

PD-ABN 824  
93308

# **USAID/Jamaica**

## **FY 1999 Results Review and Resource Request**

April 3, 1997

## TABLE OF CONTENTS

Acronyms . . . . .	i
Executive Summary . . . . .	ii
I. Factors Affecting Program Performance . . . . .	.1
Summary of USAID Accomplishments . . . . .	3
II. Progress Toward Achieving Strategic Objectives . . . . .	5
A. SO 1: Increased Participation for Economic Growth . . . . .	5
1. Performance Analysis . . . . .	5
a. Toward achieving SO 1 . . . . .	5
b. Intermediate results . . . . .	6
i. Expanded access and opportunity for the poor . . . . .	6
ii. Increased non-traditional exports through improved productivity and marketing . . . . .	7
iii. Increased private domestic and foreign investment . . . . .	8
c. Contribution to regional priorities . . . . .	9
2. Expected Progress through FY 1999 and Management Actions . . . . .	10
3. SO 1 Performance Indicator Tables . . . . .	11
B. SO 2: Increased Protection of Key Natural Resources in Environmentally and Economically Significant Areas . . . . .	17
1. Performance Analysis . . . . .	17
a. Toward achieving SO 2 . . . . .	17
b. Intermediate results . . . . .	17
i. Expanded areas of priority urban and natural resources under sustainable management . . . . .	17
ii. Increased financial resources for environmental management . . . . .	18
iii. Strengthened capacity of Jamaican organizations to manage natural resources effectively . . . . .	19
iv. Established environmental policies and regulations to conserve key natural resources . . . . .	20
c. Contribution to regional priorities . . . . .	21
2. Expected Progress through FY 1999 and Management Actions . . . . .	21
3. SO 2 Performance Indicator Tables . . . . .	23

B

C.	SO 3: Young Jamaicans Better-Equipped for the 21st Century . . . . .	33
1.	Performance Analysis . . . . .	33
a.	Toward achieving SO 3 . . . . .	33
b.	Intermediate results . . . . .	34
i.	Healthier Lifestyles for Youth . . . . .	34
ii.	Enhanced socio-economic preparedness for "at-risk" youth . . . . .	35
iii.	Improved literacy and numeracy at primary school level . . . . .	35
2.	Expected Progress through FY 1999 and Management Actions . . . . .	36
3.	SO 3 Performance Indicator Tables . . . . .	38
D.	Caribbean Regional Program (CRP): Increased Caribbean Capacity to Address Regional Development Problems . . . . .	44
1.	Performance Analysis . . . . .	44
a.	Toward achieving the objective . . . . .	44
b.	Intermediate results . . . . .	45
i.	Adoption of mitigation and preparedness techniques, technologies and practices by the public and private sectors	45
ii.	Improved capability in environmental and natural resource management . . . . .	46
iii.	Progress towards creating a Caribbean trade environment that is free, fair and environmentally favorable . . . . .	47
c.	Contribution to regional priorities . . . . .	47
2.	Expected Progress through FY 1999 . . . . .	47
3.	CRP Performance Indicator Tables . . . . .	48
III.	Status of the Management Contract . . . . .	57
IV.	Resource Request . . . . .	60
A.	Financial Plan . . . . .	60
B.	Prioritization of Objectives . . . . .	62
C.	Field Support Linkage . . . . .	62
D.	Work Force and OE Request . . . . .	64
E.	Environmental Compliance . . . . .	68

## LIST OF ACRONYMS

AESP	-	Agricultural Export Services Project
CBO	-	Community-Based Organization
CEN	-	Caribbean Environmental Network
CDC	-	Center for Disease Control
DEMO	-	Development of Environmental Management Organizations
EAI	-	Enterprise for the Americas Initiative
EFJ	-	Environmental Foundation of Jamaica
EIA	-	Environmental Initiative for the Americas
EMIS	-	Educational Management Information System
EU	-	European Union
FPMU	-	Fiscal Policy Management Unit
FSN	-	Foreign Service National
FTAA	-	Free Trade Areas of the Americas
FTC	-	Free Trade Commission
FY	-	Fiscal Year
GOJ	-	Government of Jamaica
HAP	-	Hillside Agriculture Project
HIV	-	Human Immuno-deficiency Virus
IBRD	-	International Bank for Reconstruction and Development
IDB	-	InterAmerican Development Bank
IMEGO	-	Improved Markets, Exports and Economic Growth Opportunities
IMF	-	International Monetary Fund
IR	-	Intermediate Result
JEA	-	Jamaica Exporters' Association
LAN	-	Local Area Network
MBMPT	-	Montego Bay Marine Park Trust
MDP	-	Microenterprise Development Project
MEYC	-	Ministry of Education, Youth and Culture
MIS	-	Management Information System
MRT	-	Math Resource Teachers
NAFTA	-	North American Free Trade Agreement
NEPT	-	Negril Environmental Protection Trust
NFPB	-	National Family Planning Board
NGO	-	Non-Governmental Organization
NIBJ	-	National Investment Bank of Jamaica
NIP	-	National Industrial Plan
NRCA	-	Natural Resources Conservation Authority
NWC	-	National Water Commission
SBED	-	Small Business Export Development
SO	-	Strategic Objective
SSU	-	Sanitation Support Unit
SAD	-	Sexually Transmitted Diseases
UAR	-	Uplifting Adolescents Project

**EXECUTIVE SUMMARY**  
**RESULTS REVIEW & RESOURCE REQUEST**  
**FY 1996**

This Results Review and Resource Request (R) for FY1998/99 highlights the first full year of implementation of the USAID/Jamaica Strategic Plan for 1997-2001. This was a year of transition -- a transition from the previous Mission Results Framework, and corresponding performance indicators, to a new Framework which supports a new development focus of the USAID/Jamaica program. During this transitional year all Mission Strategic Objective Teams (SOT) reviewed implementation strategies, assessed performance, identified strategic areas for concentration, and initiated adjustments in implementation. Each SOT conducted individual workshops to translate these adjustments into a revised set of performance indicators which better describe the anticipated program results. As a consequence, USAID/Jamaica has a more accurate "roadmap" of the development program for the country.

Using this new roadmap as our guide, we can see that overall progress in FY 1996 was excellent with 94% of the performance targets at the SO level being achieved. Of the eight indicators at this level, seven and one-half were achieved. Foreign exchange earnings (and jobs) in selected areas of the economy grew faster than planned targets for **Strategic Objective #1: Increased Participation for Economic Growth**. Continual advancements are being made to place an increasing amount of Jamaica's fragile natural resource base under official protection under **Strategic Objective #2: Increased Protection of Key Natural Resources in Environmentally and Economically Significant Areas**. Jamaican youth fertility rates and HIV seroprevalence both decreased or held steady under **Strategic Objective #3: Young Jamaicans Better Equipped for the 21st Century**. A full 100% achievement of planned SO level targets would have been achieved if not for the loss of an estimated 15,000 jobs in the apparel industry due, largely to the impact of NAFTA on the sector. Thus, 1996 has been an excellent year.

During this period of transition it was necessary to establish new baseline data for many of the Intermediate Result (I.R.) level indicators. Of the 38 I.R. level indicators (for the 3 combined SO's), 13 required baseline data to be established in FY 1996. The majority of these new indicators incorporate planned results from new environmental protection activities (SO2) and new education related activities (SO3). As one would expect, most of these indicators will not demonstrate achievement until the activities themselves become implemented and a monitoring mechanism is in place to report on progress begin in FY 1997 and FY 1998. Performance of the other intermediate results' indicators, however, was superior to excellent with 80% (20 out of 25) achieving the planned results.

## I. FACTORS AFFECTING PROGRAM PERFORMANCE

Jamaica has enjoyed one of the Western Hemisphere's longest periods of uninterrupted democracy. Since 1947, its two major parties have alternately governed through a democratic electoral process. A new electronic registration and polling system, being instituted by an American company, should expand enfranchisement of eligible voters and improve Jamaica's electoral system. As the country faces new national elections, probably in late 1997, the campaign will likely focus on three major issues that correspond with the overriding factors affecting the Jamaican economy which have also had an impact on USAID's program performance:

Economic Stagnation: Jamaica's economy has grown only marginally during the 1990s. Although successive governments have implemented fiscal and regulatory policies in line with donor prescriptions, domestic and foreign private investment has lagged. Largely as a result of NAFTA, Jamaica's apparel industry -- which has been supported by USAID -- has suffered a major setback in 1995-96 with a loss of 15,000 jobs (40% of the total) for low-income workers. However, there are other factors that impact on investor confidence. A prominent bilateral issue in 1996 was related to Jamaica's role in narcotics production and transshipment, with many U.S. firms having expressed their concern about drugs being concealed in their export shipments. As well, high interest rates, escalating crime and violence, bureaucratic redtape, and problems with trainability of workers due to poor education standards are all impediments to much-needed new investment.

The collapse of the Blaise Trust, Century National Bank and in March 1997, the Eagle group of banks and companies, and the government's controversial handling of the financial sector crisis, has also been a destabilizing economic influence. Other financial institutions are weak, and there have been calls for corrective measures, including a national insurance scheme to protect investors. In late 1996 donors have offered their assistance to shore up the eiling financial sector but have been unsuccessful in convincing the government to adopt an informal IMF arrangement. There remains a lack of consistency and coordination between fiscal and monetary policies.

In 1996, the government's tight monetary policy favored artificial strengthening of the Jamaican dollar and low inflation -- key elements of a pre-electoral year strategy. As revenues fell short of targets, the government receded into deficit spending for the first time in recent years. This compounds fiscal management issues, including the already-high debt servicing requirement of about 50% of revenues.

Crime and Violence: Jamaica's murder rate passed the 900 mark in 1996, surpassing even the campaign violence of 1980. Kingston's inner city remains the focus of violence, though criminal activity has increased throughout the country, jamming courts and prisons, and leading to a public outcry for increased law enforcement and social reform. Most believe strongly that without educational and economic opportunities, it will be difficult to stem the

growing trend in crime. Jamaica's youth are particularly vulnerable to crime and violence, including through increased drug use and trafficking.

Declining Education Standards: most observers point to the deterioration of Jamaica's once-sound, but elitist, education system as a root cause of low worker productivity and social unrest. Enrollment, attendance and performance among primary and secondary students have declined, largely as a result of decreased public investment during the structural adjustment years. As Jamaica prepares for the next century, only one-third of all qualified candidates have places in secondary schools. In January, Prime Minister Patterson announced his government would take a "quantum leap" in its support for education, though the fiscal parameters of such an initiative remain unclear. In recent years, the GOJ has provided about 12% of its expenditures in support of education. Any significant increase is difficult because of the GOJ's debt burden. USAID and other donors share a paramount concern about education, but only with unambiguous action by the GOJ, private sector and communities in support of education, can successful transformation take place.

## *Summary of USAID-Supported Accomplishments in 1996*

### *SO 1: Increased Participation for Economic Growth*

- Customs revenue for 1996 reflected a nearly 200 percent increase over the planned collection of US\$136 million--a direct result of USAID assistance toward improving the efficiency of customs management practices.
- Tourism earnings grew by 10 percent, exceeding the planned target by 4 percent. The tourism infrastructure package (including potable water, waste water collection and treatment, road and port improvement, drainage and flood control) that was built around USAID's modest US\$5 million grant and grew to US\$260 million through the involvement of other donors was key to reversing the decline in tourism's foreign exchange earnings of the early 1990s.
- Nearly 250 loans totalling US\$1.1 million were made, in a period of 2.5 months, through a new Workers Bank system of post office windows that provide financial services to the micro-enterprise sector; through this same system 6,500 savings accounts have been established, exceeding targeted accounts by 21 percent.
- The USAID/USDA sponsored Pre-clearance Program, which inspects agricultural produced destined for the U.S. became self-supporting during 1996. After 13 years of USAID support, the Jamaica Exporters Association assumed financial and management responsibility for the program. Furthermore, foreign exchange returns for selected small-scale, non-traditional crops exceeded the US\$80 million target by 3 percent in 1996.
- Through assistance to the National Investment Bank of Jamaica (NIBJ), 5 major public sector entities were privatized at a total value of US\$70 million, exceeding the 1996 target by 188 percent.

### *SO 2: Increased Protection of Key Natural Resources in Environmentally and Economically Significant Areas*

- Approval by Parliament and Cabinet of the draft policy paper establishing a national system of protected areas (ultimately to comprise 30 percent of Jamaica's land mass)
- Local NGOs delegated authority by the Government of Jamaica to manage Jamaica's first two national parks (a milestone in the development of a sustainable national protected areas system)
- The USAID-supported Sanitation and Support Unit (SSU) assisted a Montego Bay squatter community of 1,400 lots to install 612 on-site sanitation facilities and an impact survey confirmed that SSU health/hygiene education efforts have resulted a quantifiable change in knowledge, attitudes and practices, thereby, reducing undesirable environmental and hygiene behaviors and ensuring effective use of the sanitation improvements which have been provided.
- In its final full year, the Hillside Agriculture Project continued to encourage hillside farmers to use appropriate soil conservation and watershed management technologies, bringing total farmer participation to 20,173 and total land treated to 18,000 (to indicator 2.1.4)
- The Environmental Foundation of Jamaica provided grants to fund 220 NGO projects targeted to improve environmental conditions throughout the country.

### *SO 3: Young Jamaicans Better-Equipped for the 21st Century*

- The total number of primary and secondary syphilis cases, an important co-factor in the transmission of HIV, decreased from 89.9 cases per 100,000 in 1987 to 21.5 cases per 100,000 in 1996, representing a 76 percent decline over the past ten years and a 24 percent decrease in the number of cases from 1995.
- Contraceptive prevalence among the general population is estimated to have reached 62 percent (the 1998 target) in 1996.
- The National Family Planning Board (NFPB) undertook most of the remaining contraceptive procurement responsibilities of USAID (Jamaica's primary supplier since the 1960s) -- the NFPB will complete the takeover in May 1997.
- The USAID-financed Education Management Information System played an integral and pivotal role in educational policy development and administrative management by providing accurate information on enrollment, attendance, teacher qualifications, and other school-specific data.

***Summary of USAID-Supported Accomplishments in 1996  
(continued)***

***Caribbean Regional Program  
Increased Caribbean Capacity to Address Regional Development Problems***

- 1,700 persons were trained in coastal/marine resource management and disaster mitigation, while 800 households benefitted directly from disaster vulnerability reduction interventions, both structural and non-structural.
- 22 environmental management guidelines, policies and programs were adopted in the region with USAID assistance.
- Through USAID/Jamaica's Regional Program the Caribbean Development Bank adopted policies requiring natural hazard assessment in loan project design, and borrowing countries must use a uniform building code for large projects. As well, Jamaica has adopted hazard mapping in its development planning process.

## II. PROGRESS TOWARD OBJECTIVES

### A: Strategic Objective 1 (SO1): Increased Participation for Economic Growth

#### 1. Performance Analysis

##### a. Toward achieving SO1

Performance in 1996 was characterized by several significant successes and some difficulties resulting from external influences. Toward increasing foreign exchange earnings in non-agricultural areas (*Indicator 1.0.1*), USAID provided support to the tourism, apparel, informatics and food processing industries. Through the North Coast Development Support Project (in collaboration with Japan/OECF, IDB, the EU, and with substantial inputs by the GOJ), USAID supported critical public investment (potable water, waste-water collection and treatment, roads, port development, drainage and flood control) required to strengthen and sustain private investment in tourism. After several years of stagnant growth, tourism foreign exchange earnings grew by 5 percent between 1994 and 1995 and then by 10 percent between 1995 and 1996. USAID's modest \$5.0 million grant (1991), which leveraged \$290 million through the involvement of other donors, contributed substantially to reversing the trend. In Negril, it was only after USAID provided assistance to greatly improve the area's water supply that a moratorium on hotel construction was lifted, thus allowing a significant increase in the number of available hotel rooms. In Ocho Rios, Jamaica's premier cruise destination, the project constructed a new pier which accommodates new cruise industry mega-liners which carry up to 3,000 tourists, resulting in a greatly enhanced capacity for receiving cruise ship visitors. In Montego Bay, establishment of an effective environmental monitoring and water treatment systems provided a critical signal to the industry that much-needed public investment would be made. In 1996, tourism earnings exceeded their target by 4 percent.

In contrast to tourism, the performance of the apparel industry in 1996 was a major disappointment. With USAID assistance, the apparel sector had become a major contributor to export earnings, increasing from \$302 million in 1991 to a high of \$611 million in 1995. Concomitantly, the apparel industry generated critically needed employment, primarily for women. Employment in the apparel industry reached 35,000 in 1995. However, this growth slowed, and by the end of 1996, most major plants had relocated to Mexico where NAFTA offers a more competitive environment. As a result, 1996 earnings fell by 16 percent. The net effect has been a loss of approximately 15,000 jobs, \$30 million in revenues and \$6 million in taxes. While NAFTA played the strongest role, other contributing factors include high interest rates, a 1996 12.5 percent appreciation of the Jamaican dollar, the high cost of worker benefits, rent and utilities, concerns about narcotics being planted in shipments, and high crime incidence and poor security.

While foreign exchange earnings from informatics and processed agriculture are small (US\$68 million) when compared with those of tourism and apparel, these and similar areas hold great promise. Earnings increased by 3 percent from 1995 to meet the 1996 target.

USAID continued to support small-scale, non-traditional export agriculture during the period. Returns in foreign exchange earnings for selected crops, predominantly horticultural produce, exceeded the 1996 target of US\$80 million by 3 percent, despite the devastation of the papaya industry by the ring spot virus. (*Indicator 1.0.2*). USAID's direct agricultural export support is scheduled to end in 1997, but indirect support will continue under a new SO1 small business and export development activity.

USAID support in these above areas also generated new employment. In 1996, while male employment exceeded its target, the apparel industry setback led to a decline in employment of women (*Indicator 1.0.3*). A review of general employment trends over all sectors of the Jamaican economy gives perspective to the employment situation in USAID-targeted areas, which provide employment for approximately 20 percent of all men and 35 percent of all women in the workforce. Total employment figures have shown a slight (-0.7 percent) decline over the 1994 to 1996 period. Male employment increased by 1 percent during this period, while female employment declined by 3 percent. By contrast, employment in USAID-supported sectors increased 1 percent, and 36.4 percent to 37.1 percent as a share of total employment. Male employment increased by about 5 percent while female employment declined by 2 percent.

**b. Intermediate results (IRs)**

**i. Expanded access and opportunity for the poor (IR 1.1)**

- Financial services to the microenterprise sector were expanded and made more accessible through a USAID-supported program through special Workers Bank windows in post offices. To date, 246 loans (150 to men and 96 to women) totalling US\$1.1 million were made through the postal window system in a period of only 2.5 months (*Indicator 1.1.1*). Notwithstanding, the total number of loans made fell short of targets, including the number of women loan recipients. The overall shortfall is due to delays in the Workers Bank program and the termination of lending programs with two other institutions due to poor progress. The Mission expects a significant increase in the numbers of Workers Bank loans and savings accounts by the end of 1997. The tendency to favor loans to males (150) and females (96) relates to the Bank's collateral requirements that are being addressed through USAID's intervention. As a result, the gap between loans made to male vs. made to females has been lowered.

- A new micro-finance savings program, also implemented through the postal window system, exceeded by 21 percent its target of 6,500 savings accounts. Total savings reached US\$1.5 million, a 51% increase over 1995. The increase in the number of savings accounts automatically increases the pool credit available to entrepreneurs. (*Indicator 1.1.2*)
- 2,480 small-scale farmers, particularly low-income producers of such non-traditional horticultural crops, were trained in the use of production technologies intended to boost exports and increase incomes. The number of farmers participating in this training exceeded the 1996 target by 11 percent. (*Indicator 1.1.3*)

ii. **Increased non-traditional exports through improved productivity and marketing (IR 1.2)**

● A USAID-financed website now provides information on available export products of small Jamaican firms to global markets, without need for business intermediaries. The website receives 200 inquiries per day from potential buyers. Of these inquiries, 1-2 per day result in "virtual customer" purchases. The computer system, set up for the Jamaica Exporters' Association, also facilitates market research by Jamaican exporters. Complementing the website information, USAID financed the training of 300 persons, most of them women, in non-traditional exports, particularly light manufacturing, fresh food processing and packaging, cut flowers and decorative plants, and informatics. **(Indicator 1.2.1)**

**Networking with SBED**

The Small Business Export Development (SBED) activity has successfully used traditional training and Technical Assistance, as well as the power of the Internet, to promote exports from small-scale firms. The USAID activity has facilitated U.S. market entry for small firms in the areas of informatics, fresh-cut flowers, fresh fruits and vegetables, crafts and herbs. SBED also facilitated a link between McCormick and Company of the U.S., the world's largest marketer of vanilla and vanilla extracts, and small vanilla producers in Jamaica. McCormick representatives visited Jamaica in late 1995, and subsequently conducted quality control seminars. They now have agreements with six producers to provide vanilla beans. USAID expects the number of Jamaican producers to increase dramatically now that they have a certain market.

