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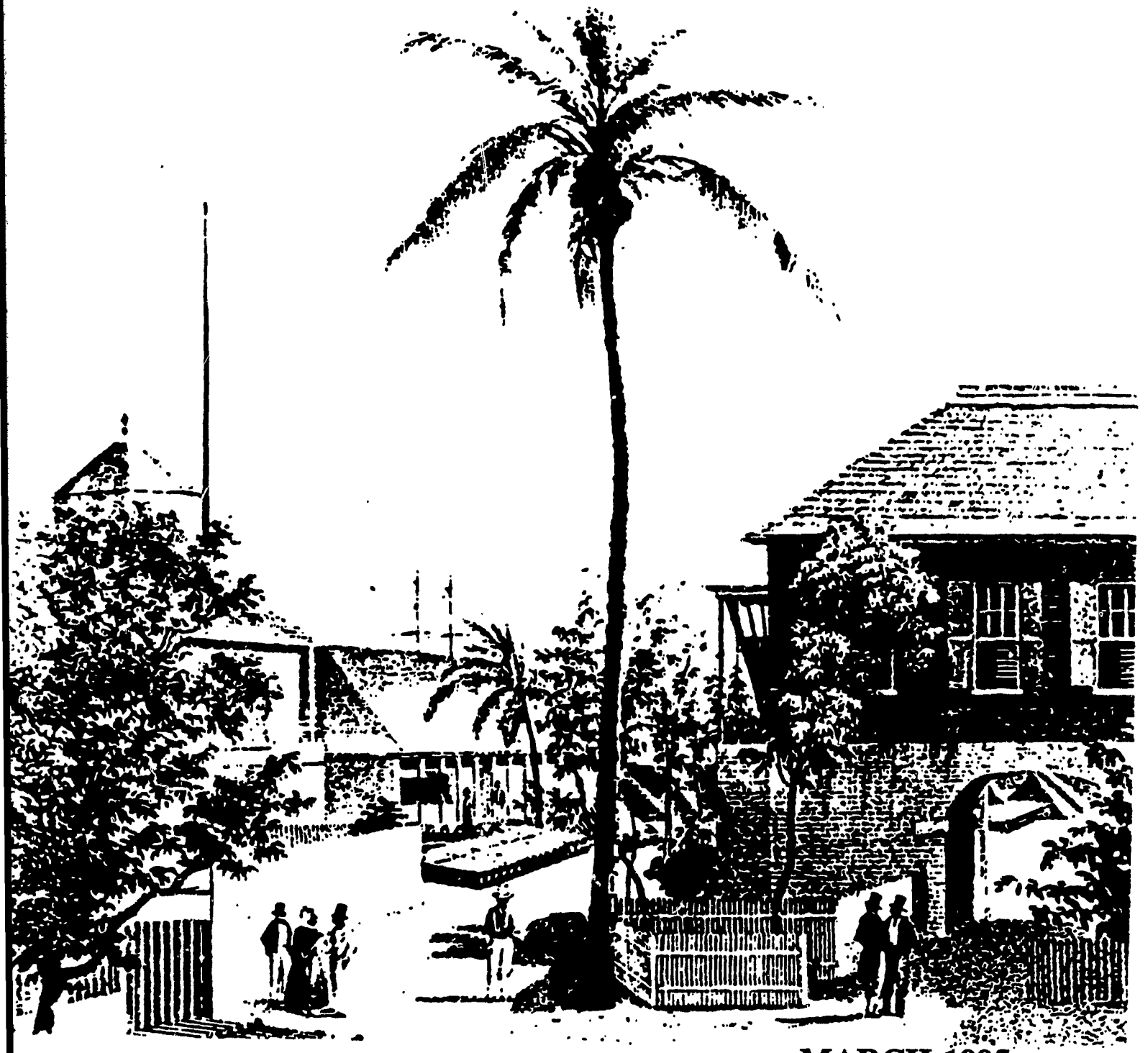
UNITED STATES
AGENCY FOR INTERNATIONAL DEVELOPMENT
MISSION TO JAMAICA

ACTION PLAN
FY 96/97



MARCH 1995

USAID/Jamaica
Action Plan for FY 96/97

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Cover: Port Royal in the 1800s. Established by pirates, and fought over by Spanish and and British navies, the town is today an important heritage site. Port Royal is symbolic of Jamaica's potential for development. USAID invests in Jamaica's future through programs that support sustainable economic growth and social development.

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

AGENCY GOAL: Advancing Broad-Based Economic Growth

Strategic Objective # 1

Increased Participation for Economic Growth

5320135	Improved Mkts. Exp.Growth Opp.
5320156	Micro Ent. Dev.
5320165	Ag. Export Svs.
5320101	Hillside Agr. 50%
5320120	Inner Kingston
5320182	Sust. Watershed Econ. Dev. 50%
5320168	North Coast Dev. 30%
5320169	CLASP II 35%
5320129	UWI School of Mgmt.
5320177	Uplift Adolescents 30%

AGENCY GOAL: Protecting the Environment

Strategic Objective # 2

Improved Environ. Quality & Natural Resource Protection

5320101	Hillside Agriculture 50%
5320173	Dev.Environ. Management Orgs.
5320149	Technical Support for Shelter
5320168	North Coast Development 70%
5320169	CLASP II 30%
5320182	Sust Watershed Econ.Dev. 50%
5320176	Mgmt.of Urban Pollu.in Low Income Communities

AGENCY GOAL: Promoting Smaller, Healthier Families

Strategic Objective # 3

Smaller, Better-Educated Families

5320152	Health Sector Initiative
5320163	Family Plng. Initiative
5320153	AIDS/STD Prevention & Control
5320169	CLASP II 15%
5320177	Uplift Adolescents 70%
5320179	New Horizons for Disadvant.Youth
5320178	Expanding AIDS Interventions

Other Activities in Support of Agency Goals

ECONOMIC GROWTH

5320123	Crop Diver./Irrig.
5320155	PEAP II

DEMOCRACY

5320175	Sustainable Justice
5320169	CLASP II 20%

ENVIRONMENT

HG-12B/C Low Income Shelter 30%

Mission Director's Summary

Beginning in 1992, USAID/Jamaica has directed its resources towards the achievement of three strategic objectives, which coincide with the Agency's new goals of advancing broad-based economic growth, protecting the environment, and promoting smaller and healthier families. In managing strategically, the Mission has worked towards a set of program outcomes as measured by performance indicators. Based on three years of monitoring, the Mission reconfirms its strong support for the strategic management model.

Although Jamaica's economy continues to grow in real terms, living standards for many of its people have declined. Strategic objective #3 has been modified in this Action Plan to include an outcome benefitting disadvantaged youth, and reflects a commitment to support basic education given a dramatic decline in national standards and its importance to sustainable development.

Reduced program and operating resources have limited the scope of program interventions and have required conservative portfolio management. The Mission suspended new project starts since August 1992, and active ongoing projects will have been reduced from 30 in FY 92 to 16 by the end of FY 95, plus one new start this year. Assuming adequate budget resources, four new starts and a funded amendment are planned over the FY 96-97 period.

As one of eight Country Experimental Labs (CELs) under the Agency's Reinvention of Government effort, USAID/Jamaica has devoted substantial effort towards improving the quality and delivery time of our assistance product. Innovative changes in the way the Mission operates have been made in three areas: team management, procurement reform, and customer relations. The Mission will be reviewing options for internal office restructuring intended to reinforce a team approach to strategic management.

To ensure full participation of its partners, the Mission has taken new steps, including involving counterparts in Semi-Annual Reviews; holding formal consultation sessions with government, donor and NGO leaders on new activity design; sponsoring NGO strategy sessions on poverty reduction; and piloting a customer service plan workshop with IRT assistance. The Mission is also extending the Jamaican development experience to our American shareholders, through a Jamaican study tour for community leaders from Baltimore and Boston under the Lessons Without Borders Program.

USAID/Jamaica welcomes the Agency's new commitment of technical and financial resources through the Global Bureau. The Mission is proposing to expand these links through the establishment in Kingston of a Global Extension Office. The pilot GEO would link Environmental Center resources and five Caribbean Missions' programs.

Jamaica has been a close U.S. ally on regional affairs and a supporter of the Summit of Americas. With USAID assistance, Jamaica has also been a reliable development partner: staying the policy reform course, establishing a national family planning program, promoting private sector growth. Yet many Jamaicans are worse off today than two decades ago. Clearly, USAID's leadership role is still required. With the Government, donors and Jamaican communities fully committed to the fight against poverty, this most important development challenge must be met.

-- Carole Henderson Tyson, Mission Director

I. Strategy Overview

A. The Political and Economic Year in Review

For Jamaica, 1994 was a quiet year in politics, with no island-wide elections. The government, urged on by the opposition, has continued preparing for badly needed electoral reforms. In early 1995, key opposition party members have challenged the party leadership of former Prime Minister Edward Seaga. This has caused significant internal rumblings as the party struggles to regain stability. Jamaica played a key regional leadership role in the Haitian crisis, and in June 1994 allowed the U.S. to establish a center in Kingston Harbor to process Haitian nationals seeking to enter the U.S. In September, the Government of Jamaica announced deployment of a CARICOM battalion to Haiti as part of a multinational peacekeeping force.

Led by growth in the agricultural, tourism, construction and other service sectors, real GDP grew by an estimated 1.9% in 1994, up slightly from 1.2% in 1993. Behind the improved performance were stable monetary and fiscal policies, no depreciation of the Jamaican dollar, and only slightly declining real incomes for the majority of the population. Further growth, however, was constrained by the servicing of a heavy debt burden, deterioration in earnings from the bauxite/alumina industry, and high interest rates.

Jamaica's success in its structural adjustment efforts is reflected in exchange rate stability, falling (though still high) interest rates, declining monthly inflation rates for consumers' purchases (annual inflation falling to 26.9% in 1994 from 30.1% in 1993), modest growth in exports, and strong expansion in the central bank's Net International Reserve--which skyrocketed to US$397.9 million in December 1994 from US$12 million a year before. The impact of continued strict monetary policies has been a decrease in real consumption and a consequent stabilization in the rate of import growth.

Jamaica's current account balance improved markedly in 1994, following a deficit position in 1993. This reversal was achieved by the containment of imports, an increase in merchandise exports, a reduction in the outflow of investment income and, most importantly, a sharp increase in the net private transfers based on remittances of overseas Jamaicans. These and other factors led to a marked improvement in Jamaica's 1994 ICRAS private sector rating.

While the balance of trade deficit declined slightly, it remains at an excessively high level considering the slow rate of GDP growth. Furthermore, exports have not registered rapid increases as a result of implementation of trade liberalization measures. Despite these obstacles to growth, the Jamaican economy is likely to grow as the country benefits from greater inflows of foreign exchange. Likely sources will be tourism and other services, mining, manufacturing, agricultural exports and continued capital inflows.

The fundamental weakness in Jamaica's tenuous stabilization is the continued low level of growth-oriented investment in both the private and public sectors. In spite of the positive signs noted above, the Jamaican economy continues, as it has since 1991, to experience sluggish GDP growth (averaging just over 1.3% per annum), high inflation (26.7%), and high unemployment (15% in 1994). Unfortunately, living standards for most Jamaicans have

suffered, and there has been a severe widening of income inequality as wealth has become concentrated in a small group of super-earners.

B. Addressing Poverty

In 1994, a UNDP-funded study carried out by the Planning Institute of Jamaica concluded that the proportion of Jamaicans living below the poverty line had grown by 18% from 1988 to 1992 (from 32.6% to 38.5%). This confirmed empirical evidence that living conditions had deteriorated for many Jamaicans during a period when structural adjustment brought improved macroeconomic progress. The study also found that the incidence of poverty remained high in rural areas (50%), and doubled in the Kingston Metropolitan Area from 1988 to 1992 (10% to 19.4%). Three western parishes, Westmoreland, Hanover and St. Elizabeth, are particularly affected with 60% of their population living below the poverty line. (A more complete report on poverty is being sent by cable to State and USAID/W addressees.)

The incidence of poverty suggests that rural programs are essential to an alleviation strategy. World Bank and local studies show that rural economic growth is more effective at reducing poverty than urban economic growth. However, rural poverty is often assuaged by the ability to produce one's own food. Urban dwellers also face severe housing and public transportation problems, and live in fear of growing violent crime. To alleviate and reduce poverty, and resultant problems of drugs, crime and violence, new investment is required in employment creation, basic education, diversified rural opportunities, shelter and services, and in health care access -- key areas addressed under USAID strategic objectives.

The GOJ released in January a poverty policy paper which targets three groups: unemployed young persons, children of the poor, and elderly and other disabled Jamaicans. The policy paper also addresses the geographic concentration of poverty in the western parishes, and gives support for model integrated interventions in particularly poor communities.

In May 1995, UNDP will coordinate a six-week multinational mission on poverty reduction. Broad multilateral and bilateral donor agency participation is expected, and will culminate with a national consultation workshop sponsored by the GOJ. The mission will also lead directly into final design of the World Bank's proposed Social Investment Fund, and a package of supporting donor activities. Other donor activities in support of poverty reduction and alleviation include:

bilaterals: the Netherlands, Canada and the European Union (EU) support a mix of microenterprise and small farmer programs. Japan and the United Kingdom are providing some grant resources for programs in the poor neighborhoods of Inner Kingston. The Netherlands, EU and Italy have supported the health sector and community development.

multilaterals: UNDP supports the health sector and human resource development, and has taken a leadership role in organizing a donor working group on poverty, in funding the poverty line study update, and in designing pilot activities being implemented by the World Food Program in select communities. The World Bank is proposing a $40 million

Social Investment Fund, funded through a $20 million IBRD loan and $20 million in other donor resources. The Inter-American Development Bank finances health and education improvements, as well as microenterprise credit through the Multilateral Investment Fund.

Local communities are also uniting to fight poverty and crime. However, with declining GOJ budgetary support, Jamaica's network of 500 NGOs and over 2,000 community-based groups have relied increasingly on volunteer community services. NGOs have lost institutional capacity due to a drying-up of government grants and outside contributions. The GOJ and donors recognize that NGOs represent important implementing agencies as well as well critical channels for communication between the needy and donor agencies with resources. USAID in the past two years has sponsored three NGO workshops, two focused on poverty reduction, to strengthen cooperation between these community-based groups.

C. Program Performance Over the Last Year

USAID continued to make important contributions to Jamaica's development through **strategic objective #1**, "increased participation in economic growth." In support of *broader, more efficient markets*, all USAID performance indicator targets were surpassed. The USAID-UNDP co-financed Fiscal Policy Unit played a pivotal role in IMF negotiations, and the management of the foreign exchange system and public debt. Eleven additional government entities were privatized, and a USAID study assessed privatization impacts on markets, equitable ownership and income distribution. In its first year, the Fair Trading Commission investigated 531 complaints regarding commercial practices that negatively impacted on consumers. Customs revenues increased 24% over USAID's target in 1993, a result of improved administration and increase in dutiable items.

In support of critical *export promotion*, non-traditional agriculture earnings grew by 23% in the most recent reporting year, 1993, following a 37% growth rate in 1992. USAID in-plant technology interventions increased by 56%, including under a new small business activity through an NGO. Smallholder coffee and cocoa, banana, yams and pre-clearance eligible exports all surpassed USAID targets.

USAID redoubled its efforts to provide *increased economic opportunities for low-income families*. The Improved Markets and Economic Growth Opportunities Project components were refocused so that 62% of project assistance benefits small and micro businesses. Training and credit assistance was provided to 2,946 disadvantaged entrepreneurs, 56% of them women. A new study found that a USAID-supported NGO directly accounted for 33% of all new job creation in the poor neighborhoods of Inner Kingston since 1990. USAID also exceeded its target by 13% for export crop technology transfer to disadvantaged farmers.

Under *improved services for tourism*, USAID efforts in detecting and repairing water distribution system leaks and rehabilitation of a water treatment plant led to a 53% increase in available water for Negril, thus easing environmental health problems and enabling new employment opportunities through expansion of tourism facilities.

USAID/JAMAICA
PROGRAMS IN SUPPORT OF SUMMIT OF THE AMERICAS INITIATIVES

Preserving and Strengthening the Community of Democracies of the Americas

- **Strengthening democracy:** improving the justice system through strengthened administration, cost recovery, docket management, policy reform, public education and alternative dispute resolution (SJRP); electoral reform through an assessment of the electronic registration/voting system (Global financed).

- **Invigorating society/community participation:** revitalization of blighted inner city areas through NGO leadership development and community participation (IKDP); training of primary school principals and community leaders in school-community cooperation to mobilize local resources for school needs (PEAP II); participation of concerned communities in identifying and preserving environmentally-important sites (DEMO); and controlling violence through alternative dispute resolution at community centers (SJRP).

Promoting Prosperity through Economic Integration, Free Trade

- **Free Trade in the Americas:** enhanced through a USAID-sponsored pre-clearance program which facilitates Jamaica's export of agricultural produce to the U.S (AESP); and technical assistance provided by U.S. Customs to the Jamaican Customs Service (IMEGO).

- **Capital markets development and liberalization:** facilitated through assistance in drafting pro-competition and securities exchange legislation to ensure open competition and transparency in financial markets; establishing and strengthening a Fair Trade Commission (IMEGO).

- **Science and technology cooperation:** promoted through two proposals under the Environment Initiative of the Americas which will focus on the relationship between urban pollution and marine ecosystem degradation (LAC-Global financed); under a pilot program to identify, demonstrate and provide environmentally-sound on-site sewage disposal systems for low-income families (TSUSSP); co-sponsorship of a planning meeting of 28 western hemisphere countries on the International Coral Reef Conference (LAC-Global financed).

- **Tourism development:** is supported through technical studies for improvement of key roads, increased water supply and reduced pollution through sewage plan rehabilitation in tourism destinations (NCDSP); establishment and strengthening of a national park system, and support for ecotourism ventures in park areas (DEMO).

Eradicating Poverty and Discrimination in Our Hemisphere

- **Universal access to education:** development of two new activities which will focus on improving access to educational and training opportunities for out-of-school and disadvantaged youth and adolescents (UAP, NHDH); primary-level teacher training, upgrading of instructional materials and development of supportive linkages between the private sector and schools in their communities (PEAP).

- ***Equitable access to basic health services*** is facilitated through outreach to 150,000 adolescents and young adults with preventative messages concerning HIV transmission (AIDS/STD PCP); health care policy and management reform to ensure access to quality health services for all through cost recovery and increased private sector financing and providing health care (HSIP); and development of a family life education policy which will integrate access to family planning information into the national curriculum (FPIP).

In *training personnel for a modernized economy*, USAID has trained 3,000 participants in critical development areas since the inception of its assistance program in 1956. Over the past year, 126 Jamaican private sector managers and students received academic and short-term training in support of Mission strategic objectives.

Under **strategic objective #2**, USAID program activities contribute to "improved environmental quality and natural resource protection." Toward the program outcome of *improved management of environmentally threatened growth areas*, USAID's efforts with hillside farmers accelerated in 1994, with a total of 850 new farmers brought into subprojects which helped them to plant and revitalize a total of over 1/2 million economically useful trees and improve soil management on fragile watershed land. To address urban-based environmental threats, a pilot project with national replication potential was launched in three squatter communities where 3,000 families will install environmentally-sound on-site liquid waste disposal facilities financed by a Housing Guaranty loan to reduce pollution of Montego Bay.

USAID worked closely this past year with the National Resources Conservation Authority (NRCA) to ensure the outcome of *increased conservation of natural habitats*. With USAID assistance, the NRCA prepared a draft policy paper which, after national review, will determine land use and management policy pertaining to parks, forest lands, wildlife habitat, wetlands and other significant environmental resources.

To ensure *improved public and private capacity for sustainable resource use*, DEMO assisted with the organizational formation of two new community-based environmental NGOs in Negril and St. James through environmental action frameworks to determine financial support for priority activities.

