

**USAID/JAMAICA**  
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**March 2002**

The attached results information is from the FY 2002 Annual Report for USAID/Jamaica and was assembled and analyzed by USAID/Jamaica.

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## **Jamaica Annual Report March 2002**

**A. Challenges:** In early September 2001, the Jamaica economy showed signs of a possible realization of approximately 2% growth by the end of 2001. However, the prolonged effects of the recession, followed by three devastating events (civil unrest in downtown Kingston in July, the terrorist attacks in the United States and a major flood in the north eastern part of the island) have reversed that positive trend.

Economic growth has been stifled not only by the sustained high interest rate policy of the government, but also by what the private sector identifies as significant impediments to trade and investments. These impediments are: excessive and bureaucratic government requirements and procedures which constrain business and lack of technical and financial assistance. There is also a growing need to safeguard the country's natural resources in so far as they affect the hilly interior (or watersheds), and the coastal shoreline. This is especially important given the country's dependence on tourism earnings. Poverty has given rise to increased absenteeism from school at the primary and secondary levels, deteriorating performances in literacy and numeracy in the largely overcrowded primary schools, and increased unemployment. Predictably, crime continues to rise with poverty and lack of employment opportunity, thereby increasing pressure on the security and justice systems which, in terms of infrastructure and community police-relations, are ill-equipped to support the rule of law and citizen security. There were 1,130 murders last year in Jamaica. Given Jamaica's history of violence during pre-election campaigning, it is predicted that this number will increase in 2002. General elections must be held before March 2003. In the courts, inefficiency is evident in the back-log of cases, and the time it takes for a civil case to be finally disposed of (up to 10 years in some cases). Of equal concern is the rise in HIV/AIDS cases in the country, and the obvious need to act quickly to contain the rate of infection. The Ministry of Health reports that in 2001, the rate of infection among antenatal clinic attendees was 1.15%. This rate is higher (6.9%) for high-risk groups.

Tremendous gains were made under the Jamaica program. Significant achievements were made in assisting community members adopt sound environmental management practices that led to an improvement in the quality of coastal water in the targeted areas. Environmental improvement policies are very close to being enacted. Seroprevalence rates continue to decline, as well as incidence of sexually transmitted infections. Access to youth friendly services are available, and mass media campaigns are proving to be extremely effective. Moreover, literacy and numeracy test scores of the targeted schools continue to surpass the non-target schools levels, and at-risk youths are better educated to re-enter into the formal school system. Although the target to reduce business constraints in Jamaica was not met, the number of businesses registering into the formal system increased due to an improved business environment. Micro-entrepreneurs have access to credit through the establishment of a new Micro Credit Company, and inner-city community residents obtained employment and training in marketable skilled areas. Finally, design work and initial implementation of activities under new Democracy and Governance strategy is progressing well. However, as with the inner city activities, the democracy and governance program will have to monitor closely the effect violence in the target communities will have on implementation.

**B: Program Performance:**

**532-002: Improved Quality of Key Natural Resources in Selected Areas that are Both Environmentally and Economically Significant**

The integrated “ridge to reef” approach adopted by the SO, which links reductions in watershed deforestation, pollution, land erosion and improved environmental management to coastal water quality has been the key to targets being met or exceeded in the last year. The SO level indicator reported, coastal water quality has exceeded planned targets by at least 5% in each year of the strategy. Activities in support of the IR level indicators were either met or exceeded. Targets were exceeded in the successful implementation of environmental activities in targeted areas. This included the number of trained wastewater personnel in Jamaica. In the more meticulous process of designing and implementing policies for the island of Jamaica, the target of 5 policies was met.

**Achievements: Coastal Water Quality** - Activities focused on watershed management, sustainable tourism and coastal and ocean zone management are aimed at improving this SO level result, indicated by faecal coliform (FC) levels. The target of percentage of samples in target sites within USEPA FC standards for this review period was exceeded by 2.4% due to successful IR and sub-IR level activities. A major contributor to this is the sustainable tourism activities that have been promoting Environmental Management Systems and international certification in the manufacturing sector in a bid to replicate the successes achieved with hotels and attractions. The participating hoteliers and manufacturers have experienced savings from minimized waste and effluent productions. In addition, increased levels of awareness of the significance of the coast to tourism and the potential negative effect of tourism activities on the water quality have been observed.

Assistance was also given in improving water quality data collection and sampling in Jamaica. This included improving local laboratory resources, training community members to take samples and interpret results. The assistance also facilitated the work of the Jamaica Council on Ocean and Coastal Zone Management, in the development of public consensus on a National Ocean and Coastal Zone Management Policy.

**Environmentally Sound Practices:** The target of three for this IR was exceeded by 100%, with six organizations having demonstrated tangible benefits in implementing environmental activities throughout Jamaica. The activities include recycling and composting, which are not widely practiced in Jamaica; low-cost sanitation solutions, environmental education and public awareness. One significant activity demonstrated a partnership between the private sector, academia and a community of farmers in Walkerswood, Jamaica. Ten farmers were asked to tend experimental plots of hot peppers for academic research in Integrated Pest Management. Lands were provided by the private sector and who guaranteed a market and full profit to the farmers for all peppers produced. The activity exceeded all targets and expectations for all the partners involved.

Most of the organizations involved were Non-Governmental and Community Based Organizations (NGOs and CBOs), who were also assisted in increasing their institutional capacity in order to be accountable and sustainable.

**Policies for Improved Management:** The target of five new or revised regulations or policies drafted /developed was met. These include Environmental Management Systems, Ocean and Coastal Zone Management, Sewage Connection Policy, Water Policy and a National Watersheds Policy. Over this review period, the previously drafted policies for Coastal and Ocean Zone Management and Environmental Management Systems were tabled in Cabinet and are being discussed in public consultations for national consensus. The National Watersheds Policy was also finalized after public consultations, and will be approved and become national policy in the next review period. However, the process of policy development is a long one, which is not now accurately captured with this indicator. This will be revised in the next review period.

**Wastewater Management:** As a major source of poor coastal water quality, the SO identified the need to improve treatment of wastewater in Jamaica. With limited resources, activities with Jamaica's National Water Commission ensured that both the workers and the communities in which they were present understood the operational and maintenance issues involved in wastewater treatment facilities. The SO reported on the number of trained wastewater plant operators and staff still working in Jamaica, and the target of 170 was exceeded by four. Another major output not reflected in this indicator was the assistance provided to facilitate establishing a Wastewater Operators Association that will encourage discussion, facilitate training and provide a foundation for a professional association and certification process in this specialty area.

**Changes to the SO Framework:** The current framework was revised with minor adjustments to intermediate results (IRs) and indicators. These newly worded IRs and indicators reflect the impact that the new project activities are expected to have on the targets. The revised framework (graphic attached) takes into account a new activity that will be added to the portfolio in 2003. The IR 1 indicator for "number of targeted organizations demonstrating tangible benefits" was revised to the "number of organizations successfully implementing activities" to reflect USAID direct influence. The IR 2 result was changed from "adoption of policies for improved environmental management" to "increased adoption of policies for improved environmental management", and the indicator will comprise an index that reflects the progress being made towards enactment. Lastly, IR3 was revised to read "improved management of wastewater treatment plants in targeted sites", measuring the number of public/private partnerships established at targeted wastewater treatment plants.