● The pre-clearance facilities in Montego Bay and Kingston which inspect agricultural exports destined for U.S. markets handled 11.6 thousand metric tons of fresh produce. **(Indicator 1.2.3)** This represents a substantial shortfall from the target of 23.7 thousand metric tons which can be attributed to a devastating papaya disease (papaya has been the major export commodity passing through the facilities), as well as a 12.5% revaluation of the Jamaican dollar. Now under private management through the Jamaica Exporters' Association (JEA), the facility is generating its own operating revenues. **(Indicator 1.2.2)**

### **Agricultural Pre-Clearance Program Graduates**

A key objective of the 10-year Agricultural Export Services Project (AESP) was the privatization of the USDA agricultural pre-clearance facility established under the project. As the project neared completion, it was unclear whether the GOJ-private sector-USG partnership would be successfully passed over to local management. However, in late 1996, the Jamaica Exporters Association implemented a privatization plan that fully funds the cost of operating the pre-clearance facility, including maintaining one USDA direct-hire inspector and two local USDA/FSN staff. A small "cess" on each box of pre-cleared commodities generates the revenue required to operate the program on a self-sustaining basis. Although volume passing through the facility fell for the first time in 1996 (due to a severe papaya disease), the fact that the JEA has taken the reigns of the program signals a bright future for the facility and Jamaica's agricultural exports.

### **iii. Increased private domestic and foreign investment (IR 1.3)**

- Revenue collected by the Jamaican customs department exceeded targets by 118 percent. This represents a dramatic increase 170 percent increase over last year's collections. USAID played a large role in improving management practices, such as valuation of imported good in line with international standards, ethics training, and streamlining entry of goods. More efficient customs procedures are expected to increase investor confidence that imported goods will be processed quickly and fairly, and will help Jamaica acceded to regional and global trade regimes. *(Indicator 1.3.1)*

- USAID's assistance led to the privatization of five major public sector entities valued at \$70 million (exceeding the 1996 target by 188 percent), including the state-owned oil company, Petrojam. *(Indicator 1.3.2)*

- A modest USAID grant toward the construction of north coast tourism facilities has resulted in a 58:1 ratio in the value of new investments by the GOJ and other donors, relative to USAID's seed investment. Other donor assistance in 1996 totaled \$117.5 million, exceeding the \$87 million target by 35 percent . *(Indicator 1.3.3)*

### USAID's Grant Leads to \$290 Million Multi-Donor Program

USAID/Jamaica's \$5 million contribution has led to a \$290 million parallel-financed program between Japan/OECF, the European Union, the InterAmerican Development Bank, and the GOJ. Originally a joint effort between USAID and OECF, the new partnership is bringing critical tourism infrastructure for the north coast, including a new highway linking the east and west ends of the island. As the project evolved, the IDB and the European Union (EU) provided additional financing (\$59.50 million and \$35 million, respectively). In addition, the GOJ counterpart contribution increased to \$85 million. The ratio of the USAID's grant to the total package is 50:1. This is Jamaica's largest-ever tourism infrastructure project package and covers four major towns (Negril, Montego Bay, Ocho Rios, Port Antonio). The project is expected to enable 5% tourism growth annually, and will generate about 20,000 person-years of employment during construction and 500 permanent jobs afterwards. U.S. firms already acquired \$14 million in engineering contracts, an estimated \$17 million in construction subcontracts and stand to increase these levels by about \$10 million.

- With 837 disputes resolved by the Jamaica Fair Trading Commission in 1996, the FTC exceeded their target by 109 percent. The slight decrease in cases resolved, compared to 1995, is due to increased public knowledge about what constitutes unfair practices, and the reduction of superfluous complaints. As well, many of the consumer complaints are being re-directed to the Consumer Affairs Bureau.

Under this IR, USAID has enjoyed very high returns on investment in institutional development to the Fair Trading Commission, the Customs Department and the National Investment Bank of Jamaica. Performance is expected to continue to exceed targets as it did in 1996, though at slower rates of growth.

A second trend is USAID's ability to leverage large investments, particularly in infrastructure and microenterprise development. The GOJ and donors value USAID participation as much as they value its capital resources. This is due to USAID's substantial field presence, expertise in the development field, relatively flexible implementation regulations, and of course the relative importance of the U.S. in the region. This offers opportunities to play a leading role in return for a small monetary investment.

#### **c. Contribution to regional priorities**

In 1996, SO1 activities made a modest contribution to the achievement of regional priorities. In one instance, the Microenterprise Development Project trained 20 persons from the Eastern Caribbean in micro and small enterprise lending practices.

## **2. Expected Progress Through FY 1999 and Management Actions**

The Mission has reduced the number of intermediate results under the SO from four to three and reduced the number of intermediate results indicators from sixteen to eleven. Indicators have been refined to be consistent with the quantitative data that is available and with USAID's Agency indicators where possible.

USAID has disaggregated data by components, where appropriate, to improve analysis. Our expectation is that targets will be met through the five year planning period ending in the year 2001.

Among the key results expected through 1999 are:

- o foreign exchange earnings of US\$1.2 billion in assisted areas;
- o employment in assisted areas totaling 274,000 jobs (with 55 percent filled by women); and
- o 19,440 savings accounts opened through the Workers Bank postal window system.

The Mission will undertake two major evaluations and two in-depth studies in 1997. Many of the activities under the Improved Markets, Export Growth Opportunities (IMEGO) project will end in 1998, and it will be evaluated in 1997. A follow on productivity enhancement activity, streamlined and focused based on our experience with IMEGO, is planned. The second project to undergo a major evaluation will be the North Coast Development Support Project and its USAID-OECF co-financed parent, the Northern Jamaica Development Project. The evaluation will be undertaken jointly with OECF in the first half of 1997 and will focus on the effectiveness of co-financing efforts. The results of the evaluation will guide further USAID-OECF cooperation, particularly initiatives that do not fit under the Common Agenda.

Two in-depth studies will examine the PL-480 Section 108 lending program and the Microenterprise Development project. The results will be used to determine the future of these two projects.

INCREASED PARTICIPATION FOR ECONOMIC GROWTH

SO-LEVEL PERFORMANCE INDICATORS

CROSS CUTTING THEME

INDICATORS

1.0.1. Foreign exchange earnings in priority non-agricultural areas

Description:

Areas of assistance are informatics, processed agriculture, apparel, and tourism. Growth rates for tourism are assumed at 5%. Growth rates for all processed agriculture/informatics are assumed at 5% for 1997 increasing by one percentage point each successive year. \*There will be no further support to the apparel industry

	1991 Baseline	1995	1996	1997	1998	1999	2000	2001
a. Planned	-	1,060	1,023	1,070	1,130	1,180	1,240	1,300
a. Achieved	764	965	1,069					
b. Planned	-	513	560	*				
b. Achieved	302	611	513					
c. Planned	-	73	68	73	78	83	90	98
c. Achieved	75	66	68					

Unit of measure: a) tourism (millions US\$)  
b) apparel (million US\$)  
c) processed agriculture/informatics (millions US\$)

Source: JAMPRO, PIOJ, EDIP project records

1.0.2 Foreign exchange earnings of selected agricultural exports.

Description:

Selected exports including cucumbers, pumpkin, dasheen, sweet potatoes, yam, papaya, peppers, mangoes, cut flowers, foliage and other live plants. Growth is assumed at 5%.

	1994 Baseline	1995	1996	1997	1998	1999	2000	2001
a. Planned	-	76.5	80.3	84.3	88.5	92.9	97.5	102.3
a. Achieved	72.9	84.9	82.7					

Units of measure: Millions US\$

Source: PIOJ Social/Economic Survey, Commodity/Industry Boards, Hillside Agriculture project records

1.0.3 Employment in assisted areas

Description:

Areas of assistance include tourism, apparel industry, small scale exports, selected small holder agriculture export crops. Growth assumptions are that male employment will grow at the rate of 3% and female employment will grow at a rate of 1%.

	1991 Baseline	1995	1996	1997	1998	1999	2000	2001
a. Planned	-	125,000	112,500	116,900	120,400	124,000	127,700	131,500
a. Achieved	104,000	109,200	113,500					
b. Planned	-	164,000	153,300	146,900	148,300	149,700	151,100	152,600
b. Achieved	129,000	148,800	145,500					

Unit of measure: Number of jobs a) males  
b) females

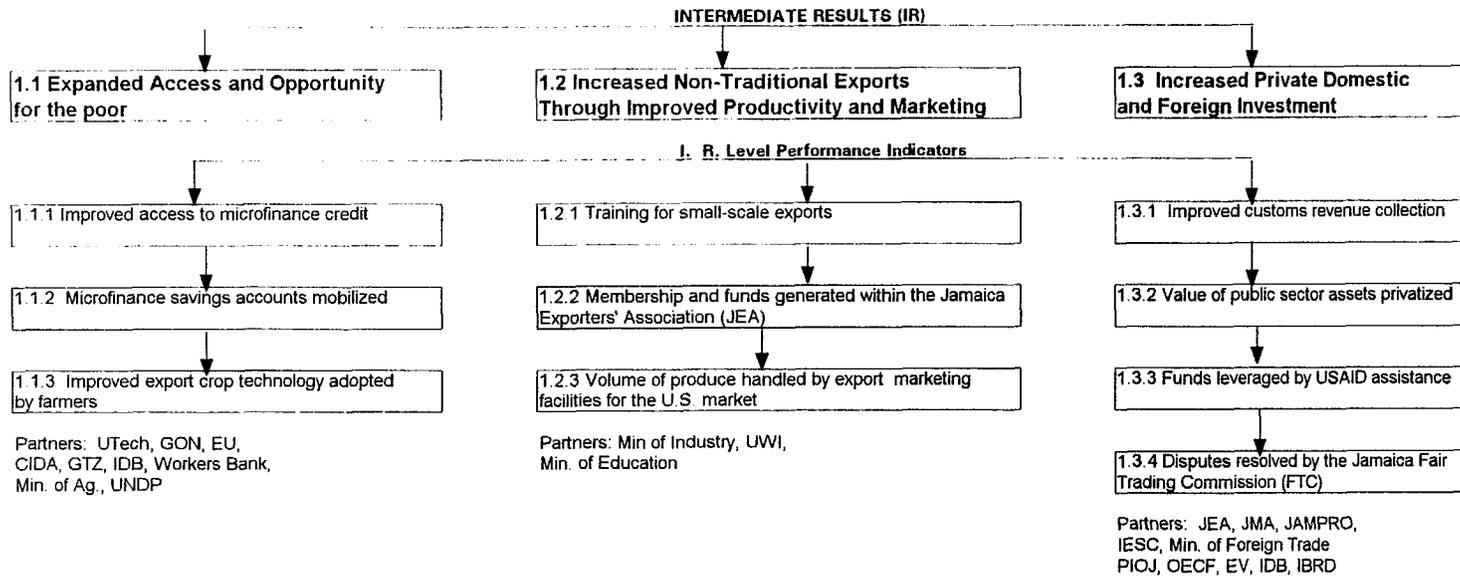
Source: STATW report for small business, JAMPRO, PIOJ Economic and social Survey.

**RESULTS FRAMEWORK**

**STRATEGIC OBJECTIVE 1: INCREASED PARTICIPATION FOR ECONOMIC GROWTH**

**STRATEGIC OBJECTIVE-LEVEL PERFORMANCE INDICATORS**

- 1.0.1 Foreign Exchange Earnings In Priority Non-Agricultural Areas
- 1.0.2 Foreign Exchange Earnings Of Selected Agricultural Exports
- 1.0.3 Employment In Assisted Area



**Critical Assumptions:**

- GOJ commitment to policy reform towards a free market economy
- Stable macroeconomic climate regarding fiscal (tax & spend), monetary (interest & inflation), and exchange rate policies
- Reduction of bureaucracy and red-tape obstacles to investment
- Efficient and stable banking sector
- Decrease of crime and violence in society
- Adequate physical infrastructure
- Legal and regulatory framework which fosters competition
- Improvement in living standards and stable labor markets

**CROSS-CUTTING THEME**



**COMMUNITY  
BASED  
DEVELOPMENT**



**DONOR  
COOPERATION**



**INFORMATION  
TECHNOLOGY**

SO1  
INTERMEDIATE RESULT # 1

1.1 EXPANDED ACCESS AND OPPORTUNITY FOR THE POOR

CROSS CUTTING THEME

ACTIVITY

INDICATORS

MDP 1.1.1 Improved access to microfinance credit



**Description:**  
Access of formal credit to microentrepreneurs and disadvantaged persons, especially women. The growth rates are projected at 25% based on early performance of Workers Bank's Post Office program

	1993	1995	1996	1997	1998	1999	2000	2001
<b>Baseline</b>								
a. Planned	400	400	500	625	780	1,000	1,250	1,560
a. Achieved	507	248	150					
b. Planned	600	600	500	625	780	1,000	1,250	1,560
b. Achieved	643	187	96					

Unit of measure: # of loans/year  
a) males  
b) females

Source: Supported Institutions: ASSIST, EDT, Workers Bank, COK

MDP 1.1.2 Microfinance savings mobilized



**Description:**  
The increase in the number of savings accounts through Workers Bank postal windows automatically increases the pool of credit available to entrepreneurs. Growth rates are projected at 35% based on existing number of savings accounts in post offices due to participate in the program over the period indicated.

	1995	1996	1997	1998	1999	2000	2001
<b>Baseline</b>							
a. Planned	0	6,500	10,670	14,400	19,440	26,240	35,420
a. Achieved	0	7,904					

Unit of measure: # of savings accounts/year

Source: Workers Bank Postal Division

HAP\* AESP\* 1.1.3 Improved export crop technology adopted by farmers



**Description:**  
Farmers assisted under the USAID Hillside Agriculture and Agricultural Export Services Projects. Growth rates are assumed at 2.1%.  
  
\* Projects end in 1997

	1994	1995	1996	1997*	1998	1999	2000	2001
<b>Baseline</b>								
a. Planned	-	47,000	47,987					
a. Achieved	46,294	50,723	53,203					

Unit of measure: # of farmers assisted (cumulative)

Source: Ministry of Agriculture, Project files

**1.2 INCREASED NON-TRADITIONAL EXPORTS THROUGH IMPROVED PRODUCTIVITY AND MARKETING**

CROSS CUTTING THEME

ACTIVITY

INDICATORS

IMEGO/SBED 1.2.1 Training for small-scale exports

**Description:**  
Includes training in use of information technology, as well as seminars and workshops on production/marketing of non-traditional small-scale exports  
**Project ends 1998**



IMEGO/SBED 1.2.2 Membership and funds generated within the Jamaica Exporters' Association (JEA)

**Description:**  
Increased JEA membership and corresponding increase in revenues from membership dues and services is only possible if JEA is providing services that member firms require. Since all of such services are in the export sector, then increased membership and revenues are indicators of export growth.  
**Project ends 1998**

IMEGO/JEA 1.2.3 Volume of produce handled by export marketing facilities for the U.S. Market

**Description:**  
Export marketing facilities pre-clear agricultural product destined for U.S. markets, primarily papaya, mangos, fresh fruits and flowers, ornamental plants, etc. The marked decline in 1996 is attributed to two factors: the revaluation of the Jamaican dollar against the U.S. dollar by about 20% and the drastically curtailed output of the papaya industry due to the infestation of papaya farms with the ring spot disease. Assume three years to recover 1995 levels, then growth at 10%.

	1993	1995	1996	1997	1998	1999	2000	2001
a. Planned	30	45	36	40	40			
a. Achieved	27	52	36					
b. Planned	-	300	300	300	300			
b. Achieved	-	169	256					
c. Planned	-	300	300	300	300			
c. Achieved	-	100	315					

Units of measure: a) number of firms assisted  
b) number of males trained  
c) number of females trained

Source: JEA/SBED Performance reports

	1995	1996	1997	1998*	1999	2000	2001
a. Planned	210	240	270	300			
a. Achieved	240	245					
b. Planned	2	6	6	9			
b. Achieved	10	60					

Unit of measure: a) Number of firms (membership)  
b) Funds generated (Thousand US\$)

Source: JEA and JEA/SBED Performance reports

	1992	1995	1996	1997	1998	1999	2000
a. Planned	Baseline	20,130	23,725	15,500	20,600	26,000	30,200
a. Achieved	11,959	26,000	11,638				

Unit of measure: Metric tons  
Source: Ministry of Agriculture

**1.3 INCREASED PRIVATE DOMESTIC AND FOREIGN INVESTMENT**

CROSS CUTTING THEME

ACTIVITY

INDICATORS

IMEGO  
CUSTOMS

**1.3.1 Improved customs revenue collection**



**Description:**  
Increased customs revenue indicates efficient customs administration. This in turn assures both domestic and foreign investors that their imported equipment will be processed quickly, thus increasing investor confidence and encouraging investment. The dramatic increase from 1995-1996 is due to improved collection procedures and adoption of higher valuation of commodities. Now that these improvements are in place, growth should be along the lines of 20%.

	1994	1995	1996	1997	1998	1999	2000	2001	
a. Planned	Baseline	100	130	169	440	530	640	760	908
b. Achieved		124	136	368					

Unit of measure: Millions US\$/year  
Source: Dept. of Customs records

IMEGO/  
NIBJ

**1.3.2 Value of public sector assets privatized**



**Description:**  
Privatization income used for debt reduction and investment. The high performance in 1996 was due to the privatization of the State petroleum company. An increase of this magnitude is not likely in the future. IMEGO's PACD is 1998.

	1990	1995	1996	1997	1998	1999	2000	2001
a. Planned	Baseline	21	24	24				
a. Achieved		6.4	40	69.36				

Unit of measure: Millions US\$/year  
Source: National Investment Bank of Jamaica

**1.3 INCREASED PRIVATE DOMESTIC AND FOREIGN INVESTMENT**

**CROSS CUTTING THEME**

**ACTIVITY**

**INDICATORS**

**1.3.3 Funds leveraged by USAID assistance**



NCDP  
MDP

**Description:**  
USAID's participation in some projects has led to participation by other donors and increased funding by the GOJ. This "leveraging" of funds has increased public investment which was a constraint to private investment. The indicator measures GOJ and other donor funding. Projections are based on projects already identified in a preliminary manner.

	1995	1996	1997	1998	1999	2000	2001
<b>Baseline</b>	3	87	50	50	50	50	50
a. Planned	3.5	117.5					
a. Achieved	5	6	6.5	7	7.5	8	8.5
b. Planned	4.8	7.3					
b. Achieved							

a. Planned  
a. Achieved  
b. Planned  
b. Achieved

Unit of measure: Millions US\$/year  
a) tourism infrastructure  
b) micro-enterprise development

Source: Project records

IMEGO/  
FTC

**1.3.4 Disputes resolved by the Jamaica Fair Trading Commission (FTC)**

**Description:**  
The FTC acts as a body to regulate competition and ensure that it operates fairly. This competition will encourage potential investors to enter in a market where market forces rather than other considerations govern performance.

	1994	1995	1996	1997	1998	1999	2000	2001
<b>Baseline</b>	200	300	400	500	600	700	800	900
a. Planned	416	1,000	837					
b. Achieved								

a. Planned  
b. Achieved

Units: Number of disputes resolved/year  
Source: The Fair Trading commission

**B. Strategic Objective 2: Increased Protection of Key Natural Resources in Environmentally and Economically Significant Areas**

**1. Performance Analysis**

**a. Toward achieving SO2**

Significant advances toward achieving the Mission's Strategic Objective 2 were realized in 1996. Among the year's highlights, Parliament approved a draft policy paper which establishes a national system of protected areas (ultimately to comprise 30 percent of Jamaica's land mass) and the Government of Jamaica delegated authority to two local NGOs to manage Jamaica's first two national parks, a milestone in the development of a sustainable national protected areas system. During 1996, the Mission adopted a new environmental strategy which has resulted in a realignment of SO2 initiatives. This realignment places a strategic emphasis on environmental protected areas, coastal water quality improvement, and financial and managerial sustainability of associated Jamaican organizations. In addition, SO2's DEMO Project underwent a mid-term evaluation in 1996 which resulted in a modification of the institutional setting for the Protected Area Resource Conservation (PARC) Component of that project. The Mission expects this transfer of responsibility to the Natural Resources Conservation Authority (NRCA) to facilitate implementation of this component, which has been at an impasse. Accordingly, the indicators for that component were sharpened and are reflected in the attached performance data tables. As a consequence of having refined the SO 2 results framework and the planned initiation of new results packages, data for 1996 is not available for several indicators.

**b. Intermediate results (IR)**

**i. Expanded areas of priority urban and natural resources under sustainable management (IR 2.1)**

Jamaica has made significant progress toward creating sustainable mechanisms for management of the country's most critical resources. Specifically, in 1996:

- Progress met expectations toward the management of the initial units of the national protected area system. A management plan and financial sustainability plan is now in place for the 30,000-acre Negril Watershed environmental protection area and initial data collection and analysis have been conducted for both the planned 250,000-acre protected area at Black River Morass and the planned 10-14,000-acre marine protected area at Palisadoes/Port Royal Cays (*Indicator 2.1.1*).

- An additional 1,539 hillside farmers were brought into sub-projects under the Hillside Agriculture Project (HAP) which helped them to improve soil management on fragile watershed lands through the planting of economically valuable crop trees. All targets were met or exceeded in this final full year of the project, bringing total acreage under improved soil conservation practices to over 18,000. The HAP end of project evaluation gave considerable praise for this project's higher than anticipated performance record.

The Project Management Unit indicates that activities supported under each of the final 13 sub-projects will have developed sufficient operating capital and management abilities to be able to sustain their environmental improvement activities beyond the PACD. Furthermore, activities supported under a significant number of earlier sub-projects are being continued.

