as Priority II commodities. The commodities involved are large items, primarily pressure filters and high lift pumps and associated pipes, valves, saddles and fittings.

Berger obtained NWC and PMU concurrence in the specification for Priority II commodities in late December 1993 and sent the order to their Procurement Services Agent (PSA) for execution. The small parts, pipes, connectors, saddles and fittings, arrived in Jamaica in March and are being cleared through customs. The filters and high lift pumps will be delivered in late May 1994, about one month behind schedule.

In addition to commodities procured by Berger, the PMU procured a management information system (MIS) and a photocopying machine with project funds. The MIS consists of two desk-top computers, one lap-top computer, and associated monitors, printers and software. In the course of his weekly visits to the PMU, the Project Officer has observed the computer and the photocopying machine in operation. They are being maintained, as needed, by the local firms that had supplied them.

2. Audits:

In February-March 1994, Coopers and Lybrand conducted an audit of the PMU's accounts. USAID has not yet received a copy of their audit report .

3. Host Country Contribution:

The host country contribution was estimated in the PP at US\$15.05 million equivalent. The first amounts of the host country contribution, required for land acquisition, were listed in the JFY 92-93 at J\$30 million (US\$1.35 million). The PMU was unable to provide any specifics on host country contribution except that the GOJ had budgetted J\$265 million for the entire project in JFY93-94. The NWC apparently has made a J\$25 million down payment for the 100-acre parcel in Montego Bay. The MOC has spent about J\$30 million for 25 parcels of land for the South Gully. About J\$30 million have been budgeted in JFY93-94 for utility pole relocation, out of a total estimate of J\$55 million. None of utility pole relocation money was drawn down in JFY93-94 and the MOC assumes it will be carried over in to FY94-95. It is not clear whether the remaining J\$25 million will be made available in JFY94-95 also or delayed until JFY95-96.

The source of information for host country counterpart contribution was obtained from the PMU, the NWC and the MOC.

Office Director certifies that he has reviewed and cleared the SAR for Mission review.

Kirk Dahlgren
Acting Director, OPPD

U:\OEEFUB\DOCS\SARS.REV
4/15/94

BEST AVAILABLE DOCUMENT

SEMI-ANNUAL REPORT SUPPLEMENT

PROJECT MONITORING ISSUES

Period: October 1, 1993 - March 31, 1994

Project: CLASP II

Project: 532-0169

1. Commodity Procurement

N/A

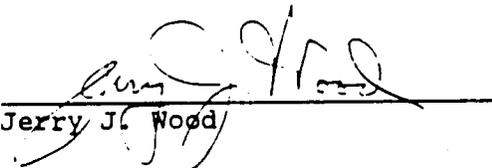
2. Audits

None to date.

3. Host Country Contributions

This is based on the return international airfare paid by the participant as his/her contribution to the training program, and is calculated at US\$400 per participant.

Office Director certifies that he has reviewed and cleared the SAR for Mission review.


Jerry J. Wood

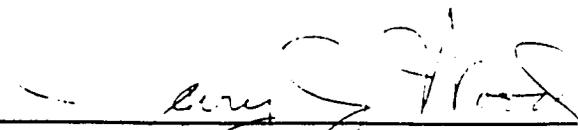
UWI MANAGEMENT EDUCATION - Supplement
No. 532-0129
PROJECT MONITORING ISSUES

1. Commodity Procurement
Computer equipment valued at US\$360,000 has been in use for the past two years and is well utilized. This equipment is covered by insurance, and maintenance contracts are in place to ensure proper servicing.

The Project Officer visits the project site at least once per month.

A limited amount of additional equipment will be procured during the PP Supplement period, as soon as a procurement plan has been approved.
2. Audits
The first external audit of the project which was scheduled for June 1993 was postponed and an external evaluation conducted instead to facilitate the preparation of a PP Supplement to ensure continuity and self sustainability of the progress made so far. A new date will be set approximately one year into the Supplement period, to coincide with the end of the first year of the extension. In the interim, a professional accounting firm has installed an accounting system to serve the IOB operations.
3. Host Country Contribution
The UWI is ahead of its planned contribution to total project funds. The main reason for this favorable position is that UWI over the past two years has been expanding its physical facilities which directly serve the Faculty of Social Sciences which in turn serve the interests of the IOB and the DOMS.
4. Centrally Funded Projects
This funding source is not applicable to this project.

The Office Director certifies that he has reviewed and cleared the SAR for Mission review.



Jerry Wood
Office of Education & Human Resources

ANNEX A

SAR SUPPLEMENT: DEMO PROJECT MONITORING ISSUES

1. Commodity Procurement

No commodities have been purchased under the DEMO Project. The long-term contractor will procure all DEMO Project commodities with the exception of computers for NRCA. The computer purchase is underway: a PIO/C has been cleared and a commodity procedures review has been recently completed by Coopers & Lybrand.

2. Audits

No audits have been conducted of the DEMO Project. Neither NRCA nor the participating NGOs have received funds from AID directly. As for the PARC II PMU at PIOJ, its first advance was only received early this year.

3. Host Country Contributions

PIL#1 specifies that the NRCA Project Management Unit will provide USAID with quarterly reports identifying the specific HC in-kind contribution and expenditures for the preceding quarter. In the absence of that unit up to this date, we have worked with each of the principal representatives of participating organizations to estimate the time expended by organization members on activities directly-related to the Project. That report is attached to the SAR.

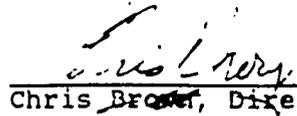
The NRCA Project Management Unit is now being established. The Director and a key subordinate are in place and two additional subordinate members of the unit have been recruited. I have discussed the HC contribution reporting responsibilities of the PMU with the new Director and fully expect that beginning with this quarter (April-June, 1994), the PMU will properly carry out this reporting responsibility. In addition, the PARC II Component PMU will maintain a similar reporting format.

At the end of the GOJ fiscal year, NRCA will request that the Auditor General review a statement which documents the entire year's host country contribution. Similar statements will be prepared for review by the Boards of Directors of the various NGOs who will be participating in the Project

4. Centrally Funded Projects

The DEMO Project is not a centrally funded project.


Stephen Reeve, Project Manager


Chris Brown, Director, ONRAD

ANNEX B: ESTIMATE OF HOST COUNTRY CONTRIBUTION

The HC contribution to the DEMO Project for the period 1 October 93 to 31 March 94 is estimated below. (The exchange rate is based on J\$1 = US\$32.)

NRCA:

Participation of Executive Director in carrying out Project pre-implementation activities, evaluation of proposals for the long-term Technical Assistance Contractor, recruiting Project-related staff, conducting Project review meetings and coordinating DEMO activities with other donor-assisted NRCA activities.

50 days @ J\$5,000/day = US\$8,000

Participation of Director of Division of Pollution Control and Waste Management in activity with EPAT team to establish effluent discharge guidelines and policy, to develop internal procedures and controls and to conduct related workshops and private sector information activities.

55 days @ J\$2,500/day = US\$4,300

Participation of Director and staff of Division of Parks and Protected Areas in activity with EPAT team to formulate protected areas classification system and to determine policy regarding establishment of new protected areas.

