

A.M. Diaz

USAID - JAMAICA

SEMI - ANNUAL REPORTS

APRIL 1, 1990 - SEPTEMBER 30, 1990

PD - A62-158

1/

Mission Director's Overview
SAR of Fall 1990
USAID/Jamaica

Portfolio Overview

I. Economic Setting

The past year has been a time of significant economic stress for Jamaica. The country had a series of difficult negotiations with the IMF and it was unable to draw under the agreement this year. The dramatic increase in the price of oil triggered by the Middle East crisis will cause significant hardship for this import-dependent country. During this period Jamaica has been pursuing a broad ranging economic reform program marked by the deregulation of petroleum product prices, liberalization of the foreign exchange market, boosting agricultural credit interest rates closer to market levels, reducing food subsidies, and continuing divestment of government owned enterprises. Although the reform measures are important for sustained growth, in the short term Jamaica faces slow growth (2-3 percent), and rising inflation probably exceeding 20% over the year. The government has been struggling to decrease its budget deficit to meet IMF targets. One measure it is taking is to restrict funding outlays to government agencies, and this has had an impact on the government's ability to hire staff and pursue projects in its development plan. Despite these problems Jamaica's outlook is considered favorable based on policy reform progress, growth in tourism revenues, continued strong alumina prices and resurgence in agricultural exports.

II. Portfolio Successes

Within this general economic setting, USAID'S most successful projects and programs have been those that have (1) utilized policy studies, evaluations, workshops and similar measures to adjust strategy and achieve consensus on future program directions; (2) employed decentralized modes of project management and other innovative management arrangements, including roles for non-governmental organizations and (3) had the flexibility to adjust to changing circumstances.

For example, the Health Management Improvement Project has facilitated the development of policy options for financing and managing public health services. Project initiatives such as the divestment of hospital support services, improved fee collection, and decentralization of health services have become bedrock principles in the Ministry of Health's sectoral strategy.

Similarly, the Primary Education Assistance I Project (PEAP), also winding down, helped develop the successful School/Community Outreach Program for Education (SCOPE) which features community-based school maintenance and support systems, including local fund-raising. Policy studies conducted in the last six months of the project provided an analytical base for further decentralization of the education system. In both sectors, follow-on projects have been designed in large part to help the respective ministries implement far-sighted public administration and finance policies, e.g., the Health Systems Improvement Project and PEAP II.

The successful, grade-A Hillside Agriculture Project, receives guidance from a Policy Coordinating Committee headed by the Ministry of Agriculture's Permanent Secretary. However, the project uses a largely autonomous project implementation unit, with sub-project management by locally-based institutions, and close community linkages to achieve impact. The project has the flexibility through sub-project selection criteria to target resources on emerging opportunities. Other variations in project management have been effective under the Inner Kingston Project, which relies upon the private Kingston Restoration Company to mobilize business community and government support for urban redevelopment/employment generation activities and the Tourism Action Plan (financed under the Technical Consultations and Training Grant Project) which stimulates local action by Chambers of Commerce, community groups, etc, to improve tourism facilities and serves as broker between local groups and government agencies.

The Hurricane Reconstruction Project, also ending, effectively directed \$30 million in less than two years to a broad array of redevelopment activities and implementing agencies following Hurricane Gilbert in 1988. Much of this project's success is due to extraordinary procedures such as widespread use of AID contracting and a general

sense of urgency shared by most Jamaican agencies in carrying out reconstruction. However, the Mission did prepare an analysis of lessons learned in implementing this project, and will re-examine the assessment in search of techniques that may be applicable to the rest of our portfolio.

III. Portfolio Problems

Our most seriously troubled project continues to be HG 012, both 012B - Private Sector Shelter and 012C - Basic Sector Shelter. A July 1990 RIG audit highlighted numerous deficiencies in both the structure and implementation of these housing guarantee programs. Under both programs, low interest rates threaten the financial soundness of the Caribbean Housing Finance Corporation, (CHFC), the principal implementing agency. The Ministry of Finance has to date failed to honor its loan servicing agreement whereby it is committed to compensate the CHFC for losses due to subsidized credit and exchange rate losses. RIG suspended disbursements under the program in May, as a result, implementation of two large Montego Bay housing developments under 012C was stalled. The suspension was subsequently lifted, and the Mission has linked resumption of construction on these four projects to resolution of policy issues. RHUDO has made excellent progress in closing the majority of the RIG recommendations, and the few remaining issues cited above are under consideration at the top levels of the respective ministries. On the basis of sub-cabinet discussions, we are cautiously hopeful that the problems will be resolved.

HG 013, originally a policy-based shelter program, has recently made sufficient progress on policy issues and qualifying sites and services projects to move from "C" to "B" status. In particular, the National Water Commission has provided more coverage to low income families and increased cost recovery through broader application and better collection of user fees. There is some evidence that the National Housing Trust (NHT) the largest public sector shelter finance agency, has elevated interest rates, moderately, in partial response to a critical, RHUDO-financed study of shelter finance policies. It may be redirecting its investment strategy to finance at least some sites and services projects and other shelter schemes for the urban poor. We plan to seek further

rationalization of interest rate policy by letter to the Minister of Housing, at least to assure on-lending rates which exceed borrowing rates under the HG. We are still seeking to reinforce a GOJ professed policy preference for financing sites and services and speed up land titling and subdivisional approval processes to reduce their contribution to escalating housing costs. RHUDO is addressing these issues with timely policy and cost studies, related workshops, and direct policy dialogue.

Several other Mission projects moved from "C" to "B" status through GOJ action to resolve critical issues. Under the Inner Kingston Project, the Ministry of Finance will give priority to financing its share of the Harbour Street Sewer construction in its FY 91 budget; with this assurance, construction can now commence. On the Crop Diversification/Irrigation Project, the GOJ paid J\$5.2 million to reimburse the project for the cost of irrigation works on land that was agricultural but was converted to residential. The GOJ thereby satisfied the crucial condition precedent to further disbursements under the project. Revitalized leadership and some changes in project management have made a latter stage success of the Caribbean Justice Improvement Project. The Township Planning Project remains in "C" status because of inaction to reduce construction standards so that private contractors can build low cost shelter projects and shorten the time required to approve subdivision plans thereby reducing construction financed costs. However, we terminated this element of the project and redirected remaining funds to the Montego Bay Development Plan which, when completed, should dovetail with separate AID-financed efforts in tourism development, environmental preservation, and shelter financing in Jamaica's second city.

Within the rest of our portfolio, the most common implementation problem has been timely appointment of project management. For example, the UWI Management Education Project has faltered at the beginning of the recently-authorized Phase II through inability to find a new director for the Institute of Business. Project coordinator positions under the Health Sector Improvement Project remain vacant after the Ministry of Public Service rejected salary levels proposed by the Ministry of Health. Options such as AID-contracted management personnel or arrangements under PAHO are under consideration. Even the Protected Areas Resource

Conservation Project has had difficulty recruiting a manager and park wardens for the Blue Mountain sub-project; this experience sharply contrasts with the Montego Bay sub-project which is off to a flying-start because of early appointment of a project manager and strong community support. Such problems require project-specific solutions; there is no "quick fix" that could apply to all situations.

IV Overall Program Management

Other more general portfolio problems include our continuing high mortgage level that hovers around 3.0 times our annual obligation level. A major factor contributing to the high ratio is the expected cost (\$7 million) of our commitment to provide detailed design and related technical assistance for the proposed FY 91 Tourism Infrastructure Project Support (TIPS) activity which will leverage an estimated \$60 million in Japanese OECF assistance. Because of the need for up-front funding for design services, we have been forced to "borrow" funding from other projects in FY 91, thus driving up their mortgage levels. TIPS will require PSEE and Health funds. We are limiting the number and financing amounts of new starts in FY 91-92 and providing more front-end funding for these projects in order to bring the mortgage problem under control.

During the FY 91-92 Action Plan review, AID/W raised concerns about the breadth and diversity of the USAID/Jamaica program and requested that we use this Semi-Annual Review, in part, to examine possibilities for portfolio consolidation. Upon review, we believe our program strategy is still sound and relevant to Jamaica's needs. Hence, we do not foresee major retrenchment in any of our present sectors of engagement. In fact, we are planning a deepened involvement in environmental management keyed to opportunities presented by the Enterprise for the Americas Initiative (EAI), and in strengthening democratic institutions, e.g. improvements in the judicial system and increased local/NGO participation in development. Over time, we will orchestrate a gradual shift in sectoral emphasis and related workload, particularly to focus more effort on trade and investment activities that will help Jamaica realize the potential benefits of the EAI and generate increased foreign exchange earnings needed to facilitate further liberalization of the economy.

Our principal tactic to consolidate the portfolio will be to limit new starts and reduce major units of management by scheduled attrition. In FY 91, we will initiate only two new projects while seven existing projects will close out. In FY 92, we have made some hard choices to limit new starts to three, as another four projects will terminate. In this manner, discrete management units will move from 35 at year-end FY 90 to 29 in FY 92.. We do plan a major amendment to the Inner Kingston Project in FY 91 and another to the Export Development and Investment Promotion Project (EDIP) in FY 92 -- the latter to enlarge the existing tourism component in lieu of establishing a separate project for Tourism Development. While we think this management approach is viable and responsive to AID/W concerns, we recognize that a multi-component project like EDIP entails a much larger workload and concentration of effort than a regular "unit of management"; hence our movement of another FTE to our office of Private Enterprise.

Mission Issues

1. Resource levels and functional accounts

We are concerned that as our portfolio moves increasingly toward a policy oriented program with a private sector focus, our major tool for policy dialogue (ESF) is becoming scarcer, and the PSEE account continues to decline. In the 1980's, ESF comprised 46% of our portfolio on average (or \$43 million per year) and DA averaged \$26 million. In 1990, ESF totalled only \$13.8 million and DA totalled only \$14 million. At over \$40 million per year over the past three years, PL 480 has helped to make up some of the difference, but the new Agricultural Act may result in less USAID control of this resource. Earmarks for programs outside our strategy further constrain us. We would welcome any thoughts from AID/W on where this all will lead.

2. Financing Issues

We have reviewed draft guidance on local cost financing and await a final version. Regarding PL 480, will the new legislation affect how we manage PL 480 local currency generations? Will the new Environmental Fund have special local currency management requirements? Also, we note that Jamaica is a right hand drive vehicle country and that we have been procuring non U.S. right-hand drive vehicles under an AID/W blanket waiver. What are the implications for right-hand drive countries of the Buy America policy?

Pipeline Analysis

USAID Jamaica does not have a significant pipeline problem. The pipeline fell from \$92 million in FY 88 to \$46.0 million in FY 90. Expenditures increased from \$27 million to \$42 million over the same period. At current expenditure rates the pipeline would be liquidated in less than two years. Less than 10% of the grant portfolio's pipeline and less than 20% of the loan pipeline is over three years old. Steps have been taken to liquidate the pipeline of projects with significant pipelines over three years old as follows:

Thirty six percent of the TC&TG's pipeline is more than three years old, but procurement actions are now being completed that will result in the liquidation of virtually all the pipeline of \$2 million by the end of December (the PACD). Another relatively old pipeline of more than \$1 million remains with the Population and Family Planning project, but these funds have been committed for contraceptive procurement by AID/W over the next year. Almost 50% of the PTIIC's pipeline of \$1.5 million is over three years old but these funds have been locked up in a contract dispute. Steps are now being taken to deobligate the \$700,000 affected.

The Agriculture Education project has a pipeline of almost \$1.1 million in grant funds and \$1.7 million in loan funds, and 80% is over 3 years old. A slow start on construction caused most of the pipeline. The project was extended last year to allow completion of facilities at the Jamaica College of Agriculture and work is now on schedule for completion within six months. The Private Development Bank project shows loan pipelines of \$1.5 million with almost 32% over three years old. These funds have been committed under Letters of Commitment and should be liquidated against expenditures incurred prior to the PACD, within the next 3 months.

The relatively large (\$1.2 million) loan pipeline over three years old under the Basic Skills project is attributed to the difficulties in ordering computer and science equipment for technical schools. These commodities have now been ordered and should be delivered before the end of December. Inner Kingston Improvement project shows a loan pipeline of \$3.2 million over 3 years old. This was caused by delays in developing a realistic and acceptable financial plan for the Harbour Street Sewer sub-project. The sub-project is now being constructed and all funds should be spent by the 9/29/91 PACD.

Thirty six percent of the Caribbean Justice Improvement project's \$734,000 pipeline appears to be over three years old, but construction is now largely completed and should result in less than \$50,000 remaining in the pipeline by the February 1991 PACD.

Finally, the \$1.2 million in Agriculture Marketing project loan funds over 3 years old will be partially expended by the December 1990 PACD, but the remaining pipeline of about \$800,000 is expected to be deobligated once accounts have been reconciled. No other projects have significant pipelines more than three years old.

30-Sep-90

FINANCIAL SUMMARY OF USAID/JAMAICA PORTFOLIO

(APRIL 1, 1990 - SEPTEMBER 30, 1990)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
Project Number	Project Title	CATA COST	DATE OF INIT. OBL.	LAST REVISED PACO	% OF LOP ELAPSED EXPD.	% OF OBLIG. ELAPSED EXPD.	ACTE. LOP AMOUNT	CASE. FY OBLIG. TO DATE	COM. AMOUNT OBLIG.	MORTGAGE	EXISTING FT PIPELINE	PLAND SEN. EXPD.	ACCP. SEN. EXPD.	ACC. AS % OF PLANSD EXPD.	COMPLAT. ACCERD. EXPD.	ESGND. FIVE-LINE	PLANSD. EXENS. (SIT SEN)
HEALTH SECTOR																	
5320054.00	HEALTH MANAGEMENT IMPROVEMENT	(G) A	24-Sep-81	30-Jun-90	100	99	3,017	0	2,774	245	1,656	95	715	69	2,756	10	0
5320054.00	HEALTH MANAGEMENT IMPROVEMENT	(L) A	24-Sep-81	30-Jun-90	100	100	5,554	6	5,377	177	1,060	727	1,060	103	5,344	20	0
5320055.00	POPULATION & FAMILY PLANNING	(G) B	31-Mar-82	31-Mar-91	94	84	6,953	279	6,752	201	1,325	545	417	76	5,752	1,000	450
5320152.00	HEALTH SECTORS INITIATIVES	(G) B	27-Jul-89	27-Jul-96	17	0	5,000	540	1,500	3,452	565	94	6	6	1,500	260	0
5320153.00	AIDS/STD PREVENTION & CONTROL	(G) B	29-Aug-85	31-Aug-94	35	11	2,500	545	1,635	865	787	397	45	26	170	1,420	256
5320161.00	HRHS ASSES. PREVENTION	(G) B	21-Sep-89	30-Jun-94	21	9	1,000	50	204	796	154	124	12	15	19	100	76
5320162.00	FRIV SECTOR PROMOTIONS-FAM PLNS	(G) B	30-Apr-85	01-May-90	100	100	445	0	442	0	0	0	0	0	442	0	0
AGRICULTURAL SECTOR																	
5320000.00	AGRICULTURAL MARKETING	(G) B	06-Jun-86	10-Dec-90	91	49	2,700	0	2,700	0	2,524	1,621	1,102	55	1,316	1,381	1,300
5320000.00	AGRICULTURAL MARKETING	(L) B	06-Jun-86	10-Dec-90	91	64	7,292	0	7,292	0	2,537	1,905	670	24	6,150	1,100	620
5320002.00	AGRICULTURAL EDUCATION	(G) B	31-Aug-84	31-Aug-91	87	69	3,560	560	3,560	0	980	213	320	154	2,456	1,095	360
5320002.00	AGRICULTURAL EDUCATION	(L) B	31-Aug-84	31-Aug-91	87	75	6,500	0	6,500	0	4,371	1,667	1,330	138	4,856	1,650	1,600
5320161.00	HILLSIDE AGRICULTURE	(G) A	28-Feb-97	28-Feb-94	51	43	10,000	1,350	4,250	5,750	2,049	666	721	64	1,814	2,430	500
5320113.00	HILLSIDE ASSESSMENT	(G) B	22-Aug-85	31-Dec-90	95	78	600	0	600	0	181	56	46	30	459	131	105
5320123.00	CROP DIVERSIFICATION/IRRIGATION	(G) B	25-Sep-85	30-Sep-93	67	80	11,905	620	10,734	1,171	3,967	2,225	1,251	61	8,278	2,150	1,900
5320123.00	CROP DIVERSIFICATION/IRRIGATION	(L) B	25-Sep-85	30-Sep-93	67	95	8,095	0	8,095	0	599	262	31	15	7,633	402	260
5320128.00	AGRICULTURAL RESEARCH PROJECT	(G) B	30-Jul-86	25-Jul-93	60	34	7,600	640	4,340	3,260	2,943	567	545	52	1,450	2,580	1,060
5320145.00	PROTECT APPLS RESISTANCE COARSELY	(G) B	28-Aug-89	31-Aug-92	32	12	1,750	1,050	1,601	142	351	100	107	107	264	1,557	256
5320157.00	FOOD AID MONIT. & SUPP. GRANT	(G) B	31-Aug-89	31-Aug-94	22	17	2,500	500	809	1,700	300	115	70	71	103	607	250
5320165.00	AGRICULTURAL EXPOST SERVICES	(G) B	14-Sep-89	30-Sep-96	15	6	10,000	669	2,777	7,223	2,177	357	177	49	176	2,061	506
EDUCATIONAL SECTOR																	
5320029.00	SPECIAL DEVELOPMENT ACTIVITIES	(G) B	01-Oct-82	31-Aug-91	99	76	1,043	140	1,044	(1)	254	127	110	91	720	240	105
5320029.00	BASIC SKILLS TRAINING	(G) B	31-Aug-83	31-Dec-90	97	79	4,900	500	4,850	50	1,158	600	427	75	3,829	1,031	1,031
5320029.00	BASIC SKILLS TRAINING	(L) B	31-Aug-83	31-Dec-90	97	85	6,500	0	6,500	0	2,024	1,115	277	52	7,221	1,219	1,219
5320120.00	PRIME EDUCATION ASSISTANCE I	(G) A	27-Aug-85	30-Jan-99	100	100	6,950	0	6,950	0	2,585	225	254	476	6,255	0	0
5320120.00	EXT. SCHEME OF EXT. IMPROVEMENT	(G) B	11-Sep-87	30-Sep-95	38	64	4,450	300	2,750	1,700	1,670	597	510	87	1,745	1,091	760
5320147.00	PTIIC	(G) A	01-Jul-87	30-Sep-92	62	50	3,100	0	3,100	0	2,577	574	530	93	1,547	1,553	45
5320155.00	PRIMARY EDUCATION ASSISTANCE II	(G) B	25-Apr-90	24-Apr-95	9	0	4,000	670	670	3,330	3,330	235	554	406	0	670	370
5320169.00	CLISP 2	(G) B	06-Apr-90	30-Sep-98	6	3	5,500	1,100	1,100	4,400	4,400	0	0	0	35	1,064	300
5956640.00	LAC TRAINING INITIATIVES II	(G) B	01-Jul-85	30-Sep-99	100	100	662	0	649	13	2,872	0	0	0	649	3	0
5956640.00	LAC TRAINING INITIATIVES II	(G) B	01-Aug-85	30-Sep-94	56	91	972	0	372	0	116	6	15	0	551	91	0
PRIVATE SECTOR																	
5320079.00	TC & TG	(G) A	05-Jun-81	31-Dec-90	97	92	27,460	0	25,220	2,240	3,977	2,365	1,151	50	23,170	2,645	2,645
5320091.00	PRIVATE DEVELOPMENT BANK	(G) B	31-Aug-84	30-Aug-90	100	98	1,200	0	900	300	20	6	20	0	354	16	0
5320091.00	PRIVATE DEVELOPMENT BANK	(L) B	31-Aug-84	30-Aug-90	100	89	20,000	6	13,500	6,500	3,218	1,565	322	21	12,925	1,455	0
5320095.00	REVENUE BOARD ASSISTANCE	(G) A	07-Jun-83	31-Dec-91	95	79	6,000	0	4,600	1,400	1,424	666	319	43	3,647	555	553
5320095.00	REVENUE BOARD ASSISTANCE	(L) A	07-Jun-83	31-Dec-91	85	100	4,522	0	4,522	0	0	0	0	0	4,522	0	0
5320135.00	EXPOST DEV. & INVESTMENT PROM.	(G) A	29-Mar-90	15-Mar-94	13	0	7,000	2,527	2,527	4,473	4,473	0	0	0	0	2,527	1,000
5320156.00	MICROENTERPRISE DEVELOPMENT	(G) B	30-Aug-90	15-Sep-94	2	0	2,000	520	520	1,480	1,480	0	0	0	0	520	200
REGIONAL HOUSING																	
5320067.00	LOW COST SHELTER DEVELOPMENT	(G) B	30-Jun-82	30-Sep-91	89	91	2,581	0	2,581	0	549	39	194	257	2,349	222	100
532-117.02	URBAN SECTOR TECH. ASSIST. (TFD)	(G) C	30-JUN-85	31-AUG-91	63	27	550	6	550	0	176	46	25	73	374	100	0
532-117.03	URBAN SECTOR TECHNICAL ASSIST.	(G) B	30-JUN-85	31-AUG-91	83	0	100	100	186	0	100	45	0	0	0	100	30
5320120.01	ISSER KINGSTON DEVELOPMENT/UDC	(G) A	31-Jul-86	29-Sep-91	81	11	1,969	516	1,807	161	1,100	0	7	157	1,616	605	0
5320120.01	ISSER KINGSTON DEVELOPMENT/UDC	(L) A	31-Jul-86	29-Sep-91	81	35	5,000	0	5,000	0	3,343	250	97	42	1,605	3,195	1,030
5320120.02	ISSER KINGSTON DEVELOPMENT/UDC	(G) A	30-Jul-86	29-Sep-91	81	25	7,557	2	7,372	185	2,600	1,160	927	77	6,235	1,674	530
5320120.03	ISSER KINGSTON IMPROVE/OTHER	(G) A	30-Jul-86	29-Sep-91	81	90	921	0	821	0	160	20	44	55	743	75	35
5320149.00	TECH. SUPP. FOR SHELTER & GRAS SV	(G) B	30-Jun-89	30-Sep-93	29	15	3,000	375	975	2,025	600	275	127	46	142	923	130
PROGRAM AND PROJECT DEVELOPMENT, ENGINEERING																	
5320150.00	HISPANIC RECONSTRUCTION	(G) A	15-Feb-89	14-Nov-90	93	90	30,000	0	30,000	0	23,412	10,356	9,569	95	27,065	2,335	2,335
5320152.00	CARIBBEAN JUSTICE IMPROVEMENT	(G) A	20-Jul-89	24-Feb-91	74	59	800	0	800	0	799	247	29	12	475	325	325
5950245.00	CARIBBEAN JUSTICE IMPROVEMENT	(G) A	01-Sep-86	28-Feb-91	91	66	2,200	0	2,000	200	717	266	0	0	1,516	684	684
SUBTOTAL ACTIVE PROJECTS:					70	77	262,890	13,972	209,407	53,493	99,135	33,225	25,191	76	161,400	45,006	24,502

FINANCIAL SUMMARY OF USAID/JAMAICA PORTFOLIO
(APRIL 1, 1990 - SEPTEMBER 30, 1990)

TERMINATED PROJECTS

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)
Project Number	Project Title	Date-gary	Date of Init. Obl	LAST REVISED PAGE	% OF LOP ELAPSED	% OF OBLIG. EXFD.	AMOUNT	CURR. FY OBLIG.	CUMULAT. AMOUNT OBLIGTD	MORTGAGE BEGINNING	FLAND	ACCD	ACC. AS	CUMULAT.	ENDING	PLANNED	
							(000's)	(000's)			PIPELINE	EXPD.	EXPD.	FLANSHD	EXPD.	SE	(SKY SEM)
												(000's)	(000's)		(000's)		(000's)
532229.00	DISASTER PREPAREDNESS ASS'TANCE	(G)	30-Sep-82	31-Aug-88		96		0	57	0					55	2	
532542.32	POP MGT LETHAL YELLOING	(G)	14-Aug-88	21-Nov-88		92		0	36	0					33	3	
532165.00	JAMAICA AGRICUL. DEV. FOUNDATION	(G)	30-Aug-85	29-Aug-89		100		0	1,000	0					995	5	
532612.00	NATL. DEVELOPMENT FOUNDATION	(G)	27-Mar-84	31-Aug-89		92		0	870	0					954	16	
5320155.00	EMERGENCY REHABILITATION PROJ.	(G)	28-Sep-88	25-Feb-89		100		0	25,000	0					24,913	87	
5320117.01	URBAN TECHNICAL ASSISTANCE	(G)	30-Aug-85	30-Sep-89		97		0	350	0					339	11	
5320097.00	SMALL FARMER FEED. & MARKETING	(G)	30-Mar-83	25-May-89		97		0	1,060	0					1,033	27	
5320117.02	URBAN TECHNICAL ASSISTANCE	(G)	30-Aug-85	31-Jan-90		87		0	550	0					370	180	
SUBTOTAL TERMINATED PROJECTS:									28,923	0				28,592	331		

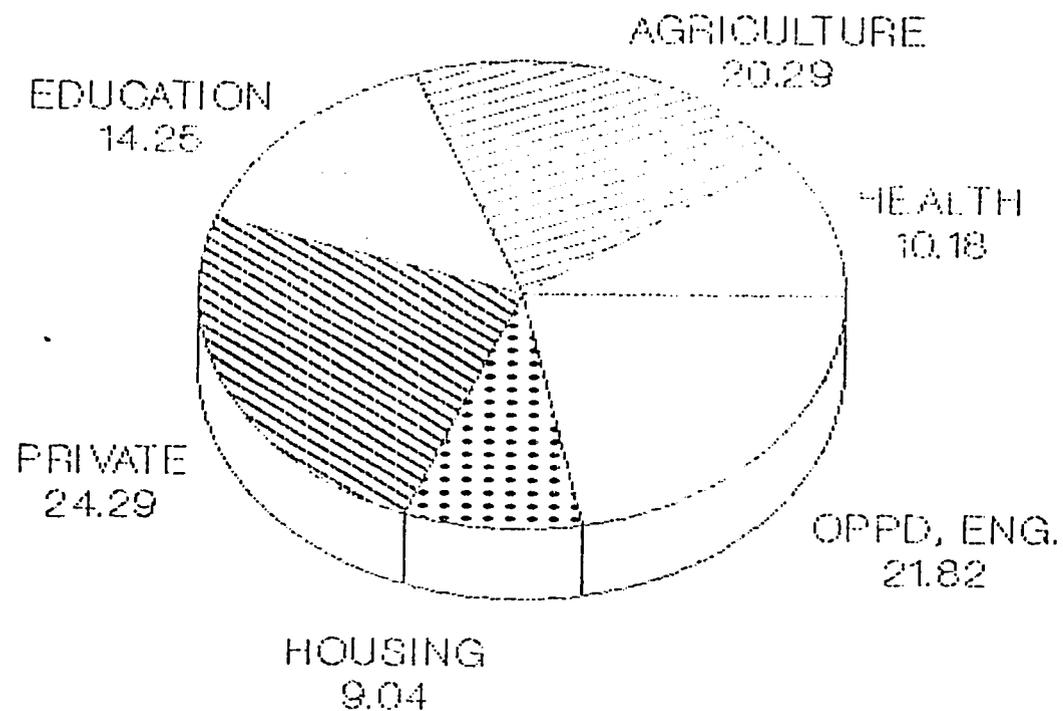
ACTIVE PROGRAM

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	
Project Number	Project Title	Date-gary	Date of Init. Obl	LAST REVISED PAGE	% OF LOP ELAPSED	% OF OBLIG. EXFD.	AMOUNT	CURR. FY OBLIG.	CUMULAT. AMOUNT OBLIGTD	MORTGAGE BEGINNING	FLAND	ACCD	ACC. AS	CUMULAT.	ENDING	PLANNED		
							(000's)	(000's)			PIPELINE	EXPD.	EXPD.	FLANSHD	EXPD.	SE	(SKY SEM)	
												(000's)	(000's)		(000's)		(000's)	
5320154.00	PRODUCTION AND EMPLOYMENT I	(G) B	07-May-90	29-Mar-91		45	36	13,723	13,728	13,726	0	13,723	4,978	4,978	100	4,978	8,750	8,750
SOURCE:	PSR	PSR	PSR	PSR	PSR	(16/19)	PSR	MISSION RECORDS	PSR	(8/19)	MISSION RECORDS	LAST PSR	(14/13)	PSR	(12-14)	PSR		

PIPLINE ANALYSIS
USAID/JAMAICA
APRIL 1, 1990 - SEPTEMBER 30, 1990

#Project Number	Project Title	OBLIGATION									PIPLINE								
		1990	1989	1988	1987	1986	1985	1984	1983	1990	1989	1988	1987	1986	1985	1984	1983		
*** GRANTS ***																			
#5320029.00	SPECIAL DEVELOPMENT ACTIVITIES	140	140	129	140	99	99	147	149	249	132	94	21	0	0	0	0		
#5320064.00	HEALTH MANAGEMENT IMPROVEMENT	2,774	0	0	0	1,866	0	0	908	18	0	0	0	0	0	0	0		
#5320067.00	LOW COST SHELTER DEVELOPMENT	2,581	0	400	645	150	400	235	250	222	0	172	42	1	4	0	18		
#5320069.00	POPULATION & FAMILY PLANNING	6,752	279	0	520	1,215	585	1,611	1,087	1,455	1,060	270	0	272	157	136	7		
#5320079.00	TC & TG	25,220	2,000	0	1,760	3,000	4,500	4,500	9,460	2,045	0	1,298	0	339	180	31	152		
#5320082.00	AGRICULTURAL EDUCATION	3,560	560	0	0	0	0	2,700	300	1,095	560	0	0	0	0	521	13		
#5320083.00	BASIC SKILLS TRAINING	4,850	500	400	800	0	400	1,000	800	1,031	300	244	483	0	3	0	0		
#5320091.00	PRIVATE DEVELOPMENT BANK	900	0	0	0	0	0	900	0	16	0	0	0	0	0	16	0		
#5320095.00	REVENUE BOARD ASSISTANCE	4,600	0	1,100	1,045	1,170	1,285	0	0	953	0	653	72	6	164	0	0		
#5320101.00	HILLSIDE AGRICULTURE	4,250	1,250	800	1,400	800	0	0	0	2,438	1,229	693	508	0	0	0	0		
#5320113.00	HILLSIDE ASSESSMENT	600	0	0	0	0	600	0	0	131	0	0	0	0	131	0	0		
#5320120.01	INNER KINGSTON IMPROVEMENT/ODC	1,607	516	1,100	91	0	100	0	0	1,609	509	1,100	0	0	0	0	0		
#5320120.02	INNER KINGSTON IMPROVEMENT/ARC	7,372	2	1,151	2,259	2,460	1,500	0	0	1,075	2	765	387	0	1	0	0		
#5320120.03	INNER KINGSTON IMPROV/OTHER	821	0	0	300	456	65	0	0	78	0	0	77	0	0	0	0		
#5320123.00	CROP DIVERSIFICATION/IRRIGAT.	10,734	828	856	2,350	1,500	4,000	1,200	0	2,156	828	827	445	26	29	0	0		
#5320128.00	AGRICULTURAL RESEARCH PROJECT	4,340	640	1,350	1,000	850	500	0	0	2,880	640	1,258	766	216	0	0	0		
#5320129.00	UWI SCHOOL OF MGT IMPROVEMENT	2,750	300	1,250	550	650	0	0	0	1,001	282	649	67	3	0	0	0		
#5320135.00	EXPORT DEV. & INVESTMENT PROM.	2,527	2,527	0	0	0	0	0	0	2,527	2,527	0	0	0	0	0	0		
#5320147.00	PTIIC	3,100	0	2,000	1,100	0	0	0	0	1,553	0	784	3	769	0	0	0		
#5320148.00	PROTECT AREAS RESOURCE CONSERV	1,601	1,050	551	0	0	0	0	0	1,397	972	424	0	0	0	0	0		
#5320149.00	TECH. SUPP. FOR SHELTER/URBAN SV	975	375	600	0	0	0	0	0	833	375	457	0	0	0	0	0		
#5320152.00	HEALTH SECTOR INITIATIVES	1,508	540	968	0	0	0	0	0	1,508	540	968	0	0	0	0	0		
#5320153.00	AIDS/STD PREVENTION & CONTROL	1,635	845	250	540	0	0	0	0	1,463	845	229	389	0	0	0	0		
#5320154.00	PRODUCTION AND EMPLOYMENT Y	13,728	13,728	0	0	0	0	0	0	8,750	13,728	0	0	0	0	0	0		
#5320155.00	PRIMARY EDUCATION ASSISTANCE	670	670	0	0	0	0	0	0	670	670	0	0	0	0	0	0		
#5320156.00	MICROENTERPRISE DEVELOPMENT	520	520	0	0	0	0	0	0	520	520	0	0	0	0	0	0		
#5320157.00	FOOD AID MONITOR. & SUPP. GRANT	800	500	300	0	0	0	0	0	667	446	220	0	0	0	0	0		
#5320158.00	HURRICANE RECONSTRUCTION	30,000	0	30,000	0	0	0	0	0	2,995	0	2,994	0	0	0	0	0		
#5320161.00	DRUG ABUSE PREVENTION	204	50	154	0	0	0	0	0	185	50	135	0	0	0	0	0		
#5320162.00	CARIBBEAN JUSTICE IMPROVEMENT	800	0	800	0	0	0	0	0	325	0	325	0	0	0	0	0		
#5320165.00	AGRICULTURAL EXPORT SERVICES	2,777	600	2,177	0	0	0	0	0	2,601	600	2,001	0	0	0	0	0		
#5320169.00	CLASP 2	1,100	1,100	0	0	0	0	0	0	1,064	1,100	0	0	0	0	0	0		
#5980640.00	LAC TRAINING INITIATIVES II	649	0	0	0	0	649	0	0	3	0	0	0	0	3	0	0		
#5980640.08	LAC TRAINING INITIATIVES II	972	0	0	401	571	0	0	0	91	0	0	43	48	0	0	0		
#5980645.08	CARIBBEAN JUSTICE IMPROVEMENT	2,000	0	0	500	1,000	500	0	0	684	0	0	451	168	65	0	0		
*** LOANS ***																			
#5320060.00	AGRICULTURAL MARKETING	13,600	0	0	0	3,000	0	0	10,600	1,259	0	0	0	337	0	0	922		
#5320064.00	HEALTH MANAGEMENT IMPROVEMENT	8,376	0	0	0	0	0	0	8,376	22	0	0	0	0	0	0	22		
#5320082.00	AGRICULTURAL EDUCATION	6,500	0	0	0	0	1,150	5,350	0	1,650	0	0	0	0	626	1,024	0		
#5320083.00	BASIC SKILLS TRAINING	8,500	0	0	0	0	350	3,150	5,000	1,219	0	0	0	0	77	767	375		
#5320091.00	PRIVATE DEVELOPMENT BANK	13,500	0	0	1,000	0	2,500	10,000	0	1,465	0	1,000	0	0	3	462	0		
#5320120.01	INNER KINGSTON IMPROVEMENT/ODC	5,000	0	0	0	5,000	0	0	0	3,195	0	0	0	3,195	0	0	0		
#5320123.00	CROP DIVERSIFICATION/IRRIGATIN	8,095	0	0	740	2,555	0	4,800	0	482	0	0	137	129	0	136	0		
TOTAL		214,091	27,520	48,347	13,870	16,207	22,871	22,294	25,584	37,398	55,103	427,133	16,298	5,037	1,865	4,182	1,670	2,425	1,469

FINANCIAL SUMM. USAID/JAMAICA
OBLIG.PER SECTOR AS PERCENTAGE OF PORTF.



OPPD, ENG. INCLUDES HRP AND ESF

12

TABLE OF CONTENTS

		<u>FORM</u>	<u>PAGE</u>
<u>OHNP</u>			
532-0064	Health Management Improvement	A	1
532-0069	Population and Family Planning Svcs.	B	3
532-0122	Private Sector Promotion of Family Planning	B	5
532-0152	Health Sector Initiatives	B	6
532-0153	AIDS/STD Prevention and Control	B	8
532-0161	Drug Abuse Prevention	B	11
<u>ARDO</u>			
532-0082	Agricultural Education	B	13
532-0101	Hillside Agriculture	A	16
532-0113	Hillside Assessment	B	19
532-0123	Crop Diversification/Irrigation	B	21
532-0128	Agricultural Research	B	24
532-0148	Protected Areas Resources Conservation	B	26
532-0157	Food Aid Monitoring and Support	B	28
532-0165	Agricultural Export Services	B	31
PL-480	Title I	A	33
PL-480	Title II School Feeding Program	B	38
PL-480	Title II Supplementary Feeding Program	A	43
532-0105	Jamaica Agricultural Development Foundation Title II	A	46
<u>OEEE</u>			
532-0060.1	Agricultural Marketing - Rural Roads Component	B	46A
<u>OEHR</u>			
532-0029	Special Development Activities (OPG)	B	50
532-0083	Basic Skills Training	B	51
532-0126	Primary Education Assistance I	A	53
532-0129	UWI Management Education	B	55
532-0147	Presindtial Training Initiative for the Island Caribbean	A	58
532-0155	Primary Education Assistance II	B	60
532-0169	Caribbean and Lating American Scholarship Program II	B	62
532-0640	LAC Training Initiatives II	B	64
<u>OEPE</u>			
598-0079	Technical Consultations & Training Grant	A	66
598-0091	Private Development Bank	B	70
532-0095	Revenue Board Assistance	A	72
532-0135	Export Development and Investment Promotion	A	74
532-0156	Microenterprise Development	B	77

USAID/JAMAICA

SEMI-ANNUAL REPORTS

(APRIL 1, 1990 - SEPTEMBER 30, 1990)

November 26, 1990

		<u>FORM</u>	<u>PAGE</u>
<u>RHUDO</u>			
532-0067	Low Cost Shelter Development	B	79
532-0117.02	Urban Sector Technical Assistance (TPD)	C	81
532-0117.03	Urban Sector Technical Assistance Montego Bay Dev. Planning	B	83
532-0120	Inner Kingston Development	A	85
532-0149	Technical Support for Shelter and Urban Services	B	88
532-HG-012B	Jamaica Shelter Sector Support (Private Sector)	C	90
532-HG-012C	Jamaica Shelter Sector Support (Basic Shelter)	C	92
532-HG-13	Jamaica Shelter and Urban Services Policy Program	B	94
<u>OPPD</u>			
532-0158	Hurricane Reconstruction	A	97
532-532-0154	Production and Employment X	B	100
598-0645.08/ 532-0162	Caribbean Justice Improvement	A	102

ATTACHMENT

A. EVALUATION PLAN

15

PROJECT STATUS REPORT
 April 1, 1990 - September 30, 1990

A X B C

I. BACKGROUND DATA

Project Title: Health Management Improvement Project
 Project Number: 532-0064
 Date of Authorization: original 08/06/81 amendment 07/25/86
 Date of Obligation: original 09/24/81 amendment 07/30/86
 PACD: original 09/30/85 amendment 06/30/90
 Implementing Agencies: Ministry of Health
 Major Contractors: (1) Development Associates, Inc.
 (2) U.S. Bureau of the Census
 AID Project Managers: Rebecca Cohn/Joy Jones
 Status of CPs/Covenants: All CPs have been met. Government complied with covenants.

FINANCIAL DATA

Amount Authorized: DA Loan: original \$8,554,000 amended to \$8
 DA Grant: original \$3,017,000 amended to \$2
 Amount Obligated: DA Loan: original \$8,554,000 amended to \$8,377,0
 DA Grant: original \$3,017,000 amended to \$2
 Amount Committed: Period: \$ 334,580 (L) \$(89,46
 Cumulative: \$8,355,479 (L) \$2,756,62
 Accrued Expenditures: Period - Projected: \$1,564,107 (L) \$ 837,30
 Period - Actual: \$1,012,636 (L) \$ 714,93
 Cumulative: \$8,355,468 (L) \$2,756,62
 Period - Next \$ -0- (L) \$ -0-
 Counterpart Contrib: Planned: \$4,068,330
 Actual \$4,282,938
 % LOP Elapsed: 100%
 % of Total Auth. Oblig. 100% (L) 100%
 % of Total Oblig. Exp. 99% (L) 99%
 % of Total Auth. Exp. 99% (L) 99%

Date of Last Evaluation: N/A Next Evaluation: N/A
 Date of Last Audit: 11/84 Next Audit: None Scheduled

II. PROJECT PURPOSE

(1) To strengthen the ability of the Ministry of Health (MOH) to plan, implement and evaluate primary health care and nutrition programs; and (2) to assist the MOH in determining the most cost-effective and efficient means of maximizing health status on available resources.

III. PROJECT DESCRIPTION

Under the \$11 million (Loan/Grant) project first authorized in 1981, the MOH executed 68 renovation contracts for minor and major repairs to primary health care clinics islandwide. In addition, systemwide improvements were made in the overall MOH primary health care services.

In 1986 two new project components of Rationalization and New Initiatives in financing and management were added. The Rationalization program converted 5 underutilized and underfinanced rural hospitals into comprehensive primary health care facilities. The New Initiatives component supported studies and consultancies, as well as programs to divest hospital support services and pilot testing of alternative management and financing activities.

A number of commodities were supplied to support PHC and divested support services, and a limited amount of training was also financed.

IV. PROJECT STATUS

A. Planned EOPS

Functioning PHC system with adequate resources allotted:

- 62 Health Centers renovated.
- Supply/distribution management improvements.
- Equipment maintenance improvements.
- Sector analyses completed.
- Alternative methods of financing and administering the health system implemented with better quality/greater number of services being provided on same GOJ expenditure.
- Hospital and PHC systems working effectively on available budgets as a result of "rationalization" process.

Progress to Date

All physical targets have been achieved. Strengthened policies for managing and financing the health services have been formulated and in many cases implemented.

B. Major Outputs

	Planned			NEXT		Accomplished	
	LOP	Period	Cum.	Period	Period	Cum.	%
1. Minor Renovation of 62 Clinics and Island Medical Stores (65 contracts):	65	0	0	0	0	65	
2. Major renovation of 3 Clinics	3	0	0	0	0	3*	
3. Rationalization of 4** hospitals	5	0	0	0	0	4**	
4. Development of Management Systems	100%	0	0	0	0	0	
5. Development and Implementation of New Initiatives	100%	0	0	0	0	0	
6. Training (Persons)							
Long-Term	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Short-Term	13,000	55	13,000	0	55	13,000	

* Remaining construction costs will be switched to GOJ counterpart fund
 ** The fifth polyclinic construction contract has been switched to GOJ counterpart funding.

C. Other Accomplishments and Overall Status

Overall Status:

This Project which ended June 30, 1990 after nine years has made significant contributions to the development of Jamaica's successful Primary Health Care program and more recently to Jamaica's health care management and financing initiatives. In general, all planned Project activities were completed. In those instances where renovation was not completed such as for St. Jago and Gayle clinics, the costs of completion were borne by the GOJ.

The New Initiatives component which helped the MOH to formulate and implement alternative methods of financing and managing the health services such as divested hospital support services and improved fee collection has succeeded in guiding the MOH's overall policies for the future. In particular, the Ministry is committed to continued and expanded divestment of hospital support services, improvements in fee collection, overall decentralization of the health services and improved management at every level. These successful efforts are being carried into the new USAID Health Sector Initiatives Project which was authorized in July 1989.

Other Accomplishments:

Alternative Hospital Management - The Spanish Town Hospital region was identified by USAID and MOH as the pilot area for upgraded management and financing activities, supported by a modest fix-up of the facility. However USAID reimbursement of the fix-up was predicated upon substantial progress in implementing these initiatives. The final phase of the renovation was completed on June 15, 1990 and the MOH has submitted their final report on progress made in management and financing improvement. Their achievements include:

- I) Divested Support Services - Contracts for catering, laundry and portering services have been developed. Requests for proposals for the cleaning and portering services have been distributed to pre-qualified contractors. Advertisements have been placed in the press for the divestment of the catering service.
- II) Fee Collection: Steps to improve fee collection continue to be implemented on several levels. Physical changes were made in the records office which now accommodates both the assessment officer and the cashier thus enabling fees to be received on the spot. There was a considerable increase in the fees collected during July - August, 1990 as a result.
- III) Integration of Primary and Secondary Care Services - A demonstration project with St. Jago Health Center (renovated by HMIP and in close proximity to the Hospital) and Spanish Town Hospital was begun. Various clinics were transferred from the hospital to the health center, including the dental and sexually transmitted diseases clinics. However the shortage of adequate staff in the health center is still a problem.

IV) Decentralization and Autonomy for Regional Hospital Board Decisions have been taken by the MOH to decentralize management of the health services and two studies were completed as follows: To determine the legal implications of decentralization by GI Cumber, Attorney-at-Law; and (2) A review of the organizational structure of the MOH by H.C. Levers Co. Ltd.

V) Management Review - A comprehensive management review of Spanish Town Hospital was conducted by an IESC volunteer firm for the Project.

Based on all of the above, the Project Committee recommended and the Mission Director concurred with the determination that the MOH had significant progress in implementing these initiatives and that the Spanish Town Hospital Pilot Project had met or exceeded its objectives.

Other Activities:

Decentralization - The final in a series of three sensitization workshops for field staff in Primary and Secondary Care was held in April 1990. These workshops were planned to alert the staff to the changes which will be created by decentralization.

Rationalization - Renovation of the five rationalized facilities (Community Hospitals) was completed and handed over to the MOH, i.e. Chapelton, Isaac Barrant, Ulster Spring, Buff Bay and Alexandria clinic. In support of the change in function from a hospital to that of a health care center, a consultant was hired who developed and implemented relevant management procedures.

Commodities - Commodities purchased to equip the kitchen and laundry support of divested support services have arrived in country and are presently being cleared and installed at Spanish Town Hospital.

Divestment of Catering At Kingston Public Hospital - The commodity support divestment of catering at KPH have arrived in country and are being stored at the facility. USAID has inspected the commodities and made a request in writing that a written inventory and receipt report be provided to USAID. The MOH is still in the process of reawarding the catering contract. This activity is behind schedule due to the fact the new government administration did not accept the contracting of the previous administration.

D. Problems and Delays

The divestment of catering services at Kingston Public Hospital is as described above.

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

- o End of Project Report Due 12/30/90.
- o Deobligate funds and continue to monitor reimbursement requests.
- o Request written inventory and receipt report for KPH commodities again. Urge MOH to expedite contracting action.