*(Indicator 2.1.4)*

● Construction delays in the renovation of Montego Bay's waste water treatment plant, due to National Water Commission (NWC) financial constraints, meant that untreated sewage continued to enter Montego Bay. The renovation (which will reduce the volume of untreated water by 400,000 gallons per day) is now scheduled for completion by July 1997. New treatment works (which will further reduce the volume of untreated sewerage entering the bay) are currently under construction and are likely to be operational by July 1999. *(Indicator 2.1.3)*

#### **Protecting Jamaica for Future Generations**

Jamaica's protected areas system will ultimately encompass at least 30% of Jamaica's land surface and will have far-reaching impact on the management of the nation's natural resources and biodiversity. With USAID support, two national parks encompassing 210,000 acres are now in place and three additional protected areas, covering at least 250,000 more acres, are close to official declaration. However, until 1996, the policies required for protected area management were not in place. Through USAID's efforts under DEMO in 1996, a policy package has been formalized, including establishing categories of protected areas (parks, resource management areas, national monuments, etc.), uses allowed within protected areas, financial sustainability, guidelines for management planning, and local management of protected areas. The draft policy paper was reviewed and approved by the Cabinet and has undergone an extensive, high-profile public review process in every parish of the country along with extensive media coverage of aspects of the proposed system. The final "white paper" is to be tabled in Parliament within several weeks and is expected to be approved as written.

#### **ii. Increased financial resources for environmental management (IR 2.2)**

Excellent progress toward increasing financial resources for environmental management continues, led by the expansion of the Environmental Foundation of Jamaica's (EFJ) environmental fund, with a 45.6 percent yield on investments in the year ending September 1996. This translates to a net real fund appreciation rate of over 20 percent. The EFJ has now earned interest on its investments totalling US\$7.96 million since its inception four short years ago.

### U.S. Environmental Endowment Strengthens NGOs

USAID's support to the NGO community has led to enhanced environmental awareness and improvement. A key contributor to sustaining NGO operations is the Environmental Foundation of Jamaica, the entity established to implement the Enterprise for the Americas Initiative (EAI) under a \$23 million debt reduction agreement. USAID has provided the technical guidance to EFJ to make it one of the best performers of all such programs established under the EAI program. In less than three years, the EFJ has provided grants to NGOs totalling over US\$4.3 million. Foundation staff estimate that at least 250,000 Jamaicans have directly benefited from its portfolio of projects. EFJ's investment fund assets have returned an impressive 36% annually. As well, the foundation provides a powerful influence on the national environmental agenda, drawing strong media attention to environmental issues and mobilizing community groups across the island through its growing portfolio of information, education and direct action grants.

Also, in 1996:

- Local environmental community-based organizations (CBOs) and NGOs began initiatives toward implementing cost recovery measures. The Negril Environmental Protection Trust initiated a new fund-raising strategy, and in Montego Bay, the Sanitation Support Unit met its cash reserve goals throughout the year, charging end users for the services provided. Initial calculation of cost of services based upon over one year's data indicates that fees are currently covering 78% of costs. The Unit is revising its fee scale to recover full costs. (*Indicator 2.2.1*).

- Activities aimed at establishing revenue generating programs (*Indicator 2.2.2*) achieved mixed progress in 1996. The Jamaica Conservation Development Trust, a national NGO charged with the responsibility of developing that fund, has not delivered on planned results. The SO2 team and its national protected area system partners are now considering reform options including the transfer of responsibility of this important fund to another entity. A local program (by the Negril Environmental Protection Trust), however, made impressive advancements in the development and institutionalization of its revenue generating program.

- A key indicator of the financial sustainability of individual park units is the extent to which these units have revenue generation programs in place. Only one protected area now receives 25 percent or more of its required annual income from sustainable sources--the Blue Mountain and John Crow National Park. USAID expects the Montego Bay Marine Park and Negril Marine Park to be in this category by 1997 (*Indicator 2.2.3*).

### iii. Strengthened capacity of Jamaican organizations to manage natural resources effectively (IR 2.3)

Jamaica made significant strides towards improving the capacity of both private and public organizations for sustainable management of natural resources:

- The success of the USAID-supported Sanitation Support Unit in changing environmental and hygiene behavior in a squatter community in Montego Bay was affirmed by the results of an

impact survey. In 1996, the SSU assisted community residents to install 612 on-site sanitation facilities out of a planned 800 and promoted accompanying behavioral change. The inability of the Ministry of Health's Public Health Division to provide inspectors to approve initial assessments of on-site conditions and final facilities on a timely basis held back further progress. (*Indicator 2.3.1*)

#### **Community Rallies Around Sewage Disposal Activity**

USAID, through a partnership with a local NGO, is tackling one of Jamaica's biggest problems: disposal of sewage in low-income communities. In its first year, the Sanitation Support Unit in Montego Bay has assisted a 1400 home squatter community install on-site sanitation facilities and adopt behaviors consistent with good health and a clean environment. Improper sewage disposal is a key contributor to freshwater and groundwater pollution in many parts of Jamaica. Monitoring of ten key sanitation and environmental behavior indicators demonstrates a dramatic improvement in compliance from 46% to 96%. The success of the Sanitation Unit is due to its singular character, with its community-based, demand-driven, customer-oriented and balanced approach. A climate of change has been created, with not only increased individual knowledge and motivation, but also in changing social norms where the community as a whole supports actions to improve sanitation, hygiene and environmental behaviors.

- The long-term sustainability of the national protected areas system depends on the extent to which the GOJ delegates management of the system to local NGOs. This is seen as the litmus test of commitment to decentralize authority and capitalize on local resources to sustain the national system. In 1996, the management of the nation's first two national parks was delegated to two local NGOs, heralding a major accomplishment (*Indicator 2.3.2*).

- The number of Jamaican personnel who received US training in environmental management reached only 61 percent of the 1996 target. The identification of suitably qualified candidates has been frustrated by a fluid employment environment and continuing off-island emigration. (*Indicator 2.3.5*)

#### **iv. Established environmental policies and regulations to conserve natural resources (IR 2.4)**

In 1996, progress was made toward achieving this result as indicated by the following:

- Cabinet and Parliament approved the draft policy paper establishing a national system of protected areas (ultimately to comprise 30% of Jamaica's land mass) and approved the legislation creating the Water Resources Authority, responsible for national policy formulation and regulation of all fresh water resources on the island (*Indicator 2.4.1*).

- The Natural Resources Conservation Authority (NRCA) carried out 434 enforcement site visits, issued 3 enforcement notices and successfully completed 19 enforcement actions out of a target of 20 (*Indicator 2.4.3*). A completed enforcement action is one in which fines have been collected,

cases have been prosecuted to conclusion, or the illegal use of resources has been terminated as a result of negotiation or mediation.

**c. Contribution to regional priorities**

With respect to achievement of regional priorities, several elements of SO2 activities have made significant contributions. Under the Enterprise for the Americas Initiative, the fund and foundation established for Jamaica under that initiative continues to be the lead performer of similar funds/foundations throughout the hemisphere. Under the Summit of the Americas, the Environmental Initiative for the Americas (EIA) supports a new effort to protect biodiversity and establish (during 1997) a new marine protected area at the Palisadoes/Port Royal Cays. In addition, EIA funding will support a program that in 1997 will introduce environmental audits to tourism industry enterprises in an effort to achieve self-regulation of environmental practices.

**2. Expected Progress Through FY 1999 and Management Actions**

The Mission expects to realize the following results in SO2 through FY 1999:

- sustainable NGO management of both Blue & John Crow Mountains National Park and the Montego Bay Marine Park;
- formal establishment of the Negril Watershed Environmental Protection Area (30,000+ acres) and the Palisadoes & Port Royal Cays Marine Protected Area (8-10,000 acres);
- the natural resource management policy framework in place and the Black River Upper and Lower Morass Protected Area (250,000+ acres) established;
- data collection and planning in Cockpit Country, encompassing Jamaica's most internationally significant (and unprotected) endemic species and biodiversity resources, initiated;
- a strengthened fund-raising program to help provide financial sustainability for the national protected areas system; and
- strengthen the NRCA Parks and Protected Areas Division to assume its responsibilities to establish, provide policy for and regulate the national system of protected areas.

The Mission will also assist the Environmental Foundation of Jamaica to:

- establish a permanent Trust Fund (to be initially capitalized at US\$10 million) for long-term sustainability of the EFJ grant program; and
- strengthen its grant making strategy and operational procedures to improve efficiency and clarify foundation priorities.

To accomplish these results several implementation actions will need to occur:

An assessment will be made as to whether or not certain activity components of the DEMO project will need extensions in time. While satisfactory, observable progress is being made, there may be need for additional time to solidify the institutionalization of key programs in the national protected areas system.

Under the Environmental Audits for Sustainable Tourism (EAST) activity, the Mission will initiate an environmental audit program which is expected to achieve self-regulation of environmental practices of tourism enterprises; build private sector capacity to carry out environmental audits; and encourage the establishment and expansion of plastics, glass and paper products recycling programs.

SO2 will initiate a new results package activity designed to address coastal water quality improvements in key tourism destinations; initiate private/public partnerships for the operations and maintenance of sewage systems; coordinate national coastal zone management policies and activities; improve GOJ and NGO water quality monitoring of coastal areas; and strengthen local initiatives to improve coastal water quality.

STRATEGIC OBJECTIVE NO. 2

INCREASED PROTECTION OF KEY NATURAL RESOURCES IN ENVIRONMENTALLY AND ECONOMICALLY SIGNIFICANT AREAS

SO-LEVEL PERFORMANCE INDICATORS

CROSS CUTTING THEME

INDICATORS

2.0.1 Environmentally threatened areas under NRCA protection



Description:  
Number and acreage of "environmentally threatened" areas placed under a protected area status by NRCA. DEMO project ends 1998.

- a. Planned
- a. Achieved
- b. Planned
- b. Achieved

1992	1995	1996	1997	1998	1999	2000	2001
Baseline							
0	2	2	4	6			
0	2	2	-	-			
0	200	200	240	400			
0	200	200	-	-			

UNIT OF MEASURE: a) NO. OF PROTECTED AREA UNITS  
b) ACREAGE OF PROTECTED AREAS (000s)

SOURCE: NRCA RECORDS

INDICATORS

2.0.2 Key tourism-based areas with improved coastal water quality



Description:  
a) Number of tourism destination areas with acceptable coastal water quality (consistent with NRCA standards as derived from the Jamaica Bureau of Standards and ISO standards). Monitoring programs will be established under SO2 initiatives;  
b) Number of tourists visiting improved coastal water locations impacted by results package activities. First site is Negril. Additional sites to be selected as activity progresses.

- a. Planned
- a. Achieved
- b. Planned
- b. Achieved

1996	1997	1998	1999	2000	2001
Baseline					
0	0	1	2	3	4
0	-	-	-	-	-
86	140	200	350	400	500
86	-	-	-	-	-

UNIT OF MEASURE: a.) NO. OF TOURISM DESTINATIONS  
b.) NO. OF TOURISTS (000s)

SOURCE: a.) NRCA, MOH, NWC WATER QUALITY MONITORING RECORDS  
b.) JHTA RECORDS

NOTE: Measurements are cumulative except where otherwise indicated

SO2  
INTERMEDIATE RESULT #1

**EXPANDED AREAS OF PRIORITY URBAN AND NATURAL RESOURCES  
UNDER SUSTAINABLE MANAGEMENT**

<b>CROSS CUTTING THEME</b>	<b>ACTIVITY</b>	<b>INDICATORS</b>
----------------------------	-----------------	-------------------

DEMO 2.1.1 Protected areas under effective management

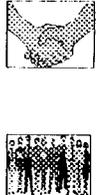


**Description:**  
Number and area of targeted protected areas with adequate management includes: immediate conservation threats deterred; implementation of long-term management plan initiated; long-term financial sustainability plan in place; and a local constituency actively participating in supporting protected area management. The area planned for FY 1997 is Negril. The additional two locations in FY 1998 are the John Crow/ Blue Mountain National Park and the Montego Bay Marine Park.

	1992	1995	1996	1997	1998	1999	2000	2001
<b>Baseline</b>								
a. Planned	0	0	0	1	3			
a. Achieved	0	0	0	-	-			
b. Planned	0	0	0	30	230			
b. Achieved	0	0	0	-	-			

UNIT OF MEASURE: a.) No. of protected areas units  
b.) No. of acres (000s)  
SOURCE: NRCA AND DEMO PROJECT RECORDS

CWIP EAST DEMO 2.1.2 Miles of coastline under improved management



**Description:**  
Approximately 75% of Jamaica's formal tourism establishments and attractions are located in discrete areas of the coast totalling approximately 45 miles of frontage. The marine environment in these areas is at risk from the environmental burden of these establishments. Improved management includes: water quality monitoring systems in place; sewage treatment plants (whether package or municipal) operating satisfactorily; pollution enforcement measures in place; and a local constituency actively participating in coastal zone management.

	1996	1997	1998	1999	2000	2001
<b>Baseline</b>						
Planned	0	0	7	12	18	21
Achieved	0	-	-	-	-	-

UNIT OF MEASURE: No. of miles  
SOURCE: NRCA, NWC AND CWP PROJECT RECORDS

**EXPANDED AREAS OF PRIORITY URBAN AND NATURAL RESOURCES  
UNDER SUSTAINABLE MANAGEMENT**

**CROSS  
CUTTING  
THEME**

**ACTIVITY**

**INDICATORS**

North Coast 2.1.3 Gallons of untreated waste water from sewerage system entering Montego Bay



Description:  
The volume of untreated water, in millions of gallons per day, entering Montego Bay from municipal sewage treatment system. The lower the number, the greater the protection of the Bay. Project ends 1999.

	1994	1995	1996	1997	1998	1999	2000	2001
Planned	2	1.6	1	1	1	0		
Achieved	2	2	2	-	-	-		

UNIT OF MEASURE: Million gallons/day  
SOURCE: NWC RECORDS

HAP 2.1.4 Acres under improved soil conservation practices



Description:  
One of the primary objectives of the HAP project is the introduction of soil conservation production methods to cooperating farmers. Participants are disaggregated by sex. Project ends 1997.

	1987	1995	1996	1997	1998	1999	2000	2001
a. Planned	0	15000	17000	18000				
a. Achieved	0	16218	18000	-				
b. Planned	0	11400	15800	16100				
b. Achieved	0	14947	16100	-				
c. Planned	0	3600	4000	4073				
c. Achieved	0	3687	4073	-				

UNIT OF MEASURE: a.) No. of acres  
b.) No. of male participants  
c.) No. of female participants

SOURCE: HAP PROJECT RECORDS

SO2  
INTERMEDIATE RESULT #2

**INCREASED FINANCIAL RESOURCES FOR ENVIRONMENTAL MANAGEMENT**

CROSS CUTTING THEME

ACTIVITY

INDICATORS

EAST  
CWIP  
Tech Support

2.2.1 Local environmental enhancement activities operating sustainably

Description:  
One of the most accurate indicators of long term sustainability of an organization is its ability to recover costs incurred in carrying out its activities. The greater the number of organizations operating in such a manner, the greater the likelihood of long term actors assisting in the advancement of the environmental agenda. This indicator measures the number of activities generating at least 50% of the revenue required to maintain the activity of a self-sustaining basis.



	1996					
	Baseline	1997	1998	1999	2000	2001
a. Planned	0	1	2	3	3	4
a. Achieved	0	-	-	-	-	-
b. Planned	0	0	1	2	3	4
b. Achieved	0	-	-	-	-	-

UNIT OF MEASURE: a) number of sustainable CBO activities  
b) number of sustainable NGO activities  
Source CBO and NGO records

DEMO

2.2.2 Revenue generating programs and activities implemented by environmental NGOs

Description:  
Number of fundraising programs under implementation by key participating organizations in order to achieve sustainability of environmental management activities. In FY 1995, the success was the National Park Trust Fund; in FY 1996 it was the Negril Environmental Protection Trust. Project ends in 1998.



	1992							
	Baseline	1995	1996	1997	1998	1999	2000	2001
a. Planned	0	1	1	2	2			
a. Achieved	0	1	1	-	-			
b. Planned	0	0	1	2	3			
b. Achieved	0	0	1	-	-			

UNIT OF MEASURE: a) Number of national programs  
b) Number of local programs  
SOURCE: NATIONAL AND LOCAL TRUST FUND ANNUAL REPORTS

**INCREASED FINANCIAL RESOURCES FOR ENVIRONMENTAL MANAGEMENT**

**CROSS CUTTING THEME**

**ACTIVITY**

**INDICATORS**

**DEMO 2.2.3 Protected areas with revenue generation programs in place**



**Description:**  
Number of protected areas with 25% of required annual income coming from user fees, trust fund earnings and other sustainable funding sources. In 1996, the Montego Bay Marine Park instituted charges for Park visitors. John Crow/Blue Mountain National Park institutes charges in 1997 while the Negril protected area is slated to institute charges in 1998.

	1992	1995	1996	1997	1998	1999	2000	2001
a. Planned	0	0	1	2	3			
b. Achieved	0	0	1	-	-			

UNIT OF MEASURE: No. of protected areas  
SOURCE: NATIONAL AND LOCAL TRUST FUNDS AND NGO ANNUAL REPORTS

**DEMO 2.2.4 Additional investment leveraged by USAID support**

**CWIP EAST Tech Support**



**Description:**  
An indirect benefit of the USAID's environmental program is the strengthening of local and national institutions' capacities to seek further funding from GOJ, other donors, and EFJ, and to collect revenues from local resources. In addition, the private sector, particularly the tourism sector, is expected to make substantial investment in environmental technologies and management practices. Additional US dollar investment leveraged by USAID support is measured.

	1994	1995	1996	1997	1998	1999	2000	2001
Planned	0	0.2	1	1.2	1.6	2	2.4	2.7
Achieved	0	0.2	1	-	-	-	-	-

UNIT OF MEASURE: Millions of US Dollars  
SOURCE: USAID, OTHER DONOR, EFJ AND PRIVATE SECTOR RECORDS

**STRENGTHENED CAPACITY OF JAMAICAN ORGANIZATIONS TO MANAGE  
NATURAL RESOURCES EFFECTIVELY**

CROSS  
CUTTING  
THEME

ACTIVITY

INDICATORS

DEMO 2.3.1 Households and organizations successfully implementing environmental improvement activities

CWIP  
EAST  
Tech Support

Description:  
a) Number of CBOs addressing environmental issues and NGOs implementing activities that mitigate or prevent environmental degradation; b) number of households that change environmental practices as a result of environmental training; c) number of tourism-related enterprises that change operation and maintenance practices in response to environmental training

	1994	1995	1996	1997	1998	1999	2000	2001
a Planned	0	4	5	7	14	18	19	22
a Achieved	0	4	5	-	-	-	-	-
b Planned	0	800	1700	2000	2400	2800	3100	3400
b Achieved	0	200	1400	-	-	-	-	-
c Planned	0	0	0	4	8	12	15	18
c Achieved	0	0	0	-	-	-	-	-

UNIT OF MEASURE: a. number of CBOs/NGOs  
b. number of households  
c. number of business establishments

SOURCE: CBO AND NGO RECORDS

DEMO 2.3.2 NGOs receiving NRCA delegation of authority to manage protected areas

Description:  
Long term sustainability of the national protected areas system requires assumption of management responsibilities for protected area units by local, community-based organizations. This decentralization for local management by NRCA is a key indicator of sustainability. The management of the Montego Bay Marine Park and the John Crow/Blue Mountain Park was delegated to local NGOs in 1996. Management of the Negril protected area (FY 1997) and the Palisadoes/Port Royal Park (FY 1998) are to be delegated in the future.

	1992	1995	1996	1997	1998	1999	2000	2001
Planned	0	0	2	3	4	-	-	-
Achieved	0	0	2	-	-	-	-	-

UNIT OF MEASURE: No. of NGOs receiving authority

SOURCE: NRCA RECORDS

CWIP 2.3.3 Municipal sewerage treatment systems operated/maintained by the private sector

EAST

Description:  
The effective operation and maintenance (O&M) of sewage systems by the National Water Commission is a major problem and a primary concern for users, both potential and actual, of these systems. Alternative forms of O&M, involving private sector participation, will be introduced to NWC. The number of sewage treatment systems operated and managed by private sector firms is an indicator of both GOJ and NWC acceptance of this concept.

	1997	1998	1999	2000	2001
Planned	0	1	2	3	3
Achieved	0	-	-	-	-

UNIT OF MEASURE: No. of systems

SOURCE: NWC RECORDS

**STRENGTHENED CAPACITY OF JAMAICAN ORGANIZATIONS TO MANAGE  
NATURAL RESOURCES EFFECTIVELY**

CROSS CUTTING THEME      ACTIVITY      INDICATORS

CWIP EAST      2.3.4 Tourism-related enterprises receiving certification of improved environmental operations

**Description**  
Number of tourism-related enterprises receiving certification of improved environmental operations. While the certification process has yet to be finalized, it is likely to be based upon the newly established ISO 14000 standard, either officers of NRCA or private sector engineers with the approval of NRCA, certifying compliance. Program commences in mid-FY 97.

	1997				
	Baseline	1998	1999	2000	2001
Planned	0	3	8	14	20
Achieved	0	-	-	-	-

UNIT OF MEASURE: No of tourism enterprises  
SOURCE: JHTA AND CWIP RECORDS

DEMO CWIP      2.3.5 Trained personnel for environmental management

**Description:**  
Number of public and private individuals receiving short-term training in environmental management. Only training in the United States is measured. Training has been focussed on the Ranger Corp which is predominantly male. Future training is to be focussed on management functions which will provide more opportunities for women to be trained.