10 days @ J\$2,500/day = US\$800

Participation of Executive Director, Deputy Director and Division heads and staff in updating the Country Environmental Profile.

120 days @ J\$3,000 (average)/day = US\$11,300

Participation of Montego Bay NRCA representative in preparing protected areas plan and public informational materials with TSS consultants.

20 days @ J\$2,000/day = US\$1,200

Total NRCA HC Contribution: \$25,600

NEST:

Participation of NEST Program Coordinator in carrying out pre-implementation activities, recruiting Project-related staff, preparing the Project Proposal guidelines for NGOs participating in the EFJ grant program with IQC consultants, participating in Project review meetings, developing NGO training and technical outreach program for future DEMO funding.

60 days @ J\$2,500/day = US\$4,700

Participation of NEST Board Members in NEST business planning workshops and other Project-related activities.

20 days @ J\$2,500/day = US\$1,600

Total NEST HC Contribution: \$6,300

SITE:

Participation of GMRC Board in project implementation activities.

30 days @ J\$2,500/day = US\$2,400

Participation of GMRC Chairman in carrying out pre-implementation activities, identifying environmental management projects to be financed under DEMO, recruiting a new executive director, etc.

25 days @ J\$2,500/day = US\$2,000

Participation of Negril NGO leaders in carrying out pre-implementation activities, planning and carrying out the December community workshop, determining the boundaries and management requirements of the protected area to be established under the DEMO project, and establishing the Negril Environmental Protection Trust.

200 days @ J\$2,500/day = US\$15,600

Total SITE HC Contribution: \$20,000

PARC II

Participation of Project Management Committee in preparing the first annual work plan and in guiding the implementation of project activities.

40 days @ J\$2,500/day = US\$3,100

Payment of staff salaries by National Parks Trust Fund

J\$2,704,640 = US\$84,520

Total PARC HC Contribution = \$87,620

TOTAL GOJ/NGO HC CONTRIBUTION: \$139,520

TECHNICAL SUPPORT FOR SHELTER AND URBAN SERVICES
532-0149

SEMI-ANNUAL REVIEW SUPPLEMENT
FOR PERIOD OCTOBER 1, 1993 - MARCH 30, 1994

H. SUPPLEMENT

1 Commodity Procurement

No commodities procured during this period.

2. Audits

Non recipient audits are required of both the NWC and PIO/J. However, we have not been successful in getting any audits completed to date. We are continuing to monitor and to send out reminders.

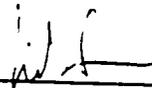
3. Host Country Contributions

NWC, PIO/J and the MOC were to provide up to US\$1,000,000 per the Implementation Agreement. Only the NWC has submitted documentation for approximately J\$3,140,000 to the end of 1993. We are trying to get figures from the PIO/J, MOC, CHFC and other relevant agencies.

4. Centrally Funded Projects

Not applicable

Office Director certifies that he has reviewed and cleared the SAR for Mission review.



William Gelman

SARSUP.HG1;p.3;4/13/94

BEST AVAILABLE DOCUMENT

**HEALTH SECTOR INITIATIVES PROJECT
NO. 532-0152**

1. COMMODITY PROCUREMENT

A Bill of Collection was issued to the Ministry of Health (MOH) for US\$28,840.76 for missing catering equipment identified by an audit. Though delayed because the money was not available in the last fiscal year, the MOH is now taking the necessary steps towards making restitution. Two site visits were conducted to verify commodities.

2. AUDITS

A recipient contracted audit was conducted within the last reporting period. The report from the auditors is still outstanding however.

3. HOST COUNTRY CONTRIBUTIONS

Contributions have been ahead of schedule for the specified components being financed with GOJ local currency. Mission receives monthly financial statements and the MOH project accountant attends the Steering Committee and reports on the budget.

4. MONITORING SYSTEMS FOR CENTRALLY FUNDED PROJECTS

During this period one centrally funded contract was involved in this project. Through Mission Buy-in it is closely monitored by the Project Officer and Office Director. The centrally funded contract is with the University Research Corporation (URC).

5. EARMARKS AND COMMITMENTS/ACCRUALS AND EXPENDITURES

Earmarks commitments and accruals were discussed with the Project Accountant and are valid.

Office Director certifies that she has reviewed and cleared the SAR for Mission review



Betsy H. Brown
Office of Health/Nutrition/Population

**FAMILY PLANNING INITIATIVE
NO. 532-0163**

1. Commodity Procurement

During this reporting period two lap-top computers were ordered for the NFPB. Contraceptives continue to arrive on schedule.

2. Audits

No audits are planned until the NFPB is recertified to receive funding. The NFPB has received and accepted the procedures manual developed by the accounting firm Ernst & Young (formerly Pannell Kerr Forster). The NFPB has begun to implement the new procedures. However, full implementation is scheduled for April 1994 when the NFPB has obtained the ledgers and documents which are needed to put the new procedures and controls in place.

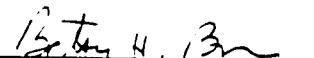
3. Host Country Contributions

USAID has been receiving from the National Family Planning Board written information on the GOJ's counterpart contribution under the project. Information on the NFPB counterpart contributions is available to February 1994.

4. Monitoring Systems for Centrally Funded Projects

During the reporting period, OHNP has received regular reports from our Centrally Funded Projects. These are closely monitored by our Project Officer and Office Director. During this period the Cooperating Agencies held their quarterly coordination meeting in Kingston. This meeting with USAID, NFPB and CAs ended with an implementation plan for activities to be undertaken over the NFPB's next fiscal year, i.e. April 1, 1994 to March 31, 1994.

Office Director certifies that she has reviewed and cleared the SAR for Mission Review


Betsy H. Brown

Office of Health/Nutrition/Population

Doc: FPICAHM

**DRUG ABUSE PREVENTION AND CONTROL PROJECT
NO. 532-0161**

1. Commodity Procurement

No commodities were purchased during this period. However, visits will be made to verify purchase and use of commodities that were purchased for the JWP.

2. Audits

None planned

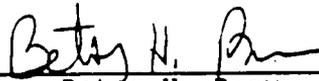
3. Host Country Contributions

USAID has been unable to certify NCDA to receive further advances therefore counterpart contributions have stopped. In the previous two SARS's it was reported that the Financial Systems review specifically looked at counterpart funding from the NCDA. As reported previously, the figures provided by NCDA were not reliable and this was one reason for terminating our support to that institution.

4. Monitoring Systems for Centrally Funded Projects

Not Applicable

Office Director certifies that she has reviewed and cleared the SAR for Mission review



Betsy H. Brown

Office of Health/Nutrition/Population

**AIDS/STD PREVENTION AND CONTROL PROJECT
NO. 532-0153**

1. Commodity Procurement

No new commodity procurement has been initiated during this reporting period. However, USAID/MOH continue to monitor the receipt of commodities that are scheduled for arrival.

2. Audits

The Ministry of Health has conducted and submitted an audit report and the Ministry has also initiated steps towards addressing the internal control weaknesses identified in the report. However, the MOH needs to complete a financial statement which shows funds received from USAID, disbursements and outstanding balances. This statement is to be submitted to the Auditor General for review.

