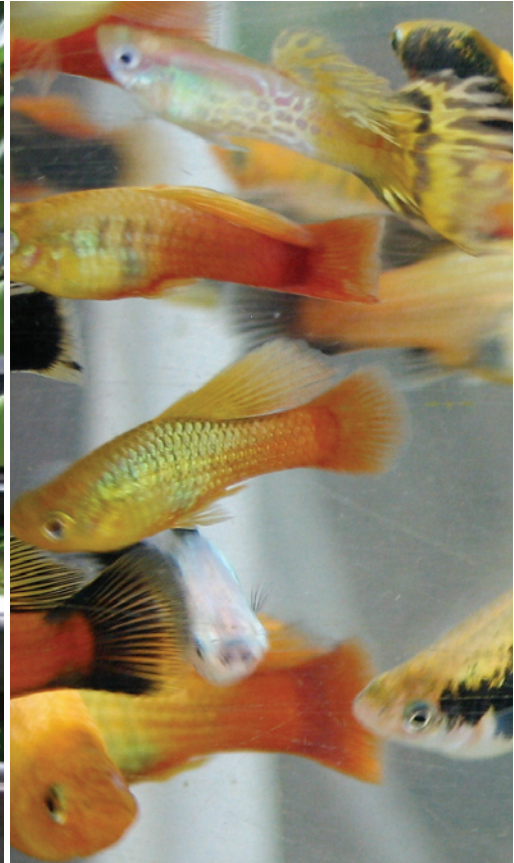




USAID | **JAMAICA**
FROM THE AMERICAN PEOPLE



FINAL REPORT

**USAID/COMPETITIVENESS, MARKETS, INVESTMENT,
AND TRADE PROJECT**

NOVEMBER 30, 2005-JUNE 30, 2007

This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc.

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Contract No. 532-C-00-06-00017

On the cover: Jermaine McFarlane is a self-employed ornamental fish farmer who runs his business from his backyard in an urban Kingston neighborhood. Ornamental fish farmers were one of three targeted clusters of entrepreneurs who benefited from the COMMIT project through equipment grants and provision of technical assistance.

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

BLCF	Business Linkages Challenge Fund
CAF	Competitiveness Activities Fund
CC	Competitiveness Company
CCTN	Country Style Community Tourism Network
COMMIT	Competitiveness, Markets, Investment, and Trade
CPTC	Creative Production and Training Centre
CWC	Cricket World Cup
DGD	Daly Garrick Daly
EU	European Union
GKWT	Greater Kingston Work Team
HEART/NTA	Human Employment and Resource Training/National Training Agency
JACAP	Jamaican Association of Composers, Authors, and Publishers
JAMAL	Jamaica Movement for the Advancement of Literacy
JAMMS	Jamaica Music Society
JAMPRO	Jamaica Promotions Corporation (now JTI)
JBDC	Jamaican Business Development Center
JCC	Jamaica Chamber of Commerce
JEA	Jamaica Exporters' Association
JHTA	Jamaica Hotel and Tourism Association
JMBN	Jamaica Music Business Network Alliance
JOFFA	Jamaican Ornamental Fish Farmers Association
JSB	Jamaica Signature Beats
JTI	Jamaica Trade & Invest (formerly JAMPRO)
KSAC	Kingston and St. Andrew Corporation
LOC	Jamaica Cricket 2007 Limited Local Organizing Committee
MIDEM	Marché International De l'Édition Musicale
MTEC	Ministry of Tourism, Entertainment and Culture
NCTVET	National Council on Technical and Vocational Education and Training
NWA	National Works Agency
OTF	OTF Group
PSDP	Private Sector Development Programme
PSMP	Public Sector Modernization Programme
PIOJ	Planning Institute of Jamaica
REACT	Rural Enterprise, Agricultural and Community Tourism
RIAJam	The Recording Industry Association of Jamaica
TEF	Tourism Enhancement Fund
TPDCo	Tourism Product Development Company
UJ	Unique Jamaica
USAID	United States Agency for International Development
UWI	University of the West Indies

EXECUTIVE SUMMARY

This report tells the story of what the USAID/Competitiveness, Markets, Investment, and Trade (COMMIT) project achieved and describes lessons learned and best practices that can inform the thoughtful design of future competitiveness initiatives.

Since its independence 45 years ago, the Jamaican economy has suffered low growth, high crime, and low investment. Recently, Jamaica has taken steps to improve its global competitiveness, but much remains to be done. Statistics indicate that Jamaica's competitiveness is declining due to organized crime, the prevalence of which is tied to the weak job market.

In 2005, USAID partnered with Chemonics International to implement the COMMIT project. Designed to increase the competitiveness of sub-sectors of Jamaica's economy, its ultimate goal was to improve the country's competitiveness in all markets. Project staff worked to strengthen three clusters — agribusiness (ornamental fish), tourism, and entertainment — and to support an environment conducive to economic growth. Despite significant budget/staffing/timeline cuts, the project succeeded in laying the groundwork for increased competitiveness and growth in target clusters and contributed to an improved business environment. Key successes include:

- Formation of an ornamental fish cluster (100+ members) with a common industry vision
- Improved farmer productivity/efficiency (due to training and equipment upgrades) and better links to local/international markets
- Greater marketing capacity of tourism consortium (Unique Jamaica), which has developed a local marketing plan and materials and identified markets to target
- Improved customer service in the tourism industry (due to training)
- Stronger links between Jamaican musicians and world markets through attendance at the industry's annual meeting, improved web marketing, and a new booking agent network
- Improved musician capacities through training in both business and music-related skills
- Development begun of a roadmap to help national/international entrepreneurs navigate legislation and regulations related to doing business in Jamaica
- Simplified process for business entry into Jamaica through coordination of diverse government agencies

COMMIT's successes in the face of implementation challenges are due to several factors, including (1) maintaining flexibility, (2) responding quickly to clusters' demand-driven needs, (3) communicating regularly with clusters to keep them informed of changes, (4) establishing a cluster champion, (5) leveraging other resources, (6) maintaining partnerships with local organizations (7) establishing a close collaborative relationship with USAID/Jamaica.

Not only did COMMIT meet its project targets, it also made great strides in strengthening each of the three clusters. Some of these results are intangible, such as fostering collaboration among

fish farmers. Others are more concrete, such as forming a steering committee to advocate for the entertainment cluster. COMMIT's achievements laid the groundwork for continued future success in increasing competitiveness in Jamaica, although much work remains to be done. COMMIT has worked hard to build consensus among industry stakeholders regarding the necessary next steps for each cluster and has created a solid foundation upon which to build.

INTRODUCTION: AN OVERVIEW OF JAMAICA COMMIT

Since its independence 45 years ago, the Jamaican economy has experienced limited growth, high crime, low investment, and high unemployment. Large government debt, high domestic interest rates, increasing crime/violence, rising inflation, declining productive capacity, and globalization are all crippling Jamaica's ability to compete.

Unfortunately, job training programs cannot meet the evolving needs of Jamaican businesses. This reality, coupled with lack of access to financing, discourages entrepreneurship and environmentally sustainable, equitable economic growth. Moreover, a sense of distrust has developed between the public and private sectors due to the apparent disconnect between the government's macroeconomic solutions and businesses' microeconomic reality. As a result, there is little cooperation between the two on economic and social issues.

Jamaica is at a critical economic juncture. It must act quickly to increase its global competitiveness by capitalizing on its proximity to the United States, natural resources, service sectors' potential to drive economic growth, remittances, and human capital. In addition, it must end the cycle of crime and violence and stop the negative impact its weak growth is having on the country's well being.

COMPETITIVENESS IN JAMAICA

In the World Economic Forum's Global Competitiveness Report 2006, Jamaica was ranked 60th (among 125 countries) and received the following ranks in three major categories:

- 79 for the *Basic Requirements Index* (institutions, infrastructure, economy, health, and primary education)
- 53 for the *Efficiency Enhancers Index* (higher education and training, market efficiency, technological readiness)
- 56 for the *Innovation and Sophistication Factors Index* (business sophistication, innovation)

COMMIT BY THE NUMBERS

Total budget	\$2,218,000
Period of performance	November 31, 2005 – June 30, 2007
Activity period	January 1, 2006 – March 31, 2007
Total local grants and subcontracts	\$366,467
Increase in sales of COMMIT enterprises	193 percent
Number of business processes improved	2
Number of targeted enterprises adopting new technology	59
Number of persons trained in targeted enterprises	1,225

Although Jamaica received intermediate rankings in efficiency and innovation, it ranks in the bottom half of countries in terms of basic requirements. These basic requirements are critical to a country's economic success. USAID recognized the need to improve elements of Jamaica's economic framework, and COMMIT emerged as a result.

COMMIT PROJECT CONTEXT

During the initial work planning period for COMMIT, USAID asked that the project deal explicitly with the link between Jamaica's high crime rates and economic stagnation. COMMIT was asked to build on the successes of past USAID projects — such as the Peace and Prosperity Project (which reduced crime and violence in two of Kingston's inner communities) and the Jamaica Cluster Competitiveness Project (which created competitive clusters in agribusiness, tourism, and entertainment). Therefore, COMMIT was designed principally to focus on the competitiveness of three sectors — agribusiness, tourism, and entertainment — and, by making them more innovative and productive, to enable broad-based economic growth.

Chemonics implemented COMMIT in conjunction with OTF Group, the Jamaica Exporters' Association, and the Competitiveness Company. The Chemonics Consortium combined long- and short-term technical assistance, subcontracts, and grants to achieve project results. Originally designed as a three- to four-year project, COMMIT was reduced to 18 months due to budget cuts. For a complete list of project partners and alliances, see Annex A.

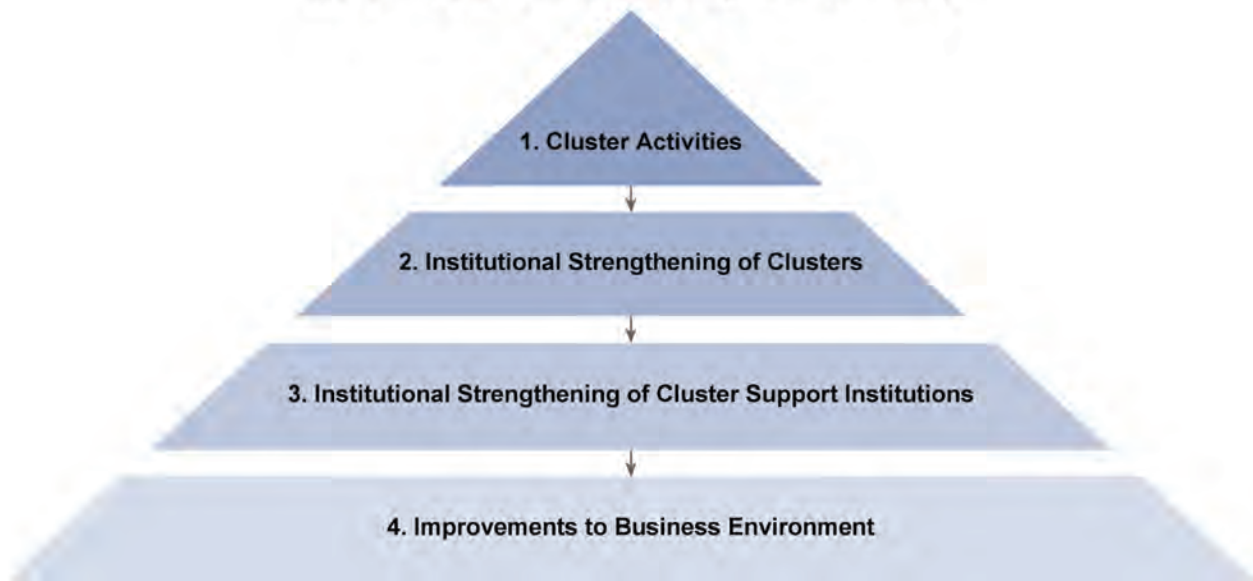
COMMIT RESULTS FRAMEWORK

For the 2004–2006 planning period, USAID/Jamaica's goal was to support Jamaica in *Transformational Change to Accelerate Sustainable and Equitable Growth in a More Competitive World*. Through the results framework, the COMMIT project was linked to one principal strategic objective, "Increased Trade Competitiveness in Targeted Industries" (SO9), which emphasized competitiveness in trade, looking outward at regional/global markets, to foster business and overall economic growth. More specifically, COMMIT was to contribute directly to two associated intermediate results under SO9, "Competitive Clusters Strengthened" (IR1) and "Business Environment Improved" (IR2). While several smaller USAID/Jamaica programs work together to achieve SO9 results indirectly, COMMIT focuses directly on these two IRs, which both aim to promote economic growth in Jamaica. Annex B provides an analysis of COMMIT's performance in relation to the targets established for each indicator in the results framework.