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A B X C

I. BACKGROUND DATA

Project Title: Population and Family Planning Services
 Project Number: 532-0069
 Date of Authorization: original 03/24/82 amendment 07/29/86
 Date of Obligation: original 03/31/82 amendment 09/24/90
 PACD: original 03/31/86 amendment 03/31/91
 Implementing Agencies: National Family Planning Board
 Major Contractors: (1) Assoc. for Voluntary Surgical Contraception
 (2) Population Council
 (3) National Center for Health Statistics
 AID Project Managers: Rebecca Cohn/Grace-Ann Grey
 Status of CPs/Covenants: All CPs have been met. There are no covenants.
 Date of Last Evaluation: 07/27/90 Next Evaluation: None Scheduled
 Date of Last Audit: None done Next Audit: None Scheduled

FINANCIAL DATA

Amount Authorized: DA Grant: original \$3,429,000 amended to \$6
 Amount Obligated: DA Grant: original \$ 717,000 amended to \$6
 Amount Committed: Period: \$ 246,196
 Cumulative: \$6,263,928
 Accrued Expenditures: Period - Projected: \$ 549,471
 Period - Actual: \$ 411,307
 Cumulative: \$5,692,087
 Period - Next: \$ 550,000
 Counterpart Contr: Planned: \$16,422,000
 Actual: \$15,563,002
 % LOP Elapsed: 94%
 % of Total Auth. Oblig. 97%
 % of Total Oblig. Exp. 84%
 % of Total Auth. Exp. 81%
 *This excludes \$3,758,000 for centrally procured commodities.
 The total LOP is \$10,711,000.

II. PROJECT PURPOSE

To strengthen and expand family planning services, including the family planning motivational and informational network, and improve population data collection and analysis systems. In 1986, Project Amendment No. 3 refocused the Project's emphasis on three areas: 1) continuing support for the provision of family planning education and services; 2) the voluntary surgical contraceptive program; and 3) the commercial distribution of contraceptives (CDC) program.

III. PROJECT DESCRIPTION

The \$10.7 million grant Project is expanding the coverage and improving the effectiveness of family planning services in Jamaica. The National Family Planning Board, as the lead agency of the Government of Jamaica responsible for population and family planning, has given sub-grants to other GOJ and private sector institutions to accomplish this. The Project finances the oral contraceptives and condoms for the Ministry of Health clinic and the Commercial Distribution of Contraceptives programs.

IV. PROJECT STATUS

A. Planned ECPS

- Increase the rate of contraceptive prevalence from 51% in 1983 to 57% in 1991*

- Decrease Total Fertility Rate from 3.5 in 1983 to 2.7 in 1991*

- 25% Increase in sales of contraceptives through the CDC program.

Progress to Date

- Per 1989 CPS 55% of reproductive age women are using contraception.

- The total fertility rate has fallen from 3.5 in 1983 to 2.9 in 1989.

	1981**	1989	% Increase
Perle sales	305,148	515,412	69%
Panther sales	1,045,872	2,139,118	105%

B. Major Outputs

	Planned		Next		Accomplished	
	LOP	Period	Cum.	Period	Period	Cum. %
1. Provision of Family Planning Services						
MOH Facilities	364	0	364	0	0	364
Sterilization (No. of procedures)	50,000	2,500	40,000	2,500	1,076	38,476
2. Training (Persons)		M F		M F	M F	M F
Overseas training for family planning administrators	26	0	26	0 0	0	5
Local training for selected family planning personnel	12,361	50 150	12,213	46 104	35 103	11,193 2
3. National Pop Policy adopted	1	0	1	0	0	1
4. Completed surveys & research	3	0	3	0	0	3

*Revised per 1990 Project Evaluation
 **No. of single cycles or condoms dist.

C. Other Accomplishments and Overall Status

Overall Status - The Project evaluation report has been finalized and discussed with the NFPB. A request to extend the current PACD by one year is in process. This extension will allow for the shipment of contraceptives for Jamaica's 1992 requirements, and the implementation of recommendations stemming from the evaluation. The PID for the Family Planning Initiatives Project was approved by the Mission and is scheduled for an initial obligation in May 1991. During the life of the seven-year Project, financing for the family planning program will be phased over to the Government of Jamaica and other financing sources as USAID financing is phased out.

Other Accomplishments

-Project Evaluation Follow-Up: - The overall findings of the evaluation are that the project has made strides toward reaching its overall goal of significantly reducing fertility in Jamaica. Contraceptive prevalence has increased and both age-specific and total fertility rates have declined through the efforts of the project. The quality of family planning services provided through the MOH health centers as well as the NFPB, and JFPA clinics is high. In addition, the countrywide network of MOH primary health care centers provides easy access to most women for family planning services and it is in these centers that most women in Jamaica receive their contraceptives.

The Mission has begun to address some of the major recommendations of the evaluation during the remaining project period and as a precursor to start-up of the Family Planning Initiatives Project. These include: (1) Implementation of Cost-Benefit and Target Setting Models: a PIO/T for a "buy-in" to the AID/Washington RAPID III Project to assist the NFPB, MOH, and PIOJ to plan program strategies to reach targeted prevalence goals, and to convince decision-makers of the benefits of investing in family planning is in preparation; (2) IUD Insertion Training: a one week training of trainers program for service providers in the insertion of Copper T 380 IUDs for 18 participants will be implemented in October; (3) CDC Business Plan: market and consumer research is being undertaken to develop a business strategy for the NFPB's Commercial Distribution of Contraceptives Program; and (4) Recruitment of VSC Coordinator: status of this is discussed below.

-Sub-Projects: The Project continues to provide assistance for family planning education and services through organizations such as the Jamaica Family Planning Association (JFPA), Ministry of Youth & Community Development (MOYCD), the Roman Catholic Archdiocese of Jamaica and Operation Friendship. The sub-projects have been notified that this is the final year of funding they will receive from USAID which is scheduled to terminate March 31, 1991. USAID has been encouraging these organizations to develop plans and mechanisms to sustain their programs following the end of USAID donor assistance. The Jamaica Family Planning Association will receive technical assistance through a "buy-in" to AID/Washington project with Healthcom to develop a business plan to address the issue of sustainability after March 31, 1991. The project will finance the procurement of a printery for Operation Friendship's program in order to generate income to support the family planning services. USAID has written and requested a meeting with the Ministry of Youth to ensure that this program is financed through the GOJ budget, but has been unsuccessful to date. The Catholic Archdiocese Program of Family Life Education in the Schools will continue its Family Life Education outreach activities with a Project-financed automobile.

-New Project Development - The Project Identification Document (PID) for proposed Family Planning Initiatives Project was approved for \$7,000,000 of Project funding over a period of seven years and Project authorization anticipated for June 1991. The principal thrust of the Project will be assist the Government of Jamaica to maximize the sustainability of its planning program.

The Project design strategy has been divided into two phases, with the phase being the development of a Privatization Strategy to provide a by expanding private sector financing and management of family planning services in Jamaica. Two POPTECH team members have commenced the first phase and conducted fact finding interviews and developed the research agenda and selected the research firms. The strategy will be completed in March 1991.

-Voluntary Sterilization - According to the 1989 Contraceptive Prevalence Survey female sterilization is the second most prevalent method used by current users. The Victoria Jubilee Hospital recommenced services on 1/1/1990 and the annual number of VSC procedures performed should increase in mind that VJH is the major post-partum facility in Jamaica offering

The AVSC program of technical assistance has been delayed pending recruitment of a nurse coordinator as a counterpart in the Ministry of Health. The position is planned for financing by the World Bank Population and Health Project. Planned activities such as the institutional assessment will take place until this outstanding issue is resolved as the counterpart instrumental in coordinating follow-up actions.

-Women in Development - The family planning Project's primary beneficiaries are women. To date 31 participants have been sent on short term overseas training of which five are males.

D. Problems and Delays

The comprehensive assessment of institutions performing VSC procedures been delayed as the counterpart person to work with the AVSC team is not in place. This is due mainly to the Ministry of the Public Service Bureau for hiring of individuals.

OHNP has not yet met with the MOYCD to discuss GOJ financing of the Family Life Education program although a letter has been written to the Permanent Secretary requesting this meeting.

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

- o Request one year PACD extension to allow for arrival of FY91 contraceptives in CY92.
- o Complete first phase surveys for new project paper design (Family Planning Initiatives Project).
- o Complete PIO/T for the buy-in to AID/W HEALTHCOM Project to develop business plan for the JFPA.
- o Write letter to Minister of Health about VSC counterpart and coordinate with World Bank.
- o Write follow-up letter to MOYCD requesting meeting.
- o Complete PIO/T for buy-in to AID/W RAPID III project to provide technical assistance to the NFPB on the target setting model and cost benefit analysis of family planning.
- o Meet with GOJ officials to discuss PID for proposed Family Planning Initiatives Project and plans to phaseover financing of contraceptive procedures.
- o Conduct a comprehensive assessment of institutions performing VSC procedures.

PROJECT STATUS REPORT
APRIL 1, 1990 - SEPTEMBER 30, 1990

Project Title: Private Sector Promotion of Family Planning

Project Number: 532-0122-G-SS-5170-00

PACD: April 30, 1990

Project Purpose: The purpose of this Project was to promote a greater understanding, acceptance and practice of family planning through collaboration of Jamaican private sector institutions.

Implementing Agency: The Jamaica Family Planning Association

Grantee: The Jamaica Family Planning Association

**Accomplishments
and/or Problems:**

The Project made numerous accomplishments, including: (A) A private sector firm (SEPROD) assumed sponsorship of the radio serial "Naseberry Street" from April 1987 to April 1989; (B) During 1989 JFPA received the Fundraising Award from the Western Hemisphere for raising 82% of its 1988 budget; (C) During 1989 the amount of JA\$437,672 was raised by JFPA; and (D) The musical "Pepper" was aired, generating favorable publicity for JFPA and family planning promotion.

The authorized amount was US\$448,000 which has been committed and disbursed.

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A B X C

I. BACKGROUND DATA

Project Title: Health Sector Initiatives Project
 Project Number: 532-0152
 Date of Authorization: original 07/07/89
 Date of Obligation: original 07/27/89 amended 09/24/90
 PACD: original 07/27/96
 Implementing Agencies: Ministry of Health
 Private Sector Organization of Jamaica (PSOJ)
 Major Contractors: None
 AID Project Managers: Rebecca Cohn/Joy Jones
 Status of CPs/Covenants: All CPs have been met

FINANCIAL DATA

Amount Authorized: DA Grant: original \$5,000,000
 Amount Obligated: DA Grant: original \$ 468,000 amended to \$1,50
 Amount Committed: Period: \$ 227,864
 Cumulative: \$ 227,864
 Accrued Expenditures: Period - Projected: \$ 94,000
 Period - Actual: \$ -
 Cumulative: \$ -
 Period - Next: \$ 200,000
 Counterpart Contribution: Planned: \$1,855,000
 Actual: \$ 5,151
 % LOP Elapsed: 16%
 % of Total Auth. Oblig. 30%
 % of Total Oblig. Exp. 0%
 % of Total Auth. Exp. 0%

Date of Last Evaluation: None done Next Evaluation: May 1993
 Date of Last Audit: None done Next Audit: None Scheduled

II. PROJECT PURPOSE

To improve the quality and efficiency of current and future health services delivery.

III. PROJECT DESCRIPTION

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

IV. PROJECT STATUS

A. Planned EOPS

- Improved health service facilities management resulting in reduced costs.
- Private sector firms contracted to manage an estimated 10 Govt. health support services.
- Proportion of GOJ health budget allocated to primary health is maintained at 19%.
- Proportion of health services delivered by the private sector increased from 15% to 25%.
- Insured population increased from 15% to 25%.
- Hospital fee collections increased from 18% to 50%.

Progress to Date

It is too early in Project implementation for progress in these areas to be achieved.

B. Major Outputs

	Planned				Accomplished						
	LOP	Period	Cum.	Next Period	Period	Cum.	% of				
1. Policy studies completed	10	.5	.5	.5	0	0					
2. New revised public health laws	10	2	2	2	0	0					
3. Administrative system for fee collection in place in hospitals	12	0	0	1	1	1					
4. Social Marketing Campaign complete	4	0	0	0	0	0					
5. MIS in place at headquarters	100%	0	0	0	0	0					
6. Master Plan for Contracting out	100%	10%	10%	10%	0	0					
7. Divested support services contracts in place	10	0	0	1	0	0					
8. Evaluation of PRICOR	100%	10%	10%	0	0	0					
9. Completed hospital administrative training program	12	0	0	1	1	1					
10. Investment Climate Study complete	100%	25%	25%	100%	75%	75%	7				
11. Private Sector Grants in place	15	0	0	2	0	0					
12. Health Initiatives Secretariat in place	100%	100%	100%	100%	50%	50%	51				
13. Training (persons) Short Term	M 500	F 500	M 0	F 0	M 0	F 50	M 50	F 70	M 18	F 70	8%

C. Other Accomplishments and Overall Status

Overall Status:

Most of the Project activities are a continuation and extension of activities commenced under the Health Management Improvement Project which terminated June 30, 1990. The Project has been slow in start-up due to MOH and USAID focus on completion of the HMIP and phaseover of HMIP activities into HSIP. Implementation has accelerated somewhat since July 1990, and will continue especially when the Project-funded Secretariat is in place.

Other Accomplishments:

(I) Project Management - The former HMIP GOJ Project Manager is the Project Manager for HSIP. Candidates for the three USAID funded positions in the Secretariat (Legal, Management and Finance Coordinators) have been selected and draft contracts negotiated. The contracts have been sent to the Ministry of the Public Service for approval, which has proven to be a lengthy process in the past. The Project Steering Committee has been formed and the first Committee meeting is scheduled for October.

(II) Private Sector - Prior to signing of the Cooperative Agreement with The Private Sector Organization of Jamaica (PSOJ) to support the Ministry of Health in the implementation of the private sector component of the project. A local accounting firm reviewed the capability of PSOJ to administer the Project they were found to be adequate. As a result, a five year Cooperative Agreement to be incrementally funded, was signed on August 29, 1990 with PSOJ for US\$821,000.

The Health Committee has been meeting monthly and the draft Investment Climate Survey financed by the Project is under review. The position of Private Sector Coordinator has been advertised and a subcommittee formed to select the most qualified applicant. Another subcommittee has drafted the criteria to be used in determining which proposals will be funded. The first advance of funds for PSOJ is in process.

(III) Public Sector: - (a) Training - Dr. Gary Flierman of AUPHA has completed the second phase of a two-part assessment of the management training needs of the MOH and the development of a training plan for the project. His report assesses the management training needs of the MOH within the context of a decentralized management structure, and proposes using existing Jamaican educational institutions to implement these programs. The recommendations are under review by the MOH. USAID will prepare a buy-in to the existing AID/W Cooperative Agreement with AUPHA if the MOH concurs.

(b) Decentralization - The MOH has taken the decision to decentralize its operations and is proceeding with activities preparatory to decentralization. Decentralization will entail the creation of five Regional Health Authorities, and Individual Hospital Boards (rather than regional boards as presently.) Training courses were held for the Triumvirates (Matron, Administrator, Senior Medical Officer) of all 26 hospitals to assist them in the preparation of their individual budgets for the Jamaican

fiscal year 1991 - 1992. Consultancies have been completed on the legal implications of decentralization and the organizational restructuring of the MOH Headquarters, and the recommendations are being implemented.

Decentralization will also entail replacing the Hospital Triumvirate with a newly created Hospital Chief Executive Officer.

(c) Hospital Fees Collection - Activities are actively in progress to increase the collection of hospital fees. In Spanish Town Hospital, identified as the pilot area under the HMIP, physical alterations were carried out at the Records Office to locate the Cashier beside the Assessment Officer so that fees could be collected on the spot. Reports are that this has resulted in increased fee collection. Standardized procedures for the collection of fees are being developed based upon a recently completed consultancy for Spanish Town Hospital.

(d) Health Insurance - Recovery of fees from Health Insurance Companies is also under review. A series of meetings has been held with representatives from the five companies offering Health Insurance and already some of the problems between the MOH and the companies have been identified and corrected.

Discussions concerning the level of fees for private and insured patients are also being held with a view to determining a realistic fee for private/insured patients in Government Hospitals. This should be ready for submission to the November meeting of the Headquarters Fees Committee and if approved, a Cabinet submission will be prepared.

Proposals have also been made that hospital pharmacies should be participating pharmacies in the Health Insurance Programme. This will enable 80% of the cost of drugs provided for insured patients to be recovered. A sub-committee has been established to prepare recommendations. These will also be presented to the November meeting of the Headquarters Fees Committee.

D. Problems and Delays

There have been delays in MPS approval of contracts for the HSIP Secretariat.

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

- o MPS to approve contracts for Secretariat.
- o Obtain MOH decision re: implementation of AUPHA report recommendations.
- o Hire PSOJ Coordinator and solicit proposals for private sector program.
- o Divest support services in Spanish Town Hospital.
- o A seminar on fee collection to be held in October.

PROJECT STATUS REPORT
 April 1, 1990 - September 30, 1990
 FINANCIAL DATA

A ___ B X C ___

I. BACKGROUND DATA

Project Title: AIDS/STD Prevention and Control
 Project Number: 532-0153
 Date of Authorization: original 08/23/88
 Date of Obligation: original 08/29/88 amendment 07/25/90
 PACD: original 08/31/94
 Implementing Agencies: Ministry of Health
 Major Contractors: (1) ACOSTRAD
 (2) AIDSCOM
 AID Project Managers: Rebecca Cohn/Grace-Ann Gray
 Status of CPs/Covenants: All CPs have been met. GOJ is complying with covenants.
 Date of Last Evaluation: 05/90 Next Evaluation: 1/94
 Date of Last Audit: None done Next Audit: 12/90

Amount Authorized: DA Grant: original \$2,500,000
 Amount Obligated: DA Grant: original \$ 540,000 amended to \$1,63
 Amount Committed: Period: \$ 294,025
 Cumulative: \$ 752,292
 Accrued Expenditures: Period - Projected: \$ 287,092
 Period - Actual: \$ 57,594
 Cumulative: \$ 171,703
 Period - Next \$ 250,000
 Counterpart Contribution: Planned: \$ 850,000
 Actual \$ 82,459
 % LOP Elapsed: 34%
 % of Total Auth. Oblig. 65%
 % of Total Oblig. Exp. 10%
 % of Total Auth. Exp. 6%

II. PROJECT PURPOSE

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

III. PROJECT DESCRIPTION

The Project will: (1) develop and strengthen the AIDS/STD policy and program planning and monitoring systems; (2) educate the public and relevant professional groups about AIDS and STD prevention, and develop and implement prevention and intervention strategies to reach those most at risk including pregnant women and young adults; and (3) strengthen the institutional capability of the Ministry of Health to plan and manage comprehensive AIDS/STD control strategies. The Project will be implemented by the MOH under a bilateral agreement, with a subgrant to ACOSTRAD.

IV. PROJECT STATUS

A. Planned EOPS

Progress to Date
 - Improved knowledge, attitudes and practices of population about AIDS/STD prevention 70% (vs. 56%) believe AIDS is preventable
 63% (vs. 25%) know using condoms prevent AIDS*
 - Annual reported cases of congenital syphilis 30 or below (from 36 in 1987). 51 cases in 1989
 - Blood donor syphilis seropositivity rate 4% or below (30% below 1987 rate of 6.2%). 4.2% in 1988; 5.2% in 1989
 - Gonorrhoea rate in under 20 population reduced by 20% from 1988 baseline. (162/100,000) 158/100,000 in 1989

B. Major Outputs

	Planned			Next	Accomplished		
	LOP	Period	Cum.	Period	Period	Cum.	% of
1. STD/HIV surveillance activities implemented	3	0	0	.5	0	0	
2. Operations research studies periodically conducted among high-risk groups	10	1	2.0	.0	1	2	
3. KAP and other surveys conducted	7	.5	1	0	1	1	
4. Eight additional STD clinics equipped and functioning	8	0	0	0	0	0	
5. Calls made to national AIDS/STD hotline per week	75	15	15	25	15	15	2
6. Media and educational campaigns completed	2	0	0	.5	0	0	
7. Employment and training of 15 Contact Investigators	M T	F 5	M 3	F 2	M 10	F 0	M 30%
8. Training (No. persons)	204	815	0	0	0	0	12 46 0 0 193 767 95%

*Comparison between two KAP surveys conducted in 1988 and 1989

C. Other Accomplishments and Overall Status

Overall Status:

Implementation of planned Project activities is well underway. The EOPS Indicators show movement in a positive direction, except for the reported cases of congenital syphilis which continue an upward trend. A likely explanation for an increase in the number of reported cases is improved surveillance and case reporting, especially since additional contact investigators have been hired and trained by the Project, thereby extending case investigation of positive serologies beyond the Kingston metropolitan region. During the Reporting Period, the first National Review of the Jamaica AIDS Control Program under the coordination of PAHO was conducted. USAID fielded two members of the overall Review team who were also charged with evaluating the USAID Project as well as participating as overall Review Team members. This arrangement was put in place so as to minimize the burden on the MOH of multiple AIDS related evaluations. The principal finding of the evaluation is that the Project is on track.

Jamaica has been designated as an emphasis country under the ST/H PASA with the U.S. Centers for Disease Control (CDC) for AIDS and STD prevention and control. The long-term advisor assigned to Jamaica assumed duties in August. First year priorities will include development of the HIV/STD surveillance system, the establishment of additional STD clinics, and implementation of an improved test for diagnosing syphilis at prenatal clinics. Jamaica has continued to benefit from short-term technical assistance from CDC as well as the AIDSCOM Project. In addition, the second year funds of the subgrant with ACOSTRAD were obligated.

The number of AIDS cases in Jamaica as of the end of September, 1990 stands at 180, compared with 137 cases at the end of December 1989, males account for 125 cases and females for 55. The principal modes of transmission continue to be heterosexual and perinatal.

Other Accomplishments:

ACOSTRAD Accomplishments - ACOSTRAD's responsibilities under the sub-grant include education and outreach to general as well as high risk populations. The following were the accomplishments during the reporting period.

(1) Women's Health Study - This operations research study with female sex workers has succeeded in recruiting 113 participants. The study involves comprehensive HIV/STD testing, education, peer counselling and outreach, and follow-up of participants. ACOSTRAD is responsible for the education and outreach component. Focus group studies were conducted with participants of the Women's Health Study to explore the methods used by those women for staying safe on the street, not just in terms of condom use but also in terms of staying alive and making money. One research finding is that poor socioeconomic conditions of these women support the existence of prostitution. Therefore in such a climate stopping AIDS cannot and is not based on stopping prostitution, but on limiting its impact on the spread of HIV. The information gleaned from these sessions will be used to guide future interventions with this high-risk group.

Initiatives have been made to explore the possibilities of alternate employment for these women other than prostitution. NGOs attended a meeting where they were briefed on the situation. The response was positive and to date five female sex workers have been advised on how and what organizations to approach for alternate employment.

The Sex Workers Peer Group Counsellors continue to display an encouraging level of enthusiasm and commitment. Eight Peer Group counselling sessions were completed. These counsellors have begun to recruit and educate other counsellors on AIDS/STD.

(II) Teacher Training Workshop - Fifteen teachers participated in training session in AIDS/STD Prevention and Control Education conducted by ACOSTRAD staff. These teachers will return to their colleges and coordinate forums in their institutions. The Ministry of Education assisted in this workshop.

(III) Helpline - The need to extend the Helpline hours beyond 7 10 pm has been identified, particularly in conjunction with the anticipated AIDS/STD Communication Campaign shortly to be launched which will generate an increased number of calls to the Helpline reporting form has been developed to gather information on calls and the types of calls. A toll free line has been established and has generated a good response from rural callers. There is a need to train additional volunteers to man the phones. Project funds have been earmarked to support additional paid staff and promotion of the Helpline for one year.

ACOSTRAD assisted with the promotion of the Helpline through Jamaica Information Service (JIS) TV and radio messages, distribution of Helpline poster and through requesting Private Sector Organization of Jamaica (PSOJ) and the Jamaica Chamber of Commerce sponsorship advertising billboards.

MOH Accomplishments:

Buy-in funds to the AIDSCOM Project continue to support the positions of Operations Research and Communications Specialists in the MOH.

(1) Communications Program - The results of the second Knowledge, Attitudes, and Practices (KAP) Survey on AIDS/STDs (SOMARC-funded) was presented to the MOH and others during the Reporting Period. The survey revealed that the knowledge of AIDS/STD is high; however, Jamaica's task now is to change people's behavior by promoting the practice of safe sex and sticking to one faithful partner to reduce the increase of HIV.

The MOH with AIDSCOM assistance developed an advertising brief and solicited proposals for the next Communications Campaign. Presentations were made by two companies and Dunlop Corbin Comptel Ltd. has been selected as the advertising agency for the media campaign scheduled to commence February 1991.

(II) Training - Six of the nine training activities under the MOH two-year Training Plan have been accomplished with 974 persons trained. The islandwide training program for hospital workers in AIDS Prevention and Control has been completed.

(III) Research:

-Women's Health Study: Phase I of the study is now complete. HIV prevalence among the 113 participants was found to be 10%. The total number recruited was less than originally planned as experience showed it was difficult to recruit women into the study.

-Condom Study: The study has succeeded in recruiting 60 men out of a target of 100 men from the JDF target group into the study. It is expected that the data gathering of this study will be completed in the next reporting period.

-Extra Strength Condom: USAID concurred with Family Health International's proposed study of the Extra Strength Condom in Jamaica. The study will utilize the same target population as the Condom Demonstration study above.

(iv) Congenital Syphilis in Pregnant Women: A short-term consultant from CDC assisted the MOH with preliminary analysis of syphilis among pregnant women from the Perinatal Morbidity and Mortality Study. The principal finding is that people with syphilis are not being tested and the highest seroprevalence group is the least likely to be tested. These factors, in turn, appear to be correlated with low socioeconomic status. In addition, the impact of congenital syphilis on pregnancy losses in Jamaica is substantial and requires efforts to reduce these losses.

(v) Rapid Plasma Reagin Pilot Program: USAID has procured commodities for the MOH to conduct a trainer of trainers of the Rapid Plasma Reagin (RPR) test to introduce it into MOH clinics and hospitals. Three pilot training programs are scheduled in Montego Bay, Clarendon, and St. Catherine. This training will be replicated islandwide once the pilot has been completed.

(iv) Evaluation:

National Review: A national review of the AIDS/STD program was completed in May 1990 and included USAID sponsored team members from CDC and AIDSCOM.

Project Evaluation: Findings of the project evaluation report completed in conjunction with the National Review are that the project has achieved a high level of implementation since its inception, that the efforts of all members of the MOH staff have been excellent, and the progress made in the first year and a half provides an excellent foundation for future years.

Specific recommendations include: 1) immediate staffing of the Project Implementation Unit; 2) improved documentation of AIDS/STD program achievements; 3) implement 1989 CDC surveillance recommendations; 4) undertake additional operations research and seroprevalence surveys among high risk groups; 5) ensure that upcoming media campaign addresses existing myths, conduct KAP tracking survey, and expand help line capability in conjunction with campaign; and 6) implement June 1990 CDC recommendations for antenatal screening.

(v) Institutional Strengthening:

-Procurement Plan - the MOH has submitted and USAID has approved the MOH Procurement Plan for the Project.

-Project Implementation Unit - The Secretary and Accountant for the Project Implementation Unit are now in place at the EPI Unit. The post of Project Manager has still not been filled but should be by the next Reporting Period.

-Reimbursement Request - The Ministry's first reimbursement request under the Project has been completed by the Accountant, and should be submitted to USAID.

D. Problems and Delays

The Project Manager of the PIU is not yet in place. The delay is due to the Ministry of the Public Service's low classification of this position initially, which when advertised did not attract applicants because of low salary range. However, most recently, the MPS has given approval for the appointment of the Project Manager within a higher salary range.

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

- o Complete the two ongoing operations research studies.
- o Examine Project authorization to determine if amendment is needed to support subsequent years support for CDC long-term TA.
- o Prepare PIU/C for MOH Procurement Plan including STD pharmaceuticals.
- o MOH to hire Project Manager of PIU.
- o Approve contract and start up media campaign.
- o MOH with technical assistance from CDC is planning to pilot test (RPR) test for syphilis.
- o Final report due from PAHO/Washington on the National Review Evaluation.
- o Follow-up and implement recommendations from evaluation.

25

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A ___ B X C ___

I. BACKGROUND DATA

Project Title: Drug Abuse Prevention
Project Number: 532-0161
Date of Authorization: original 09/21/89
Date of Obligation: original 09/25/89 amendment: 05/31/90
PACD: original 09/30/94
Implementing Agencies: National Council on Drug Abuse
Major Contractors: Jamaican Western Partners
AID Project Managers: Rebecca Cohn/Grace-Ann Grey
Status of CPs/Covenants: All CPs have been met

FINANCIAL DATA

Amount Authorized: DA Grant: original \$500,000
Amount Obligated: DA Grant: original \$100,000 amended to \$203,100
Amount Committed: Period: \$ 40,729
Cumulative: \$ 40,729
Accrued Expenditures: Period - Projected: \$ 40,729
Period - Actual: \$ 18,000
Cumulative: \$ 18,000
Period - Next \$ 70,000
Counterpart Contribution: Planned: \$504,000
Actual: \$
% LOP Elapsed: 20%
% of Total Auth. Oblig. 40%
% of Total Oblig. Exp. 8.8%
% of Total Auth. Exp. 3.6%

Date of Last Evaluation: None done Next Evaluation: 06/92
Date of Last Audit: None done Next Audit: None Scheduled

II. PROJECT PURPOSE

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

III. PROJECT DESCRIPTION

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

IV. PROJECT STATUS

- A. Planned EOPS
- 500 urban and rural high risk youth participated in drug abuse prevention activities.
 - Improved knowledge, attitudes and behavior regarding drug use on the part of participating high risk youth.
 - 540 professional and community based personnel trained in Drug Abuse Prevention

Progress to Date
No data as community programs have not begun.

B. Major Outputs

	Planned				Accomplished		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of 1
1. 4 training manuals and handbooks for prevention and program evaluation	4	0	0	1	0	0	0
2. 5 community projects in place.	5	0	0	2	0	0	0
3. 2 epidemiology studies completed	2	0	0	0	0	0	0
4. Training (Persons)	M	F	M	F	M	F	M
Long-term	T	U	U	U	T	U	U
Short-term	270	270	25	25	25	25	25
							10 10

22

C. Other Accomplishments and Overall Status

The reporting period saw some progress in implementing each of the three major components of the Project. Based on the recommendations of a short-term consultant from Policy Research, Inc. modifications have been made in the original Project budget as well as the original Training Plan to better reflect the needs and priorities of the National Council on Drug Abuse. Responsibility for managing the Project has been transferred from the Office of Education and Human Resources to the Office of Health, Nutrition and Population which is also the locus for the USAID Narcotics Coordinator. Overall U.S. Mission coordination of Drug Abuse Prevention activities has been facilitated by the establishment of a sub-committee on Narcotics Prevention and Education with representatives of USAID, USIS and NAU.

Specific progress by component includes: 1) Development of Human Resources - A revised Training Plan has been developed by a short-term consultant and is under consideration by the NCDA and USAID. During the reporting period, a two-day workshop trained 50 community participants currently involved in drug abuse education and prevention activities. The purpose of the workshop was to train these people as trainers within their communities to improve the community management of drug abuse prevention activities; 2) Community Prevention Projects - The Umbrella PYO has been selected and approved by USAID to implement the community drug abuse prevention projects. Funds will be committed upon submission of the signed sub-Grant agreement. During the first year, three Community based drug abuse prevention and skills training programs will be implemented in three different geographic locations; and 3) Drug Abuse Information - the Project originally proposed that computers be purchased for NCDA and the Umbrella PYO. Since the selected PYO has the requisite computer capacity, USAID approved purchase of a computer system for NCDA only. The system will be used for the research and epidemiological studies to be undertaken by NCDA. The computers have been purchased; installation and training will take place shortly.

D. Problems and Delays

No major ones.

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

- o Approve Umbrella PYO sub-grant and disburse first advance.
- o Start-up community Prevention Projects.
- o Discuss and approve revised Training Plan.
- o Install NCDA computer equipment and initiate discussions on research activities to be undertaken.
- o Carry out future joint review of overall Mission drug awareness activities with Embassy.

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A B X C

I. BACKGROUND DATA

Project Title: Agricultural Education Project^a
 Project Number: 532-0082
 Date of Authorization: original 08/16/84 amendment 04/25/90
 Date of Obligation: original 08/31/84 amendment 05/31/90
 PACD: original 08/31/89 amended to 08/31/94
 Implementing Agencies: Ministry of Education
 Major Contractors: Louisiana State University with Southern University (HBCU) and Sam Houston State University; APEC Consultants; Garan-Tee Construction Co.; Courage Construction Co.; APPC, Inc.
 AID Project Managers: Barbara Ellington-Banks
 Mansfield Blackwood
 Status of CPs/Covenants: CPs and covenants all met
 Date of Last Evaluation: 08/08/88 Next Evaluation: 08/30/93
 Date of Last Audit: N/A Next Audit: None Scheduled

FINANCIAL DATA

Amount Authorized: DA Loan: original \$9,850,000 amended to DA Grant: original \$3,000,000 amended to
 Amount Obligated: DA Loan: original \$8,350,000 amended to DA Grant: original \$3,000,000 amended to
 Amount Committed: Period: L\$135,076 G\$ -0
 Cumulative: L\$6,141,061 G\$2,954
 Accrued Expenditures: Period - Projected: L\$1,219,933 G\$ 212
 Period - Actual: L\$1,389,108 G\$ 329
 Cumulative: L\$4,850,580 G\$2,465
 Period - Next: L\$1,000,000 G\$ 360
 Counterpart Contribution: Planned: J\$28,124,460
 Actual: J\$10,041,000
 % LOP Elapsed: 61%
 % of Total Auth. Oblig. L 100% G 100%
 % of Total Oblig. Exp. L 75% G 69%
 % of Total Auth. Exp. L 75% G 69%

II. PROJECT PURPOSE

To develop and expand the Jamaica College of Agriculture at Passley Gardens; and expand and improve the secondary agricultural school at Knockalva.

III. PROJECT DESCRIPTION

The Project was designed to address the critical need for trained Agricultural Specialists to assist in revitalizing the agricultural sector in Jamaica. The Project supports the development and expansion of the College of Agriculture (COA) and Knockalva Agricultural School (KAS). Construction, technical assistance and training are components of the original project. A Project Paper Supplement was executed during this reporting period to allow for completion of US degree training and short term technical assistance to support returning participants and increase administrative effectiveness at both institutions.

A. Continued...

- Capability of COA program evidenced by:
 -15% graduates enter extension or public service
 -15% grads. as VoAg instructors
 -15% grads. enroll in BSc or advanced degree program
 -40% grads. enter private sector agriculture or agribusiness
 -A recent survey indicate questioned 198 responded 2 are employed in agricul 70 are in training to the MSc level. Another survey completed by the first of

B. Major Outputs

	Planned			Next		Accomplish	
	LOP	Period	Cum.	Period	Period	Cum.	
1. Graduates		M/F	M / F		M/F	M / F	
COA	270	57/13	189/57	-0-	52/11	184/55	
KAS	240	29/21	160/36	-0-	24/19	162/44	
2. Training (Persons)		M/F	M/F	M / F	M/F	M/F	
Long-term		18/9	5/2	16/6	0/0	0/0	
Short-term		7/5	0/0	2/1	0/0	2/1	

IV. PROJECT STATUS

A. <u>Planned EOPS</u>	<u>Progress to Date</u>
- COA enrollment to 400.	-Present enrollment 200
- KAS enrollment to 300.	-Present enrollment 140
- 100 COA certificates/year	-Presently 70/yr
- 95 graduates/year by KAS	-Presently 50/yr
- COA faculty:student: 1:18	-Presently 1:10
- KAS faculty:student: 1:20	-Presently 1:14
- COA graduating class with new curriculum	Curriculum not yet complete

3. Construction (N/P = No. Buildings/Percentage Completed)

(a) Classrooms

1. COA	3/100	3/63	3/100	3/25	3/38	3/75	75%
2. KAS	3/100	3/50	3/100	3/2	3/48	3/98	98%

(b) Laboratories

1. COA	3/100	3/63	3/100	3/30	3/20	3/70	70%
2. KAS	3/100	3/50	3/100	3/2	3/48	3/98	98%

(c) Faculty Housing

1. COA	11/100	11/15	11/100	11/1	3/14	3/99	99%
2. KAS	1/100	1/38	1/100	1/3	1/35	1/97	97%

(d) Dormitories

1. COA	1/100	1/60	11/100	11/27	3/33	3/73	73%
2. KAS	1/100	1/43	1/100	1/25	1/15	1/75	75%

(e) Administrative/Service

1. COA	2/100	2/28	2/100	2/15	2/13	2/85	85%
2. KAS	6/100	6/48	6/100	6/4	6/44	6/96	96%

4. Equipment Procurement	LOP	Cum.	\$LOP
	\$1,596,048	\$1,012,715	63%

5. Technical Assistance:

-Curriculum Development	TA completed Curriculum completion in-progress with COA personnel.
-Applied Research	Long Term TA completed. Short Term TA to continue.
-Pedagogic and In-service	Long Term TA completed. Short Term TA to continue.
-Faculty training	Short Term TA to continue.

C. Other Accomplishments and Overall Status

As a result of the PACD extension and subsequent authorization of the Project Paper Supplement long term training will continue taking advantage of GOJ sponsored students graduating from undergraduate programs in agriculture at the University of the West Indies St Augustine campus in Trinidad. Participant studies will be areas most critical to the College and Knockalva, agricultural economics, agribusiness, as well as agricultural sciences. Short term technical assistance assignments are planned through a continuation of the contract with the Louisiana State University Agricultural Center. Short term TA will follow-on previous work done by short term specialists under the LSU contract and will include topics such as chemistry, computer science, agricultural/mechanical engineering, institutional planning and operational management. A specific activity for the short term specialists will be to assist returning participants in the development of proper teaching practices in order to enhance their capacity to train students. Specific examples of progress are noted below.

1. Procurement: The MOE is processing and returning Inspection and Receiving Reports. In so doing additional problems with procurement under the Project have been identified. This will be discussed in Section D of this Report.

2. Training: Training identified in the PPS has been rescheduled to September, 1991. The MOE process for nominating individuals for was extended during this period due to the placement of a new Per Secretary. Therefore, the planned starting date of January, 1991, not be met. Though not planned, this has given the nominees the opportunity to work at the College or Knockalva for the entire term gaining teaching experience they would not have had they continuing training from their undergraduate programs in Trinidad.

3. Technical Assistance: Long term TA under a contract with LSU was completed in August. Remaining funds within the contract with LSU scheduled for the continuation of short term TA to complete faculty training, preparation of research proposals, administrative assistance the College and Knockalva and eventual accreditation of the College contract will be amended to increase funds available for short term the next period.

4. COA Foundation: This Foundation was organized to support the College through various mechanisms, including incentives for faculty through research grants and awards, development of capital improvement in and general support activities. The MOE signed a PIL allowing for utilization of Project funds, \$100,000, for the initial funding of the Foundation. The funds will be used for the start-up costs of the Foundation and the initial administrative and operational costs of development of a plan for the utilization of the Spring Garden Foundation will seek other sources of income for its future operation. One funding source for the Foundation thus far identified is \$300,000 the refloes of loans made by JADF through the Hurricane Reconstruction Project to banana producers. Additionally, a Food Grant funding was developed by the LSU team early in the execution of their contract which has led to the proposed inclusion of language in the 1990 linking Food Aid to educational institutions. Specifics of such remain to be described in detail.

5. WID: The original project did not take into consideration WID in agricultural education. However, both the College and Knockalva are preparing to increase their capacity to train female students through construction of dormitory facilities for girls on both campuses.

D. Problems and Delays

1. Procurement: The procurement process initiated under this Project continues to plague implementation. The Agent continues to depend on Mission for information on what is being shipped. The latest correspondence to the Agent indicating the items not shipped or on date spanned a number of purchase orders from the Agent. Additionally the receiving reports completed by the MOE show that the document provided by the agent are not accurate. This inaccuracy has led to uncertainty of the billing of the Agent and is the basis for the equipment procurement activity of the Project.

29

2. Construction: Construction on two sites has been delayed to the extent that the MOE in consultation with EDCO and APEC enacted contract clauses serving notice to both contractors. Construction delays have been the major cause, at both COA and KAS, for not meeting the planned enrollment of both institutions for the current school year. All construction is now scheduled to be completed within the next six months which is within the self imposed August 1991 deadline. Given the actions taken by the MOE, no additional corrective actions will be taken at this time.

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

- o Equipment: Execute a review of the procurement under the Project with EXO, OPPD, CONT and the MOE. The results of this review will determine the necessity of a formal audit of the procurement activity.
- o Technical Assistance: Upon the return of the RCO the contract with LSU will be amended to increase the funds available for short term technical assistance.
- o COA Foundation: Complete Grant arrangement with the Foundation.
- o Equipment Procurement: Continued pressure will be put on the MOE to complete inspection and Receiving Reports on a timely basis.
- o Training: Documentation will be completed for the six participants to initiate long term training in September, 1991.
- o Budget Review: Given completion of the construction and procurement components of the Project, the budget will be reviewed for possible reprogramming.
- o Counterpart Contribution: A review of the GOJ counterpart contribution will be undertaken given the possible increase in construction costs.

PROJECT STATUS REPORT
 April 1, 1990 - September 30, 1990

A X B C

I. BACKGROUND DATA

Project Title: Hillside Agriculture Project
 Project Number: 532-0101
 Date of Authorization: Original 02/26/87
 Date of Obligation: Original 02/28/87 Amendment 04/25/90
 PACO: Original 02/28/94
 Implementing Agency: Ministry of Agriculture
 Major Contractors: InterAmerican Institute for Cooperation on Agriculture, Cocoa Industry Board, Coffee Industry Development Company, Forestry Department.
 AID Project Manager: Mark Nolan
 Status of CPs/Covenants: All Cp's have been met.
 Date of Last Evaluation: 11/01/89 Next Evaluation: 01/15/92
 Date of Last Audit: None done Next Audit: None scheduled

FINANCIAL DATA

Amount Authorized:	DA Grant: original	\$10,000,000
Amount Obligated:	DA Grant: original	\$ 800,000 amended to \$.
Amount Committed:	Period:	\$ 1,399,188
	Cumulative:	\$ 3,492,971
Accrued Expenditures:	Period - Projected:	\$ 600,000
	Period - Actual:	\$ 380,941
	Cumulative:	\$ 1,814,174
	Period - Next	\$ 500,000
Counterpart Contribution:	Planned:	\$16,500,000
	Actual	\$ 2,666,945
% LOP Elapsed:		52%
% of Total Auth. Oblig.		42%
% of Total Oblig. Exp.		43%
% of Total Auth. Exp.		18%

II. PROJECT PURPOSE

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

III. PROJECT DESCRIPTION

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

IV. PROJECT STATUS

A. Planned EOPS

1. Technology packages for the viable production of tree crops on hillsides
2. Successful strategy for development of hillside lands in Jamaica.

Progress to Date

Technology packages for coffee and cocoa production successfully demonstrated, and being adopted.
 Process evaluation results showed the model established by the project is extremely effective in reaching small hillside farmers.

B. Major Outputs

	Planned				Accomplished			
	LOP	Period	Cum.	Next Period	Period	Cum.	%	
1. Ac. Resuscitated	15,000	1,000	2,600	1,000	1,880	3,258	2	
2. New Ac. Planted	6,000	200	700	200	161	920	1	
3. Sub-Projects	28	4	20	4	4	14	5	
4. Farmers Involved	10,000	1,000	3,000	1,500	391	2,372*	2	
5. Demo. Plots Est.	30	10	32	10	6	51	17	
6. Training (Persons)	M	F	M	F	M	F	M	
Short-term	750	250	75	25	300	100	75	
					88	23	390	85

* 24% of farmers involved are women

10

- | | |
|---|--|
| 3. Active participation of farmers in adoption and dissemination of appropriate technologies. | Community level sub-projects allow for active ownership by farmers of technologies utilized |
| 4. Widespread use by farmers of contractual arrangements to market produce | Focus to date has been with coffee and cocoa, both of which assured markets. |
| 5. Increased production of domestic and export use crops | Experience to date has shown dramatic increases in productivity through utilization of proper orchard management techniques. |
| 6. Enhanced watershed protection via shift from annual cropping to perennial cropping | Increased use of tree crops has led to reduced tillage, reduced use of pesticides, increased ground cover and more organic matter in soil. |

C. Other Accomplishments and Overall Status

1. The Project made significant progress during the period especially in the widespread application of improved techniques for tree crop production. The project is seen as successful by Ministry of Agriculture officials in that production levels of coffee and cocoa are increasing from sub-project areas, and that large numbers of small farmers are receiving tangible benefits.
2. Four new sub-projects were approved, and began implementation during the reporting period. These are as follows: Agroforestry Promotion by the Forestry Department, St. Mary Cocoa Farmers Support by the Cocoa Industry Board, and the North-west St Catherine, and the Guys Hill, Coffee Cooperative Resuscitation Projects by the Coffee Industry Development Company.
3. Work on the three Jamaica Agricultural Society sub-projects at Blackwoods, Elgin and Windsor in central Clarendon continued on-target. The sub-projects all focus on the planting and resuscitation of coffee and cocoa on small hillside plots through the provision of technical advice (extension), and selected inputs, while the farmer contributes all labor for project activities.
4. The Rio Minho Cocoa Expansion Project, managed by the Cocoa Industry Board, proceeded full scale. The review of 2nd year of this project showed that this project was responsible for a dramatic increase of cocoa in the Rio Minho valley leading to a record production at the fermentary serving this area.
5. Work on the Mango Top-working Project continued. Although problems were experienced with the grafting techniques, about half of target has been achieved. A no-cost time extension has been approved.
6. The Farming Systems Research and Development Project proceeded rapidly. Selection of local FACT groups, identification of farmers for intensive work, baseline work, case studies, and extension outreach activities have begun.
7. The Above Rocks/FISH project is nearly half complete. The project works directly with 200 farmers to resuscitate and plant coffee and cocoa, and has also helped to start a farmers store.

7

8. The Manchester Land Authority project has encountered problems with the change of the Land Authority system into the Rural Agricultural Development Authority. This project resuscitates and plants new coffee with about 200 farmers in eastern Manchester.
9. The UNITAS project works with over 200 farmers in northwest Clarendon to resuscitate coffee and cocoa. This project is affiliated with the Moravian church, and staff have a high degree of enthusiasm.
10. The following table summarizes the total life of sub-project value of the approved sub-projects in Jamaican Dollars.

Approved	AID - H A P	SUB-PROJECT CONTRIBUTION	TOTAL
Blackwoods JAS	374,300	191,670	565,970
Windsor JAS	326,200	129,340	455,540
Elgin JAS	364,500	157,948	522,448
JAS Support	60,000	15,000	75,000
Cocoa Industry Board	6,486,280	997,700	7,483,980
Mango Top-Working	74,000	17,000	91,000
IICA/MOA Farming Systems	6,989,627	5,469,928	12,459,555
Above Rocks/FISH	498,245	280,349	778,594
Manchester Land Authority	498,575	200,590	699,165
UNITAS	446,027	108,127	554,154
Agroforestry Promotion	1,416,250	554,000	1,970,250
St. Mary Cocoa Farmers	1,953,864	1,217,000	3,170,864
NW St. Cath. Coffee	2,228,215	1,253,100	3,481,315
Guys Hill Coffee	1,596,595	853,900	2,450,495
TOTAL	J\$25,312,678	11,445,652	36,758,330

11. Sub-Project proposals are presently pending from the following groups and are under various stages of consideration: Rural Physical Planning Division of the Ministry of Agriculture, the North Clarendon Processing Company, the IICA, and small JAS groups.
12. The highly successful series of one-day Training of Trainers courses has continued. This has proven to be a successful mechanism for disseminating technologies to project sponsored extension personnel.
13. A program of regularly scheduled monitoring visits, and networking meetings has been instituted.
14. A contract for a comprehensive baseline survey for all sub-projects was competed and awarded to a Agro-Socio-Economic Research Ltd, A Jamaican consulting agency.