### **532-003: Improved Reproductive Health of Youth**

Through comprehensive, multi-sectoral interventions to improve reproductive health of Jamaicans aged 10-24, this SO met all of its planned targets this year. Seroprevalence rates in Jamaica continue to decline, even though the epidemic is not under control, and there is a decrease in the incidence of infectious primary and secondary syphilis for the 12th consecutive year. Youth friendly services are available and being used by a remarkable number of youth, especially males. Mass media campaigns are taking effect as there is indication of an increase in the percentage of youth that has knowledge about HIV prevention methods. In addition, messages promoting abstinence, healthy lifestyles, and safe sex are being told through the mass media, schools, and family, church, and community members.

**Achievements:** There is some evidence from age-specific hospital records which indicate youth fertility rates have increased in 2000 over 1999; however definitive information on fertility rates will not be available until the completion of the National Reproductive Health Survey scheduled for 2002. With respect to indicators of HIV/AIDS transmission, in 2001, the HIV seroprevalence rate in antenatal clinic attendees was 1.15%, lower than the 1.84% planned level predicted. The rate among STI clinic attendees, which is considered to reflect the epidemic trend in higher risk groups, was 83% of the targeted rate, 6.90 compared to 8.30. While it is a positive sign that both of the 2001 rates are below planned rates, much caution has to be taken in interpreting these rates. A decrease or seeming stabilization of prevalence rates does not necessarily mean the epidemic is under control. An apparent stable or declining prevalence can mask a high incidence (new infections). Recently approved by Parliament, the Government of Jamaica's National Strategic Plan is now the guiding framework for all Ministries and donors to follow in assisting with the prevention and control of HIV/AIDS.

**Improved Access:** The target of establishing three youth friendly-sites in 2000 was met. The opening of two youth-friendly clinic sites, one school-linked and the other part of a proposed wellness center, marks a milestone in increasing youth access to quality health services. The preparatory work for the opening of the third site at a YMCA was concluded in 2000 and the center is due to officially open in March 2002. The package of services includes pregnancy testing and contraceptives, STI diagnosis, and HIV counseling, testing and referral. Methodical

research, staff training, and community youth involvement that preceded the establishment of these sites were critical to success in establishing these centers. Service utilization data for the first three months following the opening of the wellness-center based clinic showed an increase from 69 counseled in the first month to 105 in the third month. Additionally, three grants have been approved to implement and administer educational seminars on adolescent reproductive health (ARH) for men, to provide counseling and ARH services with a special emphasis on reaching out of school youths, and to incorporating ARH and sexuality to counseling through a 24 hour hotline service.

A pilot project supported by UNICEF and USAID to prevent mother to child viral transmission of HIV has given 8,000 women in four parishes the opportunity to get tested, and, if positive, to take the drug Nevirapine to stop transmission of HIV to the infant. Infants of positive mothers are also given replacement feeding formula for six months.

**Improved Knowledge and Skills:** The Training Information Management System (TIMS), an electronic tool that allows the user to track who has been trained in what, and by whom, was inaugurated this past year. Until now, the documentation of training activities within the Ministry of Health has been fragmented and unsystematic. The TIMS system provides a centralized, comprehensive source of information of all levels of training within the MOH to assist in identifying training gaps and planning future activities.

Approximately 100 individuals, including service providers, parents, pastors, men, and young people were trained as “Master Trainers” in adolescent reproductive health. Adolescent reproductive health messages have thus been introduced into various levels of the church hierarchy, and through the Coalition for Better Parenting, parents are educating other parents. Trained peer leaders have been conducting training activities and providing technical support to affiliates of the Ministry of Health and various NGOs.

Face-to-face interventions and special events such as Carnival, Safer Sex Week, and World AIDS Day continue to get HIV prevention messages to the general public and to clinic attendees. The Behavior Change and Communication (BCC) program within the Ministry of Health spearheaded numerous activities. These include HIV information programs in four correctional facilities, regular educational sessions in high transmission areas such as Go-Go clubs, group education sessions in antenatal clinics, sensitization of 26 employees to HIV/AIDS through a pilot initiative at a local hotel, and media campaign that specifically targets young males. Although the majority (86%) of youth surveyed recognizes the risks of unprotected sex, relatively few (12.6%) see themselves at personal risk. A comprehensive mass media campaign was launched that is designed to equip adolescents with knowledge related to abstinence, healthy lifestyles, delaying sex and early pregnancy, and preventing HIV infection and STIs. Finally, in October 2001, the Ministry of Education signed off on a revised reproductive health-training manual for the use of school guidance counselors. The Ministry of Education is in the process of integrating the health-training manual into existing curriculums and programs.

**Policy:** USAID provided support to an exhaustive review of HIV/AIDS legal, ethical, and human rights issues. This document will be disseminated through a series of workshops and meetings, and should serve as the basis for drafting new legislation that recognizes the basic dignity and human rights of those infected with HIV and AIDS.

#### **532-004: Increased Literacy and Numeracy Among Targeted Jamaican Youth**

This SO is meeting expectations. Through formal school-based interventions (6-14 years of age), as well as non-formal NGO based interventions targeting “at-risk” youth (aged 10-14 years), this SO target has been achieved. This achievement is reflected in the improvement of six grade student scores on standardized language arts and mathematics tests in 72 targeted schools, and the improved capacity of NGOs to implement literacy programs. Although the target for the quality of teaching was not met, there was improvement in this area over the last year. The

schools are implementing school development plans in literacy and numeracy, and NGO sites are meeting literacy teaching standards and are better equipped to address the remedial education needs of their beneficiaries.

The ultimate customers of the program are the targeted 72 primary schools' 29,000 students, 800 teachers and 504 primary school board members and community representatives, pre-service teachers, and 5,000 at-risk youth.

**Achievements:** USAID's work in training teachers, supplying learning materials, improving the management capabilities of schools and giving nutritional support to children in the 72 targeted schools has had remarkable impact on the performance of students in the language arts and mathematics at the grade six level. For example, girls' performance in mathematics in 2001 was over 100% higher than the 20.0% targeted level. Boys' mathematics was exactly 100% higher than projected (26% vs 13%), and considerably higher than the 1998 baseline in this category of 6%. While not as noteworthy, the language arts performance of both boys and girls has improved substantially since 1998. The girls' score on language arts was 57% in 2001 vs 43% in 1998 and the boys' score was 34% vs 17% three years ago. The successes have been mixed. Although the language arts mastery levels among targeted schools' students in the upper primary grades have improved as a result of USAID assistance, during the past year, sixth grade math scores increased only marginally and language arts scores declined for the first time since 1998. The increase and/or decrease at grade six for 2001 was slight and is consistent with that for the system as a whole. This is likely to be related to an increased number of students, who were formerly held back, but took the Grade Six Achievement Test (GSAT) in 2001 and scored at the "no mastery" level. However, the achievements of this SO reflect a major contribution to Pillar II: Economic Growth, Objective 4: ensuring quality basic education.