PROJECT METHODOLOGY

A country's competitiveness may be defined as its firms' ability to provide unique products and services to knowledgeable customers who are willing to pay a premium price. COMMIT's cluster methodology improved competitiveness — and, with it, prosperity — by strengthening the relationships among industries, suppliers, businesses, and buyers who work together to produce the products that sophisticated customers demand. The team attempted to leverage key initiatives with like-minded partners to achieve maximum results from diminishing resources. All COMMIT activities were designed to build on existing momentum, act as a catalyst for the industries, and leverage other activities, programs, and alliances.

The Four Pillars for Building Sustainability



The cluster methodology derived from an overarching “four pillars” vision of sustainable and equitable economic growth (see the diagram above). First, COMMIT would have to provide firms in targeted clusters with tangible bottom line results in the form of new sales and profits. Second, institutional leadership needed to be bolstered so that clusters could continue to strengthen themselves beyond the life of the project. Third, organizations that support the development and work of the clusters had to be strengthened. And finally, improvements to the business environment had to be made, particularly with respect to regulatory barriers impeding the clusters’ competitiveness.

Activities directly benefiting clusters are at the top of the pyramid, because firms must drive the demand for assistance. All subsequent support to cluster leadership and supporting institutions, as well as improvements to the business environment, were built around the priority needs of the three clusters. The project team consulted the clusters on a regular basis and modified COMMIT’s work plans according to their needs and priorities.

Various filters were used to determine which cluster activities to include in COMMIT, including:

1. Will the activity yield a commercial return in three to six months and thus serve as a form of *proof of concept* for clusters? This will encourage buy-in and create momentum.
2. Will the activity yield a sense of shared vision, critically important if the clusters are to go forward with a sense of self and direction?
3. Will the activity build capacity by strengthening human resources and key institutions?

By using the pillars and filters outlined above, COMMIT designed activities to achieve results and to position the clusters as sustainable and viable entities moving forward while simultaneously adhering to the COMMIT results framework (see Annex B).

THE PROJECT TEAM: LEVERAGING PARTNERSHIPS

COMMIT was implemented by a very lean team, leveraging local and other donor resources through a unique partnership agreement for maximum local capacity building and impact. The cluster development component was led by the project director and two expatriate cluster leaders, each working closely with competitiveness advisors from the Competitiveness Company. These advisors (whose salaries were covered by DFID) provided additional cluster development support and assisted with work plan implementation while receiving on-the-job mentoring from COMMIT staff. Chemonics and OTF Group provided most short-term technical assistance, a significant proportion of which drew on the skills of Jamaican/Caribbean nationals.

In addition to long- and short-term technical assistance, activities carried out by COMMIT staff and consultants were supported through a Competitiveness Activities Fund (CAF), which used competitive grants under contract and subcontracts to identify and finance promising opportunities as approved by USAID. The CAF is more extensively described in Annex C.

KEY FACTORS IN PROJECT SUCCESS

The project's successes stem from a number of critical factors, including:

- **Maintaining flexibility.** COMMIT was able to modify operating and staffing structures multiple times, allowing the team to respond quickly to changing project realities.
- **Using technical assistance to respond quickly to demand-driven needs of the clusters.** COMMIT was able to draw on a pool of highly qualified local and international consultants, which allowed the project to move activities forward quickly and efficiently, essential in the face of the shortened project timeframe.
- **Communicating as regularly as possible with the clusters to keep them abreast of major changes in the project timeframe and funding.** This allowed COMMIT to minimize the potentially negative effects of the uncertainty surrounding the project's specifics.
- **Establishing a cluster champion.** COMMIT positioned a team member as leader for each cluster to establish trust and a solid working relationship with the cluster; to mobilize additional members of the industry; to oversee the selection of activities; and to drive the implementation of the activities. Having one central strategic champion per cluster was the most effective set up for maximum impact.
- **Leveraging other resources.** COMMIT was able to successfully leverage resources from other organizations and projects to maximize impact and results. Examples of this are the work done with HEART / NTA for project trainings, and grants with cost-sharing between COMMIT and the EU's Private Sector Development Program (PSDP).
- **Maintaining partnerships with local organizations and close consultative relationships with Jamaican organizations such as the Jamaica Exporters' Association (JEA), the Competitiveness Company (CC), and the Jamaica Chamber of Commerce (JCC).** This allowed COMMIT to work closely with these groups to build consensus on priorities and the most effective ways to achieve results while simultaneously building local capacity.

- Establishing a close collaborative relationship with USAID/Jamaica. This relationship, established at the project's inception, allowed COMMIT to stay abreast of the major changes occurring within the USAID mission and with the COMMIT Strategic Objective Team and to work in close collaboration with USAID to determine the most appropriate response to the changing project realities.

CHAPTER 1: ORNAMENTAL FISH — CREATING CONNECTIONS

Jamaica’s consistently clear, warm weather creates perfect conditions for the ornamental fish industry (which is currently underdeveloped but promising in the country). This agricultural sub-sector — which includes medium-sized rural farms and small urban backyard farms — provides underemployed inner-city communities a means to generate income. Many ornamental fish farmers in inner-city Kingston turned to the trade as an alternative to their neighborhoods’ numbing cycle of crime and violence. Some inherited fish businesses from their parents, while others learned the trade on the job. Most operate well below industry standards and have little or no access to training or financing to improve or expand their businesses.



A COMMIT cluster member cares for his backyard fish farm.

At the beginning of the project, several institutions already supported the sector: the Jamaican Ornamental Fish Farmers Association (JOFFA), the Jamaican Business Development Center (JBDC), the Agricultural Support Services Project, and the aquaculture branch of the Ministry of Agriculture Fisheries Division. However, this support was fragmented, as the organizations did not coordinate activities. COMMIT worked with these institutions to design a framework to address the sector’s challenges. For more information, see Annex D1: Cluster Institutional Frameworks – Ornamental Fish Stakeholders.

GOALS

COMMIT’s goals for the ornamental fish sector included:

- Form an ornamental fish cluster
- Improve the technical skills of ornamental fish farmers
- Increase farmers’ access to local and international markets
- Boost the efficiency of farming operations

The focus of COMMIT’s interventions was to bring farmers to the next level — from inconsistent and inefficient production to producing quality in quantity for the local market. The

growth generated by these improvements would in turn enable farmers to develop their production models for expansion into export markets.

RESULTS SUMMARY

- Brought together in a cluster more than 100 producers and community members working towards common goals, including joint procurements, improved marketing, and exports
- Increased market knowledge, links to international/domestic markets, and farmers' sales
- Improved business management skills
- Improved production methods; introduced technologies increasing productivity/efficiency
- Put in place mechanisms to attract investment and promote cluster sustainability

KEY ACTIVITIES

When COMMIT began activities in early 2006, the ornamental fish sector was fragmented. Close links and knowledge-sharing existed within communities, but inter-community links, trust, and collaboration were weak. Some challenges — such as party politics, deep interpersonal conflict, and community rivalries — were structural and thus could not be readily addressed. Yet the sector is now poised for growth after targeted interventions to boost sales, strengthen industry associations, and improve the business acumen and technical capacity of farmers.

MARKETING AND SALES	CAPACITY BUILDING	
	Institutional & Industry Strengthening	Training
<ul style="list-style-type: none"> • Market penetration trip • Importer survey • Local pet store survey • National Ornamental Fish Expo participation • Cost-of-production model development 	<ul style="list-style-type: none"> • Cluster formation • Joint procurement pilot • National vocational competency standards development • Industry strategic retreat • Consolidator business plan • Market and strategic plan for industry 	<ul style="list-style-type: none"> • Accounting training workshop • Intervention-based technical assistance and equipment for farmers • Farmer-to-farmer technical assistance

CLUSTER FORMATION

To form the cluster, COMMIT worked with local pet stores to identify significant suppliers of ornamental fish in five disadvantaged inner-city communities: Crossroads, Papine, Portmore, Spanish Town, and Waterhouse. At the cluster's first plenary meeting in May 2006 — the first time such a group had met — more than 60 attendees represented large fish farmers, community-based farmers, education/research institutions, financing institutions, government agencies, industry associations, and non-governmental organizations. At that meeting, working groups were established (focusing on export development, business environment, local market improvement, operational efficiencies, and training/certification) and met 12 times over the course of the project. In less than a year, the cluster had more than 100 members and was

increasing inter-firm cooperation, sales, knowledge/best practice sharing, and technological innovations.

FACILITATING MARKET LINKAGES

COMMIT helped the cluster survey local markets, increase domestic visibility and sales (through participation in the National Ornamental Fish Expo or NOFE), and investigate potential international demand. These three activities helped farmers understand the competitive environment and identify buyers, and helped COMMIT develop the cluster's export strategy.

First, COMMIT conducted surveys of both local pet stores and international importers, which provided cluster members with critical information on market preferences/requirements. Second, by sponsoring their participation at NOFE, COMMIT helped 10 inner-city farmers quickly raise their profile in the domestic market. (NOFE was held in Jamaica in late 2006 and brought together all segments of the industry; more than 7,000 people attended.) COMMIT also helped the farmers obtain equipment for the expo. A panel of judges recognized two of their exhibits as the best displays based on species compatibility. The attendee farmers learned valuable lessons about marketing and conducting business, in addition to achieving record sales. In one weekend, they sold approximately \$1,500 worth of fish, the average amount of their normal monthly sales.

Third, the project sponsored a market penetration trip to Miami and Tampa, Florida — the world's largest ornamental fish import market. Project fish farmers met with key importers, U.S. farmers, and research institutions. As a result of these activities, the farmers (1) are able to make informed decisions about which species to sell and at what price, (2) have a list of interested importers from around the world, and (3) understand the production improvements they need to make to enter export markets (which COMMIT helped them make).

REDUCING PROCUREMENT COSTS AND INCREASING PRODUCTIVITY

To build the capacity of ornamental fish farmers and to reduce their operating costs, COMMIT (1) designed and implemented a group procurement pilot activity with JOFFA and (2) offered grants to six cluster members to upgrade their farms.

Group procurement pilot

Ten farmers participated in the pilot, saving money while procuring equipment that will increase productivity. The Jamaican firm Nadwearl Agri-Distributors Ltd. gave them wholesale prices on air pumps, power heads/filters, master test kits, and a variety of equipment and parts. The equipment purchased totaled US \$695, a savings of \$550 for the farmers. These savings made a big difference to the farmers, who had been operating without this basic equipment.