D. Problems and Delays

Although there were delays in the first 18 months of the project while initial staff were hired and criteria for sub-project selection agreed on, the pace of implementation has rapidly accelerated. There were no major implementation problems or delays encountered during the reporting period.

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

1. Continued receipt, appraisal and evaluation of new sub-project proposals. There are presently 5 proposals at various stages of consideration.
2. Continued monitoring and networking of activities, staff and technologies being implemented in on-going sub-projects.
3. A project retreat will be held in December 1990 to assess experience and lessons learned to date, and plan for adaptation for the remaining time in the Project.
4. The one-day training of trainers series will continue in the following areas: perennial crop technology, pesticide production techniques, disease pathology of coffee and citrus technical staff, and farm savings and investment. Special targeted overseas training will continue.
5. It is expected that short term technical assistance will continue to be accessed through local sources, IQC's, the University of Florida or through DESFIL. This TA will be for a variety of purposes including: the training of extension staff, assistance to commodity boards on technical issues, and support in sub-project development.
6. The continued collection and organization of baseline data on project participants and environmental impacts.

18

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A ___ B C ___

I. BACKGROUND DATA

Project Title: Hillside Assessment Project
 Project Number: 532-0113
 Date of Authorization: original 08/19/85
 Date of Obligation: original 08/22/85
 PACD: original 12/03/97 amended to 12/31/90
 Implementing Agency: Ministry of Agriculture
 Major Contractors: University of Florida, Ja. Bureau of Stds.
 AID Project Manager: Mark Nolan
 Status of CPs/Covenants: All CPs & Covenants have been met

FINANCIAL DATA

Amount Authorized:	DA Grant: original	\$600,000
Amount Obligated:	DA Grant: original	\$600,000
Amount Committed:	Period:	\$0.0
	Cumulative:	\$572,018
Accrued Expenditures:	Period - Projected:	\$ 50,000
	Period - Actual:	\$ 39,874
	Cumulative:	\$469,315
	Period - Next	\$100,000
Counterpart		
Contribution:	Planned:	\$ N.A.
	Actual	\$ N.A.
% LOP Elapsed:		95%
% of Total Auth. Oblig.		100%
% of Total Oblig. Exp.		78%
% of Total Auth. Exp.		78%

Date of Last Evaluation: N.A. Next Evaluation: N.A.
 Date of Last Audit: N.A. Next Audit: N.A.

II. PROJECT PURPOSE

Conduct a series of studies to identify constraints to hillside agricultural development.

B. Major Outputs

N.A. as Project was a limited scope grant agreement, and as s quantifiable indicators were developed

III. PROJECT DESCRIPTION

The Project funded studies, provided for training and a PSC to perform project design. The only active activity under this project is a joint effort by the Jamaica Bureau of Standards and the University of Florida to lift the import alert on processed ackee into the U.S.

IV. PROJECT STATUS

A. Planned EOPS

Narrow alternative approaches leading to a production oriented program for the sustained development of critical watersheds.

Progress to Date

Project resulted in the development of the Hillside Agriculture Project which is directly addressing the problem. Studies have been completed on coffee and cocoa technology, agro processing technology, agricultural credit, land tenure, as well as 20 Jamaican have been trained in coffee and cocoa production technologies in Costa Rica.

24

C. Other Accomplishments and Overall Status

- This project was a limited scope grant agreement. To date, 5 PILS, 4 PIO/Cs, 5 PIO/Ps, 14 PIO/Ts and 4 Travel Authorizations have been funded.
- Progress has been made on inter-lab verification of the quantification of hypoglycin in ackee. The conditions and processing techniques have been identified that will yield "zero level" hypoglycin in processed ackee.

D. Problems and Delays

No major problems or delays.

E. Major Activities or Corrective Actions During the Next SI

- Complete activities with the University of Florida and Jamaica Bureau of Standards on the project to lift the alert on processed ackee into the United States.
- de-obligate balance of funds in project.

25

PROJECT STATUS REPORT
 April 1, 1990 - September 30, 1990

A B X C

I. BACKGROUND DATA

Project Title: Crop Diversification/Irrigation
 Project Number: 532-0123
 Date of Authorization: original 09/25/85 amendment 06/27/90
 Date of Obligation: original 09/25/85 amendment 07/06/90
 PACD: original 09/30/90 amended to 09/30/93
 Implementing Agencies: National Irrigation Commission (NIC)
 Major Contractors: HC/PSC
 AID Project Manager: Vivian Rochester
 Status of CPs/Covenants: CPs to first disbursement - all met
 Covenants - all met

Date of Last Evaluation: 03/03/89 Next Evaluation: Fall 1991
 Date of Last Audit: 05/26/88 Next Audit: 04/00/91

FINANCIAL DATA

Amount Authorized:	DA Loan: original	\$ 5,000,000 amended to \$
	DA Grant: original	\$13,000,000 amended to \$
Amount Obligated:	DA Loan: original	\$ 4,800,000 amended to \$
	DA Grant: original	\$ 1,200,000 amended to \$
Amount Committed:	Period:	\$ 5,915 (L) \$ 301,00
	Cumulative:	\$ 7,919,991 (L) \$9,491,81
Accrued Expenditures:	Period - Projected:	\$ 202,488 (L) \$2,223,77
	Period - Actual:	\$ 21,777 (L) \$1,251,46
	Cumulative:	\$ 7,693,075 (L) \$8,577,93
	Period - Next	\$ 200,000 (L) \$1,800,00
Counterpart Contribution:	Planned:	\$6,000,000
	Actual	\$6,000,000
	% LOP Elapsed:	63%
	% of Total Auth. Oblig.	100% (L) 90% (G)
	% of Total Oblig. Exp.	95% (L) 80% (G)
	% of Total Auth. Exp.	95% (L) 72% (G)

II. PROJECT PURPOSE

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

III. PROJECT DESCRIPTION

The original project authorized on September 25, 1985 directed resources at strengthening Agro 21, a GOJ parastatal administered by the Office of the Prime Minister, was involved in attracting foreign and local investors into large scale commercial agriculture, principally winter vegetable production. The project met with limited success in this area but was more successful in providing irrigation water to small farmers and in establishing the National Irrigation Commission. Agro 21 was phased out on September 30, 1990, on the request of the GOJ. In March 1989, an evaluation was conducted which recommended redesign of the project emphasizing small and medium size farmer development activities. A Project Paper Supplement was authorized on June 27, 1990 to bolster the successes of the project and to support the GOJ's efforts to divest Government-owned lands to small and medium size farmers and complete the extension of the canals supplying water to 639 small farmers (548 males, 91 females) occupying approximately 5,000 acres of privately owned lands. Limited funds are provided for the training of groups of water users in the efficient use of irrigation water. Under the Project Paper Supplement, US\$2,000,000 grant and 3 years LOP were added to the project to allow for the completion of the irrigation system. Project components include 1) Small Infrastructure Rehabilitation, 2) Operations and Maintenance support to the National Irrigation Commission, 3) a Small Farmer Linkage program, and 4) limited support to the GOJ for land divestment.

IV. PROJECT STATUS

A. Planned EQPS

1. Divestment of three (3) large blocks of idle and unutilized lands into small and medium sized units, 10 - 50 acres in size.
2. Enhanced institutional capacity of NIC to provide and manage irrigation infrastructure and attract local private investments for diversified commercial agriculture.

Progress to Date

Divestment activities progress in all 3 blocks to be followed surveying for tilling to ex leasing of units within the site. Interviewing of prospective allottees continuing based approved criteria for selection. Divestment notices are advertised in the daily newspapers.

Approximately 85% of planned irrigation structure is complete and water delivery to farms in the project area has increased twofold.

Water Users Manuals prepared jointly by NIC and Israeli consultants have been distributed to all water users indicating responsibilities of water users. Meetings have been held with water users groups highlighting the responsibilities of the users.

2/10

New water users contracts signed by 226 water users (189 males, 19 females, 18 Industrials) for 21,668 c.yds. of water per hr/yr.

Drastic reduction of NIC staff funded by project effected April 1, 1990 to support financial sustainability.

100% increase in water rates approved by GOJ and effected April 1, 1990.

Disconnection Notices distributed to all water users during September 1990. "All customers who are in arrears for two (2) consecutive billing periods are being reminded that their irrigation supply is liable for disconnection. Customers are also reminded that whenever irrigation supply has been disconnected they will be required to pay reconnection fee as well as the arrears outstanding, before their supply will be reconnected."

Request for Proposals were sent to the major local CPA firms for computerising NIC's billing system.

The lower section of the Hartlands canal supplying small farmers of Hartlands is rebid and the contractor mobilized.

B. Major Outputs

	Planned		NEXT		Accomplished		
	LOP	Period	Cum.	Period	Period	Cum.	%
Land Divested (acres)	2900	2600	2600	300	2640	2640	9
Small Infrastructure Rehabilitation							
1. Wells*							
Existing wells	17	0	6	0	0	6	3'
New wells	43	2	23	1	0	17	40
2. Reservoirs	6	1	3	1	1	3	50
3. Canal Pump Stations	6	2	3	0	1	2	33
4. Canals (miles)	31	4	19	6.3	2	21	68
5. Access Road (miles)		3	20	5	3	10	50
Training (staff) short term (3 days - 2 weeks)						M F 26 T3	
Water Users (one day training)		M F T05 T4	M F T05 T4	M F T00 T5	M F T00 T5	M F T05 T9	

* The number of wells targeted in the LOP is being reviewed by NIC and underground authority to determine the final requirement.

C. Other Accomplishments and Overall Status

The CP to the first disbursement under the PP Supplement has been satisfactorily met - J\$5,200,000 was deposited by GOJ in a special account set up by NIC. In April 1990, GOJ reallocated 911 acres of project lands for Housing Development and agreed to pay J\$5,200,000 which was the cost of the infrastructure work already installed on the reallocated lands. The funds will be used by NIC for additional activities in the project identified in the PP Supplement. These activities will include:

- Lifting the bridge in the main canal
- Repairs to the Old Harbour Canal - Town Gully to St. John's Road
- Reinforcement of the Old Harbour Canal with fills and access road
- Installation of Control Structures in Lower Main Canal
- Installation of two wells to augment flows to small farmer subdivisions
- Completion of Lawrence Field Canal

3. GOJ commitment to increase fees collection from water users and to ensure sustainability of the National Irrigation Commission

4. Extension of the major tertiary canals supplying irrigation water to 639 small farmers occupying 5,000 acres of privately owned lands within the project site.

52

Covenants

- A local engineer, as an understudy and replacement to the expatriate Chief Engineer, has been identified and assigned to NIC effective October 1, 1990.
- NIC has identified and competitively selected a candidate for the new post of Managing Director from 7 applicants.

Operations and Maintenance Activities

The new water rates for the financial year 1990/1991 were implemented on April 1, 1990 for the following categories:

- Small Farmers (less than 100 acres of cultivated lands)
J\$120/cyd/hr/yr
- Large Farmers (100 acres and over of cultivated lands)
J\$240/cyd/hr/yr - 1 cyd = 3.37 U.S. gallons per minute.
- Water for domestic use sold to National Water Commission
J\$0.375/1,000 gallons.
- Water for industrial use J\$0.66/1,000 gallons.

Collection of fees for water delivered for the period April 1990 to August 1990 - J\$605,895.00 were collected from a billing of J\$1,115,895.00 - 54.3%. Disconnection notices (discussed above) were sent to all water users reminding them of the conditions for disconnection and reconnection of irrigation supply. In response to the disconnection notices, the fees collected at the end of October increased to 79% of the billing. The full effects of the disconnection notices and the disconnections made will be evident at the end of the ensuing quarter.

Small Infrastructure Rehabilitation

Major infrastructure works during the period under review include:

- A contract for the completion of canal lining of Port Henderson Canal miles 3, 4, and 5 was awarded. Work is in progress - approximately 40% complete;
- Block B reservoir to provide surface storage of 39 acre feet of irrigation water from night flows completed;
- A contract was awarded for the construction of an earth canal to serve Block B reservoir - approximately 70% complete;
- Contract for lining of Turners Pen Canal, miles 1 and 2 satisfactorily completed;
- Control structures to improve canal operation of Old Harbour Canal completed;
- Control structures for the upper section of Old Harbour completed and operational;
- Civil works for the upgrading of existing system in Grove Farm, Nightingale Grove completed and one pump installed;
- Lease document being prepared for lease of 8 acres of land from Sugar Industry Authority for Storage Reservoir for Spring Village System; and

- Contract for canal lining of Hartland Canal terminated due to contractor's default. NIC lawyers have advised that there is no firm obligation to the Contractor. The lower section of the canal has been rebid and a contract awarded. New contractor mobilized in August work is progressing.

Land Divestments

2,640 acres of lands were divested in small and medium units to 49 allottees (44 males, 5 females) during the period under review.

D. Problems and Delays

The project has experienced delays in the completion of major construction contracts due partly to the failure of some contractors to meet reasonable time schedules, to occasional shortage of materials and to sporadic political interference.

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

- o Corrective actions to the above delays will include:
 - Closer supervision of construction activities by site engineer
 - Modifications to construction designs as dictated by shortage of materials
 - Removal of delinquent contractors from the bid list
 - Termination of seriously overrun contract and rebid same
- o Re-bidding of the upper section of the Old Harbour canal
- o Construction of Operational Storage Reservoir at Spring Village
- o Improvement to the upper section of the Old Harbour canal
- o Repair and maintenance of Block A Irrigation facilities and installation of additional hydrants
- o Rehabilitation of the main canal aqueduct
- o Construction of a concrete cap on the RCW dam
- o Procurement of the services of the new Managing Director, NIC, will make NIC function as a water company
- o Arrange and conduct informal training to groups of small and medium scale farmers (male and female) in the six (6) water users associations, in the efficient use of irrigation water.

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A B X C

I. BACKGROUND DATA

Project Title: Agricultural Research Project
 Project Number: 532-0128
 Date of Authorization: original 07/25/86 amendment 00/00/00
 Date of Obligation: original 07/30/86 amendment 05/31/90
 PACD: original 07/29/93 amended to 00/00/00
 Implementing Agencies: Jamaica Agricultural Development Foundation
 Major Contractors: University of Florida
 AID Project Managers: Mark A. Smith/Lenworth Fulton
 Status of CPs/Covenants: All conditions for disbursement of funds stated in the Substantial Involvement Understandings of the Cooperative Agreement have been met.

Date of Last Evaluation: 10/05/90 Next Evaluation: 04/01/93
 Date of Last Audit: 07/11/90 Next Audit: 07/11/91

FINANCIAL DATA

Amount Authorized:	DA Grant: original	\$7,600,000	
Amount Obligated:	DA Grant: original	\$ 500,000	amended to \$
Amount Committed:	Period:	\$ 587,000	
	Cumulative:	\$4,287,000	
Accrued Expenditures:	Period - Projected:	\$1,000,000	
	Period - Actual:	\$ 555,588	
	Cumulative:	\$1,459,995	
	Period - Next:	\$1,000,000	
Counterpart Contribution:	Planned:	N/A	
	Actual:	N/A	
% LOP Elapsed:		62%	
% of Total Auth. Oblig.		57%	
% of Total Oblig. Exp.		37%	
% of Total Auth. Exp.		19%	

II. PROJECT PURPOSE

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

III. PROJECT DESCRIPTION

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

B. Major Outputs

	Planned				Accomplished	
	LOP	Period	Cum.	Next Period	Period	Cum.
1. Improved research capacity						
a) TA (p/w)	125	15	45	15	24	41
b) Workshops/seminars	50	5	25	10	4	27
2. Improved research quality						
a) Linkage with IARCs	5	1	4	0	2	4
b) Linkage with USLG	5	1	3	1	1	3
c) Monitoring	60	40	40	50	42	42
3. Improved research quantity						
a) Proposals reviewed	95	5	45	5	6	90
b) Proposals approved	60	5	45	5	6	48
c) Proposals completed	60	5	10	3	3	8
d) On-farm trials	55	5	40	5	6	40
4. Training (Persons)	M	F	M	F	M	F
Long-term	15	10	21	10	22	21
Short-term	30	20	42	20	42	53

IV. PROJECT STATUS

A. Planned EOFS

- RAC (Research Advisory Council) established and functioning
- Strong linkages established with relevant research groups/individuals, US\$4.2 Million grant/contract research funded
- Long/short term training completed for Jamaican scientists

Progress to Date

The RAC and the Executive Committee of the RAC met regularly reviewing 90 proposals and approving 48 for funding with Jamaican institutions and individuals, as well as U.S. Universities and CGIAR Centers. Twenty Jamaican students are in PhD and MS programs funded by JARP.

14

C. Other Accomplishments and Overall Status

The Project's mid-term evaluation was completed during the reporting period. The evaluation commended implementation progress to date and gave high marks to JARP's management team. The evaluation report recommended that USAID continue to support JARP until the current PACD. Further, the report emphasized the need for a National Agricultural Research Institute (NARI) and encouraged USAID/Kingston and JARP to support the formation and operation of NARI. If NARI is formed, the evaluation recommends that JARP be phased into NARI. The need for a National Agricultural Research Center at Bodles is strongly supported along with a well trained and adequately supported research staff. Finally, the evaluation report recommends that in the event NARI is not formed in the near future, JARP should be extended to give the GOJ additional time to develop an effective research capability.

JARP strengthened its leadership role in agricultural research by sponsoring and organizing the first meeting of the Jamaica Society of Agricultural Scientists and hosted the 36th Congress of the Inter-American Society for Tropical Horticulture. The 2nd annual JARP meeting was well attended and 30 scientists funded by the Project presented papers on their research findings.

The research program introduced new germplasm and new techniques to Jamaica. New improved varieties of Pigeon Pea, Grain Amaranth, and pasture grasses were evaluated at the Bodles Experiment Station and on farmers' fields. Improved methods for the control of Sigatoka disease of banana was introduced from the French West Indies. Biocontrol of root weevil, a major pest of several important crops, is proceeding well. Advanced training was provided to researchers in laboratory techniques for the detection and control of Anthurium Bacterial Blight. New techniques to increase the production of papaya and yam were also introduced. Blast freezing and vacuum packaging of breadfruit and bannoo to extend shelf life and expand overseas markets was investigated. Approximately one third of researchers receiving long and short term training were women.

D. Problems and Delays

The project is progressing very well at the present time mid-term evaluation report said. Having reviewed all of JARP subprojects, the project management is to be commended the breadth of the scope of investigations as well as that of projects underway. There is a need now to focus on addressing the shortcomings of the agricultural research (i.e., poor salaries, poor support, lack of policy and leadership, the need for a NARI) discussed in the mid-term evaluation.

E. Major Activities or Corrective Actions During the Next Six

1. Contribute to the development and to the approval of NARI (National Agricultural Research Institute) by the GOJ.
2. Consider implementation of the major mid-term evaluation recommendations.
3. Complete review and approval of remaining research projects.
4. Initiate all remaining degree training.

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A ___ B X C ___

I. BACKGROUND DATA

Project Title: Protected Areas Resources Conservation
 Project Number: 532-0148
 Date of Authorization: Original 08/28/89 Amendment 09/18/90
 Date of Obligation: Original 08/28/89 Amendment 09/24/90
 PACD: Original 08/31/92
 Implementing Agencies: Planning Institute of Jamaica, Forestry Department,
 Natural Resources Conservation Department
 Major Contractors: The Nature Conservancy,
 Jamaica Conservation and Development Trust
 AID Project Managers: Mark Nolan
 Status of CPs/Covenants: All CP's have been met
 All covenants have been met
 Date of Last Evaluation: None done Next Evaluation: January 1992
 Date of Last Audit: None done Next Audit: None scheduled

FINANCIAL DATA

Amount Authorized: OA Grant: original \$1,750,000 amended to \$1,
 Amount Obligated: DA Grant: original \$ 550,000 amended to \$1,
 Amount Committed: Period: \$ 436,307
 Cumulative: \$ 925,863
 Accrued Expenditures: Period - Projected:(G) \$ 100,000
 Period - Actual: \$ 169,141
 Cumulative: \$ 204,468
 Period - Next \$ 250,000
 Counterpart
 Contribution: Planned (LOP): J\$5,703,600
 Actual J\$1,006,350
 % LOP Elapsed: 33%
 % of Total Auth. Oblig. 82%
 % of Total Oblig. Exp. 13%
 % of Total Auth. Exp. 10%

II. PROJECT PURPOSE

To plan and implement two pilot parks, and to lay the foundation for a new National Parks and Protected Areas System. These dual purposes are complementary because of the necessity of acting quickly to conserve specific habitat areas to gain experience in natural areas management, and to begin the process of taking a systematic look at national parks and the optimal institutional arrangements for their establishment.

III. PROJECT DESCRIPTION

The PARC Project was designed to initiate immediate action to protect two pilot national parks: a terrestrial park in the Blue Mountain range, and a marine park at Montego Bay. It also funds a series of activities leading to the establishment of a National Parks and Protected Areas System. These include: a National Parks Systems Plan; a National Parks Trust Fund; a Conservation Data Center, and National Parks Legislation. A recent amendment allows for the execution of a Debt-for-Nature swap that will finance long-term recurrent expenditures.

B. Major Outputs

	Planned				Accomplished				
	LOP	Period	Cum.	NEXT Period	Period	Cum.	%		
1. Key Park Staff hired	13	9	9	4	6	6	46%		
2. Public Ed. events	30	14	14	6	8	8	27%		
3. Visitor usage *	20	3	3	4	8	8	40%		
4. Systems Plan (%Comp)	100	20	20	50	10	10	10%		
5. Trust Fund (J\$MII)	1.4	0	0	20	0	0	0%		
6. Training (Persons)	M F	M F	M F	M F	M F	M F	M F		
Short-term	150	50	52	7	52	7	30	7	0%

* Visitor usage in 000's

11

IV. PROJECT STATUS

A. Planned EOPS

Progress to Date

- | | |
|--------------------------------------|--|
| 1. Establish Blue Mountain Park | Park manager candidates interviewed, Community Outreach Officer hired. |
| 2. Establish Montego Bay Marine Park | Manager and Community Outreach Officer hired, vibrant local advisory committee, temporary headquarters |
| 3. National Parks Systems Plan | Contract signed with Jamaican NGO. |
| 4. Establish N.P. Trust Fund | Negotiations with all parties complete, Board of Directors being established. |
| 5. Conservation Data Center | Agreement between all parties reached and approved by the GOJ and UWI. |
| 5. National Park Legislation | Focused on re-gazetting of boundaries. |

C. Other Accomplishments and Overall Status

A great deal of progress has been made towards the Project objectives during the reporting period. Staff have been hired for both pilot parks, and training and community outreach programs has begun. At the Montego Bay Marine Park, a vibrant Advisory Committee is functioning that is tackling issues of what it means to establish a marine park including gazetting of boundaries, zoning of the bay, setting and enforcement of regulations, setting up a headquarters, and attempting to identify solutions to problems beyond their control e.g. pollution of the bay.

The contract between the GOJ and the Jamaica Conservation and Development Trust has been signed, and implementation begun. Scopes of Work for the Systems Plan consultants have been completed, and advertisements placed. The legal work on establishment of the Trust Fund has been finished, and final approval from the GOJ is expected shortly. Final negotiations for the establishment of the Conservation Data Center at the University of the West Indies have been completed, and a Memorandum of Agreement prepared. Legal work for a new gazetting of the marine park boundary took place. The Nature Conservancy has continued to provide high quality technical assistance to all aspects of project development. The Project Agreement was amended to allow for a Debt-for-Nature swap to capitalize the Trust Fund, and negotiations for the swap have begun between the JCDT, TNC and the Bank of Jamaica.

A financial management review by Coopers and Lybrand showed that the Project Management Unit set up was suitably qualified to implement the Project. The accounting system set up was reviewed and found to be adequate to account for USAID funds with minor modification. Women are involved at all stages of project implementation including hired project management unit staff, key staff positions in the JCDT and TNC, the Montego Bay Marine Park Advisory Board, and in project sponsored training programs. U.S. Peace Corps Volunteers are also involved in key aspects of project implementation. A Host Country contract was signed between the GOJ and Mancor Inc. to provide procurement services to the Project.

D. Problems and Delays

The major implementation delay has been with the Blue Mountain National Park. The Forestry Department has been slow to hire staff and follow through on other details of establishment of the park

Initial delays were caused by difficult negotiations on the contract between the GOJ and the JCDT, the procurement contract, as well as the establishment of the Conservation Data Center. These were made due to misunderstandings as to the role of the Planning Institute Jamaica in project implementation. The contracts, and the role of the Planning Institute have now been resolved.

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

1. Interview, select, and hire park manager for Blue Mountain National Park. Appoint, and establish terms of reference for park advisory committee. Commence boundary survey, and hire park wardens. Begin community outreach program. Review of institutional capability of the Forestry Department to manage the Blue Mountain National Park. Hold reprogramming discussions with the PIOJ, USAID and the Forestry Department if no significant progress is made by January 1991.
2. Continue training of staff for Montego Bay Marine Park. Acquisition of office and marine equipment. Continue public education component, and begin environmental monitoring and research activities. Preparation of management plan, draft of park regulations, and begin enforcement of park rules.
3. Select and hire consultants for the Systems plan. Refine terms of reference and objectives. Begin field survey and collection of potential park sites.
4. Approval of all agreements for establishment of the Conservation Data Center to begin in January 1991. Hire staff, procure equipment, establish Steering Committee, begin database operation, and start research into the pilot parks.
5. Complete establishment of the National Parks Trust Fund including appointment of the Board of Trustees, and setting of administrative and accounting mechanisms. Finalize all agreements relative to execution of Debt-for-Nature swap.
6. Complete procurement of all commodities needed.
7. Consider strengthening cooperation as it relates to enforcement of rules and regulations governing national parks.
8. Examination of monitoring needs of pilot parks to determine any other activities are needed to adequately assess environmental changes, e.g. sewage, dumping, sedimentation etc.

412

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A ___ B X C ___

I. BACKGROUND DATA

Project Title: Food Aid Monitoring and Support
 Project Number: 532-0157
 Date of Authorization: original 08/31/89
 Date of Obligation: original 08/31/89 amendment 12/29/89
 PACD: original 08/15/94
 Implementing Agency: Planning Institute of Jamaica
 Major Contractors: UNWFP and Abt Associates
 AID Project Manager: Timothy O'Connor
 Status of CPs/Covenants: All CPs met; no covenants.

FINANCIAL DATA

Amount Authorized: DA Grant: original \$2,500,000
 Amount Obligated: DA Grant: original \$ 300,000 amended 1
 Amount Committed: Period: \$ 53,842
 Cumulative: \$ 268,040
 Accrued Expenditures: Period - Projected: \$ 115,000
 Period - Actual: \$ 70,458
 Cumulative: \$ 133,465
 Period - Next \$ 280,000
 Counterpart
 Contribution: Planned: \$J 800,000
 Actual \$J 29,000
 % LOP Elapsed: 20%
 % of Total Auth. Oblig. 32%
 % of Total Oblig. Exp. 16%
 % of Total Auth. Exp. 5%

Date of Last Evaluation: None done First Evaluation: 03/01/92
 Date of Last Audit: None done First Audit: 03/01/92

II. PROJECT PURPOSE

The Project purpose is to enable the GOJ to undertake multi-year planning and management of food aid resources, including local currency generations, as well as an expanded focus on policy dialogue.

III. PROJECT DESCRIPTION

As a proportion of total U.S. economic assistance to Jamaica, the PL 480 program has increased from 16% in 1981 to approximately 62% in 1990. It is anticipated that this level of food assistance will continue. At the same time, the number of food aid related activities necessary for planning and implementing the program has grown over the years. This project finances the ancillary activities associated with the implementation of a large food aid program including monitoring, evaluation, undertaking self help measure studies, and other relevant tasks.

IV. PROJECT STATUS

A. Planned EOPS

Progress to Date

- | | |
|---|--|
| <p>1. Provide Assistance to the GOJ for undertaking self-help measure studies</p> <p>2. To have evaluated the impact of Food Aid Programs</p> | <p>Abt Assoc. was hired through a buy-in to assist the PIOJ in developing models to analyze the impact of International Trade Liberalization on Jamaica's balance of trade and agricultural policies.</p> <p>An on-going evaluation of the Title II Supplementary Feeding Program is taking place. Results are due on December 15, 1990.</p> |
|---|--|

B. Major Outputs

	Planned		Next		Accomplished	
	LOP	Period	Cum.	Period	Period	Cum.
1. Policy studies for self help measures	10	1	3	2	1	3
2. Auctions of Section 108	10	1	3	1	1	3
3. Evaluations of Food Aid Issues	5	1	1	1	1	1
4. Monitoring of Title II and Section 416 Programs	3	1	1	1	1	1
5. Development of MIS to track local currency	1	0	0	1	0	0
6. Training (Persons) in local currency MIS	15	0	0	5	0	0

7/2

3. Auctions of Section 108 funds. A Section 108 Auction was held on July 10, 1990 with J\$47,000,000 Auctioned to the private sector.
4. Monitoring Title II Programs On August 31, 1990, the Grant Agreement with the UNWFP came to a close. The WFP monitored USAID/Jamaica's contribution to the GOJ's School Feeding Program over the 1989/90 school year.

C. Other Accomplishments and Overall Status

The overall status of the project is that it is on course with no major implementation problems. There are no outstanding CPs, covenants, nor audit recommendations.

This project is unique in that its major goal is to provide support for the implementation of the PL 480 Title I and Title II Programs. The Food Aid Monitoring and Support (FAMS) Project was designed to provide funding for Food Aid related activities which must be undertaken when implementing a large Food Aid Program. The Jamaica PL 480 program is the largest per capita Food Aid Program in the world. For the past three years the Title I program has amounted to US\$40 million per annum while the combined Title II programs have averaged US\$4 million.

The FAMS Project provides funding for the monitoring, tracking and evaluations required under PL 480 legislation and associated regulations. FAMS is funding an evaluation of a Title II direct feeding program which targets malnourished children to determine impact for future programmatic decision making. FAMS funded the cost of the UNWFP's monitoring and tracking of Title II contributions to the School Feeding Program. Currently, this Project is funding an analysis of the probable impact of international trade liberalization on Jamaica's balance of trade and agricultural policy framework in keeping with a self help measure in the FY 90 Title I program. All of these activities provide a positive impact on addressing the issues and problems encountered in the management of Jamaica's large Food Aid Program.

In regard to the involvement of women, FAMS provides a positive impact in that the direct feeding programs in the Food Aid portfolio target women and children. All pregnant and/or lactating women in Jamaica are eligible to receive food stamps under the Food Stamp Program. This program is the largest recipient of local currency generations (J\$50 million) under the Title I program.

D. Problems and Delays

Mission hired the local accounting firm, Coopers and Lybrand, to undertake a review of the implementing agency's (Planning Institute of Jamaica - PIOJ) ability to manage this project. Their report was critical of the PIOJ in the following areas:

1. Lack of job descriptions for those employees responsible for project implementation.
2. Lack of a suitable accounting sub-system for project activities.
3. Lack of a system for accounting for the GOJ's counterparty contribution to the project.
4. The project manager at the PIOJ is over-burdened with non-project related work.

The greatest difficulty is the non-continuity of project staff at the PIOJ. The project officer and staff responsible for food programs has changed six times in the last two years. This lack of continuity is a serious hindrance placing an extra burden on the USAID project officer in procurement and general project implementation.

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

1. Project management will work with the staff of the PIOJ to address the recommendations of Coopers and Lybrand, particularly the development of a project plan of action for the next twelve months. This plan will delineate the activities according to the responsibilities of the PIOJ and USAID. Included in the plan of action will be the self help measures which require U.S. dollar funded technical assistance.
2. An accounting firm will be hired to develop a management information system (MIS) for tracking all of the local currency generated under the food aid programs. A training plan for all the users of the system will be developed and commenced.
3. A U.S. firm will be hired to provide the Government of Jamaica with management options for appropriate implementation mechanisms that take advantage of bilateral financing agreements, specifically for Title I, while moving commodity directly to the private sector in a competitive and fair manner.
4. A review of the Title II Supplementary Feeding Program evaluation and a determination whether to support future direct feeding projects of this nature with the Ministry of Health.

123R

5. USAID and the PIOJ will develop a scope of work for undertaking an analysis of the operating efficiencies of the port facilities for handling bulk feedgrains to determine whether upgraded discharging and storage facilities would result in substantially lower long term costs. Tendering for this work will commence.
6. Completion of the study on International Trade Liberalization.
7. Hiring a local firm to analyze alternative methods of operating a school feeding program.
8. A meeting between the USAID Director and the Director of the PIOJ will take place to discuss the GOJ's staff and resource commitment to the Food Aid Program.

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A B X C

I. BACKGROUND DATA

Project Title: Agricultural Export Services
 Project Number: 532-0165
 Date of Authorization: original 09/14/89 amendment 09/27/89
 Date of Obligation: original 09/27/89 amendment 12/05/89
 PACT: original 09/30/96 amended to 00/00/00
 Implementing Agencies: Ministry of Agriculture (MOA)
 Major Contractors: Tropical Research and Development, Inc.
 AID Project Managers: Mark A. Smith
 Status of CPs/Covenants: CPs to First Disbursement - All Met
 CP requiring Environmental Assessment completed,
 AID/W approval received
 Covenants concerning project sustainability will be
 incorporated into sub-project design and an
 evaluation plan is being developed.
 Date of Last Evaluation: 00/00/00 Next Evaluation: 01/15/92
 Date of Last Audit: 00/00/00 Next Audit: 01/15/93

FINANCIAL DATA

Amount Authorized: DA/ESP Grant: original \$10,000,000 amended to
 Amount Obligated: DA/ESP Grant: original \$ 1,000,000 amended to
 Amount Committed: Period: 608,398
 Cumulative: 608,398
 Accrued Expenditures: Period - Projected: 392,000
 Period - Actual: 175,558
 Cumulative: 175,558
 Period - Next: \$ 500,000
 Counterpart Contribution: Planned: \$ 50,000
 Actual: \$ 50,000
 % LOP Elapsed: 14%
 % of Total Auth. Oblig. 28%
 % of Total Oblige. Exp. 06%
 % of Total Auth. Exp. 02%

II. PROJECT PURPOSE

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

III. PROJECT DESCRIPTION

The Project is a US\$10 Million, seven year effort, with three components, each of which is designed to meet the Project purpose. The Export Production Sub-project component will consist of developing sub-projects with producer groups to expand the production and marketing of crops. The Production and Post-harvest Export Services component will support key public sector agencies in improving/expanding essential services to the producers and exporters of agricultural products. The Export Project Design and Management Services component will develop sectorial and technical analyses and use financial institutions as a vehicle to solve problems related to increased output of commercial farms (i.e., introduction and testing of modern agricultural production technologies under actual export conditions).

IV. PROJECT STATUS

A. Planned EOPS

1. 8% annual growth in the volume of selected traditional agricultural exports.
2. 8% annual growth in the volume of selected non-traditional agricultural exports.

Progress to Date

Two subproject proposals have been approved and should be implemented during the next reporting period. One subproject will renovate a large warehouse used to handle agricultural export commodities. The second subproject will greatly expand Jamaica's capability to produce plants for export by tissue culture. Two other proposals under review will help increase banana and yam production. The PMU is established and Project Manager in place.

B. Major Outputs*

	Planned		Next		Accomplished	
	LOP	Period	Cum.	Period	Period	Cum.
1. <u>Export Production</u>						
<u>Sub-projects</u>						
a) Proposals received	30	5	5	5	4	4
b) Proposals approved	30	0	0	3	0	0
c) Proposals completed	30	0	0	0	0	0
2. <u>Production and Export Services</u>						
<u>Preferential</u>						
a) Inspections	9000	510	1100	600	450	910
b) Workshops/Seminars	25	2	2	1	2	2
<u>Upgrading</u>						
a) Facilities	1	0	0	0	0	0
3. <u>Export Project Design & Support</u>						
<u>Sector/technical studies</u>						
a) studies	20	2	2	2	2	2
b) IFI participation	3	0	0	1	0	0
4. <u>Training</u>						
<u>Long-term</u>	M	P	M	P	M	P
Long-term	60	40	00	00	00	00
<u>Short-term</u>	300	200	3020	3020	3120	3120

*Use of logframe outputs listed in the PP proved to be impractical a therefore new outputs have been developed and used in this table.

AS

C. Other Accomplishments and Overall Status

A major step in project implementation was completed this SAR period with the establishment of the Project Management Unit (PMU) in the MOA. The Senior Technical Officer was hired after an extensive recruitment effort identified a highly qualified person. The MOA has provided offices for the PMU staff and renovation of this space is nearing completion. The Project Coordinating Committee, chaired by the Permanent Secretary, meets on a monthly basis to review new sub-project proposals and set project policy.

The Project's Environmental Assessment has been reviewed and the Mission's response forwarded to AID/W for approval. AID/W has concurred in the Mission's response. The Project funded important workshops on biocontrol and proper pesticide use. Approximately one third of the participants attending the three week regional workshop on biocontrol were women. A major assessment was completed of the aquaculture industry in Jamaica by a team from Auburn University. In addition, arrangements have been completed to support a major workshop on agricultural export marketing. An output of this workshop will be a manual which will provide comprehensive information on U.S. agricultural import requirements. The PMU has received four sub-project proposals. The POC has reviewed four subproject proposals and approved two to date. One of the approved proposals will upgrade the Agricultural Marketing Corporation export facilities. The second approved proposal will greatly increase the country's capacity to produce healthy plants for export via tissue culture.

D. Problems and Delays

There are no significant delays/problems at the present time. Substantial progress is being made in project implementation. With a functioning POC and PMU in place, it is anticipated that project implementation will progress satisfactorily in the next reporting period.

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

1. Complete recruitment of the core PMU staff (i.e., accountant, secretary and driver). Initiate recruitment of environmental/pesticide specialist.
2. Initiate rehabilitation of the Agricultural Marketing Corporation export facilities.
3. Conduct Agricultural Export Marketing Workshop and provide U.S. agricultural import manuals to all participants.
4. Have new APHIS plant quarantine specialist in place.
5. Evaluate and initiate activities with one/two IFIs (e.g., JADF, Trafalgar Development Bank).
6. Initiate activities required under Project's EA, including short term training and incorporation of environmental examinations in review and approval of all sub-projects.
7. Develop procurement plans for approved subprojects.
8. Print brochure describing project purpose and activities.

17

Food Aid Program .
(April 1, 1990 - September 30, 1990)

FY 1990 PL 480 Title I Program

I. Background Data:

	<u>Date</u>	<u>Loan</u>
Auth./Obligation:		
Signed 1990 Agreement	11/24/89	\$27,400,000
Amendment I signed	06/06/90	\$10,000,000
Amendment II signed	07/23/90	(commodity mix alteration/ no change in funding)
Total FY 1990 Program		<u>37,400,000*</u>
Implementing Agencies:	Jamaica Commodity Trading Co. Ltd., Planning Institute of Jamaica (PIOJ) and Ministry of Finance and Planning	
AID Project Manager:	Timothy O'Connor	

Financial Data:

A. Local currency generated under FY 90 program	
1. Local Currency Credit Terms	J\$191,800,000
2. Section 108	J\$ 70,000,000
B. Total local currency programmed	J\$191,800,000
C. Total Amount Disbursed	J\$ 66,960,831
D. Total Amount Disbursed Last Six Months	J\$ 66,960,831

N.B. Total amount disbursed and total amount disbursed in last six months are from April to June, 1990. This is so because figures for April to September, 1990 will not be ready until the end of November 1990.

The date of the last PL 480 Title I Status Report is September 24, 1990.

II. Program Purpose: The program provides balance of payment support for Jamaica's importation of staple commodities, thus providing an opportunity to address basic developmental issues in the policy and project activities mutually agreed upon in the self-help measures and through the programming of local currency generations. The program provides for the concessional sale of U.S. agricultural commodities (e.g. wheat, corn, and rice on a regular basis as well as wood products

* The Early Programming cable, ABS and Action Plan all indicated a request for an initial FY 1990 Title I Agreement of US\$30 million. However, due to the inability of the GOJ to take delivery of US\$2.6 million of wood products under the FY 1989 program, this amount (\$2.6 million) was carried forward into the FY 1990 fiscal year thus reducing the initial Title I agreement to \$27.4 million.

when available) to the Government of Jamaica. The commodities are sold through regular commercial retail outlets. Local counterpart funds generated by the commercial sale of these commodities are programmed for support of agreed upon development activities by the GOJ. Cash payments made by the GOJ for twenty five percent of the commodity is used by the USG for a Section 108 loan program.

III. Program Status:

A. SELF-HELP MEASURES:

1. Reports:

The most recent Self Help measure report was transmitted on August 8, 1990 in Kingston 09505

2. Outstanding Self Help Measures:

Item Vb 1, called for the Government of Jamaica to commission a study to develop a simulation model to map the probable impact of international trade liberalization on Jamaica's agricultural balance of trade. A buy-in arrangement with Abt Associates was executed in August. The consultants have made one visit and work is on-going. The scheduled completion date is December 21, 1990.

Item Vb 2 required the Government of Jamaica to agree to increase the FY 1990/91 budget by a minimum of 10% over the 1989/90 operating and capital budgets for agriculture. Due to the stringent measures imposed by the structural adjustment program on the GOJ's budget, this increase was most likely not achieved. Nevertheless, the exact degree of achievement is difficult to accurately calculate given that the Ministry of Commerce was merged with the Ministry of Agriculture over the past year.

The GOJ is in compliance with all other measures.

3. Complementarity of Self-Help to other Mission actions for policy and program reforms:

The self help measures are designed to complement the Mission's overall policy and program reforms. Self help measure Vb 1 called for the undertaking of a study to analyze the probable impact of international trade liberalization on Jamaica's agricultural balance of trade. This is in keeping with the GOJ's and Mission's policy of encouraging the removal of import quotas, reducing tariffs and deregulating the Jamaican economy.

Self Help Measure Vb 3 required the GOJ to continue efforts to reduce the overall generalized food subsidy program while identifying ways of targeting subsidies to reach the poorest sector of the population. The GOJ'S recent movement towards the implementation of a free-market oriented economy has included the abolishment of most subsidies on basic foods. The GOJ has thus

begun to realize that the cost of these subsidies, orchestrated through their monopoly control on the imports of basic foods by the Jamaica Commodity Trading Company (JCTC), can no longer be borne without further severe restrictions on other government expenditures. The reduction of the monopoly role of the JCTC has been part of the policy dialogue of USAID, the World Bank and the IMF for several years.

Item Vb 4 required the GOJ to continue to implement policy decisions aimed at strengthening the domestic dairy industry. In this regard, a study was conducted to determine whether the policy decisions and pricing adjustments undertaken by the GOJ, as required under past self help measures, are still appropriate today. The study determined that the policy has had a positive effect on the dairy industry and that production of grade A milk has increased 30% in the past three years. The measure thus complements the Mission's policy of supporting domestic agriculture in those areas which contribute to Jamaica's overall food security needs.

B. Local Currency Uses:

Local currencies generated from the sales of Title I commodities under this Agreement are deposited in a Special Account established by the Government of Jamaica and are used for financing the Self-Help Measures set forth in the Agreement, for agriculture and rural development, and for purposes which emphasize improving the lives of the poorest of Jamaica's people and their capacity to participate in the development of their country.

C. Local Currency Management:

Under Title I the language of the specific agreement governs the use of the local proceeds, generally for agricultural and rural development, in a manner designed to increase the access of the poor in Jamaica to an adequate, nutritious, and stable food supply.

In line with State 325792 and State 102677, the Mission has pursued a Sector/Subsector Support approach to the programming of Host Country Owned Local Currency. Aside from the USG owned portion set aside for Section 108, the programming of the PL-480 HCOLC is based on the GOJ budget cycle. On the basis of the GOJ "Financial Statements and Revenue Estimates", staff of the MOF submit to USAID a list comprising the estimated expenditures for development activities in the relevant sectors/subsectors that are not being financed from non-governmental sources. This list serves as the basis to program the funds. The focus is on the sectoral/subsectoral nature of the activities.

Reporting: On a quarterly basis, the MOF compiles information on actual expenditures of eligible activities. This information is drawn from monthly reports submitted by the line ministries on their expenditures from the GOJ's Consolidated Fund. The Quarterly Report are forwarded to the Mission's PL-480 Officer within 60 days of the end of each fiscal quarter. Following the end of the Jamaican Fiscal Year and the GOJ's own internal reconciliation of the year's expenditure figures, the MOF will transmit a copy of this report to USAID.

Monitoring: Following signature of a PL-480 Agreement, the PL-480 Officer will open a monitoring file to track the arrival of the commodities and the timing and amount of deposits into the Special Account. To this end, Jamaica Commodity Trading Company Ltd. (JCTC) will transmit shipping and arrival reports and a monthly summary of remittances of funds to the Bank of Jamaica and to the PL-480 Officer.

D. Section 108:

The section 108 Program represents 25% of the Title I program. In FY 1990 the total program generated U.S.\$9.4 million. Mission received approval from the DCC to go forward with the third auction of J\$47 million of Section 108 funds. This auction took place on July 10, 1990 and was notable for the further increase in the interest rate bids which went from a high bid of 27% in the second auction to a high bid of 31% in this third auction. A fourth auction is scheduled to take place during the next reporting period.

The Mission has undertaken an evaluation of the Section 108 auction program. The report entitled "The First Auction of PL-480 Section 108 Funds: A Jamaican Experience" was prepared by Dorothy J. Black. The Section 108 auction system is a particularly interesting private sector initiative in that it implements Agency guidance to lend at market determined interest rates in an untargeted manner virtually without any compromise. The evaluation describes this experience and concludes that the system is working effectively meeting program guidance. It also shows in reviewing the final borrowers that the end result is a lending program at least as developmental as the more traditional selective credit programs. For example, Section 108 funds are currently lent to a manufacturer of plastic products, a food processor, a blue mountain coffee producer, a manufacturer of low income housing, among other investments. Copies of this evaluation have been widely distributed to Washington offices.

E. PROBLEMS AND DELAYS:

There are no major problems in the implementation of this program. The UMRs have been set at zero for three years due to the particularly difficult economic situation being experienced in Jamaica. A report on disincentives conducted by Donald McClelland of PPC concluded that the Agricultural Development Policy appropriate for Jamaica is one emphasizing

50

export crop development and the continued importation of low cost staple foods such as those provided under Title I. Our own in-house analysis which was recently undertaken came to the same conclusion as that reached by McClelland. Jamaica today is very far from being self-sufficient in food production. It imports very substantial amounts of starchy staples such as corn, rice and wheat as well as very large amounts of meat and fish products. In the case of the grains, the cost of local substitutes such as dasheen, sweet potatoes, or yams cost ten times more per calorie than the imported commodities based on international prices. Therefore, self-sufficiency could only be accomplished at great economic cost to producers and consumers.