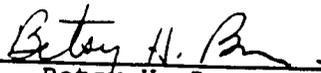
3. Host Country Contributions

USAID has been receiving from the Ministry of Health, EPI Unit, written information on the GOJ's counterpart contribution under the project. We have received information to December 31, 1993.

4. Monitoring Systems for Centrally Funded Projects

Our lead Contracting Agency, Family Health International has been assisting in coordinating project components and project monitoring. The project's two centrally funded contracts are with Family Health International and the Centers for Disease Control.

Office Director certifies that she has reviewed and cleared the SAR for Mission review.



Betsy H. Brown

Office of Health/Nutrition Population

SEMI-ANNUAL REPORT SUPPLEMENT - PROJECT MONITORING ISSUES

Period : October 1, 1993 - March 31, 1994
Project : Crop Diversification/Irrigation Project
Project Number : 532-0123

1. Commodity Procurement:

Construction contractor has installed all steel sheet piling procured earlier for the reconstruction of the Rio Cobre Dam. The contractor has driven some of the foundation H-piles, and the rest of the H-piles, and the rest of the H-piles are at the site under the control of the engineer, Harza.

The NIC borrowed additional sheet piles required for the project from the Ministry of Construction (MOC). USAID had approved the purchase of this piling, worth about \$30,000, which the NIC will use to pay back the MOC. The NIC is in the process of procuring these sheet piles.

Two project vehicles were purchased with project funds, the first for the use of the Harza construction engineer and the second for the use of the Israeli irrigation engineer. Both have arrived in Jamaica and are in use. The first vehicle is under the exclusive control of the Harza engineer, and the second is under the exclusive control of the Israeli engineer. The NIC provides fuel for both vehicles and NIC's shops provide maintenance and repair as both engineers may direct.

The Project Officer verifies the condition of these vehicles through bi-weekly visits to the site and weekly meetings with the Officials of NIC.

2. Audits:

Our 1993 commodity audit identified a finding regarding NIC vehicle personal use policy. To close this audit, the NIC agreed to implement the policy that is on its books regarding the personal use of project vehicles. In September 1993, a review conducted by Coopers and Lybrand confirmed that NIC had failed to implement this policy. Consequently, NIC sold 15 project vehicles and the funds received from the sale were deposited in project accounts and will be utilized for other project purposes.

3. Host Country Contribution:

In the original ProAg the GOJ committed land to the project to meet the in-kind host country contribution. The Agreement valued the land at US\$6,000,000. In 1990 the GOJ requested that some of the land area committed to the project be removed for housing. Therefore, value of the land and work already completed in those areas was returned to the project in cash, J\$5,200,000. Additionally, the GOJ is providing funding for the reconstruction of the dam, J\$125,000,000.

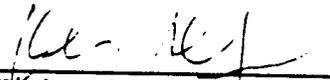
<u>Land Value for HCC</u>	<u>Cash Replacement for Housing Land</u>	<u>Dam Reconstruction Funds (received to date)</u>	<u>Total to date</u>
\$5,054,546	\$945,454*	\$38,000,000	\$44,000,000

* The exchange rate at ProAg: J\$5.5 = US\$1.

4. Centrally Funded Projects:

The centrally funded Israeli engineer arrived in Jamaica on 8/18/93 and has begun work in accordance with the scope of work which USAID had developed jointly with NIC. The NIC has established a committee to oversee the work of the engineer and provide him with guidance. USAID sits on this committee which meets monthly.

Office Director certifies that he has reviewed and cleared the SAR for Mission review.


 Kirk Dahlgren
 Acting Director, OPPD

PRIMARY EDUCATION ASSISTANCE PROJECT II
SAR SUPPLEMENT - PROJECT MONITORING ISSUES

1. Commodity Procurement

During the review period, procurement of a LAN system was completed by the HIID team, following IRM approval and an amendment to their contract which provided the financing. Total hardware and software cost was just over \$90,000. The equipment has been delivered and installed at the Ministry of Education and Culture (MOE&C). A complete inventory, listing all serial numbers, has been completed and is on file. The Ministry was responsible for upgrading of the power supply, procurement of a UPS, building renovations, air conditioning, upgrading of security measures and insurance. Although there was some delay, all Ministry responsibilities have been fulfilled and work to make the system fully operational is near completion.

Approval for procurement of two supplemental computers was given to the Academy for Educational Development (AED). The units have been received and are operational.

Vehicles procured under both the HIID and the AED contracts were cleared and put into operation following inordinate delays in Customs. No further vehicle procurement is anticipated under the project.

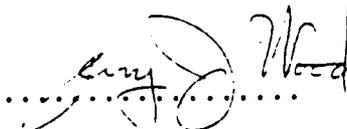
2. Host Country Contribution

The Host Country contribution for the period, while slightly below projections, has brought the cumulative total to a level that is somewhat above the planned commitment. At this rate the Ministry will more than meet this requirement.

3. Centrally Funded Projects

Not Applicable.

The Office Director certifies that he has reviewed
and cleared the SAR for Mission review.


.....

Jerry J. Wood

**SAR Supplement - Project Monitoring Issues
Food Aid Monitoring and Support**

1. Commodity Procurement

MOF, JCTC, and PIOJ management were formally informed of the conditions of acceptance of commodities regarding the Local Currency MIS in a letter of April 13, 1993 which set out the requirements regarding control, use, inventory verification, maintenance, and board of review. Principals of all organizations signed these letters indicating acceptance of the terms of receipt of computer equipment provided to support the Local Currency MIS.

PIOJ, the GOJ counterpart for Food Aid, only maintains an ad-hoc system of commodity management. As a result the Mission has been required to execute a number of commodity control coordinating and management functions to ensure that commodities procured under the project for the Local Currency Management Information System are properly accounted for.

On December 16, 1993 Mission staff visited all LCMIS sites to inspect equipment purchased for the project activity and to verify the existence, status, and location of each item. All items sought for inspection were located and inspected and an inventory taken. All items were working and in use.

2. Audits

No project funds have been disbursed through the GOJ, so no recipient-funded audits are planned.

The major PL 480 programs supported by this project are audited as necessary. No separate audit of this program is planned.

3. Host Country Contribution

Figures are provided by the Project Accountant, Planning Institute of Jamaica.

Host country contributions are considerably behind projections. However, with the decision by USAID for an early completion of the activity, no new initiatives under the project have been approved during the reporting period except for execution of the grant agreement with the UNDP to purchase vehicles for the Ministry of Labour and Welfare. Few outlets exist for GOJ expenditures, or are required, except for the limited time required by PIOJ staff to provide quarterly reports and to attend meetings regarding the Local Currency MIS and the UNDP grant.

Mission has requested that the GOJ review contributions to date as GOJ expense calculations have been narrowly focussed on PIOJ salaries and leases, and have not included broader GOJ expenses, NGO contributions, and institutional contributions.

4. Centrally Funded Projects

N/A.

Office Director certifies that he has reviewed and cleared the SAR for Mission Review.



Christopher Brown

SEMI-ANNUAL REPORT SUPPLEMENT

PROJECT MONITORING ISSUES

Period: October 1, 1993 - March 31, 1994

Project: Sustainable Justice Reform

Project #: 532-0175

1. **Commodity Procurement**

Specifications for the 10 PCs with computers, a photocopier and a fax machine will shortly be provided to USAID by the on-site resident advisor (court administration advisor).