BACKYARD FARMERS ENJOY SUCCESS AT NOFE 2006

"Everybody said our stand was the prettiest, that we had the best-looking fish," said Andrew Pinto, a backyard farmer from Papine. Mr. Pinto was pleased with the results of the expo. He took 700 angelfish and "all of them sold off."

"It was great!" he said a few weeks after the expo. "That's why my farm is empty!"

Several cluster members have expressed interest in coordinating future group procurements. To oversee the purchases, JOFFA will be required to provide:

- A location where farmers can pick up information and drop off forms
- A database with Jamaican fish farmers' contact information (or a means to reach them)
- A location where suppliers can deliver orders and farmers can pay and pick up
- An agreement from suppliers to offer significant discounts for group purchases

Equipment upgrades for inner-city farmers

For inner-city farmers to meet industry production standards, they must upgrade their equipment and use proper procedures. However, most do not have the funds to upgrade. COMMIT technical experts assessed their needs and (with JEA) provided grants to six farms.

The grants provided leading urban farmers with an industry-standard outdoor production house and culture units. They received shade cloth (to control the amount of sunlight on their farms, which strongly impacts water quality). A COMMIT aquaculture expert supervised upgrades to shaded and dry areas.

The farmers also received plastic vats to replace the bathtubs and other inappropriate units used for breeding. The industry-standard vats will enable them to increase production, sell more fish, and earn more money. The installation of new filtering systems will allow farmers to stock more fish and reduce their operating costs by cutting the time needed for daily cleaning. For personal accounts of how COMMIT's work in this area benefits ornamental fish farmers, see Annex E.

IMPROVED BUSINESS MANAGEMENT AND TECHNICAL EXPERTISE

Through the provision of technical assistance and targeted trainings, COMMIT strengthened the human capacity of the ornamental fish industry in Jamaica.



LEFT: Portmore farmer Leighton Henry works with consultant Paul Gabbadon to design an improved filter. RIGHT: Papine farmer Andrew Pinto checks fish health with consultant Robin Hall.

Accounting training

On July 20 and September 19, 2006, COMMIT trained 20 ornamental fish farmers and pet store owners on “Setting up an Accounting System for a Small Business.” Attendees received materials enabling them to (1) begin using an introductory accounting system for their businesses, (2) manage product line costs, (3) set profitability targets, and (4) plan future investments. Some put their knowledge to use a few weeks later, tracking their sales at the expo.

Intervention-based technical assistance for farmers

COMMIT offered several instances of on-farm technical assistance that immediately impacted productivity, increased farmer knowledge, and provided a roadmap for implementation of cost-effective technologies and best practices. Two short-term technical consultants assessed operations and made no-cost/low-cost suggestions for improving productivity and fish health at 11 farms in Bushy Park, Crossroads, Papine, Portmore, Seivright Gardens, and Waterhouse. The experts presented their findings to a group of industry leaders and about 25 local fish farmers. Although the experts concluded that the farms did not meet international best practices for fish breeding, they were encouraged by the high level of enthusiasm and technical competence demonstrated by the inner-city farmers.

Farmer-to-farmer technical assistance

The JEA hosted USAID’s Farmer-to-Farmer Program under COMMIT. The program, which had never worked with ornamental fish farmers, sponsored the visit of two volunteer experts to offer valuable technical assistance. These experts conducted technical workshops and on-farm interventions in areas such as fish-food preparation, water-quality management, systems design, and the development of national vocational competencies. In all, 14 farmers benefited from interventions, each gaining knowledge that will improve their productivity and revenues. As part of their assignment, they also identified pressing equipment needs, informing COMMIT staff’s selection of inner-city farmers for grants.

INCREASING INVESTMENT POTENTIAL

Through targeted interventions (like those listed below), COMMIT helped boost the industry’s ability to plan for and attract greater investment in the future.

Consolidator business plan

To attract investment, COMMIT developed a comprehensive business plan for a potential consolidator: a single farmer or business collecting fish for export from a group of smaller farmers. Such an actor would use their resources to consolidate, package, ship, and market the fish abroad. This plan — the first effort to compile the financial, management, and production

PLANNING THE WAY FORWARD

Aspiring ornamental fish farmer Andrew Sankofa was in the process of setting up a recirculation system for his backyard farm when the farmer-to-farmer volunteers offered to diagram several systems and discuss the pros and cons of each design.

Said Mr. Sankofa: “I was really unsure of the best way to go forward. This assistance made what to do with my system set-up much clearer.”

information needed to form a consolidator — is essential to expanding the ornamental fish industry.

Cost-of-production models

COMMIT developed cost-of-production models for three fish species with various end-market price points and production technology requirements. The models list the costs in detail as well as necessary related resources, such as space for production and export. The models incorporate the advice of local ornamental fish experts, documented international experience, and limited primary experience. They are expected to provide the industry with an empirical base from which to attract investors and new producers.

National vocational competency standards

The absence of standards and certifications for industry operations — such as system design, maintenance, water quality management, breeding, and harvesting — will be a major issue as the industry grows. To address this problem, COMMIT supported the National Council on Technical and Vocational Education and Training (NCTVET) in drafting competency standards, which were reviewed and refined by the two farmer-to-farmer volunteers. In December, the draft was presented to the participant group, which included commercial farmers, JOFFA leaders, representatives of training organizations, and members of the aquaculture branch of the Ministry of Agriculture Fisheries Division. The lead group is responsible for helping develop standards and for endorsing the final versions.

After minor adjustments, the lead group is ratifying the competencies, one at a time. The standards will be used as the basis for assessment, certification, and accreditation as well as for identifying training needs and structuring training programs. NCTVET is also working on guidelines to test for competencies that are based on demonstrated knowledge or skills, such as breeding techniques and water testing. Farmers will benefit from the training preceding the competency testing and from the establishment of standards, as banks are more willing to loan to farmers who have the knowledge to use the money wisely. Although this activity was not originally on the COMMIT Year 2 work plan, the team dedicated a small amount of resources to ensuring this effort produces a sustainable training plan for the industry after COMMIT ends.

CREATING A COMMON VISION

One of COMMIT's most important contributions in the ornamental fish sector was fostering a shared sense of purpose and uniting the ornamental fish industry in Jamaica behind a common vision. COMMIT achieved this feat by formulating a strategic plan for the industry and by facilitating a retreat to build consensus around the way forward.

Strategic plan

For this nascent cluster to continue to develop post-COMMIT, it will need some guidance for the future. COMMIT recognized this, and therefore, it drew up a five-step market and strategic plan that was submitted to cluster members in January 2007. The plan analyzes the current state of the cluster and defines opportunities, sets target objectives, analyzes customer needs, articulates competitive positioning, and outlines concrete actions to achieve the cluster's four objectives:

1. Increase sales in the local market
2. Export high-demand varieties to nearby markets in the United States and the Caribbean
3. Take advantage of seasonal shortages of Florida-grown fish
4. Export high-value fish to premium markets

Finally, the plan identifies initiatives for farmer/exporters (and for institutions supporting the industry) related to product development, marketing and promotion, and institutionalization.

Cluster strategic retreat

In preparation for the end of the project and the future of the cluster, COMMIT facilitated a strategic retreat to help redefine responsibilities and determine ownership of key initiatives moving forward. The successful retreat resulted in a plan to maximize the industry's potential by identifying how each stakeholder can contribute to its financial and institutional sustainability. The plan will also foster greater alignment and cooperation between major industry stakeholders. Three key achievements from the retreat underpin this plan:

1. *A shared vision of the industry by all stakeholders.* Participants articulated their vision of the industry and produced a list of key components. They voiced the desire for a more formal industry that provides Jamaicans real opportunities for prosperity and that focuses on those living in marginal circumstances, such as rural/inner-city women and youth.
2. *A shared understanding of the current state of the industry by all stakeholders.* Participants discussed and documented the current state of the industry to serve as a basis for ongoing dialogue and for tracking the industry's growth and development.
3. *Formation of a Jamaica ornamental fish industry steering committee.* Participants exhibited commitment to the industry by volunteering to serve on a steering committee. This committee plans to meet during the summer to complete the terms of reference for members' roles and future work for the steering committee.

CHALLENGES AND LESSONS LEARNED

The cluster approach worked well with this sector. The developing cluster included all segments of the industry, including backyard and large farmers, pet store owners, producer associations, government agencies, and educational institutions. However, the shortened timeframe of the project made it difficult to focus on longer-term initiatives needed for cluster sustainability.

As COMMIT did, it is important to identify cluster leaders early, work with them from the beginning, and communicate with all key players clearly and frequently. Similarly, it is important to manage expectations, particularly in such an underdeveloped cluster. At the final cluster meeting, some participants were disappointed that more grants were not announced.

Relevant government bodies and key industry groups should be involved from the beginning (their activities should not overlap). Representatives of the Agriculture Ministry attended the cluster meetings, but communication with them could have been more regular. Looking forward, once the cluster is established, smaller meetings could improve the decision-making process.

LEGACY

COMMIT examined Jamaica's ornamental fish industry and identified needs, challenges, and opportunities. It laid the groundwork for increased productivity and improved quality, stronger inter-firm cooperation that could lead to exports, and increased sales/income. It provided training and grants to begin to bring backyard farmers up to industry standards and engaged inner-city youth in developing an industry that can be a source of individual prosperity and community development.

The development of certification standards has the potential to produce long-term changes in the industry. As fish farmers are certified, their knowledge is increased, their output grows in quality and quantity, and they are more likely to get funds to further improve their businesses. To take them to the next level (export), small farmers could use a consolidator. No single farm can produce enough to reach the quantity needed for export. COMMIT has created a consolidator business plan an entity could use to enter the business. If used, it could have a major impact.

Ultimately, COMMIT revitalized interest in ornamental fish across agencies. The project began when the Agriculture Ministry was beginning to emphasize ornamental fish as a means to boost exports. COMMIT's activities highlighted a breeding/training program being carried out by the ministry and the view that ornamental fish could help revive the agriculture sector.

RECOMMENDATIONS

First, ornamental fish is a sector that has previously been dependent on donors, and, because it has not proven itself to the private sector, it is unlikely there will be significant private sector investment in the short to medium term. Likely it will continue to depend on donor funding, and future work should focus on making the cluster more attractive to the private sector. Second, the formation of a steering committee at the strategic retreat is the embodiment of the entire cluster process: agencies working together to grow the industry. The committee will determine cluster activities, but an external party is needed to keep the cluster going.

CHAPTER 2: TOURISM — BUILDING INTERNAL AND EXTERNAL MARKETS

Tourism is one of the most important industries in Jamaica, accounting for 10 percent of GDP, 9 percent of total employment, and approximately 50 percent of foreign exchange earnings.¹ In addition to its importance to the economy, tourism as an industry has many positive aspects that led to it being a key COMMIT cluster, including:

- Tourism can be leveraged to support other sectors, including entertainment, crafts, and agriculture.
- Both production and consumption in tourism take place in-country, offering a wide array of entrepreneurial opportunities.
- Tourism is not subject to the tariffs, regulation, and red tape of international trade; bottom line results can be achieved with relatively greater ease.
- Despite being a sector that requires large investments in infrastructure and equipment, tourism is also labor-intensive, offering numerous job and business opportunities to youths and other underserved segments of society.

