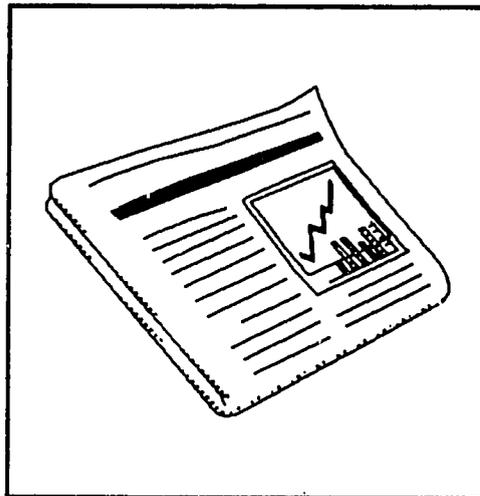


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ISN

**USAID/JAMAICA**

**SEMI-ANNUAL REPORTS**

**MARCH 31, 1994 - SEPTEMBER 30, 1994**



**DECEMBER 13, 1994**



UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT  
KINGSTON, JAMAICA

6B OXFORD ROAD  
KINGSTON 5, JAMAICA  
TEL: (809) 926-3645 thru 9  
FAX: (809) 929-3750 or 2

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

M E M O R A N D U M

TO: Christina Schoux, Director, LAC/SPM  
FROM: Carole Henderson Tyson, DIR *Carole Henderson Tyson*  
DATE: December 13, 1994  
SUBJECT: Mission Director's Narrative for the Portfolio  
Review Period ending September 30, 1994

PORTFOLIO REVIEW

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

Increased Participation for Equitable Economic Growth

Improved Markets, Export Growth Opportunities (B): Two institutional contracts for Customs reform and small business export support were signed during the period and the related personnel were deployed at cooperating counterpart institutions. The Jamaican Fair Trading Commission is now fully operational and is handling consumer protection activities. A Congressional Notification was submitted, changing the project name to Improved Markets Export Growth and Opportunities (IMEGO), to reflect the project's emphasis on small business support.

Microenterprise Development (B): During this six-month period, 231 new microenterprises were financed and 725 owner/operators were trained in improved business practices. Donor collaboration, a model for other sectors, included a co-financed conference held during this period with 60 attendees from 35 organizations.

Inner Kingston Development (B): Early in this period, in response to USAID concerns, the Kingston Restoration Company (KRC) carried out a program review that focused on the need to rationalize strategic interests with financial sustainability. KRC's financial performance has improved markedly since the review, and its long-term role in downtown rehabilitation looks promising. Although, the Mission closed out the Urban Development Corporation component on September 30, a number of small activities in support of downtown redevelopment were accomplished prior to the PACD.

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Agricultural Export Services Project (AESP) (B): During this SAR period, the first new sub-project, since the restructuring of AESP, was approved for funding. Eight new project concept papers, reflecting support for a range of crops and products, have been developed and are ready to be assessed by the project's review committee. The Deputy Prime Minister officially opened the Agricultural Marketing Corporation's significantly expanded exporter/processor warehouse. The badly needed space is already fully rented to producer groups and private firms. With privatization of the USDA/USAID-managed preclearance program having fallen behind schedule, the Mission is making a concerted effort to support the process.

Hillside Agriculture Project (HAP) (B): HAP, nearing the end of its ten planned years, made solid progress in planting and resuscitating economically viable and environmentally friendly trees. Eighteen sub-projects closed and six new sub-projects were approved, expanding HAP's geographic area to include three additional parishes. At this critical juncture, the project is focusing on sustainability and more full measurement of its economic and environmental impact and spread effect.

Caribbean & Latin American Scholarship Program II (A): This project continues to train a large portion of Jamaica's socially and economically disadvantaged youths to the degree level in the key areas relating to the Mission's three strategic objectives. The Mission will continue the project through May 1997 to accommodate participants who are in long-term training.

Primary Education Assistance II (A): During the SAR period, USAID and the Inter-American Development Bank agreed to a system of regular consultations to ensure coordination of donor investments. In a major breakthrough, 1994 National Assessment Program test data, which historically have taken one to two years to process, were processed within a month of the test's administration and the results were returned to the schools prior to their summer recess. This significant achievement, facilitated by a USAID-financed computer test expert, is expected to impact greatly on student performance as schools will be able to use the test results to diagnose promptly areas of weakness in instructional delivery and then take timely corrective action.

PL480, Section 108 (B): The eighth auction of Section 108 funds saw a decrease in the demand for funds and a lowering of the bid interest rates. With J\$135 million available for future auctions and a steady stream of reflows being generated, the Mission will be reviewing the recommendations of a recently completed program evaluation to determine the optimal strategy for implementing auctions and using reflows.

UWI Management Education (B): During the SAR period, the Institute of Business graduated 38 Executive MBA students, who

will bring new skills to Jamaica's business community. The Mission is contemplating a one-year no-cost extension to complete several key project activities that are taking longer than originally envisioned.

### Improved Environmental Quality and Natural Resource Protection

Development of Environmental Management Organizations (B): During this period, DEMO assisted the NRCA to establish procedures for a national system of protected areas and to work with industry to manage effluent discharge throughout the country. Significant advances were made in DEMO's community-based environmental action program, most notably the launching of environmental improvement projects and protected areas in Negril and the formation of the St. James Environmental Protection Trust in Montego Bay to stimulate activities in that parish. Another key accomplishment was the deployment of the long-term Technical Assistance Contractor and the preparation of action plans for all DEMO activities.

Technical Support for Shelter and Urban Services (B): The project is fully directed towards meeting the environmental concerns associated with low-cost housing. During the period, the Mission completed the exploratory stage of an activity which will introduce environmentally-sound, low-cost, on-site sewage disposal systems in squatter upgrade communities. Should the pilot succeed, the Mission expects the program to be replicated nationwide.

North Coast Development Support (B): The Negril-Lucea water loss management program was completed, and through USAID's efforts, available potable water in the tourism community of Negril was increased by 83%. This will provide more water for more hours at higher pressure and will extend reliable service to areas with poor, intermittent service. It will also meet the health needs of the community. The Mission also decided to undertake rehabilitation of the Montego Bay sewerage plant, which will sharply reduce the health risk and environmental destruction caused by pollution of the bay and tourist beaches.

### Healthy, Smaller Families

Drug Abuse Prevention & Control (B): This project was closed on September 30. Mid-way during the five-year life of the project, there was a change in the implementing agency to Hi-Tech International as it was determined that the first agency, National Council on Drug Abuse, was unable to carry out the project activities. The lack of performance on that agency's part resulted in the project not meeting its 100% goal in major

outputs. However, Hi-tech International performed credibly and completed all of its planned activities.

Health Sector Initiatives (C): The project has made progress in the areas of cost recovery, management development and divestment of support services. However, certain aspects of the decentralization program and facility rationalization are lagging. In an effort to get a policy directive on this issue, the Mission Director will meet with the Minister of Health.

Family Planning Initiatives (A): The final CP relating to Family Life Education was met. This critical step will lead to the introduction of sex education into Jamaica's schools, and should lead to a reduction in teen pregnancy. Because of the availability of Population funding since the project's inception, the mortgage has been paid off well in advance of the PACD. The project continues to make solid contributions to Jamaica's efforts to increase contraceptive prevalence through long-term methods, and to decrease fertility rates.

AIDS Prevention & Control (A): As this project has already exceeded most of its EOPS, the Mission is looking at new interventions. With increased revenues from testing services and condoms, as well as expanded numbers of STD clinics, chances for program sustainability after the project ends has increased.

#### Other Program Concerns

Sustainable Justice Reform (A): With an acceleration of implementation activities, the Mission anticipate a rapid drawdown of the project pipeline. Two non-governmental activities were started, including support for informal mediation that should reduce the incidence of community violence. The project continues to perform well with minimal problems.

Crop Diversification/Irrigation (B): After many months of delays and sporadic activity, good progress was made on the dam reconstruction during this period, inspiring confidence that the Rio Cobre dam will be completed well before the PACD. On another positive note, the National Irrigation Commission restored vandalized property and provided much-needed security to the project farming area, and the Government passed legislation that should protect the site from illegal sand mining. These actions protect USAID's critical investment, and obviated the need for USAID to issue a bill of collection for vandalized property.

Title II, Section 416 (Monetized Butter Oil) (B): This program, which used proceeds from monetized PL480 butteroil to support a joint USAID/GOJ/UNDP typhoid prevention program, ended on August 30, 1994. While USAID activities under this program have ended, GOJ/UNDP efforts to complete a water treatment plant will

continue through 1994. USAID will monitor progress through UNDP progress reports.

Food Aid Monitoring (B): Although the last element of this project, a Local Currency Management Information System (LC MIS) for the Ministry of Finance (MOF), was certified as operational and functional during this final reporting period, a power outage later destroyed the system's telecommunications package, rendering the system non-functional. As the MOF works to restore the system, USAID, at MOF's request, arranged for the purchase and installation of a standby generator to minimize the risk of a reoccurrence.

Jamaica Shelter Support Program -012b: (C) A major component, Succaba Pen, is now on firmly on track. As well, credit union disbursements are expected soon. These factors point to a timely close out by December 31, 1995.

Jamaica Shelter Support Program -012c: (C) After years of delays, HG-012c made some gains during the period. The implementing agency made its first request for disbursement since 1990, and construction at the squatter communities near Montego Bay began September 20. When completed, 1,600 low-income families will have improved sites, including new systems of environmentally-sound on-site sewage disposal systems.

Jamaica Shelter and Urban Services Policy Program -013: (B): This project was closed satisfactorily during the SAR period, and a remaining \$5.6 million in authority was deauthorized. Among other accomplishments, 18,901 low-income households were served with water, and low-cost shelter solutions were provided to 1,512 families.

Clearance: OGD:BBrown in draft  
 OPE:WCraddock in draft  
 ONRAD:CBrown in draft  
 OPPD:KDahlgren in draft  
 DDIR:DSmith CS

CS

20-Sep-94

FINANCIAL SUMMARY OF USAID/JAMAICA PORTFOLIO  
(APRIL 1, 1994 - SEPTEMBER 30, 1994)

(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 Participation for Equitable Economic Growth																		
5320135.00	IMPROVED MKTS. EXP. GROWTH OPP.	(G)	B 29-Mar-90	30-Mar-97	64	90	13,000	677	8,632	4,368	4,475	1,500	737	49	5,172	3,400	1,500	
5320158.00	MICROENTERPRISE DEVELOPMENT	(G)	B 30-Aug-90	30-Sep-97	58	57	5,000	579	3,190	1,810	1,150	600	294	49	1,827	1,363	500	
5320195.00	AGRICULTURAL EXPORT SERVICES	(G)	B 14-Sep-90	30-Sep-96	72	75	10,000	202	5,580	4,440	2,379	1,500	147	10	4,183	1,397	800	
5320101.00	HILLSIDE AGRICULTURE	(G)	B 28-Feb-87	28-Feb-97	78	78	9,964	207	7,915	2,079	2,649	500	573	115	5,978	1,837	700	
5320120.01	INNER KINGSTON DEVELOPMENT/UDC	(L)	B 31-Jul-90	30-Sep-94	100	100	4,587	0	4,587	0	0	0	0	0	4,587	0	0	
5320120.01	INNER KINGSTON DEVELOPMENT/UDC	(G)	B 30-Jul-90	30-Sep-94	100	97	2,158	0	1,908	250	526	650	401	62	1,855	53	0	
5320120.02	INNER KINGSTON DEVELOPMENT/KRC	(G)	B 30-Jul-90	30-Sep-96	90	98	10,373	709	9,513	960	488	250	207	83	9,105	408	350	
5320199.00	NORTH COAST DEV. SUPP. PROJECT	(G)	B 01-Jul-91	31-Jul-96	64	74	5,000	200	4,070	930	1,999	460	457	89	3,017	1,053	410	
5320199.00	CLASP 2	(G)	A 06-Apr-90	30-Sep-99	53	80	5,500	300	5,122	378	2,258	450	1,080	240	4,078	1,044	350	
5320129.00	UWI SCHOOL OF MGT IMPROVEMENT	(G)	B 11-Sep-87	30-Dec-95	85	87	5,650	850	5,082	588	732	640	694	108	4,408	674	500	
	SUB TOTAL S.O. #1:				68	80	71,282	3,724	55,579	15,683	18,985	6,560	4,500	70	44,190	11,389	5,110	
S.O. #2: Imprvd. Environ. Mgmt. & Prot.																		
5320173.00	DEV. ENVIRON. MGT. ORGS/PARC. II	(G)	B 28-Sep-92	30-Sep-97	40	48	11,150	1,093	3,885	7,295	2,354	900	728	81	1,801	2,084	1,000	
5320148.00	TECH. SUPP. FOR SHELTER & URBAN SV	(G)	B 30-Jun-89	30-Sep-95	84	89	3,000	300	2,244	756	719	344	222	85	1,557	887	295	
	SUB TOTAL S.O. #2:				62	55	14,150	1,393	6,129	8,021	3,073	1,244	948	76	3,358	2,771	1,295	
S.O. #3: Healthy, Smaller Families																		
5320152.00	HEALTH SECTOR INITIATIVES	(G)	C 27-Jul-89	31-Jul-96	74	78	5,000	600	3,522	1,478	1,075	450	708	157	2,867	835	800	
5320163.00	FAMILY PLANNING INITIATIVES	(G)	A 31-Jul-91	31-Jul-98	45	41	7,000	1,057	5,240	1,780	3,202	400	804	201	2,152	3,088	400	
5320181.00	DRUG ABUSE PREVENTION	(G)	B 25-Sep-88	30-Sep-94	100	91	500	0	479	21	255	100	71	71	438	41	32	
5320153.00	AIDS/STD PREVENTION & CONTROL	(G)	A 29-Aug-88	31-Aug-97	88	80	5,500	400	4,829	671	1,981	500	1,001	200	3,682	947	500	
	SUB TOTAL S.O. #3:				72	85	18,000	2,057	14,070	3,930	6,213	1,450	2,584	178	8,150	4,911	1,732	
OTHER CONCERNS																		
5320123.00	CROP DIVERSIFICATION/IRRIGATION	(G)	B 25-Sep-85	30-Sep-95	90	95	11,897	0	11,897	0	920	150	150	100	11,318	579	125	
5320123.00	CROP DIVERSIFICATION/IRRIGATION	(L)	B 25-Sep-85	30-Sep-94	100	100	7,926	0	7,926	0	0	0	0	0	7,926	0	0	
5320155.00	PRIMARY EDUCATION ASSISTANCE II	(G)	A 31-Aug-90	31-Aug-95	82	85	5,800	1,082	4,978	824	2,305	800	1,200	133	3,242	1,734	900	
5320157.00	FOOD AID MONIT. & SUPP. GRANT	(G)	B 31-Aug-89	31-Aug-94	102	100	2,500	0	1,181	1,339	371	0	2	0	1,181	0	0	
5320175.00	SUSTAINABLE JUSTICE REFORM	(G)	A 08-Jul-92	31-Aug-98	54	22	3,000	552	2,236	784	1,578	547	369	67	503	1,733	0	
	SUB TOTAL S.O. #4:				85	86	30,923	1,634	28,198	2,727	5,174	1,597	1,721	108	24,150	4,046	1,025	
SUBTOTAL ACTIVE PROJECTS							78	134,335	8,806	103,974	30,361	31,125	10,841	9,843	81	80,857	23,117	9,162

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FINANCIAL SUMMARY OF USAID/ JAMAICA PORTFOLIO  
(OCTOBER 1, 1988 - MARCH 31, 1994)

TERMINATED PROJECTS																		
(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)	ACCRU SEM. EXPD. (000's)	ACC. AS % OF PLANNED	CUMULAT. ACCRUED EXPD. (000'S)	ENDING PIPE-LINE (000'S)	PLANNED EXPEND (NXT SEM)	
5320128.00	AGRICULTURAL RESEARCH PROJECT	(G)	30-Jul-86	31-Dec-93	110	100	5,851		5,851	0	67	270	270	100	5,851	0		
5320148.00	PROTECTED AREAS RESOURCE CONSERV	(G)	28-Aug-88	31-Aug-93	127	100	2,448		2,422	26	2	0	(20)		2,422	0		
5320082.00	AGRICULTURAL EDUCATION	(G)	31-Aug-84	31-Aug-93	112	100	3,414		3,412	2	130		0		3,412	0		
5320082.00	AGRICULTURAL EDUCATION	(L)	31-Aug-84	31-Aug-93	112	100	6,005		6,005	0	0		0		6,005	0		
5320117.02	URBAN SECTOR TECH.ASSIST.	(G)	30-JUN-85	31-Jan-93	102	100	549		549	0	0		0		549	0		
5320029.00	SPECIAL DEVELOPMENT ACTIVITIES	(G)	01-Oct-82	30-Jun-94	102	99	1,325		1,325	0	105		22		1,313	12		
5320158.00	HURRICANE RECONSTRUCTION	(G)	15-Feb-89	31-Mar-92	180	100	29,359		29,359	0	C		0		29,359	0		
5320162.00	CARIBBEAN JUSTICE IMPROVEMENT	(G)	20-Jul-89	30-Dec-92	151	100	703		703	0	0		0		703	0		
5980845.08	CARIBBEAN JUSTICE IMPROVEMENT	(G)	01-Sep-88	30-Dec-92	128	100	1,732		1,732	0	0		0		1,732	0		
5320085.00	REVENUE BOARD ASSISTANCE	(G)	07-Jun-83	31-Mar-92	128	100	4,551		4,551	0	0		0		4,551	0		
5320085.00	REVENUE BOARD ASSISTANCE	(L)	07-Jun-83	31-Mar-92	128	100	4,522		4,522	0	0		0		4,522	0		
5320089.00	POPULATION & FAMILY PLANNING	(G)	31-Mar-82	31-Mar-92	125	100	6,899		6,899	0	3		0		6,899	0		
5320079.00	TC & TG	(G)	05-Jun-81	31-Dec-90	139	100	24,882		24,882	0	0		0		24,882	0		
SUBTOTAL TERMINATED PROJECTS							31,581		31,581						31,581	0		

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**PIPELINE ANALYSIS**  
**JAMAICA**  
**APRIL 1, 1994 - SEPTEMBER 30, 1994**

Project Number	Project Title	CUMULATIVE OBLIGATION (000s)	OBLIGATION										CUMULATIVE PIPELINE	PIPELINE														
			1994	1995	1992	1991	1990	1989	1988	1987	1986	1985		1984	1994	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984			
<b>*** GRANTS ***</b>																												
<b>S.O.# 1: Increased Participation for Equitable Econ. Growth</b>																												
5320135.00	IMPROVED MKTS. EXP. GROWTH OPP.	8,882	677	2,579	1,801	948	2,527	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320136.00	MICROENTREPRENEUR DEVELOPMENT	3,190	878	1,275	800	218	520	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320138.00	AGRICULTURAL EXPORT SERVICES	8,981	222	481	1,083	1,008	800	2,177	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320101.00	HILLSIDE AGRICULTURE	7,916	307	748	835	1,674	1,250	800	1,400	800	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320120.00	INNER KINGSTON IMPROVEMENT/KIC	9,513	708	688	270	500	1	1,148	2,298	2,480	1,500	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320120.01	INNER KINGSTON IMPROVEMENT/AJDC	1,808	0	0	0	518	380	381	468	185	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320188.00	NORTH COAST DEV. SUPP. PROJECT	4,070	300	0	800	3,270	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320189.00	CLASP 2	6,122	300	1,082	987	1,883	1,100	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320129.00	UWI SCHOOL OF MGT IMPROVEMENT	8,082	880	570	882	333	300	1,250	537	650	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>SUB TOTAL S.O.#1:</b>	<b>80,880</b>	<b>3,724</b>	<b>7,882</b>	<b>6,548</b>	<b>9,842</b>	<b>6,814</b>	<b>5,785</b>	<b>4,567</b>	<b>4,388</b>	<b>1,885</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>S.O.#2: Improved Environ.Mgmt. &amp; Prot.</b>																												
5320173.00	DEV. ENVIRON.MGT. ORGS/PARC II	3,885	1,083	2,082	700																							
5320148.00	TECH. SUPP. FOR SHELTER & URBAN SV.	2,244	300	480	303	178	375	800	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>SUB TOTAL S.O.#2:</b>	<b>6,128</b>	<b>1,383</b>	<b>2,562</b>	<b>1,003</b>	<b>178</b>	<b>375</b>	<b>800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>S.O.#3: Healthy, Smaller, Families</b>																												
5320152.00	HEALTH SECTOR INITIATIVES	3,522	800	0	882	732	540	888	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320183.00	FAMILY PLANNING INITIATIVE	5,240	1,057	873	2530	678	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320161.00	DRUG ABUSE PREVENTION	478	0	100	0	188	42	151	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320153.00	AIDS/STD PREVENTION & CONTROL	4,830	400	885	885	885	845	230	540	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>SUB TOTAL S.O.#3:</b>	<b>14,071</b>	<b>2,057</b>	<b>2,040</b>	<b>4,177</b>	<b>2,481</b>	<b>1,427</b>	<b>1,388</b>	<b>540</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>S.O.#4: OTHER CONCERNS</b>																												
5320123.00	CROP DIVERSIFICATION/IRRIGATION	11,897	0	0	0	1,172	828	885	2,342	1,503	4,000	1,200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320135.00	PRIMARY EDUCATION ASSISTANCE II	4,877	1,082	1,460	884	1,111	670	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320157.00	FOOD AID MONITOR & SUPP. GRANT	1,182	0	0	422	0	488	281	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320175.00	SUSTAINABLE JUSTICE REFORM	2,238	552	1,000	884	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>SUB TOTAL S.O.#4:</b>	<b>20,272</b>	<b>1,634</b>	<b>2,460</b>	<b>1,770</b>	<b>2,283</b>	<b>1,857</b>	<b>1,138</b>	<b>2,342</b>	<b>1,500</b>	<b>4,000</b>	<b>1,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>*** LOANS ***</b>																												
5320120.01	INNER KINGSTON IMPROVEMENT/AJDC	4,567	0	0	0	0	0	0	0	0	4,567	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5320123.00	CROP DIVERSIFICATION/IRRIG.	7,826	0	0	0	0	0	0	880	2,448	0	4,800	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>SUB TOTAL LOANS:</b>	<b>12,513</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>880</b>	<b>2,448</b>	<b>4,567</b>	<b>4,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>TOTAL</b>	<b>103,878</b>	<b>8,808</b>	<b>14,784</b>	<b>13,488</b>	<b>14,782</b>	<b>10,573</b>	<b>8,880</b>	<b>8,148</b>	<b>8,312</b>	<b>10,252</b>	<b>8,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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April 1, 1994 – September 30, 1994  
**CENTRALLY FUNDED PROJECTS**  
**CATEGORY A – Supports Mission S.O. and can be Managed by Mission**

Project Title & Number	Funding Level	PACD	Project Purpose	Nature and Extent of Mission Management	Project Rating (A,B,C)
<b>Strategic Objective #1: Increased F/E &amp; Employment</b>					
Growth and Equity through Microenterprise Investment and Institutions (GEMINI) 936-5448	98,705	8/30/95	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 532-0156	A
<b>Strategic Objective #2: Improved Environmental Management and Protection</b>					
<b>Strategic Objective #3: Healthy, Smaller Families</b>					
Co-operative Association of States for Scholarships 508-0661	700,000	9/30/96	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) 936-3036	1,292,915	9/30/95	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 Initiatives Project 532-0163	A
Association for Voluntary Surgical Contraception 936-3068	450,000	8/31/96	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 Initiatives Project 532-0163	A

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

April 1, 1994 – September 30, 1994  
**CENTRALLY FUNDED PROJECTS**  
**CATEGORY A – Supports Mission S.O. and can be Managed by Mission**

Project Title & Number	Funding Level	PACD	Project Purpose	Nature and Extent of Mission Management	Project Rating (A,B,C)
AIDS/CAP – Technical Support Project 936–5972	2,999,000	8/26/96	Improve the health of the Jamaican people by preventing and controlling HIV/STDs	Lead technical assistance agency for our Mission's AID bilateral program	A
Family Planning Management Development (FPMD) 936–3055	230,000	2/28/95	To promote institutional development and strengthen the management capabilities of public and private (non-profit) FP organizations in LDCs	Mission oversees the implementation of FPMD Project with NFPB. This is a buy-in under Mission's Family Planning Initiatives Project 532–0163	A
Family Planning Logistics Management 936–3038	159,865	8/31/96	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 FPMD Project with the NFPB. This is a buy-in under Mission's Family Planning Initiatives 532–0163	A
Contraceptive Social Marketing III 936–3051	958,968	9/30/95	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 532–0163	A
Health and Nutrition Technical Services Support 598–0857 (JRC)	364,392	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 532–0152	A
FP FHI Women's Study Project – Public Sector Quality of Care	90,763	12/31/95	To examine quality of care in public sector and NGO family planning service delivery site in Jamaica from the workers' perspective	Mission approves project and will receive reports	B
FHI Medical Barriers Project Strategic Objective #4: Other Concerns	15,195	3/31/96	To provide accurate up to date information on family planning methods, service practices, other service delivery issues to Jamaica private sector physicians	Mission approves project and will receive reports	B

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

	<u>Project Title</u>	<u>Project Number</u>
<b>Strategic Objective #1:</b> <b>Increased F/E &amp; Employment</b>	<b>Agricultural Bio- technology for Sustainable Produc- tivity</b>	<b>936-4197</b>
<b>Strategic Objective #2:</b> <b>Improved Environmental Management and Protection</b>	<b>The Nature Conservancy</b>	<b>936-0158</b>
<b>Strategic Objective #3:</b> <b>Healthy, Smaller Families</b>		
<b>Strategic Objective #4:</b> <b>Other Concerns</b>	<b>International Disaster Assistance Project</b>	<b>966-2320</b>

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

	<u>Project Title</u>	<u>Project Number</u>
<b>Strategic Objective #1:</b> Increased F/E & Employment		
<b>Strategic Objective #2:</b> Improved Environmental Management and Protection		
<b>Strategic Objective #3:</b> Healthy, Smaller Families		
<b>Strategic Objective #4:</b> Other Concerns	International Disaster Assistance Project	988-2320

V.

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**PROJECT STATUS REPORT**  
April 1, 1994 - September 30, 1994

A \_\_\_ B X C \_\_\_

**I. BACKGROUND DATA**

Project Title: Improved Markets, Export Growth and Opportunities  
 Project Number: 532-0135  
 Date of Authorization: original: 03/28/90 amendment 09/28/93  
 Date of Obligation: original: 03/29/90 amendment 06/23/94  
 PACD: original: 03/15/94 amendment 03/15/97  
 Implementing Agencies: Jamaica Exporters Association (JEA), International Executive Services Corps (IESC), National Investment Bank of Jamaica (NIBJ), Ministry of Finance (FPMU), Jamaica Fair Trading Commission (JFTC), the Private Sector Organization of Jamaica (PSOJ), Jamaica Promotions Corporation (JAMPRO), Jamaica Customs Department and Jamaica Securities Commission.  
 AID Project Managers: William Craddock/Michael Kaiser/Claudia Hunter/Valerie Marshall  
 Status of CPs/Covenants: Original CPs met.  
 Date of Last Evaluation: 03/93 Next Evaluation: PACD  
 Date of Last Audit: 06/94  
 Date of Last Mgmt. Review: 09/94  
 Planned No. of non-Fed Audits: 8  
 No. of Audits contracted for/completed: 4  
 Project Committee Meeting held: 2

**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 \$ 8,632,395  
 Amount Committed: Period: \$1,127,824  
 Cumulative: \$6,611,696  
 Accrued Expenditures: Period - Projected: \$1,500,000  
 Period - Actual: \$ 736,492  
 Cumulative: \$5,166,236  
 Period - Next \$1,500,000

Counterpart Contribution:	Planned:	<u>Period</u>	<u>Cumulative</u>	<u>Life of Project</u>
	Actual	\$500,000	\$2,893,000	\$5,592,000
		\$606,980	\$2,701,301	

	<u>Prior</u>	<u>Current</u>
% LOP Elapsed:	57%	64%
% of Total Auth. Oblig.	61%	66%
% of Total Oblig. Exp.	56%	60%
% of Total Auth. Exp.	34%	40%

**II. PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES:**

**A. PROJECT PURPOSE**

To increase exports and diversify investments, leading to expanded sources of foreign exchange, diversification of ownership and products, and deeper linkages between exporters and local producers, especially small businesses.

**B. (i) RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

The project's contribution towards the primary strategic objective of increased participation for equitable economic growth comes from its several components. It provides opportunities for ordinary Jamaicans to participate in export expansion through production and marketing support to key labor intensive export oriented industries, and works to help the GOJ implement policy reform and broaden the benefits of a liberalized economy through its policy implementation and privatization activities.

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

**III. PROJECT DESCRIPTION**

The project finances a series of activities grouped into two general areas: strengthened and improved markets through development of a sustainable and more efficient, broad-based economy; and expanding access and opportunities for low income producers/exporters and improving competitiveness. 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
2. Divestiture of 40 major state owned enterprises.
3. 10% annual increase in export earnings of selected sectors.
4. Increase in employment for assisted firms/sectors.

**Progress to Date**

Fair Trading Commission, Securities and ESOP legislation passed. Customs and privatization reform conditionalities of multilateral lending institution adjustment loans supported by project activities. Exchange rate freed up and foreign exchange allocation liberalized.  
 Privatization well underway with 29 entities divested, 14 brought to the point of sale.  
 Growth in apparel sector's foreign exchange earnings of 37% during LOP attributable in part to JAMPRO's TA program.  
 Significant increases in employment in apparel sector overall (25,000 in '91, 38,000 currently) and the 7 project assisted firms (220 person 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. Economist working with MOF counterparts on workplan and institutional strengthening.             |
| 2. Enhanced consumer protection and competition among business procedures. | Development of consistent regulations and policies in antitrust and consumer and restraint of trade cases. | Fair Trading Commission fully operational and effectively handling a wide range of consumer protection activities. |

3. Public/private dialogue and action on investment policy reforms.	Identify primary or critical success factors for the creation of a favorable investment climate.	The task force recommendations on regulatory/administrative and infrastructure development were completed and submitted to the NAP steering committee. These are still being reviewed by the NAP secretariat, to date no decision has been taken.
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.	MOU signed with GOJ to provide TA to the Customs Department. PASA agreement with the U.S. Customs Service implemented. Institutional contract for long term TA to customs initiated.
5. Government owned entities privatized.	40 entities over LOP.	29 entities privatized to date. Two year MOU signed with NIBJ, 3 NWC and 2 NIBJ managers attended courses in U.S.
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.	Refinement of the action plan listing immediate and longer range steps needed to make Commission fully functioning. Acquisition of furniture, computer hardware and software. Scope of work prepared for TA support
7. Increased exports and employment in firms in apparel sector assisted by IMEGO.	10% annual increase in earning and employment from firms assisted.	The small firms directly assisted by JAMPRO's garment consultant had a 23% increase in employment over this reporting period.
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. Approximately 100 technicians graduated and working in data processing sector.
9. Increased productivity and employment in IESC assisted firms.	20 small firms (including tourism related industries) receiving technical assistance.	Cooperative Agreement signed. Eight small business projects initiated.
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 signed. 30 month Institutional Contract for TA and training initiated

### C. Other Accomplishments and Overall Status

\$6,956,478 has been earmarked and \$5,166,236 has been expended to support productivity improvements, trade expansion, tourism, financial market improvements and policy initiatives. Several activities referred to in the last semi-annual review were carried out over the period. The Congressional Notification was submitted changing the project name to Improved Markets, Export Growth and Opportunities. Institutional contractors for both the Small Business Export Development (SBED) and Customs Advisory (CAP) projects were selected and both have begun working on their respective TA and Training activities. NAP/PSOJ have agreed to terms with Peace and Love in Schools and initial training programs of Jamaican Teachers/Trainers have been conducted. The NWC Board accepted the USAID financed privatization and feasibility study and is following up on the recommendations therein with financing being provided by the World Bank. The Securities Commission commenced operation with equipment and materials furnished by USAID. In addition, a scope of work for long term technical assistance has been prepared in coordination with the Securities Commission and the contract for this assistance will commence in January. A new Cooperative Agreement was signed with IESC that focuses USAID financial assistance on the small export and tourism support areas.

#### (i) STRENGTHENED AND IMPROVED MARKETS

##### o Building Capacity for Policy Implementation

1. National Action Plan (NAP) (\$340,000 obligated) - The infrastructure task force was instrumental in getting the inner Kingston Harbour Street pipeline project completed by alerting the heads of relevant ministries to the need for additional security at the site so that construction workers could safely do their work. With regard to the Peace and Love in Schools (PALS) non-violent conflict resolution program for elementary schools, a contract between NAP/PSOJ and PALS will be signed supporting the training of 200 teachers initially.

2. Fiscal Policy Management Unit (\$1,000,000 obligated) - Unit staff assisted the Finance Minister in demonstrating compliance with IMF monthly and quarterly Economic Funds Facility targets. The Unit provided periodic analysis/advice for the Minister and Financial Secretary on the interpretation of inflation figures and real exchange rate, including their work with the inter-agency task force on inflation. They also completed two technical level workshops to improve data flows within the Ministry and to render the budget accessible for analysis by function, program, sub-program and object irrespective of department source or function. This has brought about a general improvement in the MOF's capacity to retrieve and receive information which underpins fiscal magnitude monitoring and policy management.

3. Customs Advisory Project (\$450,000 obligated) - The institutional contract for long term TA to Customs was awarded to Clapp and Mayne in August and work has recently begun within that component. Under the short-term PASA with U.S. Customs which expires in November 1994, three TA and training modules have been completed: 1) a three person team conducted a site survey to determine means to convert current policies into effective regulations and reduced barriers to trade; 2) the Jamaican Customs Commissioner and Branch Manager participated in a two week U.S. Customs Service (USCS) Executive Observation Program focussing on automation, valuation, and commercial fraud detection; and 3) a USCS commercial operations specialist visited Jamaica and conducted a two week seminar which established "change teams" geared to improving all facets of Customs operations.

##### o Broadening Benefits of a Liberalized Economy

1. Privatization (\$1,879,114 obligated) - Over the past six months, 1 public entity was privatized. The sale of Air Jamaica has been the subject of a series of on again/off again negotiations by at least 3 different sets of investors. The current consensus is that the airline will be sold by October 30. NIBJ has developed a new list of entities to be privatized for the period 1994 - 1996. The study to determine the optimal industry structure and regulatory framework for privatization of the National Water Commission has led to the acceptance of the privatization plan recommended by the USAID financed consultants. The World Bank will be financing the implementation of the privatization plan for NWC.

2. Fair Trading Commission (\$340,000 obligated) - The technical assistance provided by the USFTC and Department of Justice has included: internships and executive training courses for JFTC personnel in the U.S.; training on the under-pinnings of competition policy and law; and the provision of automation equipment and

library materials to allow for swift case resolution. To date, the JFTC has resolved 330 of the 442 complaints brought before it. About half of all complaints so far are in relation to misleading advertising. It also has resolved some major cases including a dispute regarding a large U.S. petroleum company's local subsidiary in which it determined that the company's marketing policies were not predatory. In addition to these case by case decisions, the Commission has issued five advisory opinions (similar to USFTC Trade Regulation Rules) which have broad application across a wide spectrum of industries and activities. They require specific advertiser claim disclosures and prohibit certain activities. The activities affected include auto repair, home construction, trade schools and GCT tax collection. The JFTC is also working in conjunction with the NIBJ in determining how best to privatize state owned enterprises in the most competitive and efficient manner.