In support of *Summit of the Americas* initiatives and SO#2, the Mission and Regional Housing and Urban Development Office (RHUDO) have developed bilateral and regional proposals under the Environment Initiative for the Americas (EIA). These proposals, which focus on the relationship between urban pollution and marine ecosystem degradation, support the EIA and Mission objectives of preventing urban and industrial pollution, conserving coastal and marine ecosystems, and assisting with environmental regulatory interventions. Also, USAID, the GOJ, the University of the West Indies (UWI), and United Nations Environment Program (UNEP) will co-sponsor in July a meeting of 100 delegates from 28 western hemisphere countries to establish the regional coastal resource management agenda for the International Coral Reef Initiative Conference.

Strategic objective #3, "healthy, smaller families," has been retitled "smaller, better-educated families" beginning with this Action Plan. Towards the outcome of *increased effectiveness of family planning services*, a major USAID benchmark for reducing early pregnancies was met when Parliament legislated family life education into the school system. Increased GOJ financing of contraceptives, the launching of a commercial line of contraceptives, and a continued shift to private services were positive signs that Jamaica's family planning program will be sustainable.

USAID played a key role in *improving STD/HIV prevention services*, through improved syphilis testing procedures at most test sites, and by reaching 150,000 adolescents through volunteer programs. Sustainability measures included increased GOJ budgeting for AIDS/STD services and condoms, the introduction of fees for testing and a 13% growth in condom sales. The national HIV infection rate remains low, 0.4%, an indicator that awareness and behavior programs are meeting with success.

In *strengthening health services through improved financial management and privatization*, a 1994 study found that the GOJ reform program has been effective at directing public health resources to disadvantaged Jamaicans, while those who can afford to pay have relied increasingly on private health care -- a key USAID performance indicator.

D. Changes to Mission Strategic Objectives

Over the FY 96/97 Action Plan period, USAID/Jamaica will continue to target existing outcomes under strategic objectives #1 and 2 in support of equitable economic growth and environmental management and protection.

One modification is being proposed to strategic objective #3, to reflect a shift from health care system technical assistance to training and education support for vulnerable Jamaican youth. As a result of this shift, the Mission has retitled strategic objective #3 from "healthy, smaller families" to "smaller, better-educated families." This change reflects in part the fact that the Health Sector Initiatives Project ends in FY 96. While the project has met with some success, the Government has had difficulties implementing health sector reforms, including privatization and decentralization, on a dependable schedule. The needs in this area will continue; however, the GOJ will depend on two multilaterals, the World Bank and the Interamerican Development Bank, to provide the necessary loan resources for continued administrative reform. For these reasons, USAID's involvement with health sector reform will end in FY 96.

In phasing out of this aspect of health care, the Mission has recognized exceptional needs in basic education and broader needs for disadvantaged, at-risk youth, which will form the basis for new interventions under strategic objective #3:

Basic education: Two years ago, in its Action Plan for FY 94/95, the Mission noted that "faced with difficult choices in narrowing its focus," it would phase out of the education sector at the close of the Primary Education Assistance Project (PEAP) II, now due to end in February 1996. The decision was based on assumptions that the decline in education was not precipitous, and that other donor programs were providing adequate resources. However, new data has resulted in the Mission modifying that decision:

> investment in education: a World Bank study found that while the GOJ made extensive investments in education from 1970-85, per student expenditure on education since 1985 declined in real terms by 54%. Teacher salaries command 95% of the total budget leaving very little funding for instructional materials and maintenance of schools.

student performance: as investment has declined, so has student performance. The USAID-funded Ministry of Education (MOE) policy unit updated school-reported data in 1994. Enrollment for primary school declined from 96% in 1989 to 80% in 1994, attendance fell from 87% to 63%, and the proportion of students completing sixth grade fell from 95% to 80%.

literacy: a 1995 study by the Jamaica Movement for Literacy found that adult literacy fell from 88% in 1989 to 76% in 1994.

workforce assessment: a 1994 USAID-financed work force assessment concluded that one of the greatest impediments to economic growth in Jamaica is a low basic education standard, which makes many Jamaicans untrainable.

The education crisis has clearly eclipsed many other concerns relating to the sustainability of Jamaica's development, and requires attention beyond that planned by other donors. There is an immediate need for initiatives, coinciding with the Summit of the Americas objectives, to ensuring equitable access to basic education. This premise is also an essential element of the GOJ's recently released policy paper on poverty alleviation and surfaced as a major area of need during the numerous consultations USAID has held with both public, private and NGO sector partners working in all fields of development.

Disadvantaged youth: Declining government resources for education have impacted most on the lower socioeconomic groups. Only 10% of the children who begin primary school actually obtain a secondary school degree, and of those who finish the ninth grade, 53.6% remained unemployed once they enter the labor market. These discouraging statistics also point to the reasons for an increase in the number of school drop-outs. A recent USAID-financed adolescents study found that there are 209,000 out-of school youth (approximately 45% of the total) between the age of 10 and 18. These children and teens have been forced out of school primarily due to deteriorating economic circumstances in their families, teen pregnancy, drug abuse and an inability to perform in a classical academic setting. Once out-of school these young people easily fall prey to violent street gangs whose main source of livelihood is the growing drug trade.

In response, the Mission has added program outcome 3.4, improved services for out-of-school and disadvantaged youth. A new project in FY 95, Uplifting Adolescents, will target this at-risk group with a package of basic education, vocational skills and reproductive health services. In 1996, to complement this strategy and to prevent further erosion in academic performance, the Mission also proposes a new education program, New Horizons for Disadvantaged Youth, targeted to children who are still in school but at-risk of dropping out. This strategic emphasis on the disadvantaged child both in and out of school complements other donors efforts in infrastructure rehabilitation and systems reform supported through multilateral development bank loans.

Reengineering at USAID/JAMAICA

USAID/Jamaica is one of eight "country experimental labs" for reengineering as part of the Agency's participation in Reinvention of Government. The Mission volunteered to participate out of its strong desire to effect the change required to deliver more quickly a better quality assistance product to our Jamaican customers. Reengineering has proved to be a challenging opportunity to advance management techniques and redesign/streamline processes to ensure customer participation, while improving staff collaboration, creativity and empowerment.

USAID/Jamaica selected three areas of focus for reengineering: team management; procurement reform; and customer relations. Our guiding principles in launching the reengineering process have been: top-down leadership; bottom-up participation; and Mission-wide decision-making and empowerment.

In October 1994, a working group was established, chaired by the Deputy Director with coordinators for the focus area groups, to give direction to the reengineering process. The three coordinators then organized teams of 10-14 people drawn voluntarily from a broad spectrum of Mission staff. During this initial phase, the Mission also hired a reengineering coordinator to provide technical expertise and organizational support and to sustain the momentum for change throughout our reengineering experiment.

To create an enabling environment for change the Mission has been working with a U.S. reengineering consultant and a Jamaican psychologist/counselor in a series of staff development and operations workshops and retreats including:

--Executive coaching/Strategic planning workshop;
--Team building, conflict resolution, interpersonal communication skills workshops;
--Team Management, Empowerment and Accountability retreat;
--Customer Service Plan Design Workshop; and
--Series of meetings with customers/end-users, NGOs and government on program development and implementation.

ACCOMPLISHMENTS:

1. Created a participatory environment for change in the Mission within a culture which has not typically been change oriented.
2. Reached agreement on where USAID/Jamaica has to go strategically with input from all staff members and selected Jamaican counterparts.
3. Developed and started implementing a variety of proposals for eliminating non-value added work, streamlining our processes and/or doing things in a radically different way. Specifically, the proposals for change have focused in the following areas:

1. Team Management: improved document flow, SAR modifications, effective teamwork, rotation/orientation for new staff.
2. Procurement reform: decentralization of procurement authority, streamlined mechanics of small purchases of goods and services.
3. Customer relations: customer service plan that identifies principles, standards and a new operating system for increased customer involvement from conceptualization of Mission activities to achieving results. USAID has already started customer participation in project design and the SAR process.

LESSONS LEARNED:

1. Momentum for change easily dies down unless proposals for change are implemented consistently in a timely fashion.
2. Participation of all levels of staff in reengineering has been very important in giving each individual in the Mission a responsibility for change.
3. Reengineering is a continuous process that needs to be well-defined and paced according to the current capacity of the Mission to absorb all the changes. This process has to be sensitive to the cultural constraints to ensure that FSNs and Jamaican counterparts participate enthusiastically.
4. One of the biggest operational hurdles will be the breakdown and phase-out of the traditional field office structure of technical and support offices in favor of results oriented strategic objective teams.

E. Managing for Results

Project/Financial Status: USAID's bilateral program budget levels for Jamaica fell sharply over the FY 90-94 period, thus reducing the scope of Mission activities. The Mission has anticipated these cuts, and has scaled back plans for new projects and funded amendments (see Action Plan for FY 94/95, p. 7, for analysis). The last new project start, DEMO, was in August 1992, and active ongoing projects will have been reduced from 30 in FY 92 to 11 by the end of FY 96, plus one new start in FY 95, and three new starts in FY 96.

Active Projects at the End of Each Fiscal Year

Projects	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97
ongoing(a)	30	24	18	17	11(b)	9(c)
cum. new proj's (d)	-	-	-	1	4	5
total	30	24	18	18	15	14

Program Financial Status (US$ millions)

OYB	15.7	15.8	10.0	10.0	12.4	12.4
mortgage (end of FY)	44.6	37.3	30.4	20.9	22.5	20.1

a) Includes the Housing Guarantee programs, HG-13 which ended in FY94, and HG-12B and -12C scheduled to end in FY96.
b) Sustainable Justice Reform Project PACD will be extended from FY 96 to FY 97.
c) Microenterprise Development Project PACD will be amended to add funding and extended from FY 97 to FY 99; IMEGO will be extended from FY 97 to FY 98; North Coast Development Support Project will be extended from FY96 to FY97.
d) New: 95 (Uplifting Adolescents), 96 (Improved AIDS Interventions, Management of Urban Pollution, New Horizons), 97 (Sustainable Watershed Environmental Development)

Spanning the Globe with GEO

As part of its Action Plan for FY 96/97, the Mission is proposing the establishment of a Global Extension Office (GEO) at USAID/Jamaica. Reengineering, right-sizing and streamlining are required for USAID to address the rapidly changing conditions of the post cold war era. This proposal serves as a transitional step to a leaner, regionally structured assistance program for the Caribbean and the attainment of a more complete integration of the geographic bureau's program leadership with the technical innovation emanating from its centers in the G Bureau. The GEO would meet a critical need, given that a recent Global survey showed that there was a general lack of field mission familiarity with central programs, and that about one-third of the respondents would have liked Global assistance but did not request it because of lack of information.

The GEO in Jamaica would represent the Environmental Center, because of Caribbean regional environmental needs, though the model could be extended to other missions for the centers for democracy, health and population, and economic growth as relevant. The GEO would initially absorb the existing Regional Housing and Urban Development Office/Caribbean. Staffing would be provided by one USDH G/ENV employee and other necessary support personnel to do the following:

1) advise on and support missions' environmental planning and implementation efforts;
2) help match field needs with center resources (program, staff, contractual, etc.) and maximize resource availability in the region; and,
3) guide G Bureau initiatives to ensure impact of central programs.

The Caribbean, more than most regions, depends on the environment for its critical tourism industry. The small island states have limited land masses and natural resources that need careful protection. Jamaica is the site of the regional United Nations Environmental Program office. The country's Natural Resources Conservation Authority (NRCA) is a leader in the region on environmental programs. USAID/Jamaica is a leader in the region on environmental programs (Environmental Foundation of Jamaica, the Development of Environmental Organizations project, and cutting-edge pollution activities). Jamaica is a reengineering laboratory and views this proposal as important to meet organizational as well as programmatic objectives. The RHUDO has been operating in Jamaica effectively for over fifteen years.

New Starts: Assuming sustained budget levels and similar directives mix, four new starts and one amendment are planned over the FY 96-97 period. Should budget resources be adequate, consideration would be given to a second new start in FY 97:

FY 96

Expanding AIDS Interventions: The purpose of this new activity is to direct AIDs prevention measures to impoverished inner city communities, especially in the Northern parts of the island. This activity will forge greater linkages in these high risk areas between HIV/STD services and drug prevention, teen pregnancy and sexual assault programs. This activity directly contributes to the mission's Strategic Objective No. 3 of promoting smaller better educated families as unprotected sex and high risk sexual behavior remains a critical problem in certain geographic areas of the island and threatens to undermine the nation's public health system and the gains made in health status over the past 30 years.

Management of Urban Pollution in Low-Income Communities: This activity, first proposed in last year's Action Plan, would increase the capacity of communities and government institutions to assure adequate delivery of environmentally-sound waste management facilities to low-income communities. It will improve community health, reduce pollution of freshwater sources, and will decrease coastal pollution in tourism areas which threatens coral reef habitats. The activity would directly support the Mission's second strategic objective, notably the improved management of environmentally threatened areas", notably the first outcome relating to the "improved management of environmentally threatened growth areas."

New Horizons for Disadvantaged Youth: The Mission has also developed a NAD to improve the services for out-of-school and disadvantaged youth. It would focus on remedial education for slow learners, counseling training for teachers, and strengthening of NGO programs which deal with issues of dysfunctional families, child abuse and early childhood issues. The strategy of this activity is directed at the early identification of problems and provide the services that will keep youth in school. This activity will complement the interventions of the Uplifting Adolescents started in FY 95 and support strategic objective #3.

FY 97

Sustainable Watershed Economic Development: This activity would improve the livelihood of rural populations living in watersheds near Jamaica's parks and protected areas by promoting sustainable resource use and management by rural populations. Interventions will be guided by baseline studies and social analyses and be undertaken through rural non-governmental organizations. Interventions and will focus on sustainable resources use and management and are expected to include such things as eco-tourism development, reforestation, and promotion of sustainable economically viable agricultural practices.

Microenterprise Development (amendment): This amendment will help the poor increase their income and assets and raise their skills and productivity. The focus of this activity would be to support both financial and non-financial services for the poor by working with local NGOs, associations, credit unions, and banks to strengthen their ability to provide services to a significant number of the poor, especially women. New emphasis will be placed on the delivery of cost effective non-financial services for microenterprises to provide innovative legal, marketing, technology, management, production, and skills development of large numbers of microenterprises.

Staffing: Over the past six months, USAID/Jamaica has devoted a large share of its energies to reengineering program and administrative functions to best "manage for results." However, the Mission continues to manage its affairs with a traditional personnel structure of service offices (Executive, Controller and Program) and technical offices (Private Enterprise, Agriculture/Natural Resources, General Development, and Regional Housing and Urban Development).

Environmental Initiative of the Americas

In support of Summit of the Americas and strategic objective #2, USAID/Jamaica proposed in March 1995 two activities:

Jamaica Integrated Coastal/Urban Activity: This activity would create an integrated and coherent approach to addressing environmental degradation in two distinct coastal/urban settings. It supports land-based and coastal interventions, drawing attention to the effect land-based sources of pollution have on the marine environment. It would focus on two interventions: the establishment of sustainable water and sanitation districts as environmental management entities, and providing an effective framework to ensure community participation in integrated coastal resources management. The activity would directly support the Mission's second strategic objective, notably the first outcome relating to "improved management of environmentally threatened growth areas".

Caribbean Environmental Network: This activity would address environmental pollution and related degradation throughout the Caribbean and examine the related impacts on the urban poor and priority coral reef ecosystems. It supports regional information exchanges and pilot/demonstration projects in various countries applying low cost, low maintenance technological approaches. The activity would support the Mission's second strategic objective while responding to the LAC Bureau's commitment to expand its environmental portfolio to address pollution issues in addition to its ongoing biodiversity activities.

Both proposals were prepared according to LAC guidelines, and were more detailed than New Activity Description requirements. If the proposals are accepted, the Mission seeks LAC approval for the proposals to serve as New Activity Descriptions.

In order to determine how staff resources can best be aligned into "high-performance teams" in support of our strategic objectives, the Mission is proposing to carry out a management assessment in June 1995. Based on the recommendations of the audit team, possible restructuring of Mission management units would take place over a period ending October 1, 1995. The audit team would be lead by a senior USAID officer on TDY from Washington. Another team member would be an experienced management specialist with reengineering skills. Other members would be a small number of Mission U.S. and Jamaican personnel. However, the Mission is concerned about the implementation of any significant restructuring based on prior experience with seeking Washington's approval of new position descriptions, including State Department clearance for Foreign National position descriptions.

Over the previous Action Plan period, the following USDH changes were made:

economist: this position was deleted in May 1994;

private sector officer: this position was deleted in June 1994;

education officer: this position was deleted in September 1994.

Looking ahead, the Mission will add a USDH regional economist to its staff. This position is being established to backstop the Dominican Republic, Guyana, Jamaica and RDO/C.

F. Changes in Performance Indicators

The following performance indicators have been changed since last year's Action Plan for FY 95/96:

Strategic Objective #1

- indicator 1.3.3, "improved export crop technology adopted by farmers": the targets have been increased to reflect the addition of farmer data from the Ag Exports Development Project.

Strategic Objective #2

- SO indicator 5, "national park system environmental enforcement actions": this is a new indicator which reflects the DEMO/PARC component impact on protection of park resources;

- indicator 2.1.2, "protected areas managed in SITE locations": two new measurement units have been added to better demonstrate the progress being made under the DEMO project; the new units are protected area management plans prepared, and management mechanisms in place;

- indicator 2.3.1, "fees and revenues from NRCA services": this indicator has been deleted because another donor, the European Union, has taken over the funding aspect of environmental management.

Strategic Objective #3

A new outcome 3.4, "increased services for disadvantaged and out-of-school youth" has been added, with the following indicators:

- indicator 3.4.1, "literacy among out-of-school youth;"

- indicator 3.4.2, "pregnancy among out-of-school youth;"

- indicator 3.4.3, " age of first sexual intercourse."

II. Performance Narrative

A. Strategic Objective Number One

Increased Participation for Economic Growth

Jamaica's efforts to liberalize its economy and open its markets have laid the foundation for strong and vibrant growth. In support of this effort and Summit of the Americas objectives, USAID/Jamaica's first Strategic Objective targets Increased Participation for Economic Growth. Given Jamaica's heavy debt burden, coupled with its import dependence, special efforts to support foreign exchange earnings through an export and investment orientation will are required. Broad participation of all segments of the society in a trade and investment-led growth strategy can be facilitated by emphasizing employment creation and strengthening as an important element of the strategy, and as a way of minimizing negative social impacts of structural adjustment.

1.1 Broader More Efficient Markets

Over the last Action Plan period, USAID exceeded all of its performance targets under this outcome:

- the Fair Trading Commission, in its first full year of operation, investigated over 531 complaints regarding misleading commercial practices including abuse of dominant position, false advertising and other restrictive practices, thereby fulfilling its mandate to ensure increased competition and transparency in all business transactions;
- IMEGO's customs activity was initiated and has already developed a new organizational chart/structure and established five in-house "change teams" working on: policies and procedures; automation; invoicing and valuation; integrity; and training;
- privatization progress continued under IMEGO with 11 additional government enterprises divested during the last year; USAID also financed a comprehensive privatization impact assessment study to help determine how well the program is realizing its objectives which include modernization of markets and more broad-based ownership and income distribution;
- the Fiscal Policy Management Unit, a USAID and UNDP co-financed program, continues to refine and improve the Ministry of Finance's budget tracking and analytical capability, it played an integral part in the GOJ's recent negotiations with the IMF and the reports generated have served the Ministry well in its management of the foreign exchange system and overall public debt.

Donor/NGO Collaboration: USAID's efforts in this area are designed to reinforce policy conditionality established under IDB and World Bank loans. These include the Fair Trading and Customs reform projects as well as our privatization program coordinated with World Bank activities in the same sector. As noted above, UNDP and USAID are jointly financing consultant support to the Fiscal Policy Management Unit. Finally, representatives of all the multi- and bilateral donor agencies get together on a periodic basis to compare notes and look for ways to further increase collaboration and leverage the impact of their development resources.