Currently, as much as 80 percent of total tourism receipts are repatriated, and tourism is not leveraged to create wide-reaching prosperity

DIFFERENTIATING THE TOURISM PRODUCT

Jamaica must attract higher-spending tourists. Currently, it attracts mostly sun-and-sand tourists (72 percent) who typically spend the least among key segments, and their spending has been declining over the past five years. To attract higher spenders, Jamaica's tourism industry must create appealing new on-island village/community experiences that are environmentally sustainable. COMMIT aimed to do exactly that via growth in the eco-tourism, soft-adventure, nature, and culture/history segments.

COMMIT found Unique Jamaica (UJ) — a consortium of some 80 firms dedicated to responsible and environmental tourism and to supporting local community efforts — ideally positioned to be the vehicle for improving the competitiveness of this sector. UJ members collaborate to find ways to attract new travelers to Jamaica, and UJ effectively connects many of its members (primarily small and medium size enterprises) to the global market. For additional detail, see Annex D2: Cluster Institutional Frameworks – Key Tourism Stakeholders.

COMMIT TOURISM NUMBERS-BASED RESULTS

- 22 tour operators selected (of 250 screened) for UJ marketing efforts
- 43 tourism members trained in accounting and business best-practices
- 49 UJ members trained in customer service
- 4 excellent candidates identified for tour guide training program

¹ This figure includes indirect benefits. Tourism accounts for 32 percent of GDP and 29 percent of total employment.

GOALS

COMMIT’s goals for the tourism sector included:

- Increase the marketing capacity of UJ members and other tourism enterprises
- Strengthen UJ’s financial and management capacities
- Increase tourism industry members’ access to international markets
- Improve the competitiveness of targeted tourism enterprises through training and technical assistance to increase their sales and productivity

RESULTS

- Equipped UJ with (1) a marketing plan to expand domestic sales and (2) tools to develop world-class marketing materials and enhance its website
- Identified a U.S.-based marketing representative (to increase sales in this critical market) and key tour operators worldwide to target for expansion
- Trained 40 UJ members in customer service and gathered the sector to develop a proposal for a national tour guide training program
- Enhanced UJ members’ accounting and business planning skills

KEY ACTIVITIES

Early in COMMIT’s work with UJ, a key activity was identifying the cluster’s priorities, needs, and challenges. The COMMIT team worked with UJ to survey members (using a Scorecard methodology) to provide a snapshot of members’ views of their individual and collective challenges. The survey also covered members’ view of the UJ executive and its role. The results were presented to UJ’s executive in a brainstorming session that helped it to better understand its strengths and weaknesses, and to determine where the organization should focus. The session provided an essential platform for the success of project activities (summarized below).

MARKETING	CAPACITY BUILDING	
	Institutional & Industry Strengthening	Training
<ul style="list-style-type: none"> • International FAM trip support • Survey and local market strategic plan • UJ marketing brochure • Website optimization • Marketing rep. recruitment 	<ul style="list-style-type: none"> • Member survey • Strategic retreat for UJ executive • Support for grant funding 	<ul style="list-style-type: none"> • Tour guide trainer identification • Customer service training • Accounting and business planning training

IDENTIFYING TOOLS TO BUILD JAMAICA'S TOURISM INDUSTRY

To increase the tourism cluster's ability to effectively market its services both locally and internationally, COMMIT helped Unique Jamaica to identify opportunities in internal and external markets (including the United States) and to develop tools to successfully market itself.

Bringing international tour operators to Jamaica

A key UJ need is to bring in more visitors for its members, and thereby increase their sales. Towards this goal, COMMIT helped UJ plan a fam (familiarization) trip in 2007 for interested international tour operators. To ensure the group was a good match for UJ's products and services, COMMIT screened 70 interested participants (using a survey) to identify appropriate operators. A group of 22 "interested in UJ and interesting for UJ" tour operators were identified and the trip tentatively scheduled for January 2007. COMMIT helped UJ begin to think strategically about itineraries, the administrative/logistical preparations required, and the plan for enabling trip participants to on-sell their experience.

Unfortunately, UJ was not able to secure the funds for a January fam trip, and the event has been postponed. While the fam trip did not take place during COMMIT, the project's efforts were instrumental in ensuring that such a trip will be a success. In addition, the survey provided UJ valuable insights into their potential client base to aid their marketing.

Reaching out to U.S. markets

In 2005, UJ hired a U.K. marketing representative to conduct sales/marketing work in the U.K., which resulted in increased trade in European markets. In 2006, UJ requested COMMIT's help in hiring a U.S. firm to carry out similar representation, marketing, and sales efforts in North America. After evaluating 12 firms (using a system designed by COMMIT), the Missouri-based Egret Communications, which specializes in eco-tourism, was selected. Egret seems an excellent choice for UJ: they have extensive eco-tourism experience throughout the U.S. and the Caribbean region. COMMIT facilitated the contract development, but funds for this activity had not yet been confirmed by project's end. Egret is still very interested in partnering with UJ and is awaiting a funding solution to begin work.

Strategically planning local market penetration

While UJ is principally oriented toward the external market (like Jamaica's tourism industry), members see untapped potential (and revenue) in the local market. COMMIT hired a local tourism market expert to determine where the potential lies and to develop a marketing plan. This plan includes strategies for targeting the corporate retreat market, and other market segments that will help UJ members diversify their client base and integrate the association more closely into the domestic economy.

Developing world-class marketing materials

To effectively market itself and its members, UJ urgently needed better marketing materials. Specifically, it needed a brochure profiling both the organization and individual members in a format that could be customized depending on the interests of the audience (primarily travel agents and tour operators). To improve UJ's marketing tools, COMMIT trained members to develop effective materials and campaigns and recruited a graphic designer to develop the

brochure, with UJ's guidance. The UJ brochure team was responsible for gathering member information and photos and, in certain cases, for developing new text. COMMIT's graphic designer provided UJ with a design shell with 20 dividers and interior pages. Once UJ adds its information and can finance the printing, the finished brochure will be a high-quality sales tool for use at trade shows and fairs.

Optimizing UJ's website

The UJ website has three core aims: (1) highlight UJ as an association offering unique value to tourists, (2) highlight individual members, via member pages, and (3) allow site visitors to book trips online. The website, while effective on many fronts, had room for improvement. In particular, it was not well positioned on search engines. COMMIT helped UJ identify a local website optimization firm, which is scheduled to begin work in late spring 2007.

TRAINING

To improve the cluster's business acumen and ensure it offers quality services, COMMIT worked with UJ to develop a tour guide training program and provided training in accounting, customer service, and business best practices.

Improving the quality of tour guides Jamaica's tourism industry (beyond UJ) desperately needs a national program to train and accredit tour guides. To address this need, a coalition of key tourism actors was formed, led by HEART/ NCT-Vet (and including TPDco, UWI, UJ, and others), to draft a proposal for a tour guide training program. This proposal was submitted to the Tourism Enhancement Fund in late 2006. In anticipation of its approval, COMMIT provided a shortlist of key experts in tourism curriculum and standards development capable of developing the program. Project partners considered COMMIT's support for this activity (which has the potential to benefit the entire tourism community) to be "invaluable."

Introducing accounting/business best practices

Many UJ members are small businesses that lack proficiency in basic accounting/financing practices. As part of the effort to meet minimum standards and increase firms' revenues, UJ asked COMMIT to help provide training in these areas. COMMIT worked with UJ to develop a curriculum that would meet members' needs. Partners in designing/delivering the COMMIT training included HEART, the JBDC, and Countrystyle Community Tourism Network. More than 40 people were trained and gave positive feedback about the training's applicability to their daily work. (COMMIT also delivered the same training to 30 craftspeople.)

"On behalf of the HEART Trust/NTA and all of the stakeholders involved and beneficiaries of this tour guide development project, please accept our sincerest appreciation for the work you have so professionally carried out, on behalf of COMMIT, in the shortlisting of these candidates. This is an invaluable contribution to the project and will allow us to move expeditiously from recruitment and selection into contracting and implementation."

– Elizabeth Terry, HEART

Improving customer service

The tourism industry relies on the quality of service provided to customers. Surveys often note that poor service is a factor inhibiting the sector's growth. A 2006 UJ member survey (conducted by COMMIT) identified training in service delivery as one of two pressing needs. The responses indicated members clearly recognized good customer service was key to a firm's competitiveness. At the request of UJ's executive committee, COMMIT hired the Competitiveness Company to design training modules incorporating the following components:

- Understanding Service Management as a Critical Component of Unique Jamaica's Brand, Attraction, Retention of Customers, and Business Growth
- Communication Techniques for Improving Employee Service Capability
- Personal Development Techniques for Improving Employee Service Capability
- Systems, Processes, and Technology Solutions Aimed at Transforming Customer Service

The training also made use of (1) an e-portal where participants can present their customer service development plans for critique and assistance from four trainers, (2) a chat room for continued participant engagement with UJ on good customer service practices, and (3) an online workbook to further extend the training for UJ members.

Three cohorts of UJ members were trained: two in Kingston and one in Montego Bay. Approximately 50 people participated, greatly exceeding expectations. The evaluations were uniformly positive, and COMMIT received several requests to repeat the program.

increasing UJ's fundraising capacity

UJ was fortunate enough to receive financial support from the Business Linkages Challenge Fund (BLCF), administered by the EU. These funds gave UJ an operating budget for administrative, operational, and marketing/sales activities and helped sustain the organization for two years. However, this funding is ending. While some funds may be disbursed in 2007, a new source of significant grant funding is needed (particularly for marketing initiatives). COMMIT supported UJ's quest for additional grant funding by providing them with fundraising tools and increasing their knowledge of best practices in grant writing.

A shortlist of four Caribbean and Jamaican potential grant opportunities were evaluated. UJ decided to focus on the Inter-American Development Bank/Multilateral Investment Fund, good



Customer service trainers (from left to right: Denise Morrison, Sonia Mills, Mrs. Ford Warner, and Vilma Gregory) were enlisted by COMMIT to improve the customer service ratings of the tourism industry. One Unique Jamaica member wrote after the training: "This knowledge gained can be put to practical use right away."

sources of financing for associations and supportive of sustainable tourism initiatives. Next, COMMIT developed budget templates, guidelines, and frameworks for UJ to use in proposal development. By providing guidance, rather than actually writing the proposal, COMMIT ensured the transfer of capacity to UJ. COMMIT's preparation of UJ to apply for grants improves their chances of eventual success.

SUMMARY ACTION PLAN: UJ STRATEGIC RETREAT

- Summarize key points of retreat to share with wider membership
- Identify three priority objectives for each Committee
- Develop proposal for BLCF extension
- Research additional funding sources: events and corporate sponsorship
- Internal Communication Plan for members
- Identify outside directors for proposed BOD
- Full report on strategy, objectives, and action items

PREPARING FOR THE FUTURE: UJ STRATEGIC RETREAT

With the end of COMMIT (and BLCF) support approaching, UJ's executive organized a strategic retreat to determine the way forward. COMMIT helped plan/facilitate the full-day event. In addition to redefining the mission and vision of the organization, participants discussed financial viability at length, including potential revenue models. The group tackled organizational restructuring and came up with a potential new model. Communications with members was an important topic, and COMMIT generated a draft future communications plan for UJ. By the end of the day, a mini "action plan" had been developed for the organization and partners (including COMMIT) to guide UJ in the coming year. As a result, UJ started 2007 with a renewed sense of purpose and a clear plan to ensure future success.

Creating a legacy for Jamaica through the Cricket World Cup

Cities/countries often use hallmark events, such as the Cricket World Cup (CWC), as tools for stimulating economic development. COMMIT, through its support of CWC-related activities, sought to create a positive development legacy for Jamaica.