3. Financial Markets (\$105,000 obligated) - The Securities Commission commenced operations and has been focusing primarily on developing the regulations and legislative amendments viewed as necessary to supplement the Security Act, particularly in regard to the licensing requirements for dealers and investment advisors and instituting procedures for reviewing license applications. USAID is collaborating with the World Bank on a phased support program for the Securities Commission with World Bank advisors concentrating on the various steps of legal drafting, Cabinet submission and Parliamentary enactment of the amendments by December. USAID will then provide technical assistance to the Commission in its ongoing tasks of monitoring the securities industry and Jamaica Stock Exchange. This TA is expected to begin in January. Over this period, USAID provided office and computer equipment to the Commission to aid in the establishment of its operations.

(ii) EXPANDING ACCESS AND OPPORTUNITIES

o Small Business and Export Development

1. Small Business Export Development (SBED) Project (\$627,436 obligated) - The Cooperative Agreement with the JEA was signed in May. A thirty month contract with Chemonics International to implement the program in conjunction with the JEA was signed in September. All parties are now involved with initial gearing up activities such as setting up the office and development of the workplan for the SBED. Targets include 35 firm level interventions, 15 training seminars, 1,000 people trained and overseas marketing services provided.

2. JAMPRO (\$1,730,500 obligated) - Assistance is directed at small businesses on transferring more advanced techniques to basic Section 807 (new only) production contracts to cut, make and trim (CMT) operations, increasing value added for apparel firms and job creation for marginally employed, female workers. The World Trade Center study will be completed Jan/Feb. next year. Currently reviewing two proposals for entrepreneurial training to micro businesses.

3. IESC (\$739,348 obligated) - The International Executive Service Corps CA will focus on small firms with export potential and firms also linked to the tourism sector, in areas such as customer service, quality control, safety and security, sanitation and bookkeeping. TA will be provided to 30 firms, eight interventions having already begun, and anticipated employment gains of at least 10%.

D. Problems and Delays

Despite a pick up in project disbursement this period, the pipeline is still too large. The recent initiation of activities under the SBED and Customs projects should increase pipeline utilization over the next reporting period. Regularly scheduled meetings of the FPMU Steering Committee have not been held during the period. The resignation of the Ministry's designated Project Manager of the Steering Committee in June further compounded the situation.

V. MAJOR ACTIVITIES DURING NEXT SIX MONTHS

A. Corrective Actions Expected

- o We plan to use the occasion of an upcoming evaluation of the FPMU project to address the

oversight problems highlighted by the absence of regularly scheduled Steering Committee meetings and work with the UNDP to rectify the situation. Also, the MOF recently replaced the departed Project manager.

B. Work Plan for the next six months

National Action Plan

- o Fund two studies; an updated business behavior survey and an analysis of current monetary policy in investment productivity prior to PACD of 3/31/95.
- o Sign contract with PALs in support of conflict resolution, targeting over 500,000 elementary school students nationwide.

Fiscal Policy Management Unit

- o Mid-term evaluation of project
- o Finalization of tracking system for computer-based, single entry monitoring of central government accounts.
- o Collaboration with the Ministry of Agriculture in the development of a Food Security Plan for Jamaica.

Customs Advisory Project

- o Jamaica Customs automation managers to attend a week course in U.S. on streamlining importing and exporting procedures under module No.4 of U.S. Customs PASA.
- o Follow up visit from U.S. Customs under final module No.5 to incorporate "change team" recommendations into a 2 year workplan with institutional contractor.
- o CAP institutional contractor will oversee implementation of change team workplan in addition to developing new code of conduct and integrity enhancement systems.

Privatization

- o Conduct a privatization impact assessment study.
- o Initiation of new panel contracts to provide privatization advisory, legal, financial, valuation and environmental assessment services to NIBJ on entities for privatization.

Jamaica Fair Trade Commission

- o Continued training of JFTC personnel at FTC and DOJ.
- o Extension of the public education program on consumer rights and protection.
- o Procurement of additional library materials and computer and software equipment.

Financial Markets

- o Initiation of services under the Financial Services Development Project, including small business support.
- o Intraday training in "Securities Market Management in Emerging Economies" for Securities Commissioner in November.

SBED

- o Development and approval of workplan for, and initiation of, firm level technical assistance and training program for small business Jamaican exporters.
- o Development of position paper on Industrial Policy by JEA.

JAMPRO

- o Extension of apparel industry contractor for additional year to work in support of disadvantaged businesses.
- o Finalize World Trade Center study and present to representatives of private/public sectors.

IESC

- o Initiate development of two to three projects targeted at small business support.

VI. IMPACT FOR THE NEXT SIX MONTHS

National Action Plan

- o Presentation of survey findings by PSOI to private sector will be used to develop critical success factors crucial to attracting foreign investment and inducing exports.

- o PALs contracting the Peace Education Foundation in Florida will allow for local development of course curriculum material such as publications entitled "Peace Making Skills for Little Kids" and "Creative Conflict Solving for Kids".

#### Fiscal Policy Management Unit

- o Completion of workshop involving CEOs of public entities will allow the GOJ to understand what it has been doing fiscally, permit better informed policy and resource allocation decisions, and help with reallocation of resources to social safety net programs.

#### Customs Advisory Project

- o Pace of reform increased via implementation of "change team" workplan and activities of institutional contractor.
- o GOJ maintains a fiscal surplus, facilitation of trade achieved in reduction of time to process import and export declarations.

#### Privatization

- o Incremental use of new panel contracts leads to privatization of at least 5 entities, including the major airline, AirJamaica.

#### Jamaica Fair Trade Commission

- o Increase of 10% in consumer complaint resolution and broader understanding of citizens rights under the Fair Trade Act through public awareness campaigns.

#### Financial Markets

- o Establishment of a computerized data base system for monitoring securities market transactions.
- o Design of a central depository system to ensure effective monitoring and oversight capability for the Commission.

#### Small Business Export Development

- o Review and approval of Chemonics team workplan and initiation of firm level technical assistance to small Jamaican export companies under SBED project.

#### JAMPRO

- o Preparation of a workplan to attract business development to inner Kingston as a result of the WTC study.

#### IESC

- o Completion of eight projects currently in process and initiation of 1 - 3 projects with linkages to tourism industry.

#### Tourism Action Plan (TAP) (PACD 9/30/94)

- o Resolve outstanding audit issues stemming from the close out audit.
- o USAID officials will attend and participate in opening of the TAP funded Negril Vendor's Arcade slated for December 15, 1994.

**Project Status Report**  
**April 1 - September 30, 1994**

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**I. BACKGROUND DATA**

**FINANCIAL 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 06/20/94  
 PACD: original: 08/31/94 amendment 09/30/97  
 Implementing Agencies: Agency for the Selection and Support of Individuals Starting Trade (ASSIST), Office of the Prime Minister (OPM), Development Alternatives, Inc./GEMINI Project, Enterprise Development Trust (EDT)  
 Proposed Implementing Agencies: City of Kingston Credit Union, Small Business Assoc/Peace Corp, Workers Bank, JAMPRO Entrepreneurial Centre  
 AID Project Managers: William Craddock/John Owens  
 Status of CPs/Covenants: ASSIST  
 CPs to second disbursement ceiling met. CPs to third 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  
 Date of last Management Review: 9/94  
 Planned non-Fed Audits: 12  
 Completed non-Fed Audits: 2  
 Project Committee Meetings: 3

Amount Authorized: DA Grant: original \$2,000,000 amended to \$5,000,000  
 Amount Obligated: DA Grant original \$ 720,000 amended to \$3 189 900  
 Amount Committed: Period \$ 629,476  
 Cumulative: \$2,455,429  
 Accrued Expenditures: Period-Projected: \$ 600,000  
 Period-Actual: \$ 294,247  
 Cumulative: \$1,826,951  
 Period-Next: \$ 500,000

Counterpart Contrib.:		<u>Period</u>	<u>Cumulative</u>	<u>Life of Project</u>
	Planned	\$250,000	\$1,760,000	\$2,500,000*
	Actual	\$437,393	\$2,090,326	
		<u>Prior</u>	<u>Current</u>	
		<u>Period</u>	<u>Period</u>	
% LOP Elapsed		51%	58%	
% of Total Auth. Oblig.		58%	64%	
% of Total Oblig. Exp.		54%	57%	
% of Total Auth. Exp.		32%	37%	

\*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 primary strategic objective of increased participation for equitable economic growth 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

The Cooperative Agreement with ASSIST was extended in August until March 31, 1997. Under the extended agreement US\$439,500 has been added for a total of \$1,191,125. ASSIST will disburse APPLE loans under this new agreement.

A technical advisor visited again in early August to continue work on the computer model to be used in tracking the operations of ASSIST and the other agencies which are due to come on stream. ASSIST will begin using this computer model during the next period.

The Project provided technical assistance to two new institutions, Workers Bank and City of Kingston Credit Union in preparation of business plans for the development of their small and micro enterprise programs. Pre-award audits are to be done on each institution before cooperative agreements can be signed.

2. Strengthen and improve sustainability of 3 credit programs
- The buy-in contract with the GEMINI Project was signed in August. GEMINI will provide training and technical assistance in conjunction with the CAST Entrepreneurial Centre which has been selected as the local training institution which will facilitate the small and micro enterprise training program.
3. Credit disbursed to microenterprises increases by 300%
- ASSIST provided the equivalent of US\$872,699 in loans during 1993 compared to US\$203,000 in 1991, this was a 430% increase in amounts disbursed to microenterprise firms. During the first nine months of 1994 US\$334,860 was disbursed to microenterprise firms by ASSIST.
4. Develop a core group of implementors knowledgeable about sustainable lending strategies
- The training program began with a conference at the end of September which brought together members of the board and senior management of microenterprise lending agencies, banks, wholesalers, credit unions, and donors. The Executive Directors of BancoSol in Bolivia, Kenya Rural Enterprise Program in Kenya, and The Alexandria Businessmen's Association in Egypt, three of the more successful microenterprise programs worldwide made presentations on the operation of their agencies highlighting the factors which made them successful as well as the problems they faced and how they were overcome. It is expected that the training courses will begin by November now that the second phase of the GOJ/GON project has been signed.
- The conference was attended by 60 persons representing 35 organizations.
5. Improve productivity and profitability of 150 firms through non-credit assistance.
- The Negri Market was completed during this period. Over 60 street vendors will be involved in the new market.
- JAMPRO's study of 170 craft producers in Westmoreland is to be completed in October. Based on the preliminary report, the JAMPRO Entrepreneurial Centre received the project vehicle which was transferred from the Craft Arcade Project. A Peace Corps volunteer has been assigned to the project.
6. Create 6,000 new jobs or equivalent in full-time employment.
- During this period ASSIST created/strengthened 633 jobs for a total of 4,543 jobs to date.
7. Improve data base on microenterprises and the environment they work in
- The first evaluation of the STATIN survey by Michigan State University was made available during this period.

#### B. Major Outputs

		Planned			Next Period	Accomplished		
		LOP	Period	Cum.		Period	Cum.	% of LOP
1.6000 new enterprises started or expanded	M	3000	250	1078	100	104	897	30%
	F	3000	250	1362	100	127	1158	39%
2.12000 loans disbursed in assisted programs	M	6000	500	1747	150	144	1028	17%
	F	6000	500	2012	150	181	1339	22%
3.Training short-term (8000 persons)	M	4000	400	2256	250	316	2493	62%
	F	4000	400	2617	250	409	2843	71%
4.Institutional training in improved microenterprise lending practices								
Overseas	M	9	3	6	1	0	3	33%
	F	3	1	2	3	0	1	33%
Local	M	40	20	20	40	33	33	83%
	F	10	5	5	10	14	14	140%

#### C. Other Accomplishments and Overall Status

1. Contracts with the Project Manager and Project Assistant were amended.
2. A Financial Institutions Specialist was hired under the GEMINI buy-in in September and began working with institutions in strengthening their operations.
3. ASSIST financed 231 new microenterprises during this period and trained 725 owner/operators to improve business practices.
4. The second phase of the GOJ/GON Microenterprise Project was approved at the end of July.
5. Both ASSIST and EDT audits are in the process of being finalized and should be completed by November.
6. Donor collaboration continues with the jointly funded conference held at the end of September with the GOJ/GON Project and the EU and the training program to follow.

#### D. Problems and Delays

1. ASSIST loan arrears situation has not improved and this problem will need to be addressed during the next period.
2. Contracting through Washington has been very slow and has delayed project implementation. Buy-in arrangements are taking between 3-6 months and this has delayed training efforts, technical assistance and the business planning needed to prepare two new cooperative agreements.

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

**1. Workplan for the Next Six Months**

- i) The training courses are scheduled to begin in November. This training program which is being coordinated with other projects instituted by the GOJ, GON, IDB, EEC, GTZ and CIDA will be held at the CAST Entrepreneurial Centre.
- ii) The Pre-award audit of Workers and Bank and City of Kingston Credit Union will be done during the next period with cooperative agreements to follow.

**2. Expected Impact of Next Six Months**

- Training of senior management, support staff and loan officers to begin in November.
- Approximately 300 new jobs created/strengthened.
- 200 new microenterprises started or expanded
- 300 loans disbursed by assisted institutions
- 300 owner/operators of microenterprises to receive training to improve business practices.
- 4 persons from 2 new counterparts to attend overseas study tour to ADEMI in the Dominican Republic.

**PROJECT STATUS REPORT  
APRIL 1, 1994 - SEPTEMBER 30, 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: Valerie Marshall  
 Status of CPs/Covenants: CPs met; no covenants.  
 Date of Last Evaluation: 06/91 Next Evaluation: 10/94  
 Date of Last Audit: None done  
 Date of Last Mgmt. Review: 08/94  
 No. Contracted/Completed: None  
 No. of Project Committee Mtgs. Held: 2

**FINANCIAL DATA**

Amount Authorized:	Total Deposits	JS479,230,451
Amount Obligated:	Total Deposits	JS479,230,451
Amount Committed (Not Auctioned):	Period:	JS Nil
	Cumulative:	JS32,500,000
Amount Committed (Auctioned):	Period:	JS 73,263,000
	Cumulative:	JS263,203,000
Balance Available for auctioning:	Reflows **	JS 48,890,853
	Approved	JS 85,567,176
	Not yet approved	JS 1,223,276
	Total:	JS135,681,305

\* Includes reflows of JS126.06M  
 \*\* Not yet approved by USDA

	<u>Prior Period</u>	<u>Current Period</u>
% LOP Elapsed:	23%	24%
% of Total Auth. Oblig.	100%	100%
% of Total Oblig. Exp.	75%	62%
% of Total Auth. Exp.	75%	62%

**II. PROJECT PURPOSE AND RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

**A. PROJECT PURPOSE**

This project supports the Mission's primary strategic objective of increased participation for equitable economic growth. 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**

The project's contribution towards the strategic objective is attributable to on-lending of funds to private sector financial institutions. It has generated and continues to generate new employment, foreign exchange, new technology, new entrepreneurs, macroeconomic policy priorities and agricultural development.

**(II) 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. Process to date**

1. Developments in interest rates and monetary policy.

There was one auction held during this period, with the clearing interest rate of 35.75% and the weighted average of interest rate of the successful bids being 37.85% (note, the clearing interest rate is the rate given to the last successful bidder). The method used for on-lending the funds is always under constant supervision because of the interest rate volatility. The interest rates are high to the subsequent sub-borrowers at this time. This could have resulted in the low demand for these funds. During first quarter FY94 BOJ requested that we auction the funds

100

available at the time, in three tranches of J\$85 million over one year so as to assist them with the control of the liquidity in the system. To date two such auctions have taken place. The third is slated for third quarter FY95.

2. Overview of the Auctions

Between August 1989 and September 1994, eight auctions were held for a total of J\$359.94 million (See Annex I). The trend for the first seven auctions indicated 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 at the time. Prior to the seventh auction in March 1994, the BOJ indicated that they would no longer waive the PL 480 funds from the cash reserve and liquid assets ratio requirements. All IFIs had to now report these funds as part of their cash reserves etc. Contrary to expectations, interest rates bid for the seventh auction were higher than the previous six auctions. It was the opinion of the contractors DTT, that the interest rate climate was at a record high and the demand for long-term funds were still great, so regardless of the imposition, the IFIs wanted and needed the funds. Within 4-6 weeks after the seventh auction, interest rates took a nose dive and the demand for the funds fell drastically. It was of no surprise when the results of the eighth auction showed a decrease in the demand for funds and a lowering of the bid interest rates. There is approximately J\$135 million available for future auctions, but only \$85 million will be used for the 9th auction which is scheduled for some time between March and June 1995. A program evaluation will commence in October 1994 and based on its findings it will be decided whether to have a 2nd tier auction (to development banks, credit unions, etc.) or a 1st tier auction (to commercial banks, merchant banks, etc.).

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 program evaluation and a study on the impact of these funds was originally conducted in 1991 and a new one is slated to commence in October 1994. This will involve the analysis all eight auctions.

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) provide an ongoing analysis of the sub-loans and show the number of sub-loans, the purpose of these loans and the period for repayment. This information indicates how loans contribute to our strategic objective.

B. Major Outputs

	Planned			Accomplished			
	LOP	Period	Cum. Next Period	Period	Cum.	% of LOP	
1. Auctions of Section 108	N/A	1	8	1	1	8	N/A

C. Other Accomplishments and Overall Status

Only four IFIs participated in the eighth auction, submitting a total of 12 bids. Only six of these bids were successful with the clearing interest rate of 35.75%. The winner of this auction (see annex 1) has not yet requested disbursement of funds but it is anticipated that at least fifty percent (50%) of these funds will be disbursed by March 1995. Looking back on the seventh auctions, 86% of the funds have been disbursed.

D. Problems and Delays

The seventh auction which took place in March 1994 saw problems emerging at the time the documentation for the loan agreements were being prepared. The major problem was that of the winning banks declining to take up their bids. There was a significant falling of interest rates to the public, causing the banks' demand for these funds at their bid rates to wane. The clearing rate as reported in the last SAR, fell from 48% to 39%.

It has been agreed upon to institute a deposit system for all participating IFIs, where US\$1,000 will accompany all sealed bids for the respective auctions. These deposits will be refunded upon the loan agreement being signed.

VI. MAJOR ACTIVITIES DURING NEXT SIX MONTHS

A. Work Plan for next six months

Project Management

- o Contractor (DTT) to review the IFIs and to periodically (every six months) evaluate the quality of the sub-loans.
- o Impact study and program evaluation.
- o Ninth auction of J\$85 million scheduled for third quarter FY95 (possibly to 2nd tier institutions).

**VII. IMPACT FOR THE NEXT SIX MONTHS**

- o More loans will be generated to the private sector for productive investment.
- o More loans will be made available to small enterprise institutions.

8	Aug. 1994	Century National	10.00	39.00
		Century National	15.00	38.6
		Century National	25.00	38.5
		Century National	15.00	37.6
		Century National	10.00	36.5
		Century National	<u>10.00</u>	35.75
		(US\$2.58 million)	85.00	
	<b>TO DATE</b>	<b>TOTAL</b>	<b>359.94 +</b>	

**ANNEX 1**

**SUMMARY OF THE AUCTION PROCESS TO DATE**

+ Includes JS96.737M auctioned but not yet committed by a loan agreement

**Prior to Auction**

<b>AUCTION</b>	<b>DATE</b>	<b>BANK</b>	<b>AMOUNT J\$ mil.</b>	<b>BID RATE %</b>
1	Aug. 1989	Eagle Merchant	10.00	19.00
		Mutual Security	<u>10.00</u>	19.00
		(US\$3.10 million)	20.00	
2	Feb. 1990	George & Branday	8.00	28.00
		Century National	9.40	27.00
		Century Merchant	7.60	27.00
		BNS	<u>3.00</u>	27.00
		(US\$3.80 million)	28.00	
3	July 1990	Eagle Merchant	47.00	31.00
		(US\$5.50 million)		
4	May 1991	Century National	11.00	30.01
		Century National	11.00	31.01
		Century Merchant	<u>11.00</u>	30.00
		(US\$3.30 million)	33.00	
5	Sept. 1992	Corporate Merchant	20.00	33.07
		Corporate Merchant	10.00	35.0042
		Workers Bank	<u>28.94</u>	32.004
		(US\$2.66 million)	58.94	
6	Oct. 1992	Trafalgar Dev. Bank	2.00	24.00
		Trafalgar Dev. Bank	0.33	22.00
		National Dev. Found.	<u>0.67</u>	22.00
		(US\$1.4 million)	3.00	
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
		Horizon Merchant	<u>11.737</u>	39.00
		(US\$2.83 million)	85.00	

1987-1988	Trafalgar Dev. Bank	27.50	5.00
	National Dev. Found.	<u>5.00</u>	5.00
	<b>TOTAL</b>	<b>32.50</b>	

**FUNDS AVAILABLE FOR CURRENT AND FUTURE AUCTIONS**

	<b>J\$M</b>
Amount available for auction (US Treasury account No. 72FT785)*	J\$ 85.57
Amount available for auction upon approval from USDA (US Treasury account No. 72FT785)*	J\$ 1.22
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\$ 48.89
<b>TOTAL AVAILABLE FOR AUCTIONING</b>	<b>J\$135.68</b>

- \* 72FT785 - AID account for IFI lending
- \*\* 20FT686 - Reflows (interest bearing where allowed)

h.c.

PROJECT STATUS REPORT

April 1, 1994 - September 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: J. Rousseau\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.  
 Date of Last Evaluation: 00/00/00 Next Evaluation: 1/15/95  
 Date of Last Audit: 06/01/92 Next Audit: 11/1/94  
 No. of Proj. Cmte Meetings during the Reporting Period: 1  
 Date of Last Project Management Review: June 13, 1993 - July 5, 1993

**II. PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

**A. 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 small and medium sized producers to help them expand production and marketing of export crops, access yield-increasing technologies, and reduce or eliminate post harvest constraints, ultimately increasing their earnings and employment. The project also provides support for improving export services, like the export preclearance facility. The intention of all activities is to increase the volume and value of commodities produced for export, and to ensure that small producers benefit from the increased export earnings. The Project also provides training in Integrated Pest Management, 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, and funds attendance at seminars, trade shows and fact finding missions to promote increased agricultural exports.

**IV. FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant:original	US\$10,000,000	
Amount Obligated:	US\$ 1,000,000 amended	to \$5,560,033	
Amount Committed:	Period:	US\$ - 76,435	
	Cumulative:	US\$ 4,895,977	
Accrued Expenditures:	Period-Projected:	US\$ 1,500,000	
	Period-Actual:	US\$ 146,516	
	Cumulative:	US\$ 4,162,917	
	Period-Next:	US\$ 800,000	
Counterpart Contrib.:	Period	Cumulative	Life of Project
Planned	US\$67,568	US\$ 1,767,568	US\$ 8,850,900
Actual *	US\$215,246	US\$ 1,180,607	
% LOP Elapsed:	72%		
% of Total Auth. Oblig.	56%		
% of Total Oblig. Exp.	75%		
% of Total Auth.Exp.	42%		

**V. PROJECT STATUS**

**A. Planned EOPS**

1. 8% 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 cocos.

a. During this period, exports from Western Banana, an AESP subproject which is responsible for 5% of Jamaican banana export production, have greatly exceeded the 8% target. 1254.5 tons (81,165 boxes) were exported between 4/94 and 9/94, compared to 685 tons (44,320 boxes) in the previous period. This represents an increase of 93%.

b. The cocoa subproject at Richmond Fermentary has, since inception, increased production by approximately 20%.

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

To date, the project has provided production support to one non-traditional export crop - yams. Between 1989 and 1993, yam production for export increased by 68% from 8,931 tonnes to 14,930 tonnes.

The 60J Economic and Social 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 12,242 tonnes in 1989, to 24,513 tonnes in 1993. The increase from 1989 to 1993 is equal to 100%; the increase from 1992 to 1993 is 15.4%.

## B. Major Outputs

	Planned		Next		Accomplished		% of LOP					
	LOP	Period	Cum.	Period	Period	Cum.						
<b>1. Export Production Subprojects</b>												
a) Proposals received	20	7	27	8	9	30	150					
b) Proposals approved	20	5	20	4	0	10	50					
c) Proposals completed	20	5	25	6	0	10	50					
<b>2. Production and Export Services</b>												
a) Preclearance Inspections	9000	2300	9000	2300	1631	14,115	157					
b) Upgrade Facilities	1	1	0	1	0	0	0					
<b>3. Export Project Design &amp; Support</b>												
a) Sector/technical studies	20	2	12	3	1	9	45					
b) Workshops/Seminars	25	2	14	2	1	18	72					
<b>4. Training</b>												
Long Term	60	40	0	0	6	3	0	0	0	4	2	
Short Term	300	200	30	20	150	100	30	20	12	4	375	164

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 increase foreign exchange earnings by establishing bananas on 3,000 acres of under-utilized land in western Jamaica.

USAID funding provides technical assistance for training and extension work to disseminate appropriate technology and thus increase yields. To date, 632 hectares (1,561 acres) of banana have been established or resuscitated under the subproject, of which 82 hectares (202 acres) were done in this period. During the reporting period, 1,254.5 tons of bananas were shipped from the 352 hectares. Producing farmers continue to increase per acre production by an average of 50% as a result of project assistance.

The Subproject Manager has requested an extension of the sub-project to allow training by VOCA of the accounting personnel in the use of the accounting software. As was indicated in the last period, the target of 3000 acres will most likely not be met until Summer, 1995. To date there are 352 farmer beneficiaries

of which 34 are women. This is significantly less than the target of 900 farmers, and has been mainly due to the difficulty which most of the potential beneficiaries have had in meeting the collateral requirements of commercial banks. Recent negotiations have resulted in loans now being available through six Peoples Cooperative Banks within the project area.

- b. The Cocoa Production - Richmond Fermentary Area subproject (Feb., 1992 - Sept., 1994) reached its PACD at the end of this period. The goal of the sub-project was to increase cocoa production by 300% in three years by providing input material including intercropping seedlings, on credit to selected farmers. The project also provided training for the adoption of improved cultural practices. At the end of the period 1,985 acres have been rehabilitated and farm plans prepared for Preliminary figures of export production from the Richmond Fermentary for 93/94 show no significant increase over 92/93. The reasons given are the extreme drought conditions that have existed in St. Mary for almost all of 1994, and the 50% decrease in price which the farmers received for the 93/94 crop, which caused many farmers to abandon some of the crop.

A final sub-project report will be submitted early in the next period.

- c. The Non-Blue Mountain Coffee Cooperative sub-project (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. Six training courses in management and production techniques were held during the period. No additional radios were installed in the period pending provision of security and electricity in the targeted locations. Estimated yields for the 94/95 crop is 211,600 boxes, generating an income of J\$ 211 million. This compares very favourably with the 93/94 income of J\$ 41 million. Of the 20,000 farmers involved in the sub-project, approximately 60% have adopted improved cultural practices.

- d. The National Yam Export Development sub-project (April 1991 - Dec. 1993) which promoted the use of the yield increasing mini-sett yam production technique, reached its PACD in December, 1993. The outstanding issue of accounting for the sub-project commodities has been addressed with the PMU having a full account of the commodities. A concept paper from one of the private cooperatives which benefitted from the original sub-project has been approved for proposal document preparation. It is expected that the proposal will be submitted for PCC approval early in the next period.

- e. The Minard Estate Seed Stock Development sub-project (Dec. 1991 - Feb. 1994) was terminated in February, 1994. A PIL was submitted to the Ministry of Agriculture in May, 1994, requesting concurrence to de-earmark the balance of the funds earmarked for the project. The PMU Project Manager expects the letter will be sent to us by the end of October, 1994.
- 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. The sub-project has continued under 60J funding. No infrastructure development has taken place. Additionally, the severe drought in St. Mary has severely affected production, with only 44.2 tons being exported during the period (601 tons in the previous period).

At the last PCC meeting, MOA requested that an evaluation of the sub-project's accomplishments and potential be submitted by the end of October, 1994 to enable a decision to be taken as to whether they will continue the sub-project.

- g. A Cooperative Agreement with the Jamaica Exporters' Association (JEA) was awarded in the period. This enables the JEA to assist the AESP in identifying, developing, and initiating new production sub-projects. During the period, 9

concept papers were reviewed and 6 were approved to proceed to a fully developed proposal by the TCC. 3 project documents have been produced and will be reviewed by the PCC for decisions early in the next period. The three proposals are:

- 1) An Anthurium sub-project;
- 2) Farming of the Caribbean Spiny Lobster;
- 3) Vegetable export project.

The PCC expects to approve an additional 3 to 5 proposals during the next period.

## 2. Component 2 - Export Services

- a. **AMC Refurbishment:** After protracted close-out activity all refurbishing was completed during the period, and the Level IV warehouse was officially opened in September, 1994.

Resolution of the outstanding budget issues was not achieved in this period. Preliminary figures were presented prior to the deadline for submission of supporting documentation. The information presented does support the increase in expenditure. The PCC has requested that the final figures be by October 15, 1994. Failing that, we will only consider for reimbursement, an amount which can be substantiated through bills of quantities and receipts.

- b. **Agro Partners Ltd.,** a consortium which includes the Agricultural Development Corporation and the Jamaica Exporters' Association continues to manage the preclearance facility in Kingston. Outstanding repairs continue to prevent the smooth running of the facility. These include completion of repairs to fumigation chamber 2 and two coldrooms, and provision of two workable forklifts. AESP has agreed to purchase a new forklift with MOA purchasing the second hand one presently on loan from the president of the JEA.
- c. **Preclearance Privatization:** A PIO/T was executed to amend the JEA cooperative agreement to enable the JEA to prepare an implementation plan, and to hire a preclearance manager. The manager will work closely with the USDA APHIS officer to finalise the MOU for signature and to expedite other critical program issues such as (1) the "one stop" concept for the Kingston facility, (2) provision of a facility in MoBay, (3) initiation of the cess collection, and (4) encouraging increased use of the program by exporters. The amendment will be signed and the manager hired at the beginning of the next period.

During the reporting period 500,000 boxes were precleared island-wide. This is on track with the USDA APHIS officer's projected volume of precleared product for 1994.

- d. The USDA APHIS officer initiated an IPM program in association with AESP's technical advisor, RADA personnel and CARDI. Specific IPM programs will be developed for the new AESP sub-projects.

## 3. Component 3 - Design and Management Services

The JEA cooperative agreement to develop concepts and write project proposals for production subprojects was initiated in the period. To date 9 concept papers have been reviewed under the new procedure.

USDA/OICD PASA was completed in this period. A seminar was held on root crop production, post harvest handling, and marketing opportunities during the period. Three exporters attended a one week field trip and production seminar in California.

A cooperative agreement with Volunteers in Overseas Cooperative Assistance (VOCA)

was signed 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. The first intervention was initiated during the period. At the request of the JEA, two volunteers began a financial and marketing analysis of the Jamaican yellow yam and dasheens. The final report will be submitted early in the next period. WestBan has submitted a request for assistance in training accounting personnel in their accounting software.

## 4. Other

- a. The strengthened staff of the PMU has improved project control and management capabilities. The Deputy Project Manager position was filled in this period. The AESP PMU submitted an expenditure voucher covering the period 4/1/93 to 7/31/94. All subsequent vouchers will be submitted on a monthly basis.
- b. The AESP PMU Project Manager has tendered for a recipient-funded audit of project and subproject accounts. A company has been selected, and the audit will take place in November, 1994.
- c. A selection committee reviewed proposed evaluation teams and identified an Agricultural IQC firm, with whom USAID/W has been asked to negotiate a contract. The evaluation will be conducted in January, 1995 when there should be at least three new sub-projects starting implementation. This will enable inclusion of a diversified group of project beneficiaries.
- d. During the period only one of the planned training activities under the ROMCO contract was held. The conservation biology course was cancelled after the local coordinator declined to make it more relevant to the AESP, and to include participants from the AESP. Implementation of the environmental monitoring function under the 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.

The ROMCO project officer will be coming to Jamaica to reassess AESP's training needs with the PMU and to determine the types of training which would address those needs.

- e. Site visits were made to Western Banana, Richmond Fermentary cocoa sub-project, the AMC and the preclearance operations in Kingston and Montego Bay. Visits were also made to sites of three proposed sub-projects. A meeting of the Claremont Coffee Cooperative has been organized for the end of October, which will be attended.
- f. The PMU completed a commodity control system description for commodities purchased for AESP.
- g. The mango growers have not pursued the establishment of a hot water dip facility to enable mangos to be exported to the U.S.. Low prices and competition from Florida and the region, make the U.S. market not as attractive as their present market, the U.K., Europe and Canada.
- D. **Problems and Delays**

Resolution of additional funding requests and schedule extensions are still outstanding for AMC Refurbishment and Tryall banana. New deadlines now in place will be strictly adhered to.

The method of determining in-kind host country contributions has still not been finalized. The PMU will be establishing guidelines for the new sub-projects to

follow during the next period.

Subproject close-out reporting for terminated subprojects remains outstanding. The PMU Project Manager hopes to submit the first three by the end of October, 1994.

The method of project funding has to be resolved with the controller's office, i.e., incremental funding versus fully funding of sub-projects. AESP'S obligations have been drastically reduced thus requiring careful monitoring of disbursements to the sub-projects and cash flow requirements.

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

Execute project and subproject audits.

Execute an external project evaluation.

Resolve budget issues for Tryall and AMC.

Sign amendment to cooperative agreement to assist the JEA in the privatization of the preclearance program. Initiate implementation plan developed by the consultant. Hire the preclearance program manager. Sign MOU with USDA.

Implement at least 5 new sub-projects.

Finalize the project training plan.

Complete de-earmarking exercise with USAID project accountant.

Develop close-out reports for terminated subprojects.

**F. Impact Over Next Six Months**

- 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, which will reduce a key constraint to export of commodities to the U.S. Hiring of a preclearance manager will further strengthen the program by enabling resolution of some key issues affecting viability.
- Implementation of new sub-projects will increase export production, foreign exchange earnings, and employment for producers, and will result in increased economic activities in the area of the sub-projects.

**PROJECT STATUS REPORT**

April 1, 1994 - September 30, 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 08/14/93
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
AID Project Managers:	Jane Ellis
Status of CPs/Covenants:	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: 12/1/94
Planned No. of non-Fed Audits:	1
No. of Audits contracted for/completed:	None
No. of Project Committee Meetings	2
Last Project Management Review	n/a

**FINANCIAL DATA**

Amount Authorized:	DA Grant: original	\$10,000,000	
Amount Obligated:	DA Grant: original	\$ 800,000	Amended to \$7,915,298
Amount Committed:	Period:	\$ 70,765	
	Cumulative:	\$ 7,328,474	
Accrued Expenditures:	Period-Projected:	\$ 500,000	
	Period-Actual:	\$ 572,364	
	Cumulative:	\$ 5,977,578	
	Period-Next:	\$ 700,000	
Counterpart Contrib.:	<u>Period</u>	<u>Cumulative</u>	<u>Life of Project</u>
Planned	\$200,000	\$2,000,000	\$3,346,000
Actual	\$ 27,639	\$2,859,483	
% LOP Elapsed		76%	
% of Total Auth. Oblig.		79%	
% of Total Oblig. Exp.		62%	
% of Total Auth. Exp.		60%	

**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 participation for equitable economic growth by increasing the incomes of subsistence producers. 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.