NEW FAIR TRADING COMMISSION HAS BITE AS WELL AS BARK

Less than two years after USAID provided critical technical assistance to the Government of Jamaica to help draft fair competition legislation and train staff at the new Fair Trading Commission (FTC), this aggressive new team has scored numerous victories for economically and socially disadvantaged consumers. These victories range from upholding the consumer's right to be clearly informed in advance when ticketed prices do not include tax (forcing the vendor to pay the tax when he does not comply), to asserting the consumer's right to a cash refund (a previously unheard of practice) when a defective or inappropriate good is sold. In a landmark case, the FTC is currently responding to charges that the National Water Commission and Telecommunications of Jamaica, key utility companies, have been passing costs associated with the inefficiency of their operations on to the consumer. USAID continues to assist the FTC through support for its public education campaign whose mandate is to ensure that the broad Jamaican population is informed about, understands and is able to exercise their rights as consumers. With the creation the FTC, disadvantaged consumers, for the first time, have an advocate and the ability to seek recourse in response to unfair commercial practices - a significant step toward empowering the poor and achieving equity in Jamaican society.

1.2 Improved Production of Exports

USAID continued to play a strong role in supporting foreign exchange-earning exports and exceeded all of its performance targets:

- IMEGO's Small Business Export Development (SBED) activity was launched to implement a program of firm-level technical assistance, training and market information for small, non-traditional exporters in manufacturing, agriculture and information processing;
- non-traditional agricultural exports grew 15.4% by volume in 1993 and foreign exchange earnings within this sector grew 23% ($26 million to $32 million) over the same period;
- targets for bananas, cocoa, coffee, yams, and precleared produce were all exceeded.

Donor/NGO Collaboration: Under the SBED project, donor and NGO collaboration is being fostered through scheduled monthly meetings between the principal producers, growers, manufacturing and exporters associations and the donors that are financing activities in this area. The primary purpose is to be fully aware of the various programs being implemented and to avoid overlap and achieve as much cooperation and complementarily as possible between the projects.

1.3 Increased Economic Opportunities for Low-Income Families

USAID continued to target program benefits on low-income households:

- the Microenterprise Development Project assisted low-income Jamaicans in 1994 with 951 loans valued at over US$500,000; 1,916 jobs were created and 1,335 persons received training from institutions receiving MDP assistance; USAID also initiated an anti-poverty program in 1994 providing loans of US$300 or less;
- a 1994 study concluded that 33% of job growth in the downtown Kingston area was a result of USAID's support under the Inner Kingston Development project--69% of the jobs created were new jobs for Jamaica; the 4.5% annual economic growth rate in the project-assisted areas was substantially greater than in the metro area (2.5%) and in Jamaica as a whole (2.4%) in the 1987-90 period (indicator 1.3.2);

• through agriculture projects, the Mission exceeded its target for farmers adopting export crop technology by 13% (indicator 1.3.3).

Donor/NGO Collaboration: Excellent formal coordination arrangements have evolved through a microenterprise sector donors working group, with the Netherlands, UNDP and USAID financing portions of a research/progress assessment agenda; Netherlands, EU and USAID co-financing the establishment of a training program for microenterprise lending agencies; and the Netherlands and USAID co-financing observational travel for Jamaican leaders in microenterprise development. NGOs are the lending intermediaries under USAID's microenterprise project, which promotes financial and institutional sustainability. Supported largely by USAID, the non-profit Kingston Restoration Company has mobilized the government and donors (CIDA, ODA, World Bank) in dialogue with inner city residents to address their problems. NGOs and farmers groups manage project-funding in low-income communities under the Hillside Agriculture Project.

STREET VENDORS FIND A HOME--AND A VOICE

Errol Nelson (alias Blacka) has been an itinerant food vendor in the resort town of Negril ever since he dropped out of school many years ago to help support his family. During that time he has proven to be a talented entrepreneur and organizer. In response to the problems he and other food vendors faced daily due to the lack of sanitary facilities and periodic harassment from the authorities about lack of permits and licenses, Mr. Nelson mobilized his fellow food vendors to form the Itinerant Vendors Association. The Association's first objective was to lobby for a permanent and secure site from which numerous vendors could pursue their trade in an appropriate and attractive setting.

Mr. Nelson contacted the Negril Chamber of Commerce and representatives of the USAID-financed Tourism Action Plan which focused on improving the quality of Jamaica's tourism product. With USAID financing the construction, all the parties worked together to plan, construct and inaugurate the Negril Vendors' Plaza. With the opening of this facility last November, 56 vendors--all of whom were offered USAID-supported microenterprise development training--moved from the streets to the Plaza. An immediate benefit was the alleviation of the area's notoriously heavy traffic congestion. But more importantly, the vendors are now able to operate and even expand their businesses in a hygienic and secure environment.

The plaza is now run by the Negril Chamber of Commerce and the vendors as a jointly owned, non-profit company. It is one of the very few arcades in Jamaica that is privately run and partially owned by the vendors themselves. Furthermore, the vendors will continue to have a voice in future decisions regarding their welfare and operations--Mr. Nelson was invited to serve as a board member of the Chamber of Commerce in Negril, becoming the first street vendor to be included as a board member of a Chamber of Commerce in Jamaica.

1.4 Improved Services for the Tourism Sector

Tourism is critical to Jamaica's economy, and has cross-cutting impacts on the environment and social development:

• although the number of tourists visiting Jamaica decreased 2% in 1994 and tourism expenditures decreased by 3%, according to a recent study conducted by the Organization of American States, tourism continues to rank first in terms of foreign exchange earnings with 45% of Jamaica's F/X earnings, first in terms of the employed labor force 23% of total, directly and indirectly, and first in terms of contribution to the GDP 39% of total, directly and indirectly;

• substantive changes required by the GOJ in the scope of work have slowed progress on the Costal Highway subproject of the North Coast Development project (indicator 1.4.1); construction start-up and possible involvement of the other donors is now scheduled for early 1996, with completion extending into 1998;

• about 45,000 visitors used the Montego Bay Marine Park and Blue Mountain Park in their second year of operation (1994), and about one-half were non-Jamaican tourists -- a positive sign that the parks will enhance Jamaica's attractiveness as a tourist destination;

• construction improvements to the Ocho Rios Port, which receives 80% of all cruise ship tourists to Jamaica, were begun during this period and will be completed by mid-1996; the improved port will accommodate superliners and will allow the efficient delivery of services to tourists disembarking at the port.

Donor/NGO Collaboration: The DEMO project promotes local community involvement (NGOs) in eco-tourism activities in and around the Blue and John Crow Mountains National Parks. The GOJ has requested the IDB and EU to assist in the USAID-Japan OECF-financed North Coast project.

1.5 Trained personnel for a modernized economy

USAID is nearing completion of its University of the West Indies Management Education Project, and accomplished the following in 1994:

• the Institute of Business graduated 37 students, and its short-term programs for middle-level managers trained 53, all for the productive sector and helping to fill one of the countries most critical gaps according to a 1994 workforce assessment;

• 25 CLASP long-term participants, and 21 short-term participants, most of them from financially disadvantaged families, completed their programs in support of USAID strategic objectives;

• the total number of Jamaican participants funded by USAID has now (1994) exceeded 3,000 since the program began in 1956.

B. Strategic Objective Number Two:

Improved environmental quality and natural resource protection

USAID/Jamaica's second strategic objective directly supports the Agency's goal of "protecting the environment." Home to the richest biodiversity in the Caribbean, Jamaica's large number of endemic species (over 1,000), make it a high priority country with respect to the Agency's environmental sub-goal of "protecting biodiversity." Principal components of the Mission's program under this strategic objective focus on strengthening national and local levels of protection and enforcement of ecologically important areas; providing for the transfer of environmentally-sound cultivation practices to low-income farmers in important watershed areas; and addressing problems in urban water supply and extension of sound sewage and waste water treatment.

Accomplishments in 1994 toward the Mission's planned program outcomes for this strategic objective follow.

2.1 Improved management of environmentally threatened growth areas

Jamaica has made significant progress toward protecting its vulnerable environment from destructive farming practices and unmanaged urban development. In 1994:

- 850 additional hillside farmers were brought into sub-projects under the Hillside Agriculture Project (HAP) which helped them to plant and revitalize a total of over a half-million economically valuable trees and improve soil management on fragile watershed land; with these gains, total project activity levels are brought to over 15,000 participating hillside farmers (Indicator 2.1.4) and over 3.5 million trees planted or rehabilitated while conserving soil in important watersheds;
- the GOJ made a policy decision to pursue environmentally sound and cost-effective on-site sewage disposal solutions for squatter settlements, based on the findings of a USAID-financed study; a pilot study provided the government with a range of options to address waste water and related environmental and health issues caused by bringing water to these families; and USAID's Housing Guaranty-funded Jamaica Shelter Program served as a catalyst to ensure that 3,000 squatters will be provided with a suitable and affordable waste water disposal system to reduce pollution;
- Negril's water supply was increased from 2.3 million gallons per day (MGD) to 3.5 MGD (by 53%) and losses were reduced from 38% to 22% through leak detection and repair, metering, and system rehabilitation under the North Coast Development Support Project's Negril Water Loss Management Program, which was completed on September 30, 1994. This expanded supply should meet the basic needs of the community until a planned new plant comes on-line in 1997;
- renovation of the Montego Bay Sewerage Treatment Plant commenced during this period and is scheduled for completion by October 1995; once completed, it will reduce by 20% (400,000 gallons per day) the volume of untreated waste water that now flows into the bay.

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

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

• DEMO in 1994 significantly enhanced the Negril community's ability to articulate and pursue environmental agendas through project-supported environmental management councils.

SQUATTERS FIND AN AFFORDABLE SANITATION SOLUTION

Lincoln Bailey is an artisan who ekes out a living by making handcrafts and hawking them to the tourists in Montego Bay, Jamaica. He, his "baby mother" and their three young children live in Rosemont, a sprawling squatter community in the hills overlooking Montego Bay. Like most squatter settlements, Rosemont grew without benefit of any water or sewage system. The lack of appropriate facilities for disposal of human waste and waste water is a serious threat to community health and Jamaica's tourism industry.

Acutely aware of the growing problems posed by squatter communities, the Government of Jamaica decided to use some of the $30 million from USAID's Housing Guaranty Loan Program to provide the Rosemont community with roads, footpaths, stormwater drains, and water via a formal reticulation system. USAID, concerned about the absence of a sewerage system in the GOJ's plans, pressed the Government to address one of Jamaica's most compelling environmental issues, the discharge of human waste and waste water without proper treatment. To upgrade services to 2,250 families without regard to adequate sanitation would put at risk tourist investments, coastal waters and marine environments, the very resources on which Lincoln ultimately depended for his livelihood.

The GOJ agreed to undertake a feasibility study to explore alternative and proven methods of on-site sanitation, both low-volume flush toilets and dry latrines, that could be employed in Rosemont. The study suggested that these technologies were affordable and desired by the families in Rosemont. As a result, the GOJ reversed its policy not to include sewage systems and permitted this technology transfer to be undertaken in Rosemont.

Lincoln volunteered, after being persuaded by a Community Development Officer, to have a demonstration toilet attached to his house--although it wouldn't be the flush toilet he had hoped for. In exchange for allowing residents of Rosemont and other Montego Bay communities to visit his toilet--a ventilated, double pit latrine was built onto his house. When the latrine was completed, Lincoln and his neighbors were amazed to find an odor-free facility which looked more like the bathroom he had hoped for than a latrine. It came to be well known throughout Rosemont and neighboring squatter communities. Rosemont residents are now being joined by the people of Norwood, a near-by squatter community which, starting in May 1995, will be upgraded and receive mortgages from the Caribbean Housing Finance Corporation and assistance from the Sanitation Support Unit, both made possible through the support of USAID.

2.2 Increased conservation of natural habitats

Jamaica made important progress toward increasing conservation of natural habitats in 1994:

• the Jamaica Conservation Development Trust, with DEMO assistance, launched a capital campaign to further develop an environmental trust fund that will ultimately assume salaries and other national park operating costs toward the creation of a fully self-sustaining national parks and protected areas system;

• NRCA prepared for national review a draft policy paper that will determine 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", created with the DEMO technical assistance will provide the basis for public and private initiative to delineate and manage lands and resources of nationally significant economic and ecological value.

Donor/NGO Collaboration: The Protected Areas Resource Conservation (PARC) component of DEMO, through the local advisory committees formed around each of the parks, continues to successfully engage local citizens in supporting the parks by demonstrating their potential value to their communities. The most significant example has been the work with the Montego Bay Marine Park Trust, a local NGO which has recently secured broad approval to assume local management and sustainability of the Montego Bay Marine Park. Working through the Jamaica Conservation Development Trust, USAID and the GOJ are minimizing the park system's fiscal and management burden, and maximizing private participation in running and maintaining the system.

NEGRIL BECOMES MODEL FOR COMMUNITY-BASED ENVIRONMENTAL ACTION

A rapidly growing community and international tourism destination, Negril is a key source of Jamaica's tourism earnings. Negril's growth has brought benefits to many, but at a cost--especially to the environment. Coastal water quality has deteriorated badly, coral reefs are suffering, fish stocks have been depleted, public beaches have become scarce and prime natural areas have been lost.

Sixteen months ago, concerned citizens including hoteliers, business men and women, fishermen and craft vendors--frustrated from years of discord as to how to address these environmental issues--found a way to take action to restore and protect their community's environment. As a result of a series of community meetings, initially sponsored by USAID's Development of Environmental Management Organizations (DEMO) Project and now sponsored by financial contributions from local resorts and community members, a new community-based organization was formed--the Negril Environmental Protection Trust (NEPT).

In its early days, NEPT galvanized Negril citizens behind the establishment of Jamaica's first Environmental Protection Area which includes Negril's entire watershed and adjacent coastal area. With USAID technical assistance, NEPT is now in the final stages of developing the Negril Watershed Area Resource Management Plan which will form the basis for NRCA to designate Negril's ecosystem as a protected area. This designation will help protect key remaining natural areas and will guide environmentally sustainable development.

NEPT has also launched several priority environmental enhancement projects and has already found initial success in its efforts to be financially sustainable. Several months ago, the European Union announced that NEPT would receive a US$600,000 grant to assist in the creation of the Negril National Marine Park. The tourism-based private sector has also contributed significantly to enable NEPT to mount an all-out effort to correct environmental problems and to thereby protect Negril's livelihood and economic contribution to the nation.

With USAID technical and organizational development assistance, NEPT has become a model throughout the nation for participatory, community-based environmental initiatives.

2.3 Improved public/private capacity for sustainable resource use

Jamaica made significant strides towards improving both private and public capacity for sustainable resource use:

- the NRCA Coastal Management Division, with DEMO assistance, developed a strategic plan which led to staffing of most its essential positions, attracted support from the Swedish Government for a coastal resources inventory, and resulted in formulation of priority policies including beach access and management;
- NRCA conducted 289 enforcement site visits, issued 64 enforcement notices, and prosecuted 13 cases to conclusion in 1994 (exceeding the number projected in Indicator 2.0.4).
- a major workshop was held involving environmental regulatory agencies, the Ministry of Health, the National Water Commission to establish sanitation standards in the Housing Guaranty project areas--a first step in dealing with Jamaica's growing urban household waste and pollution problem.

Donor/NGO Collaboration: USAID has achieved excellent coordination and rapport among the environmental donors, principally the European Union, Canadians, the IDB and the World Bank, where not long ago there was nearly a total lack of meaningful dialogue. As a result, DEMO's work is now done in close collaboration with these donors. DEMO advisors have laid the groundwork for effective NGO community environment work, by supporting key positions within the umbrella NGO, the National Environmental Societies Trust (NEST) and providing technical assistance to develop a national NGO training and technical outreach program. DEMO also takes an NGO and community-based approach to solving environmental problems, in working with the Negril and Montego Bay communities.

C. Strategic Objective Number Three:

Smaller, Better-Educated Families

USAID/Jamaica's third Strategic Objective promotes the Agency's goal of stabilizing population growth and promoting sustainable reproductive health services. The rephrased objective in this Action Plan recognizes the Mission's new commitment to assuring equitable access to basic education, a Summit of the America's objective. The principle components of the Mission's program under this revised strategic objective are support for a sustainable family planning and AIDS/STD prevention and control program, supporting health care reform, and expanding the access of basic education and reproductive health services to out-of school and disadvantaged youth. As planned the Mission intends to complete its program of support for essential health care reforms by July 1996. No further work is envisioned in health care reform at this time as multilateral donors are providing loans to leverage necessary GOJ policy reforms. USAID will continue to be involved in the policy dialogue.

Performance in 1994 under the mission's three planned program outcomes as well as the baseline targets for the new education objectives follows:

3.1 Strengthened Health Services Through Improved Financial Management and Privatization.

With Health Sector Initiatives Project assistance, the GOJ has made good progress in some areas of its program of health care reform:

- the GOJ has absorbed the costs of new hospital management teams -- a USAID initiative -- into its budget, establishing trained hospital chief executive officers at six of its key facilities;
- a USAID-funded patient satisfaction survey found that in hospitals where there was a strong administrator, patients were more satisfied with the care they received. Improvements in reducing waiting times to fill prescriptions and promoting courteous interactions between staff and the patients at all levels of the facility appear at this juncture to have made a difference to public sector patients' satisfaction with the care offered.
- hospital fee revenue has increased from 10% of costs in 1993 to 11% in 1994. However, the PPAS target for cost recovery was not met as approval of the new higher fee schedule was delayed in Cabinet. It is expected to be approved this year now that a new Minister is in place. (indicator 3.3.1)
- a 1994 World Bank-GOJ heath care access and use study found that the GOJ's reform measures have been effective directing their resources to the poorest segments of society:
  - although out of pocket expenditures for health care rose by a factor of three in the public sector, access to care (as measured by the percent of those ill or injured in the past 4 weeks who sought medical care), by all income groups increased;
  - the poorest income group's access increased from 36% in 1990 to 39% in 1993 (indicator 3.1);
  - as the poorest quintiles sought more care from the public sector between 1990 and 1993, public health care use by the wealthier segments of society fell from 30% in 1990 to 19% in 1994, thus freeing enabling subsidized health care fo the poor.
- decentralization of health delivery operations to the regional level are proceeding slowly; the new plan for completing the Western Region by May 1995 is before Cabinet. The

project experienced other delays in the area of divestment of support services. The creation of a new unit within the Ministry devoted to health care reform is expected to accelerate many initiatives.

Donor/NGO Collaboration: Donor collaboration in the health sector has improved with a change in leadership at the Ministry of Health and the creation of a health care reform unit to oversee reforms. A 1994 World Bank financed health sector expenditure review synthesized USAID and IDB generated data and pointed out specific policy options for reform. This document has made a major contribution towards focusing the assistance in this area. Both the IDB and the World Bank have indicated a willingness and interest in developing new loans to assist the GOJ in this area and USAID has supported their interventions.

3.2 Increased Effectiveness of Family Planning Services

Jamaica's family planning program has made great strides this year towards expanding equitable access to services, information and education and to ensuring sustainability:

- the Parliament passed legislation in November incorporating family life education in all levels of the school system --thereby ensuring that all children are better able to prevent pregnancies and high risk sexual behavior. Though this policy was under discussion for 20 years, its passage was catalyzed by USAID support as well as the preparations leading up to the UNFPA Cairo conference;
- for the second consecutive year, the GOJ provided budget resources to implement a five-year phase-over from USAID to GOJ for financing of public sector contraceptive imports -- a key sustainability measure. The GOJ also successfully completed its first tender for condoms thereby ensuring reliance on its own staff for procurement;
- a new line of low cost, socially acceptable contraceptives, "Personal Choice Products," was launched. This was the result of an innovative partnership between the GOJ and private suppliers to expand the range of contraceptive options offered to low-income consumers at convenient commercial retail outlets.
- 68% of the population now seek private outpatient care for all ambulatory services including family planning. The shift to private health delivery is a key objective of USAID and GOJ family planning and health care reform programs.

Donor/NGO Collaboration: UNFPA, USAID and private U.S foundations working in Jamaica all contributed to the GOJ's platform for the 1994 Cairo Population Conference. These agencies reviewed the Caribbean caucus' presentation to the conference, which favored the U.S. position. USAID also participated in UNFPA's 1994 portfolio review process, and the design of a UNDP project in-schools focusing on AIDS prevention education. Finally, as part of the Mission's design process for a new adolescent project, USAID held a series of consultative meetings with all the major donors and NGOs working on teen pregnancy and out-of-school youth to gauge involvement and to share information.