	1992							
	Baseline	1995	1996	1997	1998	1999	2000	2001
a. Planned	0	48	59	76	80	85	90	100
a. Achieved	0	27	36	-	-	-	-	-
b. Planned	0	20	29	36	60	72	85	95
b. Achieved	0	14	22	-	-	-	-	-

UNIT OF MEASURE: a) number of males trained  
b) number of females trained  
SOURCE: DEMO, EAST AND CWIP RESULTS PACKAGES RECORDS

SO2  
INTERMEDIATE RESULT #4

**ESTABLISHED ENVIRONMENTAL POLICIES AND REGULATION TO CONSERVE  
KEY NATURAL RESOURCES**

CROSS  
CUTTING  
THEME



ACTIVITY

INDICATORS

CWIP  
EAST  
DEMO

**2.4.1 Policy reforms enacted to create incentives for sound environmental management**

Description:  
Policies to be addressed include (but are not restricted to); investment or park and other government revenues into protected areas; tariff regimes on the importation of environmental technologies; the participation of authority to local constituencies.

Planned  
Achieved

1992	1995	1996	1997	1998	1999	2000	2001	
Baseline	0	4	6	8	9	10	11	12
	0	6	7	-	-	-	-	-

UNIT OF MEASURE: No. of major policy reforms enacted  
SOURCE: GOJ RECORDS

CWIP  
DEMO

**2.4.2 Increased GOJ actions to identify coastal water pollution**

Description:  
Number of tourism destinations with near-shore water quality monitoring in place.



Planned  
Achieved

1996	1995	1996	1997	1998	1999	2000	2001
Baseline	0	0	1	2	3	4	4
	0	0	-	-	-	-	-

UNIT OF MEASURE: No. of water quality monitoring systems  
SOURCE: NRCA, MOH AND NWC RECORDS

**ESTABLISHED ENVIRONMENTAL POLICIES AND REGULATION TO CONSERVE  
KEY NATURAL RESOURCES**

**CROSS  
CUTTING  
THEME**

**ACTIVITY      INDICATORS**

**DEMO      2.4.3 Natural resource management enforcement actions**

Description:  
A completed enforcement action is one in which fines have been collected, cases have been prosecuted to conclusion or the illegal use of resources has been terminated as a result of negotiation or mediation. Authority for enforcement rests with NRCA. Project ends 1998.

	1992 Baseline	1995	1996	1997	1998	1999	2000	2001
Planned	0	15	35	40	50			
Achieved	0	28	38	-	-			

UNIT OF MEASURE: No. of enforcement actions completed  
SOURCE: NRCA AND NATIONAL PARKS SYSTEMS RECORDS

**DEMO      2.4.4 Monitoring of natural resources**

**CWIP  
EAST  
Tech Support**

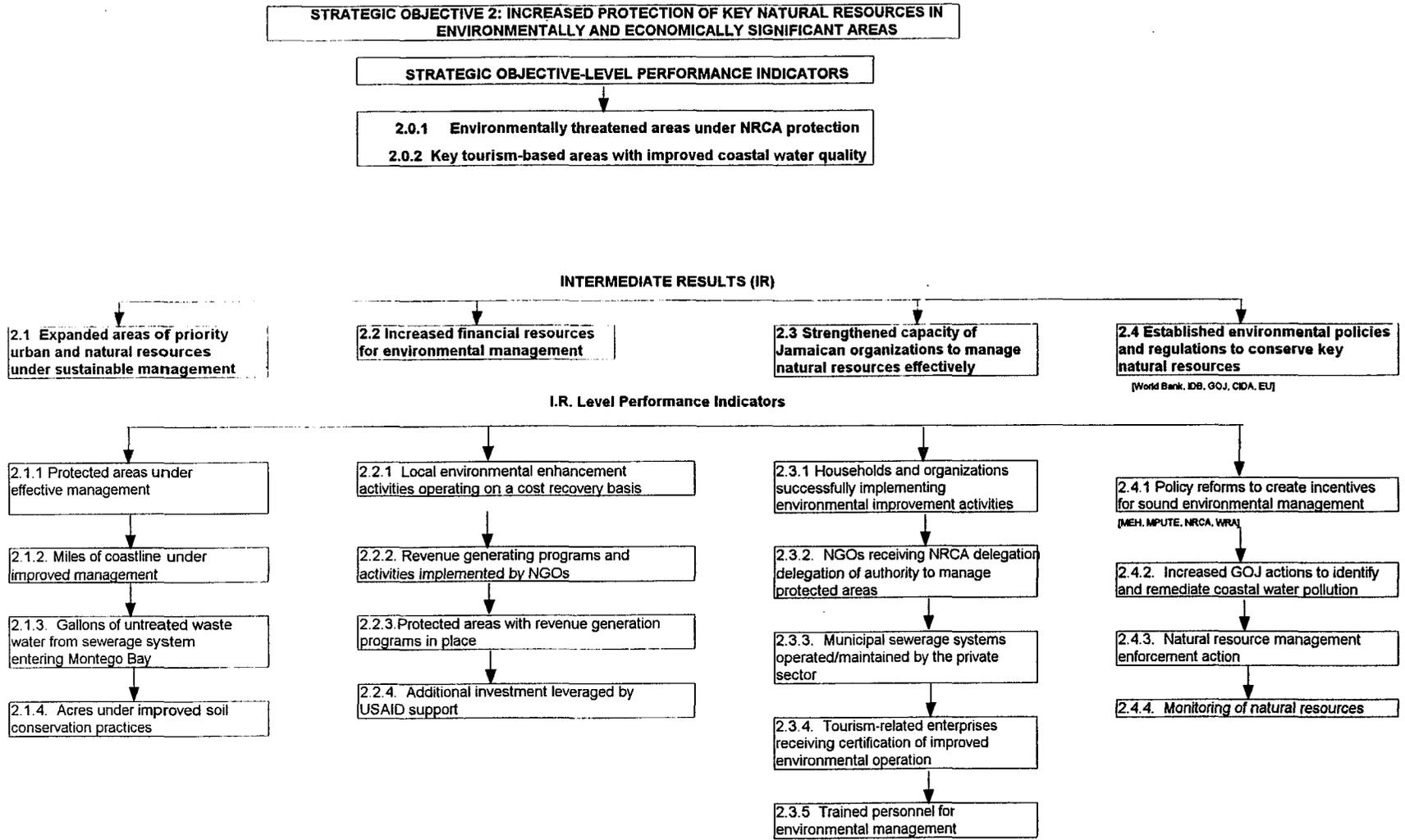
Description:  
Number of supported interventions in place to monitor key natural resource conditions in USAID project areas such as: status of endangered species; changes in forest cover; health of coral reefs; and size of fishery stocks. Monitoring programs are to be established in each area with USAID's assistance.

	1996 Baseline	1997	1998	1999	2000	2001
Planned	0	1	3	5	8	12
Achieved	0	-	-	-	-	-

UNIT OF MEASURE: No. of monitoring programs  
SOURCE: GOJ AND NGO NATURAL RESOURCE MONITORING RECORDS



# RESULTS FRAMEWORK



**Critical Assumptions:**

1. Continued public policy supporting decentralized management of natural resources and urban services.
2. Continued GOJ commitment to establishing protected areas.
3. GOJ commitment to enable revenue generating programs to directly finance urban services and natural resources management.
4. GOJ commitment to adopt environmental management policy reforms.
5. NWC commitment to concept of community-based water and sanitation services.
6. GOJ commitment to revise development and environmental standards.

**CROSS-CUTTING THEMES**



**COMMUNITY  
BASED  
DEVELOPMENT**



**DONOR  
COOPERATION**



**INFORMATION  
TECHNOLOGY**

## C. Strategic Objective 3: Young Jamaicans Better-Equipped for the 21st Century

### 1. Performance Analysis

Under the new Mission strategy for FY 1997 to 2001, SO3 was revised from "Smaller, Better Educated Families" to "Young Jamaicans Better Equipped for the 21st Century." This change signals a new emphasis on youth (aged 0-24) who, as one of the most under-served segments of the Jamaican population, are at risk of "falling through the cracks in the system." Consistent with the adoption of a revised strategic objective, new activities, new intermediate results and new indicators have been developed to capture measurable results for the discrete, targeted 0 to 24 years age group. As a consequence, results packages which will contribute to the new SO and intermediate results are just starting up or are in the development process. Most of the SO 3 activities which were implemented during 1996 were components of older projects which are slated for completion within the next year. Some of these contribute to the new set of intermediate results but, as in the case of the family planning activity, it (and its indicators) targets the general population rather than just the 0 to 24 year-old segment. Thus, for this reporting period, progress is reported in the context of the general population. The Mission expects to be able to report greater progress toward SO 3's age-specific indicators and targets in next year's R4.

#### a. Toward achieving SO 3

Overall, notable progress was made in 1996 toward achieving the expected results of SO 3. The national fertility rate has declined from 7.4 live births per woman in the 1960s to an estimated 2.9 live births in 1996. A new Reproductive Health Survey to be conducted in 1997 is expected to confirm this decline from 3.0 live births reported in the last (1993) Contraceptive Prevalence Survey. The preliminary rate of HIV seroprevalence among STD clinic attenders decreased from 5.9 percent in 1995 to 4.6 percent in 1996. (1996 data is based on a 50% sample, making figures preliminary pending confirmatory HIV testing and analysis.) This impressive result can be attributed to a strong condom usage program, and an AIDS/STD prevention program which has emphasized contact tracing and has increased the number of STD clinics from 6 to 15, including at least one in each parish. (*Indicator 3.0.2*) "Progress towards improved literacy and numeracy in primary school students" is a new SO indicator that will measurable results starting in 1998. However, under the Primary Education Assistance Program which ended in 1996, significant achievements which lay the ground work for USAID's planned assistance in this area include the development of an educational management information system for policy analysis and decision making; training of primary school principals/teachers in innovative mathematics instructional methodology, development of standardized student assessment procedures, and a revised primary school (ages 6-12) mathematics curriculum, currently being piloted in 14 primary schools. In 1996, the impact of this new management tool began to be realized (see success story).

**b. Intermediate results**

**i. Healthier lifestyles for youth (IR 1)**

USAID interventions to achieve this IR will include health-related and attitudinal/behavioral change programs targeted at 10 to 24 year olds. Key indicators of the include age at first sexual intercourse, contraceptive prevalence, the number of infectious (primary and secondary) syphilis cases, and the number of new peer educators trained and implementing STD/HIV Behavioral Change Communication programs island-wide. A majority of the peer educators will be young adults who will provide STD/HIV educational and counselling services. The Uplifting Adolescents Project, a 1996 amendment to the AIDS/STD activity, and a planned family planning results package will be the major activities to contribute to the achievement of this intermediate result:

- Jamaica has continued to make progress towards expanding equitable access, for both men and women, to services, information and education aimed at sustainably reducing the number of unintended pregnancies. Through a single agency, the Women's Center, a pregnancy prevention program, developed with the assistance of USAID, is reaching at least 1,500 teenage women per year.
- The national contraceptive prevalence rate increased from 55 percent in 1989 to 62 percent in 1996--the target set for 1998. (*Indicator 3.1.2*) However, for the 15-19 age group, estimated figures for 1996 indicate a low 32.4 percent contraceptive use for females and 44.2 percent for males. The 19-24 year-old group fared better (50.1 percent). The contraceptive prevalence rate for males in the same age group was 62.6 percent.

**USAID's Contraceptive Procurement Role Passes to GOJ**

USAID has been Jamaica's major donor for contraceptives procurement and financing. In April 1997, after a five-year transitional program, the GOJ will assume full responsibility for contraceptive procurement. As a result of this transition, the National Family Planning Board (NFPB) now provides contraceptives to all public sector clinics and 60% of the reproductive-age women in Jamaica. With USAID financing and CDC technical assistance, the NFPB established the "top up" system, which ensures a constant supply of contraceptives to all service outlets. The NFPB is also purchasing condoms for the Ministry of Health's AIDS/STD program. Based on this successful model, the Ministry of Health is exploring the use of this capability in other areas of procurement. Factors which made this project a success include supportive leadership, the hiring of a Logistics Manager, project training, and an increased profile of contraceptive logistics within the NFPB.

- Reducing the incidence of infectious (primary and secondary) syphilis, an important co-factor in the transmission of HIV, has contributed to an apparent decrease in the prevalence of HIV

among STD clinic attenders. USAID has contributed to this result through its condom promotion and contact tracing programs. Another factor has been the increase in the number of STD clinics from 6 to 15, with at least one in each parish. (*Indicator 3.1.3*)

#### **Health Management Authority Decentralized**

Regional health management decentralization, supported by USAID, became official in 1996 with the passage of landmark reform legislation. Complementing this legislation was the institutionalization of hospital cost recovery systems in all 23 Jamaican public hospitals. Decentralization to four Regional Health Authorities is designed to facilitate cost-effective, integrated health care of an acceptable standard, as well as to enable communities to have greater input into health administration. Hospital user fees collected in 1995/96 reached nearly 10 per cent of total hospital expenditure, increasing total hospital revenue, as well as improving hospital services. Sustainability of cost recovery to further support Ministry of Health alternative financing strategies is anticipated now that cost recovery systems have been established in the hospitals and the public is sensitized to the need to contribute to hospital costs. This is critical to maintain current levels of health care, as Ministry of Health financing decreases.

#### **ii. Enhanced socio-economic preparedness for "at-risk" youth (IR 2)**

Activities toward this IR began in mid-1996, mainly through the Uplifting Adolescents Project (UAP) which focuses on "at-risk" youth, including a particularly vulnerable subset of former drug addicts, teen mothers and youths involved in crime. Consequently, progress to date under UAP is still at the institutional strengthening stage. Progress toward this result will be measured by the number of Jamaican NGOs strengthened to work with at-risk youth in the 10-14 years age group; the number of at-risk youth benefitting from packages of technical services; a reduction in the school drop-out rate among at-risk youth in the targeted population; improved literacy rate among at-risk youth in the target population; and the number of AIDS/STD educators trained to provide counseling to their young peers. The baseline data for these indicators are in the process of being developed by the UAP contractor as a prerequisite to implementation. However, information available to the Ministry of Education and the Ministry of Health, as well as a recent study on the problem area, indicates that the projected targets are realistic and attainable.

#### **iii. Improved literacy and numeracy at primary school level (IR 3)**

Specific measures of progress towards the achievement of this IR are reflected in the accomplishments already realized under the Primary Education Assistance Project (PEAP) II which ended in November 1996. During the FY 1996 period, USAID interventions to address the achievement of this IR included the revision of primary school mathematics curriculum

currently tested in 14 primary schools across the island; the development of 550 new, computerized mathematics test items recently added to the Ministry of Education Youth & Culture (MEYC) Test Item Bank and used to prepare the new Grades 3 and 6 diagnostic test for 1996 and 1997; completion of an annual School Census Survey by Ministry of Education for 1996; training of 140 Mathematics Resource Teachers (MRTs) as teacher trainers and training of 100 MRTs in mathematics assessment strategies for 12 mathematics topics for primary schools.

### **MIS Makes for Informed Educational Policies**

Through USAID assistance, a cultural revolution is taking place in the Ministry of Education's management and administration. Pivotal to this change is the installation of a management information system (MIS), advancement of education technology through training, and the establishment of a Senior Policy Group (SPG). The SPG meets quarterly to review policy briefs based on LAN data, and in turn makes and implements policy decisions that promise to overhaul Jamaica's overburdened education system. The ministry is now implementing policies to which they were only able to pay "lip service" in the past. For instance, a policy that a pre-trained teacher should not be employed for longer than six years was being ignored by many school administrators because the Ministry of Education, Youth and Culture (MEYC) had no way of monitoring and enforcing the policy. Similarly, natural attrition of teachers (through retirement) from the school system was overlooked due to the lack of current, reliable data. This has changed -- the MEYC now has the data at its "finger tips" for months in advance and can monitor the situation to ensure implementation of the policy. The EMIS provides information on such areas as staffing patterns, attrition, cost sharing compliance levels, student attendance and enrollment, school board membership, teacher pupil ratio and the status of infrastructure. An important feature of this technological advancement is the self sufficiency of the MEYC staff at maintenance of both hardware and software. The level of training under the project has ensured that there will hardly be a need for outside technical assistance. This capability now resides with the MEYC.

The baseline data for this IR was obtained from an existing National Assessment Program (NAP). The NAP, previously funded by USAID, is now financed by the Inter-American Development Bank in collaboration with the Ministry of Education, Youth and Culture. However, no reportable impact is expected in this area until 1998 since the new basic education activity is still under design. The new activity will be closely coordinated with the donor/lender working group on education, with which USAID is an active participant.

## **2. Expected Progress Through FY 1999 and Management Actions**

Through the Mission's 1997-2001 strategy period, upcoming and continuing activities under SO 3's three intermediate results will build upon recent accomplishments, ensuring complementarity and mutual reinforcement among these IRs wherever possible. Special attention will be given to interventions which seek to address problems of teenage pregnancies, un- and under-

employment, low academic achievement, broken families, violence, drug abuse and other socio-economic problems that are of critical importance to a stable and developing society.

Specific results expected through FY 1999 include:

- a two percent reduction in fertility (to 106 births per 1,000) for 15 to 19 year olds;
- 54 percent literacy among male fourth grade students (up from 48 percent in 1996) and 63 percent literacy among female fourth-graders (up from 58 percent in 1996);
- HIV seroprevalence among STD clinic attenders kept below 14 percent;
- contraceptive prevalence will be maintained, at least, at the 62 percent level;
- public sector contraceptive supplies will meet 100 percent of needs, without USAID funding;
- 9,300 at-risk youths benefitting from UAP's packages of technical services including personal and family development, vocational education, literacy and reproductive health;
- a 30 percent drop-out rate among at-risk youth targeted by UAP, down from 60 percent in 1996; and
- mathematics proficiency/mastery in grade 6 primary school students increased from 42 percent for males and 48 percent for females in 1996 to 48 percent and 53 percent, respectively.

STRATEGIC OBJECTIVE #3  
 YOUNG JAMAICANS BETTER-EQUIPPED FOR THE  
 21st CENTURY (0 - 24 YRS.)

SO-LEVEL PERFORMANCE INDICATORS

CROSS  
 CUTTING  
 THEME

INDICATORS

3.0.1 Youth Fertility



Description:  
 1995/1996 "achieved" figures are estimates from the National Planning Board, based on the latest (1993) Reproductive Health Survey which is conducted once every four years. Proxy data will be obtained in the interim years through the Statistical Institute of Jamaica's (STATIN) Labor Force Survey.

	1993 Baseline	1995	1996	1997	1998	1999	2000	2001
a. Planned		108	108	108	107	106	105.5	105
a. Achieved	107	108	108					
b. Planned		160	160	160	159	158	158.5	157
b. Achieved	160	160	160					

UNIT OF MEASURE: Live births per 1,000

(a) women 15-19 yrs.

(b) women 20-24 yrs.

SOURCE: Reproductive Health Survey and STATIN Labour Force Survey

3.0.2 HIV Seroprevalence Among STD Clinic Attenders



Description:  
 1996 data are preliminary and will not be confirmed until further analysis is completed.

	1990 Baseline	1995	1996	1997	1998	1999	2000	2001
Planned		8	9	10	11	12	13	14
Achieved	2	5.9	4.6					

UNIT OF MEASURE: Percentage of STD Clinic Attenders

SOURCE: Ministry of Health/Epidemiology Unit

3.0.3 Better Prepared Primary School Students



Description:  
 Data will be obtained from the National Assessment Program (NAP) Grade 4 literacy test. The NAP, previously established with USAID assistance, is now supported by the Inter-American Development Bank (IDB).

	1996 Baseline	1997	1998	1999	2000	2001
a. Planned		48	51	54	57	60
a. Achieved	48					
b. Planned		58	60	63	66	70
b. Achieved	58					

UNIT OF MEASURE: Percent literacy rate at Grade 4

(a) male

(b) female

SOURCE: Ministry of Education/National Assessment Program

SO3  
INTERMEDIATE RESULT # 1

HEALTHIER LIFESTYLE FOR YOUTH

CROSS CUTTING THEME

ACTIVITY

INDICATORS

UAP 3.1.1 Age at first sexual intercourse



Description:  
This indicator targets at-risk youth who will be reached through the Uplifting Adolescents Project (UAP). The effects of these interventions will become evident in 1998.

	1995	1996	1997	1998	1999	2000	2001
a. Planned	Baseline	13.0	13.2	13.2	13.4	13.5	13.6
a. Achieved		13.0					
b. Planned		14.3	14.5	14.5	14.7	14.8	14.9
b. Achieved		14.3					

UNIT OF MEASURE: Age (years)  
(a) male (10-14)  
(b) female (10-14)

SOURCE: Baseline from Trevor Hamilton Study, 1996 and onward - UAP

FPIP NEW POP 3.1.2 Contraceptive Prevalence (15-24 yrs.)

Description:  
The 1995/96 figures are projections based on the 1993 RHS. Targets are based on a new population activity slated for FY98. The effects of these interventions will become measurable in 1999.

	1993	1996	1997	1998	1999	2000	2001
a. Planned	Baseline	44.2	44.7	44.7	45.2	45.2	45.7
a. Achieved		44.2					
b. Planned		32.4	32.9	32.9	33.4	33.4	33.9
b. Achieved		32.4					
c. Planned		62.6	62.8	62.8	63.0	63.0	63.2
c. Achieved		62.6					
d. Planned		50.1	50.6	50.6	51.1	51.1	51.6
d. Achieved		50.1					

UNIT OF MEASURE: Percentage  
(a) male (15-19) (c) male (20-24)  
(b) female (15-19) (d) female (20-24)

SOURCE: Reproductive Health Survey and STATIN Labour Force Survey

AIDS/STD 3.1.3 Infectious Syphilis Cases



Description:  
Dramatic progress between 1987 and 1995 was achieved in decreasing the number of infectious (primary and secondary) syphilis cases. Further reductions are targeted at a more modest 1.5% per year.