**C. Percentage of LOP contributing to strategic objective:**

Funds are attributed at 70 percent for increased participation for equitable economic growth, 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

**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. Evaluation has documented production increases of 200-300% for participating farmers.
- Community level sub-projects with Local Mgmt. Committees

adoption and dissemination of appropriate technologies.

have incorporated farmer input through on-farm 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 are 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		Cum.	
				Period	Period		
1. Acre Resuscitated	15,000	300	13,237	300	200	9,990	67%
2. New Acre planted	6,000	200	1,900	200	150	2,883	47%
3. Sub-Projects	28	7	39	0	6	31	110%
4. Farmers Involved	*20,000	200	11,200	200	300	11,410**	57%
5. Demo. Plots est.	* 120	10	84	10	10	105	88%
6. Training (Persons)	M F	M F	M F	M F	M F	M F	M F
short-term	750 250	75 25	750 250	60 30	100 20	939 205	125 82

\* Revised targets

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

**C. Other Accomplishments and Overall Status**

1. The Project continued to make significant progress during the reporting period. To date,

over 10,000 farmers in 200 districts of 9 parishes have benefited from the Project. Participating farmers have planted more than one million new trees and resuscitated over two million fruit trees. Eighteen sub-projects phased-out and the Project approved 6 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 Evaluation continue to be implemented during the period. The Sub-projects are now using new data sheets for farmers which will make tracking project impact easier.
- The geographic area of focus expanded to include St. Ann, St. Thomas and Portland. 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 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. Cocoa sales nearly doubled from 7,749 boxes to nearly 13,000 in 1992, and exceeded 13,000 boxes in the first half of 1993.
- The Kelita/Crofts Hill Cocoa Resuscitation project implemented by the Clarendon RADA ended during the period. The Sub-Project met its targets of 700 farmers and 700 acres planted, with the doubling of cocoa production from 3,410 boxes of cocoa in 1990/91 to over 6,600 in 1992/93. (Figures for 1993/94 not yet available)
- The Farming Systems Research and Development Project, with the assistance of 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 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 in December 1993. 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.
- 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 NCPCC meet its demand for mixed peel for the 1993 holiday season. A time extension for the processing component of the Sub-project may be necessary to allow sufficient time for the shipment of factory equipment, its installation and training of factory workers. The factory upgrading is scheduled to be complete by December 1994.

11. The two projects with the St. Catherine RADA at Bermaddy and Gublators were phased out. The targets for both sub-projects (Bermaddy and Gublators) were 300 participating farmers and 300 acres. Final reports, containing total participants and plantings, from both sub-projects are pending.
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 met its year 1 targets, despite the serious drought in the sub-project area. Over the past six months 11,605 trees were resuscitated and 5,593 seedlings were planted. 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 resuscitated 289 fruit trees and planted 13,763 miscellaneous trees during the past six months. Targets for this sub-project 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. During this six-month period the Longeville sub-project planted 852 trees and resuscitated 345. The targets for Longeville are 200 participating farmers and 150 acres planted. The Trinityville totals for the period are 30,964 trees planted and 11,914 resuscitated. The targets for Trinityville are 700 farmers and 640 acres planted. Longeville 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. The Ministry of Agriculture is currently evaluating the computer equipment and software requested by the Rural Physical Planning Division in an effort to rationalize computing capabilities of the Ministry and to minimize recurrent costs when donor projects end.
16. During this period, six new sub-projects were approved in the parishes of Portland, St. Thomas, St. Ann, and St. Mary, targeting 3,955 farmers. (see nos. 26-31 opposite.) Because of the drought, participating farmers have not begun to plant new trees or to resuscitate older stands.
17. 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.
18. 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. Thirty such visits were conducted during the reporting period and project files contain detailed reports of each.
19. 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 has not been able to bring closure to the audit recommendations due to lack of clarity in the auditor's working papers and the inaccessibility of the auditors to answer questions and due to the dispersed nature of the accounting systems and records of the sub-projects. The PMU is preparing detailed responses to all recommendations and is taking corrective actions when necessary. The Ministry of Agriculture is working on the establishment of a counterpart contribution tracking system that will close the audit recommendation on host country contribution.

(b) The financial management and accounting system for HAP were streamlined and simplified by 2 external accounting consultants. This exercise identified more than US\$ one million 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 31 sub-projects as of 9/30/94. 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	200	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	3,111,566	2,804,682	-	46	74
17. N. Clarendon Proc. Co.	5,264,538	674,000	700	69	95
18. Bermaddy Area	2,206,145	205,000	300	73	100
19. Gublators Area	1,672,255	353,000	300	97	100
20. Kellits/Crofts Hill	3,997,959	1,146,800	700	100	100
21. Long Road	3,639,536	1,161,000	700	32	40
22. Mammee River	3,076,040	1,292,500	300	50	50
23. W. St. Andrew	9,426,175	3,007,100	1,200	35	40
24. Longeville	452,551	131,000	200	68	50
25. Trinityville	11,378,215	1,900,000	700	12	30
26. N. St. Mary	9,324,924	3,790,000	1,000	10	15
27. W. St. Mary	4,282,114	1,908,000	1,000	5	10
28. Plantain Garden	4,225,634	1,412,000	355	5	10
29. Blue Mtn. Coffee	2,214,472	1,204,500	500	10	10
30. N.W. Portland Coffee	4,099,417	1,770,000	600	10	15
31. W. St. Ann Coffee	5,517,494	2,569,000	500	10	15
<b>TOTAL</b>	<b>103,597,160</b>	<b>37,751,584</b>	<b>16,218*</b>		

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

\*\*The exchange rate has varied from J\$5 to US1, to J\$33 to US\$1 during the course of the project.

**D. Problems and Delays**

1. An extended drought over most of Jamaica slowed the start-up of the 6 new sub-projects and the progress of on-going sub-projects. As a result, the HAP Project Management Unit and Sub-project managers organized more frequent training days and demonstrations for participating farmers and field assistants. The Sub-projects are stockpiling inputs (plants, fertilizers, etc) in anticipation of a break in the drought.
2. Planned obligations for FY 95 are \$774,000 and FY 96 are \$894,000. Currently, funds are not available to start new sub-projects. With the planned FY95 obligations only two or three new sub-projects could be started, unless the FY96 obligations can be called forward, obligated and committed in FY95.

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

1. HAP's budget will be further 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, particularly the hiring of a deputy project manager and an accounting clerk at the PMU.
3. Findings and recommendations of the overall Project audit will be addressed by the end of the reporting period.
4. The surveys for impact assessment will be completed, drawing upon external technical assistance if necessary.

**(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. With the Ministry of Agriculture and the Cocoa Board, the PMU will develop terms of reference for an analysis of of Cocoa Board policies and marketing strategies. Consultancy contract will begin during the next six month period.
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 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 national cocoa production and export. An increased number of small farmers will be able to benefit from the economic success of growing and selling Blue Mountain Coffee.



### III. PROJECT DESCRIPTION (Cont'd.)

4. Public Purpose Projects (Phase I & II) - KRC manages area-wide projects such as improvements to King Street and Justice Square.
5. Building Demolition Component (Phase II) - KRC will finance the demolition of unsafe buildings and the development of urban parks /streetscapes.
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. Private investment picking-up after downturn in 1991-93. Land values and rents increasing. Baseline Update Study shows that two major corporations have expanded operations in downtown. Employment targets met 2 years prior to project completion. Real estate investment picked up especially on Princess, Orange and Harbour Streets. Rents in KRC owned industrial properties have suffered a decline in real terms. Market for manufacturing space declining. Office space demand growing significantly due to government decision to occupy lower cost space in Downtown Kingston. Finally while KRC projects have slowed other investments reached a new high in real terms in 1993 and seems to be accelerating in 1994. New investment is clustered around key development points that KRC singles out in its development activities. Downtown Development Plan and Downtown Management District have gained wide-spread acceptance. The latter is particularly important as the district has been incorporated and downtown firms are establishing a structure to provide improved public cleansing, security and marketing services on a sustainable basis.

#### EOP # 2. Community Involvement in Redevelopment

Progress # 2. KRC focusing more attention on broad Community involvement in the re-development process. A proposal is being made to establish a 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. KRC Board participation is being expanded to include local community leaders. 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. Downtown Plan has been used as a vehicle to engage opposing political factions to promote a shared vision of development and resident participation.

#### EOP # 3. KRC To Be Self-Financing Entity

Progress # 3. KRC still dependent on AID funds. KRC has been unable to implement property syndications; selling assets as individual properties to meet short term operating costs. These results come about as a result of Business Plan and Management Review exercises which focused KRC on an action plan for future sustainability.

#### C. Other Accomplishments and Overall Status

##### 1.0 KRC Component

##### 1.1 SIGNIFICANT EVENTS OVER PREVIOUS 6-MONTHS

- KRC completed Business Plan and Management Review detailing strategy for future sustainability.
- KRC sold 95 Harbour Street and brokered sale of adjoining property for major bank's new building society headquarters. KRC also sold additional properties for redevelopment to major corporation.
- KRC restructuring of Community Development component almost complete, but funding issues remain
- KRC has received some new grants from international (CIDA and Dutch) and local sources (Rotary Club and GOJ) and new interest expressed by World Bank and British Overseas Development Admin.
- KRC Building Demo/Open Space Program finalized and implementation began after 3 year delay.
- Downtown Development Plan completed.
- Government has begun to identify new ... space projects to be developed by KRC.

1.2 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. 95 Harbour Street sold to major commercial bank at profit. (2) Government agencies and private companies requesting KRC to rehab space for office relocation downtown. (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; Accountant General occupied space in June 1994. Other tenants to occupy later as interiors are finished. (4) ICD Group (major Jamaican company) rehabbing and expanding corporate headquarters on Harbour St.; KRC assembled sites and sold them to ICD.

1.3 DOWNTOWN DEVELOPMENT PLAN: KRC initiated master plan process is completed. 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 and consensus.

1.4 RESTORATION GRANTS: No new restoration grants over the past 6-month period. 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.

- 1.5 **COMMUNITY DEVELOPMENT:** New directions being planned to focus on community organization, economic development, housing and environmental programs. Community development division to be transferred to broader KRC Community Development Foundation to create greater emphasis on social/economic development and as vehicle to attract increased donor/local contributions. 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.
- 1.6 **BUILDING DEMOLITION/OPEN SPACE:** Project has been approved by City Council and initial sites designated for clearance. Final agreement between KRC and City Council now completed. KRC initiated derelict building sites program under Downtown Management District and obtained private sector funds and KSAC authority to clear and secure 2 buildings. So far, 12 more in planning. The Open Space component initially to include streetscape improvements along Harbour Street and will seek to attract additional private sector contributions to expand project.
- 1.7 **KRC BUSINESS PLAN:** KRC had engaged Price Waterhouse to assist in formulating a 3-year business plan. At same time Urban Institute asked to assist in this endeavor. KRC Business Plan has been completed and submitted to USAID for review.
- 1.8 **DOWNTOWN KINGSTON MANAGEMENT DISTRICT:** KRC executed sub-grant with UDC to organize a Downtown Kingston Management District and has received significant support from downtown private sector leaders and government officials for the DKMD. The DKMD 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. The DKMD project came to successful conclusion with an organization in-place to continue implementation.
- 1.9 **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 and designated 1995 Eisenhower Fellow.
- 1.10 **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.
- 1.11 **CONDITIONS PRECEDENT:** KRC has now met all the Conditions Precedent (CP) contained within the Phase II grant. The Building Demolition/Open Space component had reached agreement with local authorities as of September 1994 and is to commence in October 1994.
- 1.12 **AID to reimburse direct costs for KRC to administer USAID project.** Direct cost support not incorporated in Phase II previously. This help enables

- 2.0 **KRC to forestall severe budget problems.**
- 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 purchased traffic signals for Harbour Street and adjoining streets to improve traffic flow; installation nearly complete.
- 2.4 **Tour of major revitalization areas in 2 U.S. cities** conducted to further understanding of downtown investment potential for Kingston. 12 Jamaicans representing a broad cross-section of business, government and local philanthropic groups took part. Tour was highly successful and yielded significant commitments to address Kingston redevelopment issues.
- 2.5 **8 GOJ and private sector representatives** participated in a workshop on Business Improvement Districts in Philadelphia. DKMD organizational development benefitted significantly from this exposure to the techniques and approaches for implementing BIDs.

**D. Problems and Delays**

- 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). KRC needs to shift costs of such activities to government and corporate donors thereby reducing KRC expenditures/losses.
- 1.5 UDC PACD on September 30, 1994; several UDC projects will not be accomplished.
- 1.6 Initial findings of baseline update show that despite improving conditions, establishment owners and managers believe that Inner Kingston conditions have worsened substantially since 1990.
- 1.7 While jobs have increased, salary levels have not, although they are primarily

for low income area residents

**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 neighborhood 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. 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.
- 3. KRC will continue to approach other funding sources, such as local corporations, pension funds and other donors.
- 4. When existing leases expire, KRC will renegotiate new leases that are more reflective of higher market rate and pursue rent arrears more aggressively.

**B. Work Plan Over the Next Six Months (KRC Component)**

- 1. KRC and USAID will monitor short and medium term strategy for improving financial sustainability. USAID will monitor implementation of 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.

- 2. Downtown Development Plan; follow-on implementation to be underway.
- 3. Renovation of some major offices in Public Buildings West will be completed and contracts for other space will be finalized
- 4. KRC will sell 3 properties and reinvest proceeds to produce income. KRC will structure joint venture on 1 additional property.
- 5. Downtown Kingston Management District will finalize implementation plans and continue seeking private sector funds.
- 6. Final Baseline Data Update Study will be submitted, 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. KRC will work with UDC and Government on relocating government offices into project area.

**C. Major Corrective Actions Expected (UDC Component)**

- 1. PACD reached; USAID to monitor close-out of project.

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

- 1. Close-out 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.

\*Sale and 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 Kingston Management District organization activities will focus solutions on private sector supplemental financing and management of urban services in downtown.

**PROJECT STATUS REPORT**  
April 1, 1994 - September 30, 1994

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**I. 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)  
 Major Contractors: Louis Berger International, Inc.  
 AID Project Managers: Hasan A. Hasan/Herrol Sadler  
 Status of CPs/Covenants: CPs met 10/2/91; Covenants: grantees in  
 conformance  
 Date of Last Evaluation: Next (first) Evaluation: October 1994  
 Date of Last Audit: March-April 1993 Next Audit: To be scheduled  
 Planned No. of non-Fed Audits: 4  
 No. of Audits contracted for/completed: 1  
 No. Project Committee Meetings held for this period: 1

**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:	\$ 90,800	
	Cumulative:	\$ 3,795,994	
Accrued Expenditures:	Period-Projected:	\$ 460,000	
	Period-Actual:	\$ 457,099	
	Cumulative:	\$ 3,016,820	
	Period-Next:	\$ 410,000	
Counterpart Contrib.: Planned Program'd.	Total Committed	\$15,050,000	
	Period:	\$ 1,350,000	
	Cumulative:	\$ 430,000	
Actual Program'd.	Period:	\$ 1,350,000	
	Cumulative:	\$ 2,940,000	
% of Total Auth. Oblig.		81.4%	
% LOP Elapsed:		60.5%	
% of Total Oblig. Exp.		74.12%	
% of Total Auth. Exp.		60.34%	

**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 S.O.: 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\$15.06 million in GOJ local currency. Japanese loan funds will finance engineering and construction services for all five subprojects: Montego Bay Sewerage expansion, Lucea-Negril Water expansion, North Coast Highway Improvement, Montego Bay Drainage/Flood Control, and Ocho Rios Port Development. The Montego Bay Sewerage improvement sub-project 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 Lucea-Negril Water supply system.

#### IV. PROJECT STATUS

##### The Co-financed Effort

The co-financed effort consists of two discrete projects. The first is the Northern Jamaica Development Project (NJDP) financed with OECF loan funds. OECF is financing engineering services and construction of the five subprojects. The second is the North Coast Development Support Project (NCDSP) financed with the USAID grant. USAID financing is for technical assistance, a Water Loss Management Program in Negril, Lucea and an Environmental Monitoring Program in Montego Bay. The USAID financed elements are in support of the different subprojects.

The following report includes the status of the co-financed package. Each reported segment is divided into two sections: the first, marked "NJDP" reports on the OECF-financed element and the second, marked "NCDSP" reports on the USAID-financed elements.

##### A. Planned EOPS

##### Progress to Date

##### Northern Jamaica Dev. Project (NJDP)

1. Improved Water supply in Lucea-Negril
2. Improved sewerage disposal in MoBay

These two subprojects constitute package # 1 being implemented by the National Water Commission (NWC). DHV Consultants were selected to do the detailed design and construction supervision. Tenders for the Negril distribution construction contract are due on 10/26/94. Tenders for Negril new water plant and MoBay Sewerage Facilities are expected in January 1995.

3. Improved road transport on the North Coast

These two subprojects constitute package # 2 being implemented by the Ministry of Construction (MOC). Stanley Consultants were selected to do the design and construction supervision.

4. Improved storm drainage and flood control in Montego Bay.

Tender documents for the Storm Drainage and Flood Control (South Gully) will be issued in October 1994. Stanley is working on the construction drawings for the highway. The first highway contract will improve the Negril - MoBay section. The GOJ is seeking other donor assistance for the remainder of the highway.

5. Expanded Pier facilities in Ocho Rios

This constitutes package #3, being 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 to do the design and construction supervision. Tenders were received in June, 1994. The OECF, the Government Contract Committee (GCC) and the Cabinet have concurred in the award to the low tenderer. A construction contract is due for signature in early October, 1994. Construction to begin in early November 1994.

##### North Coast Dev. Support Project (NCDSP)

6. Improved quality of 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. USAID has agreed to finance this renovation under a Fixed Amount Reimbursement (FAR) method. Signature of the FAR agreement is expected in October.

7. Reduced water losses in Lucea-Negril

Leak detection work on the Negril-Lucea system was completed in mid-December 1992 and leak repair under Fixed Amount Reimbursement (FAR #1) procedures was completed and FAR payments made. Major overhaul of the Logwood Water Treatment plant was completed in late August, 1994. A second FAR (FAR #2) was executed in April, 1994 and work was completed in September, 1994. Processing payment 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 that was issued in early September, 1993.

The report recommended against discharging 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 majority of water sampling stations have changed from the Lagoon to the Bay. Quarterly routine samplings continue.

**B. Major Outputs**

	LOP	Planned		Next	Accomplished		
		Period	Cum.	Period	Period	Cum.	% of LOP
1. Montego Bay Sewerage	100%	10	39	10	10	33	33%
2. Lucrea-Negril Water	100%	9	38	9	9	32	32%
3. North Coast Highway	100%	10	36	10	5	18	18%
4. Montego Bay Drainage and Flood Control	100%	10	33	10	8	21	21%
5. Ocho Rios Port Dev.	100%	17	48	17	11	36	36%
6. MoBay Sewerage Interim Measures	100%	30	73	27	10	26	26%
7. Lucrea- Negril Water Loss Mgmt.	100%	24	100	0	25	99	99%
8. MoBay Environmental Monitoring	100%	10	56	10	10	52	52%

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

**C. Other Accomplishments and Overall Status NJDP**

1. Agreement has been reached on the acquisition of 137 acres of land of the facultative lagoons in Montego Bay at a total cost of J\$83 million. The NWC has paid the down payment of \$13 million and will pay the remaining J\$70 million in J\$20 installments every sixty days. All land acquisition actions for the Negril Water Subproject for the South Gully and for the Ocho Rios Port Development are complete. The MOC continues to identify the parcels of property needed for the North Coast Highway Project.

2. Tenders were received for the Ocho Rios Port Development Subproject on June 3, 1994. The GCC, the OECF, and the Cabinet have concurred in the award for the low bidder, a Japanese firm, for US\$5.5 million. Contract signature is pending.

3. Tenders for the Negril Water Distribution Contract were released to pre-qualified bidders on August 8, 1994. Tenders are due October 25, 1994.

4. The consultants are in the process of completing the tenders documents for the Negril New Water Plant, the Montego Bay Sewerage facilities Bay Storm Drainage and Flood Control Contracts. They have developed pre-qualified lists of contractors for these three contracts.

5. The GOJ, after consultation with the OECF, has rescinded its earlier decision to use OECF funds to improve the section of the North Coast Highway between Ocho Rios and Port Antonio. OECF funds will now finance improving the section of the Highway between Negril and Montego Bay. The Consultants are preparing the tender package for that contract. The Consultants are yet to develop a pre-qualified list of contractors for highway work.

**NCDSP**

6. Work under Fixed Amount Reimbursement Agreement #2 (FARA # 2) under the Water Loss Management Program (WLMP) in Negril was completed and inspected in late September, 1994. The fixed amount (US\$96,000) is being processed.

7. The rehabilitation of the Logwood Water Treatment Plant in Negril was completed also in late September. The addition of pressure filters, pumps and booster stations has increased the volume of treated water from 3.2 to 4.2 MGD and increased pressure in the system.

8. The WLMP was concluded in late September. Berger began working on the final report which will be submitted soon. Berger's Water Loss Management Engineer extended his stay in Jamaica until October 21, 1994 in order to overlap with the North Coast Development Support Project's evaluation team.

9. Arrangements were completed, and purchase orders issued, for a two person evaluation team. The team is scheduled to commence its work on October 11, 1994.

10. The Project was amended in June, 1994 to permit the rehabilitation of the Montego Bay Sewerage Treatment Plant in order to improve the quality of effluent from the plant. The work will be done by the NWC under a FAR agreement. A draft of the FAR agreement has been cleared by the NWC and the PMU, and awaits internal clearances and approval.

**D. Problems and delays**

**NJDP**

1. Failure of the GOJ to make counterpart funds available on a timely basis has delayed the issuance of the tender package for the Negril Water Distribution Contract to pre-qualified contractors by three months, from early May to early August 1994.

2. The project continues to slip further behind schedule - it is estimated that it has fallen 2 more months behind schedule during this SAR period and that it now stands 18 months behind schedule.

3. Workings for the PMU: There has been little change in the workings of the PMU. The PMU manager continues to make minimum use of the Technical Advisor. The evaluation team will look at this relationship and make recommendations to make the PMU more efficient.

4. Northern Coastal Highway Subproject remains unsettled. We understand that OECF has declined to finance the engineering services required to prepare construction drawings for the whole route from Negril to Port Antonio. It is not clear how much of these services OECF will finance. Also, the GOJ is still seeking other donor funding to finance highway improvements from Montego Bay to Port Antonio.

#### NCDSP

5. We have discovered that the Montego Bay Environment Monitoring Program (MBEMP) under Berger's contract extends beyond the PACD of the NCDSP. Whereas the PACD is 7/31/96, the completion date of the MBEMP is October 9, 1996. The Regional Contracting Officer (RCO) is aware of this discrepancy, but has deferred action pending the recommendations of the evaluation team regarding extending the current PACD beyond 7/31/96.

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

##### 1. Major Corrective Actions Expected:

#### NJDP

a) The GOJ has already resolved the counterpart contribution issue regarding the Negril Water Distribution Contract. The GOJ to adopt a policy of making counterpart funds available on a timely basis for other upcoming contracts.

b) The implementation of the recommendations made by the midterm evaluation team should contribute to a smooth-working PMU.

#### NCSPD

None

##### 2. Workplan for the Next Six Months:

#### NJDP

1) Construction work on the Ocho Rios Port Development contract to begin in November.

2) Tenders for the Negril Water Distribution contract to be received and evaluated and concurrences received from the GCC, OECF and the Cabinet. Construction contracts to be signed.

3) Construction contracts for the new Water Treatment Plant in Negril, the Montego Bay Sewerage Facilities and the Montego Bay Storm Drainage and Flood Control (South Gully) to be tendered.

4) Construction contract drawings for the Negril-Montego Bay section of the North Coast Highway to be completed, a pre-qualified list of contractors developed, and the contract be ready for tendering. Issues related to the section of the Highway between Montego Bay and Port Antonio to be sorted out and donors for the improvement of these sections identified.

#### NCDSP

5) Water Loss Management Program final report to be received and approved. All outstanding disbursements to be made, commodities to be assigned to the NWC, and the program closed.

6) FAR Agreement #3, to renovate the Sewerage Treatment Plant in Montego Bay to be signed and work under the FARA to begin.

7) Berger to continue work in Montego Bay under the Environmental Monitoring Program.

8) Midterm evaluation to be completed and its recommendations implemented.

##### 3. Impact for Next Six Months

The project has led to increasing the water supply in Negril (from 2.3 to 4.2 million gallons per day), improving the distribution net through leak repairs and replacement of plugged water pipe, in increasing the pressure in the system, and in installing meters which has led to conservation. This has resulted in a greater water supply delivered to more consumers for more hours of the day, through an improved distribution system, at a higher pressure.

**PROJECT STATUS REPORT**  
April 1, 1994 - September 30, 1994

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**I. BACKGROUND DATA**

**Project Title:** Caribbean & Latin American Scholarship Program II  
**Project Number:** 532-0169  
**Date of Authorization:** original: 10/23/89  
**Date of Obligation:** original: 04/06/90  
**PACD:** original: 09/30/98\*  
**Implementing Agencies:** Direct AID/W contract to Partners for International Education and Training  
 \*\*\*Ministry of the Public Service

**Major Contractors:** None  
**AID Project Managers:** Joan Davis/Marsha Rigazio  
**Status of CPs/Covenants:** N/A  
**Date of Last Evaluation:** August 1991      **Next Evaluation:** Ongoing  
**Date of Last Audit:** N/A                      **Next Audit:** N/A  
**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**

<b>Amount Authorized:</b>	DA Grant: original	US\$5,500,000 amended to n/a
<b>Amount Obligated:</b>	DA Grant: original	US\$ 700,000 amended to \$5,121,808
<b>Amount Committed:</b>	Period:	US\$ 364,416
	Cumulative:	US\$4,484,392
<b>Accrued Expenditures:</b>	Period - Projected:	US\$ 500,000
	Period - Actual:	US\$1,080,224
	Cumulative:	US\$4,077,833
	Period - Next:	US\$ 350,000

<b>Counterpart Contrib.:</b>	<u>Period</u>	<u>Cumulative</u>	<u>Life of Project</u>
<b>Planned</b>	US\$ 3,000	US\$33,900	US\$115,000
<b>Actual</b>	US\$16,500	US\$81,250	70.7%
<b>Planned-Next</b>	US\$ 8,700		

<b>% LOP Elapsed:</b>	52.4%
<b>% of Total Auth. Oblig.</b>	93.1%
<b>% of Total Oblig. Exp.</b>	79.6%
<b>% of Total Auth.Exp.</b>	74.1%

**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%**

<b>Objective No. 1:</b>	Increased Foreign Exchange Earnings Employment	35%
<b>Objective No. 2:</b>	Improved Environmental Management and Protection	30%
<b>Objective No. 3:</b>	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 purposes 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.

**Progress to Date**

During the period, thirty participants departed for training in the areas of tourism, human resource development and education, skills training, pre-university training, business and engineering and the social sector.

Three persons departed for long-term training in the areas of information systems, health science (drug abuse) and engineering.

**B. Major Outputs**

	<u>Planned</u>			<u>Next Period</u>	<u>Accomplished</u>		
	<u>LOP</u>	<u>Period</u>	<u>Cum.</u>		<u>Period</u>	<u>Cum.</u>	<u>% of LOP</u>
	M F	M F	M F		M F	M F	M F
<b>1. Short-term Training</b>							
a) Women's Organization	24	0 4	0 29	0 15	0 0	0 1	0 04
b) Private Sector	24	0 0	10 19	0 1	0 0	7 10	78 87
c) PVO	50	0 0	14 28	0 4	0 0	3 0	15 0
d) Youth Leaders	20	0 0	8 11	0 0	10 10	11 14	138 117
e) Agriculturists	15	0 0	11 08	0 0	0 0	7 6	116 67
f) Tourism	15	1 1	4 07	0 0	0 1	1 2	17 22
g) Cultural Groups	05	0					
h) Environmentalists	15	0 0	7 09	2 4	0 0	2 2	17 11
i) Media workers	05	0 0	4 01	0 0	0 0	4 0	200 0
j) Health workers	20	0 0	5 17	1 1	0 0	1 14	13 116
k) Skills Training	10	0 0	2 01	0 0	1 0	3 0	75 0
l) Human Resources Dev. and Education	60	0 0	6 32	1 2	2 5	3 30	13 83
m) Other	22	0 0	6 03	1 1	1 0	10 1	111 08
<b>2. Long-term Training</b>							
a) Business & Engineering	25	0 0	15 15	2 2	2 0	13 09	110 60
b) Environment & Agri.	20	0 0	11 08	1 1	0 0	11 04	138 33
c) Social Sector	15	0 0	05 11	0 0	0 1	05 18	83 189
d) Youth Leaders	14	0 0	3 04	0 0	0 0	2 03	33 38
<b>3. Training (Persons)</b>							
Long Term	M F	M F	M F	M F	M F	M F	M F
Short Term	30/44	1/0	34/36	3/3	2/1	31/34	103/77
	114/171	8/12	75/164	2/1	14/16	62/80	46/46

**C. Other Accomplishments and Overall Status**

- a. During the period under review three participants, two male and one female, departed to pursue long-term training programs. One of the participants, Sonia Abrahams, was a recipient of the one-year Hubert Humphrey Fellowship Award at Johns Hopkins University (a non-degree program), who pursued studies in Drug Abuse. On completion of her program, CLASP II provided funding for an additional four months to enable her to complete a Master of Health Science degree, focussing on Drug Abuse, at the University. During this period, thirty participants also departed for short-term training.

Of the thirty short-term participants, twenty were young high-school students selected under the "Coalition for Excellence" program. This makes the second consecutive year that CLASP II has assisted these young people to attend "Ivy League" schools in the U.S.A. for six-eight week summer programs, thereby fulfilling the mandate under this project to train youth and potential youth leaders.

The Training Office was actively involved in the interviews and selection of candidates under the Georgetown University Cooperative Association of States for Scholars (CASS) program, which saw twenty participants depart to pursue Associate degrees at community colleges in the United States.

The Training Office was advised in September by the Controllers Office that they received a cable from AID/Washington informing them that a new system of credit transfers for participant training has been instituted for all USAID Missions. The new system will be effective as at September 30, 1994. This means that, instead of making quarterly transfers of funds under a PIO/P to AID/Washington, the Controller's Office will transfer the full amount of funds committed under the PIO/P. Several questions were raised in connection with this new policy and a meeting was held with members of the Training Office and the Controller's Office in order to arrive at a clear understanding of the new regulations. Another meeting will be scheduled to discuss the implications of this new policy in more detail.

The training planned for 15 persons from the Women's Bureau/Crisis Center islandwide did not materialize, but is expected to commence in April 1995. The same situation applies to planned training of 4 - 6 environmentalists from environmental organizations throughout Jamaica whose course was cancelled.

A meeting was held with three community workers who work in depressed innercity areas of Kingston with a view to structuring a training program for them in May-June of 1995. These workers are having a positive impact on the communities in which they work as they help to organize the unemployed youths to assist with community-related projects, thereby helping to reduce crime in their areas. As a cross-cutting element, it is planned to invite health workers trained under the AIDS/STD Project to address the community workers in order to educate them on a variety of important health issues, in particular the entire issue of the prevention of AIDS and care of AIDS patients.

**D. Problems and Delays**

The final selection of six long-term participants, which was delayed due to organizational changes, is expected to be completed by the end of November, 1994.

Although the PACD of the project is September 30, 1998, the Training Office was advised that the target date for the return of all trainees is December 31, 1996. This therefore means that the selection of awardees for degree programs is limited to persons wishing to pursue masters degrees only, as they should be able to complete their training within one and one half years and before the target date of December 31, 1996. An Authorization Amendment is presently being done to change the PACD of the project from December 31, 1998, to December 31, 1996.

The Scope of Work for a Follow-On coordinator is expected to be finalized by the end of December, 1994.

**E. Major Activities or Corrective Actions during the Next Six Months**

A request for assistance from a Field Training Advisor (FTA) from AID/Washington resulted in a cable stating that an FTA can be made available to us in November at no cost. The FTA, Ethel Brooks, will assist in 1) finalizing the draft Scope of Work for a Follow-On Coordinator, 2) the design of the training component of the Uplifting Adolescents Project Paper and any other technical assistance which might be required.

The Human Capacity Development (HCD) Office, formerly the Office of International Training (OIT), has offered to provide the services of an Information Specialist to install and demonstrate the new version of a system for tracking participants. The two-day TDY of the Information Specialist would be on a cost-sharing basis for his/her air travel and per diem.

Twenty short-term participants are expected to be selected during this period.

**Impact Over Next Six Months**

The next six months will see the return of CLASP II participants trained to the degree level in the areas of business administration/finance, architecture/environmental planning and health care delivery, the key areas which relate to the Mission's three strategic objectives. Short term training planned from January to June will also focus on training in the above areas, ensuring that the participants will return with improved skills to assist in Jamaica's development.

G. **AID/W Actions** - None

**PROJECT STATUS REPORT**

April 1, 1994 - September 30, 1994

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**I. BACKGROUND DATA**

Project Title: UWI Management Education Project  
 Project Number: 532-0129  
 Date of Authorization: original: 09/10/87 amended 04/19/90  
 Date of Obligation: original: 09/11/87 amended 06/06/94  
 PACD: original: 09/30/90 amended to 12/30/95  
 Implementing Agencies: University of the West Indies(UWI), Mona Campus  
 Major Contractors: Pennsylvania State University  
 AID Project Manager: Al Bissett  
 Status of CPs/Covenants: Based on PP Supp 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.  
 Date of Last Evaluation: 02/93-06/93; Next Management Review: 04/95  
 Date of Last Audit: None. Next Audit: 11/94  
 Planned No. of Yearly Non-Federal Audits: 4 Next Non-Fed: 06/95  
 No. of Audits Contracted for/Completed: 4  
 No. of Project Cttee meetings held: 3

**FINANCIAL DATA**

Amount Authorized:	DA Grant:original	US\$ 2,450,000	amended to \$5,650,000
Amount Obligated:	DA Grant:original	US\$ 2,450,000	amended to \$5,082,304
Amount Committed:	Period:	US\$ 404,441	
	Cumulative:	US\$ 4,646,209	
Accrued Expenditures:	Period-Projected:	US\$ 640,000	
	Period-Actual:	US\$ 694,461	
	Cumulative:	US\$ 4,408,088	
	Period-Next:	US\$ 500,000	
Counterpart Contrib.:	Period	Cumulative	Life of Project
Planned	US\$100,000	US\$ 1,437,840	US\$ 2,141,000
Actual:	US\$ - 0 -	US\$ 1,527,840*	72%
Next:	US\$ 50,000	*Contribution on	
% LOP Elapsed:	79%	target	
% of Total Auth. Oblig.	90%		
% of Total Oblig. Exp.	78%		
% of Total Auth. Exp.			

**II. PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

**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 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) Specific Linkage**

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 percent.

**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 ten year project to be implemented in three phases. Additional support for an extended Phase I!, through December, 1995 has been approved to assure sustainability and provide for orderly project close-out.

**IV. PROJECT STATUS**

**A. Planned EOPS**

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:

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

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.

**Progress to Date**

The IOB has been legally incorporated (08/93) to ensure academic recognition; it is fully operational.

Six consultancy projects completed; five in progress.

Four research projects have been published and are available as case material.