A BETTER FUTURE FOR YOUNG DISADVANTAGED WOMEN

Since 1978, the Women's Center Foundation has offered expectant mothers between the ages of 12 and 16 the opportunity to continue their education, learn essential parenting and life skills including family planning, and return to their schools. Over 13,000 young women have been reached by this program which is also noteworthy for its graduates' low rate (2 percent) of second pregnancies during adolescence. With USAID support in January 1994, the Foundation added a new program targeted to girls ages 9 - 13 to prevent the first unwanted pregnancy by establishing a homework and counseling program designed to keep these young girls interested in school, to enhance their self esteem, and provide family planning counseling and services.

One of those who have benefited from this new program is Tanya, a 12 year-old girl from a poor Inner Kingston community where pregnancy during adolescence has become an unfortunate norm for nearly a third of the young women. But thanks to the Women's Center's new, USAID-funded homework project in her community, Tanya has an excellent chance of avoiding the difficult plight of teenage pregnancy. The project provides a safe haven in which she can do her homework after school, learn essential life skills including information about family planning and the problems associated with teen pregnancy, and develop a positive attitude about her future. Tanya is just one of the 2,823 young girls reached by the program this year who have been given a chance to create better futures for themselves and their families. Without such a program, Tanya may have been one of the growing number of young women who are faced with an unwanted pregnancy or other harmful life choices including substance abuse and prostitution.

3.3 Improved STD/HIV Prevention Services:

The AIDS/STD Prevention and Control Project made considerable progress this year, and contributed to the overall slow spread of HIV, which averaged 0.4% for the island and 1% in the tourism center of Montego Bay:

- 11 of the island's 13 STD testing sites introduced the RPR tests for syphilis, which gives quicker more accurate results, thus aiding in the control of congenital syphilis;
- the GOJ increased its budget for AIDS prevention and control by 53 per cent over 1993 levels, with the GOJ absorbing a greater share of the costs of the mobile contact investigators and pharmaceuticals for STD treatment which were largely supported by USAID;
- other new sustainability measures included setting fees for AIDS testing, privatizing the GOJ-subsidized social marketing condom (Panther), obtaining a line item in the MOH budget for public sector AIDS condoms, and initiating several workplace-based AIDS prevention programs financed by private industry.
- sales of condoms increased from 9.1 million in 1993 to 10.3 million in 1994, due largely to the condom social marketing program and other mass media education programs. This contrasts with 1985 when condom sales were at 5.7 million, thus indicating a growing and institutionalized demand for condoms.
- 80 volunteer outreach workers reached 150,000 adolescents and young adults with preventive messages concerning HIV transmission. The Red Cross also launched a national program using 175 youth leaders to conduct peer education sessions for young people. This project was highlighted at the Tokyo International AIDS conference.

Donor/NGO Collaboration: The GOJ and the National AIDS Committee have played a key role in bringing donors together to coordinate and share information. USAID, with PAHO as a project implementing agency, served on the team which prepared the GOJ's AIDS medium-term plan. USAID and the GOJ hosted a visit by a member of the Japan International Cooperation Agency to attract its involvement in the Program. The trip was planned by USAID/W and the U.S. Embassy in Tokyo and resulted in two proposals being submitted to JICA by the GOJ and a leading NGO for support. About 60% of the mission's bilateral AIDS program is targeted to NGOs.

3.4 Improved Services for Out-of-School and Disadvantaged Youth

Following extensive consultation with the NGO community, the Ministry of Education and a donor working group on poverty alleviation, USAID commissioned a study to document the magnitude of the out-of-school youth population, the ethnographic profile of this group and the types of interventions on the ground to address the problem. The study revealed that over 200,000 adolescents are out-of school and that 30% of the out-of-school youth surveyed in the age range of 10-18 were illiterate, compared with a national average illiteracy rate for the entire country of 24.3%. Rates of teen pregnancy among out-of-school youth are alarmingly high, with pregnancy being a major reason for both girls and boys dropping out of school. While several effective non-profit programs exist, they can only reach a limited number of children.

Using this data as background, the Mission initiated the design of a new project entitled "Uplifting Adolescents" to deliver a cost effective package of vocational and reproductive health services to this at-risk population. While the project is still under design, anticipated people-level results for this project include a 50% decrease in illiteracy rates among participating out-of-school youth, a 20% decrease in the number of mistimed births, a 50% decrease in cases of domestic violence in the homes of the adolescents reached.

Donor/NGO collaboration: The project has been designed in parallel with the World Bank's Social Investment Fund (SIF). The World Bank has indicated an interest in funding a percentage of the adolescents not reached by USAID funds with SIF funds using the Project Paper as a design guide. The majority of USAID funds will be channeled through existing NGOs.

III. New Activity Descriptions

NEW ACTIVITY DESCRIPTION

1. ACTIVITY DATA

Activity Title:	**Expanding AIDS Interventions (EAI)**
Activity Number:	**532-0178**
Funding Source:	**30% POP Account, 70% AIDS Account**
Duration:	**FY 1996 - FY 2001**
Proposed LOA Funding:	**US$4.0 Million**

2. STRATEGIC OBJECTIVE AND PROGRAM OUTCOME

The purpose of this activity is to direct AIDS prevention measures to impoverished inner city communities, especially in the Northern parts of the island. This activity will forge greater linkages in these high risk areas between HIV/STD services and drug prevention, teen pregnancy and sexual assault programs.

The EAI activity directly contributes to the mission's strategic objective #3 of promoting smaller better educated families as unprotected sex, and high risk sexual behavior remains a critical problem in certain geographic areas of the island and threatens to undermine the nation's public health system and the gains made in health status over the past 30 years. The activity supports all four of the strategic objective outcomes related to AIDS prevention highlighted in previous Action Plans. These outcomes are to expand condom access by high risk groups, to decrease the number of cases of syphilis and to increase the use of condoms for disease prevention. These outcomes are measures adopted by the Agency as a whole to evaluate the impact of AIDS prevention programs. The public education and behavioral change components of the program also contribute to the strategic outcome related to improved services for youth.

Consistent with AID/W guidance, expected program outcome results would include reductions in the rate of high risk sexual behavior with specific target groups in Jamaica. The activity is designed to promote better knowledge, self care and confidence among commercial sex workers in the North Coast Region to enhance skills in preventive behaviors including increasing condom use, negotiation skills and increasing STD treatment-seeking.

EAI builds on the lessons learned from USAID and GOJ financed AIDS prevention and control programs garnered during the first eight years following the epidemic' appearance in Jamaica. The activity is also consistent with the GOJ's medium term plan for the prevention and control of HIV/AIDS and STDs. All of the interventions proposed below evolved out of the December 1994 Ministry of Health/National AIDS Committee annual retreat in which USAID was a participant.

To date, with USAID assistance, the Jamaican National AIDS Prevention and Control Project has gained international recognition for its commitment to an innovative assault on this deadly disease. The results from this eight year program have been impressive, with condom use rising 108%, island wide STD diagnosis and treatment facilities in place, universal awareness of the epidemic and how to prevent it, and a slight decline in some sexually transmitted diseases. Jamaica is also one of the only USAID AIDS emphasis countries to have established a comprehensive national program. Despite its national focus, the program has not fully decentralized its operations to the regions and parishes. Moreover, the experience gained in this first phase of Jamaica's battle against this virus has taught its Program Managers that certain geographic areas of the island require a more intensive and diverse strategy than previously considered as the majority of activities presently funded by USAID are conducted in Kingston, the Capital City. These areas, mostly surrounding the tourist centers (Montego Bay, Ocho Rios and Negril) are exhibiting rates of HIV more than three times the rates in the rest of the island and Kingston. HIV sentinel surveillance indicates that HIV/AIDS also appears to be spreading most rapidly in St. James. Serosurveys of Montego Bay found HIV prevalence of.3% in 1986. By 1991 the rate was 4.3% among STD attenders and 7% in 1993. For every 40 female prostitutes attending the STD clinic in St. James, 25% or 1 in 4 were infected with HIV.

3. ANTICIPATED INTERVENTIONS AND USAID MANAGEMENT COSTS

EAI Anticipates the Following Interventions:

* Firmly establishing a decentralized epidemiology unit in Northern Jamaica capable of mounting and supervising a comprehensive set of STD/HIV services.

* Strengthening STD case management, HIV prevention counseling and evaluation in the Northern Parishes.

* Initiating new and innovative programs to deal with complex but related sexual behavior and substance abuse patterns which have undermined interventions designed to deal with low income communities.

* Developing services for out of school youth, especially delinquents which are coordinated with the juvenile penal system.

* Supporting the expansion and strengthening of long term care facilities and training for home-based care services for HIV infected persons and AIDS patients in the Northern Region with an orientation to community care. Hospices should be incorporated into existing public and private health care facilities or a sustainability plan should be developed which includes matching funds.

* Continued Support for Epidemiologic surveillance to track the course of the epidemic and assess the program's impact.

* Supporting policy changes which go beyond the scope of behavior change interventions, STD treatment or access to condoms. A review of the structural and policy issues is needed to assist in developing a policy lobbying campaign. Some of these issues include the cycle of poverty, lack of recertification for physicians, lack of a legally enforced HIV notification law.

USAID Management Costs:

USAID monitoring requirements would be less than what is currently financed under the AIDS/STD Prevention and Control Project as no U.S. long technical assistance is envisioned. The estimates are: (1) one FSN PSC based at the Mission ($15,000 per year), (2) one long-term local PSC based at the MOH to serve as Director of the Project's Management Unit in Montego Bay with primary responsibility for the project's financial management, commodity management and program administration ($50,000 per year), (3) one External Evaluation ($25,000), and (4) annual local audits ($20,000). Total USAID five-year LOA management costs estimated at $450,000.

4. POLICY AGENDA AND GENERAL STRATEGY

The general strategy for this activity is to fully decentralize the most successful STD and AIDS services which are operational in Kingston and neighboring parishes to the region and parish level in the Northern sections of the island most severely affected by the epidemic.

This strategy is consistent with the overall decentralization of health services administration which is taking place as part of Jamaica's health care reform program and also builds upon the support provided under USAID's Health Sector Initiatives Project. A second but equally important element of this strategy is to test new behavioral change approaches to preventing the spread of the epidemic in communities who have large tourist industries, and high levels of drug abuse.

5. DESIGN AND ANALYTIC WORK

Following the completion of a final external evaluation of the current bilateral and G/PHN funded project elements in June 1995, the project paper could be completed in-house with the assistance of one officer from the G/PHN center and one medical epidemiologist over a four week period.

Key issues to be explored in the Project Paper are the feasibility of decentralizing the Epidemiology unit's functions, the program of technical assistance and the staffing mix required for the program based on the behavioral and epidemiologic patterns of the emphasis regions, and the management structure and implementation arrangements for the project.

6. TIMETABLE/RESOURCES FOR THE DESIGN

The EAI design will require a one month TDY by G/PHN staff member and a medical epidemiologist.

7. IDENTIFICATION OF STAKEHOLDERS, PARTNERS AND BENEFICIARIES

Key stakeholders will be the public sector institutions in Montego Bay and the community based organizations who will deliver services. The beneficiaries will be all people who are sexually active in the target regions, particularly young adults commercial sex workers and low income men and women.

PAHO, UNFPA and the GTZ are the other donors working in this area. The GOJ has also applied to JICA (Japanese AID) for support for commodities including vehicles.

The Ministry of Health, PAHO, the GTZ and Jamaica's National AIDS Committee (NAC) which represents over 60 NGOs will participate in the design.

8. RECOMMENDATIONS FOR REVIEW, WAIVER APPROVAL AND AUTHORIZATION AUTHORITIES

The baseline study of demographic and ethnographic analysis of adolescents in Jamaica was completed on January 31, 1995 and the activity design work is nearing completion. The Mission requests that USAID/Washington's approval of this NAD include authorization for the Mission Director to approve the Activity Paper so that she may proceed to exercise her Delegation of Authority 752 to authorize and implement this activity.

NEW ACTIVITY DESCRIPTION

1. ACTIVITY DATA

Activity Title:	**Management of Urban Pollution in Low Income Communities**
Activity Number:	**532-0176**
Funding Source:	**DAF (Env) and Enhanced Credit (ECP)**
Duration:	**FY 1996-2000**
Proposed LOA Funding:	**$ 6.0 million DA; Env. and Health** **$12.0 million EHP**

2. STRATEGIC OBJECTIVE AND PROGRAM OUTCOME

The purpose of this activity is to increase the capacity of communities and government institutions to assure adequate supervision and delivery of environmentally friendly waste water facilities and solid waste management to low income families. It will assist the government, NGO and community groups, including women's groups, to develop the capacity to address improper disposal of household waste. It supports the Mission's Strategic Objective #2, Improved Environmental Quality and Natural Resources Protection. The first SO #2 outcome is "improved management of environmentally threatened growth areas". The Mission strategy places priority on protecting threatened biological and economic resources. In the last Action Plan a new "pollution" indicator, Households in Squatter Communities with Environmentally Appropriate On-site Waste Water Disposal Facilities, was added under that outcome. This activity has been discussed with our counterparts at the Ministry of Environment and Housing (MEH), National Water Commission (NWC) and Ministry of Health (MOH), and they express strong interest in working with USAID on this activity.

Rapid urbanization is a major threat to Jamaica's water resources. The government lacks the financial resources to provide adequate infrastructure, particularly formal sewer systems, in most residential areas. The resident population lacks the income to pay for such services and the NWC, MEH, MOH and parish councils lack the institutional capacity to manage urban development or oversee the proper installation of waste water facilities. It is estimated that approximately 80% of the shelter produced is unregulated or the result of squatting. Following piped water supply to communities, water consumption increases by five to ten fold with a rise in waste water. Waste water facilities, when provided, are often installed improperly, causing water pollution. An example of the problem is in Ocho Rios where the principal attraction, Dunn's River Falls, is being rapidly polluted by squatter settlements that are burgeoning upriver. Waste removal from low income communities also tends to cause water pollution as refuse collects in drainage gullies and washes to rivers and the sea when rains come.

This activity will assure adequate liquid and solid waste management in low income communities. The specific interventions cited in the next section, below, will introduce low cost urban infrastructure on a relatively large scale to significantly reduce pollution levels in key population and tourist areas while yielding a sustainable approach to continue the provision of these services. Among the activity outputs are the following:

* institutional roles vis waste water will be defined and staff will be trained to fulfil their responsibilities;
* financial mechanisms to ensure the availability of resources to finance desired facilities;
* new (for Jamaica) disposal technologies and related standards for dry vault toilets, triple chamber septic tanks, composting toilets and grey water disposal systems which may be used by regulatory agencies;
* financial assistance to produce thousands of these facilities;
* training of artisans/small builders to build the same; and,
* community based solid waste collection systems and facilities.

Indicators would relate to: 1) the capacity of national and local entities to manage waste water conditions in urban areas; 2) provision of adequate on-site waste water facilities; and, 3) public awareness of the need to properly dispose of waste water.

3. ANTICIPATED INTERVENTIONS AND USAID MANAGEMENT COSTS

The anticipated interventions are two fold. The first would provide support to NGOs that have been organizing themselves over the past few years to address the lack of shelter and adequate urban services. The Association for Settlements and Commercial Enterprise for National Development (ASCEND), the Construction Resources and Development Center (CRDC), and others have been developing a constituency and capacity to address the need for minimal, affordable urban services and land. At the same time, the Government of Jamaica has established within the MEH the Programme for Resettlement and Integrated Development Enterprise (PRIDE) to facilitate access by community groups to public lands and support services that the NGOs, themselves, might not be able to provide. To support this policy the GOJ has placed matters dealing with land under the aegis of the MEH. The second intervention focuses on the relationship between the NWC and other government bodies in supplying water and waste water services and assists in providing proper waste water facilities in areas where water systems have been extended over the past several years. In the process of retrofitting water systems with proper waste water handling, policy issues and institutional capacity would be addressed. Another intervention contemplated may be funded by the Environmental Initiative for the Americas (EIA). Such an intervention would support this project by addressing the handling of waste water and the Mission environmental Strategic Objective mentioned above.

The inputs contemplated are:

* Technical assistance in the form of a project manager and short-term project implementation and policy analyses with regard to technical, environmental, institutional financial and related issues as well as to support implementation vehicles/mechanisms;

* Training and related methodologies to address Knowledge, Attitude and Practices (KAP) to impact on the behavior of households and institutions vis environment and health conditions;
* Training of artisans and small businesses building in low income communities; and
* Grants to NGOs such as CRDC, ASCEND, Community Environmental Resources Center, etc. to design and oversee the construction of low cost, low maintenance environmental technology.

The provision of credit through USAID's Enhanced Credit Program (ECP) is contemplated. Capital resources to actually construct the environmental infrastructure that will lead to reduced pollution will be the result of the ECP. Approximately US$ 12 million will be used in the three interventions mentioned above. The NGOs will use resources to provide proper water and waste water in new urban settlements for low income Jamaicans. The NWC and low income communities will be provided resources to ensure proper handling of waste water. Finally, the EIA funded project will also use the credit to support essential infrastructure for the community based water districts that are proposed to be established.

USAID management requirements would involve a PSC project manager, and two support personnel. The annual estimated cost is $250,000 including PSC and support personnel, audits and evaluations. The LOA is five years.

4. POLICY AGENDA AND GENERAL STRATEGY

There are a series of policy issues to be addressed such as who is responsible for waste water management in areas without central sewers or package plants, management of uncontrolled growth, sustainability and how to price and charge for infrastructure improvements, etc. There are also issues of how much infrastructure a country with the income structure of Jamaica can afford and how urban services can and should be financed.

The general strategy on how the agenda will be addressed is underway. The government has begun addressing the issue in the ongoing Housing Guaranty program, focussing the attention of critical agencies such as the National Water Commission, Ministry of Environment and Housing, Ministry of Health, Underground Water Authority (Ministry of Agriculture), etc. on how to deal with the provision of water and waste water in Jamaica's burgeoning urban areas. The seeds have been planted that the problem can no longer be ignored if Jamaica is going to be the major tourist destination that it is if environmental degradation and water quality are to be addressed.

5. DESIGN AND ANALYTIC WORK

The project paper will be completed by a design team consisting of a project development officer, an anthropologist, an infrastructure finance specialist and an environmental engineer. Mission staff will provide supervision and support.

The Mission is currently implementing a large scale squatter upgrading project. The data and analytical work derived from the ongoing implementation will benefit this project. Nevertheless, there are several design issues:

* financial issues dealing with structuring an enhanced credit/urban infrastructure program in Jamaica in light of the creditworthiness problems which the country is now addressing, the need to operate in a local currency climate, and sustainability, i. e. ensuring a continual flow of resources to finance low cost, low maintenance environmental technology;
* affordable technology that fits with the low incomes of a vast majority of the Jamaican population;
* acceptance of new technology and new ways of disposing of waste by project beneficiaries; and
* capacity and disposition of NGOs and small entrepreneurs (artisans) to continue carrying out environmentally sound, on-site infrastructure improvements to handle waste.

6. TIMETABLE/RESOURCES FOR DESIGN

There is currently underway a feasibility and implementation design study for the Norwood and Rosemont upgrading projects. This should give us substantial information on the development of a new project. An evaluation of the HG-012 activity is planned for the summer of 1995. Formal design of this activity will begin in fall, 1995 and proceed based upon the results and lessons learned in the shelter upgrading project. An FY 1996 authorization is planned. The Enhanced Credit component will be authorized in 1997 after initial start up. Approximately $75,000 in PD & S will be required.

7. IDENTIFICATION OF STAKEHOLDERS, PARTNERS AND BENEFICIARIES

The stakeholders are primarily the low income families whose health and sanitary conditions are threatened by pollution. Hoteliers and tourism investors are also threatened by rising levels of pollution and water resource degradation. Government agencies responsible for environmental health concerns and NGOs interested in environmental issues are stakeholders as well.