The quality of teaching is measured through an index made up of generally accepted standards that include: content knowledge of students; environment for student learning; and teaching for student learning. The aggregate score showed a four-percentage point increase over last year's performance of 44%, yet it was still below the 65% target. The overall score continues to be pulled down significantly by an element within the "teaching for student learning" component, which includes "student initiated interactions." There has been success in reorganizing classroom environments to facilitate learning and to provide ancillary learning materials. However, educational approaches that emphasize participation of the child in a variety of learning opportunities have not been practiced or implemented to a great degree by the targeted teachers who continue to use traditional methods. To advance implementation of child-centered methodologies, teachers are being assisted through cluster workshops; modeling of classes by specialists; team teaching; and classroom consultations by trained resource teachers.

At the school level, there has been excellent success in creating an environment to support innovative approaches to learning mathematics and language arts. Every indicator of system support such as design of school development plans; use of administrative computers to support administrative procedures; and professional development for teachers has had a positive change since 1999 and most were 100% or nearly 100% implemented. USAID leveraged U.S. private sector resources from the International Book Bank and the International Book Project worth US\$1.3m to purchase books for the 72 schools. This alliance is a contribution to Pillar I: Global Development Alliance.

School management, as measured by the existence and implementation of school development plans, also yielded positive results. Development plans, produced through USAID's interventions and a School Development Team consisting of parents, teachers, and board members, are now being implemented in schools. Since all of the 72 schools now have plans in place (100% target reached in 2000), efforts are now focused on measuring implementation, as it applies to activities related to numeracy and literacy. This will begin with a baseline of 52% of the plans being implemented.

In addition, the Jamaica School Administrative System software has been implemented in 67 of the 72 schools. This software was designed to help school management collect and prepare effective management reports. With the installation of customized software, and the training of principals and staff members, during the last year, school management has been enhanced. The percentage of principals using computers for administration increased from 20% to 61%.

USAID, through the American Institutes of Research, and the Joint Board of Teacher Education, University of the West Indies successfully revised and printed the curricula of the four core subjects, Language Arts, Mathematics, Science and Social Studies for the pre-service primary school teachers. These subjects are currently being piloted in six teachers' colleges. Through this effort, USAID is successfully addressing the gap, which existed, whereby the 72 targeted schools were implementing the revised primary school curriculum, while teacher educators were not adequately prepared to teach student teachers the revised curriculum. Sixty-five teacher educators have so far been trained to prepare pre-service teachers to teach the revised primary curriculum in grades one to three.

Through an integrated approach to remedial education, a significant amount of training and technical assistance was provided to twelve NGOs to improve their capabilities to provide remedial education to the "at-risk" population. As a result, NGO sites achieving the literacy teaching standard improved markedly so that 67% of them met the required standard, surpassing the 2001 target of 60%. In 1998 only 22% of them could meet this standard. The standard includes student test scores; teacher qualification; use of Jamaica Movement for Adult Literacy (JAMAL) materials; and use of JAMAL/Uplifting Adolescent Project methodology and student/teacher ratio. The NGOs are having a substantial impact on returning youths to the formal school system. For example, at the Kingston YMCA, thirty-one youths, of a total of thirty nine who participated in the program, entered into the formal school system at grade nine during the 2000-2001 school year by passing the grade nine achievement test. At the YWCA, 29 youths or 88% of those who took the qualifying exams were accepted in high school.

#### **532-006: Improved Business Environment for Developing the Small, Medium, and Micro Enterprise Sectors**

Overall, this strategic objective has met its planned target in improving the business environment which has led to more businesses entering into the formal sector. However, the target to reduce the number of constraints to doing business was not achieved, because the processes involved were more cumbersome than anticipated. In spite of the inability to reduce targeted constraints, sensitizing the business community to pertinent issues that affect business development operations went extremely well this past year. Also, the number of people trained to improve business productivity far exceeded the planned target, as well as companies accessing financial assistance, which has surprisingly exceeded expectation given that the Micro-Credit Company was only established last year.

**Achievements:** The business environment in Jamaica has improved over the past two years. This is reflected in the increased number of new businesses that have registered. In 2000, the actual number of new businesses registered was 4,668. The target for 2001 was 4,950; however, this was exceeded by 20%. Of the 5,604 registered in 2001, 3,418 were sole proprietors, 753 were partnerships, and 1,433 were limited liability companies.

Assistance to the Management Control Systems (MCS) has resulted in reducing the time they spent conducting day-to-day transactions by 30%. The Management Control Systems (MCS), Jamaica's first automated service provider, has created a web-based automated payroll system. This automated payroll system was initially created to assist 300 micro firms who were unable to afford their own systems. However, because the service offers businesses the ability to reduce the time it takes to process payroll, as well as reduce cost, larger companies have requested the service. Ten companies are participating in this program. They include a printery, a janitorial

agency, a transportation company employing 600 people, an import/export company, an air freighter, and a day care center.

Assistance is also being provided to Jamaica Central Securities Depository to enable them to acquire a commercial "off-the-shelf" software solution for improving the management of the Fixed Income Securities (FIS) market in Jamaica. This initiative will eliminate the need for physical paper transfers, thereby increasing efficiency, and improving the services to the relevant government agencies such as the Central Bank of Jamaica. USAID had previously anticipated that this activity would have been completed by the end of 2001, however, there were delays in the approval process as members of the Bankers Association needed to ensure key documents were reviewed by all of the major players in the fixed income market.

Thus, the anticipated target to reduce two additional constraints to conducting business was not totally met, at this juncture. However, USAID is on course to addressing constraints that will enable the Agency to achieve (and probably exceed) the cumulative target of reducing nine (9) constraints by the end of 2002. In carrying out this work, USAID is engaging a number of Government agencies and private sector organizations to achieve these objectives. For example, working with the Jamaica Bankers Association, an Automated Clearinghouse (ACH) will be established to facilitate the processing of checks. Currently, 80,000 - 100,000 checks are processed manually on a daily basis. Checks can take as long as 14 days to clear the banking system. Cash is unavailable to businesses during this clearance process creating cash flow problems. The implementation of the ACH will reduce the time for clearing checks from 14 to three days.

Through the Jamaica Conference Board, several forums with the private sector and key public sector officials were conducted to analyze critical issues impeding Jamaica's economic growth. Some of the issues reviewed were power outages; labor laws that effect flex-time; and the government's post budget submission. The Conference Board has also developed Jamaica's first Confidence Index, which is a survey which looks at how individual feel about the economic situation of country and how it will benefit them.

Over 100 firms have been assisted with improving their employees' business skills through advanced technologies. By training the employees of 123 firms we have exceeded the planned target of 100. These firms acquired advance skills training in automated financial and accounting systems, better business management techniques, and e-commerce marketing. Firms in the rural areas of Jamaica face difficulties in accessing relevant training to improve business skills. The Jamaica Network of Rural Women Producers, an organization of mainly owners and operators of agriculture related micro-enterprises island-wide, have benefited significantly from USAID-assisted training which has led to the companies increasing production, producing value added products, as well as increasing the marketability of their products. For example, an organic juice micro-company undertook the business management-training course. After learning time management and record keeping skills, the owner was able to increase juice production by 80%, and more accurately calculate profits. This training program is being conducted in several parishes throughout Jamaica.