Supporting the greater Kingston work team

Recognizing the long-term economic benefits Jamaica could achieve by hosting the CWC 2007, USAID began hosting stakeholder meetings in late 2005. More than 48 people participated in these sessions, which were held in partnership with (1) Jamaica's private sector (through the Jamaica Chamber of Commerce, or JCC, and with the Jamaica Cricket 2007 Limited Local Organizing Committee, or LOC); (2) the public sector (represented by the Jamaica Promotions Agency, or JAMPRO); (3) the Ministry of Tourism, Entertainment, and Culture; and (4) the Office of the Mayor, Kingston and St. Andrew Corporation. These discussions aimed to increase stakeholders' interest/involvement in the planning/staging of the event, and to accelerate preparations, to ensure benefits for Jamaica and Kingston. These stakeholders were known as the Greater Kingston Work Team (GKWT).

COMMIT supported the development and institutionalization of this public-private partnership by providing the GKWT with ongoing administrative support. COMMIT also advised the leadership team as to the most effective strategic direction and conducted the selection, hiring, and orientation of the full-time program manager. The project facilitated a process to provide critical path support, start-up materials, and relevant training for the JAMPRO National Legacy Program. The GKWT greatly accelerated the pace of certain CWC preparations and evolved into a sustainable advocacy group that is able to lobby for positive changes in the future.

Table top exercise

COMMIT, in partnership with the U.S. Department of Transportation (DoT) and the LOC, organized the week-long visit of a three-person team from the DoT's Federal Highway Administration to help the LOC's transportation planning group. The experienced DoT team facilitated a table-top exercise to bring together stakeholders involved in CWC's transportation and traffic management plans to review/test existing plans and to identify potential bottlenecks and limitations prior to the event.

More than 40 people attended, including many members of Jamaica's police, fire, transportation, and emergency preparedness organizations. Four subgroups (transportation management, traffic management, support agencies, and other partners) identified major issues and put measures in place to mitigate potential problems before the games' start.

Providing critical equipment for CWC

COMMIT worked closely with the LOC to procure important traffic monitoring equipment for the CWC. The project provided five cameras, transmitters, and receivers, which were given to the LOC and National Works Agency (NWA) in March 2007, in time to use for some of the CWC games. After the CWC, the NWA will use the equipment to monitor traffic flow in potential bottleneck areas in Kingston and Trelawny.

CHALLENGES AND LESSONS LEARNED

COMMIT learned many important lessons about working with UJ and the tourism sector in Jamaica during the project. A few challenges and constraints are highlighted below.

Focusing on one association

While working with one association (UJ) maximized the impact of limited resources, it may have limited the project's ability to impact the wider industry. While working with the entire tourism industry would not have been possible, reducing the concept of "cluster" to essentially one organization (no matter how



Cameras were procured by the COMMIT project to assist the National Works Agency with traffic monitoring during the Cricket World Cup.

representative) has limitations. This was not a major challenge in this instance but may have implications for future project design.

Working with an established cluster

UJ was an established organization before COMMIT began. While a cluster should not be too dependent on donor-funded initiatives, in some ways UJ was almost too independent of COMMIT. The executive was strong and cohesive and, in some cases, did not allow COMMIT a sufficient *strategic* voice in the development of the cluster. Overall, COMMIT played a reactive rather than proactive role. This reality, while not a serious issue, had consequences, particularly in defining interventions and maintaining a work plan.

Changing priorities and scope creep

Despite COMMIT's best efforts (and partly due to working with an established cluster), UJ significantly changed priorities during the year, even though it had a clearly defined work plan and resources allocated to specific activities. While this was partially a management and expectation-setting issue, UJ's view of COMMIT sometimes as a supporter rather than a partner led to work plan changes and confusion in priorities/activities.

Working in parallel with other donor-funded initiatives

In parallel with COMMIT's support, UJ received significant funding from other donors, namely the EU. At times, there was confusion, both within UJ as well as the donors, as to who should be funding which initiative, and claims of conflict of interest were made (though not sustained). In addition, many of UJ's priorities were defined by the results required by the BLCF's funding. In this instance, this was not a serious problem because there was significant overlap between the two projects' goals.

COMMIT's funding and timeline changes

The funding and time cuts impacted the project's achievement of its goals. Specifically for tourism, the changes caused some tension with UJ members, who had expected much more support than was eventually offered. While the changes were managed in the most positive way possible, there were some repercussions.

LEGACY

COMMIT built a solid foundation for future success and put measures in place to strengthen and expand UJ. The project also impacted people in the tourism industry in non-quantifiable ways:

Sustainability

Every COMMIT activity actively contributed to UJ's sustainability through improved marketing/sales, operational, and institutional capacity. Even with the loss of BLCF funding, UJ is still operational and has a strong vision, partially due to our support. COMMIT activities also helped UJ members believe in themselves after their BLCF funding ended. Thanks to UJ, eco-tourism and community tourism have a solid future in Jamaica.

Building industry linkages

Fostering linkages was an important element of the tourism intervention, and a number of activities brought industry actors together around specific goals. These links helped UJ position itself within the broader tourism industry as an association with a strong voice and vision. The tour guide and accounting training exemplify this type of impact.

Focusing on meaningful impact

Activities that favorably impact members' bottom lines are most likely to engage them. While not recommending an exclusive focus on sales and marketing activities, emphasizing these areas can build momentum and achieve buy-in to future projects.

Taking time to establish trust

Overall, despite difficulties tied to UJ's internal challenges, as well as weaker than anticipated cluster leadership at certain project phases, COMMIT staff developed a good relationship with UJ due to (1) the responsiveness of the COMMIT team, (2) personal relationships built over time, and (3) strategic positioning of COMMIT staff as thought leaders in the areas of tourism and sustainable development. A key lesson for future projects is to emphasize trust building with the core beneficiaries in project start-up and beyond.

In addition, COMMIT staff spent significant time building relationships with industry actors. As a result, COMMIT was eventually seen as a neutral actor. This fact was critical to our success brokering the tour guide training, among other initiatives. Future projects should not underestimate the importance of relationship building, particularly during project start-up, and should recognize that links with non-core beneficiaries are an important metric of success.

Ensuring a shared vision and defined strategy

Local partners must share a vision from the outset to create cohesion in activities. While UJ was an established entity with a robust strategy, it did not have a clearly defined vision for the future. The cluster's priorities changed frequently and wish lists were not tied to strategic planning. When a project starts, the cluster and partner association's key strengths/weaknesses should be assessed, and an action plan addressing identified priorities should be developed, thus ensuring commitment to chosen activities.

Focusing on quality, not quantity

The COMMIT work plan, while centered on the cluster's priorities, was nonetheless too ambitious. Attempting so many activities (11 major and 10 minor during the year, plus relationship building activities) was daunting, even for the most qualified cluster leaders. The number of activities was partially due to initial uncertainty about the scope of the project (discussed in Chapter Six). In retrospect, dedicating more resources to a few, robust interventions might have allowed for more impact.

RECOMMENDATIONS

UJ's overall ideas and principles are excellent. They are positioned as leaders of the alternative tourism/eco-tourism/cultural/historical tourism segments. They are in a strong position to attract

new members, gain ground within the wider industry, and attract additional donor funding. Their future sustainability looks excellent, thanks in part to successes achieved under COMMIT. The world, and Jamaica, needs what UJ has to offer, and future projects should further strengthen the organization to better serve Jamaican tourism and the economy. The COMMIT-UJ strategic retreat identified many concrete next steps for the cluster: (1) identify priority objectives for each UJ sub-committee, (2) research additional funding, (3) finalize an internal communication plan, and (4) restructure the institution and its operations.

CHAPTER 3: ENTERTAINMENT — GIVING THE MUSIC INDUSTRY A VOICE

Jamaican musicians and music producers play a major role in shaping popular music worldwide. Despite the popularity and demand for Jamaican music, net revenue to Jamaica-based music producers and performers is low, because most Jamaican-influenced music is performed and produced outside of Jamaica. Local musicians also have few opportunities to contribute to the production of Jamaican music at home, due largely to inadequate business and marketing skills.

Through COMMIT, USAID helped the Jamaican music industry develop itself as a hub for professionals who want to record Jamaican music in an authentic environment. We strengthened a key local music organization, Jamaica Signature Beats (JSB), which will give the global music industry easy access to Jamaican professionals. As a result of the project, recording artists can come to Jamaica and use local talent and studios to infuse the feel of reggae into their recordings. COMMIT left JSB with the means to improve its financial viability and attract/retain members. As a result of the project, JSB also has a vision of (and a plan to achieve) its future.

GOALS

- Strengthen industry associations
- Increase marketing ability
- Improve methods to claim intellectual property and royalties
- Improve competitiveness of Jamaican entertainment enterprises through targeted training

RESULTS SUMMARY

- Increased business management capacity and strengthened JSB's strategic leadership role through business and financial management training
- Linkages created between Jamaican artists/studios and the world market
- Improved mechanisms adopted to claim royalties and intellectual property rights
- Laid foundation for the creation of the Jamaica Music Business Network

KEY ACTIVITIES

Jamaica Signature Beats has worked since 2004 to provide creative and technical expertise to the international music market and to make Jamaican musicians accessible to bands and labels that want to do business in the country. It was created as part of the Jamaica Cluster Competitiveness Project, a two-year program initiated by the Jamaica Exporters' Association, with funds from the government of Jamaica, the U.K. Department for International Development, and USAID. As a result of this effort, when COMMIT began, JSB members already represented the country's most talented music producers, studios, and professionals — a good basis for a cluster approach. The COMMIT team built on the previous success with JSB by developing a gateway for international artists, studios, and producers to come to Jamaica to record. COMMIT furthered the cluster's progress by working with JSB's executive committee to design activities that would yield a commercial return, foster a sense of shared vision, and build the capacities of both the organization and its members.

SALES AND MARKETING	CAPACITY BUILDING	
	Institutional & Industry Strengthening	Training
<ul style="list-style-type: none"> • MIDEM trip and booking agents • Website upgrade • Development of marketing material 	<ul style="list-style-type: none"> • Music Business Network • Intellectual property and royalties reclamation • Standards development • Jamaica Signature Beats strategic retreat 	<ul style="list-style-type: none"> • Sound engineer workshop • Intellectual property and royalties workshop • Business planning and financial management

Linking Jamaican musicians with the world

JSB decided to participate in the music industry’s annual meeting — MIDEM — held January 2007 in Cannes (France) as part of a Jamaica Promotions Corporation² delegation. It was the first time JSB had participated in this meeting as a group, and COMMIT and JSB collaborated on several activities to maximize results: JSB website improvement, development of a network of booking agents, and preparation of marketing materials.

Website upgrade

The JSB website (www.jamaicasignaturebeats.com) is one of its key services and the main marketing channel for some members. JSB wanted the site to better market member services to international music agents, including studio time, production talent, sound engineers, and musicians for hire. Most important, it wanted to add an online booking engine, making it easier for international recording artists and industry professionals to contact Jamaican artists, producers, and service providers.

“Our website is our main financial engine,” said Lydia Rose, JSB chairwoman.

The website upgrade is one effort to increase JSB’s membership, one of its major challenges. The new site would illustrate the benefits of membership by showcasing the services members offer and their contact information. The addition of online booking is expected to boost bookings of Jamaican talent (and earn JSB a commission from each booking).