	1987	1995	1996	1997	1998	1999	2000	2001
a. Planned	Baseline	94.7	27.5	19.1	18.8	18.5	18.2	17.9
a. Achieved								
b. Planned				21.3	21	20.7	20.4	20.1
b. Achieved		85.1	29	21.8				

UNIT OF MEASURE: Cases/100,000 population  
a) male  
b) female

SOURCE: Ministry of Health/Epidemiology Unit

AIDS/STD 3.1.4 Enhanced Behavioral Change



Description:  
The Ministry of Health focus is to train 60 new Peer Educators to provide Behavioral Change Communication (BCC) interventions throughout the Island, in line with MOH decentralization.

	1996	1997	1998	1999	2000	2001
a. Planned	Baseline	12	24	36	48	60
a. Achieved		0				

UNIT OF MEASURE: Number of peer counselor's trained and implementing BCC interventions

SOURCE: Ministry of Health/Epidemiology Unit

**ENHANCED SOCIO-ECONOMIC PREPAREDNESS  
FOR "AT-RISK" YOUTH**

CROSS  
CUTTING  
THEME

ACTIVITY

INDICATORS

UAP 3.2.1. NGOs strengthened to work with "at-risk" youths



**Description:**  
NGOs will be trained and monitored in the delivery of packages of services (Personal and Family Development, Vocational Education, Literacy and Reproductive Health) to "at-risk" youths. These are youths who have dropped out or are at-risk of dropping out of school into unemployment, crime and violence, and early pregnancy.

	1996 Baseline	1997	1998	1999	2000	2001
a. Planned		3	7	9	10	10
a. Achieved	0					
b. Planned		2	4	5	5	5
b. Achieved	0					

UNIT OF MEASURE: # OF NGOs  
(a) # of NGOs delivering packages of services to "at-risk" youths (ages 10-14)  
(b) # of NGOs delivering services to special populations (ie. drug abusers, pregnant teenagers, reformed drug addicts, etc.)(ages 10-14)  
SOURCE: Uplifting Adolescents Project

UAP 3.2.2 "At - risk" youths benefitting from packages of services



**Description:**  
"At-risk" youths (ages 10-14) will receive technical packages of services in Personal and Family Development, Vocational Education, Literacy and Reproductive Health.

	1996 Baseline	1997	1998	1999	2000	2001
a. Planned		3000	6000	9300	9300	9300
a. Achieved	0					
b. Planned		500	1100	1700	1700	1700
b. Achieved	0					

UNIT OF MEASURE: Youths  
(a) # of "at-risk" youths receiving Packages of Services (age 10-14)  
(b) # of special "at-risk" youths, e.g., pregnant teenagers and reformed drug addicts, receiving special packages of services (age 10-14)  
Source: Uplifting Adolescents Project

**ENHANCED SOCIO-ECONOMIC PREPAREDNESS FOR  
"AT-RISK" YOUTH**

CROSS  
CUTTING  
THEME

ACTIVITY

INDICATORS

**3.2.3 School drop-out rates among "at-risk" youths in targeted population**

UAP



**Description:**  
The target population includes the 11,000 at-risk youths who will receive packages of services in Personal and Family Development, Vocational Education, Literacy and Reproductive Health under UAP.

	1996 Baseline	1997	1998	1999	2000	2001
a. Planned		50	35	20	10	10
a. Achieved	60					
b. Planned		55	40	30	20	15
b. Achieved	60					

UNIT OF MEASURE: % of youths

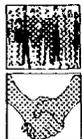
(a) % of targeted youth who drop out of school

(b) % of special youth i.e. pregnant teenagers and reformed drug addicts, who drop out of school.

SOURCE: Uplifting Adolescents Project

**3.2.4. Literacy rate of "at-risk" youths in targeted population**

UAP



**Description:**  
Targeted population includes youths who receive technical packages of services in Literacy and Remedial Education, Vocational and Technical Education, Personal and Family Development and Reproductive Health.

	1996 Baseline	1997	1998	1999	2000	2001
a. Planned		56	63	70	75	75
a. Achieved	50					
b. Planned		55	60	65	70	70
b. Achieved	50					

UNIT OF MEASURE: % of targeted youths who are literate

(a) % of at-risk youths

(b) % of special at-risk youths, such as, pregnant teenagers and reformed drug addicts

SOURCE: Uplifting Adolescents Project

**IMPROVED LITERACY AND NUMERACY  
AT PRIMARY SCHOOL LEVEL**

CROSS  
CUTTING  
THEME

ACTIVITY

INDICATORS

New Basic Ed 3.3.1 Improved teaching methods in primary schools



**Description:**  
A number of primary school teachers will be trained in innovative methods of instruction. This includes both pre-service training for those in teachers' colleges and in-service training for teachers already working in the classroom.

1995	1996	1997	1998	1999	2000	2001
Baseline	140	140	340	740	1140	1440
a. Planned	140					
a. Achieved	140					
b. Planned	0	0	200	300	400	500
b. Achieved	0	0				

UNIT OF MEASURE: Number of teachers who receive training  
(a) Teachers receiving special in-service training  
(b) Teachers receiving special pre-service training

SOURCE: National Assessment Program

New Basic Ed 3.3.2 Mathematics proficiency and achievement



**Description:**  
Students in selected primary schools will be exposed to new curriculum and innovative methods of instruction to improve performance in mathematics. Data will be obtained from annual performance tests in grades 3 and 6 conducted by the National Assessment Program (NAP).

1996	1997	1998	1999	2000	2001
Baseline	49	50	53	57	60
a. Planned	49				
a. Achieved	49				
b. Planned	57	59	61	66	68
b. Achieved	57				

UNIT OF MEASURE: Percent mastery in mathematics - Grade 3

(a) male  
(b) female

1996	1997	1998	1999	2000	2001
Baseline	42	45	48	51	55
a. Planned	42				
a. Achieved	42				
b. Planned	48	50	53	57	60
b. Achieved	48				

UNIT OF MEASURE: Percent mastery in mathematics - Grade 6

(a) male  
(b) female

SOURCE: National Assessment Program

New Basic Ed 3.3.3 Reading proficiency and achievement



**Description:**  
Students in selected primary schools will benefit from enhanced curriculum and/or teaching methodologies aimed at improved performance in reading. Data will be obtained from the annual performance tests in grades 3 and 6.

1998	1997	1998	1999	2000	2001
Baseline	47	48	51	55	58
a. Planned	47				
a. Achieved	47				
b. Planned	60	62	65	68	70
b. Achieved	60				

UNIT OF MEASURE: Percent mastery in reading - Grade 3

(a) male  
(b) female

1998	1997	1998	1999	2000	2001
Baseline	48	50	53	57	60
a. Planned	48				
a. Achieved	48				
b. Planned	58	60	64	67	70
b. Achieved	58				

UNIT OF MEASURE: Percent mastery in reading - Grade 6

(a) male  
(b) female

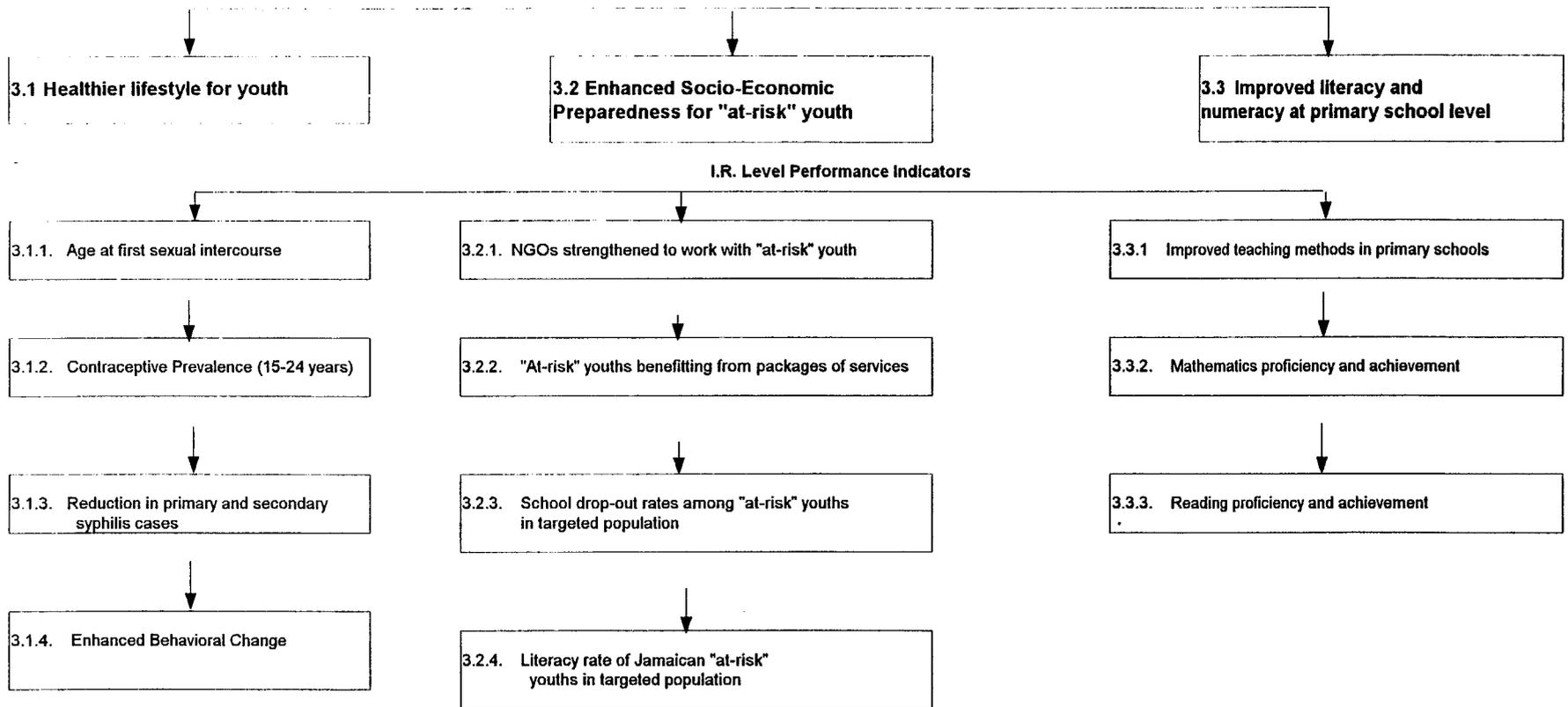
SOURCE: National Assessment Program

## RESULTS FRAMEWORK

### STRATEGIC OBJECTIVE 3: YOUNG JAMAICANS BETTER-EQUIPPED FOR THE 21ST CENTURY (0-24 YEARS)

- 3.0.1 Youth Fertility
- 3.0.2 HIV Seroprevalence among STD Clinic attenders
- 3.0.3 Better prepared primary school students

#### INTERMEDIATE RESULTS (IR)



#### CROSS-CUTTING THEMES



## **D. Caribbean Regional Program: Increased Caribbean Capacity to Address Regional Development Problems**

This is the first reporting period for the Caribbean Regional Program managed by USAID/Jamaica. The strategic objective of the program is to assist the Caribbean increase its capacity to address regional development problems, initially in the areas of disaster preparedness and mitigation, environmental management and trade enhancement. This regional development and integration focus emerges from the Summit of the Americas Declaration of Principles signed by 34 heads of state, including President Clinton, and from the need to complete and continue the implementation of select programs previously managed by RHUDO and RDO/C. The regional program is based in Jamaica given our close bilateral ties and Jamaica's close proximity to the U.S., its status as the largest English speaking country in the Caribbean, its leadership role on several key Caribbean issues such as regional trade and integration, and its location as an air-traffic hub. USAID/Jamaica's new USG-owned office building also houses the program at low cost. The beneficiary countries, include but are not necessarily limited to, the 14 member countries of the Caribbean Community (CARICOM), six of which are member countries of the Organization of Eastern Caribbean States (OECS). The CARICOM countries are listed below and the OECS countries are noted as such.

- 1) Antigua and Barbuda (OECS)
- 2) Barbados (OECS)
- 3) Belize
- 4) Dominica (OECS)
- 5) Dominican Republic
- 6) Grenada (OECS)
- 7) Guyana
- 8) Haiti
- 9) Jamaica
- 10) St. Kitts and Nevis (OECS)
- 11) St. Vincent and the Grenadines (OECS)
- 12) St. Lucia (OECS)
- 13) Suriname
- 14) Trinidad and Tobago

### **1. Performance Analysis**

#### **a. Toward achieving the objective**

This special objective focuses on the Caribbean region, where USAID's program interventions are resulting in increased capacity for improved environmental and natural resource management, and disaster preparedness and mitigation. A new program is proposed that would help resolve market issues that impede equitable and environmentally sound free trade.

At the intermediate results level, all of the targets for the environmental portfolio were met, and those for disaster mitigation were not only met, but exceeded. Progress in the area of disaster mitigation exceeded targets due to the acquisition of an additional \$500,000 sub-activity for the Commonwealth of Dominica during the year, which focuses on post-disaster mitigation of storm infrastructure. The Technical Advisory Committee, which guides the implementation of the Caribbean Disaster Mitigation Project (CDMP), has served not only to keep the project on track, but also to achieve meaningful efficiency gains. Some of the most successful activities over the year concern the adoption by major regional and national institutions of policies and practices that strengthen the region's capacity for improving the environmental quality of coastal and marine areas and the integration of disaster mitigation concerns into the development planning process. In addition, programs were successfully put in place that allowed individuals, households and communities to access skills, technologies and resources for protecting their coastal environment and for protecting lives and property in the face of natural hazards.

The environment and disaster mitigation projects will invest additional resources in refining mechanisms to measure performance at the SO level. Regional systems are in place to measure select coastal water quality parameters and the loss of life and property due to natural hazards. However, while data is regularly accumulated on the life and property losses after disasters occur, a systematic process of measuring the loss of life and property that was "prevented" as a result of CDMP and related efforts, needs to be strengthened.

#### **b. Intermediate results**

Specific measures of progress toward achieving this special objective are reflected in the following accomplishments under the three intermediate results:

##### **i. Adoption of mitigation and preparedness techniques, technologies and practices by the public and private sector (IR 4.1)**

●As a result of CDMP, collaborating institutions and agencies, such as the Caribbean Development Bank, and the Town Planning Department of the GOJ, have adopted or amended policies for achieving hazard mitigation at both the regional and national levels. The devastating hurricane seasons of 1995 and 1996 created the urgency for the adoption of all the policies issues being pursued by the CDMP. *(Indicator 4.1.1)* By the end of 1995 and 1996 the project had significantly exceeded targets set in this area.

●At the beginning of 1996, the Caribbean region was recovering from an overactive 1995 hurricane season while confronting the fury of an equally active 1996 season. These severe events successfully tested the effectiveness of the practices promoted by the CDMP, resulting in further procedures for hazard mitigation by institutions at the regional and national levels. One major highlight is the use of the The Arbiter of Storms (TAOS) Storm Model for developing design standards as a prerequisite for hurricane reconstruction by the Caribbean Development Bank. *(Indicator 4.1.2)*

- The project has joined forces with the OFDA/LAC training program and the Red Cross in the Dominican Republic and Haiti for conducting disaster management training. (Indicator 4.1.3) As a result, the CDMP has consistently exceeded its targets in all areas of training by over 30%.

- Many of the CDMP activities focus on reducing vulnerability at the community level. In 1994, the programs of this nature suffered from start up difficulties and what was realized fell short of the targets set. (*Indicator 4.1.4*) In 1995 the hurricane season resulted in increased participation in these programs in the last quarter of 1995. This momentum was maintained in 1996 supported by an active, well-publicized hurricane season prediction, the impact of Hurricane Hortense in the Dominican Republic and the several storms that impacted the Eastern Caribbean. This of course resulted in additional beneficiaries which exceeded the targets set by approximately 12% each year.

**ii. Improved capability in environmental and natural resource management (IR 4.2)**

- Regional capacity has been increased by the successful sensitization of about 500 persons in countries such as St. Kitts, St. Vincent, Grenada and St. Lucia, from both the public and private sector, exceeding the target by 25%. As a result there has been institutional strengthening within both public sector institutions and NGOs in areas such as co-management of coastal and marine resource management, coastal zone management, safe use of pesticides, coastal water quality monitoring, environmental hazards of poor waste disposal and environmental impact assessments. (*Indicator 4.2.1*)

- The increased cadre of trained persons drawn from several islands in the Eastern Caribbean has been instrumental in working with community groups and NGOs to mobilize residents and the private sector around local revenue generation activities, such as an ecotourism project in Dominica and local marine management of a thriving tourism destination in St. Lucia. (*Indicator 4.2.2*) Through pilot interventions under the Environmental Initiative for the Americas program, USAID plans to double efforts to replicate these activities in other islands.

- Over the past years the OECS Natural Resource Management Unit has taken a leadership role in guiding regional governments to shape new guidelines and policies for improved environmental management. This success has resulted in various Eastern Caribbean countries adopting guidelines for environmental impact assessment plans, preparation of policies on pesticide

management and sustainable tourism, development of National Environmental Action Plans and establishment of programs for coastal water quality monitoring, exceeding our targets by over 30% for 1995 and 1996. *(Indicator 4.2.3)*

● A number of practices such as improved waste disposal, coastal water quality monitoring, and improved waste-water disposal have already been adopted by communities which has resulted in significant improvements in the quality of life of over 250 households in many poor rural areas across St. Lucian and Dominica. *(Indicator 4.2.4)*

**iii. Progress towards creating a Caribbean trade environment that is free, fair and environmentally favorable (IR 4.3)**

This IR will be attained through an activity that will be designed in FY 1997, based on a proposed regional trade strategy and resource availability (see section 2, below).

In assessing the performance of regional activities towards achieving these intermediate results, there has been an increase in the leveraging of resources (equivalent to 100% for environmental activities and 25% for disaster mitigation) from the private sector and other donor agencies, including the British Development Division for the Caribbean and CIDA, in support of the initial USAID investment. As well, USAID has met with initial success in spearheading the involvement of the private sector and the NGO community in assuming a joint responsibility with regional governments for the implementation of multi-sectoral, participatory systems for disaster mitigation and environmental management.

**c. Contribution to regional priorities**

The achievements of the regional program support and respond to priorities established by declarations to which the U.S. and Caribbean countries are signatories. The Summit of the Americas highlights sustainable development and sound environmental management as key objectives for prosperity in the region. It also initiated the convening of the Hemispheric Congress on Disaster Reduction and Sustainable Development, where the CDMP presented its accomplishments and provided recommendations for the upcoming Presidential Summit on Sustainable Development. In addition, the CDMP contributes to the objectives promoted by the United Nations declaration of the 1990s as the international decade for natural disaster reduction; in which one of the key areas of focus is the integration of natural hazard assessment information into the development planning process. Likewise, the United Nations Cartagena Convention forms the basis for ongoing development of protocols to protect, preserve and advocate the sustainable use of coastal and marine resources. One recently adopted protocol focuses on curbing land-based sources of marine pollution. USAID interventions in support of this are underway at the regional level through the Environment Initiative for the Americas.

**2. Expected Progress through FY 1999**

Consistent progress is expected in increasing the Caribbean's capacity and success in improving environmental quality, reducing the loss of life and property in the face of

natural hazards, and resolving market issues impeding equitable and environmentally sound free trade. Not only will the ongoing projects in the environment and disaster management contribute to this progress, but new initiatives will contribute as well. In addition, once the trade strategies is fully developed, financing for activities will be sought.