The motor vehicle, assigned to the PMU at MNS&J, and the log are being properly maintained. The Project Officer has viewed the log on at least two occasions over the last six months.

The vehicle assigned to the court administration advisor which was procured under the CSLA contract arrived in-country on September 22, 1993. MNS&J advised us by letter dated March 29, 1994 that a number of problems were encountered with regard to the clearance of the vehicle. These included:

(1) Lodging and reloading of documents due to numerous requests for additional information, e.g. BENO number, Tax Compliance Certificate (TCC), changes to the TCC because the vehicle arrived on a different carrier from the one named on the shipping documents, adjustment to the licence to show five-doors instead of four.

(2) Recalculation of the duty to be waived to reflect the highest rate and not the 20 percent rate normally accorded to GOJ's vehicles.

(3) The determination of which of the two Bills of Lading numbers was correct.

Unfortunately, CSLA Inc. went ahead with the purchase and shipment of vehicle without complying with USAID's instructions in letter dated July, 1993. In that letter we asked that a detailed pro forma invoice be submitted prior to the shipment of the vehicle. The licence for the vehicle was therefore obtained subsequent to the arrival of the vehicle in-country, and the Ministry was prosecuted.

BEST AVAILABLE DOCUMENT

A letter explaining the reasons for the discrepancy and a form accepting liability for the inadvertent breach of the Customs Regulations were sent by MNS&J to the Collector of Customs in January. It should also be noted that USAID had requested the intervention of Dr. Omar Davies, Minister of Finance.

The vehicle was subsequently cleared on January 21, 1994 and handed over to a local service agent, Kingston Industrial Garage, for pre-servicing. The completed commodity receiving report was sent by MNS&J to USAID on March 29, 1994.

The Project Officer has noted that the USAID emblem has been placed on the motor vehicle and the Court Administration Advisor is maintaining a vehicle log.

2. Audits

The recipient contracted audit for Year 1 of the project spanning the period September 1, 1992 - March 31, 1993 was received in January, 1994. The major findings from the report relate to the need for implementing an adequate procurement system, commodities management system and a proper system of recording USAID transactions. MNS&J has commenced implementation of the corrective actions recommended by the auditors which were relayed to us by letter dated March 29, 1994. A copy of this letter has been sent to RIG.

3. Host Country Contribution

The host country contribution for this project was estimated in the project agreement at US\$1.121 million from the GOJ and an in-kind non-governmental contribution of US\$231,000. To date, the GOJ has contributed a total of US\$240,747 which represent cash contribution of US\$198,041 and in-kind contribution of US\$42,706.

The source of information for host country contribution is obtained from the quarterly reports submitted by the PMU and discussions with the General Coordinator.

4. Centrally Funded Project

Not applicable.

Office Director certifies that he has reviewed and cleared the SAR for Mission review.


Kirk M. Dahlgren

BEST AVAILABLE DOCUMENT

**Section 416(b) SAR Supplement
October 1, 1993 - March 31, 1994**

1. Commodity Procurement

The project is managed and implemented by UNDP in accordance with the Memorandum of Understanding Relating to the Typhoid Control and Prevention Programme (September 5, 1991). UNDP commodity control regulations apply.

2. Audits

UNDP audit requirements apply.

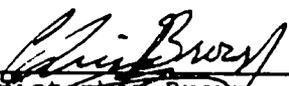
3. Host Country Contributions

Government of Jamaica in-kind contributions of J\$2,712,500 were planned at project inception. Subsequently, the GOJ approved a further project input equivalent to J\$10 million to fund construction of the new Roaring River Water Treatment Plant. An additional J\$15 million of GOJ funds is required to complete the plant. As manager and implementor of the project, the UNDP monitors GOJ funding activities.

4. Centrally Funded Projects

N/A.

Office Director certifies that he has reviewed and cleared the SAR for Mission review.



Christopher Brown

JAMAICA SHELTER SECTOR SUPPORT PROJECT - PRIVATE SECTOR
532-HG-012B

SEMI-ANNUAL REVIEW SUPPLEMENT
FOR PERIOD OCTOBER 1, 1993 - MARCH 30, 1994

H. . SUPPLEMENT

1. Commodity Procurement

Not applicable

2. Audits

A RIG follow-up on closed recommendations was conducted in January, 1993. It indicated that the corrective action was being implemented and the recommendations remained closed.

3. Host Country Contributions

Local counterpart contributions of J\$8,000,000 required by the Implementation Agreement. Approximately J\$2,700,000 has been provided.

4. Centrally Funded Projects

Not applicable

Office Director certifies that he has reviewed and cleared the SAR for Mission review.



William Geiman

JAMAICA SHELTER SECTOR SUPPORT PROJECT - BASIC SHELTER
532-HG-012C

SEMI-ANNUAL REVIEW SUPPLEMENT
FOR PERIOD OCTOBER 1, 1993 - MARCH 30, 1994

H. SUPPLEMENT

1. Commodity Procurement

Not applicable

2. Audits

A RIG follow-up on closed recommendations was conducted in January, 1993. It indicated that the corrective action was being implemented and the recommendations remained closed.

3. Host Country Contributions

Local counterpart contributions of J\$20,000,000 required by the Implementation Agreement were to be principally from the value of contributed land. This amount is in the process of being verified.

4. Centrally Funded Projects

Not applicable

Office Director certifies that he has reviewed and cleared the SAR for Mission review.



William Gelman

JAMAICA SHELTER AND URBAN SERVICES POLICY PROGRAM
532-HG-013

SEMI-ANNUAL REVIEW SUPPLEMENT
FOR PERIOD OCTOBER 1, 1993 - MARCH 30, 1994

H. SUPPLEMENT

1. Commodity Procurement
Not Applicable
2. Audits
Not Applicable
3. Host Country Contributions
Not Applicable
4. Centrally Funded Projects
Not applicable

Office Director certifies that he has reviewed and cleared the SAR for Mission review.



William Gelman

S U M M A R I E S

SUMMARY OF SAR REVIEW

NAME OF PROJECT: **Microenterprise Development**
PROJECT NO.: **(532-0156)**
REVIEW DATE: **APRIL 25, 1994**

SIGNIFICANT ISSUES:

This project will maintain its "B" rating pending the identification of one or two additional microenterprise financial institutions to receive USAID project support as envisioned under the amended Project Paper Supplement.

There has been some delay in donor funding from the Dutch and the EEC, however, USAID plans to go ahead with training with the expectation that the EEC and Dutch projects will be on stream by mid-summer.

Inner City - KRC is also planning to provide support to the small and microenterprise sector in the inner city. Steps should be taken to make sure co-ordination with MDP is in place.

ACTION

- Add a section on donor coordination, successes and problems in the overview section.
- Extend Cooperative Agreement to July 1994 to complete Recipient Contracted Audit

ACTION OUTSIDE OF SAR

- Develop concept paper with RHUDO regarding KRC's involvement in supporting Microenterprise activities and areas for collaboration with MDP.
- Develop concept paper on all studies done concerning legal regulatory and policy recommendations.