There have been numerous, recent donor activities focusing on this issue. The largest is the soon to be concluded UNDP Typhoid Eradication Project funded with 416 Program money. In 1990, UNICEF funded a Mothers and Children activity in Norwood. A Peace Corps volunteer organized an improved latrine project which is now receiving support from the Environmental Foundation of Jamaica and a UNDP program, Partners In Development. Most are small interventions of limited scope. World Bank and IDB efforts are geared to formal disposal of waste water through piped systems and treatment plants. The IDB may decide to intervene in the shelter sector. An approach to introduce less capital intensive approaches to handle waste water and environmental problems through local public and private sector institutions is needed but such an approach is unlikely to be the target of most other donor programs.

The activity compliments IDB, IBRD and EU investments in infrastructure in locations where formal piped water and treatment are built for commercial, residential and industrial users who can afford them while the facilities provided under this NAD would be for families who otherwise could not pay for sewer connections and service.

8. RECOMMENDATIONS FOR REVIEW, WAIVER APPROVAL AND PROJECT AUTHORIZATION AUTHORITIES

Mission requests that AID/Washington's approval of this NAD include authorization for the Mission to proceed with the activity design process. Such approval should also authorize the Mission Director to approve the Project Paper so that she may proceed to exercise her Delegation of Authority 752 to authorize and implement this supplemental activity. The AA/LAC will have to delegate to the Mission Director the authority to undertake the credit component. RHUDO has delegated authority to implement the credit component.

NEW ACTIVITY DESCRIPTION

1. ACTIVITY DATA

Project Title:	**New Horizons for Disadvantaged Youth**
Project Number:	**532-0179**
Funding Source:	**DAF (Basic Ed & POP)**
Duration:	**FY 1996 - FY 2000**
Proposed LOA Funding:	**$5 million**

2. STRATEGIC OBJECTIVE AND PROGRAM OUTCOME

The purpose of this activity is to improve the services for out-of-school and disadvantaged youth. The activities will be designed to compliment the interventions of the FY95 Uplifting Adolescents Project and help meet the mission's strategic objective #3, Smaller, Better Educated Families. During the design of the adolescent project it became clear that the problems causing youths (ages 10-18) to be out of school are based on root causes that begin at a much earlier age. The Mission strategy, therefore will be directed towards the early identification of problems and provide the services that will keep boys and girls in school.

The Mission realizes that AID resources are not sufficient to support system wide education reforms, improvements, facilities and equipment. We feel these commitments must be met by the Ministry of Education, Youth and Culture (MOEY&C) with assistance from the Interamerican Development Bank (IDB) and the World Bank (IBRD). There are, however discrete services to both public sector education and NGO programs which can help disadvantaged youth to attend school regularly, reach functional levels of literacy and numeracy and develop the work, social and democratic skills to obtain a reasonable productive life. It should be also noted that although many of the problems of disadvantaged youth are related to poverty, this project is not a social welfare project, but rather directed towards selective interventions in basic education.

This activity has been discussed with our Jamaican counterparts at the MOE&C and they have expressed a strong interest in working with USAID in the areas described in this NAD.

Proposed Outcomes for the Activity:

* less child abuse, improved parenting skills in a nurturing home environment.

* early identification and assistance for learning and social disabilities.

* teachers in grades 1-6 prepared to create an open psychological, social and learning environment for all children in their classroom.

* develop effective coordination of activities with MOEY&C and donors for sustainable results of project outcomes.

3. ANTICIPATED INTERVENTIONS AND USAID MANAGEMENT COSTS

Interventions:

* we expect to bid (open competition) an umbrella contract for a US or local firm to manage a series of sub-contracts with local NGOs to provide the services to assist the out-of-school and disadvantage youth. We will expect the NGOs to develop programs to improve parenting skills and to reduce child abuse, to train social workers to help solve the problems resulting from dysfunctional families, to provide the basic schools (ages 3-5) with specialist to identify learning difficulties and to plan the required intervention.

* the NGO sub-contractors will also develop programs to improve school community relationships and to help meet the financial needs (fee, lunch, transportation, books) necessary for disadvantaged youth to stay in school.

* establish a grant program with key teacher training colleges, UWI and the MOEY&C for specific in-service teacher training in classroom learning methods, behavioral/psychological changes and skills necessary to develop a social and learning environment for all children in the classroom.

* participant training plan for principals and regional training officers to help them become aware of and manage the services being offered to meet the needs of disadvantaged youth.

USAID Management Cost

USAID management of this project will require the supervision of three main components:

* the U.S.-based contractor who will be making sub-contracts to local NGO's working directly with the high risk youth and their families.

* sub-contracts made to teacher training institutions, UWI and MOEY&C to assist in teacher training, behavioral, social & psychological changes needed in the schools and to expand the SCOPE program.

* administration of participant training for special project needs.

Total USAID LOA management costs are estimated at US$300,000 including one long-term senior FSN project officer ($50,000 per year), one FSN project assistant ($15,000 per year) and evaluation and audits ($80,000).

4. POLICY AGENDA AND GENERAL STRATEGY

Our general strategy is child/family oriented. The interventions are designed to assist families improve their parenting skills and establish more effective learning environments for their children in early childhood. Second, our strategy is to assist children who are at high risk with social, psychological and economic problems that will lead to learning disabilities and eventually illiteracy and a school drop out. Thirdly, we would enter into an agenda that would enhance donor coordination in areas of project interest and program cooperation. The main donors working in the target area are IBRD, IDB, UN agencies, British, Netherlands, and Canada.

5. DESIGN AND ANALYTIC WORK

As with the preparation for designing the Uplifting Adolescent Project, the mission would need a baseline study that would review and synthesize the problems and issues of high risk youth (early childhood to age 10) in Jamaica. The study will also include a review of the NGO/PVO community to identify potential recipients. During a review of the study we would expect to enter into discussions with the donor community to agree on possible areas of cooperation and to negotiate with the MOEY&C, teacher training institutions and UWI on possible program/project interventions.

6. TIMETABLE/RESOURCES FOR THE DESIGN

The Mission plans to initiate the PP design immediately after the approval of the NAD. The PP should be approved in 8 months and project implementation to begin 3 months later.

* baseline study and synthesis and preliminary GOJ discussions and donor coordination possibilities explored.(6 months)

* PP design.(3 months)

7. IDENTIFICATION OF STAKEHOLDERS, PARTNERS AND BENEFICIARIES

Key stakeholders will be the NGO churches and community based organizations in Jamaica who will deliver services. The MOEY&C, UWI and teacher colleges staff, programs and services will be trained and directed to changing the basic education opportunities in Jamaica.

The Partners will be IDB, IBRD and other donors working in this area.

The beneficiaries will be the boys and girls ages 1-10 years in Jamaica.

8. RECOMMENDATIONS FOR REVIEW, WAIVERS, APPROVAL AND PROJECT AUTHORIZATION AUTHORITIES

Mission requests that AID/Washington's approval of this NAD include authorization for the Mission to proceed with the necessary studies and the activity design process. Such approval should also authorize the Mission Director to approve the Activity Paper so that she may proceed to exercise her Delegation of Authority 752 to authorize and implement this activity.

NEW ACTIVITY DESCRIPTION

1. ACTIVITY DATA

Activity Title:	**Sustainable Watershed Economic Development (SWED)**
Activity Number:	**532-0182**
Funding Source:	**DAF (Env)**
Duration:	**FY 1997 - FY 2003 (seven years)**
Proposed LOA Funding:	**$6 million**

2. STRATEGIC OBJECTIVE AND PROGRAM OUTCOME

The purpose of this activity is to promote sustainable resource use and management by rural populations living in watersheds within and near Jamaica's protected areas. This activity would support the participation of local citizens in natural resource management decisions and strengthen the capacity of non-governmental organizations, producer groups or local governments to manage natural resources on a sustainable basis, and to thereby increase access to use of economic resources in perpetuity. The program outcomes for this activity are improved management of environmentally threatened areas and improved public/private capacity for sustainable resource management.

The SWED activity directly contributes to the mission's strategic objective #2 of improved environmental quality and natural resource protection. Virtually all of Jamaica's major watersheds are severely threatened by deforestation, caused primarily by small farmers, many of whom produce predominantly annual, subsistence crops such as yams and corn. They reduce the tree cover to such an extent that large quantities of topsoil wash away with each rain, and the land no longer retains quantities of water adequate to temper the post-rain runoff. Furthermore, poor soil management practices, combined with inappropriate pesticide, herbicide and fertilizer use, are channeling unacceptable levels of chemical pollutants and nutrients down rivers and into the sea, threatening adjacent settlements, local fish and animals, and ultimately, Jamaica's fragile coral reef system.

This activity will also contribute to the mission's strategic objective #1 of increased participation in economic growth through increased economic opportunities for low-income families.

SWED builds upon lessons learned in the Hillside Agriculture and Agricultural Export Services Projects and complements ongoing activities under the Development of Environmental Management Organizations (DEMO) Project. The $10 million, FY 87-97 Hillside Agriculture Project (HAP), by the end of FY 94, had already directly helped over 12,000 farmers to rehabilitate or plant over 10,000 acres of tree crops, involving over three million trees.

While HAP successfully promoted perennial tree crop production for hillside soil conservation, many farmers (including HAP farmers) continue to use unsustainable agronomic practices in annual crop cultivation. Even if hillside farmers understand the environmental benefits of

perennial tree crops, economic realities and insecure land tenure force farmers to over-exploit fragile hillside soils for short-term gains.

Through AESP, 34,000 farmers have been provided assistance to improve agricultural production. Linkages to non-traditional export markets has improved along with the quality of services for exporters. However, in AESP as in HAP, producer groups and rural NGOs remain weak, lacking fundamental skills and workable mechanisms to provide services to the group and to insure organizational sustainability. Even though HAP and AESP have sought broad-based participation, more remains to be done to involve women and the poor as active participants in decision-making and implementation.

HAP was still far, however, from exhausting the opportunities to improve watershed management in its three or four target watersheds. HAP, AESP, and then SWED, will promote organizational and financial sustainability of affected organizations and will enhance the economic, financial and regulatory policy environment in which Jamaicans living in watersheds function. While HAP/AESP will make progress toward these ends from FY 95-97, the task will be far from complete.

By focussing SWED activities in watersheds within or near protected areas, SWED will address the activities of rural populations, including agricultural practices, as an integral part of natural resource management. While DEMO activities address conservation of natural habitats and bio-diversity protection, SWED will empower local groups with the ability to better understand their natural resource base and to take direct action to address it.

This NAD is a preliminary concept paper for which the environmental focus on watersheds and the replication of intervention models will be more fully developed over the coming year. While preliminary discussions have taken place with the Government of Jamiaca partners and selected counterparts, a more systematic development of the SWED concept will be undertaken in the next several months.

3. ANTICIPATED INTERVENTIONS AND USAID MANAGEMENT COSTS

SWED Anticipates the Following Interventions:

* A targeted media campaign that would increase awareness and understanding of natural resource management issues and challenges among Jamaicans living in watershed areas.

* Institutional strengthening activities that would assist rural NGOs, producer groups or local governments in the development and use of sound management practices, enabling these groups to provides services and respond to the needs of their members.

* Guided by baseline studies, social analyses and participation of the rural groups, SWED will provide intervention options to target watershed areas. Such options may include:

- Promotion of sound, sustainable agricultural practices and technologies to increase production and sales of both perennial and annual crops.
- Design and implementation of ecotourism activities within neighboring protected areas.
- Design and implementation of community-based management of protected areas or natural forests.
- Improved market linkages and information (both local and export), including information on green markets.

USAID MANAGEMENT COSTS

USAID management requirements are one full-time PSC project manager and one support personnel. One USDH will provide management oversight. The annual estimated program costs are $300,000 including audits and evaluations.

4. POLICY AGENDA AND GENERAL STRATEGY

The policy agenda will address a series of issues. These will include policy initiatives that encourage rational land use, environmentally-friendly public and private investments in rural areas, and local participation in natural resource management.

The NRCA has the GOJ lead for providing the policy and regulatory framework for sound environmental action in Jamaica. Its location in the Ministry of Environment and Shelter and its pivotal role in watershed management encourages more effective attention to the need for a coordinated relationship between economic and environmental development in rural watershed areas. The SWED activity will look to the NRCA to provide GOJ leadership in implementation. Community-based groups and local government will also have an important role to play implementation, particularly through involvement of rural citizens in natural resource management decision-making and in environmental education.

However, these small and often inexperienced organizations must overcome administrative and institutional deficiencies before they can shoulder significant responsibilities. An important organizational innovation will come through the use of umbrella environmental coordinating organizations, which can provide the critical mass necessary to strengthen the policies and requisite skills of implementing rural organizations. These umbrella organizations have evolved over the course of implementation of the DEMO project.

5. DESIGN AND ANALYTIC WORK

The analytic basis for the SWED design will consist of external evaluations of HAP, AESP and DEMO to be completed in the summer 1995 as well as the impact survey of participating HAP farmers. Socio-economic baseline studies of the target watersheds may also be necessary, particularly if the target chosen an area where USAID has limited experience (e.g. watersheds of Montego Bay or Negril).

The activity paper will be completed by a four or five person design team consisting of a project development officer, an agronomist (specialty in agroforestry/sustainable agriculture), an agricultural economist, and a sociologist (specialty in community organization and participatory techniques).

Design issues include:

* the capability and sustainability of rural groups to provide the catalyst for sound natural resource management;

* the willingness of the GOJ to address forthrightly and comprehensively a full range of policy reform, privatization and deregulation issues;

* deciding whether the packages of practices and products promoted by HAP and AESP provide sufficient financial gain to farmers to warrant disseminating further; and

* the coordination of DEMO activities related to protected areas with proposed SWED activities.

6. TIMETABLE/RESOURCES FOR DESIGN

Formal design of this activity will begin in early 1996 and proceed based upon the results and lessons learned from the evaluations of HAP, AESP and DEMO. An FY 1996 authorization is planned. Approximately $100,000 in PD&S will be required.

7. IDENTIFICATION OF STAKEHOLDERS, PARTNERS AND BENEFICIARIES

Key stakeholders and beneficiaries will be rural citizens, farmer/producer groups and community-based organizations. A concerted effort will be made to seek the early input of the key stakeholders.

In PP preparation, input from the Commodity Boards, the Ministry of Agriculture, and Jamaica Exporters Association will be solicited. Other donors, notably CIDA, IDB and the Dutch, will also be consulted early in the PP process.

8. RECOMMENDATIONS FOR REVIEW, WAIVER APPROVAL AND PROJECT AUTHORIZATION AUTHORITIES

Mission requests that AID/Washington's approval of this NAD will sanction further development of the SWED concept and eventual design work for an activity.

NEW ACTIVITY DESCRIPTION

1. ACTIVITY DATA

Activity Title:	**Microenterprise Development (Amendment)**
Activity Number:	**532-0156**
Funding Source:	**DAF**
Duration:	**FY 1997 - FY 1999**
Proposed LOA Funding:	**$3.0 Million (Mission), $1.0 Million (Central)**

2. STRATEGIC OBJECTIVE AND PROGRAM OUTCOME

The purpose of this activity is to help the poor increase their income and assets, raise their skills and productivity and form organizations that facilitate their more effective participation in society. This amended activity is designed to build upon the successes and achievements of the Microenterprise Development Project (532-0156) and to further extend the benefits of market access and participation to an expanded number of microenterprises. The activity is consistent with the Agency's new Microenterprise Initiative. This activity directly contributes to the Mission's Strategic Objective No. 1 of "Increased Participation for Equitable Economic Growth" by enhancing attainment of the program outcome for "Economic opportunities for low-income families".

Increased numbers of firms receiving financial services, especially the poor and women; improved sustainability of institutions serving the microenterprise sector as demonstrated by an adherence to rigorous performance standards, a commitment to financial viability through the adoption of credible business plans which include charging cost-recovery interest rates on loans, and the ability to maintain low levels of delinquency and default; along with enhanced baseline information regarding the sector will serve as outcome indicators.

This activity has been discussed with the Donor/GOJ working group on micro and small enterprise development which included the advisor for the Ministry of Industry, Investment, and Commerce, the project manager for the Office of the Prime Ministers's Policy Review Unit and representatives from all donors providing support to the micro and small business sector in Jamaica and they have expressed a strong interest in working with USAID in the areas described in this NAD.

3. ANTICIPATED INTERVENTIONS AND USAID MANAGEMENT COSTS

This Activity Anticipates the Following Interventions:

* In 1994-1995 a pilot effort to provide training to Microenterprise Credit Institutions including NGOs, Credit Unions, Commercial banks, and Provident Societies was started at the Jamaican College of Arts, Science, and Technology (CAST). The amended activity will seek to firmly institutionalize the training

program within CAST for managers, loan officers, and staff from institutions supplying financial services to microenterprises both in Jamaica and for those interested from other parts of the Caribbean.

The goal of this training program would be to strengthen the ability of organizations to expand financial services in cost effective ways that reduce transaction costs, increase efficiency and provide financing to enterprises using cost-recovery interest rates.

* Building on the experiences of the Microenterprise Development Project this amended activity will strengthen at least three institutions to expand microenterprise financial services to all areas of the island and will focus on providing new and innovative financial services for microenterprises, both savings and credit facilities.

* Initiating new and innovative programs to deal with providing non-financial services such as training and technical support in the areas of: marketing, production, management, technology, and legal support services that will result in growth in a large number of microenterprises. An umbrella contract is envisioned for a US or local firm to manage a series of sub-contracts with local NGOs, associations, and other community-based groups which will implement training and technical assistance efforts in disadvantaged inner-city and rural communities.

* Support for a biannual census of the micro and small enterprise sector in Jamaica in order to better track changes occurring within the sector and to allow an assessment of USAID and GOJ's impact on the sector.

USAID Management Costs:

USAID management requirements would include: (1) one US PSC based at the Mission - $120,000 per year, (2) one local PSC for project administration - $10,000 per year, (3) one long-term local PSC for two years based at the Mission with primary responsibility of strengthening the institutional capacity of participating institutions - $25,000 per year, (4) one external evaluation - $25,000, and (5) annual local audits - $20,000. Total USAID three-year LOA management costs are estimated at $485,000.

4. POLICY AGENDA AND GENERAL STRATEGY

This activity would serve as a vehicle to continue to promote important policy measures related to the Government of Jamaica's pledge to support the growth of the micro and small enterprise sector in keeping with their commitments raised during the 1994 Summit of the Americas and repeated in the January 1995 GOJ Policy Paper on Poverty Reduction.

Although Jamaica has achieved some substantial gains in providing support to the microenterprise sector with a variety of local organizations making concerted efforts in conjunction with numerous multi and bilateral support institutions, there still remains a vast segment of the target audience that is not receiving any support whatsoever.

Through MDP, USAID has been a leader in the effort to make organizations understand that, in order to be truly effective in carrying out their mission, they need to be sustainable on a long term basis without donor support. Sustainability, in turn, means charging cost-recovery interest rates on loans provided to microenterprises. USAID has also successfully encouraged the use of the "best practices" of the microfinance as experienced by other institutions around the world including incremental minimalist lending strategies to ensure access to credit for disadvantaged entrepreneurs. A successful pilot effort to provide training to staff from numerous governmental and non-governmental agencies, credit unions, and commercial banks who are currently expanding their financial services to the microenterprise sector will be continued with an aim to institutionalize this training effort in the Jamaica's College of Arts, Science, and Technology.

USAID is now working directly with three institutions to expand the financial services provided by these organizations to the microenterprise sector. The purpose of this activity is to channel additional resources through these organizations to greatly expand the number of microenterprises served and to institute an innovative training program through local NGOs to enhance the possibilities of microenterprises to better manage their businesses, provide cost-effective marketing, production, and transfers of technology advancement.

5. DESIGN AND ANALYTIC WORK

Following the completion of an external evaluation of the current Microenterprise Development Project in 1996, a project paper supplement for this activity could be completed in-house with the assistance of one officer from AID/G/EG/MD over a four-week period and one PSC project development consultant over a two-week period.

Key issues to be explored in preparing this amendment are the feasibility of institutionalizing the training program within CAST and charging cost-recovery tuition fees, the program of technical assistance needed to provide cost effective training and TA to large numbers of microenterprises, and the management structure and implementation arrangements for the project.