USAID FY 1997 Budget Request by Program/Country  
(\$000)

03-Apr-97  
10:37 AM

Country/Program: USAID/JAMAICA

S.O. #	Title	Est. SO Pipeline at end of FY 96	FY 1997 Request									Est Expend. FY 97	Est Total cost life of SO	Mortgage at end of 1997	
			Approp Acct	Bilateral/Field Spt	FY 1997 Total Request	Basic Education for Chldrn	Other Economic Growth	Population	Child Survival	HIV/AIDS	Other Health				Environ
SO 1: Increased Participation for Economic Growth															
	Bilateral		3,237	90	2,116	0	130	0	0	0	246	655			
	Field Spt		0	0	0	0	0	0	0	0	0	0			
	Total	6,210	3,237	90	2,116	0	130	0	0	0	246	655	5,591	9,119	8,258
SO 2: Increased Protection of Key Natural Resources in Environmentally and Economically Significant Areas															
	Bilateral		2,408	0	1,598	0	210	0	0	0	530	70			
	Field Spt		0	0	0	0	0	0	0	0	0	0			
	Total	7,093	2,408	0	1,598	0	210	0	0	0	530	70	6,011	16,761	11,761
SO 3: Young Jamaicans Better-Equipped for the 21st Century															
	Bilateral		4,308	749	0	1,800	229	1,530	0	0	0	0			
	Field Spt		1,295	0	0	1,295	0	0	0	0	0	0			
	Total	5,302	5,603	749	0	3,095	229	1,530	0	0	0	0	6,450	22,810	15,867
SO 4: (Type in approved full title of SO here)															
	Bilateral		0	0	0	0	0	0	0	0	0	0			
	Field Spt		0	0	0	0	0	0	0	0	0	0			
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SSO 1 Caribbean Affairs Program															
	Bilateral		0	0	0	0	0	0	0	0	0	0			
	Field Spt		0	0	0	0	0	0	0	0	0	0			
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SSO 2 (Type in approved full title of SO here)															
	Bilateral		0	0	0	0	0	0	0	0	0	0			
	Field Spt		0	0	0	0	0	0	0	0	0	0			
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SPO 1 (Type in approved full title of SPO here)															
	Bilateral		0	0	0	0	0	0	0	0	0	0			
	Field Spt		0	0	0	0	0	0	0	0	0	0			
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SPO 2 (Type in approved full title of SPO here)															
	Bilateral		0	0	0	0	0	0	0	0	0	0			
	Field Spt		0	0	0	0	0	0	0	0	0	0			
	Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral			9,953	839	3,714	1,800	569	1,530	0	0	776	725			
Total Field Support			1,295	0	0	1,295	0	0	0	0	0	0			
<b>TOTAL PROGRAM</b>			<b>18,605</b>	<b>11,248</b>	<b>839</b>	<b>3,714</b>	<b>3,095</b>	<b>569</b>	<b>1,530</b>	<b>0</b>	<b>776</b>	<b>725</b>	<b>18,052</b>	<b>48,690</b>	<b>35,866</b>

FY 97 Budget Request by Appropriation - (\$000's)	
Development Assistance	11,248
Development Fund for Africa	0
Economic Support Funds	0
SEED	0
FSA	0
PL 480 Title II	0
PL 480 Title III	0
Micro & Small Ent. Dev. Credit Program	0
Housing Investment Guarantee Program	0
Enhanced Credit Program	0
Disaster Assistance	0

USAID FY 1998 Budget Request by Program/Country  
(\$000)

03-Apr-97  
10:37 AM

Country/Program: USAID/JAMAICA

S.O. #, Title	Approp Acct	Bilateral/ Field Spt	Est. SO Pipeline at end of FY 97	FY 1998 Request								Est Expend. FY 98	Est Total cost life of SO	Mortgage at end of 1998		
				FY 1998 Total Request	Basic Education for Chldrn	Other Economic Growth	Population	Child Survival	HIV/AIDS	Other Health	Environ				Micro	
SO 1: Increased Participation for Economic Growth																
		Bilateral		1,280	25	800	0	0	0	0	0	25	430			
		Field Spt		0	0	0	0	0	0	0	0	0	0			
		Total	3,856	1,280	25	800	0	0	0	0	0	25	430	2,800	9,119	8,421
SO 2: Increased Protection of Key Natural Resources in Environmentally and Economically Significant Areas																
		Bilateral		3,495	0	0	0	0	0	0	0	3,325	170			
		Field Spt		0	0	0	0	0	0	0	0	0	0			
		Total	4,047	3,495	0	0	0	0	0	0	0	3,325	170	7,675	16,761	9,353
SO 3: Young Jamaicans Better-Equipped for the 21st Century																
		Bilateral		6,325	1,325	0	3,000	0	2,000	0	0	0	0			
		Field Spt		0	0	0	0	0	0	0	0	0	0			
		Total	2,981	6,325	1,325	0	3,000	0	2,000	0	0	0	0	6,175	22,810	15,722
SO 4: (Type in approved full title of SO here)																
		Bilateral		0	0	0	0	0	0	0	0	0	0			
		Field Spt		0	0	0	0	0	0	0	0	0	0			
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SSO 1 Caribbean Affairs Program																
		Bilateral		0	0	0	0	0	0	0	0	0	0			
		Field Spt		0	0	0	0	0	0	0	0	0	0			
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SSO 2 (Type in approved full title of SO here)																
		Bilateral		0	0	0	0	0	0	0	0	0	0			
		Field Spt		0	0	0	0	0	0	0	0	0	0			
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SPO 1 (Type in approved full title of SPO here)																
		Bilateral		0	0	0	0	0	0	0	0	0	0			
		Field Spt		0	0	0	0	0	0	0	0	0	0			
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SPO 2 (Type in approved full title of SPO here)																
		Bilateral		0	0	0	0	0	0	0	0	0	0			
		Field Spt		0	0	0	0	0	0	0	0	0	0			
		Total	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Bilateral				11,100	1,350	800	3,000	0	2,000	0	0	3,350	600			
Total Field Support				0	0	0	0	0	0	0	0	0	0			
<b>TOTAL PROGRAM</b>				<b>10,884</b>	<b>11,100</b>	<b>1,350</b>	<b>800</b>	<b>3,000</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>3,350</b>	<b>600</b>	<b>16,650</b>	<b>48,690</b>	<b>33,498</b>

FY 98 Budget Request by Appropriation - (\$000's)	
Development Assistance	11,100
Development Fund for Africa	0
Economic Support Funds	0
SEED	0
FSA	0
PL 480 Title II	0
PL 480 Title III	0
Micro & Small Ent. Dev. Credit Program	0
Housing Investment Guarantee Program	0
Enhanced Credit Program	0
Disaster Assistance	0

USAID FY 1999 Budget Request by Program/Country  
(\$000)

03-Apr-97  
10:37 AM

Country/Program: USAID/JAMAICA

S.O. #	Title		Est. SO Pipeline at end of FY 98	FY 1999 Request								Est Expend. FY 99	Est Total cost life of SO	Mortgage at end of 1999		
	Approp Acct	Bilateral/Field Spt		FY 1999 Total Request	Basic Education for Chldrn	Other Economic Growth	Population	Child Survival	HIV/AIDS	Other Health	Environ				Micro	
<b>SO 1: Increased Participation for Economic Growth</b>																
		Bilateral		1,675	25	1,100	0	0	0	0	25	625				
		Field Spt		0	0	0	0	0	0	0	0	0				
		<b>Total</b>	<b>2,336</b>	<b>1,675</b>	<b>25</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25</b>	<b>625</b>	<b>1,675</b>	<b>9,119</b>	<b>4,152</b>	
<b>SO 2: Increased Protection of Key Natural Resources in Environmentally and Economically Significant Areas</b>																
		Bilateral		3,028	0	0	0	0	0	2,848	180					
		Field Spt		0	0	0	0	0	0	0	0					
		<b>Total</b>	<b>3,652</b>	<b>3,028</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,848</b>	<b>180</b>	<b>7,578</b>	<b>16,761</b>	<b>10,858</b>		
<b>SO 3: Young Jamaicans Better-Equipped for the 21st Century</b>																
		Bilateral		6,800	1,830	0	2,970	0	2,000	0	0	0				
		Field Spt		0	0	0	0	0	0	0	0					
		<b>Total</b>	<b>3,851</b>	<b>6,800</b>	<b>1,830</b>	<b>0</b>	<b>2,970</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,178</b>	<b>22,810</b>	<b>10,137</b>	
<b>SO 4: (Type in approved full title of SO here)</b>																
		Bilateral		0	0	0	0	0	0	0	0	0				
		Field Spt		0	0	0	0	0	0	0	0	0				
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>SSO 1 Caribbean Affairs Program</b>																
		Bilateral		0	0	0	0	0	0	0	0	0				
		Field Spt		0	0	0	0	0	0	0	0	0				
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>SSO 2 (Type in approved full title of SO here)</b>																
		Bilateral		0	0	0	0	0	0	0	0	0				
		Field Spt		0	0	0	0	0	0	0	0	0				
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>SPO 1 (Type in approved full title of SPO here)</b>																
		Bilateral		0	0	0	0	0	0	0	0	0				
		Field Spt		0	0	0	0	0	0	0	0	0				
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>SPO 2 (Type in approved full title of SPO here)</b>																
		Bilateral		0	0	0	0	0	0	0	0	0				
		Field Spt		0	0	0	0	0	0	0	0	0				
		<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
<b>Total Bilateral</b>				<b>11,503</b>	<b>1,855</b>	<b>1,100</b>	<b>2,970</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>2,873</b>	<b>805</b>				
<b>Total Field Support</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				
<b>TOTAL PROGRAM</b>				<b>9,839</b>	<b>11,503</b>	<b>1,855</b>	<b>1,100</b>	<b>2,970</b>	<b>0</b>	<b>2,000</b>	<b>0</b>	<b>2,873</b>	<b>805</b>	<b>15,431</b>	<b>48,690</b>	<b>25,147</b>

FY 99 Budget Request by Appropriation - (\$000's)	
Development Assistance	11,503
Development Fund for Africa	0
Economic Support Funds	0
SEED	0
FSA	0
PL 480 Title II	0
PL 480 Title III	0
Micro & Small Ent. Dev. Credit Program	0
Housing Investment Guarantee Program	0
Enhanced Credit Program	0
Disaster Assistance	0

STRATEGIC OBJECTIVE FOR THE CARIBBEAN REGIONAL PROGRAM (CRP)

INCREASED CARIBBEAN CAPACITY TO ADDRESS REGIONAL DEVELOPMENT PROBLEMS

S.O. LEVEL PERFORMANCE INDICATORS

CROSS CUTTING THEME

INDICATORS



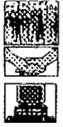
4.1 Improved capability in disaster mitigation and preparedness

**Description:**  
This indicator reflects the breadth of countries throughout the region with improved capacity in disaster mitigation.

	1993	1994	1995	1996	1997	1998	1999	2000	2001
A. Planned	0	5	5	7	9	12	14	15	15
A. Achieved	0	0	5	7					
B. Planned	0	5	6	9	10	11	12	13	14
B. Achieved	0	4	9	9					

UNIT OF MEASURE: Number of CDMP targeted countries and regional institutions adopting improved disaster policies and practices  
A. Countries  
B. Regional Institutions

SOURCE: National Disaster Reports, COERA Reports, OFDA Reports, CARICOM Reports, CDB Reports, Regional and CDMP project disaster mitigation and preparedness reports



4.2 Improved capability in environmental and natural resource management

**Description:**  
This indicator reflects the breadth of countries throughout the region with improved capacity to manage environmental and natural resources.

	1993	1994	1995	1996	1997	1998	1999	2000	2001
A. Planned	-	2	4	5	6	6	7	8	8
A. Achieved	-	2	4	5					
B. Planned	2	3	5	10	14	15	16	17	18
B. Achieved	2	3	5	10					

UNIT OF MEASURE: Number of CENENCORE targeted countries adopting improved environmental management policies and practices  
A. Countries  
B. Regional Institutions

SOURCE: Regional, National, Local and Project Environmental Reports



4.3 Progress towards creating a Caribbean trade environment that is free, fair and environmentally favorable

**Description:**  
This indicator is taken and adapted directly from the LAC HFTE project Strategic Objective.

	1997	1998	1999	2000	2001
A. Planned	Baseline				
A. Achieved					
B. Planned					
B. Achieved					

UNIT OF MEASURE: To be determined through the development of the Caribbean Trade Strategy  
A. Number of Caribbean countries advancing toward resolving identified trade related equity issues  
B. Number of Caribbean countries advancing toward resolving identified trade-related environmental issues

SOURCE: Hemispheric, regional, national and HFTE trade reports

INTERMEDIATE RESULT #1. Disaster Mitigation:

Improved capability in disaster mitigation and preparedness

CROSS CUTTING THEME

ACTIVITY

INDICATORS



CDMP

4.1.1 Adoption of hazard mitigation policies

**Description:**  
Collaborating institutions, both regional and national, have adopted or amended policies for achieving hazard mitigation.

1993		1994	1995	1996	1997	1998	1999	2000	2001
Planned	-	-	1	3	4	5	6	7	8
Achieved	0	0	1	3					
B. Planned	-	-			7	9	11	13	15
B. Achieved	0	0	2	5					

UNIT OF MEASURE: Number of policies and/or procedures adopted  
A. Regional  
B. National

SOURCE: CDMP Quarterly Reports, CDB reports, National Disaster Organization Reports, CDERA Reports



CDMP/  
Dominica  
Infrastructure

4.1.2 Use and replication of disaster mitigation practices

**Description:**  
Mitigation practices and procedures, and new technologies developed by the project are being used by regional and national institutions. Pilot activities are also being replicated.

1993		1994	1995	1996	1997	1998	1999	2000	2001
Planned	0	3	6	15	40	45	50	55	60
Achieved	0	3	10	35					

UNIT OF MEASURE: Instances of use/replication

SOURCE: CDMP Quarterly Reports, National Disaster Organization Reports, CDERA Reports, CDM Reports, CDMP DR NGO Reports



CDMP/OFDA  
Disaster  
Management  
Training

4.1.3 Caribbean persons trained in Disaster Management

**Description:**  
The CDMP is conducting specialized disaster management training at the regional, national and community level in several of the activities streams. The project has also linked up with the OFDA/LAC training program in the DR and Haiti.

1993		1994	1995	1996	1997	1998	1999	2000	2001
Planned	-	400	900	1400	2200	2600	3000	3400	3800
Achieved	200	500	1200	1800					

UNIT OF MEASURE: Number of persons trained

SOURCE: CDMP Quarterly Reports, OFDA Caribbean Training Reports, CDERA Reports, National Disaster Organization Reports, RDA Reports



CDMP/  
Dominica  
Infrastructure

4.1.4 Households benefiting from CDMP vulnerability reduction activities

**Description:**  
Many of the CDMP activities focus on reducing vulnerability at the community level. These mitigation activities whether of a structural or non-structural nature, benefit several low income households in the project area.

1993		1994	1995	1996	1997	1998	1999	2000	2001
Planned	-	200	400	700	900	1000	1500	1800	2000
Achieved	0	150	600	800					

UNIT OF MEASURE: Number of Households benefiting at the community level

SOURCE: CDMP Quarterly Reports, NDFD Reports - St. Lucia, NDFD Reports - Antigua, DR CDMP/NGO Reports

Improved capability in environmental and natural resource management

CROSS CUTTING THEME

ACTIVITY

INDICATORS



4.2.1 Persons trained and sensitized in coastal and marine resource management

CEN  
ENCORE  
MEC

**Description:**  
Training and sensitization programs include short-term courses, workshops, seminars and public awareness programs



1994	1995	1996	1997	1998	1999	2000	2001
Baseline	300	400	600	750	900	1000	1100
Planned	100						
Achieved	150	300	500				

Unit of measure: Number of Persons Trained  
Source: Project Quarterly Reports, UNEP, OECS-NRMU

4.2.2 Local revenue generation programs developed to support sustained natural resource resource management

CEN  
ENCORE  
MEC

**Description:**  
This will be achieved through CBOs and other organizations focused on natural resource management, undertaking natural resource-based revenue generation programs.



1994	1995	1996	1997	1998	1999	2000	2001
Baseline	2	2	5	8	9	10	10
Planned	-						
Achieved							

Unit of measure: Number of new local revenue generation programs  
Source: Project Quarterly Reports

4.2.3 Guidelines, policies and programs for improved environmental management

CEN  
ENCORE  
MEC

**Description:**  
Examples include new guidelines proposed for environmental impact assessments, policies on pesticide management and sustainable tourism, and programs and procedures for coastal water quality monitoring.



1994	1995	1996	1997	1998	1999	2000	2001
Baseline	10	18	22	26	28	29	3
a. Planned	6						
a. Achieved	8	13	22				
b. Planned	4	5	6	8	11	12	12
b. Achieved	5	6					

Unit of measure: Instances of adoption of guidelines, policies and programs by:  
A. Countries  
B. Regional Institutions  
Source: Project Quarterly Reports, OECS-NRMU

4.2.4 Practices adopted for improved environmental management

CEN  
ENCORE

**Description:**  
Many of the practices focus on improved waste and waste-water disposal practices that encourage use of grey water for gardening, solid waste disposal practices that promote recycling, and sightseeing practices that reduce destruction of coral reefs.



1994	1995	1996	1997	1998	1999	2000	2001
Baseline	180	280	500	650	-	-	-
a. Planned	80						
b. Achieved	80	180	280				
a. Planned	2	4	8	14	20	-	-
b. Achieved	2	4	8				

Unit of measure: A. Number of households benefiting from new practices for improved environmental management  
B. Number of hotels, NGOs and community-based organizations adopting practices  
Source: Project Quarterly Reports, Caribbean Tourism Organization, Caribbean Hoteliers Association, National Hotel Associations, CBOs  
N.B. Funding for these projects ends September 1998

**INTERMEDIATE RESULT # 3 - Trade**

**Progress towards creating a Caribbean trade environment that is free fair, and environmentally favorable**

The targets will be established once a Caribbean Trade Strategy has been developed.

CROSS CUTTING THEME	ACTIVITY	INDICATORS
	HFTE	4.3.1 Caribbean progress in contributing to and participating in the Free Trade Areas of the Americas (FTAA)



**Description:**  
Some of the reforms necessary to support the FTAA include harmonized trade policies and the removal tariff and non-tariff barriers.

	1997	1998	1999	2000	2001
a. Planned	Baseline				
a. Achieved					
b. Planned					
b. Achieved					

Units of measure: A. Number of FTAA - related trade liberalization reforms enacted and implemented  
B. Number of potential trade-related issues identified and addressed by appropriate stakeholders in the Caribbean

Source: Regional, national, local and project reports on management and labor



HFTE	4.3.2	Progress in management relations
------	-------	----------------------------------

**Description:**  
Policies addressing the rights and responsibilities of both labor and management, and their collaboration will be addressed. Equitable distribution of trade benefits is also addressed in this category.

	1997	1998	1999	2000	2001
A. Planned	Baseline				
A. Achieved					
B. Planned					
B. Achieved					

Unit of measure: A. Number of policy advances in key issue areas  
B. Number of practice advances in key issue areas

Source: Regional, national, local and project reports on management and labor



HFTE	4.3.3.	Progress in enabling small and medium-sized enterprises in trade
------	--------	--

**Description:**  
Policies and practices will need to focus on supporting increased access by small and medium businesses to the input markets of land, labor and technology for broad-based growth.

	1997	1998	1999	2000	2001
A. Planned	Baseline				
A. Achieved					
B. Planned					
B. Achieved					

Unit of measure: A. Number of policy advances in key issue areas  
B. Number of practice or technology advances in key issue areas

Source: Regional, national, local and project reports on small and medium sized enterprise development



HFTE	4.3.4	Progress on improved environment and natural resource management practice related to free trade
------	-------	---

**Description:**  
Policy advances include, environmental, legal and regulatory reform as concerns trade. Practice advances include pollution prevention techniques, environmental impact reviews, energy and resource conservation and biodiversity management.

	1997	1998	1999	2000	2001
A. Planned	Baseline				
A. Achieved					
B. Planned					
B. Achieved					

Unit of measure: A. Number of policy advances in key issue areas  
B. Number of practice advances in key issue areas

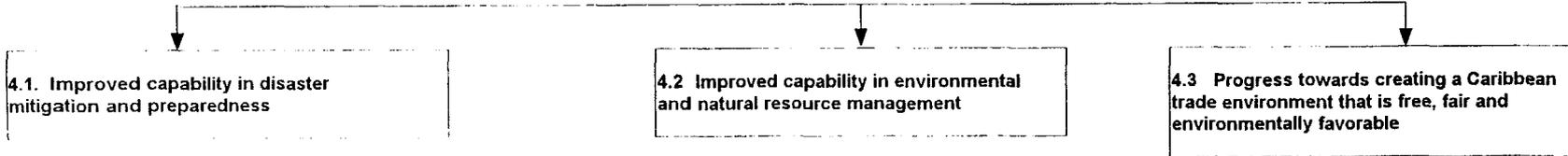
Source: Regional, national, local and project trade and environment reports

**RESULTS FRAMEWORK**

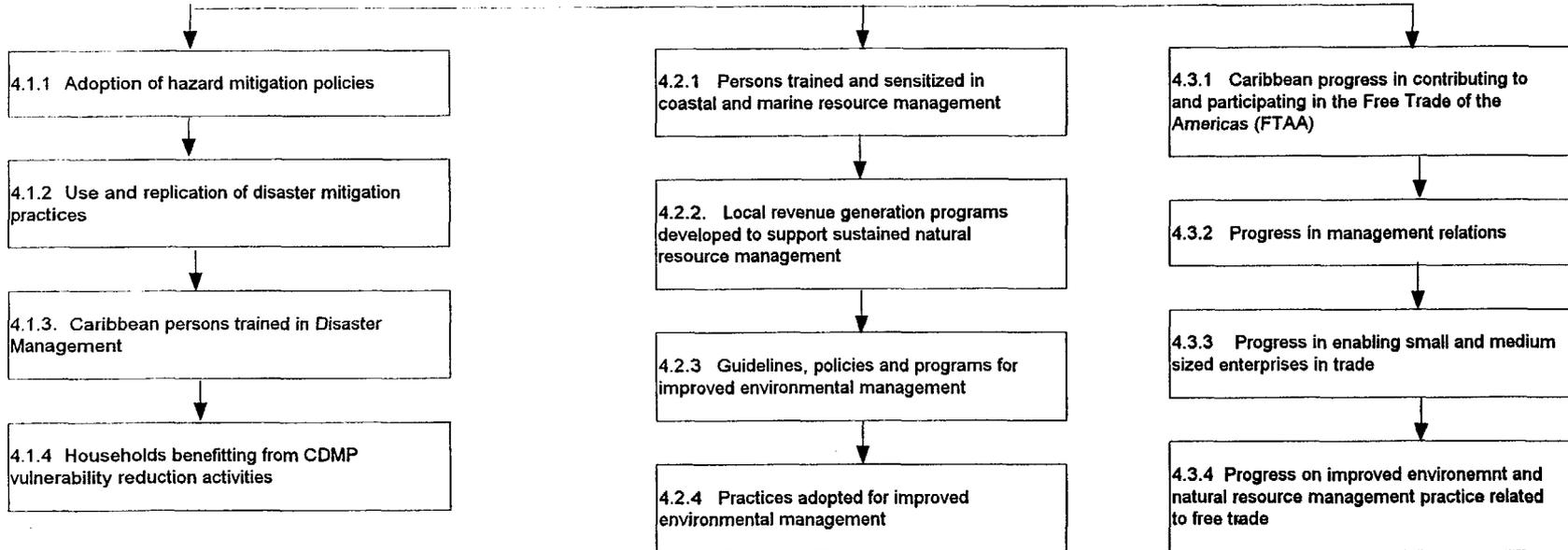
**CARIBBEAN REGIONAL PROGRAM (CRP)  
INCREASED CARIBBEAN CAPACITY TO ADDRESS REGIONAL DEVELOPMENT PROBLEMS**

- 4.1 Improved disaster mitigation capability
- 4.2 Improved regional environmental management capability
- 4.3 Resolved market issues impeding equitable and environmentally sound free trade

**INTERMEDIATE RESULTS (IR)**



**I.R. Level Performance Indicators**



**CROSS-CUTTING THEMES**



### III. STATUS OF MANAGEMENT CONTRACT

1) USAID/Other Donor Establishment of Remaining Policy Reform Timeline: The Macroeconomic Policy Working Group of donor/lenders, including USAID/Jamaica, met with the Prime Minister and the Minister of Finance during 1996 to discuss the policies most likely to produce economic growth and development. However, the financial sector crisis emerged in mid-year as an obstacle to further progress from stabilization to economic growth. The World Bank and the IDB have offered a financial sector reform package, conditioned on the GOJ entering into an informal monitoring program with the IMF. However, the GOJ has declined the loan and the arrangement. The Mission has provided the GOJ with information on how the U.S. dealt with the S&L crisis, and USAID is in the process of facilitating TA from the Resolution Trust and possibly the Federal Reserve Bank to provide assistance. As well, with an election due in the next 12 months, politics is guiding policy decisions. The Mission and the Working Group are developing a strategy intended to raise the overall level of economic and social policy discourse and to prepare, with the newly elected government, a policy reform timeline.