- c) The IOB should be recovering its direct costs for research and consultancy service.
- 2) A fully established Executive MBA degree program, with planned objectives as follows:
- a) graduating 30 students per/yr;
- b) charging fees to cover all of its local variable costs;
- c) at least 50% of lecturing staff should be from local and/or regional sources (by 1993).

To date all research projects commissioned from the IOB are at least covering direct costs.

The program is fully established and coping with competition from two offshore U.S. and one Canadian universities.

1990/91 - 28 graduates;  
1991/92 - 28 graduates;  
1992/93 - 28 graduates;  
1993/94 - 38 graduates.  
(A total of 122).  
(41 new candidates registered for 1994/95.)

Tuition fees cover approximately 90 of variable costs; increasing from J\$14,500 to J\$180,000.

UWI faculty and other local staff represents over 50% of total lecture time.

Following on a semesterization system, a Faculty Review is in progress for all undergraduate programs in the Faculty of Social Sciences including the DOMS. The Review is being undertaken by a team from M.I.T., and a draft report has been completed.

Building completed in early 1990; Computer labs fully equipped and operating since mid-1991.

Five PhD candidates in the U.S. pursuing training. One candidate scheduled to return by Summer 1995; other four should complete core courses by Summer 1995, but dissertation work may not be completed before PACD.

Request for Technical Proposal (RFTP) to design the architectural and engineering work for the proposed new building to house the IOB was put to public tender in June 1994; contract to be awarded October 1994.

A team from Kellogg Graduate School of Management, Northwestern, is working with UWI on the curriculum.

- 3) An upgraded BSc degree program in terms of quality and relevance to meet the needs of the business community.
- 4) Extension and equipping of the DOMS Building; and computer center installed.
- 5) Long term training (Phase II): 5 PhD candidates; 7 MS candidates.
- 6) Architectural and Engineering design work for proposed new building for the IOB.
- 7) A full-time MBA degree program by academic year 1995/96, to enroll 30 students per year.

## B. Major Outputs

	Planned		Next		Accomplished	
	LOP	Period	Cum.	Period	Period	Cum. % of LOP
1. Computers	63	0	63	0	0	62 99.9%
Printers	26	0	26	0	0	26 100%
2. Program Development						
EMBA modules	15	0	15	0	0	15 100%
3. Library material/books	1165	0	890	275	0	890 76%
4. Training (Local):	M F	M F	M F	M F	M F	M F
EMBA graduates	50/50	17/14	50/50	16/25	15/23	64/58 122%
4-Wk Exec.Seminar	50/10	16/2	50/5	14/4	16/2	48/5 96/50
2-Wk Exec.Seminar	6	1	4	0	0	4 66%
1-Wk Sem. for Faculty staff	20/10	0/0	20/10	0/0	6/4	12/8 60/80%
3-Day seminar/participants	100/50	20/20	65/50	0/0	30/20	75/50 75/100*
1-Day seminar/participants	400/200		200	0/0	0/0	60/25 15/12**
5. Training (Overseas):	M F	M F	M F	M F	M F	M F
Long-term (M.S.)	9/8	3/0	11/6	2/0	1/0	7/8 95%
Long-term (Ph.D)	2/3	2/3	2/3	0/0	2/3***	2/3*** ***
Short-term	24/10	3/2	12/5	0/0	0/0	13/7 60%

### Notes:

\* 30 participated in Tourism Hospitality this period.

\*\* 1-Day seminars have been suspended.

\*\*\*PhD programs scheduled for completion Summer 1996.

## C. Other Accomplishments and Overall Status

**Sustainability:** The current PP Supplement budget will provide additional resources for activities that will contribute to sustainability of the project after the PACD. The focus for this strategy include: (a) the strengthening of the graduate degree programs, and the executive development programs; (b) sponsored research and consultancy; (c) enhanced undergraduate business programs; and (d) enhancement of an endowment fund specifically to support management education.

### Highlights of Major Accomplishments:

- The Executive MBA is the "Star" of the IOB activities. Fees have increased from J\$14,500 to J\$180,000 per year for the two-year program over a five year period. Student applications for this course exceeds 200 each year, for an enrollment of 35 - 40. The program is well positioned against three other MBAs which are offered by offshore universities.
- The new Master of Public Sector Management degree program will enroll 30 students in its First Cohort, starting academic year 1994/95. Public sector executives will be from Jamaica (15), the rest of the Caribbean (8), and non-Caribbean Small Commonwealth States (7). This program is largely funded by the Commonwealth Secretariat, USAID Barbados, and individual governments in the region. This public sector program will help to balance the scale against the EMBA which is heavily private sector focused.
- The Full-time Masters in Business Administration  
This program is being developed with external assistance from a team of professors from the Kellogg Graduate School of Management. The Kellogg team, headed by the Dean of the graduate school, visited the Mona campus for direct assessment, and held discussions with several key private sector entrepreneurs and CEOs; a Program Proposal is expected on November 1, 1994.

4) Executive Development Program: The Sandals Group has recently engaged the IOB to deliver a two and half year (30 months) in-company Management Development Program for eighteen of its new Executives at a cost of J\$2.5 million. Participants completed the first two-week module during the Summer (1994).

5) The Alcan Caribbean Management Seminar: Most of the arrangements have been concluded to take over the Alcan Management Seminar by 1996. Dr. Blackwood-Harriott of the IOB, attended the June 1994 Program in the Virgin Islands and met with the Program's academic staff. This annual seminar will be funded mainly by Alcan for its executives.

6) The Consultancy Portfolio: During the period under review, the IOB completed six management consultancy projects; five other projects in progress, and two withdrawn.

The estimated value of the Portfolio is J\$8 million. However, this figure includes the J2.5m for the Sandal Group. Three of the projects came from the private sector, two from international agencies, and six from government ministries and agencies.

7) Research: The draft Report on "Access of Women to Credit and Finance" commissioned by the Inter-American Development Bank (IADB) was completed and submitted to the Bank. The findings of the research were discussed at a regional seminar held in Jamaica in July 1994 to facilitate participants from other West Indian and Latin American countries. This research project was undertaken on a cost recovery basis.

The project is providing nine to ten small grants to academic staff for research work which will be published and which will enhance case study material.

8) Procurement Plan: The UWI Procurement Plan was submitted and approved for: library materials; audio visual equipment; computer networking hardware and software; and architectural and engineering design work. Funds were earmarked and the IOB should complete all procurement activities by December 1994.

9) Faculty Review of Undergraduate Programs: In June 1994, a team from Michigan University School of Business Administration conducted a review of the Faculty of Social Sciences' undergraduate programs in Business and Public Administration. The draft Report has been submitted to USAID.

10) Impact Study: Terms of Reference for an Impact Study/Evaluation has been sent to tender. The evaluation will examine the performance and impact of Management graduates from the University as well as establish the private and public sector assessment of management development training needs. The evaluation will also aim to measure impact on Mission's Strategic Objective No.1, i.e., Increased Foreign Exchange Earnings.

11) Architectural Design of New Building: It is expected that a contract will be awarded by mid-October for the A & E design work on the proposed building to house the IOB. USAID will provide a maximum of US\$125,000 for this activity. The design is to be presented to the business community to raise private sector funding for the construction costs.

12) Executive in Residence: The IOB welcomed its new Executive in Residence, Dr. Keith Panton, past General Manager of Alcan (Jamaica) Limited.

13) Women in Development (WID): Of the last group of EMBA graduates, 60% are women; and of the total 122 graduates under this sole program, 66% are women. This percentage holds true for the entire Campus enrollment.

#### D. Problems and Delays

a) Endowment Fund: The UWI Vice Chancellor has advised USAID that it is not opportune at this time to establish a separate Foundation for the IOB, as this will involve considerable duplication of costs, owing to an existing University Development and Endowment Fund. The existing Fund is managed by a Board consisting of private sector and University representatives. USAID is in discussion with UWI to decide how best to use project funds to enhance this activity.

b) Joint Appointments for Senior Lecturers: Of a proposed four joint appointments to serve the IOB graduate programs, only one appointment is in place. However, the three positions have been advertised and it is hoped that they will be filled during the next six-month period.

c) Joint PhD Degree Program: The plan to send four candidates to U.S. universities for the first year of a two-year doctoral program, has been delayed; however, the candidates should leave Jamaica to start training in the U.S. in January 1995.

#### d) Appointment of Core Staff for IOB:

The recruitment and appointment of a Director for Graduate Programs was cancelled on two occasions. The last applicant, a senior professor from California State University, declined the UWI's offer on the ground of lack of "tenure". Discussions are still in progress as to how to overcome this problem. Another appointment for a Project Officer for the divestment of the Certificate Programs, has also been postponed. The University is facing an industrial relations problem brought about by extraordinarily high wage demands, backed by Union support.

#### E. Major Activities /Actions During the Next Six Months

##### 1. Major Corrective Actions Expected:

None

##### 2. Workplan for the Next Six Months:

- 1) Update the UWI's 5-Year Strategic Plan.
- 2) Complete procurement activities under the approved Procurement Plan.
- 3) Prepare Training Plan for short term training for faculty staff.
- 4) Conclude joint appointments for IOB, in accordance with Covenant.
- 5) Complete Impact Study.
- 6) Select four candidates for joint PhD program.
- 7) Conduct Recipient Contract Audit.
- 8) Reduce pipeline on project budget.

##### 3. Impact Over the Next Six Months

a) By November 1994 the business sector will have 38 newly graduated CEOs and senior managers in their firms. These graduates will most likely demonstrate more confidence and efficiency in their overall corporate responsibility. The proposed Impact Study should provide qualitative and quantitative evidence of such improved performance.

b) Likewise, the business sector will benefit from 1994 Executive Management Development Seminar in which 18 senior managers participated.

c) The Government of the day has endorsed a policy of cost sharing in most educational institution, and this should make it easier for the University to increase tuition fees across the campus, an act that started in the IOB.

##### 4. AID/W Action

None

**PROJECT STATUS REPORT**

April 1, 1994 - September 30, 1994

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**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  
 Natural Resources Conservation Authority  
 Technical Support Services, Inc.  
 Major Contractors: Stephen Reeve, Jane Ellis  
 AID Project Managers: Components 1-3 CPs met; PARC II extended  
 Status of CPs/Covenants: N/A Next Evaluation: 9/95  
 Date of Last Evaluation: N/A  
 Date of Last Audit: N/A  
 Planned No. of non-Fed Audits: 1/yr Next Audit: 4/95  
 Audits contracted/completed: 0  
 Project Committee Meetings: 2  
 Last Project Management Review:

**FINANCIAL DATA**

Amount Authorized:	DA Grant: original	\$ 7,750,000	amended to \$11,150,000
Amount Obligated:	DA Grant original	\$ 700,000	amended to \$3,884,613
Amount Committed:	Period:	\$ 1,581,718	
	Cumulative:	\$ 2,999,990	
Accrued Expenditures:	Period-Projected:	\$ 900,000	
	Period-Actual:	\$ 726,641	
	Cumulative:	\$ 1,801,255	
	Period-Next:	\$ 1,000,000	

Counterpart Contrib.:	<u>Period</u>	<u>Cumulative</u>	<u>Life of Project</u>
Planned	\$455,000	\$ 1,205,000	\$ 6,443,000
Actual	\$235,500	\$ 407,320	
% LOP Elapsed		40%	
% of Total Auth. Oblig.		35%	
% of Total Oblig. Exp.		46%	
% of Total Auth. Exp.		16%	

**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: increased participation for equitable economic growth.

**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 implemented by a small Project Management Unit within the NRCA supported by a Technical Assistance Contractor (TAC) which provides technical assistance, financial management and procurement services.

The Protected Areas Resources Conservation component is enhancing 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 is being implemented by a Project Management Unit within PJOJ.

**IV. PROJECT STATUS**

**A. Planned EOPS**

- NRCA providing leadership on priority natural resource management issues, especially in support of economic growth.
- NRCA receiving revenue from user fees, penalties and other resources equal to at least 15% of its operating costs.
- NEST delivering membership services including focussed training programs and technical outreach services that expand NGOs capacities to become self-sustaining.
- NEST receiving revenue from membership service fees and project support funds from local/international donors and achieving continuity of financing recurrent expenses.
- 10 technically/financially viable NGOs engaging in environment management projects in at least four geographic areas of environmental concern.

**Progress to Date**

- 6-month action plans prepared for all functional units. Key senior and middle management staff and long-term TAC in place. Priority effluent discharge and EIA procedures in place. Country Environmental Profile update prepared in draft form.
- Initial evaluation of revenue-generating measures prepared.
- Project proposal guidelines and training to assist NGOs to participate in Environmental Foundation of Jamaica (EFJ) grant program; coordination of national NGO advocacy on two public policy green papers.
- NEST Business Plan completed; staff development and project activities initiated; EFJ grant for technical officer awarded; desktop publishing service to NGOs as NEST revenue source.
- Established Local Env Management Councils in Montego Bay and Negril; business plans and draft protected area plans prepared for both; environmental management projects commenced in Negril.

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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 under discussion.

**B. Major Outputs**

	Planned				Accomplished		% of LOP
	LOP	Period	Cum.	Next Period	Period	Cum.	
<b>1. NRCA Support</b>							
Policy issues addressed	4	1	2	0	0	1	25
Policy reforms enacted	2	0	0	0	0	0	0
Env. info. base established	1	0	0	0	0	0	0
Training (persons)	20	2	4	2	2	4	20
<b>2. NGO Support</b>							
NEST TA Projects accomplish	5	1	2	1	1	1	20
NGO Training (persons)	50	5	10	5	0	5	10
NGOs sustaining services	10	1	2	1	1	1	10
<b>3. SITE Activities</b>							
LEMCs sustaining programs	4	1	1	1	1	1	25
SITE sub-grants issued	8	2	0	2	2	2	25
Local protected areas systems established	4	1	1	0	0	1	25
<b>4. PARC II Activities</b>							
No. of Parks created	4	0	2	0	0	2	50
Acres protected (000)	289	0	194	0	0	194	67
% Non-public revenue	50	5	20	5	7	22	44
Park Visitors (000)	125	5	30	5	10	45	36

**C. Other Accomplishments and Overall Status**

The key accomplishments over this SAR period were the orientation and deployment of the long-term Technical Assistance Contractor (contract signed 1 April 94) and the development and completion of 6-month action plans for every DEMO component and component sub-activity. The action plans provide the direction for all assistance to DEMO-supported organizations including the financial and other support to be provided by GOJ, NGOs, private sector and other donors. (Action plans were approved in late-July and cover the period thru 31 December.) Initial delays in TAC deployment resulted in a 2 month postponement of planned products.

**Component 1: NRCA Support**

DEMO assistance has been instrumental in advancing NRCA staff and organization development to the point that this organization has sufficient absorptive capacity to effectively implement 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. Key DEMO-assisted products include effluent discharge procedures to guide industry and government activities; guidance to the Division of Pollution Control & Waste Management in its initial encounters with industrial polluters to assure appropriate establishment of pollution control measures; a draft update of the earlier USAID-financed, highly successful Country Environmental Profile; and a policy analysis paper for an NRCA national protected areas system. Donor coordination has been maintained via 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**

Plans for NEST provision of training and technical outreach activities to NGOs have only been partially realized. This is due to unexpected delays in deploying the DEMO TAC and to insufficient initiative on the part of NEST board and staff. Key accomplishments: completed Project Proposal Guidelines for NGO participation in the EFJ grant program; assisted review of grant applications; provided desktop publishing system to enable NEST to deliver newsletter and related services to NGOs; developed national NGO position on 2 key public policy issues.

**Component 3: SITE Activities**

There has been exceptional progress in the Negril SITE activities but few tangible results in Montego Bay. In Negril, a protected areas system and six project activities are advancing rapidly; in 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; 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; initiated several priority environmental management activities in Negril.

**Component 4: PARC II Activities**

During this period, USAID, PIOJ, NRCA and JCDT reached agreement on a work plan to guide project activities. Project implementation slowed during the first year of PARC II as a result of extensive debate and discussion on work plan priorities. NRCA is reviewing the parks and protected areas system plan and adding the necessary policy framework. Re-training of displaced spearfishermen began at MBMP building on successful enforcement activities.

**Other Activities: Coral Reef Initiative**

In response to the worldwide "Coral Reef Initiative" led by the US, supplementary funds of \$67,000 will be obligated to DEMO to mount a Jamaican and hemispheric response. Preparatory Jamaica-related activities have included planning for a Caribbean-wide meeting on coral reef protection priorities and initiation of a workplan with NRCA for evaluating economic/scientific priorities for reef protection in Jamaica.

D. Problems and Delays

Contract with long-term TAC was signed at the beginning of this SAR period, but deployment was delayed approximately 60 days due to required clarifications in contract terms. The Montego Bay SITE activity showed little tangible progress this period due to local political strife and a change in leadership of the local project coordinating body. In addition, delays on the part of the NEST board and staff in recruiting an executive director and project-related staff have hampered the planned strengthening of NEST and its provision of services to NGOs.

The start of PARC II activities was delayed due to lack of agreement on the work plan and budget for year one. An acceptable work plan was not completed/approved until late-July. Several key issues continue to hamper project implementation, including (a) the lack of a financial sustainability plan for the parks system that addresses growth/management of the National Parks Trust Fund and cost containment at the park level, (b) absence of a decision as to assumption of local management of Montego Bay Marine Park; and (c) lack of agreement as to the role and responsibilities of the Jamaica National Parks Institute in managing national parks.

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

(a) Major Corrective Actions Expected

1. The TAC is now, belatedly, fully mobilized and will be employing increased technical assistance and some innovative shortcuts to re-coup lost time. The centrally-funded EPAT program has agreed to contribute core funds to address coastal management regulatory issues to enable meeting an ambitious timeline for that component of NRCA project activities. Selected retreats with Montego Bay community leaders and NEST board members will be held in November to review appropriateness of project design to current circumstances of both organizations, suggest modifications to project design, and determine actions to overcome loss of momentum in implementation activities.
2. In early November, 1994, USAID staff will be meeting with host country counterparts and to reach agreement on the specifics of a financial sustainability plan to guide PARC II implementation. (JCDT has agreed to prepare a draft financial sustainability plan by that date for discussion with all interested parties.)

(b) Workplan for the Next Six Months

Component 1: NRCA Support

- Assist Protected Areas Division to finalize national parks and protected areas policy and prepare a "green paper" for cabinet review and approval.
- Assist Pollution Control and Waste Management Division to implement effluent discharge and EIA procedures.
- Prepare draft of 1st annual "State of the Environment" Report aimed at a wide audience including elected and appointed government officials, industry and business leaders, educators and the general public.
- Complete camera-ready copy of Country Environmental Profile updates.
- Implement computer training program for NRCA project-related staff.
- Carry out initial design of NRCA environmental information system, including determining role of Conservation Data Center.
- Advance Coral Reef Initiative activities, including 1.) the conduct of a regional meeting to identify reef management priorities and 2.) the definition of the Jamaican reef protection initiative and the nature/level of DEMO assistance necessary.

Component 2: NGO Support

- Assist NEST recruitment of Executive Director and training of new director.
- Assist NEST provision of NGO training and technical outreach activities in support of EFJ grant program.
- Assist NEST regionalization of services and establishment of staff and office in first regional center.

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.
- 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

- 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)

Resolution of one major NRCA policy initiative: the determination of land use and management policy as it pertains to the protection of parks, forest lands, wildlife habitat, scenic areas, wetlands and significant environmental resources. This "Protected Areas System Plan" will provide the basis for public and private initiative to delineate and manage lands and resources of nationally significant economic and ecological value. At least one new protected area will be designated by NRCA as a result of policy assistance provided through SITE and PARC II activities.

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.

NRCA launching of a coastal management program focussed on addressing priority coastal resource issues, including: protecting coral reefs and mangrove forests; developing a system of fees and charges for coastal resource use; protecting access to public domain shorefront; etc.

**PROJECT STATUS REPORT**

April 1, 1994 - September 30, 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 none  
 Major Contractors: Eric Richardson/Carol Brown  
 AID Project Managers: AllCPs and Covenants met  
 Status of CPs/Covenants: 2/93 Next Evaluation: 3/96  
 Date of Last Evaluation: n/a Next Audit: None scheduled  
 Date of Last Audit: 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:	\$ 317,258
	Cumulative:	\$1,731,855
Accrued Expenditures:	Period - Projected:	\$ 344,425
	Period - Actual:	\$ 221,648
	Cumulative:	\$1,556,609
	Period - Next	\$ 295,000
Counterpart Contribution:	Actual	J\$3,140,000*
	% LOP Elapsed:	85%
	% of Total Auth. Oblig.	74.80%
	% of Total Oblig. Exp.	69.37%
	% of Total Auth. Exp.	51.89%

\* 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	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	3	12	80%						
4. Program managers MOF	1	0	1	0	1	100%						
5. Develop Sectoral Monitoring System	1	1	1	0	12%	100%						
6. Training (Persons)	M	F	M	F	M	F	M	F				
Long-term	0	0	0	0	0	0	0	0	0%	0%		
Short-term	20	20	2	1	40	25	0	0	11	11	52%	52%

#### 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/Rosemont 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. One of the more significant activities to take place under the HG and 0149 projects was the hiring of a new project officer in August, after seven months without the project officer.
2. 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.
3. The study/plan to carry out on plot, self help waste water facilities has been initiated. Prototype facility designs and costing of same have been completed, indigenous community organizations have been identified to provide public information and coordination. The final report from the consultant is expected soon.

4. As part of the close out of the HG 013 program, all project support personnel was terminated. One exception was the hiring a coordinator for the Norwood Rosemont project (effective October 1, 1994) given its importance and potential impact.
5. The property tax study was completed during this reporting period. However, a final report was only received at the end of September and is being disseminated to the MOLG and MOF. It addressed the range of revenue possibilities to sustain the delivery of urban services.
6. The Solid Waste Management study was completed at the end of the reporting period and we are waiting the receipt of the final report for distribution to the relevant government agencies. 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. 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.
7. The field study on the NWC tariffs completed at the end of September. Now awaiting the final draft and approval of the same document.

##### D. Problems and Delays

1. As indicated in the last report the Tariff Study completion was 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. We are now awaiting a final report from the consultant after which the NWC will make its submission to Cabinet.

##### E. Corrective Actions

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

##### F. Work Plan over the Next Six Months

1. Following a decision by the Mission to extend the PACD of the project to facilitate the work being done at Norwood/Rosemont under HG-012, a PROAG Amendment will be initiated to extend the PACD to September 1996.
2. RHUDO intends to enter into three contracts/grants under the project. The first will be a buy-in with the Environmental Health Project to assist a local NGO in a pilot project of education and implementation of environmentally friendly on-site sanitation solutions in Norwood/Rosemont; the second is a cooperative agreement with the local NGO; and a third a contract (IQC or buy-in) to design and implement project amendment to provide on-site waste facilities which mitigate pollution consequences of uncontrolled squatting by low income families.
3. Final report on the Solid waste study should be received and presented to MOLG for subsequent policy actions as well as to IDB as input into a design of its solid waste management project.

##### G. Impact over the Next Six Months

1. As a result of the tariff study, the 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 IBD and IBRD support.
2. The solid waste study will continue to be used to craft solid waste management policy reform necessary to address rapidly deteriorating water resources in Jamaica. The report will provide input into the IDB solid waste project and spurred the IBRD to grant to MOLG resources to implement institutional recommendations of the report.
3. GOJ institutions will continue to coordinate squatter upgrading activities in Norwood/Rosemont.
4. Standards, which currently do not exist, 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.

**PROJECT STATUS REPORT**

April 1, 1994 - September 30, 1994

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**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 amended 06/20/94  
 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/Nola Mignott  
 Status of CPs/Covenants: All CP's have been met  
 Date of Last Evaluation: Mgt. Review: 02/92 External Eval. Completed: 5/94  
 Date of Last Audit: 07/93 Next Audit: 07/95  
 Planned No. of non-Fed Audits: 4  
 No. of Audits contracted for/completed: One

**IV. FINANCIAL DATA**

Amount Authorized:	DA Grant: original	\$5,000,000
Amount Obligated:	DA Grant: original	\$ 468,000 amended to \$3,522,494
Amount Committed:	Period:	\$ 750,838
	Cumulative:	\$3,418,700
Accrued Expenditures:	Period-Projected:	\$ 500,000
	Period-Actual:	\$ 839,081
	Cumulative:	\$2,686,820
	Period-Next:	\$ 800,000
Counterpart Contrib.:	Period Planned:	\$ 183,376
	Period Actual:	\$ 167,777
	Cumulative Planned:	\$ 918,048
	Cumulative Actual:	\$1,535,064
	Life of Project:	\$1,855,000
% LOP Elapsed		84%
% of Total Auth. Oblig.		68%
% of Total Oblig. Exp.		78%
% of Total Auth. Exp.		54%

**II. PROJECT PURPOSE AND RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES:**

**A. Project Purpose**

To improve the quality and efficiency of future health services delivery

**B. (i) 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  |
| 2. Revised policies for fee structures and administrative systems in place.         | Cost recovery fully implemented at the secondary level. Primary care pending.                             |
| 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 and Cleaning and portering services fully underway. Preparation for catering services underway.   |
| 5. Development of private sector financing and provision of health services.        | Five new proposals approved. Others in the pipeline   |

## 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	6	23	0	23	23	100%
2. Divestment studies completed	5	5	5	0	5	5	100%
3. Social Marketing Campaign complete	4	1	2.5	.5	.5	2	50%
4. CEO's in place at designated hospitals	8	0	7	1	0	7	88%
5. Curriculum developed for ASC	100%	30%	100%	0	30%	100%	100%
6. Completed hospital administrative training program	3	1	1	1	1	1	33%
7. Private Sector Grants in place	15	2	8	3	5	14	93%
8.* No. of persons trained	M 500 F 500	75 100	488 662	50 100	36 131	769 987	175% 175%

\*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. An external evaluation in June 1994 found that the most significant areas of output were in cost recovery, management development and divestment of support services. The Project is still behind with the implementation of certain aspects of the decentralization program as well as facility rationalization, but increased activities is anticipated in the next six month period as the MOH nail down the specific issues related to these important policy issues.

### 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 towards the divestment of the catering facilities which based on the lessons learned from other divestments should take a shorter time. The introduction of these services has seen an improvement in both the quality and efficiency of services. A planned evaluation will look at the satisfaction with service and an evaluation of the contractors performance to date. The MOH has hired a full-time divestment consultant with its own budget to oversee the process.

### 2. COST RECOVERY

As the MOH continue 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 MOHs decision. Approval is also pending for the formula for 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 get the Ministry of Finance to approve the fees as extra budgetary allocation in order to allow more flexibility in their use for development at the hospitals level.

### 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 shown that significant savings could be derived by using more generic formulation and standardizing prescriptions. The MOH is now seeking to look at in-patient prescribing practices in order to streamline prescribing practices as one method of containing costs.

A decision on the Catherine Hall replication is linked to the MOHs decision on decentralization when the entire health delivery system will be looked at and a direction determined.

### 4. DECENTRALIZATION

Though aspects of the decentralization program have been implemented, the major activity of establishing a fully decentralized system is still outstanding. At the workshop for senior MOH staff held on October 12 the MOH was still inconclusive about the path of their decentralization plan. 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 levels of the Ministry and the preliminary consideration of legislation implications. The proposal has been submitted to the Minister of Health for approval, subject to which it will then go to cabinet.

Through aggressive advertising and some convincing, the CEO positions for KPH and Cornwall Regional Hospital have been filled. The CEOs have been working together with senior personnel in the Ministry to see how best they can function without fully explicit decentralization guidelines. At a recent workshop to identify and resolve outstanding issues and problems a 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.

### 5. PRIVATE SECTOR

Five new projects were funded during this period. These projects address a wide cross section of the health care industry both in the rural and urban areas. Two are focused on training, one on generic pharmaceutical drugs, one on upgrading family care services in a rural area and one on early introduction of nutritional education through games at schools. The PSOJ has received, reviewed and is considering five new proposals for private delivery. These include the development of a pharmaceutical networking system to interface between pharmacies, hospitals, health care organizations, suppliers and ultimately doctors, through automation. This system will generate primary source information to increase data gathering and measurement for cost effective delivery of health care.

With technical assistance from URC the PSOJ is still working on developing a low cost hospital prepayment 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 there. With some additional coordination and refinement a low cost hospital prepayment plan will be on the market soon in two rural parishes, Mandeville and May Pen.

**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.

**(B) SOCIAL MARKETING**

The Social Marketing program continues to focus on developing the awareness of hospital staff of the various elements of the project in order to facilitate their effective introduction at the hospital level. This has proven to be successful as hospital workers are able to understand better the objectives of the project and assist in streamlining their own work areas and are able to provide information to patients on new measures being implemented and well as support management in the process.

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 developments that are on stream. The newsletter also features specific health providers and their contributions to improving care in their facilities.

**(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 given the restraints of the Hospital Act, the Finance and Audit Act and the Civil Service Act. These laws have implications on the accounting, personnel and funding practices of the public health services and will have to be amended if autonomy is to be established at the hospital level.

**7. PERFORMANCE INDICATORS**

The patient satisfaction survey was completed.

**8. WOMEN IN DEVELOPMENT**

Five of the seven CEO's are women.

**D. PROBLEM AND DELAYS**

The development and implementation of a fully decentralized health care system is still outstanding. The World Bank and IDAB have developed policy options paper which point to the need for decentralization to certain costs and more effectively manage resources. The decision to decentralize has met with political and internal obstacles.

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

**E. MAJOR ACTIVITIES FOR CORRECTION OVER THE NEXT SIX MONTHS**

**(i) Major Corrective Actions Expected**

- Streamline the MOH decentralization plan and assist with expediting its full implementation.

**(ii) Workplan over the Next Six Month**

- Assist the MOH to begin implementation of its decentralization plan
- Award five new projects under the PSQJ grant program
- Complete the measurement of performance of HSIP from the Survey of Living Conditions
- Follow up for further steps with the Results of the Catherine Hall study to convert from secondary to primary health care.
- Implement the collection of fees at the primary level
- Coordinate activities concerning the low cost Hospital Prepayment Plan under PSQJ grant.
- Implement recommendations under the external evaluation (Datex)
- Regulate financial management of project funds
- Closely monitor implementation of 7 CEO hospitals
- Coordinate URC investigations and report regarding a national health insurance scheme as a long term strategy.

**(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**  
**APRIL 1, 1994 - SEPTEMBER 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 07/22/94  
**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  
 Betsy Brown/Grace-Ann Grey

**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:**

**FINANCIAL DATA**

<b>Amount Authorized:</b>	DA Grant: original	\$7,000,000*	<b>OYB Transfer</b>
<b>Amount Obligated:</b>	DA Grant: original	\$ 675,000	1,760,000
	Amended to:	\$5,240,000**	
<b>Amount Committed:</b>	Period:	\$1,393,998	1,160,000
	Cumulative	\$3,674,010	
<b>Accrued Expenditures:</b>	Period - Projected	\$ 400,000	
	Period - Actual	\$ 800,914	
	Cumulative	\$2,151,958***	955,974
	Period - Next	\$ 400,000	
<b>Counterpart Contribution:</b>	Period Planned	\$ 50,000	
	Period Actual	\$ 95,747 - 07/94	
	Cumulative Planned	\$ 194,630	
	Cumulative Actual	\$ 483,797	
	Life of Project	\$2,734,000	
<b>% of LOP Elapsed:</b>		46%	
<b>% of Total Auth. Oblig.</b>		75%	91%
<b>% of Total obligated</b>		41%	59%
<b>% of Total Auth. Exp.</b>		31%	44%

\* this includes \$1,760,000 for centrally procured commodities;  
 \*\* this excludes \$1,160,000 obligated and committed for centrally procured contraceptives through an OYB transfer, and  
 \*\*\* this excludes approximately \$955,974 disbursed for centrally procured contraceptives.

**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. (I) 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 its goal of 62% contraceptive prevalence by the year 2005.

(III) 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 to appropriate family planning services, and increased participation of the private sector in family planning service delivery.

**IV. PROJECT STATUS**

<b>A. Planned EOPS</b>	<b>Progress to Date</b>
- increase the rate of contraceptive prevalence from 55% to 62% in 1998.	Increased from 55% in 1989 to 62% in 1993*
- decrease total fertility rate from 2.9 in 1989 to 2.1 in 1998.	Fertility rate has remained unchanged at 3.0 births per woman*
- increase the proportion of acceptors by protected VSC, IUD & injectable methods	Decrease from 42% in 1989 to 31% in 1993

from 42% - 49%.

- public sector contraceptives supplies 40% phase out beginning in FY 94  
continually available without AID assistance

	1992	1993	Increase
privatization of the CSM program and increase the CSM product prices to Perle 1/cycl	J\$ 5.00	J\$ 7.50	50%
facilitate the project's financial sustainability 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 training for selected M family planning and policy E makers personnel	44	10	20	0	0	15	52%
		8	19	0	10	8	
3. Overseas training for M selected family planning E personnel	20	1	3	0	2	8	40%
		1	2	1	2		
4. Logistics and FLE books and manuals	3	0	0	0	0	0	0%
5. MOE/FLE policy adopted	1*	.50	.50	.25	.25	.75	75%
6. 2 social marketing campaign	2	0	1	1	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 progress. The private physicians pilot project proposals were reviewed and a contractor selected. The Family Life Education Policy was reviewed by the Ministry of Education and a Cabinet submission has been drafted for presentation in October, 1994. Several training and service delivery projects have commenced in order to address the issue of promoting greater use of longer term methods.

#### (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. To facilitate this shift towards 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) Private Physicians' Pilot Project - The NFPB used the findings from the Mapping Study/Private Physicians' Survey to develop a scope of work for a pilot project with private physicians. The primary purpose of the pilot project is to mobilize private physicians to provide family planning services in targeted areas of Christians/Spauldings; and the Western St. Catherine parish areas of Old Harbour, Linstead and Portmore. These are all under-served regions. Three proposals were received, a technical evaluation review was conducted and a recommendation was submitted to our contracting office.

(ii) Mapping Study and Private Physicians' Survey - A study to map all service delivery points islandwide, to assess medical barriers among private physicians to determine their clinical skills level and interest in providing family planning was completed. Copies of the final report were distributed to the Ministry of Health, to each of the 407 physicians who participated in the study, and the Medical Association of Jamaica. An oral presentation, including color transparencies for the dissemination of the report was developed. Using these slides, the results of the report was presented by the National Family Planning Board to the Medical Association of Jamaica at their Annual General meeting on July 10, 1994. The slides also depicted findings of the Contraceptive Prevalence Survey.

(iii) Legal and Regulatory - The draft report to assess the most important legal and regulatory constraints facing the expansion and improvement of both public and private family planning services in Jamaica was submitted to the NFPB's Board of Directors. This report will be discussed at the NFPB's retreat scheduled for November 1994.

(iv) Advocacy and Policy Communications Strategy - A communication strategy which was developed by the NFPB with technical assistance from Options II was presented to the National Family Planning Board of Directors. This will also be reviewed at the NFPB's retreat scheduled for November 1994.

(v) Reviewing Medical Barriers - A jointly funded G/POP and Mission initiative to update private physicians on contraceptive technology and work with high risk groups will be launched during family planning week. Several seminars intended to reach physicians are programmed.

#### (2) SOMARC III

One of the NFPB's major areas of emphasis is to ensure and promote the participation of private sector organizations in providing family planning services. To achieve this goal, several activities were undertaken during the reporting period with technical assistance from the SOMARC consultants.