Booking agent network

The United States, France, Germany, Japan, and the United Kingdom are major markets for Jamaican music. During MIDEM, JSB met with booking agents from those countries. In preparation, COMMIT screened some 130 agents (of 730 firms attending MIDEM) and held two workshops for the three JSB members who attended MIDEM to prepare

EXCEEDING EXPECTATIONS

JSB’s success at MIDEM exceeded all expectations. The booking agent network became a reality, enabling JSB to reach its goals as a marketing organization for the country’s music professionals.

² Jamaica Promotions Corporation (JAMPRO), Jamaica’s investment and export promotion agency, was established in 1988 to stimulate, facilitate, and promote the development of trade and industry, export trade, and investment activities in all sectors of the island’s economy. It hosted several booths for Jamaican delegations at MIDEM.

them for the meetings. A strategy workshop helped the participants define/explain JSB's services. A second workshop provided negotiation training and an interview guide identifying information to solicit from each agent. In total, JSB met with 39 agents from the five key countries, plus Brazil, India, and South Africa, nearly double their goal of 20 meetings. All agents were interested in accessing a variety of Jamaican music industry players through one organization, and 14 signed memorandums of understanding confirming both parties' mutual interest in moving toward a concrete client-agent relationship. Moreover, since MIDEM, several agents have visited Jamaica to learn more.



At the MIDEM annual meeting in Cannes, France, the JSB delegation introduced JSB to the global music industry and established a network of booking agents.

Marketing materials

To help JSB members make a lasting impression at MIDEM and beyond, COMMIT helped them prepare marketing materials, including a brochure, posters, postcards, business cards, and t-shirts. Care was taken to ensure that the website and marketing materials had the same look and feel. A new marketing phrase was developed for the materials: "We are the one-stop shop for Jamaica's musical vibe, world class talent, and production quality."

MIDEM results

JSB's attendance at MIDEM was an unqualified success. It introduced JSB to the global music industry, raised the group's profile, and provided a marketing learning experience for attendees. It established a network of booking agents who can increase JSB member incomes (and thereby increase the association's value to members) as well as association income (since JSB will take a cut of booking fees it facilitates). Finally, the upgraded website and marketing materials will publicize the group long after project close.

Raising the bar

JSB wanted to increase the quality of its performance so international agents will know they can rely on JSB to provide high-quality services. To begin this process, COMMIT held several workshops for JSB members and non-members. The workshops were well-attended and trained participants in key concepts in sound engineering, business planning, financial management, and intellectual property issues. They not only increased participants' professionalism but also helped raise JSB's profile within the industry.

A two-day sound engineering workshop drew on local and international expertise and covered engineering basics and state-of-the-art technology. A total of 130 JSB members and non-members — musicians, artists, music studio owners, producers, and sound engineers — took advantage of the training. In addition to theory-based presentations, the training offered live demonstrations of ProTools, a system for audio and musical instrument digital interface recording.



JSB members participate in the studio portion of COMMIT's sound engineering training.

Together with the Human Employment and Resource Training/National Training Agency (HEART), COMMIT developed a second workshop on business planning and financial management, an area where there has been little industry focus. The workshop covered business plan writing, basic accounting, financial management, and project budgeting. It was designed to address needs identified by JSB senior management. Participants were taught how to grow their businesses profitably and sustainably. Six JSB members attended and rated the workshop highly.

Finally, COMMIT developed a workshop on intellectual property and royalties, in collaboration with JSB and the Jamaican Association of Authors, Composers, and Publishers (JACAP), for the cluster's September 2006 meeting. Presenters were from JACAP and the Ministry of Tourism's entertainment unit. Seventy-five technical/creative music professionals attended; many were young musicians, representing potential JSB members and the Jamaican music industry's future. The workshop raised awareness — some did not know they were entitled to royalties — and explained how to reclaim them. It also helped JSB position itself as a leader in this effort.

Improving intellectual property and royalties reclamation

For lack of adequate systems, Jamaican producers have had difficulty protecting their intellectual property rights and claiming royalties, both nationally and internationally. Royalties due the Jamaican music industry from France alone are estimated at more than US \$10 million. To address this problem, in July 2006, the Jamaica Music Society Limited (JAMMS) was created to track and collect royalties. To make possible JAMMS' mandate, COMMIT provided it a grant to acquire royalty software and train its staff in its use. This software will help JAMMS' members (and by extension, the wider network of music producers) significantly increase their income, not only through licensing sound recordings in Jamaica but also through JAMMS' affiliation with collecting societies worldwide, which collect royalties due from the international broadcast of Jamaican music.

Creating an industry network

There are many Jamaican music associations, but they are not strong or active. The industry urgently needs an umbrella group to facilitate resource sharing for events (such as trade fairs) and conduct initiatives that benefit the entire industry. To address this gap, COMMIT worked with the Recording Industry Association of Jamaica (RIAJam) to develop a business plan to attract financing for the Jamaica Music Business Network (JMBN), an incipient initiative spearheaded by the NGO.

The network will use traditional and e-business methodologies to promote institutional strengthening, capacity building, and trade initiatives, and support exports for the Jamaican music industry. A network of websites developed for members and administered by the JMBN will include business information, international marketing and trade support facilities, contract negotiating guides, and sample agreements. The online network will be complemented by workshops and collaborative music marketing initiatives such as Jamaican-branded collective representation at international music business trade fairs. The project will be executed through a partnership between key music industry intermediaries; proposed initial partners include RIAJam, JSB, other industry associations, such as JACAP and the Jamaica Music Society, among others.

Looking to the future: JSB strategic retreat

As the culmination of the project's work in this cluster, JSB held a strategic retreat in March 2007 to develop a post-COMMIT plan. Retreat participants agreed on a new statement of the group's role within the music industry — "To connect the world to the creative energy and technical expertise of Jamaica" — listed priority activities to turn its contacts with booking agents into sales and profits, and discussed plans to ensure the organization's financial and institutional stability. Going forward, the group's primary role will be as the marketing arm of the vibrant Jamaican music industry, a function that no other organization performs.

A major factor in the group's success will be the availability of funding, primarily expected to come from the commissions paid by booking agents, as well as membership fees. The group agreed on an annual membership fee and adopted a two-tiered membership structure that will strengthen the industry. Those who meet industry standards will belong to the first tier, which will allow them access to JSB's marketing services. A second tier will be offered to those who do not meet industry standards. They will have access to training so they can eventually meet the standards. A concessionary fee will be possible for individuals who cannot pay the entire fee at once. COMMIT laid the groundwork for these standards, which a JSB workgroup is developing.

Continued funding is available to make the booking agent network and other revenue-generating activities a reality, but a detailed business plan and a unified organizational voice will be critical to progress. As a result of the retreat, the group is revising its business plan and identifying potential funding sources. During the retreat, participants discussed the need for a more formal organizational structure, including administrative support, and mentioned potential providers.

CHALLENGES AND LESSONS LEARNED

To maximize impact with limited resources, COMMIT chose to work with the strongest, most representative organization in the sector. JSB was selected for its growth potential and receptivity to improved competitiveness through the cluster process. However, an even broader impact could have been achieved with additional funding for a wider range of music industry stakeholders.

Limiting activities and focusing the biggest activities around one market-related event — MIDEM — amplified the impact achieved. For future projects of this kind, care should be taken to plan activities that work together in this manner, and to look for a single theme around which to develop the entire cluster.

JSB's limited resources and its small executive restricted COMMIT's effect. The lack of administrative structure and the limited time members could devote to the project meant that COMMIT could not build as much capacity as hoped. Success in the cluster was helped by the presence of a trusted coordinator throughout the project, but this coordinator performed administrative tasks that would have been better performed by JSB itself.

It is important to clearly outline project goals and expectations from the start and to check back during implementation to ensure there are no misunderstandings. The fact that JSB's executive was small may have led these leaders to see their roles as less involved than the project expected. One recommendation for future projects would be to either enlarge the executive or to set up a steering committee to widen the project's reach. Involving more cluster members in meetings and planning activities would encourage their sense of responsibility for the cluster's future.

LEGACY

COMMIT achieved major accomplishments in all three areas of its work plan for this cluster. Even with the short time COMMIT had to work with JSB, the project left it in a strong position within the industry. As a result of COMMIT's work, JSB has a clear plan for moving forward.

In sales and marketing, the MIDEM trip and the booking agent network fulfilled several goals. The trip introduced JSB to the global music industry and was a valuable marketing tool. Through MIDEM, JSB developed a booking agent network, which, through the commissions it will receive on bookings, will support the organization's move toward financial self-sufficiency. The upgrade of the JSB website and production of marketing materials for the group produced lasting, visible results that will support the organization long after the end of COMMIT.

The workshops helped to raise JSB's profile and positioned it as a leader in the Jamaican music industry. They also demonstrated the organization's value by building the knowledge and expertise of members. Workshops also strengthened the capacity of potential members, helping them qualify for membership. More members will bring more dues and commissions on booking fees, which will help JSB's financial situation so that it can achieve another goal: acquiring administrative support. This would, in turn, make more activities and initiatives possible.

The project also showed the JSB executive how it could position itself to attract new members and to market the services of its existing members to an industry that already had a strong

demand for the country's music. Finally, the development of standards and the all-important strategic retreat provided a strong basis for JSB to determine its own future.

RECOMMENDATIONS

In the immediate future, JSB will need support, especially to address institutional and financial restructuring. For the longer term, increasing membership remains an important challenge. Dues are often prohibitive for small cluster members, and it is difficult for JSB to allow non-paying members to attend training and other activities. However, COMMIT has suggested that training be used as an incentive for membership.

The group still needs a greater sense of ownership of its future. It has always been grant-supported and guided by grant requirements. JSB's strategic retreat provided a chance for its members to review recent successful activities, assess its current status, debate the organization's future, and approve detailed steps needed for it to continue to grow and support the Jamaican music industry. Members agreed in detail what was needed for JSB to achieve financial and institutional sustainability. In short, the organization must now take responsibility for the success of the cluster; COMMIT has left the tools to help it do this.

CHAPTER 4: BUSINESS ENVIRONMENT — BREAKING DOWN BARRIERS AND BUILDING CAPACITY

As noted previously, the 2006 Global Competitiveness Report puts Jamaica in the bottom half of countries in terms of basic requirements, including institutions, infrastructure, health, and primary education, which all play important roles in Jamaica’s business environment. Although the scope of COMMIT’s involvement in the business environment changed significantly, COMMIT continued with targeted initiatives (with USAID’s guidance) to improve that environment. The strategy was to create opportunities for clusters and underserved communities by removing key impediments they faced. COMMIT promoted sustainability by working closely with business service providers who will carry on similar initiatives in the future.

GOALS

- Remove select impediments to doing business in Jamaica
- Strengthen providers of business services
- Increase the competitiveness of cluster members through skills training³

RESULTS SUMMARY

- Made progress developing a roadmap to assist national and international entrepreneurs in navigating regulations related to doing business in Jamaica
- Developed a business visa manual that simplifies procedures for individuals interested in trade and investment in Jamaica
- Helped the JEA develop greater organizational, management, and technical capacity to promote increased competitiveness among Jamaican entrepreneurs

KEY ACTIVITIES

Improvements in the overall business environment — defined broadly as the availability and quality of resources (particularly human), the range and quality of services and institutional support, public sector support for businesses, and the broader policy context — are critical to attracting investment in Jamaican businesses. COMMIT’s approach was to address impediments to doing business at the cluster level, focusing on (1) skills training enabling cluster members to immediately improve productivity/prosperity, (2) precise interventions to improve business service providers’ capacity, and (3) solutions to bottlenecks to implementing cluster-level business strategies. A handful of high-impact activities were developed (described below).