2) USAID Support for An Appropriate National Development Strategy: Through ongoing consultations with representatives in the Ministries of Finance and Industry/ Investment/Commerce, the Mission has engaged the GOJ as it refines and implements the National Industrial Policy. The overall strategy has been to achieve greater stability as an incentive and foundation for higher growth rates. The Mission has engaged the government through dialogue and via project implementation on the GOJ's key objectives (macroeconomic, social and environmental). Interaction is achieved through USAID support for the Fiscal Policy Management Unit, microenterprise planning with the Office of the Prime Minister; infrastructural planning through the North Coast project; environmental planning and enforcement through the Natural Resources Conservation Authority; poverty performance tracking for the Prime Minister's Poverty Eradication Program; population planning through the National Family Planning Board; policy support for youth and education through the Ministry of Education, Youth and Culture. USAID is also deeply engaged in 11 donor/lender sectoral working groups, which are increasingly becoming engaged with the GOJ on policy matters.

3) USAID/Jamaica-HFTE Collaboration: USAID/Jamaica continues to lay the groundwork for a Caribbean regional trade program:

- The Mission Director, accompanying Ambassador Hyde, toured the Eastern Caribbean to present the regional program and to discuss possibilities concerning a regional trade strategy. They met with the Prime Ministers of St. Lucia and Dominica, the Director General of OECS, the Director of the CDB, and other public and private sector representatives.

- The DAEC encouraged the Mission to work with the HFTE team to develop a Caribbean regional trade program. As a first step, HFTE Team Leader, John Becker, briefed the Mission on current trade conditions and how the HFTE project could address Caribbean trade problems and opportunities. USAID/Jamaica and LAC/RSD prepared a plan of action that would lead towards the development and implementation of a Caribbean strategy.

- The Mission worked with LAC/RSD to develop a scope of work for a HFTE-funded regional trade specialist, to be based in Kingston, who would facilitate the development and implementation of the regional trade strategy. The Mission would like to advertise this position as soon as possible. LAC has recently advised USAID/Jamaica that the "Caribbean trade initiative would move ahead from Washington under the auspices of the Inter-Agency Working Group (IWG)." The IWG has invited USAID/Jamaica's participation in the OECS survey.

- LAC/RSD and IRM sent a team to teach USAID staff how to use Lotus Notes, so that the Mission could readily participate in HFTE program management. In addition, LAC/RSD and IRM worked with the USAID/Jamaica Mission as a whole to identify optimum uses for Lotus Notes in the Mission's management operations

4) Stakeholder/Partner Participation in Developing a Regional Strategy: The regional program managed out of USAID/Jamaica has involved other USAID missions and international, regional and national institutions. The Caribbean Disaster Mitigation Project, which is implemented through the OAS, works closely with USAID/DR and USAID/Haiti, given those countries' vulnerability to disasters. CDMP also has close consultative ties with CARICOM, OECS and the Caribbean Disaster and Emergency Response Association. The same is true of the Caribbean Environmental Network project, implemented by UNEP, and ENCORE project, implemented by OECS. Host countries and their NGOs directly submit proposals for CEN funding. The Mission has prepared a detailed briefing book that it has begun to use in advising the larger region of the programs from which it can benefit. The Mission Director has completed a tour to the Eastern Caribbean and Guyana, and will soon visit the USAID/DR and USAID/Haiti, to discuss the regional programs of those Missions. In the design of the Caribbean regional trade strategy, the HFTE team will engage regional stakeholders and local/national partners to ensure that the strategy and its component programs and projects accurately respond to the opportunities and problems in the region.

5) New Education Strategy: USAID/Jamaica has initiated the development of a detailed education strategy, which will identify specific approaches to be used in improving basic education standards among primary school children. The team includes one of Jamaica's most prominent education specialists and a former LAC Bureau education officer. The team will study problems in the sector; analyze current donor, private and GOJ efforts; and identify technical and financial gaps. A new activity is expected to be authorized in July 1997. The team will be working closely with the education donor/lender working group and its members to maximize resource use.

6) Phasedown and Graduation Plan for SOs: In last year's R4 (pp. 93-94), the mission laid out a Graduation/Exit Plan for its strategic objectives. That plan remains strategically and managerially intact, and performance targets for each indicator are presented in this R4. In essence, while the Mission maintains it can meet its strategic targets, assuming adequate resources and fulfillment of partner commitments, Jamaica will still have a selective group of important development needs at the end of the five-year strategy period in 2001 (e.g., high rates of economic growth, opportunities for the poor, improved productivity, improved standards for education, financial sustainability of protected areas and environmental NGOs, reduced incidence of HIV/AIDS). During his visit to Jamaica in February 1997, the AA/LAC noted that the Mission is ending a number of activities, and

proposed that a sustainability analyses be prepared which would dovetail with the phasedown/graduation plan for the SOs. That analyses is being done, including for institutions, technologies and policies for which USAID support ended or will end between the years 1993-1998. The sustainability plan will be sent separately to LAC prior to the R4 review for Jamaica.

#### IV. RESOURCE REQUEST

##### A. Financial Plan

USAID/Jamaica's bilateral program budget has consisted of Development Assistance (DA) averaging about \$11.1 million in the last two years, down from an average of \$13 million in the previous three years. Despite severe pressures on resources (bureau bilateral resources are down 50% from FY 92), the Mission has managed to minimize disruptions to its program by focusing on increasingly discrete results and activities. Last year the Mission completed a year-long consultative process with its governmental, private sector and non-governmental partners to develop the Mission's five-year Strategy Plan for FY 1997-2001, which includes much narrower targets than the previous strategy.

SO1: Due to directive pressures, the Mission has been forced to scale-back support for small farmer production in order to continue support for export marketing/productivity, privatization, fiscal policy management and customs reform. In FY 98, USAID/Jamaica will design a new activity to address low levels of productivity aimed at increased exports. A parallel economic growth activity (to be authorized jointly or separately) will provide technical assistance to enable Jamaica to achieve NAFTA parity and eventually accede to the Free Trade Area of the Americas. The Mission has placed a priority on continued support for microenterprise development, including through a 1997 amendment to the existing Microenterprise Development Project. The Mission will also authorize in mid-1997 the TeleJamaica activity, which will support information technology applications to accelerate achievement of USAID targets, particularly in SO1, but as well in SO2 and SO3. USAID/Jamaica considers these activities as being of critical importance to Jamaica's goal of accelerating broad-based economic growth.

SO2: The Mission will concentrate on establishment and sustainability of the parks and protected areas system. While directive pressures are somewhat less than those for SO1, plans to begin new activities have still been delayed by one year in order to sustain SO1 at minimum levels. The first activity, the Coastal Water Improvement Project, is currently under design and will be authorized in April 1997. A second activity would focus on coordinating donor efforts and leveraging funding for sustainable watershed management, and would be designed in FY98. However, CWIP is being scaled back from its original design budget given the uncertainty of environmental directive funding over the next few years. The watershed management activity, although intended to have only a small LOP, would be cancelled entirely if required to enable CWIP to meet its planned targets.

SO3: Due to relative availability of Population and AIDS directives, this SO has benefitted positively over the past few years and has made significant achievements. SO3 will focus on challenges related to youth, and the Mission plans to develop a new activity aimed at reducing unwanted teen pregnancies. USAID/Jamaica places its new education activity, due for authorization in July 1997, as a top priority for funding. However, if Basic Education directive

funding is not provided as additional to the Mission's discretionary funding, the education program would be placed directly at odds with the SO1 through competition for scarce resources.

Caribbean Regional Program:

FY 97

- Caribbean regional trade strategy: to be developed in collaboration with LAC/RSD; estimated cost is \$120,000 (source: LAC/RSD HFTE or LAC PD&S);
- Marine Environment Center masterplan: USAID's \$100,000 would co-finance this effort with the Government of Japan's small grant \$75-150,000 before the next Common Agenda Meeting in summer 1997 (source: LAC PD&S or G Bureau).

FY98

- ENCORE project funding: a mortgage of \$3.2 million remains, with a \$1.9 million pipeline. With a planned PACD of March 1999, incremental funding is required in early FY 98 (source: LAC);
- Caribbean regional trade activity: this would implement the recommendations of the planned regional trade strategy, proposed for later in FY 97; estimated cost is unknown, but would be a multi-year set of activities (source: LAC or G);
- Caribbean environmental strategy: this would be a five-year roadmap for regional interventions, primarily in watershed and coastal/marine management; \$115,000 (source: LAC PD&S);
- CDMP extension: based on the successes of the initial five-year project, USAID/Jamaica recommends that many of the technologies and policy initiatives be replicated under a three-year, \$3 million extension (source: BHR/OFDA);
- Seismic and Volcanic Monitoring and Alert Mechanism: to provide a regional early warning system for the Caribbean; \$1 million over two years (source: LAC or BHR/OFDA).

FY 99

- Caribbean regional environmental activity: to implement the recommendations of the environmental strategy, consistent with the International Coastal Resources Initiative; estimated cost is unknown, but would be a multi-year set of activities (source: LAC or G).

## **B. Prioritization of Bilateral Strategic Objectives**

USAID views equitable economic growth as its key developmental objective in Jamaica, given the link between economic performance and social progress. Unfortunately, the distribution of budgetary directives has not favored the Mission's SO1 portfolio, and instead resources have been increasingly concentrated on family planning and AIDS prevention. Ironically, Jamaica has done well in these two areas, given the sharp decline in fertility (over 6 live births to 2.9 today) in the last 30 years, and the comparatively low HIV infection rate (about 0.4 percent). Meanwhile, economic growth has been stagnant during the 1990s, and poverty affects at least one-third of all Jamaicans. Government's debt burden is 50% of expenditures, effectively halving its critical multi-sectoral investment efforts.

USAID/Jamaica's view of development priorities and remaining program challenges has shifted towards education given new analysis and widespread concerns about declining standards. Poor education performance is seen as a root cause of poverty, and potential investors are concerned with the trainability of the workforce. USAID will most likely stay engaged in improved primary education as long as its program lasts in Jamaica, given the importance of this sector to economic growth and social stability.

Environmental protection remains a priority, including the challenges of coastal pollution, watershed management, and protected area sustainability. However, the NRCA is now well-managed and can sustain its regulatory role. The U.S. investment in capitalizing the EFJ provides a sustainable source of grant funding for environmental NGOs, something that other NGOs do not enjoy.

If program budget levels decline significantly from the current OYB of \$11.2 million, USAID would reduce its bilateral program to two strategic objectives. Given adequate budgetary directive flexibility, USAID/Jamaica would eliminate SO3 (Better-Prepared Youth), though would retain its planned education activity by moving it to SO1. This would reinforce the clear link between literacy/numeracy and increased participation for economic growth. An option (see management plan) for maintaining SO3 might involve the hiring of a TAAC health/family planning specialist from CRC.

## **C. Field Support Linkage**

The Mission plans to draw on USAID/W technical support for the following activities related to its new strategic plan:

### **SO1**

- ISO standards training;
- microenterprise institutional development and outreach programs;
- NAFTA parity and FTAA accession technical assistance;
- export marketing;

- applications of information technology in microenterprise development, productivity training and marketing, investment mobilization.

#### SO2

- ISO standards training and technical assistance;
- application of information technology in environmental management;

#### SO3

- design of literacy/numeracy programs;
- design of young adolescents reproductive health program;
- upgrading of HIV/AIDS tracking system;
- population data surveys.

#### Caribbean Regional Program

- NAFTA parity and FTAA technical assistance;
- information technology applications for trade;
- coastal zone resource management;
- evaluation of lessons learned in integrated coastal zone management;
- design of monitoring systems for marine resources;
- monitoring and evaluation systems for hazard mitigation activities;
- design of a regional program strategy;
- macroeconomic policy and regional integration.

Mission management will need considerable support from Global Bureau as it continues to emphasize the need to collect accurate data on activity results. It is the expectation of the Mission that Global Bureau Center, Population, Health, and Nutrition, will provide assistance in such areas as contraceptive technology updates for interim years of the national survey; social marketing for contraceptives; support for AIDS/STD prevention program in data tracking; and services for local private voluntary organizations.

In addition, USAID/Jamaica has made great progress as a CEL in team management and the empowerment of employees as team members. We, however, recognize the need to continue to work on these areas and are committed to nurturing this process and will be looking to G/Bureau for support in this area.

#### **D. Work Force and Operating Expense Request**

USAID/Jamaica has prepared two workforce and OE plans, the first (minimal) based on LAC control numbers at sharply reduced levels, and the second the Mission's projected requirements (request) for a well-managed, accountable program:

##### **LAC control (minimal)**

The minimal levels, specified in LAC controls, take into account the deletion of two USDH positions in FY98 and another position in FY99 taking the level to seven. The Mission has been given guidance from the Bureau that one specific position, the Controller, must be eliminated and that our financial management functions be transferred to USAID/Dominican Republic. The deletion of this position has not been reflected in our OE budget and workforce tables and we have submitted a reclama to the Bureau requesting that this position not be deleted and that all financial management functions be retained, particularly given the straight-lining of the Mission's OYB. These staffing ceilings established by the Bureau will require the deletion of six, three and seven Local Hire positions in FYs 97, 98 and 99 respectively. Our Local Hire ceilings will be 42 in FY 97, 39 in FY98 and 32 in FY99.

##### **Staffing**

In FY96, USAID/Jamaica restructured itself into three strategic objective teams and identified existing personnel to address regional responsibilities. In addition, traditional support functions in the offices of the Director and Deputy Director and in Program/Project Development, Executive Office (EXO) and Controller were continued. However, with a reduction in workforce levels required, the Deputy Director position will be deleted in FY98 and the EXO position, which is currently vacant due to the non-availability of a USDH, will also be deleted for FYs 98 and 99. In FY 2000, the EXO position will be reestablished, and the SO3 team leader position will be deleted. The SO3 position will possibly be filled by a TAACS adviser. Another scenario/option would be to consolidate SO1 and SO3 into one SO team, thus reducing the number of USDHs. The EXO position will be filled by an experienced USPSC for the two-year period. In FY2000 the decision will be addressed regarding the USDH ceiling of seven.

The Local Hire category of employees, consisting of FSNDH, FSNSPC and locally-hired USPSCS, is also subject to reduction in FYs 97, 98 and 99. Once the ceilings are reached each year, workforce levels will be evaluated to determine the optimum mix of support, administrative and professional staff in all offices. Assuming that the Controller and financial management function will remain coupled with the reduction in the USDH ceiling, we envision a greater emphasis on staffing in the SO teams and regional office. The combined Mission ceilings for all categories of employees (USDH, Int'l. Hire, Local Hire and Program-funded) will be 70, 62 and 53 for FYs 97 and 98, respectively.

Operating Expenses/Trust Fund

The Operating Expense (OE)/Trust Fund (TF) requests for FYs 97, 98 and 99 are as follows:

<u>FY97</u>	<u>FY98</u>	<u>FY99</u>
OE - \$1,603.2	OE - \$1,190.4	OE - \$1,202.9
TF - <u>1,112.7</u>	TF - <u>1,595.9</u>	TF - <u>1,393.5</u>
\$2,715.9	\$2,786.3	\$2,596.4

The increase in OE/TF from FY97 to FY98, even though workforce levels are being reduced, is attributed to several factors. The Jamaican dollar has experienced a revaluation recently of approximately 12.5% over the past year, which in U.S. dollar terms equates to an increase of \$138.0 thousand. And, as the Mission increases its use of TF for operational support, the difference will also increase. We will also experience an increase of \$100.0 thousand per year due to the recruitment of a USPSC EXO for two years for FYs 98 and 99. We do expect an FSN salary increase of 8-10% in FY 98 and this assumption has been included in our budget calculations. And, with the deletion of two USDH positions in FY98, we have had to assume that these two employees will be transferred to USAID/W with the Mission paying for the transfer costs. Another large cost to the Mission, spread over the three FYs, will be the payment of severance pay to involuntarily separated FSN employees. We estimate this amount to be approximately \$215.0. We will, however, see a decline in the Mission's OE budget requirements in FY99 and future years. It should also be noted that with the significant decrease in the inflation rate and the corresponding drop in the interest rates earned by our Trust Funds, the revenues/income from the Trust Funds' deposits will also be less over the coming years. Therefore, Trust Funds' resources will eventually not supplement/subsidize our OE budget.

Resource Management

The LAC mandated reductions in operating expenses and workforce levels are, in the Mission's view, inconsistent with management requirements, particularly given the fact that USAID/Jamaica's planned OYB has been straight-lined and the need to manage the regional portfolio. USAID/Jamaica will endeavor to manage its programs and activities at the lowest possible cost, but will not sacrifice managerial effectiveness for economy. The OE budget and workforce levels must be maintained to avoid vulnerabilities that invariably follow inadequate staffing and funding decisions.

USAID/Jamaica's three strategic objectives (SO) and its regional program will be able to address the Agency's developmental goals in Jamaica, but any further reductions in support resources would require a major restructuring of our SO teams.

After the closure of the Regional Development Office/Caribbean (RDO/C) in Barbados and the Regional Housing and Urban Development Office (RHUDO) in Jamaica in FY96, USAID/Jamaica has assumed responsibility for some of the activities formerly managed by these two organizations without any increase in operational support. And, while these new responsibilities have created financial and staffing hardships, we will continue to provide the necessary regional support in the areas of disaster mitigation, increased trade and environmental protection within existing resources.

### **Mission requirements (request)**

The guidance for preparing the FY99 operating expense budgets and workforce levels authorizes two submissions, one based on ceilings established by the LAC Bureau and one based on targets as established by the Mission. The Mission request, which reflects USAID/Jamaica's target workforce levels and OE budgets, represents those levels deemed necessary to maintain a solid presence in Jamaica while continuing to address major developmental issues facing this Caribbean nation.

### **Staffing**

Working in a restructured and reengineered environment consisting of three strategic objective teams and the having capability to meet USAID's regional responsibilities in the Caribbean, USAID/Jamaica's optimum combined (USDH, Int'l. Hire, Local Hire and Program-funded) workforce levels are 71, 71 and 70 for FYs 97, 98 and 99, respectively. These levels provide the ideal staffing mix of professional, support and administrative staff to ensure that the Agency's developmental goals and objectives are reached.

For the bilateral program the proposed staffing increases are necessary to maintain the technical capacity of SO Teams as well as to allow for the devolution of previous "central" functions of the Program/Project Development Office. A major initiative under reengineering is the decentralization of authorities and the empowerment of SO Teams. To do this the Mission has been scaling down the Program/Project Development Office (currently staffed at 2 USDH, 2 professional FSN, and 1 Local hire USPSC, down from 3 USDH, 6 professional FSN, and 1 USPSC in 1993) and plans to establish significant programming and project development capacities on the SO Teams themselves. This is currently being done in several AFR Bureau countries with excellent results.

The recent addition of regional responsibilities to USAID/Jamaica have added to the implementation burden of the Mission. The responsibilities have created financial and staffing hardships. We will continue to support these regional initiatives in the areas of disaster mitigation and environmental management as much as possible. However, the absence of resources to support

expertise in trade enhancement, and program development in all three sector areas, will mean limited capacity to fully implement the regional program that LAC instructed USAID/Jamaica to undertake.