SUMMARY OF SAR REVIEW

NAME OF PROJECT: EXPORT DEVELOPMENT & INVESTMENT PROMOTION
(IMPROVED MARKETS, EXPORT GROWTH &
OPPORTUNITIES)

PROJECT NUMBER: 532-0135

REVIEW DATE: APRIL 22, 1994

SIGNIFICANT ISSUES:

There was discussion regarding the management of the FPMU component after the departure of Mr. Mohan, and about the evaluation of this activity. NIBJ's host contracting capabilities also came into question, which spurred a wider discussion about overall HCCs and authorities (it was determined that a special determination only had to be done for individual HCCs of \$250,000 or more). The review also considered TAP progress and the status of the employment impacts study.

ACTIONS:

- Mr. Craddock advised that he and Mrs. Hunter would manage the FPMU activity.
- OPPD is to review HCC plans in the Mission and assess our review procedures and any vulnerabilities.
- The Director agreed to a TAP extension to August. However, the Port Antonio railway gardens activity must be started by May 15 before we will extend that particular component to August. If not, it would be dropped as an eligible activity.
- Mr. Mohan was to provide a draft of the SOW to the employment impacts study. Mr. Wood was to examine overlaps with Gary Russell's study.
- Mrs. Marshall was to draft a memo to file and copy the Director regarding decisions on customs team's role.

SUMMARY OF SAR REVIEW

PROJECT: PL480, Section 108

REVIEW DATE: April 26, 1994

SIGNIFICANT ISSUES:

- o Auction Implementation--The highest bidder for the last auction subsequently withdrew their bid. This raised a concern as to whether USAID wants to impose some kind of penalty for such action. Another concern is whether we need to take recourse if borrowers don't sign a contract within a reasonable time.
- o Impact of BOJ Policy Change--The BOJ will no longer waive the cash reserve and liquid assets ratio requirements for Section 108 funds. Contrary to expectation, interest rate bids for the last auction were higher than for the previous auction. We need to analyze this phenomenon.

PROJECT IMPLEMENTATION ACTIONS:

- o Implementation--OPE will have the Impact Evaluation team look at reasonable, professionally accepted options for responding to irresponsible bidding and whether recourse is needed for borrowers that don't sign a contract within a reasonable time.
- o Impact of BOJ Policy Change--The Impact Evaluation team will examine policy changes made since the last Impact Study. ECON will determine the difference in real interest which the commercial banks are paying for access to these funds as a result of the instatement of cash reserve and liquid assets ratio requirements.
- o Donor Coordination--OPE will build into the Impact Evaluation a review of the World Bank loan which is coming up (including how the WB mechanism will work and its implications for our program). The WB program will be taken into account in OPE's forward planning.

SUMMARY OF SAR REVIEW

PROJECT: AGRICULTURAL EXPORT SERVICES PROJECT

REVIEW DATE: APRIL 18, 1994

SIGNIFICANT ISSUES:

- o JEA Cooperative Agreement--The JEA will be heavily burdened with demands emanating from its participation in Cooperative Agreements that support both AESP and EDIP, as well as being a key player in the pre-clearance privatization activity and the mango hotwater and anthurium project proposals. ONRAD and OPE will need to monitor carefully JEA's ability to implement the various cooperative agreements.
- o Host Country Contribution--Existing HC contribution figures are not current. The former MOA Project Accountant left without providing the relevant data. The new MOA Project Accountant is working to construct accurate, up-to-date figures.
- o Commodities--The PMU has not yet submitted their commodity management plan. They have been informed that no further funding will be disbursed until an acceptable plan is submitted. The PMU policy for personal use of project vehicles is of particular concern.
- o OICD/USDA Activities--Training activities carried out by OICD have not been well defined or integrated into AESP. Contributing to this problem is AESP's lack of a formal training plan. The OICD PASA is nearly over and will not be renewed use for it emerges in the training plan.

PROJECT IMPLEMENTATION ACTIONS:

- o JEA Cooperative Agreement--ONRAD and OPE will closely monitor and assess the JEA's capacity for implementing the AESP and SBED cooperative agreements and be prepared, if necessary, to offer additional institutional strengthening assistance.
- o Training/OICD--ONRAD, in collaboration with OEHR, will work with the PMU to develop a training plan. ONRAD will revise the next Agreement with OICD/USDA to specify requirements for approval by the PMU or JEA of proposed training activities.
- o Commodity Management--ONRAD will work with the PMU to ensure that an acceptable commodity management plan is developed, and will assure that personal use of vehicles policy complies with USAID requirements.

SUMMARY OF SAR REVIEW (AESP cont'd)

- o AMC Extension Request--ONRAD will review the PMU's analysis of whether any further cost overruns are justified for the project to reimburse. If not, the activity will end with final disbursement of the J\$2 million increment which was recently approved.
- o Evaluation--ONRAD will ensure that uniformly high quality evaluators are in place to conduct the upcoming mid-term evaluation.

SUMMARY OF SAR REVIEW

PROJECT: HILLSIDE AGRICULTURE PROJECT (HAP)

REVIEW DATE: APRIL 18, 1994

SIGNIFICANT ISSUES:

- o Project Impact--The impact of completed sub-projects has yet to be quantified. Until an impact assessment is carried out, it will not be possible to determine whether HAP has been successful in achieving its goal and objectives.

PROJECT IMPLEMENTATION ACTIONS:

- o Impact Assessment--An impact assessment will be conducted for all closed projects within the next six months.
- o Donor Coordination--ONRAD will document ongoing and proposed activities of other donors in the agricultural sector.
- o Policy Issues--ONRAD will work with the PMU on integrating into HAP a focus on policy issues as they apply to coffee and cocoa.

SUMMARY OF SAR REVIEW

PROJECT: Agricultural Research Project

REVIEW DATE: April 29, 1994

SIGNIFICANT ISSUES:

- o **Sustainability**--With this project having come to an end, no long-term sustainable ag research program has been established. An effort at collaboration by the MOA and the private sector (through the JADF-COA Board) has fallen flat.

However, JADF has created a J\$10 million endowment which it plans to use toward maintaining its own commercial agricultural program. Toward this stated end, JADF has purchased Water Valley Estate. The question was raised as to whether the property will be used predominantly for production or research.

PROJECT IMPLEMENTATION ACTIONS:

- o **JADF Board Involvement**--USAID will maintain an involvement in the JADF Board until the project's terminal PACD.
- o **Vehicles**--Contingent on the advice of the Legal Advisor and assuming that it does not entail excessive managerial effort, ONRAD will inform JADF that they may sell project vehicles and use the proceeds for their endowment.
- o **Close-out**--ONRAD will ensure that all institutional contracts, including one with the University of Florida, is closed out.
- o **Water Valley**--ONRAD will obtain a copy of the Water Valley proposal for DIR and assess the degree to which activity is meant to be an agricultural research vs. production effort.

SUMMARY OF SAR REVIEW

NAME OF PROJECT: INNER KINGSTON DEVELOPMENT PROJECT
PROJECT NUMBER: 532-0120
REVIEW DATE: APRIL 18, 1994

SIGNIFICANT ISSUES:

There was lengthy discussion about KRC sustainability, KRC's role as a physical versus social redevelopment agency, the need to better involve the local community in KRC, and the negative impact of high interest rates on investment. There was also discussion about the UDC component, notably the West Kingston Market.