USAID's assistance to establish a new micro-credit institution (Jamaica National Micro-Credit Company) has resulted in a remarkable increase of loans to micro entrepreneurs reaching beyond the Kingston area. In 2001, 2,355 enterprises received micro-loans, (66% of the recipients being women) and another 291 firms were able to access other financial instruments from institutions, such as a merchant bank and an investment brokerage-house, which are being assisted by USAID. The target of 1,910 loans was exceeded by 23%. The total number of loans to micro entrepreneurs to date stands at 6,413 with a value of J\$197, 625,000 or US\$4,182,540, with the average amount of a loan being J\$25,000 or US\$530. Of the 6,413 loans, 73% went to women. Exceeding this result reflect a significant contribution to the Agency's Pillar II: Economic Growth Objective 3 economic opportunities for the rural and urban poor.

### **532-007: Improved Economic and Social Conditions in Targeted Inner City Communities**

Despite constraints including extreme violence in the communities, the program is meeting expectations as conflict resolution initiatives are being accepted favorably by community residents. Skills training that match the labor market has been successfully implemented resulting in residents from the communities obtaining employment.

**Achievements: Training and Job Placement.** A job bank has been established to link the skills of the residents to the needs of the private sector, and to encourage hiring of residents. Currently, 36 residents are being trained in various market-driven skills areas. Thirteen women from the two communities are involved in a six-month training program implemented by Women's Construction. The training offered is in computer repairs, masonry and tiling, painting and site clerking. Upon completion of the training, the trainees will receive certificates in the specialized areas. Mary's School of Cosmetology is conducting a nine-month training course for nine women from the Grants Pen and Standpipe communities in hairdressing and cosmetology.

Additionally, 40 micro-businesses have been targeted to benefit from the first phase of the entrepreneurial business development training program. The intention is to conduct the training through a micro-enterprise lending agency, which will also extend financial assistance to the entities. This initiative is likely to make a significant improvement in the unemployment rate that was at 38.5% for both communities in 2000.

One thousand, eight hundred and sixty-eight (1,868) residents in the two communities were unemployed in 2000, (1,580 in Grants Pen and 288 in Standpipe). During the past year, 20 residents were gainfully employed (four residents were employed as community coordinators, one as a driver, a high school graduate was employed by a newspaper company (Jamaica Observer), and fourteen people employed at a construction site (working in areas such as tiling, painting, and steelwork). This on-the-job training in construction work for the fourteen residents could lead to certification and permanent (more lucrative) employment.

The Jamaica private sector has given tangible support to the overall program. For example an NGO and a private company are providing small stipends to assist with bus fare and lunch for the nine women involved in the cosmetology course. A member of the Steering Committee has offered to hire five residents from one of the communities to work in the areas of carpentry and furniture making. Technical assistance is being provided to two businesses, a stool maker and a furniture manufacturer, to ensure that their products meet the required manufacturing standards. Retailers for the products have been identified and distribution will begin once the standards are met.

**Conflict Resolution:** Coupled with unemployment, these communities face high levels of crime and violence. A total of 28 violent crimes were committed in both of the communities in 2000: Grants Pen 21 and Standpipe 7. With the acceptance and effectiveness of USAID assistance to improve the communities' capacity for conflict resolution, it is projected violent crimes in Grants Pen will be reduced by 10% in 2002, and in Standpipe's by 5% in 2002.

Forty-five residents of the Grants Pen (one of the most volatile areas in Kingston) and Standpipe communities have been trained in conflict resolution. This training involves helping residents to isolate the issues, and develop and evaluate mutually acceptable solutions. In light of the fact that this is an election year, which historically tends to be associated with an increase in levels of crime, sensitization of as many residents as possible in conflict resolution methods has been given high priority. The target is to have at least 1,000 residents out of a total population of 8,520 sensitized by December, 2002.

Mediators are also being trained to serve their respective communities as facilitators to the parties involved in disputes. To date, seven residents (4 from Grants Pen and 3 from Standpipe) have been trained as mediators in a 40-hour training program. Another 23 people will be trained

by the end of March. Using the trainer of trainers method, the target is to have 60 mediators trained by 2004.

The target to establish the first Peace Center was met. That is, the first Peace Center in Jamaica was opened in Grants Pen this year. The Peace Center serves as a mediation center supervised by a skilled mediator. All of the trained mediators who live in the community have access to the Peace Center. The Family Court, the Resident Magistrates Court and the Supreme Court will refer cases for mediation to the center. The mediators will also facilitate conflict resolution between parties referred to the center by the Police. The Center also serves as a multi-purpose facility that the residents can turn to for assistance, as it is a venue for a homework center and a general outreach center for the residents. Working closely with NGOs, CBOs, community churches, and the Jamaica Constabulary Force, the Center organizes and coordinates "peaceful" social and educational events, such as sports days, peace concerts and workshops in conflict resolution for the residents. A Cyberspace Technology Center will also be established at the Center.

The mediators in the Standpipe community organized a corner league football competition. Twelve teams participated in the competition, and recognition was given to the most valuable player and the first placed team. This successful sporting event brought together people in the community who would normally not interact with one another.

## **532-008: Improved Citizen Security and Participation in Democratic Processes**

This strategy was approved in August 2001, except for the community policing component which required congressional authorization. Legislative approval was obtained in December 2001, that authorized USAID to implement the community-policing component of the strategy. Various civil society organizations (CSO) have been engaged in the preparation of the design documents and election assistance activities have been identified. The rule of law activity approval document to improve the judicial systems is very close to being approved by USAID and the Government of Jamaica.

**Achievements: Civil Society** - USAID conducted two civil society stakeholders' workshops to inform the design process and lay the groundwork for the USAID assistance to CSOs. The workshops involved more than 55 representative from Jamaican civil society organizations working on issues of security and justice. In addition, representatives from the private sector, Government of Jamaica, and donor community were represented. These workshops provided a rich source of information from a variety of perspectives. However, there were many cross-cutting theme areas identified for assistance that could be beneficial to all the interested organizations. These included the need for networking, building alliances and partnerships to more effectively advocate while applying democratic principles, institutional strengthening, and civic education. Although USAID will not be able to assist all 60 organizations, it is clear that there is a willingness and desire by many of the organizations to partner with others. A design-like document has been developed and will be submitted for final approval in March 2002.

**Rule of Law:** Since the approval of this program, the Government of Jamaica severed the Ministry of National Security and Justice into two separate Ministries (the Ministry of National Security and the Ministry of Justice). Working with the Ministry of Justice, an activity approval document is in the final stages of preparation for approval to modernize the court systems. In 2002, USAID will initiate an automated caseload management system in the 20 Resident Magistrates Courts, where approximately 85% of all cases coming into the legal system are handled. This case management system will allow the progress of cases to be tracked from filing to final disposition. In addition, electronic court reporting equipment and training will be provided to the Resident Magistrates to eliminate transcribing court proceedings in long-hand. These efforts complement CIDA's program that is strengthening the Family Courts in Jamaica.