(i) Marketing Strategy - a one day conference with contraceptive distributors was held to establish marketing strategies to meet the objectives of expanding private sector distribution of affordable contraceptive products. The conference provided an opportunity for distributors to be fully briefed on the contraceptive market environment and to discuss the strategies and mutual support that would enhance the growth and development of the market.

(ii) Communications Campaign - Dunlop, Corbin and Compton Associates (DCCA) was chosen out of four agencies as the advertising agency to develop, produce and implement a communications campaign for the project. DCCA developed three creative concepts. These include logos, orals, injectable and vasectomy material. The materials will now undergo a consumer pre-test prior to their launch.

(iii) Market Research - Market Research Services Incorporated was chosen as the company to test the creative concepts developed by DCCA. A series of 22 Focus Groups discussions were scheduled

between September 9 through 29. The focus groups will test the campaign materials for the three proposed stages of the communications campaign: 1) the program logo and name; 2) stage of life concept; and 3) method specific advertisements. Additionally, 50 one-on-one interviews were scheduled to test the communications brochures for no-scalpel vasectomy (NSV).

(iv) Memorandum of Understanding - Participating distributors have agreed with the basic terms of the agreement with the National Family Planning Board which includes the pricing of the contraceptives, the distributors' contribution of free samples (5%) and sharing of the data collected with the NFPB. Memoranda of Understanding between the NFPB and SOMARC have been signed with the following distributors: CariMed/LASCO for the oral contraceptive Minigynon; Hopwood for the Product Depo-provera an injectable, and MediGrace for the lo-dose oral contraceptive Perle L.D. Discussions will be continued with the distributor Medimpex for the introduction of a IUD. Product launch is scheduled for Family Planning Week (October 23-27).

(v) Pharmacy Training - A master trainer and local trainers have been identified for the Pharmacy Training Program. A key for the success of this training is the recruitment of the Head of the Pharmaceutical Division of the College of Arts, Science and Technology. The training program is scheduled to begin with a training of trainers session in early November. A series of 16 one day symposiums will follow to inform over 400 pharmacists about the marketing program. The Pharmacy Training Program to update pharmacists and contraceptive technology and case management is scheduled.

(vi) Public Relations - Public relations for the program have been developed by a local consultant. One is for the program in general but particularly for the program communications launch. The other part is designed to support the vasectomy promotion and education program.

To date two major pre-launch activities have taken place. On Sept. 5, the project marketing manager made a formal presentation on program goals and objects to a regional meeting of the Association of General Practitioners (AGP) in Mandeville. The Marketing Manager also made a formal presentation on Sept. 13 at the NFPB's Vasectomy Information and Communication and Counselling Workshop for Health Professionals of the proposed marketing activities planned on behalf of no-scalpel vasectomy. Participants at this workshop were doctors trained under this project in performing vasectomies.

### (3) Contraceptive Logistics

(i) Direct Distribution/Top-Up (DD/TU) System - During this period two additional parishes St. Thomas and St. James were added to the Direct Distribution/Top-up Contraceptive Logistics System making a total of five (5) parishes now in the system. In addition, delivery schedules were completed for expansion of the system to the rest of the island by the end of calendar year 1994. Meetings for introduction of the system have been conducted by the NFPB in all parishes, and deliveries to the new parishes will begin in October. The entire country will be using this new system by the end of December 1994.

(ii) Contraceptive Tracking System (CTS) - The computer system was installed at the NFPB Central Warehouse to generate several reports for the Management Information System (MIS) on contraceptive use in collaboration with the Centers for Disease Control (CDC), Management Sciences for Health (MSH), and the NFPB in the development of the MIS are continuing. Additional capabilities will be programmed for the (CTS), and progress with expansion of the DD/TU system will be monitored and evaluated during the next 6 months.

### (4) AVSC Technical Assistance

(i) Non Health Counsellors - The draft training manual for non-health counsellors which was

developed by the NFPB with technical assistance from AVSC was reviewed and accepted by the Ministry of Health. One significant change recommended was to delete all reference to "counsellor" in the manual. Instead, the manual emphasizes the integration of counselling skills and steps into trainees' existing job descriptions, rather than create a completely new position within the MOH system. The draft training manual was used to train 19 ward assistants from ten hospitals island-wide. The three non-nurse FP counsellors from Victoria Jubilee Hospital attended two days of the workshops for an up-date on sexually transmitted diseases and breast-feeding. Participants indicated significant learning from their pre/post test results and expressed an unusually high degree of satisfaction with the training in their written final course evaluations. Of note, during this reporting period the three non health counsellors previously funded under the project are now being funded by the Ministry of Health.

(ii) With technical assistance from AVSC, Dunlop Corbin Compton Associates organized a two-day orientation workshop on family planning methods, from a social marketing perspective. Data from the 1993 Contraceptive Prevalence Survey was presented, along with in-depth information on five long-term and permanent FP methods. A local physician provided technical information on no-scalpel vasectomy.

(iii) During the reporting period, two orientation workshops were conducted for Senior Medical Officers, Matrons and Chief Executive Officers from hospitals interested in expanding tubal ligation services through training for medical teams in minilaparotomy under local anaesthesia. At the workshops, the participants expressed the need to train hospital staff in family planning counselling, and identified ancillary hospital staff, mostly ward assistants as those most appropriate to provide such counselling.

(iv) A pilot project (minimum of 6 months) has been outlined for the introduction of a Post Partum IUD at the Victoria Jubilee Hospital. Only women who have received prenatal care will qualify for receipt of a PPIUD during the pilot. These women will have had family planning counselling prior to the insertion. The pilot project is to offer immediate insertion (within 48 hours after delivery). The purpose of this pilot project is to increase the rate of IUD insertions as a long term method.

(v) The Women's Centre Sub-Project - During this reporting period several staff positions were filled at the Mandeville, Montego Bay and Spanish Town centers. With technical assistance from AVSC, orientation workshops were conducted for project staff with the general objectives of reviewing adolescent sexual development, and discussing educational and counselling strategies appropriate for adolescents. The family planning nurses' first workshop focussed on negative attitudes of nurses and other clinic staff towards adolescents seeking family planning services. The second workshop will address specific developmental and behavioral issues of adolescent sexuality.

### (5) Family Planning Management Information System

(i) NFPB Accounting & Payroll System - As part of its ongoing technical assistance on Management Information Systems, the FPMD group reviewed the NFPB's progress toward implementing the new accounting procedures manual. A new chart of accounts was developed since it is the chart of account which is the foundation of the entire financial management system. Two separate coding schemes were developed. The NFPB procured the recommended Payroll software package and staff is being trained in its use.

(ii) Service Statistics Information System - The NFPB with technical assistance from PFMD has programmed and installed a service statistics module with the capability for importing data from the MOH/HIU's information system as well as for inputting data from NFPB and NGO clinics. Additional report functions and graphics have been added to the statistical program. Training of key members of the NFPB's Statistical Unit in the use of the system has been accomplished through hands on instruction including two weeks of intense training. The purpose of this activity has been

to provide the NFPB with the ability to better analyze and report on Family Planning Service delivery activities in the public and the NGO sectors. The implementation of this system is practically complete, with only the delivery of the user's manual and a final round of instruction remaining.

**Family Life Education** - The draft policy document to integrate family life education in the schools' curriculum was submitted to the MOE for review. The condition precedent was extended to September 30, 1994 in order for the MOE document to be presented to Cabinet for approval.

**Private Providers Program** - A PIO/T was prepared and three proposals were reviewed to provide the services of the private providers program. Trevor Hamilton and Associates was selected as most technically capable. The Committee's memorandum has been submitted to the Contracting Officer for negotiation. The objective of this two-year project is to increase the private providers share of overall family planning services delivered in targeted geographic areas.

**1993 Contraceptive Prevalence Survey Regional Seminars** - The regional findings of the 1993 CPS were presented to 167 health service workers within the Ministry of Health and non-governmental organization. These included the Senior Medical Officers for the regions, program managers, health service supervisors as well as service providers who also monitor and use family planning data. The objective of the workshop was to discuss findings from the 1993 CPS and to improve the delivery of family planning services within their regions.

**Accounting Systems and Training Procedures for the NFPB** - The Ministry of Health completed an audit of the NFPB Accounting Systems during this reporting period. The NFPB is expected to receive a copy of this report by Mid-October. After our review, a decision will be taken whether or not the NFPB can be re-certified to receive advances under the project.

**Overseas Training/Conferences** - During this reporting period, the Executive Director of the National Family Planning Board and Director of the Women's Center attended the International Conference on Population and Development in Cairo, Egypt. Two physicians received training on the new no-scalpel vasectomy technique in Mexico.

#### CENTRALLY FUNDED ACTIVITIES CONTRIBUTING TO THE PROJECT:

##### (i) Family Health International - Public Sector Quality Care Audit

Family Health International with funding from the G Bureau, in conjunction with the National Family Planning Board and the Ministry of Health, designed a study of family planning provision in the public sector. The study will examine the experiences and knowledge of public sector health workers, including those who have recently received specialized training in family planning. The study will also solicit family planning workers' knowledge and attitudes towards quality of care. These data will allow comparisons to be drawn regarding three groups' perceptions of family planning services: workers, supervisors and clients. This study's main purpose is to assess the need for further training and to determine whether family planning services in the public sector adhere to standardized procedures.

##### (ii) Women's Studies Project

Discussions were held in the centrally-funded Women's studies project with the Women's Center regarding the design of a longitudinal study of adolescents. The longitudinal study will follow these young women for four years to ascertain their ability to delay childbearing, and the impact in delaying or having a child has on other choices they are able or not able to make for their lives. These results are expected to assist other countries in addition to expanding our knowledge about reproductive behaviour and decision-making.

##### (iii) Family Health International - Contraceptive Technology Update

Family Health International with funding from the G Bureau and in conjunction with the National Family Planning Board signed a contract with the Medical Association of Jamaica to provide accurate, up-to-date information on family planning methods, services practices, and other service delivery issues to Jamaica's private sector physicians. The objective of this proposal is to strengthen the capability of the Medical Association of Jamaica (MAJ) to plan and manage contraceptive technology update seminars. This first of these seminars will be held in October 1994.

#### D. Problems and Delays

None

#### E. Major Activities Actions During the Next Six Months

##### 1. Major Corrective Actions Expected

None

##### 2. Workplan for the Next Six Months

- Review MOE FLE proposal
- Launch private physicians pilot program
- Prepare Scope of Work for Evaluation of Project
- Review proposal for post partum IUD pilot project at VIH
- Launch medical barriers training seminars for private physicians
- Launch Social Marketing Campaign
- Evaluate Contraceptive Logistics System
- Prepare user manual for NFPB Service Statistics Information System

##### 3. Impact Over the Next 6 Months

Acceptance of FLE Policy by the MOE

#### AID/W Actions

None

**PROJECT STATUS REPORT**  
**APRIL 1, 1994 - SEPTEMBER 30, 1994**

A \_ B X C \_

**I. BACKGROUND DATA**

**FINANCIAL 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 Francis  
 Status of CP's/Covenants: All CP's have been met

Date of Last Evaluation: 09/92 Next Evaluation: N/A  
 Date of Last Audit: Financial Next Audit: Systems review - 08/92  
 Planned No. of Yearly Non-Federal Audits: None Planned  
 No. of Project Committee Meetings Held: One

Amount Authorized:	DA Grant: original	\$500,000	
Amount Obligated:	DA Grant: original	\$100,000	amended \$500,000
Amount Committed:	Period	\$- 444	
	Cumulative	\$470,223	
Accrued Expenditures:	Period - Projected	\$100,000	
	Period - Actual	\$ 71,718	
	Cumulative	\$438,460	
	Period - Next	\$ 31,763	
Counterpart Contribution:	Period Planned	\$-*	
	Period Actual	\$-*	
	Cumulative Planned	\$-*	
	Cumulative Actual	\$-*	
	Life of Project	\$204,000	
% of LOP Elapsed:		100%	
% of Total Auth. Oblig.		100%	
% of Total Auth. Exp.		87%	
% of Total Oblig. Exp.		87%	

\* 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 1,126 youths participated in drug abuse prevention activities. Research has shown that the KRC approach does change behavior.

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.

**B. Major Outputs**

	<u>Planned</u>				<u>Accomplished</u>			
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP	
1. 4 training manuals and handbooks for prevention and program evaluation	4	2	4	0	0	.5	13%	
2. 16 community projects in place	16	4	16	0	2	5	31%	
3. 2 ethnographic studies completed	2	1	2	0	0	.5	25%	
4. Training (per)								
long-term	M	F	M	F	M	F	M	F
short-term	1	0	1	0	1	0	0	0
	270	270	270	270	132	270	0	0
					363	449	554	670
							227%	

**C. Accomplishments and Overall Status**

During the past six months under the Contract with Hi-Tech International all activities have been completed by PACD September 30, 1994.

On the basis of reports presented by Facilitating Opportunities and Resources for Community Empowerment (FORCE) International and the Kingston Restoration Company (KRC), it appears that good progress is being made towards the achievements of operational objective. The sub-projects have continued with the implementation of workshops and special events directed towards drug abuse prevention, which have impacted positively upon the youth in the project area communities. There have been six workshops conducted by FORCE and a number of activities conducted by KRC. A joint workshop was conducted with the youth from both sub-projects (KRC and FORCE) at Knockalva Agricultural school in July 1994. The workshop was a success and the participants understood that they would now be looked upon as role models and that they should cultivate self esteem, self confidence and a sense of value in their communities.

The draft report was received from Market Research Services on the "Study of Private and Public Drug Abuse Interventions". The report indicated that while efforts at rehabilitation are laudable and while much has gone into the treatment of persons identified to have a chemical dependency and needing help, the weight of the resources ought to be channelled to demand reduction activities. Organizations involved in the rehabilitation efforts readily concede that their success rates are indeed very low, yet they appear to conform to internationally acceptable indicators of success as far as

treatment and rehabilitation. Regarding prevention and demand reduction, it is recognized that success can only be realistically measured in a long term way and that what is required is consistent communication of the advantages of non-involvement in drug abuse as well as the dangers inherent in substance abuse.

Because the Project was directed towards an 8A firm with limited resources remaining in the Project not all Major Outputs could be completed as planned in the Project Agreement.

Community Based Secondary and Tertiary Prevention Small Grants

(a) Kingston Restoration Company(KRC)

The period under review reflects the diversity of the YESS program. There were regular Teen Center activities with about 80% involvement of YESS students. This period coincided with the end of school year examinations, hence some YESS students found it very difficult to participate in the regular Teen Center activities. The teen center received two computers from USAID for the development of the YESS students. Some activities conducted this rating period include:

i. Sistren Theatre Collective and Fathers Incorporated conducted a series of workshops on Gender Role, Mediation and Relationships with YESS students and parents. Sistren Theater Collective is an all female group while Fathers Incorporated is an all male group. The mission of both groups is to prevent drug abuse and teenage pregnancy. The facilitators of the workshop used role play, lecture presentation and discussions to present the topics. The participants' feedback on the workshops were very encouraging. Both YESS parents and students reported that they will become more understanding and tolerant of each other's behavior.

ii. On May 15 an Outreach Team for AIDS Risk Reduction (OTARR), which is a community project of the Association for the Control of Sexually Transmitted Diseases (ACOSTRAD), in conjunction with the YESS students, marched against STD/HIV/AIDS. The participants marched with banners and placards, explaining the dangers of unsafe sex. Brochures and condoms were issued to members of the community. Some individuals expressed their appreciation for the condoms and brochures and others were requesting more condoms. Other youth groups from the KRC project area were invited to join in the march.

iii. On Labour Day May 23, 1994 activities were organized by the YESS students and members of the Rotary Club of Downtown Kingston. Activities were based at the Teen Center including: (a) major cleaning of the Teen Center and painting of the outside walls; (b) weeding of grass and trimming of plants around the Teen Center. The participants for this activity were YESS students and their parents, members of the Rotary Club of Downtown Kingston and the Higholborn Street Committee members and members of the community.

iv. Two YESS students, Thelma Jones and Carole Lindo were awarded scholarships from the Cooperative Association of States for Scholarships (CASS) to pursue a two year Associate Degree program in Computer Science at the University of Wisconsin.

v. Attendance at the homework center fluctuated during this period because students were now focusing on preparations for various school examinations and the close of school for the summer months.

vi. The GAIAGroup held their regular meetings in April and May, however, there were no meetings in June because of student examinations.

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

A series of workshops were conducted during this reporting period, the most enlightening being the joint workshop conducted between KRC and FORCE as the children from both groups will be looked upon as role models in their respective communities in Kingston and Montego Bay. The children made long lasting friendships and promised to communicate with each other. One computer, a video camera and equipment were donated to FORCE Intl. for the drug abuse workshops.

The US Embassy and USAID funded a joint four day workshop entitled "Designing a School Based Prevention Program" at the St. Paul's United Church. A total of 25 participants took part in the workshop which comprised of teachers, students and influential community members. Some topics which were discussed were: (a) why prevention? myths and facts; (b) assessing recognizing, monitoring the problem and evaluation; (c) policies and procedures; and (d) prevention intervention - treatment and disciplinary actions.

A second in a series of educational workshops was conducted at Albion All Age School with a total participation of 473.

A two day "Sportletic" workshop was conducted at the Albion Community Center. Participants expressed a need for more drug free coaching clinics in order to be fully informed about the effects substances have on their development. The two day activity saw some 300 individuals participating in various activities.

A joint teachers meeting to discuss the implications of School Based Prevention Programs was conducted at the St. Paul's United Church. The purpose of these meetings were to: (a) recognize and assess the problems in schools as it related to substance abuse and HIV/STD; and (b) determine ways to monitor the problems and to seek ways of implementing programs to effectively educate students and the wider community about substance abuse and AIDS/HIV. Fourteen (14) teachers from the community participated in these meetings.

(c) Ernest and Young Associates

Ernest and Young Associates have been the intermediary group through which payments to FORCE Intl and KRC are channelled before submission to USAID. Ernest and Young have reported that FORCE Intl. has made significant improvement in the invoicing of expenditures and that these invoices meet all requirements outlined in the sub-contract previously outlined. Payments to employees and resource persons should be documented and signed by the relevant individuals.

Ernest and Young identified two areas of weakness in relation to the returns submitted by KRC which are: (a) some vouchers were not signed to indicate that payments were authorized; and (b) no documents were presented to support payment of salaries to permanent staff. Ernest and Young will be working with KRC to correct these deficiencies and suggest the following should be followed: (a) all payment vouchers be signed by the appropriate person to indicate that the payment has been authorized; and (b) documents be supplied to support the actual payments made to permanent staff members drawn from this fund.

It appears that the level of activity in the KRC teen center has been less than anticipated according to the original budget and thus payment levels for instructors have been lower than the budgeted amounts because this rating period fell in the summer months when school was not in session.

(d) Market Research Services Limited

The draft reports from Market Research Services Ltd entitled "Study on Private and Public Drug Abuse Interventions" were submitted to USAID in August. The purpose of the report is to study what has been working in treatment and demand reduction.

The report highlights that the approach to the problem of drug abuse from a corrective perspective has taken two broad platforms, that of demand reduction and that of rehabilitation and treatment. There are a number of organizations in Jamaica involved in one or the other or indeed at both levels of the solution spectrum. The general consensus appears to be that while efforts at rehabilitation are laudable and whilst much has gone into the treatment of persons identified to have a chemical dependency and needing help, the weight of the resources ought to be channelled to the demand reduction side. Organizations involved in the rehabilitation efforts readily concede that their success rates are indeed very low, yet they appear to conform to internationally acceptable indicators of success as far as treatment is concerned. On the side of prevention and demand reduction, it is recognized that success can only be realistically measured in a long term way and that what is required is consistent communication of the advantages of non-involvement in drug abuse as well as the dangers inherent in substance abuse.

The report indicated that the development of successful prevention strategies is the basis on which demand reduction is likely to be achieved. A number of organizations readily recognize that especially in those areas identified as high risk, i.e. the inner city communities where unemployment is high and in the tourist areas where the culture of drug use is more ingrained, that providing alternatives to drug use is a key component in this strategy.

Quantitative studies have shown that the majority of Jamaicans feel that hard drugs such as cocaine and crack have become real issues of concern in the society. While the number of organizations involved in prevention strategies appears to be growing, there are just a few entities equipped to deal with treatment of drug abusers. Treatment of recovering addicts requires specialized skills and funding at levels which none of the existing treatment centers has.

The effort appears to lack co-ordination and as a consequence the number of persons who enter treatment centers is felt to represent only a minuscule percentage of those who require assistance.

One of the critical limitations as far as rehabilitation efforts were concerned was space availability. None of the treatment centers were capable of taking more than 30 persons at any one time. There are five organizations engaged in rehabilitative work. These are as follows: (a) The Will Chamberlain Center run by the Salvation Army; (b) The Patricia House; (c) St. Ann's Bay Drug Prevention Committee; (d) Addiction Alert; and (e) Force International.

The contractor's final report is expected by the end of October.

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**D. Problems and Delays**

None

**E. Major Activities Actions During the Next Six Months**

**1. Major Corrective Actions Expected**

- None

**2. Workplan for the Next Six Months**

- Receive the final report from Market Research Services on the "Study of Private and Public Drug Abuse Interventions"
- Continue to work closely with Hi-Tech International on the close-out of the Drug Abuse Prevention and Control Project which will include the receipt of all outstanding reimbursement requests
- Draft End of Project Report (PACR)
- Draft final closeout P.I.L. to office of the Prime Minister

**3. Impact Over the Next 6 Months**

None

**AID/W Actions:**

None

**PROJECT STATUS REPORT  
APRIL 1, 1994 - SEPTEMBER 30, 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, EPI Unit

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

**AID Project Managers:** Grace-Ann Grey/Kate Francis  
**Status of CP's/Covenants:** All CP's have been met.  
**Date of Last Evaluation:** 05/90 **Next Evaluation:** 05/95 **Mgt. Review** 5/94  
**Date of Last Audit:** 10/93 **Next Audit:** 04/95  
**Planned No. of Yearly Non-Fed. Audits:** 5  
**No. of Project Committee Meetings Held:** 2

**FINANCIAL DATA**

<b>Amount Authorized:</b>	<b>DA Grant: original</b>	<b>\$2,500,000</b>	<b>amended to</b>
		<b>\$5,500,000</b>	
<b>Amount Obligated:</b>	<b>DA Grant: original</b>	<b>\$ 540,000</b>	<b>amended to \$4,829,382</b>
<b>Amount Committed:</b>	<b>Period</b>	<b>\$ 596,244</b>	
	<b>Cumulative</b>	<b>\$4,461,532</b>	
<b>Accrued Expenditures:</b>	<b>Period - Projected</b>	<b>\$ 500,000</b>	
	<b>Period - Actual</b>	<b>\$1,000,860</b>	
	<b>Cumulative</b>	<b>\$3,881,816</b>	
	<b>Period - Next</b>	<b>\$ 500,000</b>	
<b>Counterpart Contribution:</b>	<b>Period Planned</b>	<b>\$ 107,000</b>	
	<b>Period Actual</b>	<b>\$ 67,640 - 7/94</b>	
	<b>Cumulative Planned</b>	<b>\$ 863,305</b>	
	<b>Cumulative Actual</b>	<b>\$1,047,551</b>	
	<b>Life of Project</b>	<b>\$1,850,000</b>	
<b>% of LOP Elapsed:</b>		<b>75%</b>	
<b>% of Total Auth. Oblig.</b>		<b>88%</b>	
<b>% of Total Oblig.</b>		<b>80%</b>	
<b>% of Total Auth. Exp.</b>		<b>71%</b>	

**II. PROJECT PURPOSE AND RELATIONSHIP TO MISSION STRATEGIC OBJECTIVE**

**A. PROJECT PURPOSE**

To reduce the rate of increase in transmission of Human Immuno Deficiency Virus (HIV) 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**

At least 70% of males will report condom use during the most recent sexual intercourse with non-regular partners by EOP.

**Progress to Date**

1991 - 32%  
 1992/3 - 57-73%

- Blood Bank HIV seroprevalence rate remains below 1% 1993 - 0.4%
- Blood Bank syphilis seroprevalence rate remains below 2.5% 1993 - 1.8%
- 12,000,000 condoms sold per year by EOP. 1985 - 5.7M  
1992 - 8.0M  
1993 - 9.1M

**B. Major Outputs**

	Planned			Next	Accomplished			% of LOP
	LOP	Period	Cum.		Period	Cum.		
1. Employment and training of Contact Investigators	M 12	2	12	0	2	12	100%	
	E 13	8	13	0	8	13		
2. Condom Access Program to Retail outlets	2000	1400	2000	0	660	660	33%	
3. Annual sentinel surveillance conducted and reports submitted	3	1	1	1	1	1	33%	
4. Seven additional STD clinics	7	1	7	0	1	7	100%	
5. Up to 10 subgrants for targeted intervention	10	0	8	2	2	8	80%	
6. Media and education campaign com.	4	0	2	0	0	2	50%	
7. Training (No. of persons)	M 612	53	822	53	2	847		
	E 2038	107	1695	107	22	1690	96%	

**C. Accomplishments and Overall Status**

The number of AIDS cases reported as of June 1994 was 831 islandwide (532 males and 299 females). During the first six months of 1994, there were 162 reported cases, compared with 236 for all of 1993. Sixty-two (62%) of all reported persons with AIDS

have died. There are 200 males and 113 females now living with AIDS. More cases of children with AIDS have also been reported with a cumulative total of 62 cases since 1987 when the first three such cases were reported; of this number, there are 20 children now living with AIDS.

The parish of St. James is the parish with the leading AIDS case rate. This parish is followed by Kingston and St. Andrew, Trelawny, Hanover, St. Ann and St. Catherine. While the distribution of reported cases by parish is showing Kingston and St. Andrew leading with 382 cases and St. James with 113 cases, the rate per 100,000 population is 65.1 cases for Kingston and St. Andrew and 83.1 cases per 100,000 for St. James. One in every four female prostitutes in the parish of St. James who attend an STD clinic is HIV positive. The dramatic rate of increase in the Western area of the island is due largely to the many tourists who come to the island and practice unprotected sex with commercial sex workers (including male prostitutes). Another serious problem which has been identified as contributing to the spread of HIV is the narcotic drug crack/cocaine. Many persons who are addicted to crack/cocaine will exchange sex for money or for crack/cocaine. These persons are at a high risk of HIV.

Reported cases of sexually transmitted diseases (STDs) continue to rise as better reporting and more extensive diagnostics take place. Penicillin-resistant Gonorrhoea and Congenital Syphilis also continue to rise which indicate continued high levels of unprotected sexual intercourse. Over this reporting period however, the Comprehensive Health Center, the largest STD clinic, has undergone a dramatic improvement in the personnel/patient flow, syphilis testing, and research activities following last year's management audit.

A study recently completed by the UWI on "Sexual Decision making Among Jamaicans" highlighted that although most of the sample of 2,580 participants were in visiting relationships, they still held traditional values on marriage, family and sexual practices. Unprotected heterosexual intercourse is the most prevalent mode of disease transmission. The average number of partners in one year was 7 for men and 2 for women. Factors that will continue to increase sexual risk taking center on high rates of unemployment and women's economic dependence on men. Sexual health was associated with psychological well being, high self-esteem, being in long term relationships and frequent church attendance. The study highlights the value of a comprehensive examination of sexual decision making within the socio-cultural context using quantitative and qualitative research methods and underscores the need for human sexuality education, gender specific STD prevention campaigns and continued efforts at family planning to stem the spread of HIV in Jamaica.

An audit was conducted during this reporting period by the Auditor General, however it does not cover the full range of USAID requirements and has to be rebid through a local registered chartered accounting firm. The report did, however, highlight poor inventory controls, the lack of log books for vehicles, and the lack of a bank account and cash book. These findings have since been resolved as indicated by the Ministry of Health, EPI Unit.

During this rating period, for the first time, a Jamaican AIDS victim went public with her disease on the local Jamaican television and radio. Gradually, due to continuous education of the public, the stigma surrounding this disease is lessening.

A Management Review was conducted in June to look at the status of the subprojects, additional program areas, financial and administrative issues and recommendations. The review team found that in general the program was well-designed, and well-coordinated and that the overall strategy was generally appropriate, and current subprojects are in conformity with the designed strategy and needs of the epidemic in Jamaica. Based on the findings of the Program Review a few recommendations to further strengthen and enhance program implementation were made.

A decision was taken by USAID/Washington to send a team of experts to carry out the field testing of indicators and supporting methodologies related to the quality of STD services. The changes in the indicators was necessary based on previous discussions on the STD levels increasing due to better testing and reporting. The team reviewed the indicators in September. As this report indicated, the Purpose as well as EOPS and one Major Output have been changed to reflect the new indicators.

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

### Bilateral Project Components

#### STD Prevention and Control

1. Medical Association of Jamaica (MAJ) - The MAJ has held its third in a series of six continuing education seminars for health practitioners in the private sector. A total of 257 participants have attended the lectures. Attendance has been excellent in Montego Bay, Kingston and Mandeville and the workshops have met with positive encouragement as the participants are enthusiastic and interested in the topical material presented.

2. Public Sector STD Treatment and Control Program - Technical Assistance has been provided from the Centers for Disease Control (CDC) to improve data management capabilities of the EPI Unit. CDC reviewed four data bases, and revised reporting forms. Follow-up TA is scheduled for October by CDC. Other accomplishments for this period include: (a) A training plan submitted to USAID; (b) Lab Assistants trained; (c) The University of North Carolina provided technical assistance to determine the quality control for RPR testing, these were found to be satisfactory. The EPI Unit's National STD Program has begun to strengthen services for case management and education of the Comprehensive Clinic attenders; strengthen laboratories for quicker, more effective patient diagnosis and strengthen contact investigation. There has been dramatic improvement in the personnel/patient flow, syphilis testing, and research activities. Eleven of the 13 STD treatment and diagnosis facilities are now doing RPR testing for syphilis, five were launched in this reporting period, thus aiding in the control of congenital syphilis. The procurement of

pharmaceuticals is ongoing but the Ministry of Health have failed to send the correct shipment of STD supplies to the Comprehensive Health Center (CHC). The incorrect shipment was sent to the CHC in error. During the quarter 1,000 new STD clinic attenders have been screened and over 20,000 condoms distributed. To date 15 Contact Investigators have been given specialized training in areas associated with AIDS/STDs. An additional 13 CI's are currently being trained and all training is scheduled for completion by October.

USAID is in the process of approving a lease agreement through a PROAG Amendment for the purchase of vehicles for the contact investigators (CIs). The vehicles 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 Attorney General. The PIO/C to order the vehicle is also being prepared.

3. Surveillance Team/EPI Unit - This subagreement has recently being initiated in July 1994 and ends in August 26, 1994. The goal is to reduce the rate of sexually transmitted diseases in Jamaica. The outputs are: (a) sentinel survey in target groups implemented and data disseminated; (b) increased number of HIV/AIDS reports recorded by EPI Unit from GOJ and NGO's; (c) improve the quality of laboratory testing for HIV/AIDS cases in both GOJ/NGO's. By September 1994 60% of blood samples will be collected, tested and analysed and 100% by December 1995.

#### Partners Reduction/Behavioral Change:

4. Little People/Vibes - In total VIBES has been performed over 100 times for 50,000 people in five countries. 500 evaluation forms were collected from these performances and audience members were asked to take a pre- and post-test to find out if they had change of knowledge and attitudes about sex and STDs before and after each performance. An analysis of sample indicated that there was a 20% increase in correct answers to these questions. In addition, each performance was followed by a question and answer period of safer sexual skills. The play has been taped on video for distribution. The Communication Team at the Ministry of Health is currently distributing it to organizations conducting AIDS prevention activities. Since the play is so popular there is an opportunity to do fund raising by selling the video tapes.

5. ASHE Caribbean Performing Arts Ensemble - This group is a spin-off from the Little People/Vibes performers. ASHE conducted a candlelight service for 350 people, including government officials, AIDS workers, school children and the media. For the first time in Jamaican history a person with HIV spoke publicly. However the speaker was not Jamaican. Government officials were very responsive and publicly embraced the speaker. A total of 240 evaluation forms were completed after the performance and 90% of persons in attendance enjoyed and felt they learned from the production. Condoms, pamphlets and brochures were distributed at each performance and ASHE has been invited to perform for 15 community events by teachers and social workers.

6. National AIDS Committee - A rapid response sub-project was launched for a premier showing of the film "Philadelphia" in Kingston. The film features Denzil Washington, as the lawyer who represents a person who had contracted the HIV virus and is terminated from his job. The Governor General of Jamaica was the patron for the evening's event. Tickets were sold at J\$1,000 each with 100% participation (358 persons) for a total of J\$380,000 collected. The private sector heavily contributed to this event, indicating an increasing willingness to support AIDS awareness.

7. 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. There have been 755 people educated and 800 condoms distributed with two special events occurring during this reporting period. In addition JAS initiated weekly support groups which are functioning in Kingston, Ocho Rios and Montego Bay. In Kingston these groups meet biweekly as a large group and on alternate weeks, in smaller groups. Each small group addresses safer sex, education, public awareness activities, and fund raising activities. The Ocho Rios group meets weekly and the Montego Bay group has just started to meet. A member of one support group was recently murdered because his HIV status became known, and because of this, the support groups will address safety issues. Groundwork has been laid to initiate HIV testing among the JAS team members.

8. Helpline - The Helpline subproject has met with positive results. In 1993 there were a total of 4,757 calls made. There has also been a database maintained and utilized for improvement of service and as a research source for communication messages in other programs.

9. Face to Face Program - The MOH is conducting outreach activities for adolescents and young adults in each of the 14 parishes in Jamaica. 72 face-to-face team members and coordinators are active islandwide. Team members include public health workers, medical personnel, unemployed community persons and church leaders. Face-to-Face involvement has been requested in training programs of other organizations including the National Family Planning Board, Ministry of Youth and the Ministry of Local Government. This group has also participated in special events islandwide including World Family Day and World AIDS Day, Safe Sex Week, AIDS Community Awareness Fair and Reggae Sumfest and assisted in an AIDS package drive to aid orphans whose parents died of AIDS. The sub-project has trained 80 outreach workers who reach over 150,000 people.

10. Jamaica Red Cross - The Jamaica Red Cross has launched a Peer Teacher Training program. Technical Assistance was provided by the American Red Cross for this period. The Red Cross trained 30 instructors, 175 youth leaders and 425 peer educators. Two site visits were conducted by USAID and AIDSCAP staff to observe the training and the peer education session. Over the next reporting period the Red Cross will be developing a radio serial drama which focuses on HIV/STD issues affecting young people, their parents and local leaders.

#### Condom Assess:

11. ACOSTRAD - Sensitization and outreach work continued in marginalized areas of 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. A study of male STD clinic attendees 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.

12. Condom Promotion Workshops - A condom promotion manual was developed by PATH and presented in Jamaica. Condom promotion workshops have been held for the following participants (a) 11 STD clinic attendee counsellors; (b) 3 face-to-face project staff; (c) Regional Contract Investigators; (d) 5 Contact Investigators; (e) 6 Community Peer Counsellors. This is an indication that the participants knowledge has considerably increased.

#### R&D/LAC Funded Components:

1. Behavioral Change Research: Family Health International (FHI) using Population funds was directed by USAID/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 - The final report was received and a dissemination of the information was conducted during this reporting period. The study conducted by University of the West Indies (UWI) entitled "Sexual Decision making Among Jamaicans" highlighted the age of first sexual intercourse remains very young (10 for boys and 13 for girls). 21% of girls and 10% of the boys under 16 have a history of sexual abuse which may predispose them to high risk sexual behavior in later life. Other factors associated with the study were mentioned earlier.