ACTION:

- The upcoming evaluation should address the KRC sustainability question.
- The Director encouraged appropriate "fanfare" for the June return of a KRC Teen Center student back from the U.S.
- RHUDO should investigate possible savings to KRC if the health center is dropped as an activity.
- The Director urged immediate resolution of issues impeding the initiation of a FAR Agreement for the West Kingston Market, and warned that we should not proceed unless these were quickly resolved.
- RHUDO is to provide community development reports on KRC's perceived responsibilities.

SUMMARY OF SAR REVIEW

NAME OF PROJECT: NORTH COAST DEVELOPMENT SUPPORT
PROJECT NUMBER: 532-0168
REVIEW DATE: APRIL 22, 1994

SIGNIFICANT ISSUES:

There was discussion about land acquisition, both for MoBay sewage and for the road improvements components, however, it was determined that neither seemed to be impairing progress, at least at this point. The review also explored apparent delays by the GOJ in issuing bid requests, but no hard evidence of negligence on the part of the PMU or GOJ offices could be identified.

It was agreed, however, that there was an issue with the PMU maintaining a policy against having project reviews involving both USAID and OECF at the same time. The evaluation is to explore the consequences of this policy.

ACTION:

- Project officer to monitor GOJ handling of bid requests to ascertain whether delays are excessive.
- Project officer to prepare talking points for Director for Henriques meeting regarding road construction, the 30 month Stanley contract period, and how the schedule can be compressed. The Director would raise with Mrs. Henriques the importance of information sharing by donors.
- Evaluation to review how road project has changed and to what extent maintenance considerations need to be addressed.

SUMMARY OF SAR MEETING

PROJECT NAME: CLASP II
PROJECT NUMBER: 532-0169
REVIEW DATE: April 22, 1994

SIGNIFICANT ISSUES:

The meeting was advised that out of 62 long term participants, approximately 42 are still in training. The latest return date relates to only one participant in early FY 97. The Director asked that an Authorization Amendment be prepared changing the PACD to December 31, 1996 for the Jamaican component. An asterisk should be placed beside the regional PACD of 9/30/98 on the semi-annual report and mention should be made of the Mission's planned date of December 31, 1996.

OEHR was asked to prepare a spreadsheet, possibly 2 pages, in which an analysis should be done of those students who have returned, where are they now employed, and those students who are still in training and when they are expected to return.

OEHR is to send some background information to the Director on the Excellence Coalition Program.

ACTIONS:

Highlight under Accomplishments:

- Results of the CASS selection process and illustrate the key factors that have assisted the program in the inner city communities
- functions of the Women's Crisis Center
- the Excellence of Coalition Program
- work being done by OEHR's training staff in relation to other projects that impact on the Mission's strategic objective.

OEHR was complemented on a well managed project and well written report. The project was given an "A" rating.

SUMMARY OF SAR MEETING

PROJECT NAME: UWI Management Education
PROJECT NUMBER: 532-0129
REVIEW DATE: April 19, 1994

SIGNIFICANT ISSUES:

Waiver for A&E Contract: The issue of the proposed waiver for the procurement of the A&E contract was discussed at length. It was noted that the architect was already involved in the design of other buildings at the Mona Campus and that the University wished to maintain the aesthetics of the physical development by working with one team of architects. However, the mission director emphasized the need to ensure competitive procurement of services. The project officer, office director and the contracting officer were instructed to meet to discuss and resolve the matter.

International Marketing Seminars: The project officer told the meeting that the IOB was in the process of redesigning the International Marketing Seminars which had been cancelled on two previous occasions. Mission has provided funding for technical assistance to the IOB to improve its overall marketing strategy.

Divestment of certificate programs: The Faculty of Social Science is conducting a study on how to divest its certificate programs to private sector training institutions. However, staff appointment for this activity could not proceed until the PP Supplement was approved. The University is now engaged in recruiting for the position.

Endowment Program: An advisory team has been appointed by the Vice Chancellor to focus on fund raising especially for Management Education in addition to the Century Club's effort to raise funds for overall Campus development. The advisory team will review plans and approaches to establishment of an Endowment Program that will contribute to the long term sustainability of the IOB. The officer director was requested to review USAID's guidance on endowments as we proceed to implement this new project activity.

ACTIONS:

None

The project maintained its **B** rating.

SUMMARY OF SAR REVIEW

PROJECT: Development of Environmental Management Organizations

REVIEW DATE: April 25, 1994

SIGNIFICANT ISSUES:

- o NEST--For a variety of reasons, NEST has not been functioning effectively in the role originally envisioned for its participation in DEMO. On the other hand, due to the delay in TAC implementation, NEST has not received from DEMO the TA, computers and training for which they were scheduled. DEMO is reviewing its approach to working with NEST vs. working with individual local groups.
- o PMU Workplan/Funding--The PMU has been unable to develop an acceptable workplan, without which further funding is not to be disbursed. The Project has depleted all previous funding. ONRAD, in collaboration with the DEMO project committee, is developing a strategy to get the Project moving again.
- o MBMP--There is an active movement by members of Montego Bay's LEMC to assume local management of the MBMP. This movement raises the question of how, within the context of PARC2 which is centrally focused, we can best support grassroots efforts to have the MBMP locally led.
- o JNPI--The role of the JNPI is not yet clearly defined. USAID project management questions whether another centralized entity involved in management of the parks system is the best way to proceed. The project needs to develop a plan to blend national, i.e., centralized, leadership with local participation.

PROJECT IMPLEMENTATION ACTIONS:

- o JNPI--Given the unresolved issues surrounding establishment of the JNPI, the CP that funds not be disbursed after September 30, 1994 until the JNPI has been established will be extended. ONRAD will review the PARC2 PP to determine why inclusion of the JNPI in JCDT was rejected, what the critical functions/responsibilities for each park are and how they can be covered centrally/locally.
- o PARC2 Strategy--Based on a "bare bones" budget to be submitted by the PARC2 PMU, USAID will allow further funding to be disbursed to carry basic project operations through June 30, 1994. The DEMO TAC will work with PARC2 principals to develop an acceptable workplan.
- o DEMO TAC Mobilization--A series of workshops to be held in May will engage the DEMO TAC and principals of each DEMO component in the development of workplans.

SUMMARY OF SAR REVIEW

NAME OF PROJECT: TECHNICAL SUPPORT FOR SHELTER AND URBAN SERVICES
PROJECT NUMBER: 532-0149
REVIEW DATE: APRIL 28, 1994

SIGNIFICANT ISSUES:

The review considered a possible extension of the project through concurrent with HG-012. There was also discussion regarding a HG-012 coordinator; RHUDO recommended hiring a coordinator to facilitate program implementation. RHUDO also briefed the committee on the hiring of a USPSC to replace George Williams.

ACTIONS:

- The HG coordinator position was approved for an initial one year.
- It was agreed that -0149 be the funding vehicle for a possible sectoral evaluation in spring/summer 1995.

SUMMARY OF SAR MEETING

PROJECT NAME: Health Sector Initiatives

PROJECT NUMBER: 532-0152

REVIEW DATE: April 26, 1994

SIGNIFICANT ISSUES:

Financial Data: The Accrued Expenditure data does not provide a true picture of expenditure to date since it does not include funds disbursed but for which the AOCs have not yet arrived in the Mission. It was decided that the project officer will accrue these expenditure as soon as the goods and services have been rendered. This will be reflected in the next SAR.