**Changes in SO Framework:** Working with our partners, USAID is developing a performance monitoring plan for this SO which will require some adjustments to the SO framework.

**Table 1: Annual Report Selected Performance Measures (Jamaica)**

Indicator (all data should pertain to FY or CY 01)		OU Response			Fund Account	Data Quality Factors
<b>Pillar I: Global Development Alliance: GDA serves as a catalyst to mobilize the ideas, efforts, and resources of the public sector, corporate America and non-governmental organizations in support of shared objectives</b>						
1	Did your operating unit achieve a significant result working in alliance with the public sector or NGOs?	Yes <b>X</b>	No	N/A	DA	This is with reference to a contribution of books for assisting students to improve maths and language skills in 72 primary schools being assisted by USAID. Through the alliance, the Ministry of Education in Jamaica will continue to access supplementary materials from the donor companies.
2	a. How many alliances did you implement in 2001? (list partners)  b. How many alliances do you plan to implement in FY 2002?	(a.) 2 : Int'l Book Bank & Int'l Book Project  (b.) 2				
3	What amount of funds has been leveraged by the alliances in relationship to USAID's contribution?	Book Donors=\$1.3m : USAID=\$30,000				
<b>Pillar II: Economic Growth, Agriculture and Trade: USAID works to improve country economic performance using five approaches: (1) liberalizing markets, (2) improving agriculture, (3) supporting microenterprise, (4) ensuring primary education, and (5) protecting the environment and improving energy efficiency.</b>						
4	If you have a Strategic Objective or Objectives linked to the EGAT pillar, did it/they exceed, meet, or not meet its/their targets?	Exceed <b>X</b>	Met <b>X</b>	Not Met	DA	The Inner City SpO, Economic Growth strategy, and the Literacy and Numeracy strategy met their targets. With respect to the Economic Growth SO, the data reflect an increase in the number of businesses registered during the calendar year. The data are supplied by the Office of the Registrar of Companies from its records of registrations. Data are for calendar year 2001 and will be collected for calendar years 2002 and 2003. For the Environment SO, the target was exceeded. Water samples are taken six times per year and the average results reported as an indicator of the environmental condition of the coastal waters. Data reported are for FY2001. With respect to the Literacy and Numeracy SO, the data reflect the scores of boys and girls in primary schools whose test results indicate mastery of literacy and mathematics at the grade six level. Data are supplied annually by the Ministry of Education Student Assessment Unit from its database. The Inner City SpO met its target for the number of persons employed. Data are supplied by the implementing agency.

Indicator (all data should pertain to FY or CY 01)	OU Response			Fund Account	Data Quality Factors
<b>USAID Objective 1: Critical, private markets expanded and strengthened</b>					
5 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No X	N/A	DA	
<b>USAID Objective 2: More rapid and enhanced agricultural development and food security encouraged</b>					
6 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A X		
<b>USAID Objective 3: Access to economic opportunity for the rural and urban poor expanded and made more equitable</b>					
7 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes X	No	N/A	DA	The data reflect the achievement of a marked increase in the number of small and micro enterprises accessing financial assistance during the calendar year, due to the establishment of a new micro-credit institution. The target was exceeded by 23%. Data were collected from the records of the lending institutions for calendar 2001 and will be collected for calendar 2002 and 2003. Data will be validated through random sampling.
<b>USAID Objective 4: Access to quality basic education for under-served populations, especially for girls and women, expanded</b>					
8 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes X	No	N/A		In every year since 1999, all the targets for student performance in literacy and numeracy were substantially exceeded in the 72 targeted schools. In 2001, the targets for mathematics and literacy were exceeded by at least 100% for both males and females. The data are supplied by the Ministry of Education's Student Assessment Unit.
9 a. Number of children enrolled in primary schools affected by USAID basic education programs (2001 actual)  b. Number of children enrolled in primary schools affected by USAID basic education programs (2002 target)	Male 14,993	Female 13,596	Total 28,569		The data are supplied by the Ministry of Education's Student Assessment Unit. In future, the data will be electronically supplied.

Indicator (all data should pertain to FY or CY 01)	OU Response			Fund Account	Data Quality Factors
<b>USAID Objective 5: World's environment protected</b>					
10 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No <b>X</b>	N/A	DA	
11 a. Hectares under Approved Management Plans (2001 actual) b. Hectares under Approved Management Plans (2002 target)					
<b>Pillar III: Global Health: USAID works to: (1) stabilize population, (2) improve child health, (3) improve maternal health, (4) address the HIV/AIDS epidemic, and (5) reduce the threat of other infectious diseases.</b>					
12 If you have a Strategic Objective or Objectives linked to the Global Health pillar, did it/they exceed, meet, or not meet its/their targets?	Exceed	Met <b>X</b>	Not Met	CHS, DA	This refers to a reduction in the rate of increase in transmission of HIV/AIDS. This is tracked by observation of the HIV/AIDS seroprevalence among individuals attending STD and antenatal clinics.
<b>USAID Objective 1: Reducing the number of unintended pregnancies</b>					
13 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No <b>X</b>	N/A	CHS, DA	This objective is being monitored at the sub IR level but data will not be available before next year when a national survey that will be conducted by the Ministry of Health, is completed.
<b>USAID Objective 2: Reducing infant and child mortality</b>					
14 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A <b>X</b>	CHS, DA	
<b>USAID Objective 3: Reducing deaths and adverse health outcomes to women as a result of pregnancy and childbirth</b>					
15 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A <b>X</b>		
<b>USAID Objective 4: Reducing the HIV transmission rate and the impact of HIV/AIDS pandemic in developing countries</b>					
16 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No <b>X</b>	N/A	CHS, DA	This Strategic Objective seeks to reduce the rate of increase in the transmission of HIV/AIDS. This is tracked by observation of the HIV/AIDS seroprevalence among individuals attending STD and antenatal clinics.

Indicator (all data should pertain to FY or CY 01)	OU Response			Fund Account	Data Quality Factors
<b>USAID Objective 5: Reducing the threat of infectious diseases of major public health importance</b>					
17 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A X		
<b>Pillar IV: Democracy, Conflict and Humanitarian Assistance</b>					
18 If you have a Strategic Objective or Objectives linked to the Democracy, Conflict and Humanitarian Assistance Pillar, did it/they exceed, meet, or not meet its/their targets?	Exceed	Met	Not Met		This is a newly approved Strategic Objective that was introduced in August, 2001. This will be tracked and reported on in 03.
<b>USAID Objective 1: Rule of law and respect for human rights of women as well as men strengthened</b>					
19 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A		This relates to the newly approved Strategic Objective that was introduced in August, 2001. This will be tracked and reported on in 03.
<b>USAID Objective 2: Credible and competitive political processes encouraged</b>					
20 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A X		
<b>USAID Objective 3: The development of politically active civil society promoted</b>					
21 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A X		This also relates to the newly approved Strategic Objective that was introduced in August, 2001 and will be tracked and reported on in 03
<b>USAID Objective 4: More transparent and accountable government institutions encouraged</b>					
22 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A X		
<b>USAID Objective 5: Conflict</b>					
23 Did your program in a pre-conflict situation achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A X		
24 Did your program in a post-conflict situation achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A X		
25 Number of refugees and internally displaced persons assisted by USAID	Male	Female	Total		
<b>USAID Objective 6: Humanitarian assistance following natural or other disasters</b>					
26 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A X		
27 Number of beneficiaries					