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. USAID/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 - Condom use has increased by 108% since 1989. A

February 1994 study showed that the overall condom market has grown from 5.7 million in 1985 to 9.1 million in 1993. Between 1992-1993 there was a 30% increase in the size of the condom market with 48% derived from commercially distributed condoms. This indicates a growing and institutionalized demand for condoms.

Grace Kennedy, who purchased Panther 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. Although numerous strategies have been developed to increase access to condoms, none of them have been successfully launched to date. In order to assure the quality of all other new commercial brands coming on line AIDSCAP, with guidance from USAID/Washington, will assist the GOJ's Bureau of Standards in setting up a condom testing facility. It is hoped that in the future this facility will be used regionally for other caribbean islands.

#### **D. Problems and Delays**

There have been delays with the Ministry of Finance and the Attorney General's Department to agree to the lease agreement to purchase vehicles for the CI's. USAID and the Ministry of Health have been working with those departments on a daily basis to rectify that matter.

There have been delays with the Ministry of Health, Supply Division to send the correct shipment of STD supplies to the Comprehensive Health Center (CHC). The incorrect shipment was sent to the CHC in error. The Supply Division has promised that they will receive the correct shipment by October.

#### **E. Major Activities Actions During the Next Six Months**

##### **1. Major Corrective Actions Expected**

- Continue to follow-up with the Ministry of Finance to rectify the Lease Agreement for the vehicles for the CI's.
- A meeting will be held with the Ministry of Health to seek their urgent attention in clearing the goods for the Comprehensive Health Center.

##### **2. Workplan for the Next Six Months**

- Final Physician survey presented and disseminated
- 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

- Sign Project Agreement with Lease Agreement for vehicles for CI's.
- Prepare PIO/C to order vehicles for Cia.
- Conduct Evaluation of the Project.
- Initiate PIO/T for audit of the Project.
- Complete all recommendations highlighted in the May 1994 Management Review
- Conduct meeting with the Ministry of Health to clear goods for Comprehensive Health Center

##### **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. It is also hoped that in the future, this facility will be used regionally for other caribbean islands.

##### **AIDW ACTIONS:**

None

Doc. AIDSAR.94

**PROJECT STATUS REPORT**

April 1, 1994 - September 30, 1994

A \_\_\_ B X C \_\_\_

**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 06/30/95
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
Last project management review	June 9, 1994.

**FINANCIAL DATA**

Amount Authorized:	DA Loan: original	\$ 5,000,000 Amended to \$ 7,925,824
	DA Grant: original	\$13,000,000 Amended to \$11,897,500
Amount Obligated:	DA Loan: original	\$ 4,800,000 Amended to \$ 7,925,824
	DA Grant: original	\$ 1,200,000 Amended to \$11,897,404
Amount Committed:	Period:	- \$ 166,357 (G)
	Cumulative:	\$ 7,925,824 (L) \$11,611,274 (G)
Accrued Expenditures:	Period-Projected:	\$ - (L) \$ 150,000 (G)
	Period-Actual:	\$ - (L) \$ 149,721 (G)
	Cumulative:	\$ 7,925,824 (L) \$11,318,175 (G)
	Period-Next:	\$ - (L) \$ 125,000 (G)
Counterpart Contrib.:	<u>Period</u>	<u>Cumulative</u> <u>Life of Project</u>
Planned	\$ 1,351,351	\$ 6,000,000 \$ 6,000,000
Actual	\$ 630,630	\$ 7,261,261 \$11,200,000
% LOP Elapsed		97%
% of Total Auth. Oblig.		100% (L) 100% (G)
% of Total Oblig. Exp.		100% (L) 95% (G)
% of Total Auth. Exp.		100% (L) 95% (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 EOPS**

Progress to Date

- 1. Divestment of three (3) large blocks of idle and unutilized lands into small and medium sized units, 10-50 acres in size. 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 completed all work by September 30, 1994.

2. Enhanced institutional capacity of NIC to provide and manage irrigation infrastructure and attract local private investments for diversified commercial agriculture. 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, which was unavailability of irrigation water, has now been overcome.
3. GOJ commitment to increase fees collection from water users and to ensure sustainability of the National Irrigation Commission. 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.
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. 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

**Overview:** The failure of the Rio Cobre Dam in May 1991 has led the Mission to re-direct its effort from the original objectives of the project to the reconstruction of the Dam and the repair of irrigation infrastructure which was destroyed by vandals in November 1991. This Redirection has led to freezing progress achieved under the project as it stood in November 1991. Consequently, the following table estimates progress before and after this re-direction.

	Planned		Accomplished					
	Orig	Rev.	Cum.	Period	Period	Cum.	%	
	LOP	LOP					Orig.	Revised
Land Divested (acres)	2,900	2,640	2,640	-	-	2,640	91%	100%
- Small Infrastructure Rehabilitation								
1. Wells								
Existing Wells	17	6	6	-	-	6	35%	100%
New wells	43	18	18	-	-	18	42%	100%
Well T/Force Rehab.	11	11	11	6	6	11	100%	100%
2. Reservoirs	6	3	3	-	-	3	50%	100%
3. Canal Pump Stations	6	2	2	-	-	2	33%	100%
4. Canals (miles)	31	23	23	-	-	23	74%	100%
5. Access Road (miles)	20	10	10	-	-	10	50%	100%
- Dam Construction	100%	100%	66%	40%	40%	62%	62%	62%

#### C. Other Accomplishments and Overall Status

##### 1. General:

September 30, 1994 was the PACD for all activities under the Project with the exception of the reconstruction of the Rio Cobre Dam. All programmed work, other than the Dam, has been accomplished by that PACD. The PACD for the completion of the Dam has been extended to June 30, 1995.

##### 2. Rio Cobre Dam Reconstruction:

After considerable delays the contractor, Y.P. Seaton, produced a concrete design mix acceptable to the engineer Harza Engineering Co. Concrete placement commenced in earnest in early May 1994. A total of 6,000 cubic yards (c.y.) of concrete, out of a total of 13,000 c.y., has been placed. The Contractor has driven all sheet piling and all bearing piles. The Western half of the Dam is now complete and the foundation for the eastern half is in place. The original completion date for the reconstruction of the Dam was October 13, 1994. Harza has granted the contractor an extension to January 31, 1995 to make up for delays beyond the Contractor's control such as weather conditions. Harza's contract was extended from August 15, 1994 to February 28, 1995.

##### 3. Actions on Task Force Recommendations Resulting from 1992 Evaluation:

- Repair of damaged infrastructure in Blocks A&B: USAID and the NIC conducted a final inspection of these repairs on September 27, 1994. All repair work has been completed and all the 11 wells/pumping stations in Blocks A&B are operational.

- Zoning of Blocks A & B for Agriculture: 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 residential development in CD/I project areas.

- Sand Mining Law: An amendment to the Quarries Control Act, which increased the fines on illegal sand mining operations and allowed for the seizure and for forfeiture of equipment, was passed on July 5, 1994. All sand mining activities in project areas had been stopped by the Jamaica Defense Forces (JDF) in May, 1994.

- Security: Security has been provided and continues to be provided by patrols of the JDF and by private security firms.

- Connecting Farmers to the System: A total of 32 farmers have been connected to the irrigation system in Blocks A & B and can now use irrigation water to work their farms.

- Bill For Collection: The repair of damaged infrastructure, zoning for agriculture, passage of the amendment to the Quarries Control act, security, and connecting farmers to the irrigation system were adopted pre-conditions for USAID not to issue a bill of collection for \$428,000. All of these conditions have been met. Therefore there will be no need for USAID to issue a bill of collection.

##### 4. On-Farm Water Management:

The Israeli irrigation engineer, financed under a centrally funded project, continues to provide advice and to conduct workshops and seminars at the farm level in project areas. The Israeli engineer's contract will expire on August 18, 1995. His work is not included under CD/I, but a vehicle for the engineer was financed with CD/I funds. The vehicle is under the exclusive control of the engineer. The NIC provides fuel and maintenance.

5. PACD Extensions:

The PACD of the Project was extended from September 30, 1994 to February 28, 1995 at the request of the Ministry of Water and Transport. It was later extended by USAID to June 30, 1995 to permit proper close-out after Dam reconstruction is completed.

D. Problems and Delays

The reconstruction effort is still behind schedule, even with the extension of firm to January 31, 1995.

E. Major Activities and Corrective Actions Next Six Months

1. Major Corrective Actions Expected

- The engineer, Harza, to work closely with the Contractor to avoid further delays.

2. Workplan for the Next Six Months

- Close-out of all activities under the Project with the exception of the Rio Cobre Dam Reconstruction effort. All project accounts, advances, etc. to be settled.

- Cofferdam at Dam site to be built to higher elevation to permit the water level behind the Dam to rise to the level of the irrigation Canal and permit water flow gravity and eliminate the pumping operation ongoing since May 991.

- Reconstruction of the Dam to proceed at a faster pace to meet the January 31, 1995 completion target date.

- Harza's contract, to expire on February 28, 1995.

- NIC to receive the additional sheet piling it is procuring and pay back the MOC.

3. Impact in the Next Six Months

- Blocks A & B to revert to agricultural use - agriculture production to increase.

- Water supplies from on the Rio Cobre Dam, for both irrigation and domestic purposes, to increase to their normal level prior to Dam failure and to continue uninterrupted.

PROJECT STATUS REPORT

April 1, 1994 - September 30, 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 amended to 2/24/96  
 Implementing Agencies: Ministry of Education & Culture (MOE&C)  
 Major Contractors: Trevor Hamilton & Associates  
 Academy for Educational Development  
 Harvard Institute for International Development  
 Daniel Gordon  
 Status of CPs/Covenants: All CPs and Covenants met.  
 Date of Last Evaluation: None Done (Management Review Jan. 1995)  
 Date of next Evaluation: None  
 Date of Last Audit: 07/30/94 (In progress to be completed in October)  
 Planned No. of Yearly Non-Federal Audits: 4  
 No. of Audits Contracted for/Completed: 2  
 No. of Project Committee meetings held. 2

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 \$4,976,234
Amount Committed:	Period:	US\$ 711,580	
	Cumulative:	US\$ 4,318,323	
Accrued Expenditures:	Period-Projected:	US\$ 900,000	
	Period-Actual:	US\$ 1,200,414	
	Cumulative:	US\$ 3,241,916	
	Period-Next:	US\$ 900,000	
Counterpart Contrib.:	<u>Period</u>	<u>Cumulative</u>	<u>Life of Project</u>
Planned	US\$300,000	US\$ 1,272,431	US\$ 1,880,000
Actual:	US\$290,000	US\$ 1,031,674	
Next:	US\$260,000	US\$ 1,591,674	
% LOP Elapsed:	74.24%		
% of Total Auth. Oblig.	88.86%		
% of Total Oblig. Exp.	65.15%		
% of Total Auth. Exp.	57.88%		

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 Mathematics Resource Teachers and improving instructional materials, ii) the measurement of primary student achievement in mathematics under the already established National Assessment Program (NAP); and, 3) development of an integrated Educational Management Information System to strengthen the MOE&C's capacity to carry out planning and policy analysis.

V. PROJECT STATUS

A. Planned EOPS

Progress to Date

- |   |  |
|---|--|
| 1. SCOPE school/community projects completed in 600 school communities from which participants have received SCOPE training | -To date, over 600 projects have been initiated and all participants received SCOPE training.  |
| 2. A fully operational Referral Unit established at the MOE&C.  | -A Referral Unit has been established with a staff of 6, and is currently fully operational.   |
| 3. Validated item bank used to generate 6 NAP maths tests   | -300 items validated for item bank to date and 4 maths tests generated.  |
| 4. Annual reports generated completed for each grade 6 student taking NAP maths exams.                                      | -Annual reports generated for each for each grade 6, child who sat the NAP exams & is now possible every year within 1 month of the exam.  |
| 5. Low cost indigenous materials developed to support the teaching of maths in areas perceived as difficult to teach.       | -Maths kit of 8 charts, 5 games 24 manipulatives developed from low cost indigenous materials. Seven (7) maths replacement units pilot tested and in use by Math. Resource Teachers. |
| 6. A model maths teacher training program developed to train 140 maths resource teachers.                                   | -Two rounds of training now complete for 140 Mathematics Resource Teachers (MRT). Further training to designate the 140 as teacher trainers now underway                             |

7. 50% reduction in data collection activities. -The activity expected to create this change (Policy Planning & Analysis) is not yet at the stage for this transformation.
8. 50% reduction in time to produce key reports "
9. 2 regions producing reports "
10. 10 key policy areas determined "
11. Analytical reports produced in 5 key areas. "
12. At least two reforms implemented. "

**B. Major Outputs**

	Planned		Accomplished				Cum. % of LOP					
	LOP	Period	Cum.	Next Period	Period	Cum.						
1. Primary school operations manual distributed. Principals trained.	800	0	684	0	0	742	93%					
2. School/Community leaders instructed in SCOPE program	1500	0	1247	0	0	1399	93%					
3. MAP maths tests developed	6	2	3	1	2	4	66%					
4. Maths resource teachers trained	140	60	80	60	60	140	100%					
5. Training (Persons)	M	F	M	F	M	F	M	F				
Overseas												
Long Term	1	0	0	0	0	0	1	0	100%			
Short Term	7	23	0	0	3	9	2	9	5	18	71%	78%
Local	540	1100	265	535	458	910	226	398	419	773	76%	70%

**C. Other Accomplishments and Overall Status**

The focus over the reporting period was on: a) ensuring sustainability of SCOPE (School Community Outreach Program for Education) through: collaborative efforts among schools formed into clusters, redefinition/reinforcement of the roles of Regional Directors and Territorial Education officers and strengthening school, community and private sector linkages; b) reformation of Primary School mathematics delivery through instructional materials development, teacher training and assessment and; c) refinement of the existing data system at MOE&C, design and develop the prototype Educational Management Information System (EMIS) with regional and national focus in tandem with the installation of the Local Area Network.

USAID initiated a donors meeting with the IDB on the status of program support and mutually agreed to regular meetings of all donors, with a view to ensure maximization investments and prevention of overlapping efforts. The IDB Sectorial Specialist was also taken on a tour of the MOE&C project site for a demonstration of the capabilities of the Education Management Information System.

The Minister of MOE&C in support of a coordinated approach to the use of donor resources will chair a meeting of all donors on October 19, 1994 on the theme "maximization of donor investments" in education.

**1. Decentralization**

During the reporting period the AID-financed Promotions Consultant in conjunction with the MOE&C Referral Unit, conducted 66 workshops at the school cluster level in which, 559 principals and 404 community leaders, were trained in the SCOPE strategies. The employment of SCOPE as a tool of decentralization at the Regional level of MOE&C was reinforced by 6 workshops for Regional Directors of MOE&C, who reiterated their commitment to the incorporation of SCOPE in their job responsibilities. The modification of the formal job description of Territorial Education Officers to include the responsibility for the further encouragement and sustenance of school/community/private sector partnerships, was the main agenda item at a meeting of the top level personnel of MOE&C from August 4-5, 1994. Regional Directors and Territorial Education Officers, in that seminar which was attended by: the Minister, the Permanent Secretary, the Chief Education Officer, the 6 Regional Directors, 35 of a total of 40 Territorial Education Officers and School Principals, committed themselves to spend the time required to fully institute school/community partnership in all primary schools.

Two (2) expositions (school/community/private sector meeting) involving 107 schools and 100 representatives of the private sector were organized and coordinated by the AID-financed Resource Mobilization Consultant in the parishes of St. James and Hanover to: promote school/community/private sector relationships; demonstrate successful school/private sector initiatives; identify opportunities for cooperative efforts between the school and private sector and; link preferred areas of partnership as perceived by both the schools and the business leaders.

Fifteen school/community leaders who have had SCOPE training and implemented successful school projects in partnership with the private sector were selected to visit the U.S. to study measures which have been effectively employed to improve school management, enhance school/community relations and, inter alia, mobilize development assistance for schools.

**2. Educational Strengthening**

The development of measures to improve the quality of mathematics instructions at the primary level continued its satisfactory trend with staging of Two (2) residential teacher training workshops at the Mcneague Teacher Training College on May 17 - 19 and June 7 - 9 respectively. This means that the target to complete a second round of training for 140 Mathematics Resource Teachers in the seven (7) pilot tested Replacement Units viz: Excursions and Collection of Math Lessons (Grades 1-3), Multiplication (Grades 3-4), Fractions and Measurement (Grades 4-5) and, Statistics and Polyhedrville (Grades 5-6), has been achieved. It also means that Mathematics Resource Teachers (MRTS) are strategically located in each Parish across the island to facilitate the cluster training of other teachers.

Curriculum and teacher support materials which include: an Adaptation Guide to Replacement Units for Use in Jamaican Schools; Activity Booklets for Grades 1, 3, 4 and 6; Building a Mathematics Kit for Primary Schools and; Glossary of Mathematical Terms; were developed to varying stages of completion through the collaborative efforts of MRTS and Educational Officers at a two week workshop from July 4 - 15.

In the area of assessment, the target to develop a 500 Test Item Bank was surpassed with the construction of over 700 test items of which 300 hundred have been pilot tested and validated.

NAP was assisted over the period of review in evaluating its prototype school-based classroom assessment model and designing and conducting a one week training program for school-based assessment coordinators.

In general, the assistance from the Educational Strengthening component of PEAP II has been pivotal in strengthening NAP's test development processes and computer operations and developing its continuous assessment procedures.

Over the SAR period the AID-financed Computer Test Expert engineered a major breakthrough in NAP's annual school test data processing and reporting. Whereas in the past test data took anywhere between one and two years to be processed, the 1994 test data were processed within one month of the test administration and the results returned to schools prior to the summer break. This should have a tremendous impact on the student performance as schools can now use test results as a guide to areas of weakness in instructional delivery.

### 3. Policy Analysis, Planning and Management

The foundation for improvement and integration of the existing data system within the Ministry was laid during the last SAR period with the establishment of the new Planning and Development Division at MOE&C. Since then great strides have been made toward the project goals of refinement of the existing data system, design and development of the Educational Management System and, strengthening the Ministry's capacity for policy analysis and planning. Achievements over the SAR period include:

- training of MOE&C staff in Network Cabling, Computer Repair and Trouble-Shooting
- complete installation of the LAN and the location of a fully operational work station in the offices of all key policy makers at the Ministry;
- a study tour of the educational planning and information divisions of similar educational institutions in the U.S. by key policy makers from MOE&C. Participants were exposed to policy relevant subjects which included: setting goals and objectives, organizing and managing educational policy analysis and research, planning program monitoring, evaluation, development of Geographical Information System models and policy analysis, planning and implementation;
- designation and training of a staff member in the skills of educational systems administration;
- training of key policy makers and operational staff in the use of application software to input, manipulate, analyse data and, generate quality reports;
- installation of computer equipment and provision of hands on training for the staff at the two regional pilot sites in Browns Town and Montego Bay;
- develop the prototype for a Geographical Information System (GIS);
- development of a new, comprehensive Data Collection Instrument for the ministry in readiness for the first iteration of the process of data collection, analysis and reporting;
- provision of a complete update of the System to Help Access Research in Education (SHARE) with a list of the best educational research papers on primary education stored in an international database, thereby enabling worldwide interchange of information on developments in the field of education.

### D. Problems and Delays

The Macintosh Quadra 660AV computer which was acquired by project funds for the production of mathematics curriculum materials was delayed for an inordinate period of time in Customs clearance. Clearance was finally obtained when the AID Project Officer offered to and intervened at both the Brokers and the Customs Office. The impact on program schedule, of a delay in staffing and preparation of facilities for both people and equipment in the new Planning and Development Division, was slightly greater than anticipated when the previous SAR was being written. Discussions at the Joint Monitoring Committee meeting since then show that without an extension of the HIID Contract, the second iteration of the data collection and processing system to confirm the effectiveness of the system would not be possible. A review of the status of expenditure on the project and initial discussion with the contractors office indicate the possibility of a four month, no cost extension of the HIID contract which falls well within the PACD of the PEAP II project.

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

#### 1. Major Corrective Actions Expected

The rationale will be prepared requesting a no cost extension of the HIID contract to December 31, 1995 to allow for the second iteration of the process of data collection, analysis and reporting to ensure that the project goal of an efficient and effective system is fulfilled.

#### 2. Workplan for the Next Six Months

- Conduct a Management Review of the project. There will be a no-cost extension to the HIID contract.
- a) Decentralization
  - Referral Service Unit staff to interface with Regional Directors and Territorial Education Officers to assist with the process of integrating the SCOPE strategies in their work program.
  - Referral Service Unit to implement plans to utilize unliquidated earmarked funds to strengthen SCOPE strategies in areas with limited exposure.
  - At least 15 additional successful SCOPE leaders to be sent on US study tour.
  - Formalize the role of fostering school community partnerships in job description of TEOs.
- b) Educational Strengthening
  - MOE&C to undertake outstanding repairs to Airconditioning unit at project site and fill vacancy for counterpart Curriculum Specialist
  - Continue the production of a field-tested and evaluated approach to mathematics instruction at the primary school level;
  - Hold residential workshop, October 11 and 12, 1994 to outline work plan for 1994-95, further prepare project-designated teacher trainers to serve as effective Mathematics Resource Teachers and promote stakeholders involvement
  - Train 10 additional MRTs and pilot test two replacement units
  - Produce and distribute revised materials for use by 140 Maths Resource teachers in the 1994/95 school year;
  - Hold regional seminars for School Principals, Regional Directors and Education Officers to familiarize them with the new approaches to mathematics instruction and specify procedures for cluster workshops to train other primary school teachers.

- Project-designated MRTs will train other classroom teachers and promote further stakeholder involvement in the improved approaches to mathematics instruction at parish and regional workshops
- Develop handbook guide for the use of mathematics resource kit.
- Develop training modules to strengthen teacher assessment skills;
- Edit and trial-test existing items to be added to the test item bank
- Develop assessment procedures for replacement units
- Assist MAP to develop its continuous assessment model, and train their school-based assessment coordinators in selecting appropriate and feasible methods to assess student performance and maintain pupil progress records.

c) Policy Analysis, Planning and Management

- MOE&C to accelerate pace of ENIS development by filling staff vacancies in the new Planning and Development division of the ministry
- MOE&C to complete ENIS site preparation with installation of Air-conditioning equipment
- Complete final design of comprehensive data collection instrument
- Continue training of staff at both the national and pilot regional offices on how to utilize the LAN and newly installed databases to execute their operational responsibilities in the planning and development divisions of MOE&C.
- Conduct training seminar for Regional Directors, Territorial Education Officers and School Principals on the new data collection instruments and procedures.
- Execute first iteration of the new data collection, analysis and reporting system;
- Review database structures, forms and collection systems as a corollary of feedback from first iteration;
- Develop prototype for Geographical Information System (GIS);
- Develop prototype Executive Information System based on assessment of information needs of senior MOE&C officials;
- Conduct major policy study and produce draft document;

3. Impact over the Next 6 Months

a) Decentralization

Territorial Education Officers assume full supervisory and monitoring responsibility to sustain of school/community/private sector links, as a mechanism for the continued improvement in the quality of education.

b) Educational Strengthening

Greater appreciation for the new approaches to mathematics instruction at all levels of the education system. Gradual enlargement of the number of classroom teachers prepared to incorporate the new approaches to mathematics instructions in schools through cluster training by project-designated teacher trainers. 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.

4. AID/V Actions

None

**PROJECT STATUS REPORT**

**April 1, 1994 - September 30, 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: 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 \$ 1,265,000  
 Amount Committed: Period: US\$ 0  
 Cumulative: US\$ 1,188,176  
 Accrued Expenditures: Period-Projected: US\$ 225,000  
 Period-Actual: US\$ 265,525  
 Cumulative: US\$ 1,159,722  
 Period-Next: US\$ 0

Counterpart	Period	Cumulative	Life of Project
Contribution: Planned	US\$85,000	US\$367,900	US\$421,700
Actual	US\$23,636	US\$233,418	
% LOP Elapsed		100%	
% of Total Auth. Oblig.	51%		
% of Total Oblig. Exp.	92%		
% of Total Auth. Exp.	92%		

\*LOP later reduced to \$1,265,000

**II. PROJECT PURPOSE & RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

**Project Purpose**

This project supports Mission S.O. number 3: 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**

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

**Progress to Date**

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

- a. 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.
- b. 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.
- c. 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.
- d. 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.

- 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. Section 416 resources successfully used by UNDP to fund latrine and sewage treatment construction in Savanna-la-mar.
- 5. Health and Nutrition Surveys No action in this area during the reporting period.

**B. Major Outputs**

	<u>Planned</u>		<u>Accomplished</u>		<u>Period</u>	<u>Cum</u>	<u>% of LOP</u>
	<u>LOP</u>	<u>Period</u>	<u>Next Cum. Period</u>	<u>Period</u>			
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**

During this period, the Ministry of Finance also took possession of the local currency tracking system and completed work on a generator to provide backup power. The system is now operational. USAID's involvement with this component has now ended.

**D. Problems and Delays**

The eleven Cherokee Jeeps were handed over to the Ministry of Labor and Welfare, in a joint ceremony with UNDP. The spare parts, however, are still stuck in Jamaican Customs and as of this writing, UNDP had not yet succeeded in getting them cleared. The liquidation of the spare parts costs from the UNDP cash advance is the last remaining payment action on this closed project.

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

Complete advance liquidation for spare parts.

**F. Impact (Results) Over the Next Six Months**

- 1. Improved GOJ local currency tracking.
- 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.

**PROJECT STATUS REPORT**  
April 1, 1994 - September 30, 1994

A X B \_\_\_ C \_\_\_

**I. BACKGROUND DATA**

Project Title: Sustainable Justice Reform  
 Project Number: 632-0176  
 Date of Authorization: original 08/07/92 amendment n/a  
 Date of Obligation: original 08/28/92 amendment 06/20/94  
 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: All CPs met  
 (see Section C for update on follow-up actions from  
 CPs and covenants)  
 Date of Last Evaluation: N/A Next Evaluation: 01/96  
 Date of Last Audit: 04/94 Next Audit: 04/96  
 Planned No. of Non-  
 Federal Audits (RCAs): 8  
 No. of Audits Contracted  
 For/Completed: 2

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 \$2,236,388  
 Amount Committed: Period: \$ 921,041  
 Cumulative: \$1,407,806  
 Accrued Expenditures: Period - Projected: \$ 547,000  
 Period - Actual: \$ 369,078  
 Cumulative: \$ 502,986  
 Period - Next \$ 872,000

Counterpart

Contribution (expressed in US\$)

	<u>Period</u>	<u>Cumulative</u>	<u>Life of Project</u>
Planned:	180,000	532,742	1,121,391
Actual:	106,765	347,512	31%
Planned - Next	180,000		

% LOP Elapsed: 50  
 % of Total Auth. Oblig. 75  
 % of Total Oblig. Exp. 23  
 % of Total Auth. Exp. 17

**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.

**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	5	1	1	1	0	0	0
5. Research and analysis of justice system policies	8	1	2	0	1	1	16
6. Bar Association conducts public education activities concerning role and function of the justice system	10	0	0	8	6	6	60
7. Establishment of Mediation Centers	5	0	2	1	0	0	0
8. Training (Persons)							
Local	M F	M F	M F	M F	M F	M F	M F
Ove seas	135 139	11 09	41 40	15 15	14 15	45 69	33 50
	6 2	0 0	0 2	2 0	0 0	1 1	17 50

**V. PROJECT STATUS**

**A. Planned EOPS**

- 90% of Supreme Court 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**

For the first time in Jamaica's history four weeks of summer legal holiday were used to process criminal cases which would otherwise have had to await the new term.

Data that has been collected to determine the cause of delay is now being analyzed.

All fees collected in the Supreme Court were increased by at least 100%. A possible increase in bailiff fees is still being considered by MNS&J.

**C. Other Accomplishments and Overall Status**

Steady progress continues to be in all elements of the project.

**1. Status of CP Follow-Up Actions:** During the period under review, significant follow-up continued.

**a) Justice Coordinating Council:** A fifth sub-committee was appointed by the JCC to identify the requirements of the model courthouses. This is in addition to the four sub-committees previously appointed. The sub-committee dealing with recruitment has been instrumental in the appointment of nine legally qualified Clerks of Courts islandwide. The GOJ has decided to enter into a 2-year bonding arrangement with students entering the Norman Manley Law instead of adopting a compulsory service on the grounds of constitutionality and available vacancies for employment. The sub-committee dealing with the rationalization of the use of courthouses in the Corporate area has identified the physical changes to be made to the Half-Way-Tree courthouse and the contractors have commenced work. As was mentioned above, the sub-committee dealing with clogs in the system effected for the first time in Jamaica the hearing of Supreme Court criminal cases during the legal holiday. The sub-committee requested some revisions to the final report for the policy study on the legal aid system. The revisions are due mid-October, 1994.

**b) Court Administrators:** The vacant position for the parish of St. Mary was filled on July 4. MNS&J is still awaiting the first draft of the amendment to the legislation to formalize the court administrators' positions in the courts.

**c) Consolidation and Maintenance of Courthouses:** FARA # 2 was executed in July for J\$8.197M with respect to the Spanish Town courthouse. Work on the design of the building was completed and approved on September 12. Prequalification of tenderers is in progress as well as preparation of working drawings, structural drawings and bill of quantities. From the J\$26.6M requested for SJRP activities from the GOJ's 94/95 fiscal budget, a total of J\$25.869 was received. An additional J\$12.5M was received for the maintenance of courthouses and J\$1.8M to renovate judicial residences.

**2. Covenants:** Significant updates in this regard relate to: -- Section 5.2(c) - The first tranche of J\$793,00 redirected from filing fees in the Supreme Court was used to procure computer equipment for the court reporters unit. -- Section 5.2(e) - The Year II recipient contracted audit was completed in July. MNS&J plans to meet with the auditors in October to discuss the findings before a final report is submitted.

**3. Training:** A professional development course for 25 qualified clerks and deputy clerks was held in July. The purpose of this training was to enhance their effectiveness in the justice system especially with respect to prosecution. Two judges of the Supreme Court attended the Judicial Education and Career Development course in Costa Rica in June. During the period, CSLA Inc. continued their training program for court administrators. The 3 modules conducted related to a review of the proposed record system; calendar management, facilities management and human resource management.

4. **Private Sector:** Following on the recommendations from the first phase of strengthening of the Bar Association's management and accounting structures, a Specific Support Grant was executed. The US\$273,037 grant will provide support to the Bar in the areas of general institutional development, law reporting and continuing legal education. In August, the President of the Bar Association and the Honorary Treasurer attended the Annual American Bar Association meeting and visited the offices of 3 Bar Associations. Feedback from the participants was positive as they indicated that the exposure to the strategy of incorporating in an AGM educational programs, social activities and special events was extremely valuable. The visit also provided excellent opportunities to explore trends in different areas of practice, recent development in the law and possible solutions to problems which are universal. Two seminars were conducted under the continuing legal education component during the period under review. The first one was held in conjunction with the Medical Association of Jamaica and looked at the medical, legal and ethical questions relating to abortion. The second seminar included topics on family inheritance legislation and legislative initiatives to combat the drug trade and money laundering. Writing of the headnotes (summaries of judgments) is being undertaken by volunteer attorneys and law students. The Bar expects to have these headnotes published in the first volume of the Jamaica Law Report to be funded under the Grant in the next reporting period.

The Secretariat for the Mediation Council (now called Dispute Resolution Foundation) was set up on August 15. During the period under review, DRF held sensitization sessions with a number of groups including judges of the Supreme Court and Court of Appeal, Jamaica Foundation for Children, and court administrators. Preliminary work commenced for setting up of a mediation center with discussions with the Minister of National Security & Justice. Two of the 3 firms were non-responsive to DRF's request for technical proposals for their public relations program, while the third firm's costing was too excessive. A volunteer has been recruited to handle DRF's PR campaign.

5. **Updated Pre-Award Survey:** During the Year II audit, the auditors reviewed the corrective actions taken by MNS&J with respect to the Year I audit and indicated by letter dated August 8, 1994 that the actions were appropriate.

#### **D. Problems and Delays**

- o Procurement of 10 computers under the CSLA contract has been delayed although the local auditing firm has cleared the findings. The delay in procurement resulted from a request from MNS&J for a further review of the court's computer needs. A CSLA computer specialist is scheduled to visit Jamaica in October to address this issue.
- o A sub-contract for the institutionalization of the court administrators' training was not entered into with a GOJ training institution as was envisioned under the CSLA contract. CSLA plans to work with the Chief Court Administrator to ensure that the required funds are included in the GOJ's training institution's budget for the sustainability of this training program.

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

##### **1. Major Corrective Actions Expected**

- o Computer needs of the courts identified.
- o Continue to press for the institutionalization of the court administrators' training program.

##### **2. Workplan for the Next Six Months**

- o Recruit Statistician and begin training
- o Computerized fixed asset tracking system installed and personnel trained
- o Two remaining training modules for court administrators executed
- o Approve MNS&J training plan for judicial courses
- o Identify requirements for the model courthouses
- o Award contract and commence construction work on the Spanish Town Courthouse
- o Commencement of the reprinting of the Jamaica Law Report and compilation of the first digest of cases
- o Staging of the first of two Bar Council Workshops
- o Commence training of mediators
- o Mediation center established

##### **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**

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

**Financial Data:**

<b>Program</b>	<b><u>Amount LC Pledged</u></b>	<b><u>Sales</u></b>	<b><u>Amount LC Lodged to Special A/C</u></b>	<b><u>Total LC ** Disbursed</u></b>	<b><u>Amount LC Disbursed in last 6 Months</u></b>	<b><u>Amount LC To be Disbursed Next 6 Months</u></b>	<b><u>Arrears</u></b>
Butteroil	J\$42.6M	J\$42.6M	J\$43.7M *	Equivalent of US\$1,311,909	US\$0	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.

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

\*\* Disbursement through February 22, 1994, when the account was closed.

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

**I. Implementing Agencies**

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

AID Project Manager: Chris Brown/Hasan Hasan

**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 Westmoreland. 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 is being 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, PIOJ, JCTC and 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. The Project Assistance Completion Report (PACR) was issued, and all USAID involvement in this program has now ended. GOJ funded activities continue and are planned to end by December 1994.
2. Because of the slow pace of project implementation, the UNDP and Government of Jamaica had requested an extension to the project implementation period beyond the original August 31, 1994 date. USAID submitted a request for extension to USDA/W on August, 1993 based on a formal request and plan of implementation received from UNDP on July 20, 1993. On September 10, 1993 USAID/Jamaica received USDA approval for project extension until March 31, 1994. Certain elements were not completed until June 30, 1994.
3. Status of each of the project objectives as reported in the PACR, is as follows:
  - A. Disbursements  
All US Government funds generated from commodity monetization have been disbursed by the PIOJ and all activities funded from monetization have been completed. GOJ-funded activities planned under the project continue and are planned for completion by December 31, 1994.
  - B. Project Component Status
    1. Surveillance and Related Activities

The UNDP Project team has put in place systems to perform further epidemiological surveillance should another outbreak occur. These include a database of identified carriers and tested suspects and completion of a fully stocked and operational lab at the Savanna la Mar Hospital to perform tests to identify carriers. Testing of suspected carriers has been completed.

2. Health Education

Implementation of recommendations proposed by a health education specialist employed earlier on the project have been initiated by the UNDP Project team. Output recommendations, coming out of focus groups organized during the project 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.