F. Major Project or Management Activities over the next six months:

1. Signing of the FY 1991 Title I agreement took place on October 12, 1990.

2. Mission will assist the GOJ in the implementation of self help measure number 1, which calls for the Government of Jamaica to work with USAID in undertaking an immediate analysis of the policies and procedures required for the direct importation of agricultural commodities by the private sector. This analysis will provide the Government of Jamaica with management options for appropriate implementation mechanisms to take advantage of bilateral financing agreements, specifically PL 480 Title I, while moving commodity directly to the private sector in a competitive and fair manner.

3. As per the ABS, Action Plan, and Early Programming cable, Mission will go forward with a request for an additional \$10 million from the Title I unallocated reserve, early in the new calendar year.

4. The 1990 commodity mix agreed to is as follows:

ITEM I. COMMODITY TABLE:

<u>Commodity</u>	<u>Supply Period (United States Fiscal Year)</u>	<u>Approximate Quantity</u>	<u>Maximum Export Market Value (US\$ Millions)</u>
A. Convertible Local Currency Credit Terms:			
Wheat/Wheat Flour	1990	33,000 Metric Tons	5.0
Rice	1990	43,000 Metric Tons	11.0
Corn/Sorghum	1990	104,500 Metric Tons	10.0
Wood Products (Lumber and Plywood)	1990	14,000 Cubic Meters	2.0
	Subtotal		28.0
B. Local Currency Terms:			
Wheat/Wheat Flour	1990	50,500 Metric Tons	7.9
Corn/Sorghum	1990	13,500 Metric Tons	1.5
	Subtotal		9.4
	TOTAL		37.4

PROGRAM STATUS REPORT
April 1 - September 30, 1990

I. Background Data:

- A. Project Title: Title II School Feeding Program
- B. Project Manager: Timothy O'Connor
- C. Implementing Agency: Ministry of Education
Planning Institute of Jamaica
Jamaica Commodity Trading Co.

D. Program Amount

- Wheat Flour	1,000 metric tons	US\$280,000
- Vegetable Oil	215 metric tons	US\$172,000
- Transportation		US\$152,000
- Total Program Value		US\$604,000

Financial Data:

- A. Amount of Tonnage Authorized - 1,215 metric tons
- B. Call Forward Amounts and Date

The Government of Jamaica requested that this commodity be provided in its entirety during the last two weeks of August 1989 so as to be available for the commencement of the 1989/90 School Year. The commodity arrived in its entirety on September 2, 1989.

C. Commodity Utilization

	<u>Utilized</u>	<u>Spoiled</u>	<u>Remaining in Stock</u>
Wheat Flour	957 mt	43 mt	0
Vegetable Oil	18 mt	0 mt	194 mt

II. Project Purpose: There is no multi-year commitment to this program. The project purpose was to provide 1,215 metric tons of foodstuffs to be used by the Ministry of Education for the School Feeding Program. The objective of the program is to improve the nutritional intake of school children and improve their attendance at school.

III. Project Description: The importance of the school feeding program was magnified following the passage of Hurricane Gilbert which moved across Jamaica on September 12, 1988. The hurricane destroyed, amongst other things, backyard food crops which traditionally have provided a supplementary food source for the Jamaican population. Therefore, nutritionists anticipated a continued unmet food need for the vulnerable group represented by school age children.

In the 1989/90 school year, the Government of Jamaica (GOJ) targeted 365,000 students: 230,000 for the nutribun program and 135,000 for the traditional cooked lunch program. The commodity was delivered to and stored in the Central Food Organization warehouse (CFO) on Marcus Garvey Drive in Kingston. From CFO it was provided to either Nutrition Products Limited for use in the nutribun program or to CFO's rural warehouses for distribution to schools participating in the traditional cooked lunch program.

IV. Project Status:

A) Both USAID and the UNWFP have been making contributions to the GOJ's School Feeding Program for a number of years. AID's contributions have not been multi-year whereas the WFP has a multi-year commitment. Over the past year the UNWFP, the Caribbean Food and Nutrition Institute (CFNI), and an independent consultant funded by the Inter-American Development Bank (IADB), have all undertaken evaluations of the SFP. All of these evaluations concluded that the SFP was not realizing its intended goals.

The SFP has three goals:

- 1) Increased School Attendance;
 - 2) Upgrade the nutritional well-being of the school child;
- and,
- 3) Increase the beneficiaries' cognitive ability to learn.

While none of these evaluations could demonstrate that these goals are being achieved, the CFNI concluded that, at a minimum, a transfer of resources was taking place.

53

B) Issues, Problems and Delays having a Major Impact on Implementation:

Problems and delays have occurred in previous years in clearing and moving Title II commodities through the port. Once again the experience this past year has been far less than encouraging. Although the commodity arrived on schedule and in good condition according to the independent discharge survey report, due to various local administrative difficulties this commodity did not clear the wharf until mid-November by which time it had become infested. Fumigation of the commodity at the CFO was undertaken on November 29 and at the Third Street warehouse on December 20, 1989. The Jamaica Bureau of Standards on the request of the WFP undertook testing of 15 samples of this commodity obtained randomly from the CFO and Third Street warehouses and in their report dated February 12, 1990 they concluded that all of the samples were within the tolerance level as acceptable for human consumption. However, WFP informed USAID that use of the commodity had been suspended due to the concerns of the management of NPL over the quality of the product.

Subsequently, and following a meeting which was held on February 20, 1990 in the office of the Minister of State in the Ministry of Education, USAID/Jamaica requested that the GOJ provide: 1) a formal notification to USAID as to whether they had suspended the use of commodities granted to the GOJ under the Title II program; 2) a final determination by the appropriate Government of Jamaica authority on the fitness of this commodity for the program; 3) a plan to resolve the problem of recurring infestation; 4) the means to expeditiously utilize the balance of the commodity; and 5) a plan of action to maximize the use of this commodity by the end of the present school year. USAID has yet to receive a response from the Minister of State who is responsible for the implementation of this program.

Nevertheless, project management, in collaboration with the WFP, determined through site visits that the commodity was eventually used. NPL purchased mesh screens for sifting the flour to remove dead weevils. Furthermore, NPL facilities were used to full capacity and the traditional school lunch program received wheat flour resulting in the Title II balance of flour being used by the end of the school year in July 1990.

On the morning of August 8, 1990, representatives of the Government of Jamaica and the United States Agency for International Development met to discuss in a general manner the operation of the School Feeding Program and specifically the future role of USAID as a donor to the Program. The meeting concluded with a consensus that the following would be undertaken:

1. The Ministry of Education agreed to provide the following reports to USAID:

a. all of the reports (past 18 months) on program performance which are currently outstanding. These reports will include the quarterly program performance reports including commodity stock utilization;

b. The School Feeding Program's audited annual reports for the past three school years; and

c. The outstanding mandatory reports (per earlier correspondence) on School Feeding commodities which had to be destroyed due to infestation.

2. NPL will provide a copy of its recent management audit report to USAID, once finalized.

3. The Ministry of Education agreed to analyze the reasons for the difficulties in implementing the program in the past and to provide a report on the corrective measures which have been or will be undertaken so as to prevent them from reoccurring in the future.

4. The Ministry of Education agreed to clarify its future plans for the program, particularly how it will expand and target the School Feeding Program in the coming year. To date, the Mission has not received these plans.

C) MAJOR ACTIVITIES OVER THE NEXT SIX MONTHS

1. Project Management will monitor and track the use of the remaining 194 metric tons of vegetable oil and continue efforts to obtain outstanding reports from the Ministry of Education.

2. The Ministry of Education and USAID agreed that it will be useful to analyze alternative means of implementing a school feeding program. Funding for this analysis will be provided through the Food Aid Monitoring and Support Grant which is jointly administered by USAID and the Planning Institute of Jamaica. This study will provide a comparative analysis of four different types of school feeding models. The models to be analyzed are:

a. Nutribun

b. Traditional cooked lunch

c. NPL's proposed prepackaged local food

d. Community-based program a la SCOPE program

3. Following the receipt and review of the material which is to be provided to USAID as per the above, USAID will advise the Ministry of Education on our ability to justify additional contributions to the program. USAID pointed out that the ability to make further contributions will be predicated on the quality of the Jamaican proposal vis-a-vis the proposals submitted by other countries requesting USAID assistance.

4. Future requests for commodity should only be considered for bulk deliveries of cereals which would be milled in Jamaica and provided to the program on an as needed basis. This will avoid problems encountered in clearing commodity, storing and infestation.

5. No further Title II commodities will be considered unless major changes take place in the Ministry of Education or with the GOJ level of commitment to the program.

PROGRAM STATUS REPORT
April 1 - September 30, 1990

I. Background Data:

A. Project Title: Title II Supplementary Feeding Program

B. Project Manager: Timothy O'Connor

C. Implementing Agency: Ministry of Health

D. Program Amount:

- Wheat Soya Blend	440 metric tons	US\$153,000
- Soya Fortified Bulgur	440 metric tons	US\$100,000
- Vegetable Oil	110 metric tons	US\$ 88,000
- Transportation		US\$124,000
Total Program Value		US\$465,000

Financial Data:

A. Amount of Tonnage Authorized - 990 metric tons

B. Call Forward Amounts and Dates

The commodity was provided in four quarterly installments. Installments were made as follows:

September 1989

- Wheat Soya Blend	110 metric tons
- Soy Fortified Bulgur	110 metric tons
- Vegetable Oil	110 metric tons

December 1989/March 1990/June 1990
Approximately equal installments of:

- Wheat Soy Blend	110 metric tons
- Soy Fortified Bulgur	110 metric tons

C. All Commodity Utilized

57'

II. Project Purpose:

The 990 metric tons foodstuffs provided through this agreement from Title II are to be used by the Ministry of Health for supplementary feeding program in response to increased consumption requirements flowing from Hurricane Gilbert. The country of Jamaica was devastated by Hurricane Gilbert which moved across the Island on September 12 1988. The hurricane destroyed backyard food crops and this combined with the escalation of some food prices has become a problem for the at-risk rural poor.

III. Project Description:

The objective of the program is to improve the nutritional intake of the malnourished children and improve their attendance at the Ministry of Health's rural clinics. The Ministry of Health identified 20,000 moderately and/or severely malnourished children through their rural health care facilities. The food was used for the nutritional rehabilitation of these children. Malnourished children visited the clinics on a monthly basis where their nutritional status was determined and they received a dry distribution of wheat soy blend and soya fortified bulgur for home consumption. The vegoil was served at the clinics and the hospitals as a supplemental drink consisting of NFDM, sugar and the vegoil. Both of these rations were supplemental rations for this target group of moderately and severely malnourished children under the age of five.

Participation in the program was administered by the Ministry of Health with the administrative section responsible for organizing storage and distribution and the Nutrition and Dietetic Division responsible for monitoring.

IV. Project Status:

A. Achievements vs. Objectives: Reports, first hand observations from field trips, and the preliminary results from the on-going evaluation of this program, indicate that it has achieved its objectives. The objective was to address the increased risks facing malnourished children under the age of five (5) years who were at a particularly high risk following the aftermath of Hurricane Gilbert.

At this preliminary stage the objectives appear to have been met. The objectives were: 1) To provide a food supplement to the malnourished childrens' diet; and, 2) To encourage increased attendance of these children at the Ministry of Health's rural clinics for monthly check-ups. The evaluation results are due in December.

B) The only major issue which affected implementation was the delays which were experienced in clearing the commodities from the wharf. This problem though is not unique to this Title II Program. Delays have been encountered in clearing other Title II commodities as well as project funded procurement. This is a generic problem facing all programs, projects, and private sector imports.

C) The major activity in the next six months will be to receive and review the results of the evaluation of this Title II Program. The evaluation was funded at the beginning of the program to enable an analysis of the progress made over the course of the program. The final evaluation reports will be provided to USAID in December 1990.

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A B x C

I. BACKGROUND DATA

Project Title: Agricultural Marketing Development - Rural Roads
 Component
 Project Number: 532-0060
 Date of Authorization: original 06/26/86 amended to 04/21/88
 Date of Colligation: original 06/26/86 amended to 09/31/88
 PACD: original 07/31/89 amended to 12/10/90
 Implementing Agencies: Ministry of Construction/Works
 Major Contractors: HC/PSCs
 AID Project Managers: Charles Schejbal/M. Blackwood
 Status of CPs/Covenants: Conditions Precedent have been met

Date of Last Evaluation: 11/28/88 Next Evaluation: None
 Date of Last Audit: None Next Audit: None

FINANCIAL DATA

Amount Authorized:	DA Loan : original	\$ 3,000,000	amended to \$7,292
	DA Grant: original	\$11,847,000	amended to \$8,847
Amount Obligated:	DA Loan : original	\$ 3,000,000	amended to \$7,292
	DA Grant: original	\$ 300,000	amended to \$2,700
Amount Committed:	Period:	L\$ 230,696	G\$1,254,793
	Cumulative:	L\$5,845,394	G\$2,010,200
Accrued Expenditures:	Period - Projected:	L\$1,909,149	G\$1,864,925
	Period - Actual:	L\$ 469,082	G\$1,022,280
	Cumulative:	L\$6,130,024	G\$1,310,135
	Period - Next	L\$ 625,294	G\$1,389,315
Counterpart	Planned:	J\$17,630,000	
Contribution:	Actual	J\$48,594,337	
% LOP Elapsed:		96%	
% of Total Auth. Collig.		100%	
% of Total Oblig. Exp.		74%	
% of Total Auth. Exp.		74%	

II. PROJECT PURPOSE

Rehabilitation of rural roads to improve rural Jamaican road access to agricultural production centers, commercial centers and personal mobility to social services

III. PROJECT DESCRIPTION

The project seeks to rehabilitate rural roads which have deteriorated over time or have been damaged by the elements. The project also provides hand tools, spare parts needed to rehabilitate the fleet of the existing road construction vehicles. The upgrading of the Road Planning Unit's computer capabilities is also addressed.

IV. PROJECT STATUS

A. Planned ECPS

Progress to Date

1. Improved access to rural farming communities.
2. To improve the capabilities of the Road Planning Unit (RPU).
3. Increased focus on road maintenance.

Average daily traffic has increased from 3303 to 3945 vehicles.*
 RPU has been equipped with computers and traffic counters necessary for its operations. The "lengthman" system has been introduced and will be used on other projects.

B. Major Outputs

	Planned		NEXT Period	Accomplished		% of 1
	LOP	Period		Period	Cum.	
1. Rehab of Roads/mis	233**	50	49	36	184	79%

*Figures from 106 of the 184 miles of completed roads.

**Revised from 450 miles based on more accurate cost data and the availability of funds.

10

UNCLASSIFIED
AGENCY FOR INT'L DEV.
TELECOMMUNICATIONS CENTER

OUTGOING TELEGRAM AD EW

PAGE 01 OF 02 STATE 426589 190456Z 8491 052583 AID1483
ORIGIN AID-00

STATE 426589 190456Z 8491 052583 AID1483

ORIGIN OFFICE LADR-03
INFO LACA-03 AALA-01 SAST-01 GC-01 GCLA-01 FVA-01 APHO-07
FVPP-01 APSP-02 APFP-02 OFDA-02 STFA-01 STAG-02 STFN-02
STEN-01 FFP-09 AMAD-01 /041 AB 19/0005Z

INFO LOG-00 ARA-00 /002R

DRAFTED BY: AID/LAC/DR/C: ADEGRAFFENREID: VGM: 4236M
APPROVED BY: AID/LAC/DR: PBLOOM
AID/LAC/DR: JEVANG AID/LAC/CAR: ADIAZ (DRAFT)
AID/LAC/CAR: CTYSON (DRAFT)

-----2C5656 190458Z /38

P 190454Z DEC 98
FM SECSTATE WASHDC
TO AMEMBASSY KINGSTON

UNCLAS STATE 426589

AIDAC

E.O. 12356: N/A

TAGS:

SUBJECT: JAMAICA - FY 98 SAR REVIEW

1. SUMMARY: BUREAU HAS COMPLETED ITS REVIEW OF USAID KINGSTON'S PROJECT PORTFOLIO AND COMMENDS THE MISSION ON ITS CONTINUED EXCELLENT PERFORMANCE. WE ENCOURAGE FURTHER PROGRESS ON EFFORTS TO CONSOLIDATE AND STREAMLINE THE PORTFOLIO AND REDUCE THE MORTGAGE LEVEL, ESPECIALLY IN VIEW OF GOVERNMENT OF JAMAICA'S (GOJ) CONTINUING FISCAL CONSTRAINTS AND THE LIKELY CONTINUED REDUCTION OF FUNDS AVAILABLE TO THE BUREAU. SUSTAINABILITY OF THE PORTFOLIO BY GOJ IN THIS FINANCIAL

ENVIRONMENT IS A CENTRAL CONCERN; BUREAU UNDERSTANDS THAT MISSION WILL BE ADDRESSING THESE CONCERNS IN ITS UPCOMING ACTION PLAN AND WE LOOK FORWARD TO THE MISSION'S NEW PERSPECTIVES AND VISIONS FOR DEVELOPMENT FOR JAMAICA. END SUMMARY.

2. FUNDING LEVELS/PIPELINE. THE CONTINUED REDUCTION IN MISSION'S PIPELINE IS COMMENDABLE AND JAMAICA NOW HAS THE BEST PIPELINE RATIO IN THE BUREAU, BUT WE REMAIN CONCERNED ABOUT THE RELATIVELY HIGH MORTGAGE LEVEL WHICH

HAS REMAINED GENERALLY CONSTANT OVER THE LAST SEVERAL YEARS. REDUCTIONS IN FUNDING AVAILABLE TO THE BUREAU AND THE MISSION ARE LIKELY TO CONTINUE OVER THE NEAR TERM AND ALTHOUGH MISSION REP INDICATED THAT MORTGAGE LEVELS WOULD FALL BECAUSE OF MISSION'S APPROACH ON NEW STARTS, WE URGE MISSION TO TAKE STEPS BEYOND THOSE OUTLINED IN ITS SAR FOR REDUCING THIS MORTGAGE LEVEL EVEN FURTHER. WHILE WE UNDERSTAND THE RELUCTANCE OF THE MISSION TO REDUCE THE NUMBER OF SECTORS IN WHICH IT IS INVOLVED, NOW MAY BE THE TIME TO CONSIDER THIS POSSIBILITY. WE REQUEST THAT MISSION INCLUDE A MORTGAGE ANALYSIS IN THE ACTION PLAN. ANALYSIS SHOULD ASSUME STRAIGHT Lining FY 91 OYB AND INDICATE BY PROJECT THE AMOUNT OF PROJECTS MORTGAGE THAT WILL NEED TO BE FUNDED IN EACH SUBSEQUENT FY. ANALYSIS SHOULD THEN SHOW HOW MUCH OF THE ASSUMED OYB FOR EACH YEAR WOULD BE AVAILABLE FOR NEW INITIATIVES. WE ALSO UNDERSTAND THAT MISSION WILL ADDRESS IN ITS ACTION PLAN HOW IT PLANS TO USE TRUST FUNDS OVER THE NEXT FY.

3. SUSTAINABILITY. BUREAU ALSO NOTED CONTINUED GOJ PROBLEMS IN FUNDING AND MANPOWER WHICH HAVE DELAYED

IMPLEMENTATION OF A NUMBER OF PROJECTS. WHILE THESE DELAYS ARE UNDERSTANDABLE ON A CASE BY CASE BASIS, THEIR PERSISTENCE ACROSS SEVERAL SECTORS RAISES THE POSSIBILITY THAT THE GOJ MAY NOT, IN THE OVERALL LONGER TERM, BE ABLE TO SUSTAIN ALL ACTIVITIES ONCE AID'S INVOLVEMENT ENDS. BUREAU THEREFORE SUGGESTS THAT INTERNAL PROJECT REVIEWS EXPLORE THIS MATTER MORE FULLY AND CONTINUE TO STRESS THE NEED FOR MAXIMUM COST SHARING AND INCORPORATING COST RECOVERY AND SUSTAINABILITY MECHANISMS INTO THE PROJECTS PRIOR TO THEIR COMPLETION. AS WE DISCUSSED IN THE REVIEW, THE PLETHORA OF DONOR PROJECTS MAY WELL BE OVERLOADING GOJ'S CAPACITY AND WE COMMEND MISSION'S INITIATIVE TO COORDINATE THIS MATTER WITH THE DONOR COMMUNITY. WE FEEL THAT BEST AND MOST EFFICIENT USE OF DONOR FUNDING, AND THE EVENTUAL SUSTAINABILITY OF THE PROJECTS, WILL REQUIRE GOJ TO TAKE MORE ACTIVE ROLE IN DEFINING ITS OWN PRIORITIES AND MATCHING THOSE PRIORITIES WITH THE DONOR COMMUNITY AND ITS OWN ABILITY TO MANAGE AND IMPLEMENT THOSE ACTIVITIES. WE UNDERSTAND THAT GOJ AND DONORS ARE WORKING TO DO THIS. PLEASE ADVISE ON THE PROGRESS IN ADDRESSING PROJECT COMPLEMENTARITY AND DONOR COORDINATION IN UPCOMING ACTION PLAN REVIEW.

4. PROJECT REVIEW. HIG. WITH CONTINUED SLOW DISBURSEMENTS, POLICY ISSUES AND DELAYS IN RESOLVING

IMPORTANT ISSUES, HIG PROJECTS PRESENT ON-GOING PROBLEMS. WHILE WE UNDERSTAND THAT THESE ISSUES ARE

BEING ADDRESSED AND THAT YOU ARE RESOLVING RECENT RIG AUDIT FINDINGS, WE URGE THAT NEXT INTERNAL REVIEW CONSIDER POSSIBILITY OF SCALING BACK HOUSING PROGRAM. WHEN YOU COMPLETE YOUR SPRING REVIEW OF THE PORTFOLIO PLEASE CABLE US THE STATUS OF THE ACTIVITIES INDICATING YOUR PLANS FOR THE HG PROGRAM.

5. PRESIDENTIAL TRAINING INITIATIVE (PTIIC/0147). LAC DOES NOT CONCUR IN USING PTIIC TRAINING FUNDS FOR TRAINEES ALREADY IN THE U.S. ON OTHER TRAINING PROGRAMS. FURTHER, OIT ADVISES THEY HAVE NOT AGREED TO USING FUNDS FOR SUCH PURPOSES. PTIIC TRAINING SHOULD FOCUS ENTIRELY ON LOCAL DISADVANTAGED YOUTH. BUREAU ALSO NOTES THAT ALTHOUGH MISSION HAD REQUESTED A REOB OF THE FULL DOLS 700,000 NOW THAT CONTRACT DISPUTE WITH THE UNITED SCHOOLS OF AMERICA HAS BEEN RESOLVED, ONLY DOLS 350,000 CAN BE PROVIDED TO JAMAICA; DETAILS WILL BE PROVIDED SEPTEL.

6. AGR EDUCATION (0082). BUREAU REQUESTS MISSION CABLE OUTCOME OF THE FINANCIAL REVIEW OF PROJECT PROCUREMENT ONCE REVIEW HAS BEEN COMPLETED.

7. HILLSIDE AGR. (0101). ALTHOUGH THE PROJECT MANAGEMENT UNIT IS INNOVATIVE, PROJECT SUSTAINABILITY REMAINS AN ISSUE BECAUSE THE PMU IS OPERATING INDEPENDENT OF GDJ. MISSION REQUESTED TO ADVISE IN NEXT SARs ON STEPS TO BE TAKEN TO ENSURE PROCESS BEING FINANCED UNDER PROJECT WILL BE SUSTAINED BY GDJ AFTER THE PROJECT IS COMPLETED. BUREAU ALSO NOTED THAT ALTHOUGH FARMERS OUTSIDE THE TARGETED DEMONSTRATION

GROUPS WERE NOT PART OF THE PROJECT, THAT SOME EFFORT SHOULD BE MADE TO ADDRESS (EVEN IF BY STUDY) THE AVAILABILITY OF AGR. INPUTS AND ACCESS TO MARKET SYSTEMS TO BETTER ENSURE THAT THE PROJECT IS REPLICATED BEYOND THE TARGET GROUP AS THE PROJECT INTENDS. PLEASE ADVISE IN NEXT SAR.

8. CROP DIVERSIFICATION (0123). BUREAU QUESTIONED THE

UNCLASSIFIED

61

UNCLASSIFIED

OUTGOING
TELEGRAM

AGENCY FOR INT'L DEV.
TELECOMMUNICATIONS CENTER

PAGE 02 OF 02 STATE 426589 190456Z 8491 052583 AID1483

SUSTAINABILITY OF PROJECT INFRASTRUCTURE (CANALS, IRRIGATION SYSTEMS, ETC.) AND RAISED THE POTENTIAL FOR COST RECOVERY SYSTEMS. BUREAU ASKS THAT MISSION MORE FULLY DISCUSS IN THE NEXT SAR, HOW OPERATION AND MAINTENANCE OF INFRASTRUCTURE IS BEING ADDRESSED AND HOW FARMERS ARE BEING INTEGRATED INTO THIS PROCESS.

9. FOOD AID MONITORING (0157). BUREAU COMMENDS MISSION'S EFFORTS TO ENSURE INSTALLATION OF A VIABLE MONITORING SYSTEM FOR THE LOCAL CURRENCY AND COMMODITIES AND WE ENCOURAGE THE MISSION TO MOVE EXPEDITIOUSLY ON THIS MATTER: PLEASE ADVISE IN THE NEXT SAR ON THE PROGRESS IN IMPLEMENTING THIS SYSTEM.

10. UWI MANAGEMENT EDUCATION (0129): WE URGE MISSION TO RESOLVE ASAP THE MATTER OF RECRUITING AND HIRING A NEW DIRECTOR FOR THE INSTITUTE. CONTINUED DELAY APPEARS TO BE IMPEDING OPERATION OF THIS PROJECT.

11. LOCAL CURRENCY: GUIDANCE ON THE USE OF PL460 GENERATED LOCAL CURRENCY WILL BE PROVIDED SEPTEL.

12. ENVIRONMENTAL FUND; SEPTEL WILL BE PROVIDED TO

ADDRESS THE MANAGEMENT ISSUES SURROUNDING THIS ACTIVITY TOGETHER WITH HOW LOCAL CURRENCY FUNDS MAY BE USED.

13. CONCLUSION. BUREAU COMMENDS THE MISSION FOR ITS PERFORMANCE OVER THIS PAST FY UNDER DIFFICULT LOCAL CONDITIONS. WE URGE FURTHER PORTFOLIO CONSOLIDATION AND REDUCTION OF THE MORTGAGE LEVEL BECAUSE BUREAU FACES CONTINUED REDUCTIONS IN AVAILABLE FUNDS. WE LOOK FORWARD TO MISSION'S ACTION PLAN AND HOW MISSION WILL CONTINUE TO ADDRESS JAMAICA'S SERIOUS DEVELOPMENT PROBLEMS. BAKER

UNCLASSIFIED

-62-

UNCLASSIFIED
AGENCY FOR INT'L DEV.
TELECOMMUNICATIONS CENTER

OUTGOING TELEGRAM
AD
EOW

PAGE 01 OF 02 STATE 426589 190456Z 8491 052583 A101483

STATE 426589 190456Z 8491 052583 A101483

ORIGIN AID-00

ORIGIN OFFICE LADR-03

INFO LACA-03 AALA-01 SAST-01 GC-01 GCLA-01 FVA-01 APHO-07
FVPP-01 APSP-02 APFP-02 OFDA-02 STFA-01 STAG-02 STFN-02
STEN-01 FFP-09 AMAD-01 /041 AB 19/0005Z

INFO LOG-00 ARA-00 /002R

DRAFTED BY: AID/LAC/DR/C: ADEGRAFFENREID: VGM: 4236N

APPROVED BY: AID/LAC/DR: PBL00M

AID/LAC/DR: JEVANS

AID/LAC/CAR: ADIAZ (DRAFT)

AID/LAC/CAR: CTYSON (DRAFT)

-----2C5656 190456Z /38

R 190454Z DEC 90

FM SECSTATE WASHDC

TO AMEMBASSY KINGSTON

UNCLAS STATE 426589

AIDAC

E.O. 12356: N/A

TAGS:

SUBJECT: JAMAICA - FY 90 SAR REVIEW

1. SUMMARY: BUREAU HAS COMPLETED ITS REVIEW OF USAID KINGSTON'S PROJECT PORTFOLIO AND COMMENDS THE MISSION ON ITS CONTINUED EXCELLENT PERFORMANCE. WE ENCOURAGE FURTHER PROGRESS ON EFFORTS TO CONSOLIDATE AND STREAMLINE THE PORTFOLIO AND REDUCE THE MORTGAGE LEVEL, ESPECIALLY IN VIEW OF GOVERNMENT OF JAMAICA'S (GOJ) CONTINUING FISCAL CONSTRAINTS AND THE LIKELY CONTINUED REDUCTION OF FUNDS AVAILABLE TO THE BUREAU. SUSTAINABILITY OF THE PORTFOLIO BY GOJ IN THIS FINANCIAL

ENVIRONMENT IS A CENTRAL CONCERN; BUREAU UNDERSTANDS THAT MISSION WILL BE ADDRESSING THESE CONCERNS IN ITS UPCOMING ACTION PLAN AND WE LOOK FORWARD TO THE MISSION'S NEW PERSPECTIVES AND VISIONS FOR DEVELOPMENT FOR JAMAICA: END SUMMARY.

2. FUNDING LEVELS/PIPELINE. THE CONTINUED REDUCTION IN MISSION'S PIPELINE IS COMMENDABLE AND JAMAICA NOW HAS THE BEST PIPELINE RATIO IN THE BUREAU, BUT WE REMAIN CONCERNED ABOUT THE RELATIVELY HIGH MORTGAGE LEVEL WHICH

HAS REMAINED GENERALLY CONSTANT OVER THE LAST SEVERAL YEARS. REDUCTIONS IN FUNDING AVAILABLE TO THE BUREAU AND THE MISSION ARE LIKELY TO CONTINUE OVER THE NEAR TERM AND ALTHOUGH MISSION REP INDICATED THAT MORTGAGE LEVELS WOULD FALL BECAUSE OF MISSION'S APPROACH ON NEW STARTS, WE URGE MISSION TO TAKE STEPS BEYOND THOSE OUTLINED IN ITS SAR FOR REDUCING THIS MORTGAGE LEVEL EVEN FURTHER. WHILE WE UNDERSTAND THE RELUCTANCE OF THE MISSION TO REDUCE THE NUMBER OF SECTORS IN WHICH IT IS INVOLVED, NOW MAY BE THE TIME TO CONSIDER THIS POSSIBILITY. WE REQUEST THAT MISSION INCLUDE A MORTGAGE ANALYSIS IN THE ACTION PLAN. ANALYSIS SHOULD ASSUME STRAIGHT Lining FY 91 OYB AND INDICATE BY PROJECT THE AMOUNT OF PROJECTS' MORTGAGE THAT WILL NEED TO BE FUNDED IN EACH SUBSEQUENT FY. ANALYSIS SHOULD THEN SHOW HOW MUCH OF THE ASSUMED OYB FOR EACH YEAR WOULD BE AVAILABLE FOR NEW INITIATIVES. WE ALSO UNDERSTAND THAT MISSION WILL ADDRESS IN ITS ACTION PLAN HOW IT PLANS TO USE TRUST FUNDS OVER THE NEXT FY.

3. SUSTAINABILITY. BUREAU ALSO NOTED CONTINUED GOJ PROBLEMS IN FUNDING AND MANPOWER WHICH HAVE DELAYED

IMPLEMENTATION OF A NUMBER OF PROJECTS. WHILE THESE DELAYS ARE UNDERSTANDABLE ON A CASE BY CASE BASIS, THEIR PERSISTENCE ACROSS SEVERAL SECTORS RAISES THE POSSIBILITY THAT THE GOJ MAY NOT, IN THE OVERALL LONGER TERM, BE ABLE TO SUSTAIN ALL ACTIVITIES ONCE AID'S INVOLVEMENT ENDS. BUREAU THEREFORE SUGGESTS THAT INTERNAL PROJECT REVIEWS EXPLORE THIS MATTER MORE FULLY AND CONTINUE TO STRESS THE NEED FOR MAXIMUM COST SHARING AND INCORPORATING COST RECOVERY AND SUSTAINABILITY MECHANISMS INTO THE PROJECTS PRIOR TO THEIR COMPLETION. AS WE DISCUSSED IN THE REVIEW, THE PLETHORA OF OONDR PROJECTS MAY WELL BE OVERLOADING GOJ'S CAPACITY AND WE COMMEND MISSION'S INITIATIVE TO COORDINATE THIS MATTER WITH THE DONOR COMMUNITY. WE FEEL THAT BEST AND MOST EFFICIENT USE OF DONOR FUNDING, AND THE EVENTUAL SUSTAINABILITY OF THE PROJECTS, WILL REQUIRE GOJ TO TAKE MORE ACTIVE ROLE IN DEFINING ITS OWN PRIORITIES AND MATCHING THOSE PRIORITIES WITH THE DONOR COMMUNITY AND ITS OWN ABILITY TO MANAGE AND IMPLEMENT THOSE ACTIVITIES. WE UNDERSTAND THAT GOJ AND DONORS ARE WORKING TO DO THIS. PLEASE ADVISE ON THE PROGRESS IN ADDRESSING PROJECT COMPLEMENTARITY AND DONOR COORDINATION IN UPCOMING ACTION PLAN REVIEW.

4. PROJECT REVIEW. HIGH. WITH CONTINUED SLOW DISBURSEMENTS, POLICY ISSUES AND DELAYS IN RESOLVING

IMPORTANT ISSUES, HIGH PROJECTS PRESENT ON-GOING PROBLEMS. WHILE WE UNDERSTAND THAT THESE ISSUES ARE

BEING ADDRESSED AND THAT YOU ARE RESOLVING RECENT RIG AUDIT FINDINGS, WE URGE THAT NEXT INTERNAL REVIEW CONSIDER POSSIBILITY OF SCALING BACK HOUSING PROGRAM. WHEN YOU COMPLETE YOUR SPRING REVIEW OF THE PORTFOLIO PLEASE CABLE US THE STATUS OF THE ACTIVITIES INDICATING YOUR PLANS FOR THE HG PROGRAM.

5. PRESIDENTIAL TRAINING INITIATIVE (PTIIC/0147). LAC DOES NOT CONCUR IN USING PTIIC TRAINING FUNDS FOR TRAINEES ALREADY IN THE U.S. ON OTHER TRAINING PROGRAMS. FURTHER, OIT ADVISES THEY HAVE NOT AGREED TO USING FUNDS FOR SUCH PURPOSES. PTIIC TRAINING SHOULD FOCUS ENTIRELY ON LOCAL DISADVANTAGED YOUTH. BUREAU ALSO NOTES THAT ALTHOUGH MISSION HAD REQUESTED A REOB OF THE FULL DOLS 700,000 NOW THAT CONTRACT DISPUTE WITH THE UNITED SCHOOLS OF AMERICA HAS BEEN RESOLVED, ONLY DOLS 350,000 CAN BE PROVIDED TO JAMAICA; DETAILS WILL BE PROVIDED SEPTEL.

6. AGR EDUCATION (0062). BUREAU REQUESTS MISSION CABLE OUTCOME OF THE FINANCIAL REVIEW OF PROJECT PROCUREMENT ONCE REVIEW HAS BEEN COMPLETED.

7. HILLSIDE AGR. (0101). ALTHOUGH THE PROJECT MANAGEMENT UNIT IS INNOVATIVE, PROJECT SUSTAINABILITY REMAINS AN ISSUE BECAUSE THE PMU IS OPERATING INDEPENDENT OF GOJ. MISSION REQUESTED TO ADVISE IN NEXT SARs ON STEPS TO BE TAKEN TO ENSURE PROCESS BEING FINANCED UNDER PROJECT WILL BE SUSTAINED BY GOJ AFTER THE PROJECT IS COMPLETED. BUREAU ALSO NOTED THAT ALTHOUGH FARMERS OUTSIDE THE TARGETED DEMONSTRATION

GROUPS WERE NOT PART OF THE PROJECT, THAT SOME EFFORT SHOULD BE MADE TO ADDRESS (EVEN IF BY STUDY) THE AVAILABILITY OF AGR. INPUTS AND ACCESS TO MARKET SYSTEMS TO BETTER ENSURE THAT THE PROJECT IS REPLICATED BEYOND THE TARGET GROUP AS THE PROJECT INTENDS. PLEASE ADVISE IN NEXT SAR.

8. CROP DIVERSIFICATION (0123). BUREAU QUESTIONED THE

UNCLASSIFIED

63

UNCLASSIFIED
AGENCY FOR INT'L DEV.
TELECOMMUNICATIONS CENTER

OUTGOING
TELEGRAM

PAGE 02 OF 02 STATE 426589 190456Z 8491 052583 AID1483

SUSTAINABILITY OF PROJECT INFRASTRUCTURE (CANALS, IRRIGATION SYSTEMS, ETC.) AND RAISED THE POTENTIAL FOR COST RECOVERY SYSTEMS. BUREAU ASKS THAT MISSION MORE FULLY DISCUSS IN THE NEXT SAR, HOW OPERATION AND MAINTENANCE OF INFRASTRUCTURE IS BEING ADDRESSED AND HOW FARMERS ARE BEING INTEGRATED INTO THIS PROCESS.

9. FOOD AID MONITORING (0157). BUREAU COMMENDS MISSION'S EFFORTS TO ENSURE INSTALLATION OF A VIABLE MONITORING SYSTEM FOR THE LOCAL CURRENCY AND COMMODITIES AND WE ENCOURAGE THE MISSION TO MOVE EXPEDITIOUSLY ON THIS MATTER. PLEASE ADVISE IN THE NEXT SAR ON THE PROGRESS IN IMPLEMENTING THIS SYSTEM.

10. UWI MANAGEMENT EDUCATION (0129): WE URGE MISSION TO RESOLVE ASAP THE MATTER OF RECRUITING AND HIRING A NEW DIRECTOR FOR THE INSTITUTE. CONTINUED DELAY APPEARS TO BE IMPEDING OPERATION OF THIS PROJECT.

11. LOCAL CURRENCY GUIDANCE ON THE USE OF PL450 GENERATED LOCAL CURRENCY WILL BE PROVIDED SEPTEL.

12. ENVIRONMENTAL FUND; SEPTEL WILL BE PROVIDED TO ADDRESS THE MANAGEMENT ISSUES SURROUNDING THIS ACTIVITY TOGETHER WITH HOW LOCAL CURRENCY FUNDS MAY BE USED.

13. CONCLUSION. BUREAU COMMENDS THE MISSION FOR ITS PERFORMANCE OVER THIS PAST FY UNDER DIFFICULT LOCAL CONDITIONS. WE URGE FURTHER PORTFOLIO CONSOLIDATION AND REDUCTION OF THE MORTGAGE LEVEL BECAUSE BUREAU FACES CONTINUED REDUCTIONS IN AVAILABLE FUNDS. WE LOOK FORWARD TO MISSION'S ACTION PLAN AND HOW MISSION WILL CONTINUE TO ADDRESS JAMAICA'S SERIOUS DEVELOPMENT PROBLEMS. BAKER

UNCLASSIFIED

64

C. Other Accomplishments and Overall Status

Status of Conditions Precedent and Covenants

Formation of a Committee under the Ministry's Five Year Infrastructure Investment and Maintenance Project to address maintenance needs as well as the work done under the pilot road maintenance "lengthman system" satisfies USAID's requirements

Road Rehabilitation

With the PACD approximately 2 months away, 184 miles of roads have been completed to date. The remaining 49 miles of roads are approximately 79% completed and are expected to be completed by the end of November. Progress during this reporting period surpassed that of previous periods due largely to the GOJ's budgetary support.

The pilot road maintenance "lengthman system", consisting of labourers doing routine maintenance on assigned lengths of road, is in its last stage having covered approximately 120 miles of road. The success of this pilot project has resulted in the Ministry of Construction/Works using this system on other projects as a means of effecting routine road maintenance.

The Road Planning Unit is currently monitoring the effects of road rehabilitation on select roads by updating the average daily traffic encountered on these roads. Results to date have indicated increase in traffic on approximately 65% of such roads with the remaining roads showing no change or slight reductions in traffic, when compared to figures obtained prior to rehabilitation. This Unit has been equipped with traffic counters and computers under the project thereby enabling it to function more efficiently in its daily operations.

Technical Assistance

The local equipment specialist completed work on the last procurement package consisting of spare parts for trucks as well as two lap top computers. Procurement of these items is currently underway.

Vehicles

The Ministry has rehabilitated over 130 vehicles to date in its fleet, this includes dump trucks, pick-ups, compactors and graders used in road rehabilitation work. Rehabilitation included replacing damaged engines, miscellaneous spare parts and tyres.

D. Problems and Delays

There have been no major problems over this reporting period due to the GOJ's heightened interest in the project.

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

- The completion of all outstanding rehabilitation work on roads will be the focus of project management activities over the next 2 months.
- A Project Completion Report will be submitted at the end of the project.

5

PROGRAM STATUS REPORT
(April 1, 1990 - Sept. 30, 1990)

Jamaica Agricultural Development Foundation
(JADF)

Monetized PL 480
Title II

I. Background Data:

	<u>Tonnage Received</u>	<u>Date (Year)</u>	<u>Grant (US\$)</u>
Auth./Obligations:			
Title II Cheese & Butter	1,327	1984	1,558,000
Title II Cheese & Butter	1,277	1985	1,609,600
Title II Cheese & Butter	<u>2,554</u>	1986	3,029,600
	5,158		
Title II Corn	20,300	1988	1,362,000
Title II Corn	30,752	1989	3,600,000
Title II Corn	<u>37,504</u>	1990	<u>3,600,000</u>
	88,556		14,759,200

Implementing Agency: JADF
 AID Project Managers: Stephen Szadek/Lenworth Fulton
 Evaluations: June 20, 1987 by International Science and
 Technology Institute, Inc. (ISTI)
 Other USAID Resources to the JADF: The JADF has received other financial resources to the tune of US\$5,704,000 from inception in 1984 to present.

Non-commodity Grants:

<u>USES</u>	<u>US\$</u>
Land O'Lakes Consultancy	264,000
TC & TG - Start-up Cost (reimbursable)	500,000
Technical Support Grant (1985-1989)	1,000,000
Rehabilitation Grant under the Hurricane Reconstruction Project (532-0158) for banana and poultry sub-sectors	<u>3,940,000</u>
	<u>5,704,000</u>

N.B.: All commodities pledged for the JADF FY'89 & '90 TA have been received.

Financial Data:

Year	TA #	Amount LC Received J\$	Amount LC Prog. Per TA J\$	Total LC Disbursed Per TA J\$	Amount LC Disbursed last 6 months (April - Sept. 1990) J\$
1989	532-4607	20,769,378	20,769,378	20,769,378	20,769,378
1990	532-0611	<u>38,479,104</u>	<u>38,479,104</u>	<u>16,106,093</u>	<u>16,106,093</u>
		<u>59,248,482</u>	<u>59,248,482</u>	<u>36,875,471</u>	<u>36,875,471</u>

N.B.: JCTC has an outstanding sum of J\$22,373,011 for JADF to be paid within sixty days.

II. Program Purpose:

The Title II Program provides commodities to be monetized for use in the JADF investment portfolio. PL 480 Title II commodities are donated for sale on the local market, the proceeds of which provide funds for loans, grants and equity participation in the Agricultural/Agro-Industrial Sector in Jamaica. Specifically, the goal of the JADF is to help mobilize a new and needed private sector resource base for Jamaica's agricultural and agribusiness development effort.

This PL 480 Title II (JADF) Program fits mission strategy in the following ways:

- (a) Places emphasis on Agricultural Development
- (b) Creates link between USAID and the Jamaican Private Sector which has to do with Agriculture.
- (c) Provides USAID the opportunity to use PL 480 Title II commodities to support investment initiatives in agriculture which are sustainable.
- (d) Through the JADF, the Mission can offer both financial and technical assistance in potential agricultural sub-sectors such as Poultry Industry, Aquaculture, Milk Production, etc.

III. Program Description:

The JADF is a not-for-profit Foundation which started operation in 1984. The JADF uses the local currency generated from PL 480 Title II commodities to onlend to the Agricultural Sector.

Loans are made to any farmer or organization which meets the Board's criteria. The Foundation operates through a ten-member board drawn from a wide cross-section of professionals and practicing farmers.

USAID monitors the operation of the JADF by having representations on the board.

IV: Program Status:

(a) The JADF is performing in line with the targets set in the project purpose. The achievement is due mainly to the recommendations that came out of the 1987 evaluation of the project, conducted by International Science and Technology Institute Inc. (ISTI). These recommendations are used as benchmarks for the Foundation's performance.

(b) There are no self-help measure requirements

(c) Local Currency Uses:

The local currency generated from the sale of PL 480 Title II commodities are used as follows:
During the six year operation of the Foundation, funding of J\$116.8 million has been approved for project loans as of September 28, 1990. Of this figure, the Foundation has on its portfolio, funds currently authorized for a total of J\$113.3 million, representing commitments to 343 projects.

Total disbursement to date amounts to J\$92.9 million to 276 projects. Reflows from these loans will be incorporated in the JADF Portfolio for further onlending to the Agricultural Sector.

The composition of the Portfolio includes Agro-processing, horticulture, aquaculture, apiculture, beef, dairy, poultry, coffee, banana, miscellaneous and grants. Miscellaneous includes onlending to National Development Foundation (NDF) of which there are 91 sub-loans. The Foundation made an additional J\$2,000,000 available to NDF for further onlending to the small farmer program.

Grants are used to finance new business developments, 4-H Clubs, scholarships for the College of Agriculture, PVO/NGO, etc.

The Foundation also made loans to farmers/organizations under the Hurricane Reconstruction Project (532-0158). Under the Rehabilitation Program \$15.3 million was fully committed to the Poultry Sector and J\$9.02 million to the Banana Sector.

(c) Local Currency Management:

The Foundation manages the local currency received in accordance with USAID guidelines and conditions set out in the Transfer Authorization and attached annexes.

The Foundation undergoes an annual audit by an independent audit firm.

(d) Section 106/108:

Not Applicable.

(e) Problems and Delays:

There are no problems and delays with the JADF during the reporting period.

The corn donated to the JADF meets UMR requirements of Jamaica and other supplier of this commodity.

(f) Major Activities or Corrective Action During the Next Six Months:

(i) The FY 91 TA was signed on October 12, 1990. The Mission will monitor closely the purchasing and shipping of the US\$3.6 million in corn under this TA.

(ii) The Foundation has agreed in writing to onlend the funds received from USAID at the GOJ Agricultural Market rates, which are 21% for small farmers and 28% for large farmers.

(iii) Mission will coordinate with Washington for JADF to receive the final draw of US\$1.8 million under the US\$9 million commitment to JADF.