6. TIMETABLE/RESOURCES FOR THE DESIGN

Design of the amendment will require a one month TDY by G/EG/MD staff member, and a PSC project development consultant with USAID experience.

7. IDENTIFICATION OF STAKEHOLDERS, PARTNERS AND BENEFICIARIES

Key stakeholders and partners will be NGOs, Credit Unions, Commercial Banks, CAST, JAMPRO, STATIN and the Office of the Prime Minister who will deliver services. The beneficiaries will be microenterprises, especially those operated by the poor and women, from all parts of Jamaica.

This activity would be closely coordinated at all stages of the design process with the World Bank's proposed Social Investment Fund, the GOJ/GON Microenterprise Development Project, and the European Union's Micro and Small Scale Credit Scheme, other efforts proposed by Canadian International Development Agency and the Inter-American Development Bank and the U.S. Peace Corps small business program.

8. RECOMMENDATIONS FOR REVIEW, WAIVER APPROVAL AND AUTHORIZATION AUTHORITIES

Mission requests that AID/Washington's approval of this NAD include authorization for the Mission to proceed with the activity design process. Such approval should also authorize the Mission Director to approve the Project Paper Supplement so that she may proceed to exercise her Delegation of Authority 752 to authorize and implement this supplemental activity.

IV. Resource Requirements

TABLE 3
USAID/(JAMAICA)
SUMMARY PROGRAM FUNDING TABLE
Dollar Program

Funding Category/	**FY95 Estimated**	**FY96 Requested**	**FY97 Requested**
Development Assistance			
Mission Strategic Objective #1			
(Project Numbers and Titles)			
?532-0101 Hillside Agriculture	770,000	685,000	0
532-0120 Inner Kingston Development	651,000	209,000	0
532-0129 UWI Management Education	400,000	155,000	0
532-1035 I.M.E.G.O.	519,000	1,653,000	2,099,000
532-0156 Microenterprise Dev. Support	600,000	800,000	640,000
532-0165 Agricultural Export Svcs.	899,000	1,405,000	1,700,000
532-0168 North Coast Dev. Support	333,000	136,000	0
532-0169 C.L.A.S.P.	35,000		0
532-0177 Uplifting Adolescents	175,000	550,000	700,000
532-0182 Sustainable Watershed Economic Development			150,000
Subtotal	4,382,000	5,593,000	5,289,000
Economic Support Fund	0	0	0
Mission Strategic Objective #2			
(Project Numbers and Titles)		294,000	
532-0101 Hillside Agricultural	330,000		0
532-0149 Technical Support for Shelter &		0	
Urban Svcs.	200,000	318,000	0
532-0168 North Coast Dev. Support	143,000	0	0
532-0169 C.L.A.S.P.	30,000	2,645,000	0
532-0173 D.E.M.O.	1,104,000	300,000	2,960,000
532-0176 Management of Urban Pollution in Low Income Communities	0		900,000
532-0178 Sustainable Watershed Economic Development			150,000
Subtotal	1,807,000	3,557,000	4,010,000

Mission Strategic Objective #3			
(Project Number and Titles)			
532-0152 Health Sector Initiatives	1,091,000	387,000	0
532-0153 AIDS/STD Prevention & Control	400,000	270,000	0
936-3972 AIDS Technical Support	670,000	200,000	0
532-1063 Family Planning Initiatives	0	300,000	0
532-0169 C.L.A.S.P.	15,000	0	0
532-0177 Uplifting Adolescents	175,000	550,000	700,000
532-0178 Expanding AIDS Intervention	0	730,000	1,200,000
532-0179 New Horizons		300,000	800,000
Subtotal	2,351,000	2,737,000	2,700,000
P.L. 480 Title III	0	0	0
Subtotal	0	0	0
OTHER CONCERNS			
532-0155 Primary Education Assistance II	624,000	0	0
532-0168 Caribbean & Latin American Scholarship Program	20,000	0	0
532-0175 Sustainable Justice Reform	450,000	313,000	201,000
PD & S	340,000	170,000	170,000
Peace Corps	30,000	30,000	30,000
Subtotal	1,464,000	513,000	401,000
PROGRAM TOTAL	10,004,000	12,400,000	12,400,000

Workforce/OE Narrative

Fiscal Year	Appropriated Funds	636(C) Authority	Trust Funds	Total	Property Revolving Funds
FY 1992	1,981		1,515	3,496	
FY 1993	1,500		1,799	3,299	
FY 1994	1,576	162	1,494	3,232	1,700
FY 1995 Levels	1,298	400	1,314	3,012	471
FY 1996 Budget	1,980		1,250	3,230	
FY 1997 Budget	1,730		1,250	2,980	

USAID/Jamaica has been able to consistently manage its operational costs by relying on trust funds to compensate for shortfalls in appropriated funds. In FY 93, the ESF Program ended and the Mission has been able to sustain the trust funds levels from the interest earned on the undisbursed balances. The trust funds projections will be primarily used to meet our expenses for FSN salaries and the GSO Manpower services contract costs. In future years, these expenses will have to be met from appropriated funds.

USAID/Jamaica has adopted some proactive measures in FY 95 in order to reduce major operational costs. The Mission started construction on a $2.571 million new office building (NOB) in October 1994 for occupancy by September 1995. In FY 94, the Property Revolving Fund provided $1.7 million towards the construction contract. Under 636 (C) Authority, the Mission obligated $162,272 from FY 94 appropriated funds to restore the trust funds for a 1986 land acquisition. In FY 95, we will exercise 636(C) Authority of $400,000 from appropriated funds supplemented by $471,000 from the Property Revolving Fund to fully fund the NOB contract. The amortization of the NOB will be realized in 4 years thereafter generating OE savings of $500,000 per year.

The downsizing exercise in FY 94 enabled the Mission to reduce personnel costs by transferring FSNPSCs responsible for project implementation to program funds. We have also situated all in-coming USDHs in residential compounds thereby decreasing our costs for security services. We also instituted a Mission wide austerity program to reduce our usage of expendable supplies, utilities (electricity and water) and telecommunication services.

These cost containment programs are necessary in order to provide funds for the annual salary increases for FSNs. In FY 95, we are expecting a substantial increase above the levels previously experienced in FY 94 averaging 19% and 30% in FY93. In FY 96, $997,000 and in FY 97, $1,215,500 in trust funds will be used to meet the FSN salary costs from a FY 95 base of $664,400.

The Mission has budgeted for 12 FTEs through FY 97 including a Regional Economist. The Mission considers staffing to be at minimum levels necessary to achieve its strategic objectives and manage the FY 95 OYB of $10.0 million and the current $24.5 million program pipeline. The Mission will obligate one new project design in FY 95, Uplifting Adolescents, and will design, authorize and obligate three new projects in FY 96 and one in FY 97. By the end of FY 97, the Mission expects to have increased its program portfolio by five new projects and one funded amendment and will have managed approximately $3.0 million in counterpart loan reflows from the PL 480 Section 108 Program.

The Mission was designated a Country Experimental Lab (CEL) in FY 95 and has reengineered a number of management processes to streamline operations. The Mission provides progress reports on the CEL results to USAID/M/IRT. The Mission has scheduled a Management Assessment for June 1995 to determine if we can function with fewer management units organized around our three strategic objectives.

TABLE 4
USAID/(country)
OE Funding Requirements
($000)

OE/TRUST FUNDED LEVELS By Major Function Code:	FY 95	FY 96	FY 97
U100 U.S. Direct Hire	178.1	197.6	155.8
U200 F.N. Direct Hire	150.6	226.3	260.2
U300 Contract Personnel	820.3	1,147.7	1,174.0
U400 Housing	644.6	771.8	836.5
U500 Office Operations	745.3	645.1	553.6
U600 NXP Procurement	73.6	241.6	-0-
U900 636 C AUTHORITY	* 400.0	** -	** -
Total Mission Funded OE/TF Costs	3,012.5	3,230.1	2,980.1
Of which TF Funded	1,314.3	1,250.0	1,250.0

*Must not exceed Approved Annual Plan.
** Should not exceed estimated actual FY95 levels.

Mission Staffing Requirements

	FY95					FY96					FY97				
	USDH*	USPSC**	TCNPSC**	FSN	Other	USDH*	USPSC**	TCNPSC**	FSN	Other	USDH*	USPSC**	TCNPSC**	FSN	Other
Total Authorized Positions	12	7	1	53	-	12	7	1	53	-	12	7	1	53	-
of which Program funded	-	7	0	7	-	-	7	0	7	-	-	7	0	7	-

* May not exceed authorized USDH position ceiling
**Must agree with Bureau established PSC ceilings for FY95. Any increases requested for FY 96\97 must be specifically justified within the context of planned program activity.

Table 5: USAID/(Jamaica) PORTFOLIO -- PROJECT TIMELINE

	FY94				FY95				FY96				FY97				FY98				FY99			
PROJECT NUMBER\TITLE	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
STRATEGIC OBJECTIVE # 1																								
532-0101 Hillside Agriculture	-	-	-	-	-	-	-	-	-	-	-	-	-	X										
532-0120 Inner Kingston Development - KRC	-	-	-	-	-	-	-	-	-	-	-	X												
532-0120 Inner Kingston Development - UDC	-	-	-	X																				
532-0128 Agricultural Research	X																							
532-0129 UWI Management Education	-	-	-	-	-	-	-	-	-	X														
532-0135 Improved Market Export Growth Opportunities	-	-	-	-	-	-	-	-	-	-	-	-	-	X	-	-	-	-	-	&				
532-0156 Microenterprise Development Support	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X	-	-	-	-	-	-	-	&
532-0165 Agricultural Export Services	-	-	-	-	-	-	-	-	-	-	-	X	-	-	-	-	&							
532-0169 Caribbean and Latin American Scholarship Program	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X									
532-0168 North Coast Dev. Sup. Supp	-	-	-	-	-	-	-	-	-	-	X	-	-	&										
PL480 Section 416 Butteroil	-	X																						

	FY94				FY95				FY96				FY97				FY98				FY99			
PROJECT NUMBER\TITLE	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
STRATEGIC OBJECTIVE # 2																								
532-0149 Technical Support for Shelter and Urban Services	-	-	-	-	-	-	-	-	-	-	-	X												
532-0173 Development of Environmental Management Organizations (1)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X	-	-	-	&				
532-0176 Management of Urban Pollution in Low-Income Communities *											-	-	-	-	-	-	-	-	-	-	-	-	-	-
532-0182 Sustainable Watershed Economic Development															-	-	-	-	-	-	-	-	-	-
STRATEGIC OBJECTIVE # 3																								
532-0152 Health Sector Initiatives	-	-	-	-	-	-	-	-	-	-	-	X												
532-0153 AIDS/STD Prevention and Control	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X								
532-0161 Drug Abuse Prevention	-	-	-	X																				
532-0163 Family Planning Initiatives	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	X				
532-0177 Uplifting Adolescents							-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
532-0178 Expanding AIDS Interventions											-	-	-	-	-	-	-	-	-	-	-	-	-	-

PROJECT NUMBER\TITLE	FY94 1	FY94 2	FY94 3	FY94 4	FY95 1	FY95 2	FY95 3	FY95 4	FY96 1	FY96 2	FY96 3	FY96 4	FY97 1	FY97 2	FY97 3	FY97 4	FY98 1	FY98 2	FY98 3	FY98 4	FY99 1	FY99 2	FY99 3	FY99 4
532-0179 New Horizons for Disadvantaged Youth											-	-	-	-	-	-	-	-	-	-	-	-	-	-
OTHER CONCERNS																								
532-0123 Crop Diversification/ Irrigation	-	-	-	-	-	-	-	X																
532-0155 Primary Education Assistance II	-	-	-	-	-	-	-	-	-	X														
532-0157 Food Aid Monitoring and Support	-	X																						
532-0175 Sustainable Justice Reform	-	-	-	-	-	-	-	-	-	-	-	X	-	-	-	&								
532-HG-012B Jamaica Shelter Support Private Sector	-	-	-	-	-	-	-	-	-	-	-	X												
532-HG-012C Jamaica Shelter Support	-	-	-	-	-	-	-	-	-	-	-	X												
532-HG-013 Jamaica Shelter and Urban Services	-	X																						
TOTAL PROJECTS (number) (at end of FY 4th Quarter)			18				18				14				10				6				5	

(&) Indicates PACD extensions.

V. Section 118 and 119 Tropical Forestry/Biodiversity Update

Major Conservation Challenges

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

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

Progress Made During the Year

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

* **Initiated actions to address critical coastal resource and pollution issues.**

Shortly after USAID approved last year's action plan, the United States proposed an International Coral Reef Initiative (ICRI) at the UN-sponsored Conference on Small Island States in Barbados. Jamaica joined the U.S. in supporting this important initiative, and since then, the effort has taken on global proportions. The world's coral reef regions -- including the "inter-tropical Americas" headed by Jamaica -- are preparing for a global workshop in May in the Philippines. USAID, the Government of Jamaica, the University of the West Indies, and the Kingston-based UN Environment Program/Caribbean, are co-sponsoring a major conference of over 100 delegates from the 28 concerned western hemisphere countries to set, reinforce and help finance the regional coastal resource management agenda.

Reflecting our host country's regional environmental leadership and Jamaica's strong interest in addressing coral reef problems in particular, the Mission and the Regional Housing and Urban Development Office (RHUDO) set about building field mission and USAID/Washington support for funding to address these problems. The Mission's particular concerns were that pollution and other "brown" issues be given more emphasis, and that USAID respond with resources to support the ICRI. These efforts supported the Latin American and Caribbean, as well as the Global bureaus' efforts to develop the FY 1995 Environment for the Americas Initiative. This initiative, which includes pollution and coral reef funding, is considering a wide range of field project proposals, including two bilateral and one regional proposal from Jamaica.

These projects, as well as the experience of developing these initiatives, which the GOJ and local NGOs have already gained, will help the Mission achieve all three of its planned outcomes under this strategic objective. Details of accomplishments during the last year follows.

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

NRCA: Implemented NRCA organizational development activities, including: completing action plans for all operating divisions; training of key staff; preparing a national land use/management policy paper directed at the protection of parks, forest lands, wildlife habitat, scenic areas, wetlands and other significant environmental resources; and assisting the Coastal Management Division to be in a position to provide leadership in the Coral Reef Initiative activities (referred to above) and to secure complementary funding from the Swedish Government to conduct coastal management activities.

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

SITE: Created a watershed environmental protection area (approximately 30,000 acres) in Negril; established a community-based environmental management organization that has become a model for citizen participation and effective local leadership in natural resource protection; and launched several priority environmental enhancement projects in that community.

PARC: Launched a capital campaign to secure private sector financing of the National Parks Trust Fund that is ultimately to be the basis of a self-sustaining national parks and protected areas system;

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

* **Assisted establishment of the Environmental Foundation of Jamaica (EFJ) including design of the grant program, recruitment of staff and review of grant applications.**

Assisted the EFJ to develop and refine its strategic and operational approaches and to complete its first full year of operations. The EFJ had awarded J$32.9 million (US$1,000,000) in local environmental project grants to NGOs by year's end.

Recommended Follow-up

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

NRCA: Assist the Division of Parks and Protected Areas to secure cabinet approval of the land use and management policy paper referred to above and to implement a protected areas program throughout Jamaica; assist the Division of Pollution Control and Waste Management to implement effluent discharge and EIA procedures and to establish air quality policies; assist the Division of Coastal Management to initiate a coastal resources inventory, address the volatile policy issue of beach access to and across private lands and to implement Coral Reef Initiative start-up activities; and implement the first phase of an NRCA environmental information system.

NEST/NGOs: Assist the NEST Board of Directors, staff and constituent membership to provide services to NGOs participating in both the DEMO Project activities and the Environmental Foundation of Jamaica NGO grant program. A key activity will be to assist NEST to provide technical services to the nascent but vital Parish-wide NGOs that have been created over the past year.

SITE: In the Negril SITE area, the emphases will be to complete a management plan for the Negril Watershed Environmental Protection Area to enable delegation of management authority to the Negril Environmental Protection Trust (NEPT); develop a fundraising strategy with Negril hoteliers and the business community to assure long-term financial sustainability of NEPT; assist the further establishment of NEPT by financing basic office commodities, providing training to key staff, etc.; and complete at least two of the priority community-determined actions to improve the environment. In the Montego Bay SITE area, the emphasis will be to prepare a draft "Action Framework" that will guide Project environmental management activities and to assist the Montego Bay Marine Park Trust to achieve its organizational development goals to enable NRCA delegation of authority to manage the Marine Park.

PARC II: Priority activities include: advancing the JCDT capital campaign which is crucial to achieving sustainable funding for park system operations and to adding new units to the park system; securing the policy framework for full devolution of management authority of the Montego Bay Marine Park to the Montego Bay Marine Park Trust; and clarifying and/or making adjustments to the roles and responsibilities of key entities constituting the national park system management regime.

VI. Mission-initiated Issues

1) Global Extension Office: The Mission is proposing the establishment of a GEO at USAID/Jamaica, to serve as a link between the resources of the G/ENV Center and the programs of the Caribbean field Missions.

   - Would such an office facilitate collaboration and improve technical resource delivery to the field?

   - If so, would the concept be replicable in other regions and working with other Global Centers?

2) Management Assessment: USAID/Jamaica is proposing to carry out a June assessment of options for restructuring Mission offices into teams to best "manage for results."

   - Is such a move timely, or is the Agency's planning for team management not yet well-developed?

   - Should the assessment recommend a number of changes in personnel position descriptions, would the Bureau support a streamlined approach to position reclassification? This has been a time consuming process in the past, requiring State Department involvement for Foreign National positions.

3) New Strategic Plan: USAID/Jamaica is scheduled to present a new strategic plan in 1996.

   - Given the Agency's involvement in reengineering, does the Bureau expect a new approach to strategic plan development? If so, when is the guidance expected to be available? Could a CEL have a special role in any new process?