User satisfaction survey: The four hospital to be surveyed have been identified and pilot testing of the questionnaire is in progress. The survey is expected to provide baseline data on use of the hospitals, a profile of people using the public hospitals as well as the level of satisfaction.

Decentralization : Progress towards full decentralization of hospital has been very slow although there appears to be full political commitment. The upcoming evaluation will address progress to date and the part that USAID may play in speeding up the process. It is expected that the success of the small pilot projects funded under the PSOJ component will be useful in providing the Ministry of Health with concrete examples of decentralized activities.

Bill of Collection: The Ministry of Health's request to offset the outstanding amount against replacement purchases was turned down since the project PACD had long passed. The mission is requesting that the Bill be paid in full, however consideration will be given to funding technical assistance on commodity management for the Ministry of Health.

ACTION:

Add information on the divestment of Island Medical Stores to the SAR.

Action outside of the SAR: hold seminar with the IDB to discuss decentralization.

The project maintained its B rating.

SUMMARY OF SAR MEETING

PROJECT NAME: Family Planning Initiatives 532-0161
PROJECT NUMBER: 532-0161
REVIEW DATE: May 4, 1994

SIGNIFICANT ISSUES:

Logistics management: The main recommendations of the Management Review were discussed and it was noted that the issue of the NFPB's logistics manageme weakness was being addressed. The project officer and two members of the NFPB had attended a Logistics Management Workshop and the NFPB is working to improve their system.

Family Life Education: A draft policy on Family Life Education will be present to an interdisciplinary commiteee in April, prior to to submission to the Ministry of Education. In the event that the policy is not accepted by May 31, funding for this activity will be diverted.

Small operation research studies: It was decided that funds for this activity should be reprogrammed since the no studies had been identified.

ACTION:

Relationship to Mission Strategic Objective: Change 62% in line five to reflect CPS data on replacement fertility rate.

Planned EOPS: Under Progress to date of EOP 3 include "due to absolute drop in longer term method and increase in condom use".

Problem and delays: Include drop in longer-term methods.

Corrective Actions: Include strategy to encourage the use of longer-term contraceptive methods.

The project continued to be ranked at A.

SUMMARY OF SAR MEETING

PROJECT NAME: Drug Abuse Prevention and Control

PROJECT NUMBER: 532-0161

REVIEW DATE: May 4, 1994

SIGNIFICANT ISSUES:

There were no significant issues. The project is moving successfully towards its conclusion and there should be no need to extend the PACD.

ACTIONS:

Planned EOPS: It was decided that the SAR should reflect that EOP No. 3 was not completed as planned.

The project retained its **B** rating.

SUMMARY OF SAR MEETING

PROJECT NAME: AIDS STD Prevention and Control

PROJECT NUMBER: 532-0153

REVIEW DATE: May 4, 1994

SIGNIFICANT ISSUES:

Project Indicators: There was lengthy discussion on validity of the project indicators. The office director and project officer tabled documents that showed that Washington was still trying to develop indicators that would adequately capture project progress. They also noted that experts generally accepted that it took at least seven years before the affects of intervention could be seen, and that it was common to see a yearly increase in reported AIDS/STD cases as information spread and more persons sought medical help. It was decided that this explanation should be included in the SAR and that mission's concern on the validity of the present indicators as management tools would be communicated the Global Bureau and PPC.

Coordination and Integration: It was noted that there was excellent coordination and integration between the Family Planning Board and EPI unit, for example the FPB purchases condoms for the EPI. The project officer stressed that there was neither private or public sector constraint to integration of AIDS and family planning.

ACTIONS:

Project Status: Under Progress to date: Add footnote explaining the discrepancy in the planned EOPS and progress to date.

Major Outputs: For clarity distinguish between the Sentinel Surveillance units in operation and the data collection rounds.

Accomplishment and Overall Status: Under paragraph three: Include information on project success in reducing multiple sex partners.

Bilateral Project Components:

STD Prevention and Control: Include introductory paragraph on the problems of developing appropriate indicators for the project and note that work on the indicators are in progress.

Financial: Include data on OYB tranfers.

Actions outside of the SAR:

Send cable to both the G Bureau and PPC on the mission's concern about using indicators

which not adequately capturing project impact.

The project was upgraded to an A.

SUMMARY OF SAR REVIEW

PROJECT: Crop Diversification/Irrigation Project (CDI)

REVIEW DATE: April 22, 1994

SIGNIFICANT ISSUES:

- o Bill of Collection--Discussion focused on whether to issue the BOC. It was the SAR committee's general consensus that, if by mid-May, (1) infrastructure in Blocks A & B has been repaired and (2) the JDF security force for enforcing anti-sandmining legislation is in place, the BOC should not be issued. If by the PACD of September 30, 1994, the Mission is not convinced that widespread irrigation is going to be in place, bringing project lands back into significant agriculture, the BOC will be issued.
- o Dam Reconstruction--Work on the dam is now 5 months behind schedule, with this component likely to slip a year behind schedule. An extension of the September 30, 1994 PACD will be necessary to complete the reconstruction effort. Since the project was authorized in September 1985, any extension beyond September 1995 would push the project past a 10-year LOP and would, thus, require AID/W authority for approval.

Conflict between Harza's and Seaton's resident engineers has impeded progress. Harza's engineer needs to demonstrate more initiative in resolving issues and getting things done. Harza's contract expires in August 1994. To extend that contract, subject to availability of funding and an extended PACD, we must receive a request from the GOJ. GOJ should understand that they will have to assume responsibility for funding should they wish to retain Harza's services beyond the new 1995 PACD.

PROJECT IMPLEMENTATION ACTIONS:

- o All project components, except dam reconstruction, will be closed out by the current PACD of September 30, 1994. The PACD will be extended to allow for further work on the dam only.
- o OEE/ONRAD will meet the week after this SAR with key players, i.e., NIC, ADC, RADA and farmer leaders, to discuss the status of their effort to phase in agriculture on project lands and to identify key issues. We must determine how serious the effort is, and how likely it is, that these lands will go back into agriculture. The Israeli engineer will be involved in these discussions. ONRAD will draft a plan of action (for other than dam reconstruction activities), based on conditions necessary for farmer occupancy of project lands.

SUMMARY OF SAR REVIEW (CDI cont'd)

- o Re: dam construction, project management will prepare a contingency plan that allows for disengagement, should it become necessary, with minimal loss.
- o OEE will obtain a letter from GOJ requesting extension of Harza contract. Harza's contract will be extended contingent on request from GOJ and funding available.
- o OEE to obtain plan of action for dam completion from NIC/MOC.
- o OEE will meet quarterly with the Minister of Construction to review progress made by Seaton in relation to benchmarks.

SUMMARY OF SAR MEETING

PROJECT NAME: Primary Education Assistance II
PROJECT NUMBER: 532-0155
REVIEW DATE: April 28, 1994

SIGNIFICANT ISSUES:

PACD extension: Although there has been significant progress on all project components it was decided that the PACD should be extended to January 31, 1996 to allow for full implementation of a third optional year under the Educational Strengthening Component, for the full testing of the MIS systems during the Christmas school term and to complete activities focused on strengthening of the Ministry of Education's policy analysis capacity.