- Helped the JCC move forward on Phase II of the developers’ and investment manual
- Clarified business visa procedures
- Evaluated the JEA’s organizational capacity and structure
- Facilitated the certification of JEA staff in project management
- Helped the JEA develop a comprehensive knowledge and project management system
- Expanded the JEA’s loan scheme and created micro-credit schemes

³ Training for cluster members and leadership is touched upon here and discussed in-depth in the relevant chapters.

- Worked with the JEA to restructure internal accounting systems
- Strengthened the JEA’s technical capacity
- Supported the JEA’s strategic planning process

Facilitating investment in Jamaica: The developers’ and investment manual initiative

One long-time impediment to investing in or doing business in Jamaica has been the lack of information regarding the applicable legal requirements (some say this has been an incentive for corruption). Applying for licenses, permits, and approvals involves up to 28 government entities, many of which operate without transparent procedures or performance standards. The first phase of the developers’ manual initiative, a sub-project of the Legislation and Regulations Committee under the JCC, entailed recording the relevant required government processes.

Phase II of this JCC initiative was to prioritize the procedures most critical to economic growth and to produce a roadmap to help users navigate them. Its goal was to create predictability: If businesses are aware of the rules, they will follow them. If they are satisfied that government decisions about them are made transparently, they are more likely to follow the rules.

COMMIT’s grant to the JCC for Phase II supported the services of a full-time consultant who concentrated on completing the project in a condensed timeframe. From February to March 2007, project staff held a series of stakeholder meetings to identify areas deemed most critical to economic growth and development in Jamaica. The sessions actively engaged more than 50 people from representative stakeholder groups, who were instrumental in evaluating priorities.

Initially, in Phase II, industry players presented 13 critical reform issues. The stakeholder groups ultimately agreed on six primary impediments to business requiring reengineering: (1) tracking system, (2) codifying legislation, (3) staffing, (4) oversight/enforcement, (5) fees/timetable for deliveries, and (6) planning and zoning guidelines. Stakeholder representatives prepared and authenticated a road map outlining the current development processes. As a result of this important initiative, the JCC is in an excellent position to move forward with Phase III: the re-engineering of the six priority areas. The successful completion of Phase II represents a critical milestone towards needed reforms in the Jamaican development process.

Breaking down barriers to doing business: Clarifying business visa procedures

When COMMIT began, business visitors faced significant difficulties navigating the process for entry into Jamaica. Information about requirements was not easily accessible, and changes in supervision at Immigration (and other ministries) exacerbated the situation. These significant delays in getting businesspeople into Jamaica represented a serious constraint on doing business.

RESULTS OF THE JCC GRANT TO IMPROVE THE BUSINESS VISA PROCESS

- Improved business visa process in Jamaica
- Reduced regulatory constraint (business visas) for doing business in Jamaica
- Distributed 2,000 brochures to educate the public on the business entry process
- Brought government entities together to reach consensus on regulatory framework
- Produced content for posting the brochure on the websites of a key organization (JCC)

COMMIT issued a grant to the Jamaican Chamber of Commerce to rectify this problem and to clarify the immigration and work permit requirements for business visitors through working with all relevant ministries (Labor and Social Security, Foreign Affairs and Foreign Trade, and National Security–Department of Immigration) to reach consensus on proper procedures. During a series of working sessions led by the JCC, the visa application process was mapped and inconsistencies in the process were removed. All parties reviewed and approved the final business visa manual drafted by the JCC. COMMIT printed 2,000 copies for distribution to the private and public sectors. Simply by gathering the stakeholders for discussions, a major breakthrough was achieved not only in terms of visas but also in inter-agency collaboration.

Building the capacity of business service providers: Jamaica Exporters' Association

Strengthening Jamaica's business service providers by improving their capacity to offer high quality, sustainable training (and other services) to the private sector is vital for the health of the Jamaican economy. By improving their capacity, COMMIT leaves sustainable measures in place to support and grow Jamaican business for years to come. During the project, the JEA was singled out as a leader in increasing competitiveness in Jamaica. COMMIT pledged to support the JEA through a variety of different mechanisms, including local and international short-term technical assistance and targeted grants to improve their capacity. COMMIT's activities (described below) helped build the capacity of business service providers.

Evaluating the JEA's organizational capacity and structure

In close collaboration with the JEA, COMMIT deployed an organizational development specialist to (1) carry out a comprehensive audit of the JEA's capacity to fulfill its mandate, (2) propose the most appropriate organizational structure, (3) assess the capacities of key personnel, (4) recommend performance-appraisal and human resources management systems, (5) recommend upgrades in customer relationship management, and (6) provide COMMIT staff with a list of priority grant interventions to further build JEA capacity. After consultative meetings and in-depth analysis of existing JEA policies, procedures, and operating standards, COMMIT produced a comprehensive report to serve as a roadmap in implementing the valuable recommendations contained therein.

Certifying JEA staff in project management

A critical gap identified in the organizational audit was the JEA secretariat staff's lack of project management knowledge. COMMIT responded by awarding a grant to provide comprehensive project management training for six JEA staff members. Over two weeks, the participants attended classes, completed homework, and eventually received certifications in project management. As a result, the JEA members can benefit from their association's enhanced management capacity.

Creating a comprehensive KPMS for the JEA

This grant funded the design of a knowledge and project management system (KPMS) for the JEA to upgrade their enterprise knowledge architecture. The consultant trained JEA staff through interactive sessions and made recommendations regarding software/hardware to purchase using additional grants. In addition, a new electronic library was designed using the JEA's existing platform. Not only will the KPMS strengthen the association by optimizing workflows, but it

will also enable the association to offer differentiated services to both its member organizations and current/future projects.

expanding JEA loan schemes and creating micro credit schemes

This COMMIT grant enabled a consultant to assess the JEA's current loan portfolio and make recommendations to expand the program. The consultant produced a comprehensive loan process manual on managing the entire loan portfolio, including steps to prevent delinquencies and steps to follow in the event of delinquencies. Many of the recommendations have been incorporated into JEA's loan portfolio and operational plan for the eventual expansion of member services.

restructuring JEA's accounting systems

Through this grant, needed to upgrade the JEA's capacity, COMMIT funded a consultant to assess JEA's accounting department. The consultant, after a great deal of consultation, analysis and incorporation of international best practice, made recommendations to the JEA for software upgrades and a proposed departmental restructuring. The JEA's board of directors approved the recommendations and many are being put into place.

strengthening the JEA's technological capacity

After receiving multiple expert recommendations regarding upgrading the JEA's technological capacity, COMMIT worked with the JEA's IT consultant to finalize a list of urgent equipment to be procured under a COMMIT grant. This equipment will enable the JEA to better implement the recommendations from the accounting, KPMS, loan schemes, and strategic planning exercises. It will also help it expand member services through their electronic library and KPMS.

planning strategically for the JEA's future

In response to the JEA's urgent need for a 2007 strategic plan, COMMIT identified a team of consultants who worked with JEA's board and executive team over 50 days on a strategic plan to move the association forward and to solidify their mandate. This plan was ratified by JEA's board of directors in March 2007 and implementation is underway. The plan will carry the JEA forward in a structured manner, aligning their resources and activities.

CHALLENGES AND LESSONS LEARNED

Many stakeholders in the developers' manual initiative were skeptical of the initiative's potential for success. They offered both cooperation and input, but many insisted the initiative be led by the private sector (due to their low confidence in the government). In such an environment, constant communication was imperative to confront issues of mistrust and lack of transparency head on. To meet this challenge, the JCC designed a successful communications plan.

The major challenge of the business visa initiative was juggling the competing priorities of the various ministries and ensuring the initiative's timely completion. All the ministries were overscheduled and operating under very different timelines, making it difficult to arrange the meetings required to reach consensus and move forward. Given the resulting delays in securing approval for activities, the effort was somewhat behind schedule from the beginning. Although the JCC worked to speed up the timetable, many of the meetings and required submissions were beyond its control, pushing the final completion date well beyond the original timeframe.

Another critical challenge in the business visa activity was that it coincided with the Cricket World Cup in Jamaica. Preparations for the CWC limited the ability of some GoJ entities to consistently and actively participate in the process, and the CWC brought a completely new set of requirements for entry into Jamaica, including new CARICOM entry requirements that had not been previously implemented. The CARICOM visa was instated to facilitate the movement of people between territories during the tournament, threatening to render the work done under this grant irrelevant. However, after the CWC, the old rules will be reinstated again, ensuring that the COMMIT manual will be an effective tool for future business visitors to Jamaica.

LEGACY

By gaining consensus from all involved ministries on a comprehensive business visa manual that each party takes ownership of and accepts, COMMIT has achieved a major victory in eliminating this significant impediment to doing business in Jamaica. By clarifying policy and disseminating the manual to Jamaican businesses and business visitors to Jamaica, COMMIT's grant will continue to raise awareness of business visitors' rights, facilitating their entry into Jamaica, increasing foreign business, and ultimately increasing business growth and sales.

As evidenced by the apparent lack of communication among ministries prior to this activity (as well as various contradictions in different ministries' policies), the COMMIT grant to improve Jamaica's business visa process has made great progress in encouraging inter-agency collaboration. Many of the attendees from the ministries expressed a desire to meet with other ministries more often, and we are hopeful this initiative will catalyze more frequent dialogue.

RECOMMENDATIONS

Given that its strategic aim is to foster a more business-friendly and efficient business environment, USAID should consider financial and technical support to see the Developer's Manual Initiative through to completion. Phase III of the initiative is critical for its ultimate success, as it will focus on communications of all kinds. Because Phase III will also require the sustained support of the government and public sector institutions in re-engineering efforts, a comprehensive public awareness campaign and government lobbying strategy are needed.

In the bigger picture, public, private, and civil society sectors must become informed about the benefits of rational planning, of guidelines and policies that have been successfully implemented in other economies. A seminar should be arranged to inform and instruct all parties on the various issues the initiative is examining. International best practices should be highlighted and encouraged as an avenue toward regulatory change in areas targeted by the initiative.

It is also important to revisit the business visa manual after the Cricket World Cup. If the regulations in place before CWC are reinstated as anticipated, the JCC and USAID should work to continue with the education campaign regarding the business visa manual. Efforts should be made to hold training sessions with immigration officials and distribute the manual to consulates abroad. Such education and training will result in significant improvement to the business visa process for people traveling to conduct business over the short term, as the visa requirement for this category of person has been effectively abolished. Regardless, it will be important for USAID and the JCC to update the manual on a regular basis to make it relevant for the operating environment it addresses and to disseminate the new information to all relevant stakeholders.

CHAPTER 5: BUILDING LOCAL CAPACITY

One of COMMIT's most important and fundamental underpinnings was local capacity building. Its original intention was to hand over leadership of the project in Years 3 and 4 to the Jamaica Exporters Association (JEA). Although the project's timeframe was cut short, COMMIT implemented activities with eventual local hand over in mind. Through a variety of mechanisms such as grants under contract, local subcontracts, trainings, and workshops, COMMIT provided forums for knowledge exchange in order to give the JEA and others the tools they need to succeed. For a complete list of capacity-building initiatives and participating organizations, see Annex F.