MAJOR OUTPUTS

<u>Outputs</u>	<u>Outputs during this 6 months Planned/Actual</u>		<u>Outputs to date Planned/Actual</u>		<u>Planned Project Total</u>
Projects	100	83	400	343	-
Approved Loans (J\$)	30 M	24 M	127 M	116.8 M	246 M
Disbursement (J\$)	30 M	19.50 M	125 M	93 M	-
Equity Financing(J\$)	-	-	7 M	5 M	10 M
Employment	-	250	-	450	-

ITEMS

PLANNED OUTPUTS FOR NEXT 6 MONTHS

Projects Approved	30
Loan Approval	J\$35m
Disbursement	J\$28m
Equity Financing	J\$ 2m
Employment	150

Employment: GENDER DISAGGREGATION
M: 210 F: 40
Total: 250

AGENCY FOR INTERNATIONAL DEVELOPMENT

WASHINGTON, D.C. 20523

M E M O R A N D U M

TO: LAC/DR, Peter Bloom

THRU: LAC/DR, Jeffrey Evans

FROM: LAC/DR/C, Adrian deGraffenreid 

SUBJECT: Jamaica FY 1990 Annual Portfolio Review (period ending September 30, 1990)

The Annual Review of the Jamaica project/program portfolio is scheduled for Wednesday, December 12, 1990 at 2:00 p.m. in the LAC/DR Conference Room (2248 N.S.).

I. FINANCIAL OVERVIEW

The total A.I.D. assistance to Jamaica during the FY 88 - FY 90 period was as follows:

		(\$ Millions)	
<u>Obligations</u>	FY 88 ¹	FY 89 ¹	FY 90 ²
Project	19.1	51.6	13.9
Program	0.0	25.0	13.7
PL-480	NA	40.8	47.4
HG	NA	NA	NA
Total	<u>19.1</u>	<u>117.4</u>	<u>75.0</u>
 <u>Expenditures</u>	 FY 88 ¹	 FY 89 ¹	 FY 90 ²
Project	24.5	46.1	51.9
Program	1.2	26.7	4.9
PL-480	-	40.8	47.4
HG	-	-	-
Total	<u>25.7</u>	<u>113.6</u>	<u>104.2</u>
 <u>PIPELINE SUMMARY DATA</u>	 FY 88 ¹	 FY 89 ¹	 FY 90 ²
Ending Pipeline	94.4	78.3	48.01
Pipeline Ratio	37.0	48.8	71.00
Liquidation rate			

1 FY 1989 (B) Semi Annual Report Issues Paper
 2 FY 1990 Annual Portfolio Report

Completed Projects

	<u>End of FY 90</u>	<u>End of FY 91</u>
Number	7	16
LOP Value	41.38	134.89

On-going Projects/Programs

Number	32	16
LOP Value	222.06	87.17

New Projects

Number	2
LOP Value	NA

II. Country Overview

While many of the CDSS constraints remain unchanged, recent reports show that many of Jamaica's key economic indicators remain positive. Production of Bauxite during the first ten months of 1990 increased by 15 percent over the same period in 1989. However, the GOJ is concerned about the recent 20 percent fall in world aluminum prices which it believes will have negative consequences for Jamaica. Tourism which continues to be Jamaica's largest foreign exchange earner remains boyant with a 20 percent increase in stopover visitors. Production of Agricultural crop likewise show increases over 1989 during the first three quarters of 1990.

Overall, the country's balance of payments figures show a gradual improvement in 1990. However, the GOJ's own foreign exchange situation remains serious as it struggles to meet higher petroleum payments and targets under its IMF program.

III. Significant Accomplishments

Significant financial indicators suggest a mixed performance by the USAID/Jamaica project portfolio. The ending pipeline for FY 1990 fell from a high of \$94 million in FY 1988 to a low of \$48 million. At the current Mission liquidation rate of 71%, it would take less than one year (the best in the Bureau) to disburse the pipeline.

A+ the FY 1991/92 Action Plan review earlier this year, the Mission was asked to continue to reduce its mortgage ratio from the then current level of 3.6 to between 2.0 and 2.5 times its annual OYB over the FY 90-92 period. The Mission now reports

that it continues to be burdened with a somewhat higher than normal rate about 3 times its annual OYB. This is due primarily to the higher than originally planned cost of the A.I.D./Japanese parallel co-financing Tourism Infrastructure project. As agreed, the Mission will continue to reduce its mortgage by reducing the number of new starts in FY 1991-92 and providing higher up-front funding for proposed projects.

During the reporting period, eight (8) projects were terminated and three (3) new projects and one program were obligated -- Primary Education Assistance II, CLASP II, Microenterprise Development, and Production and Employment X. In light of the Mission's Mortgage problems, it plans only two new starts in FY 1991. Nine major evaluation are to be undertaken in FY 91.

IV. Cross Cutting Issues

1. How can the mortgage level be reduced to the normal range of the Bureau?

In light of the possibility of future declining OYB levels, the Mission's Mortgage to average OYB ratio will have to be substantially reduced. To achieve this reduction, the Mission proposes to limit the new starts in FY 91 to two and to provide more front-end funding for these projects. In addition, the Mission believes that a major factor in the high mortgage equation is the larger than expected cost for the Tourism Infrastructure Support project (TIPS). The Government of Japan (GOJ) now proposes substantial changes for donor responsibilities under the project were by USAID would no longer supervise design but would monitor implementation while the Government of Japan provided most of the costs and TA. Also, the HIG projects remain behind schedule and significant levels funds remain unexpended.

Should the HIG and TIPS be reduced in scope or even eliminated? Should planned PACD extensions be canceled? Can other projects be reduced or completed early?

2. Is GOJ capable of providing counterparts/contributions ? Is the GOJ development portfolio too ambitious ?

A number of projects have experienced difficulties in obtaining the services of host country project management. The reasons differ from project to project and the Mission believes that there is no "quick fix" that could apply to all situations. How does the Mission plan to solve this problem? Can the Mission obtain GOJ approval to act on its behalf to contract out for these personnel?

11

GOJ's development portfolio of projects appears to be too ambitious and may be the fundamental reason why the GOJ cannot meet its project responsibilities (ie., simultaneous long term training programs of donors drains GOJ of qualified personnel to manage projects). Can the donor community and GOJ agree to better coordinate project development/implementation, scale-back the numbers of projects and/or undertake more co-financing (for better internal coordination) of projects ?

3. How can the slow disbursements of projects be improved ?.

A substantial number of projects in the portfolio evidence slow disbursements because of GOJ failures to meet their responsibilities. Should these projects be redesigned (ie., reduced in scope/extended in length) to better match the GOJ's ability to implement projects?

4. What projects will be extended and what is the length of their extension ?

Seven projects are proposed to be extended (067; 069; 083; 0120; 0158; 645.08; 0162). However, only two (069 and 083) indicate the length of their extension. Please clarify.

V. PROJECT PROBLEMS:

1. CARIBBEAN/LA SCHOLARSHIP II (0169) Rated "B"

Date Auth:	10/23/89	Auth. Auth:	\$5.5 m
PACD :	09/30/98	Unexp :	\$5.14m
		Counterpart Contr:	J \$ - 0 -

Purpose: Equip a board base of leaders/potential leaders with technical skills training and academic educ. and an appreciation or workings of a free enterprise economy in a democratic society.

Problems/Issues:

- One year of operations - no expenditures. What has taken so long in selecting participants?

2. POPULATION & FAMILY PLANNING SERVICE (069) Rated "B"

Date Auth:	03/24/82	Amt Auth:	\$6 M
PACD:	03/31/91	Unexpended:	\$308,000
	(Propose + 1 year)	----	
		Counterpart	
		Contrib:	\$15.6 M

13

PURPOSE: To strengthen and expand family planning services, including family plan motivational and informational network, and improve population data collection and analysis systems.

PROBLEM/ISSUES:

- Failure to appoint counterpart personnel for voluntary sterilization program has delayed this component. Is the delay sufficiently serious as to warrant dropping this activity from the PACD?
- A one year PACD extension will result in a one year overlap with the new follow-on project. Is this overlap essential? Should the new project be delayed? Should this project be completed without a PACD extension?

3. JAMAICA SHELTER SECTOR SUPPORT Rated "C"
 Private Sector (HG-012B)
 Basic Shelter (HG-012C)

DATE AUTH:	09/83 (012B)	Amt Auth:	\$25 M
		Increased to:	\$46 M
PACD:	N/A for HIG	Unexpended:	\$43.4 M
		Counterpart	
		Contrib:	\$ 8 M (J)
		Actual:	- 0 -

(012C)	Amt Auth:	\$ 25 M
	Increased to:	\$ 46 M
	Unexpended:	\$35.57 M

Counterpart Cont: N/A

PURPOSE: (012B) Assist GOJ in implementing its national shelter policy through the stimulation of the private sector.

(012C) Assist GOJ in implementing its shelter policy through conversion of the GOJ role from that of a direct producer and financier of housing to one of facilitator and supporter of the private sector.

PROBLEM/ISSUES:

(012B):

- RIG audit suspended further disbursements for entire HIG program but suspension was lifted in April 90. Created negative atmosphere further delaying projects.

- How can this atmosphere be changed?
- Downturn in Jamaica housing sector (higher interest rates and higher construction costs) forced credit unions to restrict credit policies. How will the project assist low income groups? How can the project better respond to outside factors?
- No financing is available to provide foreign exchange necessary to cover devaluation and shortfalls in foreign exchange. GOJ has not as yet resolved how it will meet this commitment. How does the Mission plan to deal with this problem? Does this evidence a serious GOJ problem in obtaining foreign exchange? If so, is it solvable? If not, should the project be reduced or terminated? (012C):
- If GOJ is having difficulty providing foreign exchange, how can the project move forward? How does this affect sustainability?
- How soon will the remaining 16 audit recommendations be closed?
- Will the program establish an effective interest rate and is an effective loan collection program being established?
- Are housing units the appropriate size to be affordable to low income groups?

4. AIDS/STD PREVENTION & CONTROL (0153) RATED "B"

Date Auth:	08/23/88	Amt Auth:	\$2.5 M
PACD:	08/31/94	Unexpended:	\$2.38 M
		Counterpart	
		Contrib:	\$850,000 M
		ACTual:	\$82,459

PURPOSE: To reduce HIV transmission and the incidence & prevalence of STD in Jamaica.

PROBLEMS/ISSUES:

- Despite being classified as an "emphasis country", disbursements are very slow with the LT advisor being assigned only in August. The local project manager is not in place. With serious fiscal problems, will the GOJ be able to meet its commitments? If not, what actions will be taken to put the project back on schedule?

1
AS

- Is the AIDS/STD rate growing? Will this affect tourism and with it, GOJ's ability to earn foreign exchange?
- What are other donors doing?
- Is \$2.5 m in funding adequate given the magnitude of the problem or should funds be shifted to this project from other, lower priority health activities?

5. AGRICULTURAL EDUCATION PROJECT (0082) RATED "B"

Date Auth:	08/16/84	Amt Auth:	\$9.85 M (L) \$3.00 M (G)
PACD:	08/31/94	Unexpended:	\$5.0 M (L) .555 M (G)
		Counterpart	
		Contrib:	J \$28.1 M
		Actual:	J \$10.0 M

PURPOSE: Develop and expand the Jamaica College of Agriculture at Parsley gardens and expand and improve the secondary agricultural school at Knockalva.

PROBLEMS/ISSUES:

- Procurement agent is not performing adequately which over burdens Mission. What steps will Mission take to correct?
- construction has been delayed at 2 sites, which has seriously impeded student enrollment at the 2 project sites. How can this problem be overcome?
- PACD should be revised to 08/16/94 rather than 08/31/94 to reflect actual 10 year LOP.

6. HILLSIDE AGRICULTURE (0101) RATED "A"

Date Auth:	02/26/87	Amt Auth:	\$10 M
PACD:	02/28/94	Unexpended:	\$8.18
		Counterpart	
		Contrib:	J \$16.5 M
		Actual:	J \$ 2.6 M

PURPOSE: Increase productivity and expand acreage of both export oriented and domestic use perennial crops in selected watersheds.

7/6

PROBLEMS/ISSUES:

- Only 18% of authorized level and 42% of obligated amount have been expended although project is 52% complete; GOJ has not met its counterpart contributions. Are AID disbursement delays tied to GOJ inactions? Will GOJ obligations be met?
- Major output levels are not being met. Will the new accelerated implementation schedule meet these targets? Should the project scope be scaled back?
- Project does not appear to have large impact beyond immediate target groups and is expending almost \$1,000 per farmer. How can the project impact be spread? If it is spread, are agriculture inputs available and are the credit and marketing structures adequate to handle additional farmers?

7. CROP DIVERSIFICATION/IRRIGATION (0123) RATED "B"

Date Auth:	09/25/85	Amt Auth:	\$ 8.0 M (L) \$11.9 M (G)
PACD:	09/30/93	<u>Unexpended:</u>	\$.13 M (L) \$ 2.1 M (G)
		Counterpart	
		Contrib:	J \$ 6.0 M
		Actual:	J \$ 6.0 M

PURPOSE: Strengthen the broaden institutional capacity of the GOJ to support and develop agricultural investment in Jamaica.

PROBLEMS/ISSUES:

- Construction of new wells/canals has been seriously delayed by contract shortages of materials and political interference. Should these activities be canceled?
- Will GOJ be able to sustain project infrastructure? Are "cost recovery" schemes in place?
- How can project impact be spread to additional farmers?

7. FOOD AID MONITORING/SUPPORT (0157) RATED "B"

Date Auth:	08/31/89	Amt Auth:	\$ 2.5 M
PACD:	08/15/94	<u>Unexpended:</u>	\$ 2.36 M
		Counterpart	
		Contrib:	J \$.8 M

^

PURPOSE: Enable GOJ to undertake multi-year planning and management of food aid resources, including local currency generations, as well as expanded focus on policy dialogue.

PROBLEMS/ISSUES:

- C&L report on accounting problems indicates that there may be vulnerability on the use of PL480 local currencies ? Is there a problem ? Have systems been established to prevent misuse of these funds ?
- The project is one year old. Constant change in staff and lack of job descriptions for staff seriously undermine project implementation. Can staffing be resolved or should this project be terminated?

8. REVENUE BOARD ASSISTANCE (0095)

RATED "B"

Date Auth:	05/13/83	Amt Auth:	\$ 4.52 M (L)
			\$ 6.00 M (G)
PACD:	12/31/91	Unexpended:	\$ -0-
			\$ 2.4 M (G)
		Counterpart	
		Contrib:	J \$29.7 M
		Actual:	J \$56.6 M

PURPOSE: Provide TA to assist GOJ redesign tax system to permit achieving stable eco. growth through a private sector led export oriented development program; to improve tax administration system; to implement the tax system.

PROBLEMS/ISSUES:

- Implementation of tax administration system cannot go forward until legislative delays overcome. What is the problem?
- General consumption tax not yet implemented despite seven (7) years of project funding. What is needed?
- Income tax collection increases appear to be mixed. Is GOJ able to finance revenue collection agents?

9. PRESIDENTIAL TRAINING INITIATIVE (PTIIC) (0147)

Rated "A"

Date Auth:	09/26/87	Amt Auth:	\$ 5.5 M
		Decreased to:	\$ 3.1 M

PACD: 09/30/92 Unexpended: \$ 1.46 M
 Counterpart
 Contrib: NA

PURPOSE: Expose disadvantaged youth to American culture and democratic traditions utilizing US colleges, technical schools and private sector training resources as well as by organizing "Experience America" activities...

PROBLEMS/ISSUES:

- Recruiting Jamacian students now in US for the program is in dispute. How can the program train disadvantaged youth in Jamacia if it is training Jamacian students who are in the US and "advantaged" ? AID/W does not agree to this use of project funds.
- The remaining \$700,000 under the USA contract is to be shared equally with USAID/Haiti.

10. UWI MANAGEMENT EDUCATION (0129) Rated "B"

Date Auth: 09/10/87 Amt Auth: \$ 2.45 M
 Increased to: \$ 4.45 M

PACD: 09/30/95 Unexpended: \$ 2.75 M
 Counterpart
 Contrib: J\$.82 M

PURPOSE: Assist in the development and strengthening of the management, education and training capability of the UWI's Dept. of Management Studies.

PROBLEMS/ISSUES:

- Why have no consultancy services been provided under the Institute of Bus. to date ?
- What is the progress to date of WUI drafting a financial plan that will lead to self-sufficiency ?
- What is the reason UWI has not been able to recruit a new director over the last six month period ? Will the Mission Director intervene as suggested ?

VI. OTHER COMMENTS/CONCERNS

1. Potential 620 (Q) violation - According to AID/W records interest payments are due on ten A.I.D. loans on varying dates in January 1991. If specific payments are not made by these dates, 620(q) sanctions will be imposed on Jamaica. Is this a potential problem with the GOJ in light of its reported foreign exchange shortfall?

VII. Outstanding Actions

All actions resulting from the FY 1989 (B) Semi Annual portfolio review were satisfactorily addressed by USAID/Jamaica.

VIII. Mission Requests for A.I.D./W Actions

1. Resources levels and functional accounts

As its portfolio moves increasingly toward a policy oriented program with a private sector focus, the Mission is concerned that its major tool for policy dialogue - ESF - is becoming scarcer, and the PSEE account continues to decline. At about \$40 million per year over the past three years, PL-480 has made up some of the difference, but the new Agricultural Act the Mission believes may result in less USAID control of this resource.

In addition, the Mission believes that earmarks for programs outside its strategy further constraints them. The Mission therefore requests A.I.D./W's thoughts of where all this will lead.

2. Financing

With respect to the draft guidance on local cost financing, (a) the Mission seeks A.I.D./W's views on whether the new legislation will affect how it manages PL-480 local currency generations;

(b) Will the new Environmental Fund have special local currency management requirements? (c) Also, the Mission has been procuring non-US right-hand drive vehicles under an A.I.D./W blanket waiver. What are the implications for right hand drive countries of the Buy America policy?

Attachments:

AGENCY FOR INTERNATIONAL DEVELOPMENT
WASHINGTON, D.C. 20523

TO: Adrien Degraffenreid, LAC/DR
THRU: Joseph P. Carney, LAC/DR/EHR
FROM: Marilyn J. Arnold, LAC/DR/EHR
SUBJECT: Jamaica SAR - Issues/Clarifications - EHR Projects

1. Basic Skills Training (532-0083) - What leverage is the mission bringing to bear on the GOJ to complete the policy studies? AID/W.

2. Primary Education Assistance I (532-0126) - Is the MOE committed to sponsoring a Donor Conference in the Spring of 1991 as a covenant of this project? Will the results of the completed policy studies lead to assessment/design programs to develop a follow-on activity to this A-rated project, which covers basic education, currently a congressional mandate?

3. UWI Management Education (532-0129) - (a) Why have no consultancy services been provided under the Institute of Business to date? (b) What is the progress to date of UWI drafting a financial plan that will lead to self-sufficiency? Which local contractor will assist USAID/J to evaluate this financial plan?

What is the reason that UWI has not been able to recruit a new director over a six month period? How has this affected the design of the financial master plan? Is it foreseen that the Mission Director will intervene as suggested?

4. PTIIC (532-0147) - OIT and LAC/DR/EHR are confused by the statement that OIT "has agreed" with the practice of recruiting Jamaican students for PTIIC who are studying in the U.S. OIT has no recollection of that approval. Based on past experience LAC/DR/EHR and OIT have serious concerns that such a practice can readily lead to a poor screening and selection process to meet the socially and economically disadvantaged criteria, failure to relate adequately to the CDSS development strategy goals, and even encourage the possibility of not returning to Jamaica. Both OIT and LAC/DR/EHR question the wisdom of such a practice to complement what is a well designed Human Resources Survey and country Training Plan.

Regarding the sum of \$700,000 remaining under the USA Contract, USAID/J is aware that LAC/DR divided that sum to be split 50/50 between USAID/Jamaica and USAID/Haiti since they both lost approximately equal shares under the USA contract.

cc: LAC/DR:EBrineman

AGENCY FOR INTERNATIONAL DEVELOPMENT

WASHINGTON, D.C. 20523

10 December 1990

MEMORANDUM

TO: LAC/DR/C, Adrian deGraffenreid

FROM: LAC/DPP, Edith Houston *EH*

SUBJ: Jamaica SAR--Issues

I. Title II School Feeding Program

1. Have GOJ officials provided the Mission with the following information as requested in its February 1990 meeting with the office of the Minister of State?:
 - a. a final determination by the appropriate GOJ authority on the fitness of this commodity for the program; and
 - b. a plan from the GOJ to resolve the problem of recurring infestation of food commodities.
2. Have changes in the Ministry of Education and with the GOJ level of commitment taken place to an extent that would justify additional A.I.D. contributions to the program?

II. Title II Supplementary Feeding Program

1. This project cites problems with clearing commodities from the wharf similar to those in the Title II School Feeding Program. Has the Mission received the results of the evaluation for this project?
2. Since the problem of clearing the commodities is characterized as a "generic problem facing all programs, projects, and private sector imports", has the Mission considered conducting a study focused solely on this issue?

AGENCY FOR INTERNATIONAL DEVELOPMENT

WASHINGTON, D.C. 20523

MEMORANDUM

DATE: December 12, 1990

TO: LAC/DR, Andrian de Graffenreid
FROM: LAC/DR/HPN, Nicholas Studzinski *N. Studzinski*
SUBJECT: SAR - Jamaica: Comments on HPN Project

1. Health Management Improvement Project (532-0064)

No Issues. PACD successfully completed.

2. Population and Family Planning Services (532-0069)

No Issues.

Comments: Mission request for PACD extension appears well-justified and useful, given the transitional nature of USAID's support of the Jamaican family planning program to one of greater self-sufficiency and greater role of commercial private sector.

3. Private Sector Promotion of Family Planning (532-0122)

No Issues: PACD attained 4/30/90; project apparently successfully completed.

4. Health Sector Initiatives Project (532-0152)

Comments: The LAC/DR/HPN office has some questions regarding the relationship of a proposed large Health Management Training buy-in (into the new LAC Regional Health and Nutrition Technical Services Support Project, Association of University Programs in Health Administration component) to the overall policy context in the health sector. One of our staff members is in Jamaica now discussing this matter with the USAID health officer.

5. Drug Abuse Prevention (532-0161)

No Issues.

Comment: Project design EOPS and outputs do not appear to be oriented toward building a capacity to identify the knowledge, attitude and behavior characteristics of youth at risk, and to the design and implementations of intervention aimed at behavior change in those populations.

Special Development Activities Project (OPG)

532-0029

Project Purpose

To fund small, discrete community based activities. USAID normally receives US\$140,000 per annum of which US\$40,000 goes to the Peace Corps Small Project Assistance Program (SPA).

Implementing Agent

Community groups; for example, in FY 1990 USAID funded fourteen separate community projects islandwide totalling \$100,000. For the SPA portion, a Peace Corps volunteer assists with implementation.

Accomplishments

These small grants are well received by communities which otherwise would be unable to complete needed local projects. Funds when received also provide high visibility in proportion to the amount of funds given. Over the past ten years numerous schools, community centers, health clinics, homes for the aged, day care centers and small co-operatives have been assisted.

Problems and Delays

There is always minor delay in liquidating SDAP grants.

Disbursements under the SPA Program is slower than desired and it is planned to cut back on funding next fiscal year. A workshop is being organized for Peace Corps personnel involved in SPA administration.

PROJECT STATUS REPORT
 April 1, 1990 - September 30, 1990

A B X C

I. BACKGROUND DATA

Project Title: Basic Skills Training
 Project Number: 532-0083
 Date of Authorization: original 07/29/83
 Date of Obligation: original 08/05/84
 PACD: original 08/01/89 amendment 12/31/90
 Implementing Agencies: Ministry of Education
 Major Contractors: GE and MANCOR
 AID Project Managers: Audrey Tomlin
 Status of CPs/Covenants: All met

FINANCIAL DATA

Amount Authorized:	DA Loan: original	\$8,500,000	
	DA Grant: original	\$4,900,000	
Amount Obligated:	DA Loan: original	\$8,500,000	
	DA Grant: original	\$4,900,000	amended to \$4,850,000
Amount Committed:	Period:	L\$ 474,669	G\$ 965,956
	Cumulative:	L\$8,276,701	G\$4,828,015
Accrued Expenditures:	Period - Projected:	L\$1,035,261	G\$ 200,000
	Period - Actual:	L\$ 577,847	G\$ 447,207
	Cumulative:	L\$7,281,080	G\$3,819,985
	Period - Next	L\$1,219,000	G\$1,031,000
Counterpart Contribution:	Planned:	\$46,544,000	
	Actual:	\$51,932,022	
% LOP Elapsed:		96%	
% of Total Auth. Oblig.	(L) 100% (G) 99%		
% of Total Oblig. Exp.	(L) 86% (G) 79%		
% of Total Auth. Exp.	(L) 86% (G) 78%		

Date of Last Evaluation: 12/01/88 None
 Date of Last Audit: 03/00/90 None

II. PROJECT PURPOSE

To establish an improved skills training system responsive to the GOJ's economic policies and labor market needs.

III. PROJECT DESCRIPTION

The project will not achieve its original purpose because mid-way into the project the GOJ decided to make the Human Employment and Resource Training (H.E.A.R.T.) Trust, which was originally only to plan, monitor and evaluate technical/vocational education, an operational organization responsible for running H.E.A.R.T. Academies. When this happened, the efforts to create a more rational skills training system were sacrificed on the altar of operational expediency. The PP was not amended to reflect this fundamental change. EOPS, therefore, are largely related to improving operations. In this limited sense, the project consists of three components: (a) assisting with the institutional development of the H.E.A.R.T Trust; (b) upgrading and expanding the non-formal skills training programs and services within the Ministry of Youth and Community Development; and (c) upgrading services and programs within the Technical Vocational Unit (TVU) in the Ministry of Education and the technical high schools.

B. Major Outputs

	Planned				Accomplished		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. H.E.A.R.T. Inst.(MIS)	100%	10%	90%	10%	5%	85%	85
2. Upgrade 11 tech/high schs.	11	1	11	0	11	11	100
3. MYCD Staff Trained	10	0	10	2	0	8	80
4. People trained in tech/high schs.							
(F)	7425	1650	9405	0	1495	9197	124
(M)	8337	1350	7695	0	1406	8393	101
5. Academies established	4	0	4	0	0	4	100
6. People trained in H.E.A.R.T. Academies (F)	5850	1350	10175	240	1460	10347	177
(M)	1950	450	1506	150	453	2609	133
7. Training (Part.)							
Long-term	37	17	7	7	30	17	97
Short-term	27	24	4	6	4	24	100
8. Policy Studies completed	100%	60%	90%	10%	60%	90%	90%

IV. PROJECT STATUS

A. Planned EOPS

Progress to Date

- | | |
|--|---|
| 1. Institutional development of the H.E.A.R.T. Trust to operate Academies | 1. T.A., part. training & MIS equipment is 85% complete and 4 H.E.A.R.T. Academies established and equipped |
| 2. Upgrading and expanding non-formal skills training programs in the MYCD developed | 2. 25 curricula developed, now being reviewed for validation and implementation |
| 3. Upgrading services in the TVU and technical high schools | 3. YTDI staff upgraded and test instruments developed |
| 4. Complete Policy Studies for rationalizing skills training | 4. Technical/Vocational Unit upgraded with TA and training; 11 technical high schools upgraded with TA, training and equipment and MIS System developed |
| | 5. Policy Studies 90% complete. |

* EOP added as result of 1988 evaluation.

C. Other Accomplishments and Overall Status

Recognizing that the original Project purpose was not going to be achieved, the Mission decided to evaluate the Project in 1988. The purpose of the evaluation was to address the extent to which Project activities could be reordered to address the original purpose as well as to evaluate the success of operational activities. Evaluation recommendations were that USAID should focus on:

- Implementing one fully coordinated Management Information System (MIS) to include coordinating data collection
- Improving counselling and placement functions
- Implementing trainee performance testing programs
- Validating existing curricula in non-formal skills training with the private sector through the establishment of private sector advisory committees
- Conducting targeted tracer studies
- Completing equipment for technical high schools
- Support policy studies for the GOJ/MOE with particular focus upon what the GOJ/MOE/MYCD would have to do to rationalize skills training in Jamaica and implement agreed upon policy objectives

Management Information Systems (MIS) - Development of four modules for MIS in the formal and non-formal components in the areas of Personnel, Inventory Control, Student Information and Financial Data are 10% complete.

Curricula Review - Review and validation of training curricula developed in the non-formal component is ongoing but only 5% is actually complete. All will be delivered by 12/31/90.

Tracer Studies - Implementation of a tracer study in the non-formal component is ongoing and is 90% complete. A tracer system design as part of a work experience and job placement program for the formal component is 80% complete.

Equipment - Approximately \$1.5 million computer and science equipment for the technical schools has been processed and ordered by the PSA. All equipment will be delivered by 12/31/90.

Policy Studies - These studies to assist the GOJ in the establishment of a more effective Technical Vocational Education Training (TVET) system are now 90% complete. These studies were used in the development of Jamaica's Five-Year Plan and are leading to the development of a new national technical/vocational education authority which will have no operational responsibility, but be responsible for planning and evaluating operational systems to assure increased relevance, effectiveness and efficiency.

Participant Training - Implementation of long term training for five participants in the formal component is ongoing. Short term training has been completed by ten participants in the non-formal component. Training for participants is in the areas of management, monitoring, testing, curriculum development, pedagogical and MIS.

Women In Development - To date approximately 55% of technical school graduates are female. They graduate at the secondary level in areas of business education and home economics. Approximately 75% of graduates from the H.E.A.R.T. academies are female. They graduate in the areas of

business education, data entry and garment manufacturing. Recently these females have been entering training in non-traditional subjects like electronics and machinery.

Summary: The project has gained momentum and it is expected that at the present PACD, December 30, 1990, most of the evaluation recommendations will be accomplished. The MOE sent in a request for a six month extension of the PACD from December 31, 1990 to June 30, 1991 to bring to conclusion implementation of the MIS, training, tracer studies, the manning table for the new authority, cost and cost effectiveness analyses. USAID has reviewed the MOE's proposal. Activities are warranted and no additional funds will be required. The balance likely to be remaining at the current PACD represents only 3% of total project funding. USAID feels that utilizing the small balance to bring a variety of activities to full conclusion is a wise use of the money. USAID intends to extend the PACD, subject to the willingness of the GOJ/MOE to hold a donor's conference on education in general and skills training in particular. The conference would be for the GOJ to enlighten donors concerning their education policy and program objectives for the next five years to include the size and nature of support requirements from donors.

D. Problems and Delays

The Project activities have been delayed because of: (a) the change of government; (b) the government's desire to develop its Five-Year Plan and (c) delays in the Policy Studies due to the transfer of the H.E.A.R.T. Trust to MOE and the need to re-establish relations with the MYCD.

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

None.

Major Activities

Finalization of extension of PACD to include GOJ commitment to donors meeting.

Receipt of final equipment orders (US\$1.5 million) under project by 12/31/90 and review of procurement for entire project.

Review of Contracting performance and need for end-of-Project evaluation.

Technical/Vocational Education Training Authority promulgated.

NOTE: With receipt of all equipment and RCA/GE vouchers for TA, pipeline will be greatly reduced.

5

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A X B C

I. BACKGROUND DATA

Project Title: Primary Education Assistance I
 Project Number: 532-0126
 Date of Authorization: original 08/27/85 amendment 12/21/88
 Date of Obligation: original 08/27/85 amendments 03/13/89
 PACD: original 12/31/88 amended to 06/30/90
 Implementing Agencies: Ministry of Education (MOE) GOJ
 Major Contractors: Southern University, Baton Rouge, Louisiana
 AID Project Managers: Yvonne Johnson/Charles Schelbal
 Status of CPs/Covenants: Policy Research Agenda/National Ad Hoc Committee was convened in May 1989. The Donors' meeting was not convened. The MOE has expressed the desire to hold this meeting in Spring 1991 under PEAP II.

FINANCIAL DATA

Amount Authorized:	DA Grant: original	\$11.3m	amended to \$ N/A
Amount Obligated:	DA Grant: original	\$3m	amended to \$6,950,000
Amount Committed:	Period:	\$ 356,674	
	Cumulative:	\$6,949,999	
Accrued Expenditures:	Period - Projected:	\$ 235,329	
	Period - Actual:	\$ 954,125	
	Cumulative:	\$6,949,982	
	Period - Next	\$ 0	
Counterpart Contribution:	Planned:	\$118m	
	Actual	\$118m	
	% LOP Elapsed:	100%	
	% of Total Auth. Oblig.	62%	
	% of Total Oblig. Exp.	100%	
	% of Total Auth. Exp.	62%	

Date of Last Evaluation: 12/17/89 Next Evaluation: N/A
 Date of Last Audit: 10/14/90 Next Audit: N/A

II. PROJECT PURPOSE

To improve the quality and efficiency of the primary education system through primary school renovation, instructional materials, community participation and related technical assistance and training.

B. Major Outputs

	Planned				Accomplished		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. School Renovation	56	0	56	0	0	56	100%
2. Textbooks	12m	0	12m	0	0	12m	100%
3. Teachers' Kits	8000	0	8000	0	0	8000	100%
4. Community Renovation	10	0	10	0	0	10	100%
5. Training (Persons)							
Long-term	U U	U U	U U	U U	U U	U U	0% 0%
Short-term	40/150	0 0	40 150	0 0	0 0	79 296	25% 75%

III. PROJECT DESCRIPTION

The Project involved all the components listed above and provided among other things, technical assistance to enable the MOE to improve its primary school maintenance program and budget adequate financial resources to provide maintenance, not only for schools renovated under this project, but for all primary schools.

IV. PROJECT STATUS

A. Planned EOPS	Progress to Date
1. School Renovation (56)	56 schools completed
2. Primary Textbooks 2.7m books in sets of 7 to 350,000 children in 784 schools annually.	12m books to 1,750,000 children (achieved)
3. Teachers' Kits	8,000 Kits distributed to all teachers in 784 schools.
4. TA/Participant Training	375 participants trained.
5. Community/School Renovation (10 schools)	10 schools renovated.

C. Other Accomplishments and Overall Status

Actions: Project is now closed.

CPs/Covenants: Donors' meeting was not held because of GOJ's delays in producing the five year plan and completing policy studies.

Progress on previous problems: No previous problems.

Summary of evaluation findings and actions taken:

The evaluation of this Project was confined to specific components rather than to the Project as a whole. These were the textbook and the community participation components. The evaluation of the textbook component of the Project revealed that the textbooks brought some measure of change to the teachers' methodology, students' performance and even parents' reading habits. The textbook program is now funded primarily by the MOE and the Jamaican private sector with limited 'in-kind' contribution from other donor agencies. Despite these benefits, a USAID evaluation demonstrated that costs were too high. This information was shared with the MOE and other donors who, in the future, will take steps to lower costs through broader competitive procurement. The evaluation of the Community Participation component revealed that this activity resulted in a marked improvement in areas such as class comfort, teaching aids and student and teacher morale. All the schools involved reported a marked decrease in vandalism. Most importantly, the evaluation revealed that for every dollar spent on community participation, voluntarism yielded eight dollars. There was a multiplier effect on the funds received by schools from the MOE for repairs and upgrading, during the period of the SCOPE program. These benefits accrued to schools, from the voluntary labour of parents, professionals and skilled community persons.

Status of audit recommendations and actions taken: N/A.

Overall Status:

This Project was successful and had a marked effect on women. The absence of an evaluation of the entire Project did not preclude the Mission from taking decisions that would influence the overall success of the program. Under the Community Participation Component of the Project, 375 community leaders and teachers received training which focussed primarily on the establishment of adequate and sustainable maintenance programs by communities for their schools, as well as the abatement of vandalism. Approximately 75% of those trained were women. They were very influential in the establishment of the School/Community Outreach Program for Education (SCOPE) which has been adopted by the Ministry of Education (MOE) and which has mobilized community support in all schools involved. Besides, as a result of the success of the SCOPE efforts, the MOE was able, for the first time, to initiate the Community Maintenance Program whereby 794 primary schools islandwide were given a cash grant to implement maintenance programs befitting their individually prioritized needs. The Community Participation component and the Community Maintenance Program contributed to the development of the decentralization component of the PEAP II Project.

The Policy Studies undertaken during the last six months of the Project was used as the basis for the MOE's/GOJ's Five Year Education Plan as well as for the development of the PEAP II Project. It has also set the stage for involvement at a higher level by donor agencies and in this regard the MOE is planning a Donors' Meeting to be held early in 1991, under PEAP II.

D. Problems and Delays

N/A.

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

- o PACR to be completed by December 31, 1990. An evaluation of the Community Maintenance Program (Cash Grant) will take place on/or around February 1991 under the PEAP II Project. The evaluation will determine where and how the cash grants were used, the extent to which funds improved education and whether or not the grants made it possible to attract other outside resources. The final expenditure report under the Policy Studies was just processed and shows a remaining balance of US\$3,913. This sum will now be de-obligated and re-obligated for PEAP II. The report on the performance of Southern University the HBCU contracted for the Community Participation component of the Project will be completed by December 31, 1990.

PROJECT STATUS REPORT

April 1, 1990 - September 30, 1990

A B X C

I. BACKGROUND DATA

Project Title: UWI Management Education Project
 Project Number: 532-0129
 Date of Authorization: original 09/10/87 amendment 04/19/90
 Date of Obligation: original 09/11/87 amendment 07/06/90
 PACD: original 09/30/90 amended to 09/30/95
 Implementing Agencies: University of the West Indies (UWI), Mona Campus
 Major Contractors: Pennsylvania State University
 AID Project Managers: Nola Mignott
 Status of CPs/Covenants: All CP's and covenants have been met.

FINANCIAL DATA

Amount Authorized: DA Grant: original \$2,450,000 amended to \$4,450,000
 Amount Obligated: DA Grant: original \$2,450,000 amended to \$2,750,000
 Amount Committed: Period: \$ 279,598
 Cumulative: \$2,297,889
 Accrued Expenditures: Period - Projected: \$ 586,800
 Period - Actual: \$ 512,110
 Cumulative: \$1,748,774
 Period - Next \$ 700,000
 Counterpart
 Contribution: Planned: \$820,000
 Actual: \$817,650
 % LOP Elapsed: 38%
 % of Total Auth. Oblig. 62%
 % of Total Oblig. Exp. 64%
 % of Total Auth. Exp. 39%

Date of Last Evaluation: 08/31/88 Next Evaluation: 02/93
 Date of Last Audit: N.A. Next Audit: N.A.

II. PROJECT PURPOSE

To assist in the development and strengthening of the management education and training capability of the UWI's Department of Management Studies.

III. PROJECT DESCRIPTION

The primary focus of the project is institutional development of the UWI Department of Management Studies (DOMS) through the development of relevant undergraduate, graduate and executive management programs to meet the needs of the business community. The Project was conceived as a 10 year project to be implemented in three phases. We have just started Phase II which is dedicated to capitalizing on achievements under Phase I, furthering staff development, operationalizing the Institute of Business (IOB) and developing a program to make DOMS' operations more financially self-sustaining.

B. Major Outputs

	Planned		Next		Accomplished		
	LOP	Period	Cum.	Period	Period	Cum.	% of LOP
1. Computers	63	39	63	39	.0	24	38%
2. Prog. Development							
EMBA modules	15	0	15	0	0	15	100%
Exec. seminars	6	1	3	1	0	3	50%
3. Library books	1165	400	1165	400	200	765	66%
4. Local Training:	M F	M F	M F	M F	M F	M F	M F
EMBA students	95/78	0/0	0/0	0/0	0/0	0/0	0%
Seminar students	100/50	15/10	45/30	15/10	0/0	45/30	50%
5. Training (Overseas)	M F	M F	M F	M F	M F	M F	M F
Long-term (M.S.)	9/12	0/3	3/8	0/2	0/1	3/4	33%/33%
Long-term (Ph.D.)	5/0	0/0	0/0	0/0	0/0	0/0	0% 0%
Short-term	24/10	3/2	9/3	3/2	3/2	9/3	37% 33%

IV. PROJECT STATUS

A. Planned EQPS

By the end of Phase II (1993) the Project status should be as follows:

- (1) An Institute of Business (IOB) that is fully operational with responsibility for:
 - (a) a consultancy portfolio to serve both the public and the private sector;
 - (b) a research portfolio to serve as teaching instruments for the DOMS undergraduate BSc degree programs, for the Executive MBA, for the Diploma in Management Studies, and for other degree programs in the Faculty of Social Sciences, e.g., the BSc in Public Administration.
 - (c) The IOB should be covering its overhead costs for research and consultancy services.

Progress to Date

The IOB has been officially launched and promoted in the private sector.
 No consultancy services have been provided under the IOB.
 Each year DOMS faculty members research and write cases for use in the 3-day Executive Management Development seminar series which is offered once per year.
 A financial plan is in its draft stage and should be submitted in final to USAID by end March 1991.

Planned EOPS (Cont'd)

- (2) A fully established Executive MBA (post-graduate) degree program, enjoying the following status:
- (a) - graduating 30 students per year;
 - (b) - charging fees to cover all of its local variable costs;
 - (c) - at least 50% of lecturing staff should be from local and/or regional sources.

(3) An upgraded BSc degree program in terms of quality and relevance to meet the needs of the business community; also three new areas of specialization/options, i.e., Production, Marketing, and Banking and Finance.

(4) Extension and equipping of the DOMS Building.

Progress to Date (Cont'd)

The Executive MBA program is in its third year, starting the Summer of 1988. The first group of students should graduate in June of 1990. Fees presently cover approx. one-third of variable costs.

Only 20% of lecturing staff is recruited locally.

Upgrading of the overall BSc degree program in the Department of Management Studies (DOMS) is being reassessed/ revised under UWI's new semester system which started in the academic year 1989/90.

Extension completed early 1990; acquisition of equipment still in process.

C. Other Accomplishments and Overall Status

UWI continues to build bridges between itself and the business community. Private sector organizations and private academic and professional groups continue to play an important role in the design and development of activities funded under the Project.

The Project has established constructive links between the business community and the UWI, consequently, large companies have provided endowments to the Department of Management Studies to pay for senior lecturers (recruited from the private sector) to enhance the DOMS faculty.

The Executive MBA program continues to attract sponsorship from the business sector. The program is going well. The quality has been sustained to date, largely due to the significant input from part-time lecturers from Pennsylvania State University. Also, and of no less importance, is the fact that more senior lecturers from the Mona campus as well as from the Barbados campus are contributing to this program.

The general level and capability of the DOMS faculty has improved, largely due to the return of new staff trained in the U.S. under the Project.

Self-sustainability: UWI is working on a Financial Plan for sustainability of programs under the Project. This financial plan is critical to UWI's strategy for self-sustainability in order to enable a gradual phasing out of the Project. The grant agreement for Phase II requires that this Plan be submitted to USAID by March 1991. The Plan will be evaluated by USAID in collaboration with a local consulting firm, and will form a key factor in the evaluation of Phase II achievements. However, it should be noted that cost containment and financial sustainability of the DOMS/IOB programs should not be achieved at the risk of poorer product quality.

D. Problems and Delays

The Project Manager who had his office at the UWI and administered the Project for three years resigned at the end of June 1990. To date, the UWI has not been able to fill the vacant position which is to serve as Director of the Institute of Business. The post is being readvertised and this time to include the United States. The lack of a Director on board has definitely slowed down some major planned activities, for example:

- finalization of a financial plan for sustainability of the DOMS/IOB programs;
- the promotion and setting up of operating procedures and standards for the IOB;
- identification/selection of candidates for long term training at the Ph.D and the M.S. levels at U.S. universities; and
- overall mobilization of the Project funds.

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

Corrective Actions

The Project Officer will be holding a series of meetings with the UWI to determine:

- (a) what actions are needed to urgently bring on board a Director of the IOB, and in the interim what alternative measures are feasible;
- (b) what new directions or modifications, if any, are necessary to achieve the "planned activities".

If efforts by the Project Officer are not met with immediate action by the UWI, then the Mission Director will be asked to intervene.

Major Activities:

- o Fill the post of Director for the Institute of Business.
- o UWI to present to USAID, by March 1991, a Financial Plan for self-sustainability of the DOMS programs including the Executive MBA.
- o The Financial Plan to be submitted to USAID by March 1991. Evaluate Plan by April 1991.
- o Finalize procurement of computers for an estimated value of US\$240,000 to further equip the computer center for teaching and research.
- o Procure computer furniture in preparation for the new computers mentioned above.
- o Work closer with UWI Bursar's Office to improve billing procedures to assure low pipeline under Project funds.
- o UWI to meet and discuss with other Management Training Institutions the findings of a study conducted nine months ago on how the University may help those institutions, especially in the area of accreditation and certification of their programs.

Major Accomplishments and Overall Status (Cont'd)

Given the position that Phase III is contingent on the successful implementation of a financial sustainability plan, during Phase II, part of this achievement lies in USAID's success in getting the UWI to appreciate this as a Condition Precedent and to accept it as a responsibility.

Evaluation: The external evaluation conducted mid 1989 had suggested/recommended that the level of input being given by the Pennsylvania State University (PSU) and its cost, should be closely monitored by USAID and that such input should be reduced, gradually, to achieve self-sustainability by UWI as well as to reduce cost to the Project.

This suggestion/recommendation has been acted upon and effective September, 1990 (the end of Phase I), the long term institutional contract with PSU was terminated.

Women in Development: To date, over 45 percent of Executive MBA students are women; of the nine new staff trained to masters degree level six are women; of the annual executive management seminars about 40 percent are women; in the DOMS undergraduate enrolment, approximately 40 percent of students are women.

Summary: The delay in appointing the new Director for the Institute of Business and the consequential impact of filling that position has slowed down all the major activities which are critical to moving ahead on Phase II.

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A X B C

I. BACKGROUND DATA

Project Title: Presidential Training Initiative for the Island Caribbean (PTIIC).
 Project Number: 532-0147
 Date of Authorization: original 09/26/87 amendment N/A
 Date of Obligation: original 09/26/87 amendments 06/19/89
 PACD: original 09/30/89 amendments 09/30/92
 Implementing Agencies: ** Direct AID/W contract to United Schools of America, (USA), Inc., and Partners for International Education & Training (PIET) ***Ministry of the Public Service
 Major Contractors: None
 AID Project Managers: Yvonne Johnson
 Status of CPs/Covenants: N/A

FINANCIAL DATA

Amount Authorized: DA Grant: original \$5.5m amended to \$3.1m
 Amount Obligated: DA Grant: original \$3.1m amended to \$N/A
 Amount Committed: Period: \$ 192,336
 Cumulative: \$2,929,102
 Accrued Expenditures: Period - Projected: \$ 573,650
 Period - Actual: \$ 535,293
 Cumulative: \$1,546,783
 Period - Next: \$ 45,000
 Counterpart Contribution: Planned: \$-0-
 Actual: \$-0-
 % LOP Elapsed: 60%
 % of Total Auth. Oblig. 66%
 % of Total Oblig. Exp. 50%
 % of Total Auth. Exp. 50%

Date of Last Evaluation: 08/88 Next Evaluation: N/A
 Date of last Audit: N/A Next Audit: N/A

II. PROJECT PURPOSE

To expose disadvantaged youth to American culture and democratic traditions utilizing U.S. colleges, universities, technical schools and private sector training resources as well as by organizing various "Experience America" activities and to provide short-term and long-term technical and academic training opportunities.