**Table 2: Selected Performance Measures for Other Reporting Purposes (Jamaica)**

The information in this table will be used to provide data for standard USAID reporting requirements

Indicator (all data should pertain to FY or CY 01)	OU Response			Fund Account	Data Quality Factors
<b>Child Survival Report</b>					
<b>Global Health Objective 1: Reducing the number of unintended pregnancies</b>					
1	Percentage of in-union women age 15-49 using, or whose partner is using, a modern method of contraception at the time of the survey. (DHS/RHS)			N/A	
<b>Global Health Objective 2: Reducing infant and child mortality</b>					
2	Male	Female	Total	N/A	
3	Male	Female	Total	N/A	
4	Male	Female	Total	N/A	
5	Were there any confirmed cases of wild-strain polio transmission in your country?			N/A	
<b>Global Health Objective 3: Reducing deaths and adverse health outcomes to women as a result of pregnancy and childbirth</b>					
6	Percentage of births attended by medically-trained personnel (DHS/RHS)			N/A	
<b>Global Health Objective 5: Reducing the threat of infectious diseases of major public health importance</b>					
7	a. Number of insecticide impregnated bed-nets sold (Malaria) (2001 actual)			N/A	
7	b. Number of insecticide impregnated bed-nets sold (Malaria) (2002 target)			N/A	
8	Proportion of districts implementing the DOTS Tuberculosis strategy			N/A	

## HIV/AIDS Report

### Global Health Objective 4: Reducing the HIV transmission rate and the impact of HIV/AIDS pandemic in developing countries

9	a. Total condom sales (2001 actual)				
	b. Total condom sales (2002 target)				
10	a. Number of individuals treated in STI programs (2001 actual)	Male	Female	Total	N/A
	b. Number of individuals treated in STI programs (2002 target)				N/A
11	Is your operating unit supporting an MTCT program?				
12	a. Number of individuals reached by community and home based care programs (2001 actual)	Male	Female	Total	N/A
	b. Number of individuals reached by community and home based care programs (2002 target)				N/A
13	a. Number of orphans and vulnerable children reached (2001 actual)	Male	Female	Total	N/A
	b. Number of orphans and vulnerable children reached (2002 target)				N/A
14	a. Number of individuals reached by antiretroviral (ARV) treatment programs (2001 actual)	Male	Female	Total	N/A
	b. Number of individuals reached by antiretroviral (ARV) treatment programs (2002 target)				N/A

## Victims of Torture Report

### Democracy, Conflict, and Humanitarian Assistance Objective 7: Providing support to victims of torture

15	Did you provide support to torture survivors this year, even as part of a larger effort?				N/A
16	Number of beneficiaries (adults age 15 and over)	Male	Female	Total	N/A
17	Number of beneficiaries (children under age 15)	Male	Female	Total	N/A

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<b>Global Climate Change</b>					
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<b>USAID Objective 5: World's environment protected</b>					
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18	Global Climate Change: See GCC Appendix				N/A	
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**REVISED RESULTS FRAMEWORK**

**SO 2: IMPROVED QUALITY OF KEY NATURAL RESOURCES IN SELECTED AREAS THAT ARE BOTH ENVIRONMENTALLY AND ECONOMICALLY SIGNIFICANT**

- (i) Faecal coliform levels in coastal water at targeted sites
- (ii) Levels of Nitrates and Phosphates in coastal water at targeted sites
- (iii) % of land under sustainable management in targeted areas

**IR 1: Increased adoption of environmentally sound practices**

- (i) # of sound environmental practices adopted by target populations
- (ii) # of targeted hotels/businesses with established Environmental Management Systems (EMS)

**IR 2: Increased adoption of policies for improved environmental management**

- (ii) Progress towards enactment of targeted environmental policies (Index – TBD)
- (iii) # of environmental cases brought to courts

**IR 3: Improved management of wastewater treatment plants in targeted sites**

- (i) # of public/private partnerships established at targeted wastewater treatment plants

**IR 1.1: Improved management & organizational capacity of environmental entrepreneurs/institutions**

- (i) # of targeted organizations successfully implementing environmental activities.
- (ii) # of target institutions which move up the institutional capacity ranking scale.

**IR 1.2: Increased compliance to environmental regulations**

- (i) # of environmental permits and license applications

**IR 2.1: Improved environmental policy and legislative framework**

- (iii) # of new or revised targeted regulations or policies drafted/developed

**IR 2.2: Increased capacity at key GOJ agencies**

- (i) # of GOJ organizations participating in targeted coordination activities in environmental management.
- (ii) # of GOJ organizations receiving assistance in capacity building for environmental mgt.