JAMAICA		
AGENCY GOAL : Broad-based, Sustainable Economic Growth		
STRATEGIC OBJECTIVE NO. 1: Increased Participation for Economic Growth	**STRATEGIC OBJECTIVE NO. 2:** Improved Environmental Quality and Natural Resource Protection	**STRATEGIC OBJECTIVE NO. 3:** Smaller, Better-Educated Families
PROGRAM OUTCOMES	**PROGRAM OUTCOMES**	**PROGRAM OUTCOMES**
1.1 Broader, More Efficient Markets	**2.1** Improved Management of Environmentally Threatened Growth Areas	**3.1** Strengthened Health Services Through Improved Financial Management and Privatization
1.2 Improved Production of Exports	**2.2** Increased Conservation of Natural Habitats	**3.2** Increased Effectiveness of Family Planning Services
1.3 Increased Economic Opportunities for Low-Income Families	**2.3** Improved Public and Private Capacity for Sustainable Resource Use	**3.3** Improved STD/HIV Prevention Services
1.4 Improved Services for the Tourism Sector		**3.4** Improved Services for Out-of-School and Disadvantaged Youth
1.5 Trained Personnel for a Modernized Economy		

JAMAICA

STRATEGIC OBJECTIVE NO. 1

Increased Participation For Economic Growth

PERFORMANCE INDICATORS

1. Foreign exchange earnings in priority non-agricultural areas
2. Foreign exchange earnings of selected agricultural exports
3. Employment in Assisted Areas

PROGRAM OUTCOMES

1.1: Broader, more efficient markets	1.2: Improved production of exports	1.3: Increased economic opportunities for low-income families	1.4: Improved services for the tourism sector	1.5: Trained personnel for a modernized economy
INDICATORS	**INDICATORS**	**INDICATORS**	**INDICATORS**	**INDICATORS**
1.1.1: Improved customs revenue collection 1.1.2: Adoption of pro-competition legislation and establishment of Fair Trading Commission 1.1.3: Privatized government enterprises	1.2.1: Better in-plant technology adopted by export industries 1.2.2: Smallholder banana Exports 1.2.3: Cocoa and smallholder coffee production 1.2.4: Yam exports 1.2.5: Produce handled by export marketing facilities for the U.S. market	1.3.1: Assisted small and microenterprise firms 1.3.2: Jobs created in Inner Kingston 1.3.3: Improved export crop technology adopted by farmers	1.4.1: Improved north coast roads 1.4.2: National park visitors (foreign) 1.4.3: Increased water supply in Negril	1.5.1: Executive MBA's graduated by UWI 1.5.2: People trained for the productive sector

TABLE 1: STRATEGIC OBJECTIVE PERFORMANCE

Jamaica				
STRATEGIC OBJECTIVE NO.1: Increased Participation for Equitable Economic Growth				
Indicator 1: Foreign exchange earnings in priority non-agricultural areas				
Unit: US$ Millions		Year	Planned	Actual
Source: JAMPRO, EDIP project record, PIOJ	Baseline	1990	------	1,023
Comments: This table indicates foreign exchange earnings in garments, information processing, and tourism. The 1993 figures were obtained from the Economic and Social Survey of Jamaica (1993). Growth estimates remain the same as last year: 10% for tourism and garments and 20% for information processing.		1992	1,086	1,260
		1993	1,360	1,429
		1994	1,520	1,428
		1995	1,680	
		1996	1,850	
		1997	2,010	
	Target	1998	2,180	

Indicator 2: Foreign exchange earnings of selected agricultural exports				
Unit: US$ Millions		Year	Planned	Actual
Source: PIOJ-Economic and Social Survey, Commodity/Industry Boards, Hillside Agriculture project records	Baseline	1990	------	20,000
Comments: Demand in selected exports should remain strong. Adoption of technology will be required to maintain cost competitiveness in international markets. (Selected exports are yams, cocoa and small holder coffee). Future USAID efforts will increasingly support non-traditional agricultural exports. Bananas have been removed from this indicator. Prior year actual and planned figures have been adjusted accordingly.		1992	23,800	27,800
		1993	26,180	24,787
		1994	28,800	24,581
		1995	31,700	
		1996	34,900	
		1997	38,400	
	Target	1998	42,250	

Indicator 3: Employment in Assisted Areas				
Unit: Number of Jobs a) Males b) Females		Year	Planned	Actual
Source: STATIN Report for Small Businesses, JAMPRO, PIOJ-Economic and Social Survey	Baseline	1991	------	(a) 104,000 (b) 129,000
Comments: Data is for employment in apparel, information processing, microenterprise and tourism sectors. 1993 targets assumptions for employment growth rates were 10%, 20%, 3% and 10% respectively but growth rates did not materialize as expected across the board. In 1993, a year characterized by high inflation and overall slow economic growth of 1.2%, (which may be associated with increases in over-time and a reduction in part-time work) investment and related job creation did not meet expectations, nor in 1994 with an estimated growth rate of 1.9%.		1992	(a) 108,000 (b) 136,000	(a) 104,250 (b) 130,850
		1993	(a) 114,000 (b) 145,000	(a) 105,000 (b) 135,000
		1994	(a) 119,000 (b) 154,000	(a) 106,450 (b) 145,000
		1995	(a) 125,000 (b) 164,000	
		1996	(a) 132,000 (b) 175,000	
		1997	(a) 139,000 (b) 187,000	
	Target	1998	(a) 146,000 (b) 192,000	

STRATEGIC OBJECTIVES NO 1: Increased Participation for Economic Growth				
PROGRAM OUTCOME: 1.1: Broader, more efficient markets				
Indicator 1.1.1: Improved customs revenue collection				
Unit: Value of import duties collected (J$ million)		Year	Planned	Actual
Source: Jamaica Customs Department; Bank of Jamaica	Baseline	1993	----	2,632
Comments: The Mission signed an MOU with the Jamaica Customs Department in 1993 to implement a two-year program to improve customs administration and simultaneously enhance government revenues. Technical assistance was provided through a PASA with the US Customs Department. Actual exceeded planned by 24% as a result of improved administration and increase in the number of dutiable items.		1994	3,500	4,325
		1995	4,075	
		1996	4,742	
		1997	5,595	
	Target	1998	6,715	

Indicator 1.1.2: Adoption of pro-competition legislation and establishment of Fair Trading Commission				
Unit: Number of disputes resolved		Year	Planned	Actual
Source: Ministry of Finance	Baseline	1992	------	
Comments: Fair Trade Legislation was passed in March 1993. The Mission has provided funds for the establishment of the Fair Trade Commission and is currently providing technical assistance by means of PASAs with the U.S. Federal Trade Commission and Department of Justice. Progress benchmarks established based on the number of disputes resolved. The actual exceeded planned due to the excellent public response to FTC's new services.		1993		Legislation passed and FTC established
		1994	200	416
		1995	300	
		1996	400	
		1997	400	
	Target	1998	400	

Indicator 1.1.3: Privatized government enterprises				
Unit: Value of divestment proceeds (US$)		Year	Planned	Actual
Source: National Investment Bank of Jamaica	Baseline	1990	-----	6.4 million
Comment: The actual value of privatization in 1993 was higher than planned due to the laudable achievement of the GOJ in divesting four remaining sugar estates ahead of schedule. FY95 to date value of privatization is already $35 million owed in part to the sale of national airline, Air Jamaica.		1992	-----	21.5 million
		1993	12 million	15.5 million
		1994	17 million	65.5 million
		1995	21 million	
		1996	24 million	
		1997	24 million	
	Target	1998	24 million	

STRATEGIC OBJECTIVE NO. 1 Increased Participation for Economic Growth				
PROGRAM OUTCOME NO. 1.2: Improved production of exports				
Indicator 1.2.1: Better in-plant technology adopted by export industries				
Unit: Number of firms		Year	Planned	Actual
Source: JAMPRO		1990	------	
Comments: Mission supports garment industry training and modernization of data processing entry practices outside of free trade zones. In FY 94, the Small Business Export Development Cooperative Agreement was signed with the Jamaica Exporters Association to provide direct assistance to firms in the above mentioned sectors as well as non-traditional agricultural products and light manufacturing.		1992		
	Baseline	1993	30	27
		1994	35	42
		1995	45	
		1996	35	
	Target	1997	30	

Indicator 1.2.2: Smallholder Banana Exports				
Unit: Tons		Year	Planned	Actual
Source: PIOJ-Social and Economic Survey, All Island Banana Association	Baseline	1990	------	15,267
Comments: This indicator has been changed to reflect only smallholder growers of bananas who are most directly affected by USAID programs. Smallholder banana exports are 25% of total export productions. Trade negotiations continue concerning Caribbean banana production quotas and GATT. This is the final year for monitoring banana exports as USAID support ended in 1994.		1991	15,000	18,823
		1992	16,350	19,181
		1993	16,925	19,195
	Target	1994	17,500	18,777

Indicator 1.2.3: Cocoa and smallholder coffee production				
Unit: Tons		Year	Planned	Actual
Source: PIOJ-Social and Economic Survey, Cocoa Industry Board	Baseline	1991	----	3,041
Comments: USAID targets smallholder coffee production as well as cocoa which is mainly produced by small farmers. Cocoa production increased in 1994; however, coffee production was down due to a second year of drought and to a leaf miner infestation.		1992	3,100	3,955
		1993	3,700	3,664
		1994	4,100	4,825
		1995	4,500	
		1996	5,000	
		1997	5,500	
	Target	1998	6,000	

Indicator 1.2.4: Yam exports				
Unit: Metric Tons		Year	Planned	Actual
Source: PIOJ-Social and Economic Survey, Ministry of Agriculture	Baseline	1990	------	8,286
Comments: Demand for Jamaican yams continues to be strong in the US and Europe.		1992	9,100	10,481
		1993	9,600	11,352
		1994	10,000	10,598
		1995	10,600	
		1996	11,100	
		1997	11,600	
	Target	1998	12,000	

Indicator 1.2.5: Volume of produce handled by export marketing facilities for the U.S. market				
Unit: Metric tons		Year	Planned	Actual
Source: Ministry of Agriculture	Baseline	1990	------	------
Comments: Projected growth rate of 25% in 1993, 20% in 1994 and 15% thereafter. The 20% increase (over 1993 levels) in "actual" exports was not achieved in 1994 due to delays in repairs to the preclearance facilities in Kingston and Montego Bay and to the widespread outbreak of Papaya Ring Spot virus.		1992	------	11,959
		1993	14,949	18,019
		1994	17,939	19,000
		1995	20,130	
		1996	23,725	
		1997	27,289	
	Target	1998	31,377	

STRATEGIC OBJECTIVE NO 1. Increased Participation for Economic Growth				
PROGRAM OUTCOME 1.3: Increased economic opportunities for low-income families				
Indicator 1.3.1: Number of assisted small and microenterprise firms				
Unit: Number a)Male b)Female		Year	Planned	Actual
Source: STATIN report on Census of Small Business, project files	Baseline	1993	(a) 1,600 (b) 2,400	(a) 2,150 (b) 2,938
Comments: The numbers refer to small businesses and microenterprises receiving training and credit assistance. The decline in 1994 over 1993 is due in part to delays in initiating two new cooperative agreements under the Microenterprise Development Project and a slow start for the Jamaica Exporters' Association small business program. 1995 figures should improve significantly.		1994	(a) 1,600 (b) 2,400	(a) 1,288 (b) 1,658
		1995	(a) 1,600 (b) 2,400	
		1996	(a) 2,000 (b) 3,000	
	Target	1997	(a) 2,200 (b) 3,300	

Indicator 1.3.2 : Number of jobs created in Inner Kingston				
Unit: Number of Jobs		Year	Planned	Actual
Source: Kingston Restoration Company	Baseline	1987	-----	15,903
		1990		18,234
Comments: Baseline update studies completed by Urban Institute in 1991 and 1994 are the source of the present data. Growth assumptions are 5% annually and 6% starting in 1996. KRC directly accounted for 33% of job growth in downtown Kingston over the 1987-90 period. 69% of these jobs were new for Jamaica. Job growth rate (4.5% per year) in the project-assisted areas was substantially greater than in the metro area (2.5% per year) and in Jamaica as a whole (2.4% per year) in the 1987-90 period. For the period 1990-94 project area job growth rate (3.2% per year) was substantially higher than in Jamaica overall (0.6% per year).		1992	19,145	NA
		1993	20,100	NA
		1994	21,110	20,650
		1995	22,160	
		1996	23,490	
		1997	24,900	
	Target	1998	26,390	

Indicator 1.3.3: Improved export crop technology adopted by farmers				
Unit: Number of farmers		Year	Planned	Actual
Source: Ministry of Agriculture, project files	Baseline	1992	------	9,200
Comments: Figures reflect farmers assisted under USAID Agricultural Export Services and Hillside Agriculture Projects. The increase in actual numbers of farmers is due to a change in the method of reporting Agricultural Export Services Project farmers. Targets were revised to reflect this adjustment. From 1995 through 1998 a 2.1% increase is projected in the number of assisted farmers.		1993	10,120	14,200
		1994	46,294	46,294
		1995	47,000	
		1996	47,987	
		1997	48,995	
	Target	1998	50,024	

STRATEGIC OBJECTIVE 1: Increased Participation for Economic Growth				
PROGRAM OUTCOME 1.4: Improved Services for the Tourism Sector				
Indicator 1.4.1: Improved north coast roads				
Unit: Number of miles		Year	Planned	Actual
Source: Ministry of Construction	Baseline	1990	------	
Comments: The whole concept of improving the North Coast Highway has changed. Instead of selective rehabilitation to be completed by 1997, the Government of Jamaica is now contemplating realignment and reconstruction, involving two additional international donors. Under these new circumstances, the earliest that any section of the highway could be completed would be 1997.		1992	-----	
		1993	-----	0
		1994	0	0
		1995	0	
		1996	0	
		1997	50	
	Target	1998	100 (total)	

Indicator 1.4.2: National park visitors (foreign)				
Unit: Number of visitors		Year	Planned	Actual
Source: National Park statistics	Baseline	1990	------	
Comments: These figures represent half the visitors as reported under Strategic Objective #2 Indicator 2.2.3 which include Jamaican visitors as well. Actual figure for 1993 is an estimate, and census information should be available a year from now. This indicator shows the impact of national parks on Jamaica's tourism product.		1992	-----	
		1993	12,500	17,500
		1994	15,000	
		1995	37,500	
		1996	50,000	
		1997	62,500	
	Target	1998	75,000	

Indicator 1.4.3: Increased water supply in Negril				
Unit: Millions of gallons per day		Year	Planned	Actual
Source: National Water Commission	Baseline	1990	------	
Comments: 1) Increase in 1993 was due to leak detection and repair and to metering to promote conservation, under the Water Loss Management Program. 2) Increase in 1994 was due to the rehabilitation and expansion of the Logwood Treatment Plant, also under the same program. 3) The Water Loss Management Program was completed in September 1994. The next projected increase will be in 1997 when the new plant is completed.		1992		2.3
		1993	2.8	2.8
		1994	3.3	3.3
		1995	3.5	
		1996	3.5	
	Target	1997	7.5	

STRATEGIC OBJECTIVE NO.1: Increased Participation for Economic Growth

PROGRAM OUTCOME NO. 1.5: Trained personnel for a modernized economy

Indicator 1.5.1: Number of Executive MBA's graduated by UWI

Unit: Number a) Male b) Female		Year	Planned	Actual
Source: University of the West Indies	Baseline	1990	(a) 15 (b) 15	(a) 15 (b) 14
Comments: The current project will conclude at the end of FY96, but the UWI program will continue to train people for enhanced economic participation. A full-time MBA program will also be initiated in September 1996. The 1995 - 1997 planning figures have been adjusted to reflect a target of a least equal participation by women.		1992	(a) 17 (b) 14	(a) 18 (b) 9
		1993	(a) 18 (b) 12	(a) 16 (b) 12
		1994	(a) 20 (b) 20	(a) 16 (b) 21
		1995	(a) 20 (b) 20	
		1996	(a) 20 (b) 20	
		1997	(a) 20 (b) 20	
	Baseline	1998	(a) (b)	

Indicator 1.5.2: Number of people trained for the productive sector				
Unit: Number of persons trained a) male b) female c) long-term d) short-term		Year	Planned	Actual
Source: Project files	Baseline	1992	(a) 25 (b) 52 (c) 37 (d) 40	(a) 19 (b) 52 (c) 36 (d) 35
Comments: For 1994, actual figures were less than projected because USAID scaled back planned short term training due to budgetary constraints. Some of the participants on long-term training slated to return in FY94 were given extensions and actually completed programs in FY 1995. Long term trainees are counted in the year of their completion.		1993	(a) 42 (b) 60 (c) 33 (d) 69	(a) 18 (b) 16 (c) 18 (d) 16
		1994	(a) 44 (b) 34 (c) 24 (d) 54	(a) 25 (b) 21 (c) 25 (d) 21
		1995	(a) 33 (b) 35 (c) 32 (d) 36	
		1996	(a) 23 (b) 32 (c) 31 (d) 24	
	Target	1997	(a) 18 (b) 26 (c) 19 (d) 25	

JAMAICA

STRATEGIC OBJECTIVE NO. 2

Improved Environmental Quality and Natural Resource Protection

PERFORMANCE INDICATORS

1. Deforestation in national parks and protected areas
2. Water quality in Montego Bay
3. Public environmental awareness in environmentally threatened areas
4. NRCA environmental enforcement actions
5. National Park System environmental enforcement actions

PROGRAM OUTCOMES

2.1: Improved management of environmentally threatened growth areas	2.2: Improved environmental quality and resource protection	2.3: Improved public and private capacity for sustainable resource use
INDICATORS	**INDICATORS**	**INDICATORS**
2.1.1: Untreated water from sewage system entering Montego Bay	**2.2.1:** National parks and protected habitats	**2.3.1:** Fees and revenues from NRCA services
2.1.2: Protected areas managed in SITE locations	**2.2.2:** Park costs covered from private sources	**2.3.2:** NGO management of environmental activities
2.1.3: Environmentaly enhancement projects implemented in SITE locations	**2.2.3** National park visitors	**2.3.3:** Key policy reform enacted
2.1.4: Adoption of soil conservation practices		
2.1.5: Households in squatter communities with environmentally appropriate onsite disposal facilities		

Jamaica				
STRATEGIC OBJECTIVE NO 2: Improved environmental quality and natural resource protection				
Indicator 1: Deforestation in national parks and protected areas				
Unit: Acres of unregenerated, deforested areas		Year	Planned	Actual
Source: National Parks System	Baseline	1991	------	0
Comments: The Mission has identified a source for aerial photographs that could provide a baseline and sequenced indication of deforestation. When the photographs are made available, the Mission will identify a firm or institution that will provide the needed analysis.		1992		10,000
		1993		
		1994	8,000	
		1995		
		1996	5,000	
		1997		
	Target	1998		

Indicator 2: Water quality in Montego Bay				
Unit: Coliform count per 100ml a) mouth of South Gully b) Montego River at sewage plant outlet		Year	Planned	Actual
Source: National Water Commission	Baseline	1992	a) 5 million b) 15 million	a) 5 million b) 15 million
Comments: These projected results are predicated on the following accomplishments for the North Coast Development Project: 1) Completion and the renovation of the existing Montego Bay wastewater plant by October 1995; 2) Commencement of the construction of the new wastewater plant by late 1995 and completion in late 1997; and 3) Commencement of the construction of the South Gully new channel by early 1996 and completing it by early 1997.		1993	a) 5 million b) 15 million	a) 5 million b) 15 million
		1994	a) 5 million b) 15 million	a) 5 million b) 15 million
		1995	a) less than 10,000 b) 1 million	
		1996	a) less than 1,000 b) less than 1,000	
		1997	a) less than 1,000 b) less than 1,000	
	Target	1998	a) less than 1,000 b) less than 1,000	

Indicator 3: Public environmental awareness in environmentally threatened (SITE) areas				
Unit: a) No. of environmental awareness activities accomplished/year b) No. of local citizens participating in environmental awareness activities/year		Year	Planned	Actual
Source: DEMO Project Files	Baseline	1992	------	(a) 0 (b) 0
Comments: This indicator has been modified to better report on performance of environmental awareness activities. Public opinion surveys will be conducted at the onset and culmination of SITE activities to gauge impact of environmental awareness actions. A survey has been conducted in Negril and is underway in Montego Bay. The baseline survey results will be reported in the next Action Plan.		1993	(a) 2 (b) 100	(a) 2 (b) 100
		1994	(a) 4 (b) 150	(a) 15 (b) 400
		1995	(a) 6 (b) 400	
		1996	(a) 6 (b) 400	
		1997	(a) 6 (b) 400	
	Target	1998	(a) 6 (b) 400	

Indicator 4: NRCA environmental enforcement actions				
Unit: Numbers of actions completed per year		Year	Planned	Actual
Source: Natural Resources Conservation Authority	Baseline	1992	------	0
Comments: By law, NRCA has broad enforcement authority to prevent illegal use of natural resources. A completed action is one in which NRCA has collected the fine, or has fully prosecuted the matter in court, or has accomplished environmental objectives by mediation or negotiation.		1993	2	3
		1994	10	13
		1995	15	
The enforcement division, which was established during the last Action Plan, has now successfully completed a range of enforcement actions related to illegal sandmining, illegal sale of protected birds, and water pollution associated with coffee production and other matters It has carried out 289 enforcement site visits, issued 64 enforcement notices and prosecuted 13 cases to conclusion.		1996	20	
		1997	25	
	Target	1998	30	

Indicator 5: National Park System environmental enforcement actions				
Unit: Enforcement Actions		Year	Planned	Actual
Source: National Parks System	Baseline	1992	0	0
Comments: This new indicator reflects PARC component objectives vis-a-vis natural resource protection within Park areas. A completed enforcement action is one in which fines have been collected, cases have been prosecuted to conclusion or the illegal use of resources have been terminated as a result of negotiation or mediation. In 1994, 157 verbal warnings were issued, 11 arrests were carried out, and 10 individuals were convicted of illegal use of natural resources.		1993		
		1994	10	10
		1995	10	
		1996	10	
		1997	10	
	Target	1998	10	

STRATEGIC OBJECTIVE NO 2: Improved environmental quality and natural resource protection				
PROGRAM OUTCOME NO. 2.1: Improved Management of Environmentally Threatened Growth Areas				
Indicator 2.1.1: Untreated water from sewage system entering Montego Bay				
Unit: Millions gallons/day a) untreated b) primarily treated only		Year	Planned	Actual
Source: National Water Commission Engineering Department	Baseline	1992	-----	a) 2.0 b) 0
Comments: By late 1997, no untreated water will be dumped into the bay, but volumes of about 1.5-2.0 MGD of partially treated water will be. Interim measures will be adopted to partially treat sewage before disposal into the bay until a new plant is operational in 1997-1998. The implementation of the North Coast Development Support Project has slipped further. Projections shown are based on the following assumptions: 1) The renovation of the existing wastewater plant, underway since February 1995, is completed by October 1995; and 2) The commencement of the construction of the new wastewater plant by late 1995 with completion in late 1997.		1993	a) 2.0 b) 0	a) 2.0 b) 0
		1994	a) 2.0 b) 0	a) 2.0 b) 0.0
		1995	a) 1.6 b) 0.40	
		1996	a) 1.0 b) 1.0	
		1997	a) 0.4 b) 1.6	
	Target	1998	full treatment of all system wastewater.	