B. Major Outputs

	Planned				Accomplished				
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP		
1.	0	0	0	0	0	0	0%		
2.	0	0	0	0	0	0	0%		
3.	0	0	0	0	0	0	0%		
4.	0	0	0	0	0	0	0%		
5. Training (Persons)	M	F	M	F	M	F	M	F	
Long-term	29	30	5	5	5	5	5	5	
Short-term	249	173	6	4	432	9	13	6	4

III. PROJECT DESCRIPTION

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

IV. PROJECT STATUS

A.	Planned EOPS	Progress to Date
1.	1985 54 Participants	54 trained.
2.	1986 104 Participants	101 trained.
3.	1987 36 Participants	36 trained.
4.	1988 101 Participants	101 trained.
5.	1989 87 Participants	87 trained.
6.	1990 49 Participants	43 trained.
7.	1991 12 Participants	12 in progress

*Authorization is for the LAC region.
 **Contract with U.S.A. terminated.
 ***The Ministry of the Public Service is the Implementing Agency for the LSGA.

10

C. Other Accomplishments and Overall Status

Twenty-two long-term academic candidates are currently being programmed for FY 91. Follow-on or the tracking of returned participants will take four forms under the CLASP II program. PTIIC was not designed to measure social, political or academic impact on training. However, efforts under CLASP II are so directed and CLASP II Follow on efforts will make provision for including PTIIC returnees. These are: a) job placement upgrading; b) public recognition of participant's accomplishments; c) periodic workshops through professional organizations to capitalize on the knowledge and skill acquired; and d) actual contact with USAID within one month of participant's return to ascertain the pros and cons of training. USAID/J's files on all participants (LAC I & II and PTIIC) are up to date, allowing us to contact approximately 85% of all returnees since 1980.

CPs/Covenants: None.

Progress on previous problems: The sum of US\$700,000 remaining under the U.S.A. Contract from FY86 funds has still not yet been released to USAID/J. Discussions, meetings and cables regarding this matter over the last eighteen months, have finally resulted in a cable to AID/W requesting that the Mission be allowed to deobligate and re-obligate the funds. The Mission intends to re-obligate the money to CLASP II.

Summary of evaluation findings and actions taken:

An evaluation of the PTIIC was submitted by Aquirre International during August 1988. The main findings of the Jamaica component were a) that the Mission needed to improve the percentage of economically disadvantaged participants; and b) that the Mission's short-term training costs were significantly lower than those of other PTIIC Missions. Since the evaluation, finding "(a)" has been taken into consideration in the selection process.

Status of audit recommendations and actions taken: N/A.

Women in Development: AID/W has mandated that 40% of participants trained annually should be women. During the period under review this percentage has been exceeded by 11%. This is due primarily to the Western Carolina program which attracts approximately 90% females. This program provides for the financing of the final eleven weeks of a B.Sc. in educational administration at the University of Western Carolina. The participants selected must have successfully completed, at their own cost, the first 2 1/2 year leg of the program which is offered in Jamaica.

D. Problems and Delays

Placement of participants continues to be a problem to the extent that during FY89 and FY90 at least five participants have had to wait for periods ranging from six to eighteen months for placement. This has resulted in thousands of dollars being tied up in PIO/PS which could have been used, if the system of placement of participants by contractors was more efficient.

In a bid to meet the projected annual totals of participants as per the Country Training Plan (CTP) the Project Committee has agreed to finance students who are already in the U.S.A. These students must have maintained a systematic high record of performance; have complied with the selection criteria for training; and are experiencing financial problems in completing their final year of training. They must also attend an interview in Jamaica. This is a new venture in "cost containment" and OIT has been verbally briefed on this and agrees with it.

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

o The focus during the next six months will be on : a) continuing to support participants already in the United States; and b), with AID/W approval, reobligating funds deobligated from PTIIC; and c) incorporating PTIIC follow-on requirements under CLASP II activities. With the phasing out of LAC II and PTIIC, the Mission will have only one participant training program in 1992.

PROJECT STATUS REPORT
 April 1, 1990 - September 30, 1990
FINANCIAL DATA

A B X C

I. BACKGROUND DATA

Project Title: Primary Education Assistance II
 Project Number: 532-0155
 Date of Authorization: original 08/31/90
 Date of Obligation: original 08/31/90
 PACO: original 08/31/95
 Implementing Agencies: Ministry of Education (MOE) GOJ
 Major Contractors: N/A
 AID Project Managers: Yvonne Johnson
 Status of CPs/Covenants: Condition Precedent (CP) to first disbursement of Funds; Article 4:4.1. PIL No: 1 dated October 18, 1990 sent. CPs and Covenants which are due to be met within the next 6 months are discussed under "E".

Amount Authorized: DA/ESF Grant: original \$4m
 Amount Obligated: DA/ESF Grant: original \$670,000
 Amount Committed: Period: N/A \$ -0-
 Cumulative: \$ -0-
 Accrued Expenditures: Period - Projected: \$ -0-
 Period - Actual: \$ -0-
 Cumulative: \$ -0-
 Period - Next: \$370,000
 Counterpart Contribution: Planned: \$1.4m
 Actual: \$-0-
 % LOP Elapsed: 1%
 % of Total Auth. Oblig. 17%
 % of Total Oblig. Exp. 0%
 % of Total Auth. Exp. 0%

Date of Last Evaluation: None done Next Evaluation: None scheduled
 Date of Last Audit: None done Next Audit: None scheduled

II. PROJECT PURPOSE

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

B. Major Outputs

LOP	Planned		Next		Accomplished		
	Period	Cum.	Period	Cum.	Period	Cum.	% of LOP

III. PROJECT DESCRIPTION

The Project will assist in the improvement of the primary education system, including (a) support for the decentralization of education management activities, (b) the training of school principals, (c) the delivery of mathematics education to students in grades 1 through 6, and (d) the measurement of student achievement within the primary system under the already established National Assessment Program (NAP).

1. Primary school operations manual produced & distributed.	800	0	0	0	0	0	0%
2. School/community leaders instructed in SCOPE program.	1500	0	0	200	0	0	0%
4. Statistical base in math developed in NAP (tests).	6	0	0	0	0	0	0%

IV. PROJECT STATUS

A. Planned EOPS

Progress to Date

- 700 schools operating with demonstrated maintenance skills.
- Improved math delivery system in 300 schools (grades 1 through 6).
- 800 Community leaders & 700 teachers trained in SCOPE workshops.
- 6 math tests for grades 1-6 validated/developed for all primary school students.
- 1600 resource math teachers & inspectors trained.

Since obligation, efforts have focussed on developing scopes of work, reviewing host country contracting capacity (the project envisages that all goods and services will be procured by the host country), developing scopes of work for host country counterparts and processing participants for Jan. 1991 departure. MOE expects to let the contract for SCOPE training in Dec. 1990.

5. Training (Persons)

Long-term	0	0	0	0	0	0	0	0	0	0	0
Short-term	500	1100	0	0	0	0	0	0	0	0	0

CP

C. Other Accomplishments and Overall Status

PIL No. 1 requested GOJ/MOE signatories. This is the CP to first disbursement. Mission is awaiting a response.

This is a new project and implementation activities are just being started. Currently, efforts are being made to facilitate the procurement of goods and services within the context of the Buy America policy and continue to emphasize the development local leadership and competencies which are central for the project's decentralization strategy. It is expected that specific outputs related to improving efficiency will take place under the decentralization component of the Project. Approximately 700 school principals and 800 community leaders on a community by community basis will be provided with knowledge and procedures derived from the SCOPE efforts under PEAP I, to enhance school/community relations as they relate to maintenance of physical plant. A management manual for primary school principals will be developed and principals will be trained in its use, thereby enabling the MOE to rank the performance of primary school principals, against a norm derived from the manuals.

D. Problems and Delays

N/A

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

- o Major "start-up" activities to be undertaken during the next six months will include the following: a) The C.Ps. under Article 4:2 (a 1,2, and 3) and (b.1)) relating to the decentralization and educational strengthening components of the Project will continue to be addressed by the MOE. Focus will be on (i) the establishment of appropriate procurement procedures for the decentralization and educational strengthening components; (ii) the development of the Request for Technical Proposal (RFP) by the MOE for formulating the Plan for Mathematics; (iii) the establishment of the referral office under the Decentralization component of the Project, by the MOE; and (iv) the appointment by the MOE, of local professional counterpart staff, to work on the management manuals. Besides, there will be the evaluation of the Maintenance Demonstration program which was initiated during the last four months of PEAP I. Under this effort, 784 primary schools received cash grants to implement their prioritized maintenance programs.

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A ___ B X C ___

I. BACKGROUND DATA

Project Title: Caribbean and Latin American Scholarship Program II
 Project Number: 532-0169
 Date of Authorization: original 10/23/89
 Date of Obligation: original 05/31/90
 PACD: original 09/30/98
 Implementing Agencies: Direct AID/W contract to Partners for International Education and Training
 ***Ministry of the Public Service
 Major Contractors: None
 AID Project Managers: Yvonne Johnson
 Status of CPs/Covenants: N/A

FINANCIAL DATA

Amount Authorized: DA Grant: original \$5.5
 Amount Obligated: DA Grant: original \$700,000 amended to \$1.1m
 Amount Committed: Period: \$475,133
 Cumulative: \$475,133
 Accrued Expenditures: Period - Projected: \$0
 Period - Actual: \$36
 Cumulative: \$36
 Period - Next: \$300,000
 Counterpart Contribution: Planned: \$-0-
 Actual: \$-0-
 % LOP Elapsed: 5%
 % of Total Auth. Oblig.: 20%
 % of Total Oblig. Exp.: 0%
 % of Total Auth. Exp.: 0%

Date of Last Evaluation: N/A Next Evaluation: Unknown
 Date of Last Audit: N/A Next Audit: N/A

II. PROJECT PURPOSE

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

B. Major Outputs

	Planned			Next	Accomplished		
	LOP	Period	Cum.	Period	Period	Cum.	% of LOP
1.	0	0	0	0	0	0	0%
2.	0	0	0	0	0	0	0%
3.	0	0	0	0	0	0	0%
4.	0	0	0	0	0	0	0%

III. PROJECT DESCRIPTION

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

	M	F	M	F	M	F	M	F
5. Training (Persons)								
Long-term	20/24	0/0	0/0	4/6	0/0	0/0	00%00%	
Short-term	79/79	6/6	0/0	6/6	0/0	0/0	00%00%	

IV. PROJECT STATUS

A. Planned EOPS

1. Women's Organiztns. 24
2. Private Sector 10
3. PYO's 50
4. Youth Leaders 14
5. Supervisors 5
6. Tourism 10
7. Cultural Groups 15
8. Political 6
9. Media Workers 10
10. Farmers 13
11. Student Leaders 20
12. Teachers 14
13. Public Sector Women 10

Progress to Date

These 13 sectors were identified under the SIF. At present 11 participants from categories 1,2,4,5,6,9,10,12 and 13 are being processed for FY 91. These are all academic participants.

AW

C. Other Accomplishments and Overall Status

Eleven long-term academic candidates are currently being programmed for FY 91. It is anticipated that they will commence training during Spring of 1991.

CLASP II was developed on the basis of the Social and Institutional Framework (SIF) commissioned by AID/W. The SIF gave greater emphasis to leadership development by equipping leaders and potential leaders from all sectors of the society with technical skills, academic education and an appreciation and understanding of the workings of a free enterprise economy in a democratic society. The categories listed under Section IV (A) Project Status above are taken directly from the SIF. The OEHR Training Office has been collaborating with civic groups, private voluntary organizations and service clubs in an effort to select participants according to the categories listed.

CPs/Covenants: None.

Progress on previous problems: N/A

Summary of evaluation findings and actions taken: N/A.

Status of audit recommendations and actions taken: N/A.

Women In Development: Forty percent of the participants will be women; this percentage is pre-determined by AID/W.

D. Problems and Delays:

None

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

- o The focus during the next six months will be on : 1) the selection and programming of participants for spring and fall 1991; and 2) the establishment of the "follow-on" program. The follow-on program will include, a) job placement upgrading; b) public recognition of participants' accomplishments; c) periodic workshops through professional organizations, to capitalize on the knowledge and skill acquired and d) actual contact with USAID within one month of participants' return. PTIIC was not designed to measure social, political or academic impact so CLASP II will include PTIIC returnees. The third activity which will be carried out during this period will be the greater involvement of the technical offices within the Mission, in the referral and selection of participants both at the Project and the Participant Training levels especially for technical/short-term training.

116

PROJECT STATUS REPORT

April 1, 1990 - September 30, 1990

A B X C

I. BACKGROUND DATA

Project Title: LAC Training Initiatives II
 Project Number: 532-0640
 Date of Authorization: original 00/00/00
 Date of Obligation: original 00/30/85 final amendment 09/30/87
 PACO: original 09/30/89 amended to 09/30/94
 Implementing Agencies: Ministry of the Public Service
 Major Contractors: P.I.E.T.
 AID Project Managers: Yvonne Johnson
 Status of CPs/Covenants: N.A.

FINANCIAL DATA

Amount Authorized: DA Loan: original N/A
 DA Grant: original \$1,633,611
 Amount Obligated: DA Loan: original N/A
 DA Grant: \$128,260 amended to \$1,620,260
 Amount Committed: Period: \$ 3,937
 Cumulative: \$1,618,832
 Accrued Expenditures: Period - Projected: \$ -0-
 Period - Actual: \$ 12,693
 Cumulative: \$1,526,373
 Period - Next: None
 Counterpart Contribution: Planned: \$260,000
 Actual: \$175,400 (based on International airfares and contributions to "partially funded" programs).
 % LOP Elapsed: 100%
 % of Total Auth. Oblig.: 100%
 % of Total Oblig. Exp.: 99%
 % of Total Auth. Exp.: 99%

Date of Last Evaluation: N/A Next Evaluation: N/A
 Date of Last Audit: 06/04/87 Next Audit: None planned

II. PROJECT PURPOSE

To increase the number of U.S.-trained public and private sector individuals at the planning, implementation, technical, managerial and administrative levels.

III. PROJECT DESCRIPTION

The project consists of the financing of long and short term training in the United States for public and private sector individuals from countries in the Caribbean Basin and Latin America, addressed to economic, social, or political development areas of concern, and with priority attention to long term leadership potential of the individuals selected.

B. Major Outputs

	Planned				Accomplished		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1.	0	0	0	0	0	0	0
2.	0	0	0	0	0	0	0
3.	0	0	0	0	0	0	0
4.	M F	M F	M F	M F	M F	M F	M F
5. Training (Persons)	M F	M F	M F	M F	M F	M F	M F
Long-term	108	72	54	190	00	190	60% 40%
Short-term	231	152	64	393	00	393	60% 40%

IV. PROJECT STATUS

A. Planned EOPS

Progress to Date

1. Trained 563 persons in short and long term academic and technical education. 241 trained.

4/3

C. Other Accomplishments and Overall Status

All funds under this project have been fully utilized. Although the PACD is 9/94 no new funds have been obligated to this project since 1988. In fact, PTIC and CLASP II replaced LAC II. All participants have completed their training and returned home. They will be included in CLASP II follow-on activities.

D. Problems and Delays

None.

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

- o PACR will be completed by December 31, 1990. Although the Pipeline Report reflects an unspent balance of \$93,887, the Mission is still awaiting confirmation cables from AID/W in order to liquidate this amount. The Controller's Office will cable AID/W and request that confirmation cables be sent to us as soon as possible.

-66-
PROJECT STATUS REPORT
April 1, 1990 - SEPTEMBER 30, 1990

A x B C

I. BACKGROUND DATA

Project Title: Technical Consultations & Training Grant
 Project Number: 598-0079
 Date of Authorization: original 05/29/81 amendment 07/16/86
 Date of Obligation: original 06/05/81 amendment 09/27/89
 PACD: original 11/15/82 amended to 12/31/90
 Implementing Agencies: Jamaica Promotions, National Development Foundation, Tourism Action Plan, International Service Corp (IESC), National Investment Bank of Jamaica, Small Business Association/Peace Corp of Jamaica.
 Major Contractors: SRI International
 AID Project Managers: Walter Coles/Kathleen Davidson
 Status of CPs/Covenants: CPs all met
 Date of Last Evaluation: 07/18/83 Next Evaluation: N/A
 Date of Last Audit: 04/05/90 Next Audit: N/A

FINANCIAL DATA

Amount Authorized: Grant: original \$ 1,000,000 amended to \$27,460,000
 Amount Obligated: Grant: original \$ 1,000,000 amended to \$25,220,000 (\$15.7 ESF, \$9.5 DA)
 Amount Committed: Period: 6/5/81 \$ 1,871,246
 Cumulative: \$25,038,569
 Accrued Expenditures: Period - Projected: \$ 2,365,194
 Period - Actual: \$ 1,191,089
 Cumulative: \$23,175,481
 Period - Next \$ 2,044,519
 Counterpart Contribution: Planned: \$ 467,812
 Actual: \$ 361,373
 % LOP Elapsed: 97%
 % of Total Auth. Oblig. 91.84%
 % of Total Oblig. Exp. 91.89%
 % of Total Auth. Exp. 84.4%

II. PROJECT PURPOSE

The project purpose is to assist Jamaica's economic recovery through short term consultancies, technical assistance and training to relieve specific constraints to productive activity, promote investment and export development, provide skills training and accelerate project development and implementation.

III. PROJECT DESCRIPTION

The project will improve economic conditions by encouraging private investment, divesting public enterprises, deregulating parts of the economy and encouraging export-led growth. Resources targeted towards: policy studies supportive of structural adjustment program, export development, industrial development, investment promotion, institutional strengthening, and infrastructure development.

IV. PROJECT STATUS

A. Planned EOPS

1. Productivity and skill levels in industry improved

Progress to Date

- Over 120 firms assisted annually through technical assistance provided by consultants.
 - Annually approximately 200 persons receive training in supervisory skills, inventory and production management, and basic management training.
 - Approximately 400 (semi)-skilled and skilled employees have received in-plant training annually.

B. Major Outputs

	Planned				Accomplished *		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Technical Asst. provided to firms	1200	140	1140	60	140	1140	95%
2. Trade & Investment shows attended	80	2	76	2	2	76	95%
3. Training	M/F 1560/2340	M/F 164/140	M/F 1396/2195	M/F 100/80	M/F 164/143	M/F 1396/2195	M/F 89%/93%
5. Institutions strengthened	15	2	14	0	2	14	93%
6. Government entities divested.	46	2	32	4	10	42	91%
7. Studies completed	15	3	25	0	3	25	160%
8. Policy areas examined	5	1	5	0	1	5	100%

*Note: Estimates in some cases

100

- 2. Investment Climate Improved and Investment opportunities available. Throughout the project overseas and domestic investment promotion efforts have been supported; including trade show attendance, investment promotion offices, staff training, sectoral research and deregulation activities.
- 3. Reduced government participation in economy. A number of government entities have been divested to the private sector. These include banks, hotels and a number of agricultural properties.
- 4. Growth in exports through investment and export promotion. Non-traditional exports have increased from US\$143 million in 1982 to US\$253 million 1989.
- 5. Institutional development achieved for a number of government and private sector organizations. JAMPRO's institutional capabilities have been strengthened over the past 10 years. In addition, institutional development support has been provided for Private Sector Organizations of Jamaica, Small Business Association of Jamaica, America Chamber of Commerce, the Ministry of Finance and a number of other institutions.

C. Other Accomplishments and Overall Status

The most significant accomplishment in meeting project purpose has been in terms of privatization, policy reforms and industrial development. The flexible design has enabled the Mission to be effective in several areas. For example, the Mission was able to respond to major privatization initiatives that were not envisioned at the project design phase. In addition, well timed policy studies and training of selected high government officials permitted significant Mission input into policy decisions involving agricultural prices, tariff and duty structures, foreign exchange liberalization and fiscal and monetary reforms. Overall status of a number of on-going sub-programs are described below.

Trade and Investment Promotion Program - The objective of the sub-program is to increase exports, diversify investments and modernize industry.

(1) A variety of initiatives to open new markets and attract overseas investors have been supported over the years with JAMPRO co-financing. These include US-based investment promotion services, sector profiles, training, Jamaican attendance at trade shows, and an unsuccessful attempt to start a Twin Plant Program with Puerto Rican firms. (Investment barriers proved too complex to overcome on this scale). Remaining funds under the JAMEXPORT program will finance 10,000 export directories for distribution by JAMPRO. Most project efforts are now directed at Jamaican production constraints. Over the project's 10 year period JAMPRO has

assisted in development of 1122 investment projects which created 79,591 jobs. During the recent six month period 36 new investments were made for a total of US\$17.5 million, representing employment of 962 persons (705 females and 257 males).

(2) USAID recently supported the Joint JAMPRO/Jamaica Digiport International Marketing Program with US\$68,000 to co-finance overseas promotion by Jamaican companies. A collaborative effort with AT&T lent additional credibility to the program. To date, 30 firms in the information industry have attended 3 shows. 15 of the 155 leads generated concrete investment proposals which are being actively pursued by local operators.

(3) Port Authority: The purpose of this activity is to improve the management and marketing capacity of Free Zone factory space. The project is financing a management assessment to determine the competitiveness of Jamaican Free Zones in comparison to similar facilities in the region, and make recommendations to improve it. In addition a marketing plan is being developed to market 600,000 sq.ft. of unoccupied space. The assessment is 80% complete. Research reveals Jamaica is suffering from an image problem, and a Competitive Enhancement Plan will specify for the Port Authority specific constraints.

(4) AMCHAM The main objective of this grant was to partially finance a service center for the American Chamber of Commerce. This center facilitates foreign investments and joint collaborations. The grant is completed and a service center opened for US and local businesses.

(5) Atlanta Mission The JAMPRO investment mission to establish business contacts and share investment promotion resources took place in August 1990 with 20 persons participating. 150 enquiries were received with 12 strong prospects. Approximately US\$80,000 of the original earmark will be reprogrammed prior to the PACD.

Productivity Improvements Program - The purpose of this activity is to upgrade the productivity and export potential of Jamaican firms. The principal implementors are JAMPRO and IESC.

(1) JAMPRO has focussed on 807 apparel and furniture industries--training management and employees in the areas of production management and plant-layout. JAMPRO's assistance to this sector has supported its growth from 1982 levels when exports totalled US\$11.1 million and employment 1,600 persons, to present employment of 27,000 and exports of US\$235 million. JAMPRO now has 6 long term consultants working with firms. During this period 61 companies in the apparel sector were assisted with 164 persons being trained (119 females and 42 males). In the furniture sector, 122 men and 24 women were trained while 30 firms were assisted. JAMPRO is now preparing a schedule of fees to charge clients for services provided by the consultants.

(2) IESC provides cost-effective, highly targeted short term TA to firms in any sector, including public sector divestment and privatization candidates. They have executed over 325 consultancies in Jamaica. TC&TG co-financed approximately 15 consultancies during the period for approximately \$80,000 (2 were women owned). Projects included manufacturing, services, agri-business, and social services privatization. A recent volunteer helped divest a GOJ tool and die factory.

Tourism Development Program - The purpose of this sub-program is to foster tourism industry growth, leading to increased foreign exchange earnings and employment.

(1) Japanese Co-financing - This subproject seeks to assist Japanese financed efforts to upgrade infrastructure facilities in tourist centers. Project financed feasibility studies of the infrastructural needs of the North Coast, leading to a tri-partite financing arrangement between the GOJ, the US and the Japanese. The studies are 90% complete with only a final report for the Negril Water Supply pending. It is anticipated that from this project, Jamaica will receive approximately US\$80M in infrastructural needs. Studies are; North Coast Highways (\$306,621), Negril Water Supply (\$66,631); Ocho Rios Pier extension (\$94,322); Montego Bay drainage and Flood Control and Small Aero Dromes (\$39,637) and the Montego Bay Sewerage System (\$73,100).

(2) Tourism Action Plan (TAP) - In conjunction with the Chambers of Commerce TAP has been revitalizing and improving the appearance of the major tourist centres, cooperating with the Jamaica Hotel and Tourist Association to finance the training of Chefs, initiating the anti-harassment campaign, improving the road signs and partially financing a facade improvement program. In addition AID financed the preparation of a business plan for TAP to develop a strategy for self-sufficiency.

(3) Small Business Association/US Peace Corp: The purpose of this Grant is to improve the management, profitability and self-sufficiency of craft vendors in Negril, Ocho Rios, Montego Bay, and Port Antonio. Craft markets were upgraded on a cost-sharing basis to include; toilet facilities, lights and grounds improvements at the Holiday Inn, Olde Market and Negril markets. Upgrades are in various stages of completion and will be completed by the PACD. In addition an Executive Committee Management Seminar for all the Craft markets was held in Ocho Rios in July with 68 vendors trained (54 females and 14 males).

Privatization Program - The purpose of this program is to reduce the role of the GOJ in the economy. Approximately US\$1.2 million has financed surveys, asset valuations, stock offers, divestment strategies, training and institutional development, resulting in GOJ sales of assets worth over US\$200 million. Discussions are underway in power and transportation. A power sector privatization seminar was recently staged in Jamaica.

(1) NIBJ - Has now become the central agency for all GOJ divestitures except hotels and agricultural properties. Five high level officials of NIBJ and other GOJ agencies formed a Privatization Team and were trained in the Advanced Executive Management Training Program in Wash, D.C. They prepared a Privatization Action Plan now under consideration by GOJ.

(2) Hotels and Properties Prog - 11 of 15 properties cited for divestiture are sold. During the period the Wyndham in New Kingston, Jack Tar Village in Montego Bay, and Americana in Ocho Rios were targeted for sale and negotiations are continuing.

(3) Factories Corporation - issued titles for factory space to 8 small business firms, started titling, surveying and negotiations over 33 large sites continues.

(4) AGRO 21 - Responsible for divesting agricultural properties. To date 57,000 of 200,000 acres cited for divestiture are sold or leased. Surveying, titling and asset valuations underway on 3 major properties representing about 15,000 acres.

Institutional Development Program - The purpose is to upgrade key institutions in the public and private sector that will foster greater efficiency and reliance on market forces for development. Institutions assisted in the past include the Small Business Association, and Private Sector Organization/J.

(1) Planning Institute of Jamaica: The purpose of this activity is to improve the planning capability of PIOJ by upgrading their computer installation. JAMPRO in association with the PIOJ has managed to complete this procurement for US\$50,000. The computer equipment is currently being installed. Training will commence the final week of November and will terminate prior to the PACD.

(2) Ministry of Finance Purchase of Computers: The purpose of this project is to improve the management capability of the MCF by upgrading manual systems with on-line computer systems. However, the computers have already arrived in country and the site has been prepared for installation. Originally US\$500,000 was earmarked for this purpose. Based on quotations submitted, the actual cost of the project will be US\$700,548. Training of 4 systems administrators will be completed by the end of November and 8 persons will be trained as trainers; this will be completed by the end of December. These trainers will be responsible to train 200 employees at the MCF.

D. Problems and Delays

There are no major problems with this project.

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

- o Procure and install computers for the Ministry of Finance.
- o Project Assistance Completion Report.
- o Finalize all disbursements.

10/2

FINANCIAL REPORT OF TC & TG ACTIVITIES
9/30/90

US\$

ACTIVITIES	EARMARKED	COMMITTED	DISBURSED	ACCRUAL	PIPELINE
JAMPRO	2,549,446	2,549,446	2,095,968	73,818	379,660
Port Authority	200,000	180,000	55,000	5,000	140,000
AMCHAM	100,000	100,000	77,541	22,458	1
SBAJ/Peace Corps	106,733	106,733	52,269	0	54,464
Atlanta Mission	123,073	123,073	0	17,000	106,073
PIOJ/COMPUTERS	50,000	50,000	0	0	50,000
Ministry of Finance	480,548	477,748	0	0	480,548
Japanese Co-Financing	648,114	620,834	84,792	442,612	120,710
TAP	1,023,660	1,023,660	723,729	0	299,931
Privatization	1,200,848	1,175,848	1,110,869	62,989	26,990
IESC	627,099	627,099	526,815	5,000	95,284
INACTIVE & COMPLETED PROJECTS	18,011,851	18,004,134	17,808,220	11,409	192,222
UNEARMARKED BALANCE	98,628				98,628
TOTAL	25,220,000	25,038,575	22,535,203	640,286	2,044,511

-69-

102

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A B X C

I. BACKGROUND DATA

Project Title: Private Development Bank
Project Number: 598-0091
Date of Authorization: original 08/30/84
Date of Obligation: original 08/31/84 amendment 02/13/85
PACD: original 08/31/89 amended to 08/31/90
Implementing Agencies: Trafalgar Development Bank Limited
Major Contractors: George Metcalfe, John Pershing, Marcel Goldenberg
AID Project Managers: Lloyd Prince/Walter Coles
Status of CPs/Covenants: CPs satisfied and covenants are being complied with

Date of Last Evaluation: 06/20/87 Next Evaluation: None scheduled
Date of Last Audit: 02/12/87 Next Audit: None scheduled

FINANCIAL DATA

Amount Authorized:	DA: original	Loan	Grant	Total
	Amended	\$20,000,000	1,200,000	21,000,000
Amount Obligated:	DA: original	\$13,500,000	900,000	14,400,000
	Amended	\$10,000,000	800,000	10,800,000
		\$13,500,000	900,000	\$14,400,000
Amount Committed:	Period:	Loan	Grant	Total
	Cumulative:	\$ -0-	108	108
Accrued Expenditures:	Period - Proj.	\$13,500,000	900,000	14,400,000
	Period - Actual	\$ 932,113	-0-	932,113
	Cumulative:	\$ 1,787,860	16,136	1,803,996
	Period - Next	\$13,500,000	900,000	14,400,000
		-0-	-0-	-0-
Counterpart Contribution:	Planned:	\$ 4,000,000		
	Actual	\$ 5,843,107		
% LOP Elapsed:		\$		
% of Total Auth. Oblig.		100%		
% of Total Oblig. Exp.		90%		
% of Total Auth. Exp.		90%		

II. PROJECT PURPOSE

To provide medium and long term credit, equity participation and support services to investors in agro-industry, manufacturing and other business activities in Jamaica, through the establishment of a private development finance institution.

III. PROJECT DESCRIPTION

Project financed the establishment and capitalization of a development finance company, together with private Jamaican investors. AID funded technical assistance for institutional strengthening, and capitalization of loan portfolio.

B. Major Outputs

	Planned		N/A		Accomplished		% of LOP
	LOP	Period	Cum.	Period	Period	Cum.	
1. Loans made (US\$ M)	24.0	3.0	24.0	2.9	3.3	19.9	83%
2. Employment created and/or sustained	1756	224	1756	225/1205	162/158	2009/1591	205%
3. Projects funded	80	-0-	80	14	17	115	114%
4. Training	M	F	M	F	M	F	M
Long-term	U	U	U	U	U	U	U
Short-term	0	0	0	0	0	18	15

* N/A because LOP did not consider to provide training

IV. PROJECT STATUS

A. Planned EOPS

1. Availability of long term financing increased by US\$24 million, consisting of 80 medium and long term loans.
2. Increased foreign exchange earnings.
3. Viable development financial institution established for small and medium enterprise financing.

Progress to Date

- o US\$19.3 million loan portfolio financing. 115 medium term and long term loans financed.
- o Export projects financed. Direct foreign exchange earnings from projects amounted to US\$144.05 million during last 12 months.
- o The bank is financially sound with equity of US\$5.9 million (J\$27.1 million) and net operating profit of US\$1.9 million (J\$14.9 million).

10/1

C. Other Accomplishments and Overall Status

As part of its overall strategy for growth and development, TDB is presently negotiating the purchase of Issa Savings and Trust Company. The asking price is J\$607,164 (US\$75,424). This will be in exchange for some dollar value of shares in TDB. Trafalgar Development Bank is seeking additional sources of financing for continued development assistance of the private sector. It has approached the following institutions for loan financing:

- a) Bank of Jamaica - for debt conversion.
- b) USAID: The bank is seeking additional Section 108 financing. Touche Ross and Company has been commissioned by AID to examine the possibility of allocating 108 funds to TDB and other similar type development institutions eg. P.C. Banks and Credit Unions.
- c) Commonwealth Development Corporation (C.D.C.). The bank recently concluded a 4.0 million pound sterling loan with the CDC repayable in 10 years at 10% rate of interest.
- d) European Investment Bank (EIBJ).

Progress Made: During the review period (April - September 1990), TDB FINANCED OVER 17 projects totalling J\$27.0 million (US\$3.3 million) in loans to the private sector, in the areas of hotel industry, fisheries complex, cold storage, animal feeds, food processing and plastic moulding industry. These 17 projects provided over 1300 in continued employment (611 females and 689 males) and financed projected foreign exchange earnings of over US\$25 million.

Overall Status:

Trafalgar Development Bank (TDB) has established itself firmly as the premier development financed institution in Jamaica. It has a solid financial structure and unique mandate in the Jamaican financial sector. It differentiates itself from other institutions by:

- o Providing only medium and long term project financing - no short term trade credits.
- o Not taking deposits or providing checking or other related financial services.
- o Accepting a relatively lower overall return on its portfolio in pursuit of development objectives. For example the TDB's average rate of interest is 19.5% compared to commercial bank loans which now average 36.5%.
- o Having a portfolio with proportionately higher risk investments, such as new start-ups in untried sectors, or new entrepreneurs in establishment sectors.
- o Providing consulting services to help clients prepare business plans.

It is however facing a rapid decline in the availability of concessional sources of capital and has begun the transition to a more commercial operation that retains a development focus. Future participation in a PL480 Section 108 program is planned, as well as increased fees for technical services.

Since inception TDB has financed 115 projects, with a current outstanding loan portfolio of US\$20.0 million (J\$163.0 million). TDB-financed projects have created or sustained over 3500 jobs. A breakdown of the portfolio follows:

Sector	US\$(millions)	J\$(Millions)
Manufacture	10.9	88.4
Agriculture	3.4	28.5
Tourism	3.4	28.5
Data Entry	.8	7.6
Others	.2	1.8
Leases	.9	8.3
TOTAL	US\$19.5	US\$163.0

D. Problems and Delays

The project has no major implementation problems.

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

o We propose to contract the services of a development banking consultant to assist in developing a new strategy at TDB and similar development finance organizations such as Jamaican Agric Dev Foundation and the National Development Foundation which are seeking to expand without concessional capital. We are seeking concurrence from TDB, NDF and JADF and then will proceed to prepare a draft Scope of Work for this exercise.

o PACD expired with approximately US\$850,000 remaining in Letters of Credit (LC) established under AID's financing. Early decisions to disburse against commitments made prior to PACD proved unworkable for Citibank/NY. In recognition of FY90 USAID/TDB understandings, and with a view to consolidating Mission portfolio, USAID will not extend the project and use remaining funds to reimburse TDB for qualifying US dollar and local currency LC's funded prior to PACD with other TDB resources. These projects will materially contribute to project purpose in current restrictive climate of scarce term capital. Mission will seek DRA from AID Washington.

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

-72-

A x B C

I. BACKGROUND DATA

Project Title: Revenue Board Assistance Project
 Project Number: 532-0095
 Date of Authorization: original 05/13/83 amendment (L) 09/28/84 amendment (G) 07/25/86
 Date of Obligation: original (L) 06/07/83 amendment 03/26/85 original (G) 07/31/86 amendment 09/30/89 original 05/18/86 amended to 12/31/91
 PACD: Board of Revenue
 Implementing Agencies: Finance & Accounting College of Training
 Major Contractors: Georgia State University
 Internal Revenue Services
 George Whitehouse
 Mathias Bourgeois
 AID Project Managers: Paul A. Crowe
 Status of CPs/Covenants: All CP's met. Covenants are being complied with.
 Date of Last Evaluation: 08/03/85 Next Evaluation: 03/31/91
 Date of Last Audit: None done Next Audit: None scheduled

FINANCIAL DATA

Amount Authorized: DA Loan : original \$3,554,000 amended to \$4,522,000
 DA Grant : original \$6,000,000
 Amount Obligated: DA Loan : original \$1,500,000 amended to \$4,522,000
 DA Grant : original \$1,285,000 amended to \$3,500,000
 ESF Grant: original \$1,100,000
 Amount Committed: Period: (L) \$ -0-
 (G) \$ 491,573
 Cumulative: (L) \$4,522,000
 (G) \$4,396,681
 Accrued Expenditures: Period - Projected: (L) \$ -0-
 (G) \$ 236,000
 Period - Actual: (L) \$ -0-
 (G) \$ 319,716
 Cumulative: (L) \$4,522,000
 (G) \$3,647,445
 Period - Next \$ 952,556
 Counterpart Contribution: Planned: \$J\$29,706,325
 Actual \$J\$56,596,247
 % LOP Elapsed: 87%
 % of Total Auth. Oblig. 100% (L) 77% (G)
 % of Total Oblig. Exp. 100% (L) 79% (G)
 % of Total Auth. Exp. 100% (L) 61% (G)

II. PROJECT PURPOSE

To provide technical assistance to help the Government of Jamaica to (a) redesign the tax system along lines that fit its objective of achieving stable economic growth through a private sector led, export oriented, development program; (b) improve the administration of the tax system; and (c) implement the systems developed in (a) and (b).

III. PROJECT DESCRIPTION

This project, in conjunction with other on-going and planned projects, is expected to contribute significantly towards a larger goal of assisting Jamaica in reaching a path to sustainable stable growth of employment, production and income.

IV. PROJECT STATUS

A. Planned EOPS	Progress to Date
1. Strengthened Board of Revenue Administration.	Over 4,000 trained both locally and overseas in all areas.
2. More equitable and effective tax system.	Flat tax of 33-1/3% now applied to corporate and personal income tax revenue receipts rising in real term.
3. More efficient and effective administration of tax system	Professional core of revenue agents in place.
4. Integration of income, payroll and GCT rates and coverage in an equitable and efficient manner	Contract signed, team recently commenced tax policy review.

B. Major Outputs

	Planned		Next		Accomplished		% of LOP
	LOP	Period	Cum.	Period	Period	Cum.	
1. Analyses of tax system.	7	0	7	0	0	7	100%
2. Alternate proposal for tax reforms.	1	0	1	0	0	1	100%
3. Reorganization of structure & procedures of tax admin.	1	0	1	0	0	1	100%
4. Tax system automated	100%	5%	95%	5%	5%	95%	95%
5. Implementation of GCT	100%	10%	50%	25%	10%	50%	50%
6. Training of core group of managers and administrators	N/S	29/63 M/F	775/1049 M/F	75/108 M/F	29/63 M/F	1448/3376 M/F	N/S

100

C. Other Accomplishments and Overall Status

The purpose of strengthening the Board of Revenue and implementing a redesigned tax system has been largely accomplished. Staff capabilities have been upgraded and automation almost complete. GCT implementation is near but remains to be completed.

Income tax collections are rising in inflation adjusted terms. A team of experts associated with the original studies have drawn samples and otherwise obtained data necessary to evaluate the effectiveness and equity considerations of the income tax changes. Additional studies are underway to define measures necessary to more fully integrate the entire tax system, including the GCT and payroll taxes to improve the tax system.

Females have consistently shared in the training benefits of the project which is conducted locally at the Finance and Accounting College of Training (FACT). In one instance a Revenue Agent was selected to attend a one-year course at Harvard University. This participant is now a prime candidate for the position of Commissioner of the new General Consumption Tax Department. Six participants were nominated to attend a Tax Enforcement Investigative Technique Course at the Federal Law Enforcement Training Center, Glynnco, Georgia. Two of these will participate as trainees in a Caribbean-wide training session for auditors, to be held in Jamaica Monday, October 29 to November 2. The course is designed to sharpen skills in financial information, and should also help the participants in the reviewing of questionable documents as well as address methods for tracing funds and organizing evidence. It was felt also, by the Chairman, that the course would help the Revenue Department maximize Government's tax intake.

D. Problems and Delays

Implementation of the General Consumption Tax slowed considerably as a result of the September 1988 hurricane, and the shift in attention towards the February 1989 election. Further delay occurred as the magnitude of the task of implementing the GCT became more apparent. Despite some major decision on the "coverage" and rate of GCT, enactment has once again been postponed to April 1991.

Administration is the weakest link in the GCT implementation. An organization structure has been established and job descriptions have been prepared. But implementation plans cannot be finalized until the exact language of the legislation is agreed to. In the interim persons from the Customs and Excise Department and Revenue Agents are performing some of the development tasks, i.e., testing computer systems, preparing tax payer information.

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

- o Follow up on GCT implementation.
- o Ongoing evaluation of the EDP program by IRS.
- o Conduct policy analysis by Georgia State University.
- o Planning for overall project evaluation - 3rd quarter '91.
- o Develop transition strategy with a view to ensuring self-sustainability when contractors leave and project ends.

101

PROJECT STATUS REPORT
April 7, 1990 - SEPTEMBER 30, 1990

A X B C

I. BACKGROUND DATA

Project Title: Export Development and Investment Promotion
 Project Number: 532-0135
 Date of Authorization: original 03/28/90 amendment 08/31/90
 Date of Obligation: original 03/29/90 amendment 09/01/90
 PACD: original 03/15/94
 Implementing Agencies: Jamaica Proactions Corporation (JAMPRO), National Development Foundation (NDF/J), International Executive Services Corps (IESC) and National Investment Bank (NIBJ) and others.
 Major Contractors: International Trade Promotions
 AID Project Managers: Walter Cole/Kathleen Davidson
 Status of CPs/Covenants: CP's for the main implementing agency have been met. Analysis of NDF/J's sustainability to be completed by November 21, 1990
 Date of Last Evaluation: None done Next Evaluation: 03/31/92
 Date of Last Audit: None done Next Audit: None scheduled

FINANCIAL DATA

Amount Authorized: DA Grant: original \$7,000,000
 Amount Obligated: DA Grant: original \$1,000,000 amended to \$2,527,200
 Amount Committed: Period: \$ 343,144
 Cumulative: \$ 343,144
 Accrued Expenditures: Period - Projected: \$ -0-
 Period - Actual: \$ -0-
 Cumulative: \$ -0-
 Period - Next \$1,000,000
 Counterpart Contribution: Planned: \$ -0-
 Actual: \$ -0-
 % LOP Elapsed: 12.5%
 % of Total Auth. Oblig. 36%
 % of Total Oblig. Exp. 0%
 % of Total Auth. Exp. 0%

II. PROJECT PURPOSE

To increase exports and diversify investment, leading to expanded source of foreign exchange, diversification of ownership and products, and deeper linkages between exporters and local producers.

III. PROJECT DESCRIPTION

The project will finance a series of activities to reduce constraints to exports and investments. The constraints are a) Low productivity b) Financial market deficiencies c) Weak business infrastructure. Activities include: privatization, trade promotion, provision of technical assistance and training to improve productivity, investment promotion.

IV. PROJECT STATUS

A. Planned EOPS

Progress to Date

1. Productivity and sales at Jamaican Firms improved through training and new technology. Combining resources with TC & TG project, productivity and sales increased in 10 firms through JAMPRO TA programs.
2. Investment climate improved and investment opportunities available. New pro-competition legislation being drafted.
3. Economy is more market determined through better policies and reduction of government entities. Foreign exchange allocation liberalized. Privatization is underway. Recent initiatives by the GOJ officials indicates a strong commitment to privatization.
4. Business services are more available and sustainable. Not yet initiated.

B. Major Outputs

	Planned			Accomplished			% of LOP
	LOP	Period	Cum.	Next Period	Period	Cum.	
1. Person/months of in-plan assistance to improve productivity and sales.	800	9	0	100	9	9	1%
2. Persons trained in-plant, and other short term courses.	M F	M F	M F	M F	M F	M F	M F
	800/200	100/167	-0-	100/167	-0-	-0-	0%
3. Investment opportunities promoted at trade shows							
- Trade shows attended	5	-0-	-0-	1	-0-	-0-	-0-
- Companies participating	40	-0-	-0-	5	-0-	-0-	-0-
4. Joint Ventures Established	5	-0-	-0-	-0-	-0-	-0-	-0-
5. Capital Markets broadened and deepened:							
- No. of Trading firms increased	7	-0-	-0-	1	2	-0-	-0-
- No. of Securities traded increased	4	-0-	-0-	2	-0-	-0-	-0-
- SEC type body established	1	-0-	-0-	10%	-0-	-0-	-0-
6. Export earnings increased for 20 firms	20	-0-	-0-	2	-0-	-0-	-0-

C. Other Accomplishments and Overall Status

Productivity Improvements

JAMPRO - Focus on Jamaican production constraints make this program critical to project success. 5 long term TA contracts initiated and partially financed under TC&TG will continue work directly with businesses in garments and furniture. One more is being recruited to improve productivity and investments in information processing. 10% of consultants' time is set aside for training of JAMPRO engineers. In contrast to the TC&TG approach, under EDIP a new pricing system for in-plant visits is being designed for implementation in 1991.

IESC - Will continue to be source of cost-effective in-plant TA as under TC&TG, with some expansion of privatization and investment promotion activities. Relationship now established with NDF and JAMPRO to assist clusters of smaller businesses and foster feeder industry relationships.

Privatization

Progress - Recent high level GOJ announcements support further privatization of the economy involving the more difficult power, water, and transportation sectors. Possibilities include Montego Bay Airport, Air Jamaica, power generation and additional hotels and other businesses.

Policies - As a result of policy dialogue, the GOJ is now committed to draft policies and new legislation that will preserve competition. One objective is to ensure former public sector monopolies are competitive once privatized. Consultancy planned and new legislation could be in place by the 2nd quarter of 1991.

Divestitures - NIBJ coordinates all GOJ divestments and has requested continued support for asset valuations, survey and titling work, and development of prospectuses. EDIP to continue support started under TC&TG project with NIBJ, Factories Corporation, AGRO 21 and Hotel Properties Program. NIBJ currently formulating plans for consideration by USAID.

Financial Market Deficiencies

NDF/J - Purpose of assistance is to increase small business access to financing and further capitalize the loan portfolio as NDF makes the transition to a fully sustainable organization. NDF now has outstanding portfolio of J\$35.0 million, and is able to cover operating costs of lending program and borrow long term at concessional GOJ rates.

Training activities are not yet sustainable. Procurement of financial analysis services related to sustainability has begun. Negotiations over this issue well advanced and CP will be met by 11/21/90. Grant Agreement to be developed by the end of the 1st quarter.

7. Feeder Industry Relationship established	1	-0-	-0-	-0-	-0-	-0-	-0-
Sales of 6 companies increased	6	-0-	-0-	-0-	-0-	-0-	-0-
8. Government owned entities divested	35	-0-	-0-	4	-0-	-0-	-0-
9. Policies Improved	5	-0-	-0-		.25	.25	5%

Securities - With a view to expanding the securities market, and in conjunction development of pro-competition legislation, dialogue with GOJ opened to assist in establishment of the equivalent of a securities exchange commission. GOJ somewhat open to reforms and seeks establishment of regional stock exchange.

Trade and Investment Promotion

The objective of this program is to increase exports and diversify investments.

Port Authority - Under TC&TG, a Competitive Enhancement Plan and a Marketing Plan are being prepared by SRI International. Under this project, International Trade Promotions will implement the Marketing Plan and provide marketing training for Free Zone personnel. Implementation of the Marketing Plan commenced under TC&TG and it is anticipated that approximately 600,000 sq ft of unoccupied space will be marketed. In addition the Free Zone will develop their marketing capability.