**IR 3.1 Improved operation & maintenance of wastewater treatment plants**

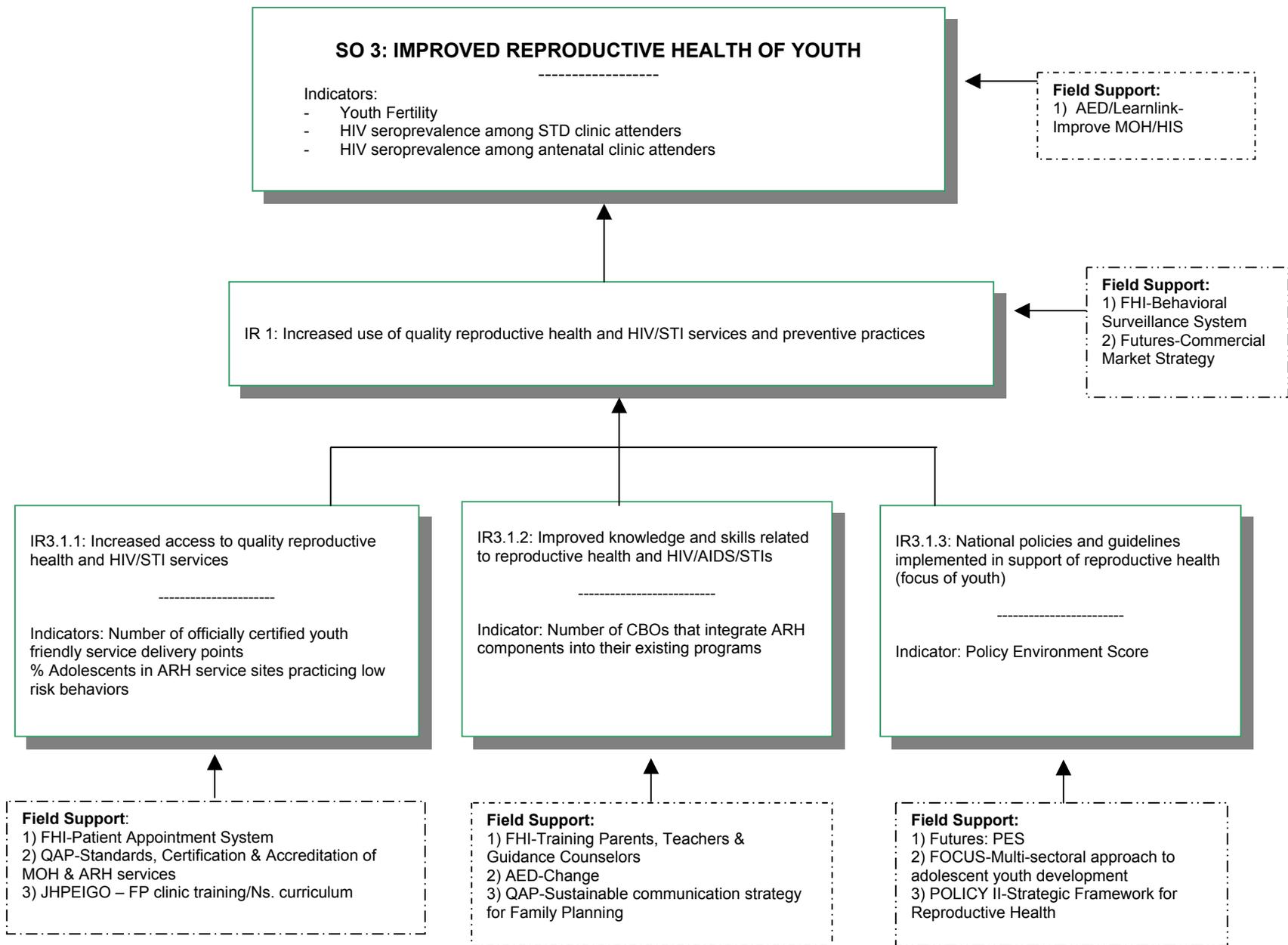
- (i) # of trained wastewater plant operators and staff working in Jamaica
- (ii) % of effluent samples from selected sewage treatment plants meeting NEPA effluent standards

**IR 3.2: Improved wastewater management infrastructure**

- (i) Average daily volume of wastewater entering STPs at targeted sites

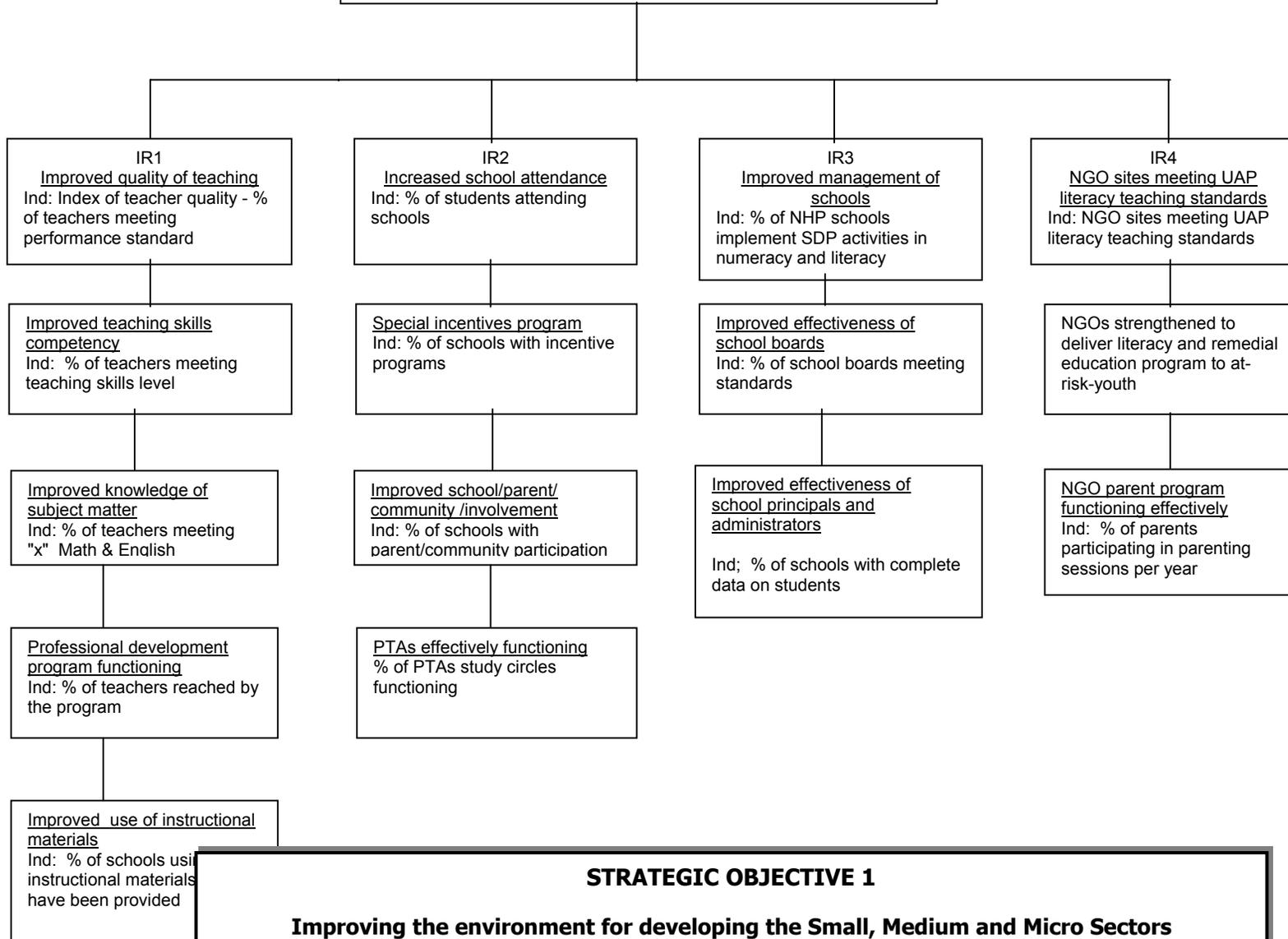
**NOTE:**

Results that indicate progress in strategy, but that are not led by USAID.