Indicator 2.1.2: Protected areas managed in SITE locations				
Unit: a) Number/year b) acres/year c) protected area management plans prepared (cumulative) d) Management mechanisms in place (cumulative)		Year	Planned	Actual
Source: DEMO project files	Baseline	1992	a) 0 b) 0 c) 0 d) 0	a) 0 b) 0 c) 0 d) 0
Comments: These activities are funded through small grants to community organizations to enhance urban spaces and natural habitats. Selected areas with high resource value, e.g., water sources, forest lands, wetlands and coral reefs, will be identified, zoned and managed by local NGOs and government entities with NRCA support. In Negril, several protected areas encompassing approximately 30,000 acres have been identified and mapped and a management plan is nearly complete for this entire area. Including Montego Bay (reported at last plan period), the total of identified and mapped areas for protected status is 19. Management regimes for these areas are pending ministerial declaration and delegation of authority by NRCA to local management entities. "Management mechanisms in place" is defined as mechanisms established pertinent to each protected area and may include: delegation of authority for management, on the ground enforcement of environmental rules, an operational plan in place, a cooperative agreement between agencies to guide Government use of resources, etc.		1993	a) 3 b) 8 c) 0 d) 0	a) 16 b) 100 c) 0 d) 0
		1994	a) 5 b) 28 c) 1 d) 0	a) 19 b) 30,000 c) 0 d) 0
		1995	a) 7 b) 132 c) 1 d) 1	
		1996	a) 8 b) 138 c) 3 d) 3	
		1997		
	Target	1998		

Indicator 2.1.3: Environmental enhancement projects implemented in SITE locations				
Unit: Number of activities per year		Year	Planned	Actual
Source: PARC/DEMO project files	Baseline	1990	------	
Comments: These are environmental activities (e.g. solid waste collection, environmental education, pollution control, reef protection) which are not monitored under Indicator 2.1.2. This Action Plan period accomplishments include initiation of a Negril Environmental Protection Trust (NEPT) fundraising program, low-cost toilet demonstration project, coral reef mooring buoy maintenance program, and completion of an area-wide public participation/education program on the establishment of Negril's watershed environmental protection area.		1992		0
		1993	2	2
		1994	4	4
		1995	5	
		1996	6	
		1997	8	
	Target	1998	10	

Indicator 2.1.4: Adoption of soil conservation practices				
Unit: Number of farmers a) Male b) Female c) acres under conservation practices		Year	Planned	Actual
Source: Hillside Agriculture project records	Baseline	1991	------	a) 4,560 b) 1,440 c) 4,000
Comments: Male/female division of farmers is based on the National Agricultural Census update of 1989, and will be monitored for trends. Action Plan period results have surpassed planned objectives. The reason for reaching more farmers than planned in 1993 is primarily that HAP was able to launch more new subprojects than originally projected. The acres under conservation practices did not meet the planned target as the focus of the Hillside Agriculture Project shifted from new plantings to resuscitation of existing trees.		1992	a) 4,560 b) 1,440 c) 6,000	a) 5,282 b) 1,668 c) 6,000
		1993	a) 6,080 b) 1,920 c) 10,000	a) 11,550 b) 2,800 c) 10,879
		1995	a) 9,120 b) 2,880 c) 15,000	a) 12,200 b) 3,000 c) 11,500
	Target	1997	a) 11,400 b) 3,600 c) 20,000	

Indicator 2.1.5: Households in squatter communities with environmentally appropriate onsite disposal facilities				
Unit: Number of additional households per year		Year	Planned	Actual
Source: Environmental Control Division records in Montego Bay	Baseline	1993	0	0
Comments: Technical Support to Shelter and Urban Services Project, under which these sewage solutions are being promoted, ends in 1996/97. Mission will revise this indicator in light of the FY 1995 decision concerning the proposed sewage control project. (See NAD).		1994	6	6
		1995	800	
	Target	1996	1,700	

STRATEGIC OBJECTIVE NO. 2 Improved environmental quality and resource protection				
PROGRAM OUTPUT NO. 2.2: Increased conservation of natural habitats				
Indicator 2.2.1: National parks and protected habitats				
Unit: a) Number created (cumulative) b) Acres protected (cumulative)		Year	Planned	Actual
Source: PARC/DEMO project evaluations	Baseline	1990	------	a) 0 b) 0
Comments: The 194,000 acres to date include the Blue Mountain and Montego Bay parks. Future indicators are based on the assumption that DEMO's PARC II component will open the Black River National Park by 1996 and the Cockpit Country National Park by 1997. (Note that DEMO works in a prospective park long before it is officially opened.)		1993	a) 2 b) 194,000	a) 2 b) 194,000
		1994	a) 2 b) 194,000	a) 2 b) 194,000
		1995	a) 2 b) 194,000	
		1996	a) 3 b) 211,000	
	Target	1997	a) 4 b) 289,000	

Indicator 2.2.2: Park costs covered from private sources				
Unit: Percent of non-public revenue		Year	Planned	Actual
Source: DEMO/PARC project records	Baseline	1990	------	0
Comments: This is an indicator of long-term financial sustainability of the park system. A reduction in the percentage (from 1993 level) of the total recurrent costs burden of the national parks system reflects a weak performance in the fundraising activity and resultant lack of growth of the National Parks Trust Fund. This is a significant project issue.		1992		0
		1993	10	15
		1994	20	13
		1995	30	
		1996	40	
	Target	1997	50	

Indicator 2.2.3: National Park visitors				
Unit: Number of visitors				
Source: DEMO/PARC project files		Year	Planned	Actual
Comments: This includes both Jamaican and foreign visitors. The 1994 estimates are extrapolated from rangers' logs at both the Blue Mountain and Montego Bay parks.	Baseline	1993	25,000	35,000
		1994	30,000	40,000
		1995	75,000	
		1996	100,000	
		1997	125,000	
		1998	150,000	

STRATEGIC OBJECTIVE NO. 2: Improved environmental quality and natural resource protection

PROGRAM OUTCOME NO. 2.3: Improved public and private capacity for sustainable resource use

Indicator 2.3.1: NGO management of environmental activities

Unit: Number of NGOs		Year	Planned	Actual
Source: DEMO project records	Baseline	1992	-----	0
Comments: The DEMO project continues assisting 3 NGOs - JCDT, NEST and GMRC - and, during this reporting period. A fourth NGO - the Environmental Foundation of Jamaica - has been assisted to develop its grant program and criteria and to review all proposed NGO projects. The project has also assisted the organizational formation of two additional NGOs - the Negril Environmental Protection Trust (NEPT) and the St. James Environmental Protection Trust (STEPT). In both cases, DEMO provided assistance for the preparation of "environmental action frameworks" to determine financial support for priority activities.		1993	3	3
		1994	6	6
		1995	10	
		1996	12	
		1997	15	
	Target	1998		

Indicator 2.3.2: Key policy reform enacted

Unit: Number of policy reforms		Year	Planned	Actual
Source: DEMO project data	Baseline	1993	0	1
Comments: During this Action Plan period, NRCA provided assistance to prepare a policy paper on the establishment of a national protected areas program that will classify up to 30% of Jamaica's land mass in a number of land protection designation that provide for long-term protection of key natural resources and biodiversity assets.		1994	2	2
		1995	2	
		1996	2	
	Target	1997	2	

Indicator 2.3.3: Personnel trained in environmental quality and natural resource protection				
Unit: Number of personnel (GOJ and private) a) male b) female c) long term d) short term		Year	Planned	Actual
Source: Training office and project records	Baseline	1991	-----	
Comments: This is considered critical for sustainability of environmental protection and conservation. For clarity of presentation and consistency with training data with other SOs, only US training is counted here. Hundreds of participants receive local short-term training as well but are not counted under this indicator. During this period, the emphasis has been on completing a comprehensive training needs assessment of all DEMO components in order to target training more effectively. As a result, less training occurred than was anticipated.		1992		
		1993	a) 18 b) 8 c) 0 d) 26	a) 24 b) 4 c) 0 b) 28
		1994	a) 13 b) 5 c) 1 d) 17	a) 0 b) 5 c) 1 d) 4
		1995	a) 15 b) 7 c) 3 d) 19	
		1996	a) 13 b) 9 c) 3 d) 19	
		1997	a) 17 b) 7 c) 7 d) 17	
	Target	1998		

JAMAICA

STRATEGIC OBJECTIVE NO. 3

Smaller, Better-Educated Families

PERFORMANCE INDICATORS

1. Health care for poor maintained or improved
2. Total fertility
3. HIV transmissions among STD clinic attenders

PROGRAM OUTCOMES

3.1: Strengthened health services through improved financial management and privatization	3.2: Increased effectiveness of family planning services	3.3: Improved STD/HIV Prevention services	3.4: Improved services for out-of-school and disadvantaged youth
INDICATORS	**INDICATORS**	**INDICATORS**	**INDICATORS**
3.1.1: Hospitals self-financing 3.1.2: Health services covered by private insurance 3.1.3: Private sector contraceptives distribution	3.2.1: Contraceptive prevalence 3.2.2: Acceptors protected by longer term methods (VSC, IUD, Norplants, Injectable)	3.3.1: Condom access by high risk groups 3.3.2: Condom use by general population 3.3.3: Incidence of primary and secondary syphilis	3.4.1: Literacy among out-of-school youth 3.4.2: Pregnancy among out-of-school youth 3.4.3: Age of first sexual intercourse

Jamaica

STRATEGIC OBJECTIVE NO. 3: Smaller, Better Educated Families

Indicator 1: Health care for poor maintained or improved				
Unit: Percent of poor covered and satisfied		Year	Planned	Actual
Source: OHNP/URC/MOH	Baseline	1990	36	36
Comments: Baseline data was collected from the field through the addition of questions and further analysis of the World Bank-funded Living Standards Survey. The 1993 data shows a positive trend in access to health care by the poor. The same study also showed an increase in the use of public sector facilities in spite of rising fees and a concomitant decline in the use of public sector health care by the wealthier income quintals.		1992	38	
		1993	40	39
		1994	42	
		1995	44	
		1996	46	
		1997	48	
	Baseline	1998	50	

Indicator 2: Total fertility rate				
Unit: Number of live births per woman		Year	Planned	Actual
Source: 1993 CPS	Baseline	1989	------	2.9
Comments: The 1993 CPS determined that fertility is 3.0 and not 2.9 and has not changed since 1989. The 2.9 level previously reported is now thought to have a slight error due to some problems with the previous methodology. The pattern observed, no change in fertility although there was significant increase in contraceptive prevalence, is one also seen in Costa Rica, Brazil and Panama where fertility has lagged behind contraceptive prevalence. The explanation is that while fertility has declined in couples in union, the fertility among couples not in union is still high. No additional data will be available on fertility until 1997 when the CPS is conducted again.		1992	2.7	------
		1993	2.7	3.0
		1994	2.9	NA
		1995	2.9	
		1996	2.8	
		1997	2.7	
	Target	1998	2.6	

Indicator 3: HIV transmissions among STD clinic attenders				
Unit: Percent male/female		Year	Planned	Actual
Source: MOH/EPI Unit	Baseline	1986	------	.375
Comments: Between 1986-1990 the rate of increase of HIV transmission was 10 fold in STD clinic attenders. The Ministry's comprehensive projection and USAID's intervention plan is to reduce the rate of increase to a 3 fold rise by 1996. Based on current information, if no new intervention or technology to combat HIV transmission is discovered, the MOH predicts that the prevalence rate in the target population could be about 20% by 1996.		1991	------	3.7(m) 1.9(f)
		1992	4	4.7(m) 2.5(f)
		1993	6	6.4(m) 2.3(f)
		1994	7	
		1995	8	
		1996	9	
		1997	10	
	Target	1998	11	

STRATEGIC OBJECTIVE NO.3 Smaller, Better Educated Families				
PROGRAM OUT No 3.1 Strengthened health services through improved financial management and privatization				
Indicator 3.1.1: Hospitals self-financing				o
Unit: No. of hospitals and % of costs		Year	Planned	Actual
Source: MOH/HSIP Reports	Baseline	1990	------	
Comments: Based on HSIP reports all 22 hospitals have implemented fee collection systems and average cost recovery is now up to 11%, including several hospitals which exceed 11%. The marginal increase in 1994 results from a delay in the cabinet approving the new secondary fee schedule.		1993	5 reaching 10%	10 reaching 10%
		1994	5 reaching 20%	10 reaching 11%
		1995	10 reaching 20%	
		1996	10 reaching 20%	
		1997	22 reaching 20%	
	Target	1998	22 reaching 20%	

Indicator 3.1.2: Health services covered by private insurance				
Unit: % covered through private insurance		Year	Planned	Actual
Source: MOH/Health Insurance Report	Baseline	1989	-----	15
Comments: Private health insurance coverage has remained at the same level islandwide. A survey of the general insurance population is underway. Reports on the insurance coverage of the working population in the Kingston Metropolitan Region indicate a 51% coverage, however islandwide the figures are still low. A new pre-paid health insurance plan is under design as well as a national health insurance plan. These should increase coverage in future years.		1993	15	15
		1994	17	15
		1995	20	
		1996	24	
		1997	25	
	Target	1998	26	

Indicator 3.1.3: Private sector contraceptives distribution				
Unit: % of private sector distribution		Year	Planned	Actual
Source: 1993 CPS	Baseline	1989	------	20
Comments: The 1993 CPS noted an increase in the private sector distribution of contraceptives. A new figure will be available in 1996 following completion of the next CPS.		1993	30	37
		1994	38	NA
		1995	46	
		1996	54	
		1997	60	
	Target	1998	60	

STRATEGIC OBJECTIVE NO. 3 Smaller, Batter Educated Families

PROGRAM OUTCOME NO. 3.2 Increased effectiveness of family planning services

Indicator 3.2.1: Contraceptive prevalence

Unit: Percent		Year	Planned	Actual
Source: National Family Planning Board	Baseline	1989	------	55
Comments: The 1993 CPS has noted a significant increase in the contraceptive prevalence. Based on this outcome the National Family Planning Board has revised its 1994-1998 planned targets. There will not be another actual figure until the follow-up CPS is completed in 1997.		1993	56	62.5
		1994	63.3	NA
		1995	64.1	
		1996	64.8	
		1997	65.6	
	Target	1998	66.4	

Indicator 3.2.2: Acceptors protected by longer term methods (VSC, IUD, Norplants, Injectable)

Unit: Percent of acceptors using all long term methods		Year	Planned	Actual
Source: National Family Planning Board/ 1993 CPS	Baseline	1989	------	40 *
Comments: The 1993 CPS has noted a decrease in use of longer term methods from the 1989 survey. This is largely due to a large unforeseen increase in the use of condoms which caused prevalence to reach 62% but resulted in a lower share of contraceptive prevalence attributed to longer term methods. In 1994, a review of clinic data indicated that there was a slight improvement as more counselling for VSC occurred and injectibles were more widely available.		1993	50	32 **
		1994	52	36 ***
		1995	55	
		1996	58	
*1989 CPS result **1993 CPS result ***Estimate based on proportions in Method Mix from clinic data.		1997	60	
	Target	1998	60	

STRATEGIC OBJECTIVE NO. 3. Smaller, Better Educated Families				
PROGRAM OUTCOME NO. 3.3: Improved STD/HIV prevention services				
Indicator 3.3.1: Condom access by high risk groups				
Unit: No. of retail outlets		Year	Planned	Actual
Source: MFPB/MOH/SOMARC	Baseline	1991	------	0
Comments: A 1993 survey of retail outlets had been reached in area which high risk groups frequent. 1994 retail data is currently being collected.		1992	N/A	N/A
		1993	500	660
		1994	2,500	1,000*
		1995	2,700	
*Estimate of 1,000 is based on preliminary field assesment.		1996	3,000	
		1997	3,500	
	Target	1998	5,000	

Indicator 3.3.2: Condom use by general population				
Unit: Percentage of use for (a) Contraception (b) disease prevention		Year	Planned	Actual
Source: MOH/1993 CPS Study	Baseline	1990	------	42
Comments: Based on the 1993 CPS survey, we have new more accurate baseline information on condom use. 30% of the population use condoms as a contraceptive device, while 40% use condoms for disease prevention with other partners. The figure of 42% in 1990 was based on a smaller AIDS/STD survey which was not representative of the population and only assessed condom use for disease prevention. Targets for 1994 -1996 reflect a need to expand further the use of condoms for disease prevention. However, actual data on condom use will only be available again in 1997 following completion of the contraceptive prevalence survey.		1992	------	
		1993	------	a) 30 b) 40
		1994	a) 30 b) 45	NA
		1995	a) 30 b) 50	
		1996	a)30 b)60	
		1997	a)30 b)65	
	Target	1998		

Indicator 3.3.3: Incidence of primary and secondary syphilis				
Unit: Cases/100,000 (m/f in available)		Year	Planned	Actual
Source: MOH/EPI Unit	Baseline	1991	------	678(m) 557(f)
Comments: Overall Syphilis cases appear to have dropped considerably from 1991 levels with a slight decrease in cases among women this year. Another element which needs to be factored into this data is that in 1994 STD testing increased by 58%. However, cases of syphilis did not go up thus indicating that transmission has slowed.		1992	------	479(m) 480(f)
		1993	2,040	415(m)* 416(f)*
		1994	423(m) 433(f)	424(m) 411(f)
		1995	402(m) 411(f)	
		1996	382(m) 391(f)	
		1997	363(m) 371(f)	
	Target	1998	345(m) 353(f)	

STRATEGIC OBJECTIVE NO. 3. Smaller, Better Educated Families			
PROGRAM OUTCOME NO. 3.4 Improved Services for Disadvantaged and Out-of-School Youth			
Indicator 3.4.1: Literacy Among Out-of-School Youth			
Unit: % literate in the target group	Year	Planned	Actual
Source: Trevor Hamilton Report on Out-of-School Youth			
Comment: The baseline data was gathered as background information for the design of the new out-of-school youth project.	1995	NA	30%
	1996	28%	
	1997	25%	
	1998	20%	
	1999	18%	
	2000	15%	

Indicator 3.4.2: Pregnancy Among Out-of-School Youth			
Unit: Pregnancy Rate	Year	Planned	Actual
Source: UAP Surveys, 1993 CPS Baseline			
Comment: The baseline and targets will be established during the next several months as an initial responsibility of the Uplifting Adolescents contractor.	1995		
	1996		
	1997		
	1998		
	1999		
	2000		

Indicator 3.4.3: Age of First Sexual Intercourse			
Unit: Age at Intercourse for boys and girls (a) boys (b) girls	Year	Planned	Actual
Source: UAP Studies, 1993 CPS Baseline, 1996 CPS			
Comment: These initial targets will be reviewed during the first stage of the Uplifting Adolescents Project.	1995		(a) 13.0 (b) 14.3
	1996	(a) 13.5 (b) 14.5	
	1997	(a) 13.5 (b) 14.5	
	1998	(a) 13.5 (b) 14.5	
	1999	(a) 13.5 (b) 14.5	
	2000	(a) 14.5 (b) 15.5	

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