Tourism Development

Training - To foster development of a sound public tourism policy and increase planning skills of tourism managers. Project funded a course for approximately 13 females and 8 males in Tourism Planning and Development. One of four components left for completion. On completion of the course, the group will propose revisions to GOJ policy makers for a more market oriented Tourism Plan.

Assessment - Mission considering expanding EDIP tourism support or initiating a new project. Strategy for tourism development assessment formulated, scope of work drafted, preliminary survey conducted and recruitment of team initiated. Planned for 1/91.

Tourism Action Plan - See TC&TG for a more comprehensive description of TAP. In preparation for transition from TC&TG to possible EDIP support, discussions underway and TAP preparing a business plan due 11/30 to articulate a new role and financial strategy. EDIP bridge financing under consideration to continue support until Mission formulates longer term tourism strategy.

Small Business Association/US Peace Corps - Tourist craft market improvements and vendor management training initiated under TC&TG will be reinforced and feeder industry relationships established to upgrade craft products. Activities to be coordinated with the Microenterprise Project efforts.

Project Management

Several activities underway to facilitate transition from TC&TG. JAMPRO project accounting system being upgraded and proj. accountant hired. SOW for economist drafted to initiate sector and policy analyses. Improved monitoring of program impact planned with development of a program MIS. Scope completed and recruitment started for a December consultancy by MSI, Inc. Funding approved for these activities.

Overall Status

Project is in initial start-up phase. Current implementation of the TC&TG project reflects EDIP strategy of cost sharing, reduced government role, sustainability, and focus on production constraints. The \$340,000 committed to date is interim financing during the transition from TC&TG to EDIP. Major commitments expected in the 2nd quarter based on annual planning documents being prepared by implementing agencies. Approximately US\$2.6 million in upcoming commitments already identified for FY91.

D. Problems and Delays

None

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

- o Economist to be recruited for policy studies and program audits.
- o Review and approve the annual implementation plan prepared by JAMPRO.
- o Finance consultants to assist the GOJ to develop competition laws.
- o Award contracts for the development of MIS and implement by 2nd quarter of 1991.
- o Amend Grant Agreement for IESC to continue in-plant training.
- o Establish Grant Agreement with NOF/J for small business lending program.
- o Assist in development and review of NIBJ's and other plans for continued implementation of divestiture program.
- o Program audit of selected TC&TG activities to be completed.
- o Tourism assessment completed and design strategy developed.
- o JAMPRO to execute contracts for 5 consultants to provide Technical Assistance for Garment and Furniture Sectors.

PROJECT STATUS REPORT

April 1, 1990 - September 30, 1990

A B X C

I. BACKGROUND DATA

Project Title: Microenterprise Development
 Project Number: 532-0156
 Date of Authorization: original 08/24/90
 Date of Obligation: original 08/30/90
 PACD: original 08/31/94
 Implementing Agencies: Mini-Enterprise Services (MES), Kingston Credit Union, Small Business Assoc/Peace Corps, National Dev Foundation (NDF)
 Major Contractors: Development Alternatives (DAI), Manonite Economic Development Agency (MEDA), National Coop Bus Assoc (NCBA)
 AID Project Managers: Gary Vanderhoof
 Status of CPs/Covenants: N/A
 Date of Last Evaluation: None done Next Evaluation: 6/92
 Date of Last Audit: None done Next Audit: None scheduled

FINANCIAL DATA

Amount Authorized: DA Grant: original \$2,000,000
 Amount Obligated: DA Grant: original \$ 520,000
 Amount Committed: Period: \$ -0-
 Cumulative: \$ -0-
 Accrued Expenditures: Period - Projected: \$ -0-
 Period - Actual: \$ -0-
 Cumulative: \$ -0-
 Period - Next \$ 200,000
 Counterpart Contribution: Planned: \$ -0-
 Actual \$ -0-
 % LOP Elapsed: 2%
 % of Total Auth. Oblig. 25%
 % of Total Oblig. Exp. 0%
 % of Total Auth. Exp. 0%

II. PROJECT PURPOSE

To accelerate the development of microenterprises into more productive, dynamic enterprises.

III. PROJECT DESCRIPTION

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

IV. PROJECT STATUS

A. Planned EOPS

1. Establish one sustainable microenterprise credit program
2. Strengthen and improve sustainability of 3 additional credit programs
3. Develop and implement one commercial means of financing microenterprise lending programs

Progress to Date

Mission negotiations well advanced over terms of assistance with MES for 2-yr assistance package to begin second qtr FY91.
 As result of ongoing project discussions, 2 NGO's now working on medium-term business plans incorporating project strategy.
 Reviewed draft Touch Ross report and discussed findings with interest groups regarding an expanded PL480 Section 108 auction to include DFIs. Credit Unions, NDF, and MES expressed willingness to compete for funds.

B. Major Outputs

	Planned			Accomplished			
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. 1500 microenterprises started or expanded	M F	-0-	-0-	10	-0-	-0-	-0-
2. 2500 Loans disbursed in assisted programs	M F	-0-	-0-	M/F 574	-0-	-0-	-0-
3. Baseline data updated and regulatory assessment completed	4	-0-	-0-	10%	-0-	-0-	-0-
4. Institutional credit disbursed to microenterprises increased during LOP	75%	-0-	-0-	-0-	-0-	-0-	-0-
5. Training (Persons) Short-term (750 persons)	M F	M F	M F	M F	M F	M F	M F
	450/300	00	00	00	00	00	0% 0%

- | | | |
|----|--|--|
| 4. | Develop a core group of implementors knowledgeable about sustainable lending strategies. | Consensus growing as result of dialogue begun during PP design. Proposed IDB project incorporates USAID strategy; recent GOJ actions reflect concern for sustainability and separation of enterprise creation from financing programs. A critical review of major GOJ program reflects understanding and acceptance of project approach. 2 NGO's start preparation of business plans for first time. |
| 5. | Improve productivity and profitability of 150 firms through non-credit assistance | JAMPRO pilot proposal under review to start training, feeder industry and parish investment committees in a new Entrepreneurial Dev Center. SBAJ/Peace Corps preparing a 2-yr proposal to improve sustainability and productivity of craft and other vendors and producers. |
| 6. | Create 3500 new jobs or equivalent in fuller employment | MES proposal projects 1,000 new jobs created or strengthened in 2-yr program. |
| 7. | Improve data base on microenterprises and the environment they operate in. | Collaboration with GEMINI Project planned for 2nd qtr FY92. |

D. Problems and Delays

None

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

Major Actions:

- o Recruit and hire a project manager and identify host organization. Procure project vehicle.
- o Complete negotiations, coordinate Mission review and sign an assistance grant with Mini-Enterprise Services. Initiate procurement of equipment.
- o Complete a pre-grant award accounting system review of MES.
- o Procure services to design and manage a workshop series on sustainable institutional financing strategies and prepare study tours for key project participants.
- o Develop assistance strategy for JAMPRO proposal on entrepreneurship development, negotiate terms of assistance.
- o Review GEMINI implementation plan for survey updates, backstop in-country visit of GEMINI staff, and prepare survey instrument.
- o Review SBAJ/Peace Corps proposal on vendor assistance, develop assistance strategy and conclude new agreement.

C. Other Accomplishments and Overall Status

Project was signed with the Ministry of Finance on August 30. Work focussed on assisting potential implementing organizations to take advantage of project's flexible strategy. Draft business plans including cost proposals, portfolio profiles and cash flow analyses were reviewed for 2 NGO lending programs identified in the PP (ASSIST and MES/MEDA). Additional discussions held with their current US funding agencies. Financing strategies were developed with each. ASSIST is still working on a revised strategy consistent with the project. MES, with the assistance of local bankers, submitted a formal business plan and in-depth negotiations over an assistance package started. MES now considering USAID offer with final negotiations to take place in 12/90.

Follow-on discussions with Kingston City Credit Union (KCCU) held and their participation in a centrally-funded credit union program planned during visit of National Cooperative Business Association (NCBA) representative.

Assisted the GOJ in review of their principal program. A general consensus is building among GOJ and private policy makers of the importance of separating entrepreneur development programs from financing programs. Proposed restructuring of GOJ program reflects greater concern for sustainability.

112

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A B X C

I. BACKGROUND DATA

Project Title: Low Cost Shelter Development
 Project Number: 532-0067
 Date of Authorization: original 06/30/82 amendment 08/19/88
 Date of Obligation: original 06/30/82 amendment 06/20/89
 PACD: original 10/31/85 amended to 09/30/91
 Implementing Agencies: Ministry of Construction (Housing), Ministry of Finance, Caribbean Housing Finance Corporation, National Water Commission
 Major Contractors: PADCO, Inc.
 AID Project Managers: Carol Brown/Thomas McAndrews
 Status of CPs/Covenants: N/A
 Date of Last Evaluation: 06/00/85 Next Evaluation: 03/00/91
 Date of Last Audit: 07/03/90 Next Audit: N/A

FINANCIAL DATA

Amount Authorized: DA/ESF Grant: original \$500,000 amended to \$2,581,000
 Amount Obligated: DA/ESF Grant: original \$250,000 amended to \$2,581,000
 Amount Committed: Period: \$ 29,316
 Cumulative: \$2,449,415
 Accrued Expenditures: Period - Projected: \$ 38,508
 Period - Actual: \$ 103,623
 Cumulative: \$2,359,253
 Period - Next \$ 100,000
 Counterpart Contribution: Planned: J\$2,839,200 (US\$1=J\$5.46)
 Actual: J\$3,642,157 as at 3/22/90
 % LOP Elapsed: 90%
 % of Total Auth. Oblig. 100%
 % of Total Oblig. Exp. 89%
 % of Total Auth. Exp. 89%

II. PROJECT PURPOSE

The purpose of the Project is to assist the GOJ to improve the planning, coordination, and project delivery capacities of selected public and private shelter sector institutions. The technical assistance focus has shifted over the life of the project from one of accelerated delivery of housing stock to discussion of key policy issues such as the development of a National Shelter Strategy, support for new private sector initiatives and the promotion of greater local resource utilization.

III. PROJECT DESCRIPTION

During the first four years of the project, the technical assistance project was implemented through a long-term contract with PADCO which consisted of two, then one, long term resident advisor(s) at the Ministry of Construction (Housing) (MOC/H). This technical assistance contract, which was valued at \$1,941,422 (of which approximately \$1,400,000 was funded from this grant), expired in November 1989. The remaining funds were allotted between the MOC/H (just over \$800,000); the Caribbean Housing Finance Corporation (\$180,000) to implement activities to increase the private sector involvement in the delivery of low income shelter; and \$196,000 to initiate early actions for the HG-013 project pending authorization of the 532-0149 TA grant.

IV. PROJECT STATUS

A. Planned EOPS

Progress to Date

1. Increasing private sector production of shelter and related services for families below the median income. CHFC continues to work with private financial institutions to encourage their participation in the program.
2. Improving the efficiency & effectiveness of public sector shelter delivery for low income families. Policy unit organized at MOC/H has been inactive since withdrawal of AID funded staff but the Sector coordinating committee established in HG-013 has supplanted this unit; a mgt analysis was conducted as well as land inventory and subsidy studies. A Public/Private joint venture study identified lands & and will soon bid them for sites and services development. EDCO now using contractors for 85% of work.
3. Encouraging private sector participation in shelter markets traditionally served only by the GOJ.

B. Major Outputs

	Planned			Accomplished			% of LOP							
	LOP	Period	Cum.	Next Period	Period	Cum.								
1. Mgt Analysis of MOC/H, Land Inventory, credit subsidy studies at various institutions	5	0	5	0	0	5	100%							
2. Development of Nat'l Shelter Strategy	1	0	0	0	0	1	100%							
3. Computer network & PCs for MOC/H to track MOC/H lands	3	0	3	0	0	3	100%							
4. Audit follow-up studies	0	0	0	5	0	0	n/a							
5. Vehicles for MOC/H to help in construction mgt & marketing	6	0	6	0	0	6	100%							
7. PC for CHFC to track and monitor private sector program	1	0	1	0	0	1	100%							
8. Training (Persons)	M	F	M	F	M	F	M	F	M	F				
Long-term	0	0	0	0	0	0	0	0	0	0	0			
Short-term	24	22	8	5	20	19	2	1	8	5	20	19	83%	86%

C. Other Accomplishments and Overall Status

As stated in the previous report, a review of the Shelter Sector was undertaken by the Mission during the last reporting period. This review resulted in a slow down in project activities for some months and the decision to use most of the remaining funds in the grant for short term technical assistance to implement the recommendations of the ongoing RIG audit, and to assist implementing institutions to accelerate production of serviced sites. A PIL adjusting the budget table was subsequently approved by the Ministry of Finance. Contracting for the short term technical assistance is expected to begin shortly.

To date, all except approximately \$130,000 has been committed to activities which include long term Jamaican technical assistance for the MOC/H, short term Jamaican and U.S. TA, training of staff of both the Ministry and CHFC, and the provision of commodities, including motor vehicles, computers and general office equipment. Just over \$100,000 remains for audit follow up actions, and the remainder for training activities.

Following the review of the sector, the decision was also made not to renew any of the existing AID funded contracts for positions in the Ministry beyond September 1990. Those contracts have now expired. This has meant a slow down in the implementation of some of the program as the Ministry has not yet filled these positions.

A total of 13 persons (4 from the public and 9 from the private sector) attended a RHUDDO sponsored conference in Barbados in September on understanding the importance of urbanization in relation to economic and environmental management.

Work is well underway with the general designs of prototype projects for the public/private sector joint venture concept, whereby government will provide land and private developers will produce and market the sites for borrowers below the median income. Policy discussions have begun with the MOC/H in order to promote the policy objective of facilitating greater private sector provision of low cost shelter.

A conference which focused on NGOs, the informal sector and serviced site development was conducted in September 1990. This workshop allowed NGOs and the public sector to define a role for NGOs in the development and management of serviced sites projects. Three case studies of planned serviced sites projects were presented and workshops developed strategies which were to be applied to future serviced sites development.

As a follow-up corrective action arising from the recent RIG Audit, technical assistance setting up improved financial management systems for the HGP as well as for external audits at Borrower Institutions and participating financial institutions is being contracted.

The Public/Private joint venture study is complete. Sites for low cost housing schemes and procedures to offer sites to private sector developers have been identified.

D. Problems and Delays

The Policy Secretariat is presently understaffed since all grant funded positions have expired and the MOC/H has not replaced these persons. This secretariat has been supplanted by the Sector Coordinating Committee which is part of the HG-013 project design.

Following the recent housing sector review and the audit, there has been a slow down in implementation of the capital assistance component of the program. It is expected, however, that implementation of the capital assistance project will pick up speed again over the next few months and it may become necessary to provide further technical assistance to the implementing agencies. At the time that the evaluation for HG-012 is conducted next spring, it should be determined if the Mission should extend the grant for another year to allow for the timely implementation and close-out of HG-012B & C, and if so, whether to fund a long term position for the implementing institutions.

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

- o Contracting for follow up activities from audit recommendations.
- o MOC/H must tender bids for public lands to be developed as sites and services by private sector developers.
- o It is expected that about 3 persons will be sent on training activities during this period.
- o Conduct an evaluation sometime during the spring, in conjunction with HG-012B in order to determine if the grant should be extended to facilitate close-out of the HG-12 project.
- o If determined by evaluation, extend the PACD, increase the authorized funding level, and fund one position to oversee the management of the HG-012 program.
- o Get commitment from the MOC/H to name a counterpart to manage the project.
- o Selection of private sector projects to be developed on MOC/H owned lands.

C. Other Accomplishments and Overall Status

Phase I of the project was completed in August, 1987. It resulted in a report which recommended a new management structure and orientation for TPD, streamlined applications processing, more flexible development standards, and actions to improve TPD's research and planning functions. The former Prime Minister endorsed most of the recommendations, but took no actions to implement them.

Phase II began early in 1989 and included further improvements and the computerization of the applications review process, design of a "one stop window" for subdivision and building plan approvals, the preparation of a draft Manual for Development which incorporates revisions to subdivision and development standards, and an end of project report which outlines additional actions that were required. In December, 1989, the Deputy Prime Minister endorsed the recommendations of the Phase II report, but no tangible actions were taken by the appropriate institutions to implement the recommendations of the project.

At this juncture a decision was made by USAID to terminate further assistance to the TPD under the project. The remaining \$179,784 will be utilized for a new activity, the preparation of a new development plan for Montego Bay. This project is described in detail in a separate SAR. RHJUDO is, however, continuing efforts to have critical changes made at the TPD as part of the overall sectoral agenda of HG-013, the Jamaica and Urban Services Policy Program. The original consultant and RHJUDO officials will meet with GOJ officials at the Ministry of Development, Planning, and Production to again review the results of the Phase II efforts and discuss implementing them in November, 1990.

D. Problems and Delays

As noted in the previous discussion, the relevant GOJ agencies have not acted to adapt the Manual for Development designed under the project, nor have the recommendations developed been acted on. As a result, a determination was made to focus remaining funds in the project on the Montego Bay activities.

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

- o Meet appropriate GOJ officials to review progress on implementing recommendations of the project.
- o Develop strategy plan to continue policy efforts beyond PACD, through ongoing HG-013 Program.
- o Obtain formal report of GOJ contributions over the life of the project.

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A ___ B x C ___

I. BACKGROUND DATA

Project Title: Urban Sector Technical Assistance
Montego Bay Development Planning Project
Number: 532-0117.03
Date of Authorization: original 06/30/85 amendment N/A
Date of Obligation: original 06/30/85 amendment N/A
PACD: original 09/30/89 amended to 08/31/91
Implementing Agencies: Tourism Action Plan Ltd (TAP), Montego Bay
Redevelopment Company (MBRC)
Major Contractors: Urban Institute
AID Project Managers: Martin Dicker
Status of CPs/Covenants: All CPs and Covenants have been met

FINANCIAL DATA

Amount Authorized: DA/ESF Grant: original \$179,784
Amount Obligated: DA/ESF Grant: original \$179,784
Amount Committed: Period: \$0
Cumulative: \$0
Accrued Expenditures: Period - Projected: \$48,000
Period - Actual: \$0
Cumulative: \$0
Period - Next: \$36,000
Counterpart Contribution: Planned: [1]
Actual: [1]
% LOP Elapsed: 83%
% of Total Auth. Oblig. 100%
% of Total Oblig. Exp. 0%
% of Total Auth. Exp. 0%

Date of Last Evaluation: None Scheduled Next Evaluation: None Scheduled
Date of Last Audit: None Scheduled Next Audit: None Scheduled

[1] The MBRC will be contributing in-kind services and office space whose value has not been calculated.

II. PROJECT PURPOSE

The purpose of the sub-project is to prepare a model, action-orientated, locally-conceived development plan for the Montego Bay area that will 1) guide public and private investments; 2) make the area function in a more efficient economic and social fashion and 3) contribute to improved living conditions for residents.

III. PROJECT DESCRIPTION

The planning process has three major phases. The first is the creation of a short-term action plan and policy framework that will identify key issues and important actors who will be involved in planning and implementation, review existing plans for the area, and establish the broad policy framework that will guide the rest of the study. The second phase will produce the plan's technical analysis in four broad areas: land and environmental issues, economic development opportunities and constraints, infrastructure needs and financing, and strategic development alternatives analysis. The final phase will be devoted to producing the development plan and a program of specific actions to insure plan implementation.

IV. PROJECT STATUS

- A. Planned EOPS Progress to Date
1. Completed Analyses including: Neither analysis nor a series of maps Plan completion has begun
 - b. Analysis of environmental issues
 - c. Analysis of land constraints
 - d. Analysis of econ. devt. opportunities and constraints
 - e. Analysis of infrastructure needs, costs, and financing
 - f. Analysis of strategic development alternatives.
2. Completed Development Plan including:
- a. Preferred development strategy
 - b. Capital improvement program
 - c. Draft development order
 - d. Implementation plans.

B. Major Outputs

	Planned				Accomplished		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1 Analysis of:							
a. Maps (%)	100	25	25	50	0	0	0%
b. Environment (%)	100	10	10	10	0	0	0%
c. Land Constraints	100	10	10	10	0	0	0%
d. Eco Devt (%)	100	10	10	10	0	0	0%
e. Infrastructure (%)	100	15	15	10	0	0	0%
f. Strategic Devt Alts	100	5	5	5	0	0	0%
2. Completed Plan							
a. Preferred Devt Alt	100	0	0	0	0	0	0%
b. CIP	100	0	0	0	0	0	0%
c. Devt Order	100	0	0	0	0	0	0%
d. Implement. Plan	100	0	0	0	0	0	0%
3 Training	M F	M F	M F	M F	M F	M F	M F
	N/A	N/A	N/A	N/A	N/A	N/A	N/A

11/1

C. Other Accomplishments and Overall Status

Necessary key actions have been taken to implement the project. The first step was the recruitment and selection by the Montego Bay Chamber of Commerce of a Project Director who will manage the planning process. The Director will be on site the beginning of January. In addition, contact has been made with the Ministry of Development, Planning, and Production, the ministry responsible for comprehensive planning in Jamaica. The Ministry is looking at the Montego Bay planning process to serve as a model for local development planning on the island. The Ministry will also play an important role in providing technical assistance and support to the planning process in the form of a Technical Advisory Committee, staffed by key members of the appropriate GOJ ministries and agencies. Another important action completed was the formation of the Montego Bay Redevelopment Company (MBRC), a private non-profit development corporation, which will ultimately be responsible for plan production and implementation. The Project Director will report to the MBRC. Finally, and perhaps most significantly, the MBRC has raised in excess of J\$500,000 to fund the Project Director and other activities once USAID monies have been completely expended. This fund raising clearly demonstrates the local commitment to both creating the plan and implementing its recommendations.

D. Problems and Delays

A number of factors have combined to delay project implementation. Foremost among these was a change in project officers, that slowed grant approval. In addition, the hiring of the Project Director took longer than anticipated, due to the necessity of recruiting internationally and the need to involve a large number of individuals and agencies in the selection process.

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

1. Obtain AID/W approval of PACD extension to June 30, 1992.
2. Finalize planning process scope of work and schedule.
3. Begin initial planning process activities including data collection, mapping system establishment, and population and employment forecasting.
4. Establish contacts with key local public and private institutions and individuals and form the Planning Advisory Committee.
5. Begin work on major aspects of the plan, especially the
 - a) land use/land value, b) environmental, c) economic development, and d) capital improvement components.

113

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A x B C

I. BACKGROUND DATA

Project Title: Inner Kingston Development Project
Project Number: 532-0120, 532-W-055
Date of Authorization: original 07/30/86 amendment 00/00/00
Date of Obligation: original 07/30/86 amendment 01/29/90
PACD: original 09/30/89 amended to 09/29/91
Implementing Agencies: Kingston Restoration Corporation (KRC) and Urban Development Corporation (UDC)
Major Contractors: Urban Institute
AID Project Manager: Martin Dicker
Status of CPs/Covenants: All CPs and Covenants met
Date of Last Evaluation: 02/17/89 Next Evaluation: 09/29/90
Date of Last Audit: N/A Next Audit: N/A

FINANCIAL DATA

Amount Authorized: DA/ESF Grant: original \$10,000,000 amended to N/A
Amount Authorized: Loan: original \$ 5,000,000 amended to N/A
Amount Obligated: DA/ESF Grant: original \$10,000,000 amended to N/A
Amount Obligated: Loan: original \$ 5,000,000 amended to N/A
Amount Committed: Period: \$ 78,529(G), \$ 0(L)
Cumulative: \$ 8,462,230(G), \$ 3,025,567(L)
Accrued Expenditures: Period - Projected: \$ 1,252,551(G), \$ 230,000(L)
Period - Actual: \$ 947,929(G), \$ 97,350(L)
Cumulative: \$ 7,237,888(G), \$ 1,804,884(L)
Period - Next: \$ 1,381,056(G), \$ 1,809,472(L)
Counterpart Contribution: Planned: Not Available(G/L)
Actual: Not Available(G/L)
% LOP Elapsed: 76%
% of Total Auth. Oblig.: 100%(G), 100%(L)
% of Total Oblig. Exp.: 72%(G), 35%(L)
% of Total Auth. Exp.: 72%(G), 36%(L)

II. PROJECT PURPOSE

To help restore Inner Kingston as a center for economic activity and job creation and to provide additional work space in Inner Kingston suitable for the expansion of light manufacturing and mixed commercial activity.

III. PROJECT DESCRIPTION

- A. Kingston Restoration Company (KRC): A private redevelopment company
1. Rehabilitation/Construction of Factory and Mixed Commercial Space - Using a variety of development models, KRC rehabilitates dilapidated and decaying structures for use by private and public sector activities.
2. Community Development Component- KRC serves the needs of the downtown low income population through operation of a clinic, and job training, summer youth, athletic, and scholarship programs.
3. Restoration Grants Component - KRC provides matching grants to property owners of up to 25% to upgrade building facades.
4. Public Purpose Projects - KRC manages area-wide projects such as improvements to King Street and Supreme Court Square.
B. Urban Development Corporation (UDC): A GOJ parastatal
1. Rural Transportation Center - UDC is charged with constructing a new station for buses from the rural areas close to Kingston.
2. Harbour Street Sewer - UDC is responsible for improvements to the 84-year old sewer that include new pipes and a pumping station.

B. Major Outputs

	Planned		Next		Accomplished		
	LOP	Period	Cum.	Period	Period	Cum.	% of LOP
1. Factory Sf (000)	324	49	275	11	29	177	55%
2. Office Sf (000)	71.5	18	54	30	10	10	14%
3. Restoration Sf (000)	100	0	100	100	15	123	123%
4. Urban Bus Sta. (%)	100 [3]	0	100	0	0	0	0%
5 Bus Sta. Retail Sf(000)	104 [3]	0	104	0	0	0	0%
6. Rural Bus Sta. (%)	100	0	100	5	0	100	100%
7. Harbour St Sewer Sf 000	10.6	1.5	8	4	0	2	20%
8. Sts/sewer/water (%)	100	0	0	0	0	0	0%
9. Low Income Employees	[1]	[1]	[1]	[1]	[1]	173	25%
10. J'can Owned Firms	[1]	[1]	[1]	[1]	[1]	5	24%
11. Jobs: Permanent (000)	2.5	[1]	[1]	[1]	[1]	1,618	65%
12. Jobs: Con (000 Per-Yrs)	1.8	[1]	[1]	[1]	[1]	[1]	[1]
Training (Persons)	M F M F	M F M F	M F M F	M F M F	M F M F	M F M F	M F M F
Employment [2]	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0 0	3 3 3 3	3 3 0% 0%	0% 0%
	[1] [1]	[1] [1]	[1] [1]	[1] [1]	[1] [1]	[1] [1]	80% 20%

- [1] Not quantified in Project Paper or by monitoring at this time.
[2] Estimated
[3] Both the Urban Bus Station and its commercial space were dropped from the project

IV. PROJECT STATUS

- A. Planned EOPS Progress to Date
1. Buildings Built/Rehabed:
Industrial: 324,500 sf 176,000 sf rehabed and leased
Commercial: 71,500 sf 10,000 sf rehabed and leased
Restoration Grants: 100,000 sf 123,000 sf renovated
2. Leasing of Rehabed Space 100% leased;
3. Employees from low income areas Of 699 employees in KRC properties, 173 live downtown.
4. Many J'can owned firms 5 of 21 firms J'can
5. Jobs: 2500 perm; 1800 per-yrs con 1,618 permanent jobs
6. Area land values increase Investor survey and KRC audit demonstrate increased values.

119

C. Other Accomplishments and Overall Status

KRC has been very active over the past six months, especially in implementing its ambitious construction program and continues to be a leading agent of change in the revitalization of Inner Kingston. It has rehabilitated and rented 177,000 square feet of industrial space and 10,000 square feet of commercial space and is responsible for improvements to an additional 123,000 square feet of commercial space under its Restoration Grants Program. The production goal for the Grants Program has been exceeded by 23%, while KRC has successfully met 55% of its factory space target and 15% of its office goal. A total of 1,600 jobs have been generated in Inner Kingston through KRC and other private sector investments. KRC is poised to begin construction on four major projects, three of which involve office development. KRC is also supplying the finishing touches to improvements to a major downtown retail center, King Street, including construction of a public square in front of the Supreme Court building, as well as embarking on a sidewalk enhancement project on Duke Street. In addition, KRC has acted as a catalyst galvanizing the downtown business community by working with merchants and the government to move vendors off downtown streets, improve security, and promote downtown retailing. Toward this latter goal, KRC is organizing a special supplement in the Gleaner and sponsoring a pre-Christmas parade. In spite of these successes and an increased level of private sector investment in downtown totalling J\$25.9 million, substantial additional private investment is required to complete the redevelopment process. However, it is anticipated that the completion of the Phase I projects on the drawingboard coupled with strategic investments planned for Phase II will be of such a scale as to stimulate private sector confidence and thus investments thereby producing sustained growth in downtown Kingston.

The UDC component has continued to lag due to funding, management, and technical problems although the rural bus terminal is now 100% completed. Funding for the urban bus terminal and various small scale infrastructure projects have been shifted to finance the Harbour Street Sewer. The Sewer project, on hold since late 1989 due to mainly to lack of a financing plan, is now on track due to the GOJ commitment to fund that portion not covered by AID money. The GOJ has made funding the sewer a major priority for FY 1991/2. Letters of commitment are being drafted for the pipe and pump station contracts and mobilization payments are being prepared for UDC.

Work is also beginning on Inner Kingston Phase II. The Phase II concept paper has received Mission approval and terms of reference are being drafted for consultancy for the Project Paper Supplement.

KRC Component

- * 38A-40 Harbour Street (30,800 square feet office & industrial complex) completed and 100% leased.
- * Construction of King Street improvement program is 85% completed; the northern and southern (retail) ends of the street have been 100% completed, while work still remains on Supreme Court Square.
- * Construction of Duke Street improvements is underway.
- * Architects have been selected for D&G Phase II and final designs have been completed.
- * Agreement signed with GOJ regarding Public Buildings West and first promissary note of J\$1 million received; A&E contract signed.

D. Problems and Delays

KRC Component

1. The King Street Improvement Project has taken longer than anticipated, although completion is scheduled by the end of November. Delays were attributed to the ambitious scale of the project, poor construction management by a consortium of architects that lacked clear lines of responsibility, and the traditional problems associated with contract construction in Jamaica
2. Delays have plagued the construction of D&G Phase II, Public Buildings West, the Old Tourist Board Building, and the Coronation Building. This is partially due to typical delays encountered in the Jamaican design and tendering process. Additional problems resulting in these slow downs include the need for solutions to housing the approximately 60 homeless and/or mentally ill people currently living in Public Buildings West, the need to finalize subscription and financial agreements with the legal fraternity at the Old Tourist Board Building, and the need for the Coronation Building's owners to raise additional capital.

UDC Component

1. The Harbour Street Sewer Project is not yet under construction.

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

KRC Component

1. Construction of Public Buildings will be underway.
2. Duke Street improvement program will be completed.
3. King Street and Supreme Court Square will be completed.
4. Sale of land in Harbour Street Center will be completed.
5. Construction of the Coronation Building will be underway.
6. Construction of the Gold Street Police Station will be underway.
7. Construction of the Old Tourist Board Building will be underway.
8. Production of the Project Paper Supplement will be underway.
9. Asset sale strategy will be completed.
10. 58 King Street will be completed
11. Breezy Castle sports field will be upgraded
12. Plan for small scale housing project will be completed.

C. Other Accomplishments and Overall Status (cont'd)

- * Architect selected for Coronation Building (26-28 King Street)
- * 8 Restoration Grants were awarded and 6 restoration projects completed.
- * AID and KRC negotiated strategic plan covering the period through FY95.
- * FY91 budget produced in draft.
- * Over J\$127,000 raised for Youth Education Support System (YESS) scholarship fund.
- * More than 60 scholarships awarded.
- * Preliminary steps taken to sell KRC assets.
- * Tax exempt status obtained from GOJ.
- * Planning has begun with local merchants for King Street Christmas Celebration and marketing strategy.
- * Acted as facilitator in bring downtown merchants and police together to discuss security concerns.

UDC Component

- * Rural bus terminal is 100% completed.
- * Financing plan for Harbour Street Sewer agreed to by GOJ and USAID. The plan calls for diverting J\$14.8 million from both the now defunct urban bus station and other proposed infrastructure improvements to the sewer project. Additionally, AID will front its J\$30.4 million, while the GOJ has committed J\$21.3 million from its 1991/92 budget, as well as supplying \$J5 million from this year's budget.

Other

- * Phase II Concept Paper completed
- * Produced interim report on survey of private sector investments in downtown.

E. Major Activities or Corrective Actions During the Next Six Months (cont'd)

UDC Component

1. Construction on the Harbour Street Sewer will commence. Letters of commitment will be finalized for the sewer pipe and for the Hanover Street pump station.

Other

1. Reports to be completed include an analysis of KRC performance, an analysis of UDC performance, an analysis of downtown public employment, a report on downtown economic activity, an analysis of KRC activities on neighborhood residents
2. Project Paper Supplement will be completed. Consultants will assist in producing the PPS during January and February, 1991.

Inner Kingston is at a key juncture. While substantial progress has been made over the past five years, further KRC investments are still required so that the Inner Kingston revitalization maintains its momentum. Redevelopment of decaying urban centers typically require upwards of ten years for efforts to win private sector investor confidence to succeed. Phase II will provide these investments, in some cases carrying on the industrial and commercial rehabilitation achieved in Phase I and in other instances expanding its sphere of operation into the demolition of decaying structures, the enhancement of downtown cultural facilities, and the development of the waterfront. The thrust in Phase II will be the selection of strategic investments in physical renovation that reach a critical mass necessary for the revitalization process to be self-sustaining.

121

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A _ B x C _

I. BACKGROUND DATA

Project Title: Technical Support for Shelter and Urban Services Project
 Project Number: 532-0149
 Date of Authorization: original 09/20/88 amendment n/a
 Date of Obligation: original 07/14/89 amendment 06/12/90
 PACD: original 09/30/93 amended to n/a
 Implementing Agencies: Ministry of Development, Planning & Production, National Water Commission, Ministry of Construction (Housing), Urban Development Corporation, Ministry of Agriculture, Town Planning Department, Planning Institute of Jamaica, National Housing Trust
 Major Contractors: n/a
 AID Project Managers: Thomas McAndrews
 Status of CPs/Covenants: All CPs and Covenants met
 Date of Last Evaluation: n/a Next Evaluation: 03/91
 Date of Last Audit: n/a Next Audit: n/a

FINANCIAL DATA

Amount Authorized: DA/ESF Grant: original \$3,000,000 amended to n/a
 Amount Obligated: DA/ESF Grant: original \$600,000 amended to \$975,000
 Amount Committed: Period: \$74,981
 Cumulative: \$195,834
 Accrued Expenditures: Period - Projected: \$110,000
 Period - Actual: \$127,027
 Cumulative: \$142,621
 Period - Next: \$130,000
 Counterpart Contribution: Planned: \$200,000
 Actual: \$-0-
 % LOP Elapsed: 28%
 % of Total Auth. Oblig.: 33%
 % of Total Oblig. Exp.: 20%
 % of Total Auth. Exp.: 05%

II. PROJECT PURPOSE

To provide technical support services to implement and monitor the sectoral lending agenda as defined under the Housing Guaranty-financed Jamaica Shelter and Urban Services Policy Program, 532-HG-013.

III. PROJECT DESCRIPTION

The project is utilized to provide both short and long term technical assistance to key shelter and infrastructure institutions, with the long term objective of assisting them in increasing the production of minimal shelter solutions, by both the public and private sector. Specific efforts include: National Water Commission: Provides three positions of of a six person program implementation unit responsible for six separate infrastructure related projects throughout Jamaica. Also financed are short term expert technical assistance by local consultants to assist in detailed project design and implementation.

Overall Sector Coordination: The committee (SCC) has representatives from all GOJ institutions involved in the programs and shelter sector professionals. The SCC is located in the Ministry of Development, Planning, and Production, and the Chairman serves as a key GOJ contact. The grant provides for a full-time staff person and for expert studies of critical constraints to the delivery of serviced sites for shelter development.

IV. PROJECT STATUS

A. Planned EOPS

- Enhance ability of the MWC to provide services to low income families.
- Provide monitoring and management support to sectoral program.
- Completed field projects and studies to provide policy and program goals.

Progress to Date

- TA provided to implement programs, negotiate specific policy changes
- Coordinator in place at SCC, Sectoral Monitoring System and Accounting System being designed and installed.
- Policy studies completed on land titling system, local govt. Urban Environmental Analysis being initiated.

B. Major Outputs*

	Planned				Accomplished					
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP			
1. Program managers in place at MWC	3	0	3	0	0	3	100%			
2. Computer Systems installed	2	1	2	1	1	1	50%			
3. Field Projects and Studies	15	3	3	2	3	4	27%			
4. Program Managers MDP	1	0	1	0	1	1	100%			
8. Develop Sectoral Monitoring System	1	0	1	1	0	0	0%			
9. Training (Persons)	M	F	M	F	M	F	M	F		
Long-term	0	0	0	0	0	0	0	0	n/a	
Short-term	20	20	5	5	11	10	5	5	5	50%

*This has been revised to better reflect actual outputs of the project.

Gender specific data will be presented for serviced site and water/sewer hook up projects developed under HG-013/00149 when the projects move into the construction and marketing phases.

12/2

C. Other Accomplishments and Overall Status

This grant is utilized to assist in implementing the policy and project initiatives of the Jamaica Shelter and Urban Services Policy Program, HG-013. The overall program has been refocused as a result of a Mission Assessment of the housing program, conducted in March, 1990. The assessment pointed out the importance of pursuing key policy goals in conjunction with the project activities undertaken under the HG-013 program, and directed that the HG-013/0149 program include an examination of two key constraints to the delivery of land to the private sector for development, the land titling and subdivision systems. Following the review, RHUDD has moved to initiate technical assistance activities to pursue the overall policy agenda of the program.

The grant supports a staff person for the Sectoral Coordinating Committee, which serves as the overall forum for designing, developing, and conducting analyses of critical constraints to the delivery of basic serviced sites and infrastructure for housing development. During the reporting period, the contract was renewed for an additional year. To support the new policy initiatives of the program, an analysis of the land titling system in Jamaica was carried out. The effort looked at the various agencies involved in the process, and produced an implementation plan containing initiatives to make the system work more efficiently, and allow the provision of more land for low-cost shelter development. The SCC organized a workshop to discuss the report in detail with managers of GOJ land titling institutions and major users of the system. The SCC chairman will present the key proposals to the Deputy Prime Minister for review and action by the Cabinet.

At the request of the Ministry of Local Government, an analysis of the revenue generating potential of toll roads in the Kingston area was undertaken. This effort, and the Local Government Analysis which was completed earlier, will assist the GOJ in proposing actions to strengthen local government and enable them to generate revenue and better provide essential services. RHUDD and the SCC have also designed and initiated activities that will be undertaken shortly. A Management Analysis of the National Water Commission will be conducted, to evaluate progress to date on HG-013 program and policy initiatives, and to propose appropriate activities for a follow-on HG program, which will focus on improving the ability of the MMC to provide essential infrastructure to low income families. In addition, an Urban Environmental Analysis is being initiated, which will evaluate the impact of public sector development and regulations on the environment. A sectoral Monitoring System is being developed, which will allow USAID and the GOJ to evaluate the impact of policy and program actions on the housing sector.

In support of project activities under HG-013, the grant provides for three of the seven full-time positions on the HG-013 Program Unit, which manages six subprojects at the MMC: a minor water supply program, water and sewer connection programs, communal water supply projects, and off site infrastructure to support the Norwood serviced site project. In addition, the SCC continues to discuss and evaluate proposals vis-a-vis reforms of the Town Planning Department and the land titling system.

D. Problems and Delays

Personnel are in place at both the MOGH and the MMC, and project activities are proceeding at a slow but steady pace. RHUDD will continue to utilize the grant resources to engage in policy related research to support ongoing dialogue on the goals of the Sectoral Program.

During this reporting period critical RHUDD staff were able to focus critical officials on the results of previously completed policy research efforts completed under the program. Officials at the MOGH and the National Housing Trust are examining the issues raised in the Shelter Subsidy Report. RHUDD will renew TA efforts to assist the NHT in reexamining its financial and equity policies, but has proved to be very controversial.

- E. Major Activities or Corrective Actions During the Next Six Months
- o Design and install Sectoral Monitoring System to measure the level of resources directed to the housing sector and the ability of the GOJ to meet its National Development Plan targets.
 - o Support ongoing policy discussions through the completion of various analysis to measure the impact of existing policies and how they may be adjusted to maximize benefits to lower income families.
 - o Continue to support the HG-013 Program Unit at the MMC, and support staff to the Sectoral Committee.
 - o Establish a financial reporting system to monitor program disbursements and certifications.
 - o Conduct an Urban Environmental Analysis.
 - o Evaluate overall progress on HG-013/0149, and formulate potential follow on activities in Spring, 1991.
 - o Develop an agenda of reform proposals regarding the Town Planning Department.

123

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A B C x

I. BACKGROUND DATA

Project Title: Jamaica Shelter Sector Support - Private Sector
 Project Number: 532-HG-012B
 Date of Authorization: original 9/83 amendment 03/89
 Date of Obligation: original 12/84 amendment 03/89
 PACO: N/A for HG projects
 Implementing Agencies: Caribbean Housing Finance Corp. (CHFC)
 Ministry of Construction (Housing)
 Private lenders, private developers/builders
 Major Contractors: None
 AID Project Managers: EKissinger
 Status of CPs/Covenants: A revised Program Implementation Plan (PIP), including cash flow projections, will be a CP requirement for a second tranche for the three current participants, as well as for new participants (building societies, etc.) seeking a first tranche.

FINANCIAL DATA

Amount Authorized: HG-012 Total: original \$25,000,000 amended to \$46,000,000 *
 Amount Obligated: HG-012 Total: original \$10,000,000 amended to \$46,000,000 *
 Amount Committed: Period: \$0
 Cumulative: \$5,000,000
 Accrued Expenditures: Period - Projected: \$5,000,000
 Period - Actual: \$2,600,000
 Cumulative: \$2,600,000
 Period - Next: \$2,400,000
 Counterpart Contribution: Planned: J\$8,000,000 (approx. US\$1,000,000)
 Actual: N/A
 % LOP Elapsed: N/A
 % of Total Auth. Oblig.: 100%
 % of Total Oblig. Exp.: 26%
 % of Total Auth. Exp.: 26%

Date of Last Evaluation: N/A Next Evaluation: 3/91
 Date of Last Audit: 07/03/90 Next Audit: N/A

* Authorizations and obligation reflect the entire HG-012 amount. The HG-012C (Private Sector) portion of the total is \$10,000,000. \$6,000,000 represents capitalized interest for the entire HG-012.

II. PROJECT PURPOSE

The purpose of this project is to assist the GOJ in implementing its national shelter policy through the stimulation of private sector participation in the financing and construction of affordable shelter for households below the median income.

III. PROJECT DESCRIPTION

This private sector component of HG-012 (US\$10 million) is a pilot program which seeks to demonstrate to private financial institutions and developers the viability of lending to low income households for shelter purposes or for producing shelter solutions affordable to them. It accomplishes this by lending funds to the Caribbean Housing Finance Corporation (CHFC) which in turn on-lends the funds to private sector organizations (credit unions, building societies, etc.) for lending purposes.

B. Major Outputs

	Planned		Next		Accomplished **							
	LOP	Period	Cum.	Period	Period	Cum.	% of LOP					
1. Home Improvement Loans	2920	150	603	500	109	562	19%					
2. Mortgage Loans	600	50	154	100	8	112	19%					
3. Land Purchase	480	25	111	90	2	88	18%					
4.* Total Loan Volume US\$10M	0.5 M		3.1 M	0.5 M	0.34 M	2.6 M	26%					
5. No. Loans		M	F	M	F	M	F					
Total		100	150	357	536	100	150	23	98	351	413	19.1%

Terms and Conditions of Lending:
 CHFC currently on-lends at 13% per annum. Program participants currently onlend, or plan to, at their normal portfolio rates: credit unions at 12% plus fees and building societies at 19% per annum.

* US Dollar amounts for the planned figures are approximate due to currency fluctuations.
 **Based upon June 1990 Quarterly Report (later figures not available)

IV. PROJECT STATUS

A. Planned EOPS

Progress to Date

- Increase the number of private sector financial organizations financing low income shelter solutions
 Three major credit unions have extended J\$12.8M in loans and 3 to 4 building societies are interested in participating.
- Increase the involvement of NGO's, PVO's and CBO's in the shelter process.
 An NGO conference was held during this review period to explore levels of involvement and to network organizations and institutions.

124

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

C. Other Accomplishments and Overall Status

1. HG-012 progress during this period was limited by audit related issues. The RIG audit initially suspended disbursements for the entire HG program, but in April RIG agreed to lift the suspension. Significant progress was made with respect to the audit recommendations, but the audit recommendation to suspend disbursements impacted negatively on the progress of the program as a whole.
2. The macro-economic environment in Jamaica also had a significant negative impact. Major economic changes took a turn for the worse impacting housing production costs and interest rates. As a result, building societies had to rethink their lending strategies and credit unions were only able to find a limited number of eligible applicants (especially in urban areas) for their funds.
3. A cash flow analysis was done by a RHUDO contractor for the HG-012 program and is currently being used in negotiations related to policy adjustments of the program. These discussions revolve around MOF commitment to the Loan Servicing Agreement, the institutional viability and sustainability of CHFC, and the interest rate charged for Basic Shelter loans. The negotiations currently underway are anticipated to close the most difficult audit issues.
4. A key open audit issue for HG-012B and its viability, as well as for the entire HG-012, relates to the necessity of the Ministry of Finance fully honoring the Loan Servicing Agreement executed with CHFC. Specifically, this means that the MOF must provide the foreign exchange needed to make up payment shortfalls (particularly under HG-012C) and cover foreign exchange devaluations. In order to respond, the Government of Jamaica has formed a Task Force to review the audit recommendations and to submit recommendations to the cabinet. Numerous submissions have been discussed but there is as yet no resolution. A second open audit issue for HG-012B is related to improving the accounting and monitoring systems for the Caribbean Housing Finance Corporation (CHFC), and to the computerization of the process. APRE/H consultant has provided the terms of reference necessary for the implementation of this audit issue.
5. RHUDO has sponsored an NGO conference and met extensively with Building Societies to generate interest. The MOC(H) is also working with private developers and NGO's to make GOJ land available for private sector projects.

D. Problems and Delays

In addition to the delays resulting from a diversion of CHFC's energy and focus needed to resolve the outstanding audit issues, the credit unions and building societies have experienced problems related to high interest rates and difficulties in identifying and financing affordable solutions for low income groups. RHUDO is currently working with these groups in order to guide them toward affordable approaches (increased home improvement lending, development of sites and services projects, etc.)