Operating Expenses/Trust Fund

The Operating Expense (OE)/Trust Fund (TF) targets for FYs 97, 98 and 99 are as follows:

FY97	FY98	FY99
OE - \$1,603.2	OE - \$1,609.3	OE - \$1,544.9
TF - <u>1,112.7</u>	TF - <u>1,470.4</u>	TF - <u>1,435.2</u>
\$2,715.9	\$3,079.7	\$2,980.1

The additional staffing required to optimize the implementation of both the USAID/Jamaica bilateral program as well as its regional responsibilities come at relatively marginal cost. There are no required OE increases in FY 97. To accommodate the additional staffing requirements in FY 98 and FY 99 will require an OE increase of approximately 10% above the established OE ceiling levels.

**E. Environmental Compliance**

**1. 22 CFR requirements**

The Mission has no outstanding issues related to 22 CFR 216.

**2. Schedule of activities that will require IEEs/EAs**

At least four activities/results packages will be designed in the upcoming year, with designs for and amendment to the Microenterprise Development Project, a new basic education results package and a new Telejamaica activity which will link Jamaicans abroad with the Jamaican private and public sectors and NGOs through the Internet, currently in preparation. Also scheduled for design in 1997 are an economic growth results package which will focus on increasing productivity and, possibly, a new family planning activity. The Mission will request categorical exclusions for each of these activities.

/tel2/.96/06/11/00826m

UNCLASSIFIED

PAGE 01 STATE 120546 111620Z  
ORIGIN AID-00

-----  
ACTION OFFICE(S): !LASP  
INFO OFFICE(S): AAG AALA AAM ACIS AFFE AFWA ASOM BAA BHR  
DAAM DRCO DUTY GAFS GPP ICIS IG IGLC IGPS  
IRMO LACA LADP LEHR LRSB MB MBPA MPI OFDA  
OPA OPCC OPE OPOD OPSS PAUL PDSP POP PPCE  
REEN SDB TDA  
-----

INFO LOG-00 TEDE-00 /000R

120546

SOURCE: AID.005509

DRAFTED BY: AID/LAC/SPM:CADAMSON:RBONCY:CA

APPROVED BY: AID/AA/LAC:MSCHNEIDER

AID5509

AID/DAA/LAC:NPARKER

AID/DAA/LAC:RDAUBON

AID/LAC/SPM:JWEBER

AID/LAC/DPB:DCHIRIBOGA (DRAFT)

AID/LAC/RSD:TJOHNSON (DRAFT) AID/LAC/CAR:MMORFIT (DRAFT)

AID/LAC/SPM:PTHORN (DRAFT) AID/M/B:BGREENE (DRAFT)

-----42CA86 111623Z /38

P 111620Z JUN 96

FM SECSTATE WASHDC

TO AMEMBASSY KINGSTON PRIORITY

UNCLAS STATE 120546

ADM AID

E.O. 12958: N/A

TAGS:

SUBJECT: FY 97-98 USAID/JAMAICA R4 & STRATEGY PLAN FY  
1997-2001 -- MANAGEMENT CONTRACT

1. SUMMARY. THE USAID/JAMAICA FY 1997-1998 RESULTS  
REVIEW AND RESOURCE REQUEST (R4) AND STRATEGY PLAN FY  
1997-2001 WERE REVIEWED ON MAY 10, 1996, AT THE DAEC  
UNCLASSIFIED

UNCLASSIFIED

PAGE 02 STATE 120546 111620Z  
MEETING, CHAIRED BY AA/LAC MARK L. SCHNEIDER. THE R4 AND  
STRATEGY PLAN WERE PRESENTED BY USAID/JAMAICA'S MISSION  
DIRECTOR CAROLE TYSON AND PROGRAM OFFICER KIRK DAHLGREN.  
REPRESENTATIVES OF THE GLOBAL BUREAU, M, PPC, AND ALL  
APPROPRIATE LAC BUREAU OFFICES PARTICIPATED IN THE DAEC  
REVIEW. AA/LAC MARK SCHNEIDER COMPLIMENTED THE MISSION ON  
ITS R4 AND STRATEGY PLAN PRESENTATION -- NOTING, IN  
PARTICULAR, THE SECTIONS WITHIN THE R4 WHICH ADDRESS  
OUTSTANDING ISSUES IN THE FY 1996-1997 ACTION PLAN AND

L 69'

SUCCESS STORIES. THE MISSION WAS COMMENDED FOR ITS COLLECTION AND REPORTING OF SEX DISAGGREGATED DATA, AS WELL AS FOR ITS THOROUGH INTEGRATION OF GENDER INTO THE STRATEGY PLAN. THE MISSION'S REENGINEERING EFFORTS AS A

CEL WERE ALSO APPLAUDED. THE R4 AND STRATEGY PLAN WERE APPROVED BY THE BUREAU, SUBJECT TO THE GUIDANCE PROVIDED

BELOW. END SUMMARY.

2. IN HER OPENING STATEMENT, THE MISSION DIRECTOR OUTLINED THE SUCCESSES AND CHALLENGES FACING JAMAICA. SHE STATED THAT USAID ASSISTANCE TO JAMAICA OVER 34 YEARS HAS CONTRIBUTED TO: REDUCING THE POPULATION GROWTH RATE; ATTAINING FIRST WORLD STANDARDS IN A NUMBER OF CRITICAL HEALTH INDICATORS; AND DIVERSIFYING AND EXPANDING JAMAICA'S EXPORT BASE. SHE NOTED THAT, OVER THE PAST YEAR, JAMAICA HAS SUCCEEDED IN: CUTTING INTEREST RATES FROM 80 PERCENT TO 25 PERCENT AND ITS DEBT SERVICING RATIO FROM 25 PERCENT OF GDP IN 1994 TO 13 PERCENT IN 1995; AND IMPROVING NATIONAL SAVINGS AND INVESTMENT GROWTH 22 PERCENT SINCE 1994. DESPITE THESE ACCOMPLISHMENTS, THE MISSION DIRECTOR ACKNOWLEDGED THAT MAJOR CHALLENGES

UNCLASSIFIED

UNCLASSIFIED

PAGE 03 STATE 120546 111620Z  
REMAIN, PARTICULARLY IN THE ECONOMIC SECTOR. SHE NOTED THAT ANNUAL ECONOMIC GROWTH HAD AVERAGED ONLY ONE PERCENT SINCE 1991. THE GOVERNMENT OF JAMAICA HAS PUT IN PLACE POLICY REFORMS THAT HAVE SERVED TO FURTHER OPEN THE ECONOMY, LIBERALIZE THE TRADE REGIME, INCREASE PRIVATIZATION AND INCREASE FISCAL AND MONETARY DISCIPLINE. NONETHELESS, IMPEDIMENTS TO GROWTH REMAIN, INCLUDING A SUBSTANTIAL DEBT BURDEN; A WORKFORCE WITH POOR BASIC EDUCATION SKILLS; INADEQUATE INFRASTRUCTURE; AND PROBLEMS RELATED TO CRIME, DRUGS AND VIOLENCE. THE USAID/JAMAICA R4 AND STRATEGY PLAN RECOGNIZE THESE CONSTRAINTS AND THEIR STRATEGIC OBJECTIVES ARE DESIGNED TO ASSIST THE GOVERNMENT OF JAMAICA (GOJ) IN FACING ITS ECONOMIC CHALLENGES. THE MISSION DIRECTOR EXPRESSED SATISFACTION WITH 1995 PROGRAM PERFORMANCE AND ANTICIPATES SUCCESS WITH THE 1997-2001 STRATEGY PLAN.

3. THE DAEC DISCUSSED THE FOLLOWING ISSUES: A) THE ROLE AND COMPARATIVE ADVANTAGE OF USAID IN PROMOTING ECONOMIC GROWTH IN JAMAICA, GIVEN THE COUNTRY'S STAGNANT ECONOMY AFTER SO MANY YEARS OF IMPLEMENTING ECONOMIC POLICY REFORMS; B) THE MISSION'S PROPOSED REGIONAL STRATEGIC SUPPORT OBJECTIVE AND RELATED FUNDING ISSUES; AND C) THE SETTING OF TARGETS FOR SOS IN THE NEW STRATEGY PLAN AND THE RELATION BETWEEN ANTICIPATED PROGRAM FUNDING LEVELS AND STRATEGIC PRIORITIES. SUGGESTIONS AND GUIDANCE WERE PROVIDED, AS NOTED IN THE FOLLOWING PARAGRAPHS:

A. ECONOMIC GROWTH: OVER THE PAST 15 YEARS AND WITH THE

70

ASSISTANCE OF BILATERAL AND MULTILATERAL DEVELOPMENT  
PARTNERS, JAMAICA HAS IMPLEMENTED MAJOR MACRO-ECONOMIC  
UNCLASSIFIED

UNCLASSIFIED

PAGE 04 STATE 120546 111620Z  
POLICY REFORMS. NOTWITHSTANDING THE IMPLEMENTATION OF  
THESE REFORM MEASURES, JAMAICA CONTINUES TO SUFFER  
CONSISTENTLY LOW ECONOMIC GROWTH AND CHRONIC POVERTY.

IN HER RESPONSE TO EXPRESSED CONCERNS OVER USAID'S  
CONTINUED ROLE AND COMPARATIVE ADVANTAGE IN FOCUSING  
ASSISTANCE IN THE ECONOMIC SECTOR, THE MISSION DIRECTOR  
STATED THAT: 1) USAID'S PARTICIPATION IN THE ECONOMIC  
GROWTH SECTOR REINFORCES THE GOJ'S COMMITMENT TO MACRO-  
ECONOMIC POLICY REFORMS AND PROTECTS USAID'S SUBSTANTIAL  
INVESTMENTS IN JAMAICA UNTIL ACCELERATED GROWTH CAN BE  
SUSTAINED; 2) CONTINUED USAID INVOLVEMENT IN THE SECTOR  
HELPS IN LEVERAGING ADDITIONAL RESOURCES FROM OTHER  
INTERNATIONAL DEVELOPMENT PARTNERS; AND 3) ECONOMIC GROWTH  
IS A PRE-CONDITION TO ACHIEVING THE MISSION'S OTHER TWO  
SOS. TO THE CONCERN EXPRESSED THAT A DIFFERENT MACRO-  
ECONOMIC POLICY-ORIENTED APPROACH TO REMOVING CONSTRAINTS  
TO PRIVATE INVESTMENT SHOULD BE PURSUED, THE MISSION  
DIRECTOR MAINTAINED THAT POLICY CHANGES, OVER THE PAST TEN  
YEARS, HAVE BEEN NECESSARY CONDITIONS TO SUPPORT GROWTH,  
THOUGH THEY ARE NOT SUFFICIENT. MANY OF THE POLICY REFORM  
MEASURES IMPLEMENTED ARE STRUCTURAL IN NATURE AND DESIGNED  
TO PROMOTE LONG-TERM GROWTH. THERE IS, THEREFORE, A LAG  
TIME BETWEEN ENACTMENT OF POLICY REFORMS AND THEIR  
INTENDED IMPACT. AS WELL, THEIR IMPACT MAY NOT BE FELT  
UNIFORMLY ACROSS ALL SUB-SECTORS OF THE ECONOMY. SOME  
SUB-SECTORS, SUCH AS THE APPAREL AND FOOD PROCESSING  
INDUSTRIES, ARE EXPERIENCING HIGH LEVELS OF GROWTH.  
STRONG GROWTH IS ALSO NOTED IN THE INFORMAL SECTOR.

IN ADDITION, FAR REACHING CHANGES IN THE STRUCTURE OF  
UNCLASSIFIED

UNCLASSIFIED

PAGE 05 STATE 120546 111620Z  
INTERNATIONAL COMPETITIVENESS ARE OCCURRING, TO WHICH  
JAMAICA AND ITS POLICY FRAMEWORK MUST ADJUST. THESE  
INCLUDE: CHANGES IN TRADE BARRIERS EMERGING OUT OF THE  
URUGUAY ROUND OF THE GATT; THE RAPID FORMATION OF DIVERSE  
TRADING BLOCKS INCLUDING NAFTA; GRADUAL ELIMINATION IN  
PREFERENTIAL TREATMENT IN TRADE AND AID FROM EUROPE THAT  
HAD BEEN ORIGINALLY DEFINED BY THE LOME AGREEMENT; RAPID  
CHANGES IN TECHNOLOGICAL AND KNOWLEDGE REQUIREMENTS FOR  
COMPETITION; AND RESTRUCTURING OF THE GLOBAL FINANCIAL  
SYSTEM THAT CHANGES THE ACCESSIBILITY TO INVESTMENT  
CAPITAL. THE COMPETITIVE ENVIRONMENT IS DYNAMIC AND  
INCREASINGLY COMPLEX. THE GOJ IS ATTEMPTING TO DEVELOP  
INFORMED AND TIMELY RESPONSES AS REFLECTED IN ITS RECENTLY

DEVELOPED STRATEGIC PLAN FOR GROWTH AND DEVELOPMENT. THE MISSION MAINTAINS THAT, GIVEN USAID RESOURCE LEVELS AND THE NEEDS OF JAMAICA, ITS CROSS-SECTORAL INTERVENTIONS IN EMPLOYMENT CREATION, EDUCATION AND TRAINING, AND POLICY REFORM ARE APPROPRIATE AND SUPPORT SO1, INCREASED PARTICIPATION FOR ECONOMIC GROWTH.

THE DAEC AGREED THAT THE PROSPECT OF JAMAICA ATTAINING

GROWTH WITH STABILITY AND EQUITY DEPENDS ON THE CONTINUED ADHERENCE TO A POLICY AGENDA WHICH INCLUDES: INCREASED DOMESTIC RESOURCE MOBILIZATION, ATTRACTING NON-DEBT CAPITAL FLOWS, AND REDUCING THE IMPEDIMENTS TO GROWTH. IT IS ASSUMED THAT THE INTERNATIONAL ECONOMIC ENVIRONMENT IS SUPPORTIVE OF THESE EFFORTS AND THAT JAMAICA'S COMMITMENT TO GROWTH, STABILITY, AND EQUITY WILL INSURE ITS CONTINUED

ACCESS TO INTERNATIONAL CAPITAL MARKETS.

UNCLASSIFIED

UNCLASSIFIED

PAGE 06 STATE 120546 111620Z  
THE DAEC ALSO AGREED THAT THE MISSION SHOULD STRIVE FOR A BALANCE BETWEEN EXPANDING ECONOMIC OPPORTUNITIES AND REMOVING OBSTACLES TO ECONOMIC GROWTH. IT IS EQUALLY IMPORTANT THAT USAID/JAMAICA FULLY ENGAGE THE GOVERNMENT AS IT DEVELOPS THE NATIONAL INDUSTRIAL POLICY, ASSISTING IT WITH THE THOROUGH ANALYSIS OF POLICY ISSUES AS WELL AS THE IDENTIFICATION AND CAREFUL TARGETING OF PUBLIC SECTOR INVESTMENTS IN PRODUCTIVE AREAS AND HUMAN CAPITAL DEVELOPMENT. THE MISSION WAS ENCOURAGED TO IDENTIFY, IN CONCERT WITH OTHER DONORS AND THE GOJ, ANY REMAINING POLICY REFORM OBSTACLES AND TO SET APPROPRIATE BENCHMARKS AND TARGET DATES FOR THEIR REMOVAL. THESE EFFORTS SHOULD BE REVIEWED IN A YEAR'S TIME TO ASSESS OUR OWN IMPACT ON RELATIVE PROGRESS AND TO DETERMINE WHETHER WE ARE ON THE RIGHT PATH. \*

B. IN REVIEWING THE SCOPE AND COMPOSITION OF THE PROPOSED REGIONAL STRATEGIC SUPPORT OBJECTIVE (WHICH WAS SUBSEQUENTLY APPROVED), THE DAEC REAFFIRMED THE MISSION'S PLAN TO CONTINUE ACTIVITIES IN THE AREAS OF ENVIRONMENTAL PROTECTION AND DISASTER MITIGATION AND RESPONSE. RECOGNIZING THE CARIBBEAN'S POTENTIAL CONTRIBUTION TO THE BROADER SUMMIT OF THE AMERICAS FREE TRADE INITIATIVES, THE DAEC ALSO ENCOURAGED THE MISSION TO PURSUE DISCUSSIONS WITH LAC/RSD'S HEMISPHERIC FREE TRADE (HFTE) SO TEAM TO DETERMINE POTENTIAL AREAS FOR JOINT AID/W AND MISSION COLLABORATION, INCLUDING A MISSION FIELD-MANAGEMENT ROLE FOR HFTE ACTIVITIES. THE MISSION WAS REMINDED THAT THE DEVELOPMENT OF NEW REGIONAL ACTIVITIES REQUIRES THE PARTICIPATION OF COGNIZANT REGIONAL STAKEHOLDERS AND PARTNERS, PER RECENT BUREAU GUIDANCE ARTICULATED IN STATE  
UNCLASSIFIED

72.

UNCLASSIFIED

PAGE 07 STATE 120546 111620Z  
53153. THE RESULTS FRAMEWORK AND THE EXPECTED ROLE OF  
STAKEHOLDER MISSIONS IN THIS REGIONAL PROGRAM SHOULD BE  
MADE EXPLICIT, PARTICULARLY WITH RESPECT TO THE SPECIFIC  
ROLES AND RESPONSIBILITIES OF LAC/RSD, USAID/JAMAICA AND  
OTHER BILATERAL MISSIONS. THE DAEC CLARIFIED THAT  
POTENTIAL REGIONAL ACTIVITIES WOULD BE FUNDED LIKE OTHER  
BUREAU REGIONAL ACTIVITIES, I.E., WITH RESOURCES FROM G OR  
BHR, AND/OR WITH FUNDS FROM PARTICIPATING BILATERAL  
MISSION BUY-INS. ANY PROPOSED REGIONAL ACTIVITIES WOULD  
ALSO HAVE TO MEET THE CRITERIA SET DOWN BY M FOR  
IMPLEMENTATION OF REGIONAL ACTIVITIES IN NON-PRESENCE  
COUNTRIES, WHERE APPROPRIATE.

C. IN LIGHT OF DECLINING BUDGET LEVELS, THE DAEC  
DISCUSSED THE RELATIVE RANKING OF THE MISSION'S STRATEGIC  
OBJECTIVES AND THE NEED TO ESTABLISH BENCHMARKS AND  
SPECIFIC TARGET INDICATORS IN ORDER TO PLAN THE EVENTUAL

GRADUATION OF EACH SO. THE MISSION HAS DETERMINED THAT  
ITS ECONOMIC GROWTH OBJECTIVE IS THE MOST CRITICAL FOR  
JAMAICA'S SUSTAINED GROWTH, AND IS A NECESSARY  
PREREQUISITE FOR SUCCESS WITH ITS OTHER TWO STRATEGIC  
OBJECTIVES. ECONOMIC GROWTH IS, THEREFORE, THE MISSION'S  
FIRST-RANKED STRATEGIC OBJECTIVE.

USAID/JAMAICA'S THIRD STRATEGIC OBJECTIVE, "SMALLER,  
BETTER-EDUCATED FAMILIES," WOULD BE THE CANDIDATE FOR  
ELIMINATION, WERE THE MISSION FORCED TO ELIMINATE ONE OF  
ITS THREE BILATERAL SOS. THE MISSION STATED THAT, IF THIS  
WERE TO OCCUR, IT WOULD ELIMINATE PHN ACTIVITIES AND

UNCLASSIFIED

UNCLASSIFIED

PAGE 08 STATE 120546 111620Z  
ENVISIONS THE CONTINUATION OF AIDSCAP ACTIVITIES AS A  
SPECIAL OBJECTIVE WHOSE MANAGEMENT LOCUS COULD BE  
TRANSFERRED EVENTUALLY TO AID/W. EDUCATION ACTIVITIES  
UNDER SO3 WOULD BE RETAINED, HOWEVER, AND TRANSFERRED TO  
SO1. THE MISSION DIRECTOR NOTED THAT THIS PRIORITIZATION  
WAS BASED ON COUNTRY NEEDS, RATHER THAN THE REALITY OF  
CONGRESSIONALLY-MANDATED BUDGET DIRECTIVES AND RELATIVE  
AVAILABILITY OF CERTAIN FUNDING CATEGORIES. (N.B:  
SUBSEQUENT TO THE DAEC MEETING, IT WAS ASCERTAINED THAT  
USAID/JAMAICA IS A POTENTIAL CANDIDATE FOR EARMARKED BASIC  
EDUCATION FUNDS. HOWEVER, ANY BASIC EDUCATION EARMARKS  
WOULD COUNT AGAINST THE MISSION'S OWN OYB. IT WAS AGREED  
THAT LAC/RSD/EHR WOULD WORK WITH THE MISSION TO BETTER  
ARTICULATE ITS EDUCATION STRATEGY.)

IT WAS NOTED THAT THE PHASE DOWN PLAN FOR EACH SO  
PRESENTED IN THE STRATEGY PLAN DOES NOT ESTABLISH

13

APPROPRIATE BENCHMARKS AND TARGETS TO TRULY GRADUATE AN SO. THE DAEC REQUESTED THAT THE MISSION ADDRESS THIS CONCERN AND COMPLETE THE SETTING OF INDICATOR TARGETS IN THE STRATEGY PLAN.

D. PIPELINE. THE MISSION IS REQUESTED TO PROVIDE M/B A BRIEF REPORT OF ITS PRE-1994 PIPELINE. THE REPORT SHOULD INCLUDE AN EXPLANATION (SUCH AS EXPERIENCING IMPLEMENTATION PROBLEMS OR FORWARD FUNDED TRAINING ACTIVITY) AND PLANS FOR ELIMINATION.  
CHRISTOPHER

UNCLASSIFIED

NNNN

74