3. Roaring River Water Treatment Plant

The contractor had completed 60% of the overall project as of March 30, 1994. Work on all components of the plant is underway: concrete foundation slabs for four sand filters, and the walls of three of the four filters have been completed, dam and intake works are nearly complete, laying of the raw water pipeline from the intake works to the filters is about 70% complete, and laying of treated water pipeline from the filters to the distribution main is also about 70% complete.

The facility is planned for completion on or about December 31, 1994. Section 416(b) funds do not provide for the entire construction effort. To date the GOJ has allocated J\$10 million and the UNDP/NWC/MOH have submitted a request to the GOJ for a final J\$15 million from the GOJ FY 94/95 budget needed to fund completion.

4. Waste Water and Excreta Disposal

A total of 1,250 concrete pit latrine covers, exceeding the planned 1,000, have been delivered by the UNDP Project team to targeted individuals. Over 1,200 latrines have been built and now are in operation as of June 30, 1994.

The UNDP Project team has completed construction of public sanitation conveniences at the Blue Fields health center, the Roaring River tourist area, Dunbars River, Whitehouse, Scotts Cove, and the Wharf Road.

The UNDP Project team did not complete the planned improvements to sewage treatment plants of Llandillo, Shrewsbury, and the Savanna la Mar market during the project period. All renovation activities funded from the monetization of commodities, however, have been completed. Completion of sewage plant renovations suffered from difficulties in clearing key parts through Customs in a timely manner, but will be completed with GOJ funds. Outstanding activities necessary to complete improvement work will be funded by the GOJ and are scheduled for completion by December 31, 1994.

V. Problems and Delays

Signing of a contract to complete construction of a new slow-sand filter water treatment facility was delayed until May, 1993. The contractor was not on site until June 11, 1993. While certain elements of the Section, 416 - assisted efforts were not completed until June 1994, all of these activities are now concluded.

VI. Major Activities or Corrective Action During the Next Six Months

None.

VII. Impact

Planned Project impacts in the next six months are as follows:

Change in behavior patterns of Savanna-la-Mar residents to implement sanitary practices necessary to prevent typhoid through a typhoid awareness education program.

Increase in the volume of potable water available to the region and provide a supply of water adequate to reach areas previously not supplied with potable water.

**PROJECT STATUS REPORT**

**APRIL 1, 1994 - SEPTEMBER 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: Eric Richardson  
 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

\*U.S. AIDs committed to completing this shelter activity by date indicated although HG loans have a PACD normally.

\*\*ARIG 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:	\$4,300,000
Counterpart Contribution:	\$8 million***	
% LOP Elapsed:****	83%	
% 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 111 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 Links-**

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.	Next 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. <u>No. Loans</u>		<u>M</u>	<u>E</u>	<u>M</u>	<u>E</u>	<u>M</u>	<u>F</u>
Total	4000	260	330	657	900	250	330
		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

Progress to Date

Three major credit unions have extended J\$17.3M in loans and the building societies have completed funding requests for their planned participation. A consortium of building societies is acting as the developer in the Succaba Pen venture.

2. Increase the involvement of NGO's, PVO's and CBO's in the shelter process.

C. Other Accomplishments and Overall Status

1. CHFC has received a proposal from a consortium of Building Societies to undertake the development of 1204 lots in Succaba Pen outside of the town of Old Harbour. Of these lots, 602 will be eligible for HG funding. USAID has reviewed the proposal and is seeking Mission approval to include the project under the private sector program.
2. A comprehensive project delivery plan for the entire HG-012 program, including the private sector component, was submitted by CHFC.
3. Requests for disbursement of J\$ 116 million (US\$ 3.5 million) have been received from various credit unions. 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. The Succaba Pen proposal was delayed for over two years by the unwillingness of 1) the government to provide the land for the project and 2) the unwillingness of the building societies to provide a legally binding guarantee to CHFC that finance will be available for that portion of the project which does not meet HG eligibility criteria.

E. Corrective Action

1. CHFC was notified that the deadline for the HG-012B program is the end of FY 1995. This indication that funds were available for a limited period may have focused the attention of both government and the building societies on the feasibility of the Succaba Pen project.

F. Work Plan over Next Six Months

1. Receive and review final proposal on Succaba Pen project and seek Mission approval of same.
2. Monitor progress of CHFC project delivery plan including Succaba Pen and liquidation of eligible expenditures and the home improvement program.
3. Meet periodically with CHFC and credit unions/building societies to review progress.
4. Document counterpart funding and secure eligible expenditures to liquidate outstanding advances.
5. Verify continuing compliance with all measures taken to close HG audit findings.

G. Impact Over the Next Six Months

1. Reinitiate disbursements under this project to the credit unions and commence disbursements to CHFC for development of Succaba Pen.

ESAR12B

**PROJECT STATUS REPORT**  
**April 1, 1994 - September 30, 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), National Housing Corporation, Urban Development Corporation (UDC)  
 Major Contractors: None  
 AID Project Managers: Eric W Richardson  
 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.

\*\*A RIG 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 projects, Norwood and Rosemount, on which the remaining funds will be focused, 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, particularly in regard to the tourism sector, 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.: \$ 1,300,000  
 Period - Actual: \$ 2,586,564  
 Cumulative: \$ 9,558,498  
 Period - Next: \$ 5,000,000  
 Counterpart Contribution: LOP\*\*\* \$20 million  
 % LOP Elapsed:\*\*\*\* 83%  
 % 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\$46,000,000.

\*\*Accrued expenditures equal liquidation of advances from CHFC to NHC and UDC plus pro rata share of closing costs. (See discussion under III.D.3.)

\*\*\*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 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	920	46%
Lots sold	2000	100	920	100	0	820	41%
Funds Expended \$JM	\$42.1	\$20.4	\$36.1	\$20.4	\$0	\$15.7	37%
2. Sites and Services (No. lots)							
Infrastructure							
Complete	1900	0	1181	0	0	1181	62%
Lots Sold	1900	0	821	0	0	821	43%
Funds Expended \$JM	\$27.6	\$7.8	\$19.8	\$7.8	\$0	\$12.0	43%
3. Core Houses (No. units)							
Construction							
completed	272	0	272	0	0	272	100%
Houses sold	272	2	272	2	0	270	99%
Funds Expended \$JM	\$14.1	\$0	\$14.1	\$0	\$0	\$14.1	100%
4. Home Improvement Loans							
Loans Executed	340	0	349	0	0	349	*100%
Funds Expended \$JM	\$5.9	\$0	\$5.9	\$0	\$0	\$5.9	100%

B. Major Outputs (Cont'd)	Planned		Next		Accomplished		
	LOP	Period	Cum.	Period	Period	Cum.	% of LOP
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 SJM	\$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 167 F 227	
Percentage						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.

NB: Original disbursement of funds involved US\$ to JA\$ exchange rates much lower than that currently in force.

### 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 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. Caribbean Housing Finance Corporation made a request for disbursement of HG-12C funds in September, its first request since February 1990.
2. Caribbean Housing Finance Corporation indicated that there were no quarterly reports issued for the two quarters of the reporting action as there was nothing to report. However, quarterly reports will recommence in the next period with the commencement of development activities.
3. Rosemont construction contracting was tendered, bids were received and reviewed and the contract was awarded. Construction began on September 20, 1994. Norwood bidding documents are being prepared.
4. GOJ appointed a project coordinator for Rosemont, Norwood and Succaba Pen with his contract commencing on October 1, 1995. The coordinator intends forming a coordinating committee.
5. USPSC hired to serve as USAID Project Officer.
6. Mid-term technical assistance to provide implementation program for on plot sanitation solutions contracted. First draft of final report received.
7. Project delivery plan completed.
8. The extent of upgrading activities in Norwood was reduced so that available project funds will not be exceeded. At the same time, it was determined that a reprogramming of resources from the private sector to the public sector project will be required.
9. Via the Environmental Health Project, the consultancy firm of Camp Dresser and McKee began review of the implementation plan of the on-site sanitation program.
10. The majority of expenditure in the Rema project was liquidated.

#### D. Problems and Delays

1. The details of the program of implementation for the on-site sanitation project are required.
2. Liquidation of US\$ 1.3 million in expenditures for the Rema project remains to be submitted.
3. Some delay may be anticipated in the commencement of Norwood due to engineering re-design based upon June 1994 aerial maps of the area superseding previous information from 1988.
4. Increased cost projections necessitated a scale back in Norwood plot upgrading from 3500 to approximately 750.

#### E) Major Corrective Actions During the Next Six Months

1. Amend the HG-12B and -12C contracts to reflect the likely actual uses of program funds.
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.

#### Work Plan Over the Next Six Months

1. Formally establish a Norwood-Rosemont coordinating committee which focuses on monitoring detailed project delivery plus addressing timing of construction, marketing of serviced lots, phasing of on plot waste water solutions, public information to promote payment for services and loans, etc., issues which were addressed with the relevant authorities during this reporting period.
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 final liquidation of Rema and other MOC expenditures.
4. Begin construction of Norwood upgrading project.
5. Monitor program progress and expenditure in Rosemont and Norwood.
6. Monitor liquidation of expenditure in Rosemont and Norwood.
7. Define implementation plan of on-site sanitation project and begin implementation.

#### Impacts over the Next Six Months

1. Upgrading of Rosemont and Norwood will be under way 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 in a sustainable manner.
4. The upgrading activities have initiated a process of addressing environmental impacts of bringing water to low income communities and a program for addressing this important issue. The Underground Water Authority estimates that 40% of the underground water residing in the Liguanea Plain serving metropolitan Kingston area is so polluted they are not fit for human consumption.

**PROJECT STATUS REPORT**  
April 1, 1994 - September 30, 1994

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**1. 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:** Project closed out this reporting period\*  
**Implementing Agencies:** Ministry of Finance, Office of the Prime Minister, National Water Commission, Ministry of Construction (Housing), Urban Development Corporation, PJOJ, Caribbean Housing Finance Corp., Town Planning Department, National Housing Trust  
**Major Contractors:** N/A  
**AID/Project Managers:** Eric W Richardson  
**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 detail sufficient eligible expenditures to complete the project.

**FINANCIAL DATA**

<b>Amount Authorized:</b>	HG Loan	\$25,000,000
<b>Amount Obligated:</b>	HG Loan	\$15,000,000*
<b>Amount Committed:</b>	Period:	n/a
	Cumulative:	n/a
<b>Accrued Expenditures:</b>	Period - Projected:	\$ 7,602,435
	Period - Actual:	\$ 11,755,231
	Cumulative:	\$ 19,357,666**
	Period - Next:	\$ 0***
<b>Counterpart Contribution:</b>	Planned:	n/a
<b>Actual:</b>	100%	
<b>% LOP Elapsed:</b>		100%
<b>% of Total Auth. Oblig.</b>		78% (not including capitalized interest)
<b>% of Total Oblig. Exp.</b>		100% (of funds disbursed)
<b>% of Total Auth. Exp.</b>		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 unused authority. This authority was deauthorized during this period.  
 \*\*Prior figure for cumulative approved expenditures has been adjusted by 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, Healthy 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**

Activity	Expenditures	Beneficiaries Actual	Beneficiaries Target
Water/Sewer			
Minor Water Systems	\$5,222,045	12877	15000
Water/sewer connections	\$806,698	1496	3100
	\$6,028,743	14373	18100
Serviced sites/upgrading			
MOC	\$5,918,330	1375	
UDC	\$2,909,700	137	
	\$8,828,030	1512	1500
		101%	
Subtotal Shelter Solutions	\$14,856,773	15885	19600
		81%	
Closing Costs	\$328,450	n/a	3150
		Other	
Less Excess Expenditures	(\$185,223)		
<b>TOTAL HG EXPENDITURES</b>	<b>\$15,000,000</b>	<b>60% 15885</b>	<b>70% 22750</b>
Capitalized Interest	\$4,357,666	17%	
<b>TOTAL HG UTILIZED</b>	<b>\$19,357,666</b>	<b>77%</b>	

IV. PROJECT STATUS

A. EOPS

1. Expansion of water and sewer service to low income families

End Progress

NWC implemented minor water supply projects reaching 18901 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 1512 families.

3. Increase in private sector/ NGO/PVO provision of shelter

Building Societies are servicing HG-013 financed mortgages.

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 is at 70% 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 until 6/30/94. The GOJ and USAID signed 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. The remaining funds were deauthorized in August 1994.

D. Problems and Delays

1. None foreseen.

E. Major Corrective Actions over the next six months

1. Ensure formal closeout of all details as mentioned in the above named memorandum.

F. Work Plan Over the Next Six Months

1. Ensure formal closeout of all details as mentioned in the above named memorandum.

**SAR SUPPLEMENT**

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**IMPROVED MARKET, EXPORT GROWTH AND OPPORTUNITIES**

**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.

PSOJ/NATIONAL ACTION PLAN

Special analysis by the NAP Secretariat indicated a total contribution of both the PSOJ and the GOJ for the period of 52,800 x \$39,000 of this was provided by the PSOJ and corresponded to the costs of the project coordinator, office space and facilities. The remaining \$13,800 from the GOJ was the salary for the consultant seconded to the project.

\$ 52,800

FPMU

Approximately \$37,000 was expended by the Ministry of Finance for office facilities and staff salaries in support of the Unit.

\$ 37,000

PRIVATIZATION

NIBJ's financial office's breakdown of their operating and administrative expenses incurred over the past six months for privatization related activities comes to J\$7,000,000 which is the equivalent of US\$212,000.

\$212,000

JFTC

The budget allocation for the Commission from the GOJ for the six month period was J\$5,000,000 equivalent to \$151,000.

\$151,000

FINANCIAL

The budget allocation for the Securities Commission from the GOJ for the six month period was J\$3,366,000 which is equivalent to \$102,000.

\$102,000

JAMPRO

JAMPRO reports costs in support of USAID funded activities on the amount of \$7,490 for the third quarter of CY93. Prorating this over the six month period gives us an estimation of \$14,980.

\$ 14,980

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**IESC**

Client contributions to AID funded IESC projects and IESC underwriting of office operations over the last six months totalled.

\$ 37,200

**TOTAL COUNTERPART CONTRIBUTIONS**

**\$606,980**

Office Director Certifies that he/she has reviewed and cleared the SAR for Mission review:



\_\_\_\_\_  
William C. Craddock

Doc. IMEGOSUP.OCT



SEMI-ANNUAL REPORT SUPPLEMENT - PROJECT MONITORING ISSUES

Period: April 1, 1994 - September 30, 1994  
Project: Microenterprise Development Project  
Project Number: 532-0156

1. Commodity Procurement

EDT's Cooperative Agreement has been extended up until the end of October 1994 to allow for close-out of the project. EDT has agreed to continue using project financed equipment for the continuation of their activities in providing support to the small and micro enterprise sector.

2 Audits

The second audit for ASSIST is presently in progress. EDT's close-out audit is currently underway and will be completed by the end of October. Pre-award audits for Workers Bank and City of Kingston Credit Union are currently waiting to be contracted by the contract management unit.

3 Host Country Contribution

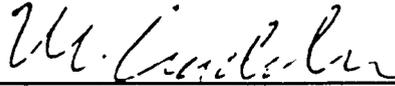
Total contribution for the period by the Host Country was US\$437,393 which was generated by ASSIST.

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\$380,419. This project provides technical support to carry out studies and surveys on the micro and small enterprise sector. The GEMINI project has now been contracted to carry out a one year technical assistance and training contract for small and micro lending institutions. USAID/Kingston oversees the implementation of the GEMINI project work in Jamaica. This is a buy-in under the Microenterprise Project. The GEMINI project PACD is 8/30/95.

The Microenterprise Development Project has received US\$400,000 from the Anti-Poverty Lending Matching Fund from USAID/Washington. US\$200,000 was committed to ASSIST in August 1994 under the amended Cooperative Agreement. The other US\$200,000 is expected to be provided to Workers Bank and City of Kingston Credit Union to assist them with expanding their financial services to the microenterprise sector.

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



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William Craddock  
Office of Private Enterprise

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SEMI-ANNUAL REPORT SUPPLEMENT  
PROJECT MONITORING ISSUES

**Period:** April 1, 1994 to September 30, 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

The two vehicles ordered in the previous period were cleared and are now in use by the APHIS officer and the PMU Technical Advisor.

We have been told by the PMU Project Manager that the Ministry of Agriculture's response to PIL 73, which requested submission of a Commodity Control System Description, will be sent to USAID by October 31, 1994.

We are still waiting for a response from CARDI with their commodity control plan.

2. Audits

The Audit planned for execution during this period did not occur as the internal reconciliation of project account was completed in August, 1994. Since then the PMU has tendered for a recipient-funded audit, a company has been selected, and the audit will take place at the beginning of November, 1994.

3. Host Country Contribution

Following reconciliation of project accounts, exact expenditure figures have been provided by the PMU. A method of determining in-kind host country contributions has still not been finalised.

4. Centrally Funded Projects

AESP no longer relies on the Bureau of Human Resources-funded core grant to VOCA for their volunteers. We now have a project-funded cooperative agreement with them.

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

  
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**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 (30 during the six month reporting period), and ad hoc visits to sub-projects, the proper use of commodities procured was confirmed. However, in a recent review of project-purchased motorcycles, three motorcycles were not accounted for. The police have been notified and an investigation is pending. 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 PMU worked on the response to the audit recommendations and took corrective actions when necessary. The Ministry of Agriculture is completing a methodical host country contribution system in response to the audit recommendations.

The annual audits for 1992 and 1993 have been delayed until the previous audit recommendations are closed. Closure of the previous audit has taken longer than expected due to the dispersed nature of the sub-projects' accounts and due to lack of clarity in the auditor's working papers and recommendations. We anticipate that the previous audit recommendations will be closed by October 31, 1994, allowing the pending audits to begin in November 1994.

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 March 31, 1994.

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

43

Not applicable.

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

  
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Chris Brown

INNER KINGSTON DEVELOPMENT PROJECT  
PROJECT NO. 532-0120  
LOAN NO. 532-W-055

SEMI-ANNUAL REVIEW SUPPLEMENT  
FOR PERIOD APRIL 1, 1994 - SEPTEMBER 30, 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, 1992 for KRC and March 31, 1993 for UDC.

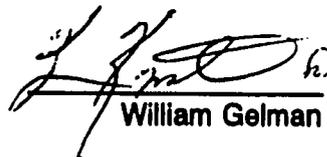
3. HOST COUNTRY CONTRIBUTIONS

<u>Planned LOP</u>	<u>Actual</u>
KRC - US\$6,635,000	US\$11,272,308
UDC - US\$4,465,000	US\$ 7,134,978

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 : April 1, - September 30, 1994  
Project : North Coast Development Support Project  
Project Number : 532-0168

1. Commodity Procurement:

The prime contractor, Louis Berger International, Inc., had completed in 1992 - 1993 the procurement of Priority I commodities worth about \$250,000 included in their original contract for the Water Loss Management Program in Negril-Lucea.

These commodities included vehicles, computers, leak detection equipment, assorted leak repair tools, bulk water meters, valves and fittings, saddles, pressure recorders and pressure gauges 1,000 residential water meters, and meter boxes and related reducers. With the exception of the three vehicles, computers and leak detection equipment, all other commodities have either been installed in the field under fixed, reimbursement agreements 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 8/21/94) 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 were pressure filters and high lift pumps and associated pipes, valves, saddles and fittings. All of these commodities were received and installed at the Logwood Water Plant during this SAR period.

In addition, 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. Berger has also procured a television set and a VCR as MIS training aids. In the course of his weekly visits to the PMU; the Project Officer has observed these commodities in use. 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. The Project Officer is following up in collaboration with the Office of the Controller.

The Project Officer has communicated with the National Water Commission (NWC), the only implementing agency receiving USAID funds regarding the need for annual audits. The NWC has indicated that it will undertake such audits.

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 has made a J\$13 million down payment for the 137-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.

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SEMI-ANNUAL REPORT SUPPLEMENT

PROJECT MONITORING ISSUES

Period: April 1, 1994 - September 30, 1994

Project: CLASP II

Project: 532-0169

1. Commodity Procurement

N/A

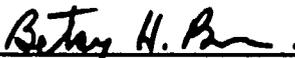
2. Audits

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\$500 per participant.

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

  
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Betsy H. Brown

SEMI-ANNUAL REPORT SUPPLEMENT

PROJECT MONITORING ISSUES

Period: April 1, 1994 - September 30, 1994

Project: UWI Management Education Project

Project: 532-0129

1. Commodity Procurement

Final procurement plan submitted and approved during period. All items should arrive and be in place before next SAR report.

2. Audits

UWI Annual Audit conducted. External Audit planned next period.

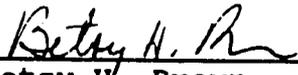
3. Host Country Contributions

Counterpart contribution on schedule.

4. Monitoring Systems for Centrally Funded Projects

Not Applicable.

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

  
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Betsy H. Brown  
Office of General Development

SB

**ANNEX A**

**SAR SUPPLEMENT: DEMO PROJECT MONITORING ISSUES**

**1. Commodity Procurement**

The long-term contractor will procure all DEMO Project commodities with the exception of computers for NRCA and NEST. The computer purchase is complete and computers have been installed in both locations.

**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. A DEMO Project audit is planned for April, 1995.

**3. Host Country Contributions**

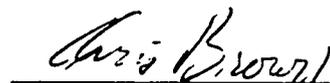
PIL#1 specifies that the NRCA Project Management Unit will provide USAID with quarterly reports identifying the specific HC in-kind contribution and expenditures for the preceding quarter. The PMU has been established during this SAR period, and this SAR reflects the first of its HCC reports (see attached). To arrive at this report without having had full reporting procedures in place throughout this period, the PMU 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.

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

AO  
1/15

**ANNEX B: ESTIMATE OF HOST COUNTRY CONTRIBUTION**

The HC contribution to the DEMO Project for the period 1 April 94 to 30 September 94 is estimated below. (The exchange rate is based on J\$1 = US\$32.)

**NRCA:**

Participation of Executive Director in carrying out Project implementation activities, deploying the new 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\$9,000/day = US\$14,100

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.

95 days @ J\$6,000/day = US\$17,800

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.

90 days @ J\$5,000/day = US\$14,100

Participation of Executive Director, Deputy Director and Division heads and staff in updating the Country Environmental Profile and in preparing 6-month action plans.

220 days @ J\$6,000 (average)/day = US\$41,200

Office space, utilities, phones, secretarial support, transportation

J\$400,000 = US\$12,500

**Total NRCA HC Contribution:     \$99,700**

**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\$4,000/day = US\$7,500

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Participation of NEST Board Members in NEST business planning workshops and other Project-related activities.  
30 days @ J\$4,000/day = US\$3,700

**Total NEST HC Contribution: \$11,200**

**SITE:**

Participation of GMRC Board in project implementation activities.  
30 days @ J\$4,000/day = US\$3,700

Participation of GMRC Chairman in carrying out implementation activities, identifying environmental management projects to be financed under DEMO, recruiting a new executive director, etc.  
25 days @ J\$4,000/day = US\$3,100

Participation of Negril NGO leaders in carrying out implementation activities, planning and carrying out community workshops, 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\$4,000/day = US\$25,000

Negril Environmental Protection Trust office space, utilities and transportation

J\$50,000 = US\$1,600

**Total SITE HC Contribution: \$33,400**

**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\$5,000/day = US\$6,200

Payment of staff salaries by National Parks Trust Fund  
J\$2,704,640 = US\$85,000

Private sector contributions to National Parks Trust Fund

**Total PARC HC Contribution = \$91,200**

**TOTAL GOJ/NGO HC CONTRIBUTION: \$235,500**

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TECHNICAL SUPPORT FOR SHELTER AND URBAN SERVICES  
532-0149

SEMI-ANNUAL REVIEW SUPPLEMENT  
FOR PERIOD APRIL 1, 1994 - SEPTEMBER 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 still awaiting figures from the PIO/J, MOC, and the CHFC.

4. Centrally Funded Projects

Not applicable

Acting Office Director certifies that he has reviewed and cleared the SAR for Mission review.

  
Kenneth Kopstein

AB

Family Planning Initiatives Project  
Project No. 532-0163

1. Commodity Procurement

No new commodity procurement has been initiated during this reporting period. However USAID/NFPB continue to monitor the receipt of commodities that are scheduled for arrival.

2. Audits

No audits are planned until the NFPB is recertified to receive funding. Our contractors will be audited through our AID/WCentral Projects.

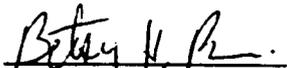
3. Host Country Contracts

USAID has been receiving from the National Family Planning Board written information on the GOJ's counterpart contribution under the project. We have information to July 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.

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

  
Betsy H. Brown

94

Health Sector Initiatives Project  
Project No. 532-0152

1. Commodity Procurement

Further procurement activities will be suspended until the Ministry of Health/Ministry of Finance settles an outstanding bill of collection.

2. Audits

A Recipient Audit carried out by GOJ's Auditor General which started in the last SAR period is still in process. In addition, the Scope of Work for an external audit is being prepared. This latter audit will cover the period July 1989 to March 1995.

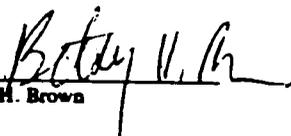
3. Host Country Contributions

Contributions from the government are on target.

4. Monitoring Systems for Centrally Funded Projects

All centrally funded activities, including buy-ins are closely monitored by the Mission. Consultants first have to obtain Mission approval for travel to Jamaica for specific activities. Also, each contractor has been submitting written monthly reports.

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

  
Betsy H. Brown

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DRUG ABUSE PREVENTION AND CONTROL PROJECT  
NO. 532-0161

1. Commodity Procurement

Two computers were purchased for KRC and one computer along with a video equipment was purchased for FORCE Intl. A visit was made to the joint workshop between KRC and FORCE at which time the video equipment was observed being used. The sub-projects have been given hand clasp emblems to place on all USAID donated equipment.

2. Audits

End of Project

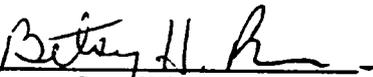
3. Host Country Contributions

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

  
\_\_\_\_\_  
Betsy H. Brown  
Office of General Development

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**AIDS/STD PREVENTION AND CONTROL PROJECT  
NO. 532-0153**

1. Commodity Procurement

A PIO/C was initiated to procure much needed pharmaceuticals for the Ministry of Health, Comprehensive Health Center. This is the second tranche of pharmaceuticals ordered. The first round arrived in the island in August and are presently being cleared by the Ministry of Health, Supply Division. The second round of pharmaceuticals are scheduled to arrive in the island in January 1995.

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, USAID/Controller's office indicated that this audit does not meet USAID guidelines and therefore has to be rebid using a registered Jamaican chartered accounting firm. The audit will begin from the inception of the Project to present and is expected to be completed by May 1995.

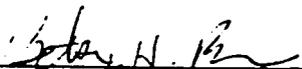
3. Host Country Contributions

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 July 31, 1994.

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 office is now fully staffed with a Resident Advisor, a Program Officer, a Program Assistant and a secretary. 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.

  
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Betty H. Brown  
Office of General Development

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## SEMI-ANNUAL REPORT SUPPLEMENT - PROJECT MONITORING ISSUES

Period : April 1 - September 30, 1994  
 Project : Crop Diversification/Irrigation Project  
 Project Number : 532-C123

1. Commodity Procurement:

The construction contractor has driven all steel sheet piling and all H-bearing piles procured earlier for the reconstruction of the Rio Cobre Dam.

The NIC borrowed additional sheet piles required for the project from the Ministry of Construction (MOC). USAID has approved the purchase of this piling, worth about \$38,000, which the NIC will use to pay back the MOC. The NIC has received tender for these sheet piles, and USAID has concurred in the award to the lowest tenderer. Delivery is expected within 60 days.

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. 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 work sites.

2. Audits:

Our 1993 commodity audit identified a finding regarding NIC vehicle personal use policy. To close this audit, the NIC sold 15 project vehicles in the late 1993 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.

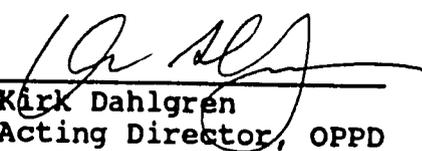
<u>Land Value for HCC</u>	<u>Cash Replacement for Housing Land</u>	<u>Dam Reconstruction Funds (received to date)</u>	<u>Total to date</u>
\$5,054,546	\$945,454*	\$38,000,000	\$44,000,000

\* 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 (PEAP II)  
NO. 532-0155

1. Commodity Procurement

One 1993 Ford Explorer, Standard /LHD CC Rating 4.0L which was purchased in 1993 was cleared from custom and assigned to the Policy Analysis, Planning and Management Information Systems component of the project, located at the main office of the Ministry of Education and Culture. One Macintosh Computer and the following software: Sam 3.5 Antivirus 375460, Pagemaker 5.0 for MAC D3 184631, Freehand 4.0 for MAC D3 184631, and Word 5.1 for MAC D3 255 283, were purchased for the Educational Strengthening Component of PEAP II, which is located at the Caewood Education Centre, of the Ministry of Education and Culture. Several visits were made to the project sites where both the vehicle and computer were observed in use. The USAID emblem has been placed on all equipment.

2. Audits

One is currently in progress to be concluded in November, 1994.

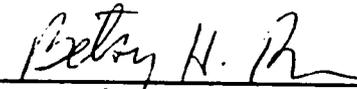
3. Host Country Contributions

Validation of Host Country Contributions is a part of the Scope of Work of the current Audit. If required, corrective action will be taken in tandem with the receipt of the audit report and the results reported in the subsequent SAR.

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 General Development

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**SAR Supplement - Project Monitoring Issues  
Food Aid Monitoring and Support**

1. Commodity Procurement

As noted in Project Assistance Completion Report, no commodity issues remain except to assure Customs clearance for the Cherokees' spare parts. UNDP has responsibility for that task, and USAID will follow up with them.

2. Audits

No project funds have been disbursed through the GOJ, so no recipient-funded audits are planned.

No separate audit of the PL 480 Section 416 program is required or planned.

3. Host Country Contribution

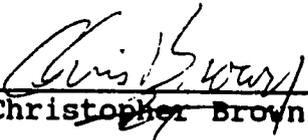
Host country contributions were considerably behind projections. However, with the decision by USAID for an early completion of the activity, no new initiatives under the project had been approved during the reporting period. Few outlets exist for GOJ expenditures, or are required, except for the limited 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.

  
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Christopher Brown

**SEMI-ANNUAL REPORT SUPPLEMENT**

**PROJECT MONITORING ISSUES**

**Period:** April 1, 1994 - September 30, 1994

**Project:** Sustainable Justice Reform

**Project #:** 532-0175

**1. Commodity Procurement**

Specifications for the 10 PCs, 2 photocopiers and a fax machine were presented to USAID by the on-site court administration resident advisor. MNS&J concurred with the procurement of the photocopiers and fax machine. However, the computers were put on hold pending further review of the specifications submitted. CLSA Inc. subsequently agreed to provide a computer expert to address MNS&J's concerns during the month of October.

The motor vehicle, assigned to the PMU at MNS&J, and the log are being properly maintained. The Project Officer has viewed the log.

The vehicle assigned to the court administration advisor which was procured under the CSLA contract is being maintained by the court administration advisor who is also keeping a log. Unfortunately spare parts amounting to \$303 for the vehicle which should have been consigned to the Ministry were sent to USAID and notification was never received by the Project Officer. The court administration advisor has indicated to us by letter dated September 26 that the spare parts were auctioned. Our EXO has been asked to advise on how this matter should now be handled.

**2. Audits**

The Ministry of National Security & Justice has received the draft report for the recipient contracted audit for Year 11 of the project spanning the period April 1, 1993 - March 31, 1994. A meeting is planned for October 13, 1994 to discuss the draft report.

**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\$347,512 which represent cash contribution of US\$297,897 and in-kind contribution of US\$49,615.

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

**Section 416(b) SAR Supplement  
October 1, 1993 - March 31, 1994**

**1. Commodity Procurement:**

The project was 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 applied. The PACR accounted for achievement of project elements supported by the Section 416 local currency.

**2. Audits**

UNDP audit requirements applied.

**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 US\$454,545 to fund construction of the new Roaring River Water Treatment 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.

  
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Christopher Brown

JAMAICA SHELTER SECTOR SUPPORT PROJECT - PRIVATE SECTOR  
532-HG-012B

SEMI-ANNUAL REVIEW SUPPLEMENT  
FOR PERIOD APRIL 1, 1994 - SEPTEMBER 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

Acting Office Director certifies that he has reviewed and cleared the SAR for Mission review.

  
Kenneth Kopstein

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**JAMAICA SHELTER SECTOR SUPPORT PROJECT - BASIC SHELTER  
532-HG-012C**

**SEMI-ANNUAL REVIEW - SUPPLEMENT  
FOR PERIOD APRIL 1, 1994 - SEPTEMBER 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.

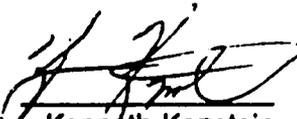
**3. Host Country Contributions**

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

Acting Office Director certifies that he has reviewed and cleared the SAR for Mission review.

  
Kenneth Kopstein

JAMAICA SHELTER AND URBAN SERVICES POLICY PROGRAM  
532-HG-013

SEMI-ANNUAL REVIEW SUPPLEMENT  
FOR PERIOD 1 APRIL, 1994 - 30 SEPTEMBER, 1994

H. SUPPLEMENT

1. Commodity Procurement  
Not Applicable
2. Audits  
Not Applicable
3. Host Country Contributions  
Not Applicable
4. Centrally Funded Projects  
Not applicable

Acting Office Director certifies that he has reviewed and cleared the SAR for Mission review.

  
Kenneth Kopstein

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**SUMMARY OF SAR REVIEW**

**NAME OF PROJECT:** IMEGO  
**PROJECT NO.:** (532-0135)  
**REVIEW DATE:** NOVEMBER 7, 1994

The Mission Director solicited responses from members present for any additions to the agenda. Joe Lombardo requested that employment impacts be added to the issue relating to Financial Markets.

OPE Office Director initiated discussions on the overall financial status of the nine element project and tabled a comprehensive report inclusive of pipeline and projections bearing in mind potential ABS cuts.

**Technical:**

**Privatization:** The question of approach to accelerating the privatization program was addressed by CHunter and reinforced by the NIBJ representative Ricardo Corrie. The approach to be taken will include a more proactive marketing program to target local and foreign investors, reorganizing and streamlining staffing, collaboration with JAMPRO to market entities, creating a more facilitating environment for privatization through outreach program with the various Ministries and strengthening the linkage between the GOJ's macroeconomic program and the privatization program.

**TAP:** This activity was further extended to September 1994 to facilitate the close out audit which is still being finalized. The Controller Department expressed concerns pertaining to the issue of "questionable costs" as outlined in the draft audit report. This sum which is first over J\$500,000 is approximately 27% of the Cooperative Agreement. This issue will be included and resolved in the next six month work plan.

**SBED:** It was agreed that although listed, there was no issue as this activity was still in its early stages. However, there was the reinforced need for the interfacing between SBED and AESP (by extension project committee links between OPE and ONRAD).

**FPMU:** Out of the recent recommendations made in the program audit it is being proposed that a working group be established which would meet monthly to explore and discuss issues relating to the project. Policy decisions would require the Financial Secretary's intervention as the primary person.