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

1. RHUDO will continue to work with CHFC management to insure that the RIG audit recommendations are fully corrected and closed.
2. Mission Director will engage MOF and MOC(H) to address audit issues that still remain to be resolved.
3. Support CHFC's development of improved accounting and monitoring systems, in conjunction with an auditing firm, based upon the TOR provided by the RHUDO funded financial program analyst.
4. Work with the building societies to expand the program participant base.
5. Continue to forge alliances between CBO's and financial institutions (credit unions in particular), in an effort to reduce costs and improve the program's effectiveness in reaching qualified lower income clients.
6. Secure assurances for ongoing Ministry of Finance support for the program in general and the Loan Servicing Agreement in particular.
7. Work with the MOC(H) and private sector developers and financial institutions to effect a well coordinated public/private joint venture program.
8. Strengthen credit unions through the provision of technical assistance aimed at strengthening their capacity for participation in program.
9. Evaluate HG-012B program in Spring of 1991 in order to assess methods to strengthen and improve the private sector program.
10. Revised Program Implementation Plans (PIPs) will be required and secured from program participants, as well as liquidations where applicable, in order to access additional funds.

125

PROJECT STATUS REPORT
 April 1, 1990 - September 30, 1990

I. BACKGROUND DATA

Project Title: Jamaica Shelter Sector Support - Basic Shelter
Project Number: 532-HG-012C
Date of Authorization: original 9/83 amendment 03/89
Date of Obligation: original 12/84 amendment 03/89
PACD: N/A for HG projects
Implementing Agencies: Caribbean Housing Finance Corp. (CHFC), Ministry of Construction (Housing), Estate Development Co. (EDCO), Private lenders, Private developers/builders
Major Contractors: None
AID Project Managers: EKissinger/TMcAndrews
Status of CPs/Covenants: The CP's for an additional disbursement of funds from escrow have been satisfied and a request is being processed.
Date of Last Evaluation: N/A **Next Evaluation:** 8/91
Date of Last Audit: 07/03/90 **Next Audit:** N/A

A B C X

FINANCIAL DATA

Amount Authorized: HG-012 Total: original \$25,000,000 amended to \$46,000,000*
Amount Obligated: HG-012 Total: original \$10,000,000 amended to \$46,000,000*
Amount Committed: Period: \$0
 Cumulative: \$1,700,000
Accrued Expenditures: Period - Projected: \$2,634,000
 Period - Actual: \$0
 Cumulative: \$8,430,000
 Period - Next: \$2,434,000
Counterpart Contribution: Planned: N/A
 Actual: N/A
% LOP Elapsed: N/A
% of Total Auth. Oblig. 100%
% of Total Oblig. Exp. 42%
% of Total Auth. Exp. 42%

*Authorizations and obligations reflect the entire HG-012 amounts. The HG-012C (Basic Shelter) portion of the total is \$20,000,000. \$6,000,000 represents capitalized interest for the entire HG-012.

II. PROJECT PURPOSE

The purpose of this project is to assist the GOJ in implementing its shelter policy through conversion of the GOJ's role from that of a direct producer and financier of housing to one of facilitator and supporter of the private sector. It will increase private sector production of shelter and related services and focus on settlement upgrading, sites and services, and home improvement loans.

III. PROJECT DESCRIPTION

The HG-012C (Basic Shelter) program provides support to the Ministry of Construction (Housing), through funds lent to the Caribbean Housing Finance Corporation (CHFC), in order to improve slum areas, assure tenure of land, and install basic infrastructure, such as roads and water, in new and old settlement sites. The Ministry of Construction (Housing) coordinates the design and construction management along with the Estate Development Company (EDCO), the Urban Development Corporation (UDC) and Sugar Industry Housing Ltd. (SIHL). The five components of the program are:

1. Settlement Upgrading - upgrading of captured or squatted settlements
2. Sites and Services - subdivision of land into sites and provision of access to water, power and sewer facilities
3. Home Improvement Loans
4. Start-A-Home Units - core units with basic services
5. Comprehensive Urban Improvement - upgrading rental units for sale to occupants or other interested parties.

IV. PROJECT STATUS

A. Planned EOPS

1. Overall increase in the private sector's role in providing shelter solutions
2. Progress toward the use of positive interest rates by the MOC(H).

Progress to Date

Nearly 85% of construction is contracted to private firms.
 Discussions have begun to yield the possibility of an increase to 12% (the current credit union rate).

B. Major Outputs

	Planned				Accomplished		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Settlement Upgrading (No. Lots)							
Infrastructure Complete	2000	200	2000	400	0	921	46%
Lots sold	2000	200	800	800	102	169	15%
Funds Expended \$JM	\$42.1	\$3.0	\$29.0	\$20.4	\$1.9	\$14.7	35%
2. Sites and Services (No. lots)							
Infrastructure Complete	1900	108	1198	0	218	1181	62%
Lots Sold	1900	200	850	0	423	921	43%
Funds Expended \$JM	\$27.6	\$6.9	\$20.0	8.0	\$0.5	\$11.8	43%
3. Core Houses (No. units)							
Construction completed	272	0	272	0	0	272	100%
Houses sold	272	38	272	4	34	268	99%
Funds Expended \$JM	\$14.1	\$1.6	\$14.1	0	0	\$14.1	100%
4. Home Improvement Loans							
Loans Executed	349	40	350	0	32	349	100%*
Funds Expended \$JM	\$5.9	\$0.7	\$5.9	0	1.1	\$5.9	100%
5. Comprehensive Urban Improvements (No. units)							
Construction complete	200	0	200	0	0	200	100%
Units sold	200	200	200	0	0	0	0%
Funds Expended \$JM	\$6.8	0	\$6.8	0	0	\$9.6	141%
Total Solutions (lots, units & loans)	4722	678	4590	1204	591	1607	34%
Total Funds Expended	\$96.5	\$12.2	\$84.3	\$28.0	\$3.5	\$50.2	52%
Beneficiaries Gender: **							
						M	F
						167	227
						42%	58%

* As a result of the IG Audit, the HAP program was terminated at this level.
 ** These figures are from a partially completed preliminary survey of recipients under the serviced sites, housing assistance and starter home program.

126

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

C. Other Accomplishments and Overall Status

1. During this period, the conditions precedent to an additional disbursement were satisfied and a PIL was issued authorizing a disbursement of US\$ 2.434 million. 13% of the HG-012C funds have been liquidated to date.
2. UDC has drawn \$2 million and submitted mortgages to the CHFC for liquidation which represent 713 serviced sites in three locations. With this liquidation, UDC will be able to complete the remaining 787 serviced sites for a total of 1500 lots at a cost of \$2.25 million. This will represent an additional 11% of the HG-012C funds for a total liquidation level of 24%. With the inclusion of Rosemont and Norwood (see discussion under D. Problems and Delays) in the list of projects currently underway, 100% of the remaining funds will be programmed.
3. Significant progress was made with respect to the audit recommendations (15 of 31 were closed and the remaining 16 are in process). However, work on the audit recommendations has impacted negatively on the progress of the program as a whole, and will by necessity continue to do so until all recommendations are closed prior to the January, 1991, six month deadline. The suspension of disbursements, ordered by RIG in March, was lifted in September. RHUDD Staff are working closely with the Ministry of Finance (MOF) to assure Loan Service Agreement compliance in meeting program shortfalls caused by foreign exchange fluctuations, less than market interest rates, and collection arrearages. The MOF is required by the Loan Service Agreement to make up these shortfalls in the HG-012C program.
4. RHUDD has requested a written response from the Ministry to our offer of technical assistance to design and implement a formal collections plan to reduce delinquencies under the program. The Ministry has publicly stated their commitment to using foreclosure as a means of improving collections but, to date, there have been few foreclosures. RHUDD has also requested that the Ministry and the CHFC design and implement quicker procedures for transferring loan documents for servicing, and that these procedures be formalized in a Loan Transfer Agreement between the MOC(H) and the CHFC.
5. A cash flow analysis was done by a RHUDD contractor for the HG-012 program and is currently being used in negotiations related to policy adjustments in the program.
6. An NGO conference was held to explore options for public/private joint venture assistance in the development of sites and services projects.
7. Intensive policy dialogue discussions related to institutional (CHFC) and programmatic viability have commenced during this period and movement is anticipated during the next period with respect to interest rates.

D. Problems and Delays

Audit issues dominated the discussions during this review period and misunderstandings were frequent. Though this may have temporarily delayed implementation of the program, the net effect appears to be positive in that it is forcing a serious discussion of the policy and programmatic issues vital to the viability and success of the project. Two of the key viability issues relate to interest rates for the Basic shelter program and the establishment of an effective collections program.

EDCO stopped work on Rosemont and Norwood, prior to any contracting, due to the RIG ordered suspension of HG disbursements. These large serviced lot projects are located in Montego Bay. When completed 4200 solutions will be provided at a cost of approximately US\$8 million. Most of the remaining project resources will go to these two projects. A disbursement is now in process and discussions related to the program eligibility of Rosemont and Norwood have commenced. These discussions involve key audit and policy dialogue issues. If our discussions are fruitful, work can be completed approximately 9 months after renewal of work.

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

1. In close collaboration with the Country Team, seek GOJ agreement for increased interest rates for public sector shelter finance. Continue policy level discussions designed to facilitate an increasing role for the private sector in the provision of low income shelter solutions (including public/private joint ventures). Policy discussions will also be directed toward improving the internal viability of the program.
2. USAID and MOC(H) must come to a final agreement on the eligibility of Norwood and Rosemont by January 1. It will absorb most of the remaining HG-012C capital resources and should be completed in six to nine months.
3. Continue to work with CHFC management and related implementing and GOJ agencies to insure that the RIG audit recommendations are fully corrected and closed.
4. Facilitate CHFC's development of Management Information Systems and internal control systems, in conjunction with an auditing firm, based upon the TOR provided by a RHUDD funded financial program analyst.
5. Promote the establishment of a viable collections program and continue to encourage the MOC(H) to increase interest rates for Basic Shelter loans to at least a positive rate vis-a-vis the HG loan (excluding exchange movements).
6. Work with the MOC(H) Task Force to accelerate the liquidation process through a more efficient marketing and processing of units.
7. Secure assurances from the Ministry of Finance for the honoring of all obligations under its Loan Servicing Agreement with CHFC.
8. Discussions will commence during this period with respect to the Scope of Work for an evaluation of the HG-012C program. This evaluation will begin after the HG-012B evaluation and is presently scheduled for June, 1991.

PROJECT STATUS REPORT
April 1, 1990 - September 30, 1990

A ___ B x C ___

I. BACKGROUND DATA

Project Title: Jamaica Shelter and Urban Services Policy Program
 Project Number: 532-HG-013
 Date of Authorization: original 09/20/88 amendment n/a
 Date of Obligation: original 09/30/88 amendment n/a
 PACD: original n/a amended to n/a
 Implementing Agencies: Ministry of Development, Planning & Production, National Water Commission, Ministry of Construction (Housing), Urban Development Corporation, Ministry of Agriculture, Caribbean Housing Finance Corp., Town Planning Department, National Housing Trust
 Major Contractors: N/A
 AID Project Managers: William Gelman/Thomas McAndrews
 Status of CPs/Covenants: All CPs and Covenants met
 Date of Last Evaluation: n/a Next Evaluation: 03/91
 Date of Last Audit: 07/03/90 Next Audit: n/a

FINANCIAL DATA

Amount Authorized: HG Loan \$25,000,000*
 Amount Obligated: HG Loan \$15,000,000
 Amount Committed: Period: n/a
 Cumulative: \$15,000,000
 Accrued Expenditures: Period - Projected: \$4,000,000
 Period - Actual: \$5,630,000
 Cumulative: \$5,630,000
 Period - Next: \$1,000,000
 Counterpart Contribution: Planned: none
 Actual: none
 % LOP Elapsed: n/a
 % of Total Auth. Oblig.: 81%
 % of Total Oblig. Exp.: 38%
 % of Total Auth. Exp.: 23%

* The FY88 HG Authorization of \$25 million provided for 3 years capitalized interest totalling \$5.25 million, leaving \$4.75 million in unused authority.

II. PROJECT PURPOSE

To produce a self-sustaining delivery system for shelter, water, sewerage and other urban services which will meet the current and future needs of the urban poor by making use of a sectoral lending approach to overcome policy, institutional, programmatic and procedural constraints in the existing shelter delivery system.

III. PROJECT DESCRIPTION

The overall focus of the program is to assist shelter and infrastructure institutions in developing self-sustaining delivery systems through policy and institutional changes. Increased production of outputs is a result of these policy-level changes, but not the principal program objective. Key policy, programmatic, and institutional changes expected are the following:

National Water Commission (NWC):

- to expand its capacity to serve lower income families
- to formalize its policy of relaxing standards of acceptable documentation of land ownership

Ministry of Construction (Housing) (MOCH):

- the development of a land inventory system
- participation in a management analysis of the institution
- with the NHT and CHFC, conduct a study of housing finance subsidies.
- to identify and initiate joint venture projects with private sector.

Overall Sector Coordination:

- conduct an environmental analysis of GOJ housing developments, including serviced site development, and develop an agenda of activities to guide urbanization while protecting the environment.
- design and install a sector monitoring and evaluation system.

IV. PROJECT STATUS

A. Planned EOPS

1. Expansion of water and sewer service to low income families
2. Increase in public sector provision of low cost shelter
3. Increase in private sector/MGO/PVO provision of shelter

Progress to Date

- NWC implementing five projects to reach 24,000 h/holds
- Projects under design for 1558 serviced sites/upgraded sites.
- MOCH to offer B sites for public/private joint ventures.

B. Major Outputs*

	Planned				Accomplished				
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP		
1. Minor water system users (No. h/holds(thousands))	22	6	6	2	4.5	4.5	20%		
2. Leak det/repair (no. leaks rep)	150	20	20	30	18	18	12%		
3. Loans for water sewer hook ups	900	50	50	100	0	0	0%		
4. Offsite water delivery system (No. h/holds)	4000	250	0	0	0	0	0%		
5. Serviced Site/Upgraded Sites	1500	0	0	0	0	0	0%		
6. Public/Private serviced site joint ventures	6	1	1	2	0	0	0%		
7. Develop Sectoral Monitoring System	1	0	1	1	0	0	0%		
B. Training (Persons)	M	F	M	F	M	F	M	F	
Long-term	0	0	0	0	0	0	0	0	n/a
Short-term	20	20	5	5	11	10	5	5	11 10% 52% 50%

*This has been revised to better reflect actual outputs of the project

Gender specific data will be presented when specific hook-up and serviced site projects move into the construction and marketing phases.

C. Other Accomplishments and Overall Status

The HG-013 Program was originally designed as a sectoral program. The policy reforms were designed to build on the AID financed 1987 Shelter Sector Strategy. Other policy reforms were developed in the Project Paper development for this program. In addition to policy changes the program required production of shelter solutions, including hurricane related damage repairs, water systems, etc. The policy efforts over the life of the program have met with only limited success. RHUDDO and the Mission moved to actively program funds, while continuing to work closely with implementing institutions to monitor the impacts of the policy dialog. During this period substantial progress was seen on both the policy and project efforts.

Project Activities:

Activities proceed on two fronts: the review and certification for liquidation purposes of past GOJ financed housing and infrastructure activities; and, new projects initiated in the FY1990-91 GOJ fiscal year. The Sectoral Coordinating Committee (SCC), the principal GOJ implementing body for HG-013, has conducted accounting analyses of GOJ financed projects, and will shortly present for liquidation approximately US\$5.27 million in project activities. Eligible activities include minor water system improvements by the MWC (US\$2.2M), costs incurred by the Ministry of Labor, Welfare and Sport costs related to prefab houses following Hurricane Gilbert (US\$1.2M), and the off-site infrastructure component of the Denham Town/Hannah Town housing schemes built by the MOCH (US\$1.93M). This represents 36% of the resources disbursed.

Implementation of new project activities is also proceeding, utilizing an allotment of J\$60 million (US\$10.91 million) allocated by the Ministry of Finance this FY for HG-013 activities. The MWC is presently carrying out five separate subproject activities, including a water and sewer hook-up effort for 900 families, and a communal water system pilot effort designed to improve the cost recovery aspects of these systems. Detailed design efforts are underway on the offsite infrastructure for the Norwood area in Montego Bay, which will provide water service to over 3,000 families in the serviced site/ squatter upgrading projects financed under HG-012/C. Finally, the MOCH, UDC, and the Ministry of Agriculture have completed preliminary design work on various projects that will produce 1,558 serviced sites/upgraded sites throughout the country. When completed the activities will exceed the US\$ disbursements under the HG program.

Policy Initiatives:

The policy dialogue focuses on a few simple principles: promote the provision of water and sewer connections in squatter areas and public and private provision of affordable housing (mainly serviced lots) for the urban poor.

The Program was initiated with the understanding that initial policy and technical analyses would be followed up by organizational shifts and reforms to achieve the overall Program goals. During the initial phase RHUDDO conducted a Management Analysis of the MOCH, designed and installed a preliminary Land Information System at the Ministry, and

D. Problems and Delays

Resource allocations to GOJ institutions involved in the production of shelter solutions under the program were not made until the current fiscal year, and actual production is proceeding at a slow but steady pace.

Through the ongoing policy dialogue, the equity issues of the program are beginning to be addressed. However, there is still a strong tendency on the part of the GOJ to finance and produce completed one and two bedroom units, which are beyond the reach of families whose incomes fall below the median income. The GOJ's decision to finance a very large middle income housing scheme in Portmore underscores this emphasis. The MOCH and UDC, while utilizing their resources to construct primarily completed units, have also initiated serviced site projects.

The issue of sustainability is becoming more critical, as GOJ resources available to the sector diminish. Current GOJ policies on shelter finance need to be re-examined and changed. Costs of shelter continue to rise substantially more rapidly than incomes, and the GOJ chooses to write costs down by maintaining an unrealistically low interest rate policy. RHUDDO will continue to bring these issues to the attention of appropriate GOJ officials and institutions. Other policy issues that will be addressed include why production costs are so high and how they may be reduced through changes in land and building regulations, tax policies, land transfer procedures, and construction techniques. This should have an impact on the present policy of providing affordable shelter through interest rate subsidies.

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

- o Utilize Sectoral Monitoring System to measure the level of resources directed to the housing sector and evaluate the impact of HG related policy and project activities.
- o Continue to engage GOJ officials on budget matters and policy reforms.
- o Liquidate previous program disbursements against projects presented in the certification process.
- o Initiate construction activities by UDC, MOC(H) and MOA to continue liquidation of program disbursements.
- o Put into practice audit and financial management practices to better track the flow of funds under the program.
- o Evaluate overall progress on HG-013, and formulate potential follow on program actions in Spring 1991, including a potential borrowing of the remaining \$4.75M in escrow.

C. Other Accomplishments and Overall Status (cont'd)

carried out an analysis of the financial viability and equity policies of the National Housing Trust (NHT) and the Caribbean Housing Finance Corporation (CHFC). The former study was to assist the MOC(H) to refocus its institutional resources on promoting low-cost shelter. The latter study was to set the stage to make available land resources to private and public developers for sites and services projects. The latter study has been helpful in getting the MOC(H) to offer sites to private developers for low cost housing.

In addition a series of studies of MOC policies were made, and major reform progress has been made. Through excellent leadership and AID assistance the Commission has become a more effective provider of service, and now better serves low income groups. The NHT/CHFC Study is being closely examined by key GOJ officials, and could lead to substantial reforms in financial policy and resource allocations to low income families. However, the overall GOJ policy still remains problematic in terms of the need to continue to make additional reforms.

In February, 1990, the Mission conducted a Housing Sector Review, in order to assess progress to date on meeting the overall program objectives. It was determined that while RHUDD would continue to implement specific projects under design and engage GOJ officials on policy goals, two new programmatic initiatives would be addressed to utilize the additional \$4.75M in authorization; They are reform of the Town Planning Department vis a vis improvements in the subdivision approval process and building regulations, and improvements in the land titling system. The Mission and RHUDD are working on the implementation of these initiatives.

PROJECT STATUS REPORT

April 1, 1990 - September 30, 1990

A X B C

I. BACKGROUND DATA

Project Title: Hurricane Reconstruction Project
 Project Number: 532-0158
 Date of Authorization: original 01/26/89
 Date of Obligation: original 02/15/89
 PACO: original 08/14/90 amended to 11/14/90
 Implementing Agencies: Jamaica Public Service (JPS); Jamaica Telephone Company (JTC); National Water Commission (NWC); Ministry of Justice (MOJ); Ministry of Education (MOE); University of the West Indies (UWI); Jamaica Agricultural Development Foundation (JADF); National Development Foundation (NDF); Jamaica Promotion, Ltd. (JAMPRO); Office of Disaster Preparedness (ODP); Council of Voluntary Social Services/United Way of Jamaica (CVSS/UWJ); Salvation Army (Caribbean Territory (SA));

Major Contractors: Lloyd Electric Co.; Price Waterhouse; Touche Ross & Thorburn; AAPC Inc.; Harza Engineering Co.; ADeB Consultants Ltd.; APEC Consultants; Dumbarton Rock Limited.

AID Project Managers: Melanie Chen, Charles Scheibal
 Status of CPs/Covenants: N/A
 Date of Last Evaluation: None done Next Evaluation: None planned
 Date of Last Audit: Ongoing Next Audit: Ongoing

FINANCIAL DATA

Amount Authorized:	DA Grant: original	\$30,000,000
Amount Obligated:	DA Grant: original	\$30,000,000
Amount Committed:	Period:	\$ 3,929,801
	Cumulative:	\$29,925,142
Accrued Expenditures:	Period - Projected:	\$10,386,208
	Period - Actual:	\$ 9,908,989*
	Cumulative:	\$27,005,940
	Period - Next	\$ 2,994,060
Counterpart Contribution:	Planned:	None due to nature of project
	Actual	None
% LOP Elapsed:		95%
% of Total Auth. Oblig.		100%
% of Total Oblig. Exp.		90.01%
% of Total Auth. Exp.		90.01%

* Approximately \$1,001,840 more was accrued from JADF Grant 90940 and P10/T 90034 than was actually reported to CONT. Therefore this would reduce the amount to be expended next period to \$1,992,220.

II. PROJECT PURPOSE

Project Purpose: To assist the GOJ in recovery and reconstruction activities needed after Hurricane Gilbert, including restoration of electric power, telecommunications, water, schools, and courthouses; provision of credit and other assistance to agriculture and business recovery efforts; and disaster preparedness assistance and relief to the poor.

Component II provides grants to the Jamaica Agricultural Development Foundation, the National Development Foundation and JAMPRO to assist in providing credit, technical assistance and commodities to agriculture and business recovery efforts.

Component III supports action-oriented analysis leading to specific strategies to reduce the vulnerability of Jamaica's settlements to future disasters, assistance to the Office of Disaster Preparedness to enhance its capacity for post disaster assessment and development of priority rehabilitation needs and relief assistance aimed at 50,000 primarily non-wage earning families.

Component IV -VI provides monitoring, tracking and audit of the project; contingency; and the services of a Procurement Services Agent.

III. PROJECT DESCRIPTION

Component I provides technical assistance and commodities to the Jamaica Public Service Company, the Telecommunications of Jamaica, and the National Water Commission to restore electric power, telephone services and the water and sewerage systems, respectively. Commodities and construction services are being provided to approximately 200 schools, the University of the West Indies and courthouses damaged by the hurricane.

IV. PROJECT STATUS

A. Planned EOPS

1. Essential Infrastructure repaired and restored to use
2. Jamaican capacity to provide disaster relief
3. Business recovery efforts assisted

Progress to Date

The project has contributed 30 million toward hurricane relief and reconstruction and met all major objectives.

B. Major Outputs

	<u>Planned</u>				<u>Accomplished</u>				
	<u>LOP</u>	<u>Period</u>	<u>Cum.</u>	<u>Next Period</u>	<u>Period</u>	<u>Cum.</u>	<u>% of LOP</u>		
1. JPS Data Base and Physical plant improved	100%	60%	100%	0%	59%	99%	99%		
2. Revised Emergency Restoration Plan; upgrading & rehab. of lines	100%	50%	100%	0%	50%	100%	100%		
3. Restored & functioning potable water/sewerage system	100%	60%	100%	0%	59%	99%	99%		
4. Schools repaired	125	97	125	2	95	123	98%		
5. Equipmt. & materials in place enabling return to normal level of activity	100%	5%	100%	0%	5%	100%	100%		
6. Damaged courthouses repaired	5	2	5	1	1	4	80%*		
7. Banana loans made	170	48	158	0	45	107	63%*		
Poultry loans made	60	0	84	0	0	84	140%*		
8. NDF loans	300	75	253	0	22	203	67%*		
9. JAMPRO grants	571	125	509	0	125	509	90%		
9. Enhanced disaster response capabilities	100%	0%	100%	0%	0%	100%	100%		
10. Salvation Army Bldg.	1	1	1	0	1	1	100%		
11. Relief to individuals by CVSS/UNJ	50,000	30%	100%	0	30%	100%	100%		
12. Training (Persons)	M	F	M	F	M	F	M	F	
Long-term	0	0	0	0	0	0	0	0	
Short-term	6	7	4	4	6	7	0%	0%	
							6	7	100%

*These figures represent 100% of revised LOP targets.

C. Other Accomplishments and Overall Status

1. Elements 1-4 (Power)

Planned voltage standardization work was completed by the Lloyd Electric team and involved work in the downtown Metropolitan region of Kingston as well as selected areas in Montego Bay. Approximately 130 miles of lines were converted to 24 KV.

Training of JPS personnel in various specialized areas was completed and represented the biggest contribution the project made in technology transfer. Training was provided in (i) computer system programming covering MIS and Inventory Control systems (ii) overhead linemen training and (iii) specialized training by equipment manufacturers in fibre optic cable splicing, microwave radio systems, digitization of maps and data base management etc.

2. Element 5 - Telecommunications

All vehicles procured for the Jamaica Telephone Company JTC are in active use in country. The JTC made the final payment of approximately 50% of the installment of its grant commitment to CAST and the CAST Foundation in July.

3. Element 6-9 & 24 - Water

All procurement activities were completed during the reporting period.

Of the 45 rehabilitation contracts approved under the project 43 are complete with the remaining 2 contracts being scheduled for completion by the end of October.

4. Element 10 - Schools' Refurbishing

The completed activities under this element are :

- 1) Priority repairs to 123 schools and secondary repairs to approximately 110 schools.
- 2) Final inspections carried out on 89 schools with USAID and MOE technical representatives.

Activities required to close out the schools component:

- Joint final inspections of schools with MOE of which 15% remain.
- Reviewing and certifying final claims from the 3 A/E contracted firms.
- Certifying claims from MOE for schools listed under PEAP 1.

Two schools remain to be completed namely Free Hill All Age in St. Ann and Falmouth All Age in Trelawny and these are estimated to be completed by mid October 1990.

Although generally the beneficiaries are satisfied with the repairs carried out, the majority have requested that additional work be done. This is partly due to insufficient project funds and to a lesser extent delays in start up of repairs. The method of direct contracting used in carrying out these repairs although slow in gaining momentum has worked more economically and efficiently than that of HCC and has been more responsive to the end-users needs and inputs in the repair process.

Maintenance of the repaired plant should be more regularly implemented as there have been reported cases of schools which have not been repaired for over 10 years. This will be documented in final report to the MCE.

5. Element 12 - UWI Commodities

The total amount of commodities requested was procured and delivered, with the exception of a few items of very small value which were not procured.

6. Element 13 - Justice

Of the originally planned 7 courthouses to be rehabilitated, 4 are completed and 1 will be completed by the end of October. The remaining 2 courthouses have been removed from the program.

7. Element 14 - Agricultural Credit

JADF - The final vehicle which was ordered to replace the one involved in an accident was received by JADF. A total of J\$166,250 was received by JADF from the insurance company as settlement. This amount will be applied towards on-lending to farmers under the Banana sub-sector.

JADF wrote USAID requesting that the balance of money which will remain in their grant agreement be used to purchase a computer for tracking the loan program. A letter was sent to JADF advising them that this might be possible, if the funds were not needed on a more urgent basis for another component of the Project. However, it does not appear that funds will be available.

AIBGA - USAID has received the final voucher from AIBGA for a total of J\$62,104. This means that approximately US\$66,000 remains for reprogramming to other items such as the Touche Ross contract.

8. Element 15 NDF Credit

The NDF component has been completed. Planned number of loans was not achieved because the loan size increased.

9. Elements 16 - Microenterprise & JAMPRO

Micro Full amount under grant disbursed and there was a total of 509 grants. Checks revealed that 93% of grants issued were used for the purposes intended.

No additional activity took place during this reporting period under the Export Recovery element and USAID was reimbursed J\$25,000 in outstanding advances.

10. Element 18 - Disaster Preparedness

The two studies of disaster relief activities were completed, and final contractors vouchers are being processed.

11. Element 19 Disaster Preparedness - Shelter

99% of the equipment ordered has arrived and is in use. The remaining 1% is the subject of claims now being processed.

D. Problems and Delays

1. AAPC reimbursement for expenses in excess of P10/C amounts: despite verbal and written notice that they would be held entirely responsible if they overspent the amounts allocated in the various P10/C's, AAPC, our Procurement Services Agent for the project, appears to have again exceeded P10/C amounts. AAPC has promised to give us the figures as soon as they can, but our calculations indicate approximately \$159,000. However, the balance on L/Coms after final payment should be approximately \$245,000. Therefore it should be possible to absorb the overruns.

2. Continuation of Touche Ross audit contract: since RIG/A has made the determination that they require 100% coverage on auditing disbursements, the Touche Ross contract will have to be extended. RIG/A is now preparing final scope of work for extension. We anticipate that an additional \$72,386 will be required.

3. Inability of MWC's contractors to complete two water projects within PACD: Due to extreme amount of rain this past month, 2 water rehabilitation projects will not be completed by the PACD of November 14, 1990. Work is now approximately 90% complete, and MWC estimates that an additional 2 months will be required to finish the projects.

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

1. Determine precise amount which AAPC needs and decide whether or not to permit funds to be used to absorb these cost overruns.
2. Extend PACD to permit completion of 2 water projects and Touche Ross audit services.
3. Prepare Project Assistance Completion Report.
4. Share lessons learned with Embassy and AID/W.
5. Determine funds available for deobligation.

PROJECT STATUS REPORT

April 1, 1990 - September 30, 1990

A B X C

BACKGROUND DATA

Project Title: Production and Employment X (ESF)
 Project Number: 532-0154
 Date of Authorization: original 5-1-1990 amendment 9-28-1990
 Date of Obligation: original 5-7-1990 amendment 9-28-1990
 PACD: original 11-6-1990 amended to 3-28-1991
 Implementing Agencies: Ministry of Finance
 AID Project Managers: Louis Coronado
 Status of CPs/Covenants: All CPs and covenants met
 Date of Last Evaluation: None done Next Evaluation: None Scheduled
 Date of Last Audit: None done Next Audit: None Scheduled

FINANCIAL DATA

Amount Authorized: ESF grant: \$4.978 million amended to \$13.728 million
 Amount Obligated: ESF grant: original \$4.978 amended to \$13.728 million
 Amount Committed: Period: US\$13.728 million
 Cumulative: US\$13.728 million
 Accrued Expenditures: Period-Projected: US\$4.978 million
 Period-Actual: ESF US\$4.978 million
 Cumulative: ESF US\$4.978 million
 Period-Next: ESF US\$8.750 million
 Counterpart Contrib.: N/A
 % LOP Elapsed: 40 %
 % of Total Auth. Oblig.: 100 %
 % of Total Oblig. Exp.: 36 %
 % of Total Auth. Exp.: 36 %

II. PROJECT PURPOSE

To support the macro economic policy reform program and provide balance of payments support to the Government of Jamaica to enable it to continue with its economic stabilization program begun earlier and to proceed with efforts to remove restrictions on the economy which hinder long term development, and to increase production and employment.

III. PROJECT DESCRIPTION

Production and Employment X provided a grant of US\$13,728,000 from Economic Support Funds for the provision of immediate balance of payment assistance to sustain Jamaica's growth. The funds are deposited in a special bank account opened at a US bank in the US and are used to service debt. The Government of Jamaica deposits an equivalent amount of Jamaican dollars into a special account locally for use as general budgetary support. The local currency (LC) generated by the ESF cash transfers is jointly programmed by the GOJ and USAID/Jamaica and is used for a trust fund and for sector support.

IV. PROJECT STATUS

A. Planned EOPS

- To assist balance of payments
- Assist Jamaica's economic growth

Progress to Date

Major policies supported under the program have included privatization, exchange rate liberalization, tax reform and general support for the IMF policy Agenda

B. Major Outputs

	Planned			Accomplished			
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
-Foreign Exchange regime approved and being implemented	N/A	100%	100%	0	100%	100%	N/A
-Privatization Efforts							to continue efforts, ongoing process
-General Consumption Tax (first tranche)							taking place, ongoing process
-Computerized tracking system for Local Currency, Trust Funds and ESF cash transfers developed and functioning	100	90	90	10	90	90	90
-ESF Program Framework document	100	90	90	10	90	90	90

10/1

C. Other Accomplishments and Overall Status

The ESF problems supported a broad range of policy dialogue. Fund releases, however, have been more narrowly focused on key policy objectives. The first tranche of this program (\$1,244.5 million) was released for progress in privatization of publicly owned enterprises. The next tranche of \$1,245 million was focused on the passage of a General Consumption Tax (GCT). However, the rapid progress in liberalizing the foreign exchange regime which has been another important policy objective we have supported, caused us to waive the GCT condition and disburse the second and third tranche (\$8.75 million) against that progress in October, 1990.

The implementation of a liberalized Foreign Exchange Regime constitutes a major milestone. Under the new system, a significant portion of foreign exchange transactions take place through the inter-bank foreign exchange trading system operated by the commercial banks and Bank of Jamaica transactions are valued at the interbank determined rate. Fiscal and monetary policies are being tightened to support the new foreign exchange system, including reduction of the fiscal deficit to 3.5% of the GDP. USAID/Jamaica, and the ESF program as such, has played an active role in the support of these measures.

The three entities participating in this program collaborate very closely with each other. There is an excellent understanding between the Ministry of Finance and USAID, especially in matters related to the Trust Fund and Local Currency. The programming of Local Currency has been done without any major complication. Copies of the documents (e. g. ESF Program Framework Document, PROAG Amendments) have been shared both with the Ministry of Finance as well as with the bank of Jamaica.

The PAAD Amendment # 1 and PROAG Amendment # 2 were approved on September 28, 1990.

Local Currency Programming and Expenditures: J\$34.8 million, the equivalent of the first tranche (US\$4.978 million), has jointly been programmed by the USAID and GOJ. The PIL authorizing the programming emphasized that priority should be given to those projects supported by USAID. During the first week of December, 1990, the programming exercise for the second tranche will be performed (US\$8.75 million). In September 30, 1990, the GOJ's special account in Kingston received a deposit for J\$34.8 million corresponding to the equivalent of the first tranche of ESF cash transfer.

Trust Fund: P&E X set aside J\$20 million for the Trust Fund. The Mission has already received the first two payments for a total of J\$10 million. The remaining (J\$10 million) will be received during the next reporting period.

D. Problems and delays

One of the conditions for disbursement was the adoption of a General Consumption Tax (GCT) which was waived, but the establishment of the liberalized foreign exchange system more than compensated for the slow movement toward a GCT.

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

1. To develop policy framework for the next program
2. To finalize computerized tracking systems for Local Currency and ESF cash transfers and flow: the programs are being reviewed, new data will be entered into the system and a final version including the data for the whole P&E X will be completed.
3. To program the remaining Local Currency

PROJECT STATUS REPORT

April 1, 1990 - September 30, 1990

A X B C

I. BACKGROUND DATA

Project Title: Caribbean Justice Improvement
 Project Number: 598-0645.08/532-0162
 Date of Authorization: original 07/15/86 amendment 07/08/88
 Date of Obligation: original 09/15/86 amendment 07/20/89
 PACD: original 08/31/89 amended to 02/28/91
 Implementing Agencies: Ministry of Justice and the Supreme Court
 Major Contractors: HC A&E firms
 AID Project Manager: Rosalee Henry
 Status of CPs/Covenants: All CPs and Covenants met
 Date of Last Evaluation: June 1989 Next Evaluation: None scheduled
 Date of Last Audit: None done Next Audit: None scheduled

FINANCIAL DATA

Amount Authorized: DA/ESF Grant: original \$2,200,000 amended to \$2,800,000
 Amount Obligated: DA/ESF Grant: original \$ 500,000 amended to \$2,800,000
 Amount Committed: Period: \$ 254,125
 Cumulative: \$2,542,087
 Accrued Expenditures: Period - Projected: \$1,100,567
 Period - Actual: 91,201
 Cumulative: \$1,790,634
 Period - Next: \$1,009,366
 Counterpart Contribution: Planned: J\$271,244
 Actual: J\$271,244
 % LOP Elapsed: 85%
 % of Total Auth. Oblig. 100%
 % of Total Oblig. Exp. 63%
 % of Total Auth. Exp. 63%

II. PROJECT PURPOSE

To strengthen the Jamaican justice system.

III. PROJECT DESCRIPTION

Under the \$2.8 million grant, AID has been providing assistance in the renovation of 14 Resident Magistrate Courts throughout the Island and the Supreme Court; overseas and local training; upgrading of court registries and Supreme Court Library; reprinting of Laws of Jamaica and Subsidiary Legislation; provision of furniture and equipment; court reporting and policy reforms.

IV. PROJECT STATUS

A. Planned EOPS

Progress to Date

1. To improve perception of the public towards the Judicial System. The evaluation conducted in June 1989 detected a change of perception. To date a better situation can be expected because more actions have taken place: construction, books, etc. This has largely taken place. The renovation and construction work is in its final stage.
2. To provide the judges a more decent and enjoyable working environment. During next reporting period the remaining part of the book list will be delivered as well as the 735 sets of the Laws of Jamaica.
3. To provide the judges the work tools; e.g. books, Laws of Jamaica.

B. Major Outputs

	Planned				Accomplished							
	LOP	Period	Cum.	Next	Period	Cum.	% of LOP					
				Period								
1. Renovation of Supreme Court 95	100%	20%	100%	0	15%	95%						
2. Renovation of 14 Resident Magistrate Courts	014	0	14	0	0	14	100					
3. a) Procurement of books and legal material for the Supreme Court Library (\$000); and b) 735 sets of Laws Jamaica	142.5 735	38.2 735	142.5 735	0 0	0 15	104.3 15	73.2 2					
4. Reform of court reporting system	100%	100%	100%	0	0	100%	100					
5. Supreme Court Registry	100%	50%	100%	0	30%	80%	80					
6. Training (Persons)	M	F	M	F	M	F	M	F				
Local	300	100	79	400	0		11	14	252	94	84	94
Overseas	65	21	0	65	21	0	0	0	26	9	40	42

4. Upper, middle and lower levels of the judicial system will improve their skills through formal training, workshops, seminars, round-tables.
5. The Registry Systems of the Supreme Court and Court of Appeals will perform in a more expeditious and efficient manner.

This has been largely achieved. Training has been provided to Judges, Clerks, Deputy Clerks, Court Assistants and Deputy Assistants and Secretaries. A seminar/round table to be held in January, 1991, will deal with subjects such as constraints to solve and improvements needed in the justice system; it will also provide important feedback about the Project. A computerized system is being installed, staff is being trained.

C. Other Accomplishments and Overall Status

Marked progress has been made over this period as the upper echelon in the Ministry of Justice and the Project Coordinator are noticeably paying more attention to the project. The new attitude and commitment constituted positive elements for granting a PACD extension to February 28, 1991. Also, the recruitment of a new Supreme Court Co-ordinator was a very positive step.

- a. Laws of Jamaica: The Ministry has to date received 15 sets of the Laws of Jamaica and the remainder of 720 sets is expected by the end of November.
- b. Computerization of registries of the Supreme Court and Court of Appeals: Approval has been granted for the Ministry to enter into a contract with 3M Interamerica Inc. for the computerization of the registries of the Supreme Court and Court of Appeal. Delivery of equipment and training of personnel is expected to be completed by the end of November.
- c. Renovation Work at the Supreme Court: The second AID funded phase of renovation work to the Supreme Court was completed during the reporting period. Phase 3 which consists of the construction of a Judges' staircase and phase 5 covering the renovation of Judges' chambers, courtrooms and corridors is well underway and will be completed by PACD.
- d. Court Reporting System: Four people have been hired to work in the Court Reporting System making a total of 22 people working in this area. The Project Director has expressed his satisfaction for this achievement and has confirmed that the 22 persons will satisfy the needs of the system. OPPD has concurred with the training plan which is presently taking place.
- e. Local Training: Twenty Five persons were trained in Office Organization, Communication, Effective Speaking, Human Relations, Correspondence and Lettering and Numbering Demonstrations (14 women and 11 men). In the final stage of the Project more emphasis has been placed on the training of the lower echelons of the judicial system. Clerks, Deputy Clerks, Court Assistants and Deputy Assistants have received training and participated in the updating of the systems to be used (computer, microfiche)
- f. Books and Periodicals: An order for US\$38,047.89 has been placed with Butterworth Law Publishers Ltd. in England. The books are expected to arrive before the end of November, 1990.

D. Problems and Delays

During the last six months, the project was not being closely monitored by the Ministry print. This year as a result, elements of the project were slipping and follow-up actions not pursued. Jamaican Project Management (Project Director and Coordinators) have shown greater commitment to the Project. The USAID Acting Mission Director and the Ministry of Justice Permanent Secretary, plus USAID and Ministry of Justice staff held a meeting in which the most relevant problems were analyzed. As a result of this meeting the decision to extend the PACD to February 28, 1991 was made. In summary, major decision and implementation problems have been solved. However, the Project Coordinator requires close monitoring on the part of USAID.

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

- o The computer system at the Court registry and Supreme Court Library has to be installed, hardware and software tested, staff trained, and whole system should be performing at its maximum.
- o The remaining sets (720) of the 735 sets of The Laws of Jamaica will be delivered to the Ministry of Justice which will then deliver them to the courts and Judges.
- o A seminar/round-table with the participation of the Chief Justice and Justices will take place in January, 1991. The purpose of this meeting is to review the Judicial System, to what extent improvements have been achieved, socio-cultural constraints to exercise justice in Jamaica and options and recommendations to solve the problems. It is expected that, at least, 28 Justices will participate in this seminar/round-table.
- o A training course for 44 persons ((30 women, 14 men) (clerks, deputy clerks, assistants and deputy assistants)) in the following areas: evidence and examination of witnesses, preparation of indictments, preparation of cases, interview of witnesses, preliminary inquiry and trials, issuing advice to police.
- o The books, contained in the US\$38,047.89 order, are expected to arrive in November, 1990.
- o To prepare PACR.
- o To analyze the possible extension of the PACD to have a transition period which will allow the USAID and Ministry of Justice to discuss and prepare the paperwork for a follow-up or second phase. The USAID and MOJ expect that the seminar/round-table already mentioned will provide input to this process.

EVALUATION PLAN
 FY 90 - FY 91
 (as of 11/15/90)

ATTACHMENT A

PROJECT	DATE OF LAST EVALUATION	FY 1990		FY 1991		<u>PURPOSE/ISSUES</u>
		START (QTR.)	TO AID/W (QTR)	START (QTR.)	TO AID/W (QTR)	
532-0101 Hillside Agriculture PACD: 2/28/94	11/90					To evaluate the appropriateness of the implementation process and to examine and recommend alternatives where necessary.
532-0128 Agricultural Research PACD: 7/29/93	7/90					To determine progress made with respect to the organization and initiation of the adaptive research program operations. Special attention will be paid to the program's capacity to initiate adaptive research for selected high priority crops, the establishment of needed linkages with international research centers and the development of a constituency through the selection of RAC members.
532-0069 Population & Family Planning Services PACD: 3/31/91	3/90					To assess the extent to which the project has succeeded in expanding the coverage and improving the effectiveness of family planning services in Jamaica, and to assist the Mission in determining target areas for follow-on project.

135

EVALUATION PLAN
 FY 90 - FY 91
 (as of 11/15/90)

PROJECT	DATE OF LAST EVALUATION	FY 1990		FY 1991		REASONS/ISSUES
		START (QTR.)	TO AID/W (QTR)	START (QTR.)	TO AID/W (QTR)	
532-0122 Private Sector Promotion of Family Planning PACD: 5/90	FY 87			2		To evaluate the strengths and and weaknesses of the project and to determine impact on bene- ficiaries at end of project.
HG 13 Shelter & Urban Services Policy Prog	None		3			The main purpose of this assessment will be to determine the effectiveness and sustainability of shelter solutions provided under the projects, and to guide Mission in the design of future inter- ventions in the housing sector.
HG 12B - Private Sector HG 12C - Basic Shelter	None			3		To assess impact of promoting private sector participation in the delivery of of low cost shelter and extent to which Ministry of Housing is reorienting its production to sites and services solutions.
PL 480 Title II	None	9/89	9/90			Concurrent impact evaluation to determine effectiveness of program to upgrade nutritional wellbeing and increase health clinic attendance.
532-0095 Board of Revenue Assistance PACD: 12/31/89	8/86	4/91	5/91	3	4	To assess achievements under the project with particular reference to (a) the sustainability and replicability of policy reforms and the appropriateness of project inputs

EVALUATION PLAN
 FY 90 - FY 91
 (as of 11/15/90)

PROJECT LIST	DATE OF LAST EVALUATION	FY 1990		FY 1991		REASONS/ISSUES
		START (QTR.)	TO AID/W (QTR)	START (QTR.)	TO AID/W (QTR)	
532-0165 Agricultural Export Services PACD: 9/30/96	None	10/91	12/91			To undertake a process evaluation to determine the viability of the structures established within the project, particularly the management unit and proposal criteria.
532-0123 Crop Diversification/ Irrigation PACD: 9/30/93	3/89			FY 92		To review progress of redesigned project and to collect data against baseline to determine project beneficiaries.
532-0153 AIDS/STD Prevention and Control PACD: 8/31/94	None	3	3			To assess achievements under the project against stated purpose and continued relevance to the objectives and needs of the GOJ's program of prevention and control of AIDS and STDs.
532-0169 CLASP II PACD: 9/95	None			3	4	To assess the extent to which project purposes have been met, to include consideration of cost/benefit and progress of follow-on program
532-0129 UWI Management Education PACD: 9/30/95	9/89			2	3	To evaluate uwi/DOMS plan for achieving financial viability for program and capability of UWI/DOMS to implement plan

1/10

EVALUATION PLAN
FY 90 - FY 91
(as of 11/15/90)

PROJECT LIST	DATE OF LAST EVALUATION	FY 1990		FY 1991		REASONS/ISSUES
		START (QTR.)	TO AID/W (QTR)	START (QTR.)	TO AID/W (QTR)	
532-0155 Primary Education Assistance II PACD: 9/95	None			4		Mid-project evaluation to determine extent to which project is achieving purpose.
532-0161 Drug Abuse Prevention PACD: 9/94	None			4		Mid-term project evaluation to determine extent to which project is achieving purpose
532-0101 Hillside Agriculture PACD: 9/96	11/89			4	2/92	Mid-term evaluation to measure impact of project on small farmer beneficiaries .
532-0148 Protected Areas Resource Conserva- (PARC) PACD: 8/92	None			4	2/92	Mid-term evaluation to determine progress to date and to establish foundation for development of follow-on project (PARC II).

Doc. No. 0625H/DAR