**SO4: INCREASE LITERACY AND NUMERACY AMONGY TARGETED JAMAICAN YOUTH**

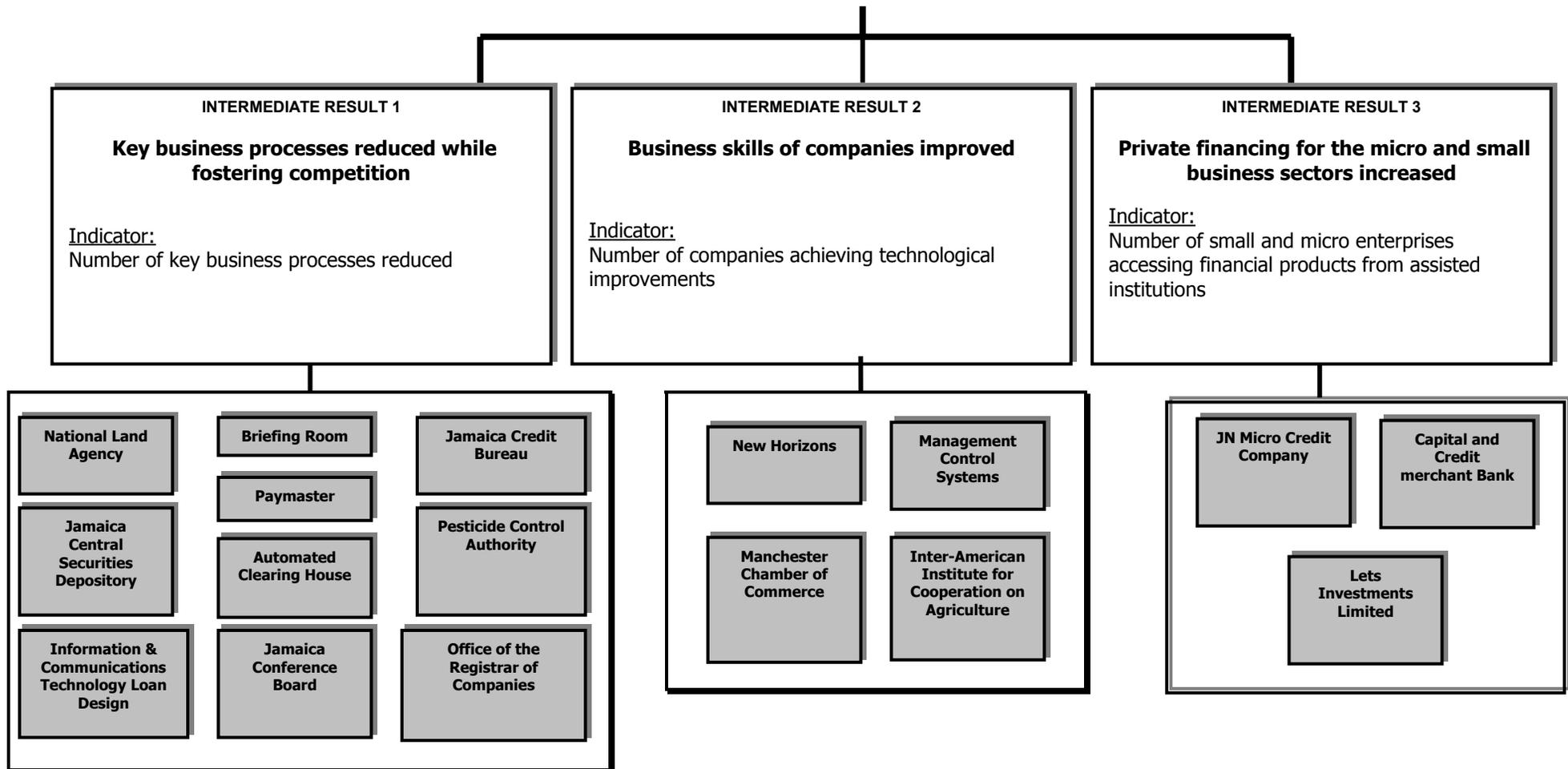
Indicator: Language Arts Scores (grade 6)  
Indicator: Mathematics scores (grade 6)



**STRATEGIC OBJECTIVE 1**

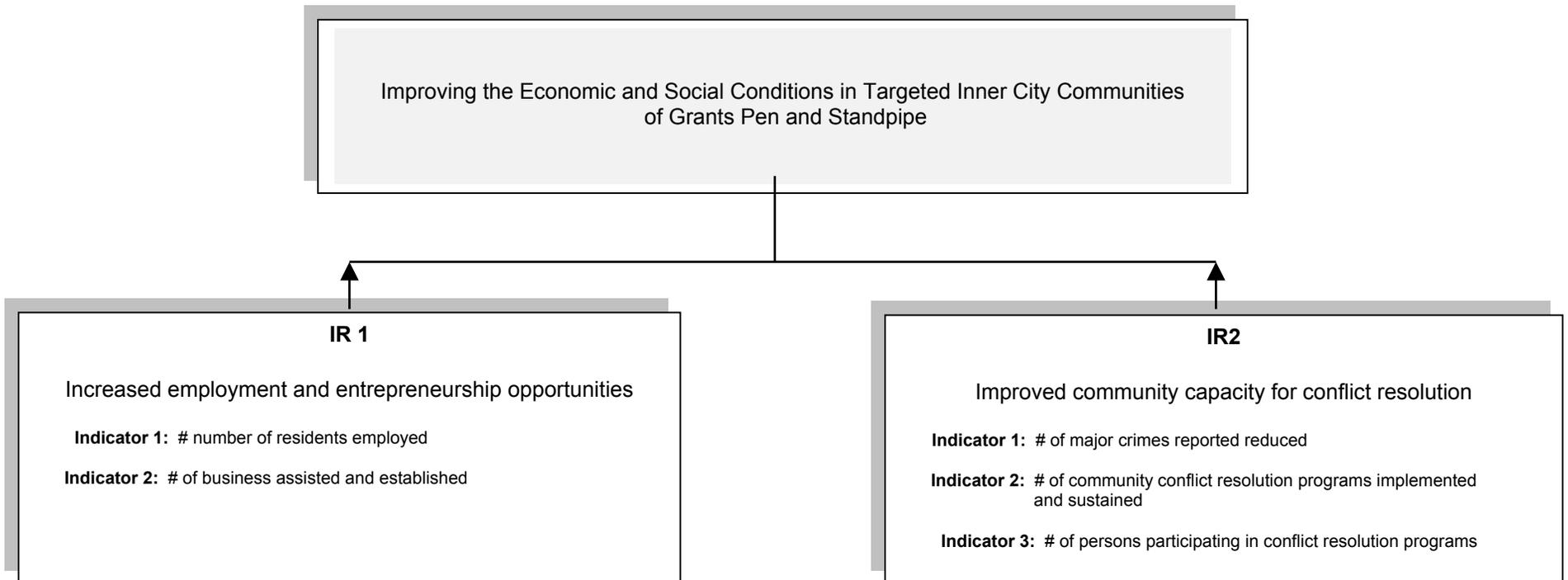
**Improving the environment for developing the Small, Medium and Micro Sectors**

Indicator:  
Number of new businesses registered



REVISED RESULTS FRAMEWORK

INNER CITY  
SPECIAL OBJECTIVE



**IEE: Environmental Compliance**

The Mission does not anticipate any new activities that will require environmental assessments (EA) in FY 2002 for economic growth (532-006), environment (532-002), health (532-003), Inner Cities SpO (532-007), and democracy and governance (532-008). These SOs continue to operate in compliance with the approved Initial Environmental Examinations. However, it is anticipated that the life of funding level for the education SO (532-004) will be increased during FY2002 to accommodate funding for existing activities, and there will not be any modifications to the activities previously approved. In terms of operating expense resources, construction activities are planned for the property adjacent to the USAID building, 4 Haining Road which could have some impact on the environment. An EA will be required for this event in FY 2002.

The Mission will notify the LAC/Bureau Environmental Officer should any other new activities that will require an EA in FY 2002.