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**IESC:** The Cooperative Agreement with IESC needs a more accurate and realistic financial analysis. A recommendation was made to collaborate with other donor agencies such as the Canadian and British to get feedback on their experience with VEs.

**Financial Markets:** This element is still in its formative stages. The proposed activities were outlined and discussed and further work is to be done. As a possible support for Microenterprise Development, it was proposed that funds be attributed to the Financial Sector Development Project buy-in support to Workers' Bank for the development of a Small Business Institute to assist micro and small businesses. The net impact on employment and the proportional increases expected was also discussed and the meeting was advised that a study is to be done which will delve into impact.

**Financial:**

**Financial Review:** Slow disbursements and high pipeline were discussed, however, this situation is expected to change now that Institutional Contracts are signed. If no new allocation was granted it was suggested that the project could survive for a while on its existing pipeline but would be unable to undertake any new activities.

**Institutional Contractor Payments of GCT:** This is a general problem and should be followed up by the Procurement Reform Committee as a part of the Reengineering exercise. EDragon's letter which discusses diplomatic privileges to be looked at.

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**SUMMARY OF SAR REVIEW**

**NAME OF PROJECT:** Microenterprise Development Project  
**PROJECT NO.:** (532-0155)  
**REVIEW DATE:** NOVEMBER 7, 1994

The Mission Director solicited responses from members present for any additions to the agenda, however, nothing was added and the project officer gave a summary of the project.

**Technical**

Paul Miller of ASSIST gave a summary of ASSIST's operation. Projected decline in arrears rate for ASSIST loan portfolio was not achieved despite character checks being made on clients which were good. He stressed the need for training of loan personnel to improve decision making and improve the quality of loans being made. Loans totalling approximately \$2.3 million or 10% of the loan portfolio had to be written off.

The 1993 audit being conducted by Coopers and Lybrand has been delayed. Concern was expressed as to the time lag associated with the audit reports for USAID. It was suggested that since Coopers and Lybrand were already ASSIST's auditors that USAID's recipient contracted audit and ASSIST's regular annual audit could be combined in order to reduce the delay.

Pending the final outcome of the pre-award audit reports for City of Kingston Credit Union and Workers Bank, Cooperative Agreements are expected to be negotiated in December.

**Financial**

The low expenditure rate was attributed to delays in getting activities off the ground due to unusually long delays from the Contracts Office both at USAID/Jamaica and USAID/Washington.

**SUMMARY OF SAR REVIEW**

**PROJECT: PL480, Section 108**

**REVIEW DATE: November 7, 1994**

**SIGNIFICANT ISSUES:**

- o **Auction Implementation**--The recently completed evaluation of the program recommends that auctions alternate between first tier and second tier participation, although it also stated that second tier auctions were more likely to meet our developmental objectives. CONT made the point that second tier auctions result in more loans being made which, in turn, result in a greater workload for CONT.
- o **Options for Use of Reflows (principal and interest)**--The Mission's two viable options for the use of interest on program reflows are: (1) continuing to lend to IFIs and (2) repayment of US obligations. Subject to the appropriate approval, it was suggested that "repayment of US obligations" could be interpreted to allow the Mission to use the reflows to pay for the administrative costs of the auction program, as well as for Mission operating costs.

The administrative burden on the Mission must be considered in determining a pragmatic plan for use of the reflows. The Mission must consider the point at which the increase in developmental impact become less than the increase in administrative burden on the Mission.

**ACTIONS:**

- o **Use of Reflows**--OPE/OPPD will seek the appropriate authority to use interest from program reflows to pay for administrative/management costs of the Section 108 program and Mission operating costs. IMEGO project funds will be used to continue to pay for administrative costs associated with auctions until approval to offset admin costs is obtained.

--ONRAD/OPPD will enter into dialogue with USDA about using the USDA's original principal (J\$18.5 million) to support the activities necessary to complete the privatization of the management of the preclearance program.

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**SUMMARY OF SAR REVIEW**

**PROJECT: AGRICULTURAL EXPORT SERVICES PROJECT**

**REVIEW DATE: October 21, 1994**

**SIGNIFICANT ISSUES:**

- o **JEA Cooperative Agreement**--While JEA has been able to increase their staff (using project funding) to handle the demands of AESP and IMEGO (SBED), there is concern over whether USAID efforts are making an adequate contribution to the development of JEA as a strong, sustainable institution.

JEA plays key and similar roles in both AESP and IMEGO (SBED). To date communication and coordination between ONRAD and OPE regarding their JEA activities has been ad hoc. As a result, some of JEA's work with the two projects is duplicative and constructive sharing of experiences is limited.

- o **VOCA Cooperative Agreement**--With six months gone out of their two year agreement, VOCA has been involved in only one intervention. AESP may want to develop a strategy to ensure that sub-projects take optimal advantage of VOCA's expertise.
- o **Start-up of New Sub-projects**-- Start-up of new sub-projects since the restructuring of the project has been slow, with only one new sub-project having been approved for funding to date. The sub-project approval process must be accelerated to allow for immediate start-up of new sub-projects (which must have at least a 2 year life span), given the project's September 30, 1996 PACD.
- o **Funding**--Project funds, needed urgently for the start-up of new sub-projects, are tied up in old sub-projects. Sluggish submission of vouchers is partly to blame. To free up these funds, CONT needs confirmation from AESP that the sub-projects have been closed out. CONT's concern is the slow pace at which AESP has submitted vouchers to liquidate advances. CONT will propose case-by-case, based on financial monitoring, which projects should be partially/fully funded.
- o **Pre-clearance Privatization**--With movement being slow on finding an appropriate facility in Montego Bay, repairing a key fumigation chamber and approval of JEA's request to collect and use a cess from clients, privatization of the pre-clearance program has fallen behind its target of July 1996.
- o **Host-Country Contribution**--Host Country Contribution to date is equivalent to 13% of the planned contribution although 72% of the project's life span has elapsed. Part of the discrepancy can be attributed to the GOJ not reporting its in-kind contribution.

**SUMMARY OF SAR REVIEW (AESP cont'd)**

- o **Staffing**--The USAID project specialist position is currently being filled on a 6 month basis. To ensure continuity in project management, the position needs to be changed to a long-term one.
- o **Evaluation**--The upcoming mid-term evaluation was originally conceived as a mechanism for determining whether to continue the project. However, given the slippage in the evaluation schedule and the restructuring of the project in the meantime, the evaluation will be more relevant as an assessment of the restructuring effort and the sustainability of sub-project activities.

**ACTIONS:**

- o **JEA Cooperative Agreement**--ONRAD and OPE will continue to monitor and assess the JEA's capacity for implementing the AESP and SBED cooperative agreements. To improve communication between ONRAD and OPE regarding JEA's roles in AESP and SBED, the project managers of these two projects will sit on each other's project committees and keep each other informed of their JEA-related activities and requirements.
- o **VOCA**--AESP project management will consider whether VOCA's services might be better utilized by a more planned approach, including the incorporating of VOCA in AESP's training plan, as appropriate.
- o **Sub-project Start-Up**--Project management will try to expedite the arrival, processing, and approval procedure for new sub-project proposals.
- o **Funding**--CONT will propose on a case-by-case basis, based on financial monitoring, whether individual sub-projects should be partially or fully funded.  
  
--AESP project manager will meet with CONT to determine what information/documentation CONT requires to be able to release funds from closed-out projects.  
  
--OPPD will review discretionary funds allocation for AESP and other projects to assess possible redistribution based on pipeline and expected needs.
- o **Discussion of Markets**--ONRAD will convene a meeting with the Front Office and other appropriate participants to discuss a broad range of market issues including alternative markets, market niches, whether we should continue to fund banana production.
- o **Host Country Contribution**--The project manager will report in-kind contribution so that it can be added to the current figure.
- o **PSC Project Specialist**--This position should be restored to a long-term PSC position. ONRAD will track the Action Memo,

**SUMMARY OF SAR REVIEW (AESP cont'd)**

recently transmitted to the AA for Management, which requests a change in the status of the position.

- o Evaluation--The project committee will meet to decide on an appropriate time frame for the evaluation.
- o Sustainability--ONRAD will compile and share with the front office a list of those elements of closed sub-projects that are/have been sustainable.

**SUMMARY OF SAR REVIEW**

**PROJECT: HILLSIDE AGRICULTURE PROJECT (HAP)**

**REVIEW DATE: October 21, 1994**

**SIGNIFICANT ISSUES:**

- o Project Impact/Sustainability--While anecdotal evidence indicates the success of many HAP activities, 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. Related to the monitoring of impact are the issues of dissemination of those technologies which prove to be successful and how to monitor the project's impact after the its termination.
- o Funding--HAP needs an additional \$1 million (beyond FY95's planned obligations) to start a final round of new proposed subprojects. These funds are not available until next FY, due to Mission program/budget constraints--too late, since next year is the project's 10th and final year. ONRAD needs to decide whether to forego new start-ups or to reallocate funds from DEMO.
- o Salary Discrepancies Between Ministries--Salary levels of project managers dedicated to USAID-financed projects vary widely across different Ministries. For example, the HAP project manager's compensation package is less than that of other USAID-financed project's managers. Despite our willingness to upgrade the HAP project manager's compensation package, the MOA states that his package conforms to MOA standards. Although the HAP project manager has signed his contract, this is a program issue which needs to be addressed.
- o Vehicle Use/Disposition--The issue of what to do with the funds collected by HAP as payment by sub-project employees for sub-project vehicles has not yet been resolved. The broader issue of project vehicle use and disposition, i.e., allowing project employees to purchase the project vehicles they use, was also raised.

**ACTIONS:**

- o Impact Assessment--An impact assessment will be conducted for all closed projects within the next six months. In the meantime, JEllis and JSuah will document lessons learned, i.e., what practices/technologies have proven successful, from HAP to-date.
- o Funding--CBrown/OPPD will review DEMO for possible FY95 trade-off of funds.

- **Resolution of Salary Issue**--CBrown to provide DIR with a copy of the pertinent MOM and his assessment so that she may decide what action should be taken to standardize the criteria for determining salaries of project managers of USAID-financed projects.
- **Data Management**--The COA has data management capabilities developed under the Agricultural Education Project which may be of use for HAP. HAP should approach the COA to determine whether COA has the capabilities to bid on the HAP impact survey (alone or with another bidder). The RFP for the HAP impact survey will suggest/encourage participation by COA students in the HAP data collection process.
- **Vehicle Policy**--OPPD will follow up with GC on disposition of funds being held in escrow for vehicles which sub-project employees plan to purchase and with a procurement expert on the broader issue of individual ownership of vehicles. The Mission will watch and assess the AIDS project's pilot program of individual ownership to determine possibilities for extending such a program to other projects.

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SUMMARY OF SAR REVIEW

NAME OF PROJECT: INNER KINGSTON DEVELOPMENT PROJECT  
PROJECT NUMBER: 532-0120  
REVIEW DATE: NOVEMBER 4, 1994

SIGNIFICANT ISSUES:

- KRC's Executive Director, Morin Seymour, attended the SAR review.
- The project officer described the closeout of the UDC component, which ended 9/30/94.
- There was considerable discussion regarding strategic investments, KRC's early success versus the difficulty of moving quickly in today's more competitive real estate market. KRC is past its transactions on 108/110 Harbour Street and Public Buildings West, which had been a drain on KRC's resources. Interest rates have moderated, which should stimulate downtown investment.
- It was agreed that there was a potential accountability program in having the same person at KRC serve as financial controller and development officer.
- The SAR committee agreed that much closer dialogue with other donors regarding downtown physical and social reinvestment was critical. There was some scepticism that a large loan program would be feasible, in that there was no clear source of repayment.

ACTION:

- The project officer should strive to close out all UDC financial matters in the next few weeks.
- RHUDO should set up a meeting with the World Bank and potentially other donors regarding proposal affecting Inner Kingston.
- The project officer should reflect in the final SAR document the accomplishments of the Downtown Management District component.

SUMMARY OF SAR REVIEW

NAME OF PROJECT: NORTH COAST DEVELOPMENT SUPPORT  
PROJECT NUMBER: 532-0168  
REVIEW DATE: OCTOBER 31, 1994

SIGNIFICANT ISSUES:

- In attendance at the review were Garth Jackson of the PMU, and Joe Lombardo of PPC in Washington.
- The project officer described progress with the evaluation, which should include recommendations regarding the PACD and the need for continuing project support.
- It was agreed that all the SAR should include indicators related to Strategic Objectives 1 and 2, notably those in the PPAS framework.
- Mr. Jackson cited the numerous steps required in approving any GOJ contract, a process which has resulted in overall delays.
- Mr. Jackson said that this project approach has been a learning experience for all involved, and that the PMU is now better utilizing the Berger contract.

ACTION:

- Controller and evaluation team should review problems with reporting host country contributions.
- The SAR should clearly state "NJDP (Japan-funded)" and "NCDSP (USAID-funded)."
- The project officer and PMU need to review uses of remaining contingency funds.
- The monitoring component PACD needs to immediately be brought in line with the project PACD.
- The project officer should follow-up with the RCO on the contract extension.

## SUMMARY OF SAR MEETING

PROJECT NAME: CLASP II  
 PROJECT NUMBER: 532-0169  
 REVIEW DATE: November 1, 1994

## SIGNIFICANT ISSUES:

PACD: A hand-out putting forward the case for maintaining the original PACD of 9/30/98 was presented by OGD. The meeting spent some time discussing whether the original PACD should be maintained or whether the project should adhere to the suggested new date of 12/96 from the last semi-annual review held at the end of March, 1994. A decision on this issue was deferred until possibly, at the Program Retreat, where it could be looked at in a holistic fashion and from a budgetary standpoint. The DDIR also promised that he would recommend to the DIR that the PACD be shortened to no less than May, 1997 in order to accommodate several existing long term participants whose programs will not end until that date.

Long-term Training: The meeting was informed that of the three participants whose programs are estimated to go at least five months beyond the proposed new PACD of 12/96, only one would require additional funding to complete his training. As there is currently over \$300,000 in unearmarked funds, it was decided that a PIO/P should be prepared to fully fund the individual at this time.

Counterpart Contribution: The actual number of participants funded over the period under review far exceeded the planned figure. This accounted for the great difference between the actual and planned counterpart contributions. The actual counterpart contributions represented only airfare that was funded either by the participants or their employers.

## ACTIONS:

-- OGD to make changes to Major Output table to ensure that figures tally.

-- Include a summary statement with example(s) on program impact specifically as it relates to the Strategic Objective.

The project maintained its "A" rating.

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**SUMMARY OF SAR MEETING**

**PROJECT NAME:** UWI MANAGEMENT EDUCATION  
**PROJECT NUMBER:** 532-0129  
**REVIEW DATE:** November 1, 1994  
**SIGNIFICANT ISSUES:**

**PACD:** A hand-out presenting the case for a no-cost PACD extension to December, 1996 was distributed by OGD. The justification for this extension is that several key project activities were taking longer than originally envisioned. The PACD theme was a recurring one as the meeting focused on the other issues. A decision on a no-cost extension was deferred for further consideration.

**Funding:** The meeting was advised that the IOB was now instituting its own accounting system that would handle, among other things, requests for reimbursement.

**Shortfall:** After much debate, the DDIR summarized that there is no problem with shortfall under the project at this time as UWI is subsidizing the IOB programs. He mentioned that this is an issue that was worth re-visiting from time to time.

**Audit:** The external audit on the project will start on November 2. The University will be using its regular auditors and the CONT office will be present at the entry conference.

**Training:** The meeting supported utilizing the \$90,000 to fund the 3 Ph.D. candidates. A meeting is set with OGD and UWI to go over the training plan. A decision on the PACD extension is needed before PIO/P(s) will be done.

**Endowment Foundation:** After some discussion on this matter, the DDIR advised the meeting that if the University did not accept the proposed TA for setting up of the endowment, the funds from that line item should be re-programmed. OGD intends to have further dialogue with UWI on this.

**ACTIONS:**

None

The project maintained its "B" rating.

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**SUMMARY OF SAR REVIEW**

**PROJECT:** Development of Environmental Management Organizations

**REVIEW DATE:** November 3, 1994

**SIGNIFICANT ISSUES:**

- o **Delay in Implementation**--Project implementation by the TAC is three months behind schedule due, in part, to USAID contractual negotiation delays and, in part, to delays in the TAC's Chief of Party full engagement in project activities. To get back on track will require a concerted effort over the next workplan period.
- o **USAID's Role in Supporting NRCA**--While many of the functional units at NRCA could benefit from DEMO assistance, the project cannot help them all. To maximize the TAC's effectiveness, project assistance will focus on two of the most critical areas of need right now--developing NRCA's capacities in protected areas and coastal zone management. Given the range of other donors working on environmental issues, it is critical that DEMO coordinate its activities with other donor efforts.
- o **NGO Support**--NEST, handicapped by weak leadership, has not fulfilled the role of dynamic leader in strengthening other ENGOs, as originally envisioned. Membership is small and not representative of the broader ENGO community. NEST's lack of performance points to the questions of whether NEST is the best mechanism to carry out ENGO strengthening activities; whether there is a viable role in DEMO for the organization; and if there is, how the project can best advance the NEST agenda.
- o **SITE Activities**--Both of the two ongoing SITE activities, Montego Bay and Negril, place significant demands on DEMO resources. Yet, NRCA sees the great potential of SITE activities and is anxious to start other sites. The DEMO TAC, however, feels that their platter is full and that their efforts are better expended in working to resolve the MoBay issues which are impeding that site's progress and in concentrating on making Negril's activities, which are proceeding well ahead of planned expectations, sustainable.
- o **PARC II**--This component's implementation has been impeded by a variety of obstacles--including the long delay in JCDT's submission of an acceptable financial sustainability plan; the slow pace at which the capital campaign has moved; and the absence of technical assistance planned for the component's implementing institutions (due to JCDT's feeling that outside expertise is not needed). In view of the last problem, the DDIR questioned whether we might be forcing TA on the JCDT.

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The Director suggested an evaluation of this component. It was determined that the planned May 95 evaluation may be conducted up to several months earlier.

- o Indicators--A review of issues pertaining to strategic objective indicators which measure DEMO's impact revealed that certain fundamental questions about those indicators remain unanswered. These include whether we should be measuring deforestation when the project does not explicitly address deforestation (although it is a key and integral factor in preserving the national parks); whether other indicators selected are the most appropriate; and whether we are making adequate use of other donor resources in obtaining relevant data. Looking at project indicators, the question of whether we need indicators to assess impact of capacity building rather than indicators that document the capacity-building process (which most of the existing indicators address) was raised.

**ACTIONS:**

- o DEMO will work with NEST's Board of Directors to set up benchmarks against which NEST's performance will be measured. The viability of supporting NEST as an institutional strengthening instrument vs. supporting individual NGOs will be determined based upon a review of NEST's ability to achieve its workplan benchmarks.
- o Indicators--Strategic Objective Committee 2 will meet to review the general question of indicators. Existing indicators will be assessed and new ones proposed, as appropriate. Indicators should be realistic in terms of "achievability" within the context of the country program and the ability to collect or access relevant data.

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SUMMARY OF SAR REVIEW

NAME OF PROJECT: TECHNICAL SUPPORT FOR SHELTER AND URBAN SERVICES  
PROJECT NUMBER: 532-0149  
REVIEW DATE: NOVEMBER 8 , 1994

SIGNIFICANT ISSUES:

- RHUDO provided an overview of the TSS sanitation studies, and progress through Central Bureau support in recent weeks.
- The committee agreed that FY 95 funding was a top priority to ensure implementation of the sanitation program, and that full funding would enable a timely closeout.
- The committee agreed that the PACD should be extended one year to 9/30/96, but that this would be the final extension.
- It was agreed that at the next SAR review, there should be some review of the question of a shelter sector evaluation.

ACTIONS:

- OPPD should initiate a proag amendment and accompanying authorization amendment extending the PACD by one year.
- RHUDO needs to monitor the project closely, and close out old financial matters as the project nears the PACD.
- RHUDO should explore Central funding for add-ons to Mission funding for Rosemont/Norwood.

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**SUMMARY OF SAR MEETING****PROJECT NAME: HEALTH SECTOR INITIATIVES****PROJECT NUMBER: 532-0152****REVIEW DATE: November 10, 1994****SIGNIFICANT ISSUES:**

DDIR Don Smith, who chaired the meeting, welcomed the MOH Project Manager, Dr. Marjorie Holding-Cobham to the meeting. He mentioned that the inclusion of host country personnel in the semi-annual reviews is a new way of doing business at USAID that was proving beneficial. OGD Project Director thanked the new Project Officer for "catching on" so quickly and mentioned that she is doing a wonderful job.

Decentralization: This issue stimulated a lot of discussion. It was agreed that OGD would arrange a meeting with the Minister of Health, the Permanent Secretary, and USAID to try to get a policy directive from the Ministry. However, after discussions on the Mission's budget, it was agreed to delay the need for a meeting until the budget issues have been resolved with USAID/Washington.

Bill of Collection: Despite numerous calls to MOF, the outstanding bill of collection in the amount of US\$28,840 for the missing KPH catering equipment procured under the predecessor HMIP has not been settled. Procurement of commodities under the current project has been on hold. The DDIR mentioned that OPPD should continue to follow-up with Raymond Brooks at MOF and that it should be suggested to him that if the Mission must enforce the BOC, disbursements will be frozen on all bilateral projects. It was agreed that as soon as the remainder of funds is paid up, the penalty to procure equipment would be lifted. CONT will advise OGD when the required vouchers are received to offset the outstanding amount.

Pipeline: OGD pointed out that most of the unearmarked funds would be expended once the decentralization issue has been resolved. The project was under-accrued based on lack of timely reporting on the AID/W buy-ins which contributed to 75% of the pipeline. This is expected to be improved for the next SAR. The OGD Office Director also suggested that the \$270,000 needed to fully fund the PSOJ contract be given priority from the emergency funds as the PACD for the PSOJ contract is July, 1995.

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PACD: If the unobligated funds become available, all of the remaining activities will not be completed by PACD. At this juncture, it was agreed that OGD would arrange a meeting with the Permanent Secretary to discuss the pre-paid insurance issue.

Indicator: The Project Officer will call Don Shepherd, the author of the Living Standards Study, to ascertain data to quantify a response to the indicator on Maintaining Access of the Poor to Health Care.

The project was given a "C" rating.

## SUMMARY OF SAR MEETING

PROJECT NAME: FAMILY PLANNING INITIATIVES

PROJECT NUMBER: 532-0163

REVIEW DATE: November 4, 1994

## SIGNIFICANT ISSUES:

The DDIR who chaired the meeting welcomed the three counterparts: Beryl Chevannes, Executive Director of NFPB, Lennox Deane, Deputy Executive Director of NFPB and Alfred Brathwaite, STD Advisor & NFPB member, who for the first time were invited to the Mission's round of SARs.

Condition Precedent: The Project Officer advised the meeting that this CP has now been met and that a consultant slated to arrive 11/7 would be working with the NFPB to flush out how the funds for the Family Life Education would be used.

Pipeline: It was pointed out that the project had been receiving pop fall out funds over the years which accounted for the large pipeline of \$3.1M. The Project Officer indicated that all the funds should be used up by PACD with activities such as SOMAR III private sector physicians program and the FLE sub-project.

## ACTIONS

-- Add to the SAR medical barriers as another of the centrally funded projects.

-- OGD should prepare a white paper on areas of adolescent fertility in terms of increased strategic focus for the DIR for further discussion.

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## SUMMARY OF SAR MEETING

PROJECT NAME: DRUG ABUSE PREVENTION & CONTROL

PROJECT NUMBER: 532-0161

REVIEW DATE: November 10, 1994

## SIGNIFICANT ISSUES:

Expenditures: OGD has projected expenditures for the next six months as CONT will honor disbursements nine months after PACD. Once Hi-Tech sends in final voucher, the Project Officer will send memo to CONT to deob all remaining funds.

Major Outputs: Mid-way during the 5-year life of this project, there was a change in the implementation agency as it was determined the first agency, National Council on Drug Abuse, was unable to carry out the project activities. The lack of performance on that agency's part resulted in the project not meeting its 100% goal in major outputs.

HCC: It will be noted in the PACR that the Mission was unable to track the host government's counterpart contribution for this project. The history to this will also be noted in the PACR.

PACR: A close out PIL has been sent to Hi-Tech International, the final implementing agency for this project, and the Project Officer will soon be preparing a PACR. OPPD will provide her with the necessary guidance for getting this done.

The project maintained its "B" rating.

## SUMMARY OF SAR MEETING

**PROJECT NAME:** AIDS/STD PREVENTION & CONTROL

**PROJECT NUMBER:** 532-0153

**REVIEW DATE:** November 4, 1994

## SIGNIFICANT ISSUES:

The DDIR who chaired the meeting welcomed the three counterparts: Dr. Peter Figueroa, Principal Medical Officer for Epidemiology, and Alfred Brathwaite, STD Advisor, and Beryl Chevannes, Executive Director of NFPB who for the first time were invited to the Mission's round of SARs.

STD Supplies: There was much dialogue on the slow pace of the GOJ's clearance process of USAID's goods generally and it was agreed that this issue should be looked at by the re-engineering procurement group as well as with Ray Dunbar. It was mentioned that the long-awaited STD supplies had apparently been cleared. However, a further check revealed that this was not so. It is expected that the CONT office will pursue this matter with a Bill of Collection.

Vehicle Lease: The delay in having the agreement executed was attributed mainly to getting acceptance of the idea and then working out the details of the agreement. The agreement is now with the Attorney General's Office. Dr. Figueroa promised to follow-up with that office and that we would have the agreement finalized by the next SAR. It was decided that in the meantime, OGD should circulate the PIO/C in the interest of expediency. Other documentation, such as, amending the PROAG could be handled soon thereafter.

Procurement of Condoms: With the 20% annual phasing out of USAID from the procurement of contraceptives under the Family Planning Initiatives Project, the NFPB in its attempt to obtain foreign exchange to carry out this activity is being faced with fluctuating exchange rates. A request was made by the NFPB to AIDSCAP to procure the foreign exchange through the bank, but FHI Int'l has rejected the request.

The decision was made that OGD will draft a letter to FHI Int'l indicating that there is no conflict of interest and that it is consistent with local banking practice. In the meantime, NFPB would continue to source the funds for the procurement of the condoms.

Project Purpose: To formalize the change in project purpose and major outputs, OPPD would assist OGD in amending the PP authorization and the PROAG. PPC's cable concurring to the changes would be cited in the document(s).

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EOPS: As the project has already exceeded most of its EOPS, OGD indicated that they are looking at new interventions. With increased fees for service and condoms as well as expanded STDs clinics, there are strong implications for sustainability of activities when USAID's assistance ceases.

Audit: It was pointed out that as the project's first recipient contracted audit was unacceptable to the CONT office, the next audit will cover the project since inception.

The project maintained is "A" rating.

**SUMMARY OF SAR REVIEW****PROJECT: Crop Diversification/Irrigation Project (CDI)****REVIEW DATE: October 31, 1994****SIGNIFICANT ISSUES:**

- o **Bill of Collection**--Based on the site visit of the joint NIC-USAID Task Force to Blocks A and B, it was determined that the final outstanding conditions for negating the need for a BOC had been met.
- o **Dam Reconstruction**--Given the good progress on the dam reconstruction, the USAID project officer is confident that it will be completed by the end of February. (The PACD is September 30, 1995.) Since Harza's contract ends February 28, 1995, project management will need to determine whether Harza's continued presence is necessary should reconstruction work have to go beyond that date.

**ACTIONS:**

- o OEE will draft a PIL from the Director to the Minister of Water and Transport to assure him that, based on the accomplishment of all of the actions mandated by the Task Force, USAID will not issue the BOC. This PIL will refer to the last PIL on the subject from RQueener to the Minister.  
  
In the same PIL, OEE will cover the disposition of all project local currency accounts and the liquidation of all outstanding advances.
- o A final PIL, a PACR and commodity disposition report will be completed within the next SAR period.

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## SUMMARY OF SAR MEETING

PROJECT NAME: PRIMARY EDUCATION ASSISTANCE II

PROJECT NUMBER: 532-0155

REVIEW DATE: November 9 1994

## SIGNIFICANT ISSUES:

The DDIR who chaired the meeting conveyed the DIR's support for PEAP II through to its PACD.

Guard Service: The AED contract has been amended to pay for this service and it is proposed to have the Chief of Party relocated to a townhouse where guard service is less expensive.

Audit: A PIL was sent to MOE outlining the competitive requirements that are necessary for the audit. These steps are now being followed to contract with an audit firm.

Pipeline: OGD believes that the pipeline will be expended by PACD given current level of accruals and expenditures. OGD will take a re-look at the accruals and for the next semi-annual review CONT will provide assistance to ensure a mutual understanding.

Evaluation: The option to conduct a management review or an external evaluation was agreed to during the last semi-annual review, and at a subsequent project committee meeting, it was decided that a management review would be more appropriate at this time. The review is set for January, 1995. The management review will also include a section on lessons learned.

## ACTIONS:

-- Include under Workplan for Next Six Months no-cost extension to HIID contract.

-- Include Management Review for January, 1995 under Background Data.

The project maintained its "A" rating.

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**SUMMARY OF SAR REVIEW**

**PROJECT: Food Aid Monitoring**

**REVIEW DATE: November 10, 1994**

**SIGNIFICANT ISSUES:**

- o Local Currency MIS--The LC MIS was operating and functional until a major disruption in power destroyed the system's telecommunications system. Consequently, MOF is currently unable to transmit to PIOJ and JCTC, nor is the USAID system able to access all of the data being transmitted. Despite these problems (which MOF is committed to resolving), the MOF considers the LC MIS a great asset to their operation.

To prevent another system crash in the event of a power outage, USAID financed the purchase and installation of a stand-by generator. As part of the agreement whereby USAID installed the generator, MOF committed itself to purchasing a large fuel tank. RBrookes reported that MOF expected to have that tank installed within one week. Furthermore, MOF plans to use their own resources to install another generator next year that will complement the USAID-funded generator's capacity.

- o Host Country Contribution--Even with an adjustment made for the reduced LOP budget, actual HC contribution reported is significantly below planned contribution. Project management suspects that in-kind contribution has not been incorporated.
- o Outstanding Balance from UNDP--There is an outstanding residual of US\$2-3,000 from UNDP's purchase of commodities which needs to be refunded to USAID.

**ACTIONS:**

- o LCMIS--MOF will contract with Peat Marwick to correct the transmission problems which are preventing the use by PIOJ, JCTC and USAID of the system. Once the system is again fully operational, the MOF will expand the system to include IDB, CIDA and other donors. USAID should take the opportunity of donors' meetings to present the LC MIS.
- o Host-Country Contribution--ONRAD/OPPD will check to determine what the GOJ was supposed to provide and what they did provide as HC contribution. They will also determine the exchange rate at the time of the Project Agreement and make certain that contributions--including those in-kind--have been accurately accounted for and calculated.

*YB*

## SUMMARY OF SAR MEETING

PROJECT NAME: SUSTAINABLE JUSTICE REFORM

PROJECT NUMBER: 532-0175

REVIEW DATE: November 9 1994

## SIGNIFICANT ISSUES:

The General Coordinator, Millicent Boyd, was welcomed by the DDIR who conveyed the DIR's interest in the project. He said that the DIR is particularly interested in seeing the impact at the community level.

Pipeline: The specific delays on the GOJ's part were mentioned by the General Coordinator for the huge pipeline. These hurdles have been addressed as well as executing the grants under the private sector component which will result in an improvement in the project's expenditure rate.

Policy Study: As soon as Parliament approves the cabinet submission, MNS&J will outline to us in their letter of request the areas for special assistance. The Mission will also need a commitment from the GOJ that certain steps are in place before funds are committed. A PIL will be issued to authorize implementation on receipt of the MNS&J's letter.

CSLA's Contract: All the necessary steps are being taken by the GOJ to establish the Statistician's position and recruit someone by year end. If this materializes, the planned training will be on-stream and would not adversely affect the CSLA contract.

Evaluation: The Project Officer mentioned that a 3-person team would be recruited for the mid-term evaluation scheduled for January, 1995. A PIO/T is in the clearance process.

Spanish Town Courthouse: The General Coordinator mentioned that MNS&J would be requesting a new FARA for the Spanish Town Courthouse as soon as the new figure has been determined. A visit will be made to the site by OPPD members, OEEE engineer and the General Coordinator.

The project rating will shortly be assigned by the DDIR.

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**SUMMARY OF SAR REVIEW**

**PROJECT: Title II, Section 416**

**REVIEW DATE: November 10, 1994**

**SIGNIFICANT ISSUES:**

- o **Project Monitoring**--While USAID involvement in this project ended on August 30, 1994 (and it has been made clear that USAID is not accountable for completion of the water treatment plant which was added subsequent to the original workplan), work by the UNDP on the Water Treatment Plant and Waste Water Disposal components continue. To what extent should USAID monitor the remaining activities being carried out under the UNDP's Typhoid Prevention program?
- o **Lesson Learned**--Based on our experience with UNDP in this joint effort, senior management made the recommendation that UNDP not be used in the future to manage USAID funds.

**ACTIONS:**

- o **Project Monitoring**--USAID will monitor the completion of the project through progress reports provided by UNDP.
- o **Close-out**--ONRAD will write UNDP to 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. It was agreed that the PACR would be finalized despite the fact that the UNDP portion of the project was not complete.

SUMMARY OF SAR REVIEW

NAME OF PROJECT: JAMAICA SHELTER SECTOR SUPPORT - PRIVATE SECTOR  
PROJECT NUMBER: HG-012 B  
REVIEW DATE: NOVEMBER 8, 1994

SIGNIFICANT ISSUES:

- The Succaba Pen activity is on-track, and RHUDO advised that there is room for optimism.
- RHUDO said that there is a nine-month timeline for completion of Succaba Pen, and that we have committed to the GOJ to close the project by 12/31/95.
- RHUDO advised that the credit union disbursements should begin to move, but overall, there is some question about how quickly the disbursements will occur given that the program closing date is approaching.

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SUMMARY OF SAR REVIEW

NAME OF PROJECT: JAMAICA SHELTER SECTOR SUPPORT - PUBLIC SECTOR  
PROJECT NUMBER: HG-012C  
REVIEW DATE: NOVEMBER 8, 1994

SIGNIFICANT ISSUES:

- RHUDO described progress over the SAR period, including groundbreaking at Rosemont/Norwood. The committee agreed that for the first time in some years, the prognosis was better for completing the program.
- The committee agreed that coordination was the main issue, as much as potential construction delays.
- The committee agreed that OEE should henceforth be utilized to monitor and advise regarding construction.
- It was agreed that the proposed visit of PRE/H GC Michael Kitay would be advisable, and that he should meet with all Mission staff involved in the HG programs.

ACTION:

- RHUDO is to revise SAR draft to better reflect progress and the more favorable situation.
- OEE is to begin working with RHUDO on construction monitoring.

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SUMMARY OF SAR REVIEW

NAME OF PROJECT: JAMAICA SHELTER AND URBAN SERVICES POLICY PROGRAM  
PROJECT NUMBER: HG-013  
REVIEW DATE: NOVEMBER 8, 1994

SIGNIFICANT ISSUES:

- RHUDO described the financial closeout of the program which occurred early in the SAR period. The program closes out as a "B" program.

ACTION:

- RHUDO is to continue monitoring three matters to enable full closeout by the end of the next SAR period:
- o Caymanas waste water disposal
  - o program sales agreements
  - o water to Roaring River and March Pen