Extension of the AED contract: The mission has agreed in principle to exercise its options for a continuation of technical assistance from AED through a third year. The contractor has performed creditably and activities under the component are on schedule. The mission expects to receive a refined work plan from AED which will include a schedule for the third year.

Donor coordination: It was noted that the project has made significant stride in ensuring informal but effective levels of donor coordination at the Ministry of Education. However, it was decided that this activity should be formalized within the scope of work of the project contractors.

Sustainability of SCOPE: Although the referral unit might not continue in its present form it is important that there be central support and monitoring of field activities that have fostered school community/private sector participation. The Minister of Education is fully committed to the institutionalization of SCOPE and to maintaining adequate staffing levels. To this end the Ministry is expected to pay the salaries of the remaining two member of the referral unit's staff still financed by the project --- thus bringing the MOE funding to the total staff complement of six.

Audit: In keeping with the regulations for the auditing of local contracts of over US\$1 million, RIG will be conducting, within the next six months, an audit of the project's now concluded contract with Trevor Hamilton and Associates .

ACTIONS:

None

The project maintained it A rating.

SUMMARY OF SAR REVIEW

PROJECT: Food Aid Monitoring

REVIEW DATE: April 29, 1994

SIGNIFICANT ISSUES:

- o Vehicles--Vehicles procured by UNDP have arrived in Kingston but clearance is taking longer than expected due to a documentation problem. Spare parts for the vehicles were not ordered at the same time as the vehicles and are expected to arrive in April. It was uncertain whether an import license is needed for spare parts.
- o Local Currency MIS--As of the date of the SAR, the MOF was still working to produce an acceptable, working LCMIS by the April 29th the deadline. The SAR committee discussed how to determine what constitutes an acceptable system and what action to take if, in the worst case scenario, an acceptable LCMIS is not produced. CONT recommended a bill for collection for the cost of the telecommunications package. Given the loss of the telecommunications system by the MOF, ONRAD believes the KGPM can not be held liable for failure to produce the MIS.
- o Host Country Contribution--Actual HC contribution appears to be significantly below planned contribution. The Project Officer, however, doubts whether the reported contribution is accurate.

PROJECT IMPLEMENTATION ACTIONS:

- o Vehicles--DIR will speak with the Deputy Director of Customs to expedite the clearance process. ONRAD will determine whether an import license is needed for the spare parts and inform UNDP, as appropriate.
- o LCMIS--ONRAD will obtain a printout from MOF that indicates their requirements for a functional LCMIS. Cornstein is to assess the printout. A decision will be made as to whether the MOF's final product is acceptable. OPPD will assume follow-up responsibility for the project.
- o Host-Country Contribution--ONRAD will check to see what the GOJ was supposed to provide and what they did provide as HC contribution. The Office will also determine the exchange rate at the time of the Project Agreement and make certain that contributions have been accurately accounted for and calculated.
- o Donor Coordination--If the LCMIS is successfully implemented, OPPD will explore ways of extending the system to other donors.

SUMMARY OF SAR MEETING

PROJECT NAME: Sustainable Justice Reform

PROJECT NUMBER: 532-0173

REVIEW DATE: MAY 4, 1994

SIGNIFICANT ISSUES:

Pipeline: It was noted that the large pipeline was due to an additional US\$1 million in fall-out democracy earmarked funds which were obligated late in FY93. However, the pipeline is within the two year guideline for funding. It is also anticipated that expenditure will be significantly higher in the next six months.

Technical Assistance: The lack of the workplan has not held up the training of the court administrators. However, the on-site advisor is expected to submit the work plan in May.

Procurement: The Ministry of National Security and Justice has begun implementation of a procurement system as recommended under the Year 1 recipient audit. The Year 2 audit is expected to begin in May.

Evaluation: Since the private sector component has just begun it was decided that the mid-term evaluation will be rescheduled for the first quarter of 1995.

ACTIONS:

Counterpart Contributions: Differentiate Government and Private Sector contributions in next SAR.

Relationship to Mission Strategic Objective: Add that project is fully consistent with the Agency's goal of building democracy.

Project Status: Under No. 4 add the date of signing of grant to the Mediation Council.

The project has maintained its **B** rating.

SUMMARY OF SAR REVIEW

PROJECT: Title II, Section 416

REVIEW DATE: April 29, 1994

SIGNIFICANT ISSUES:

- o Liquidation of Funds--USAID is still owed a detailed report with budget from the UNDP to liquidate the US\$43 created from monetized PL480 commodities under this program.
- o Project Monitoring--While USAID involvement in this project ends on August 30, 1994, work on the Water Treatment Plant and Waste Water Disposal components continue. How do we monitor project completion?

PROJECT IMPLEMENTATION ACTIONS:

- o Project Monitoring--USAID will monitor the completion of the project through progress reports to be provided by UNDP.
- o Close-out--ONRAD will write UNDP to congratulate them on their good work, ask for a completion report and tell them that USAID would appreciate being involved in the official dedication of the Waste Treatment Plant. ONRAD will forward the project completion report to USDA.

SUMMARY OF SAR REVIEW

NAME OF PROJECT: JAMAICA SHELTER SECTOR SUPPORT - PRIVATE SECTOR
PROJECT NUMBER: HG-012 B
REVIEW DATE: APRIL 28, 1994

SIGNIFICANT ISSUES:

RHUDO update the review committee regarding status of GOJ and CHFC agreement. Mr. Gelman noted that there were potential delays in credit unions moving the funds. It was agreed that with Secaba Pen we would allow a short time to bring the activity into line or disqualify it from further eligible expenses. The Director noted the delays on a decision regarding this activity.

RHUDO recommended to close HG-012B at the end of FY 95, or a slight extension for the better performing credit unions. (In the HG-012C meeting it was decided to shift \$2.3 million in -012B resources to -012C, which would allow a closeout by the end of FY 95.)

ACTIONS:

- RHUDO to advise of status of Secaba Pen by May 30 to allow decision regarding ending or continuing the activity.

SUMMARY OF SAR REVIEW

NAME OF PROJECT: JAMAICA SHELTER SECTOR SUPPORT - PUBLIC SECTOR
PROJECT NUMBER: HG-012 C
REVIEW DATE: APRIL 28, 1994

SIGNIFICANT ISSUES:

The remaining financing is sufficient for all of Rosemount and part of Norwood. It was decided that about \$2.3 million in -012B resources would be shifted to this component.

ACTION:

- RHUDO is to review the -012 agreements to determine, with OPPD, the action required to shift funding from B to C.

SUMMARY OF SAR REVIEW

NAME OF PROJECT: JAMAICA SHELTER AND URBAN SERVICES POLICY PROGRAM
PROJECT NUMBER: HG-013
REVIEW DATE: APRIL 28, 1994

SIGNIFICANT ISSUES:

Extensive discussions were given to project closeout and the impact of cost overruns on the Caymanas and Roaring River projects. RHUDO asked consideration of allowing communal water connections as eligible expenditures.

ACTION:

- It was decided that overruns on Caymanas and Roaring River would not reflect in any negative way on the HG program or USAID.
- It was decided that we would not accept communal water connections as eligible expenditures.
- RHUDO was to schedule a presentation by Mr. Conway within one week on HG-013 closeout.