COMMIT LOCAL CAPACITY BUILDING

- Sponsored 53 interventions aiming to build local capacity
- Supported 129 organizations and businesses through capacity building interventions
- Trained 434 persons directly

GRANTS

COMMIT's grants program prepared a range of organizations for future donor cooperation and project implementation. COMMIT staff worked closely with each grantee to ensure they had a solid grasp of the rules associated with the grant process. Often staff held one-on-one sessions to review proposals and to refine budgets, goals, and implementation plans. As a result, each grantee better understood USAID regulations, making each a better future partner. Grantees included the Jamaica Exporters Association (JEA), the Jamaican Chamber of Commerce (JCC), Jamaica Musical Society (JAMMS), and Jamaica Signature Beats (JSB).

LOCAL SUBCONTRACTS AND TRANSITION WORKSHOP

COMMIT had several subcontracts with the Competitiveness Company (CC), a JEA subsidiary. To produce budgets/subcontract proposals compliant with USAID rules, CC had many rounds of negotiations with COMMIT. Additionally, CC had to develop an allowable method of representing indirect costs (something they had not done before). As CC aims to be an international consulting company, COMMIT's work with them on subcontracting (including a Transition Workshop), will be invaluable to them.

COMMIT staff also worked one-on-one with CC's competitiveness advisors and junior staff on project activities, providing them with the tools and experience to perform more autonomous and advanced work in the future. Many COMMIT activities — such as the market penetration trip to Florida and the MIDEM music trade fair in France — provided these advisors with significant shadowing opportunities, valuable for their own professional development.

CLUSTER DEVELOPMENT

Cluster development is essentially continuous capacity building. In each COMMIT cluster, the team worked closely with members to enhance their skills, mutual learning, and their organizational unity. These efforts helped increase the cluster's ability to carry out similar future initiatives. Through the strategic retreats, COMMIT helped each cluster think through its future and to create sustainability plans to carry mandates forward.

TRAININGS

COMMIT also held a series of trainings designed to improve the quality of the Jamaican workforce. COMMIT trained more than 434 people in the past nine months in areas like business planning, financial training, and sound engineering. The trainings are described in the relevant chapter. For the most part, the trainings were demand-driven and arose from the needs of each cluster. A list of COMMIT trainings can be found in Annex G.

CHAPTER 6: CHALLENGES AND LESSONS LEARNED — ACHIEVING RESULTS AMID UNCERTAINTY

CHALLENGES

Over the course of project implementation, COMMIT faced a number of challenges that impacted project results. These included (1) hiring/fielding staff, (2) the project's changing technical direction, (3) stakeholder cooperation/coordination, (4) choosing demand-driven activities, (5) structural constraints, (6) grant disbursement, (7) managing expectations, and (8) resource limitations.

Changes in staffing and responsibilities

COMMIT's final staffing structure diverged drastically from the original plan. The original staff was cut from ten to five long-term positions as a result of the reduction in available project funding in early 2006. As a result, many of the remaining staff had to take on additional responsibilities, leading to a greatly increased workload. For example, the project director's responsibilities — which originally included (1) communicating directly with USAID and (2) ensuring the successful completion of project activities and the achievement of results — came to include the responsibilities of the deputy director: supervision of the two abovementioned components, leading the business environment efforts, managing all grants and subcontracts, providing compliance and quality control checks, project communications, project reporting, and project monitoring and evaluation.

Changing technical direction and project timeline

In March 2006, USAID notified COMMIT that an obligation intended for only six months of operations would need to last 13 months. In addition to staffing changes, the technical focus of the project was also shifted to emphasize more cluster activities and to focus on underserved communities. This shift required the development of new strategies/activities and a revised work plan.

In addition, in October 2006, USAID informed COMMIT that the project would likely end in March 2007, necessitating a greatly accelerated schedule for local handover of the project. COMMIT responded by placing sustainability at the forefront of the Year 2 work planning session. The resulting Year 2 work plan allowed COMMIT to achieve results while firmly establishing a foundation for local organizations to carry work on well into the future.

Selecting demand-driven activities

The implementation of planned activities with Unique Jamaica and other key partners was significantly delayed as a result of constant changes in the support requested and in stated priorities. The activities originally selected apparently reflected the priorities of one or a small number of board members rather than a majority of the association membership. The evolution of association needs, between proposal development and the initiation of project implementation, may also have been a contributing factor. Both factors highlight the importance of confirming stakeholders' priorities at the implementation phase of the project by including association members in work planning or holding a separate meeting with association members to verify

priority lists. The participatory nature of Year 2 work planning helped to generate greater consensus among the parties and ensure that the selected activities were demand-driven.

Grant disbursements

COMMIT's disbursement of grants to implementing partners was delayed by the approval needed for the COMMIT Competitiveness Activity Fund Manual, which required more than five months. Grantee organizations also suffered from their own bureaucratic bottlenecks, as activities that could appropriately benefit from grants or subcontracts were not initially proposed to COMMIT within the guidelines established by USAID. Several consultations were necessary before acceptable activities were determined. All of these factors contributed to the slow start-up of the grants component and significant delays in awarding and implementing grants under COMMIT.

Stakeholder cooperation and coordination

COMMIT encountered unique challenges with many of its key stakeholder groups and responded to each group with an appropriate and carefully considered approach.

- *Unique Jamaica.* Identifying and building consensus around priority interventions for UJ was a challenge to the cluster development team. An important first step was to implement a baseline survey to determine priorities among the group's members. UJ was not initially enthusiastic about participating in a survey, but they were encouraged by the responses, which indicated a need to refocus efforts on the original UJ charter and on providing improved marketing and training services. COMMIT and UJ then worked together to design project initiatives based on these priorities.
- *Jamaica Signature Beats.* The primary challenge facing the entertainment cluster initially was low attendance at official JSB events. COMMIT responded by implementing a number of quick, high-impact activities, such as the sound engineering workshops held in September 2006. These sparked member interest in both JSB and in the work COMMIT was doing with JSB.
- *Ornamental Fish Cluster.* The Inner City Ornamental Fish Cluster was largely disorganized and lacking in resources and technical capacity at project start. Collecting accurate baseline data was a definite challenge for the cluster development team, though the cluster members have proven to be increasingly supportive of efforts to track their remarkable progress and have exhibited a willingness to work together to find solutions to their collective problems through COMMIT.
- *Cricket World Cup.* COMMIT's collaboration with the private sector in the lead-up to the Cricket World Cup was a challenge, as the private sector was slow to engage. Efforts to coordinate government agencies were initially limited, although through the efforts of COMMIT and its partners, the private-sector group developed a work plan and tied it to the efforts of other organizations. In the end, the Greater Kingston Work Team (GKWT), formed in part by COMMIT, served as a critical organization in ensuring public-private partnership in Jamaica in the CWC period.

- *Competitiveness Company.* COMMIT's collaborative relationship with the Competitiveness Company faced certain challenges throughout the life of the project. Coordinating with and ensuring the accountability of the project advisors, who reported directly to the CC and not to COMMIT, was an issue. COMMIT addressed this by working to structure the relationship in a series of fixed price subcontracts, clearly outlining the responsibilities of each party, holding each party accountable, and ensuring that the CC received adequate compensation for its work.
- *Jamaica Exporters' Association.* COMMIT shared office space with the JEA, which became one of COMMIT's major grantees. Despite the JEA's disappointment over project funding levels and timeframe, COMMIT and the JEA were able to establish an effective partnership. Despite difficult deadlines, all parties pitched in and contributed to the ultimate success of the JEA grants, a remarkable achievement given the tight timeframe and budgetary constraints.

Managing expectations

One of the most challenging aspects of the COMMIT project was managing expectations among stakeholders/partners and maintaining credibility in the midst of myriad staff and budget changes. Many partners realized early on that COMMIT was not going to be able to live up to their original expectations, and this was a source of contention throughout the life of the project.

Two significant changes in the focus of the project resulted from changes in the mission's strategy (followed by a significant reduction in the project budget and timeline). The changes in technical focus resulted in losses of time and resources, as strategic and work planning had to be redone. All stakeholders, including USAID, had to adjust their expectations, which was slow to occur. Many partners saw the size of their expected grants and subcontracts shrink dramatically and had a difficult time accepting the new circumstances. In some cases, partners seemed to focus more on trying to secure more resources, despite the highly restricted budget, than on quickly identifying priority activities and developing responsive funding requests. It was also difficult to agree on project results that were realistic, given the initially uncertain and ultimately greatly reduced project timeframe. In response to this challenge, COMMIT attempted to communicate regularly with stakeholders and to inform them of changes in the project as we found out about them.

Resource limitations

One of the project's most significant challenges was how to best apply limited resources to a very wide range of priorities pertaining to both the development of competitive clusters and the improvement of the business environment in Jamaica. Given the project's financial constraints, COMMIT worked closely within the financial parameters outlined and attempted to develop linkages with other programs/organizations and to work with cluster members to assist in developing parallel financing opportunities.

LESSONS LEARNED

COMMIT learned a great deal through implementing this project in the Jamaican context. Below, we present the important lessons learned, pointing to areas that warrant special attention in the design of future projects and similar initiatives.

Formal agreements with partner organizations are critical and should be established as early as possible in the project

COMMIT faced many difficulties with partners in cases where the roles and responsibilities were not as clearly defined as they could have been. Formal agreements, such as a memorandum of understanding, can secure commitment to partnership as well as detail each party's responsibilities and expectations.

Open bidding for grants and subcontracts is essential: healthy competition eliminates feelings of entitlement

Due to time constraints, COMMIT did not compete many of its grants and subcontracts. This often led to feelings of entitlement and discouraged innovation and thoroughness. Every effort should be made to conduct open and competitive bidding for all procurements and assistance awards.

In the face of changing project realities, it is best to keep a low profile and to avoid massive public outreach

Recognizing the changing circumstances of the project, USAID did not require COMMIT to conduct the massive communications campaign originally planned. Had the campaign been launched, it would surely have undermined the project's credibility further and would have prevented COMMIT from managing stakeholder and beneficiary expectations.

Constantly manage stakeholder expectations

A key lesson is that when funding levels are cut, the scope of the project needs to be reduced quickly. This information should be disseminated to stakeholders as clearly and quickly as possible. COMMIT lost a lot of credibility locally both because it had to fire newly hired staff and because of the long period of indecision regarding the final project timeframe and funding. Rather than keep expectations high by maintaining the same basic approach, it would have been better to reduce the scope of the project more significantly early on — by reducing the number of participating clusters, for example. This would have helped manage stakeholder's expectations and leverage scarce resources on fewer activities or sectors. The project could then have been expanded had additional funding become available. A series of carefully planned sensitization sessions with USAID, project staff, and key partners might have helped beneficiaries to accept the changed project reality.

Be prepared for the unique challenges of working with associations

Many Jamaican associations are fairly weak in terms of their institutional structure and their membership base. Many are not able to offer sustainable member services. Project initiatives need to be tailored to fit the reality of each organization. Even if the associations have been included in previous projects, it is advisable to assess the capacity of local partners and

beneficiaries at project start-up. In some cases, COMMIT overestimated the capacity of partners and beneficiaries, which led to delays in developing work plans.

Leveraging other donor resources and activities is crucial to project success

In an operating environment such as COMMIT's, it is imperative to maximize scarce project resources. The most effective way to do this is to leverage resources from other projects, donors, and the private sector. By combining grant resources to achieve greater results (as done by COMMIT and PSDP) or by making alternate cost sharing arrangements (as demonstrated in the HEART/COMMIT joint training sessions) everyone wins. Resource leveraging should be a priority in the early stages of every project, not only to increase funding and maximize results, but also to help solidify partnerships vital to a project's success. See Annex H for more information on leveraging other donors' resources and counterpart contributions.

Check grants as many times as possible

When evaluating grant proposals, it is essential that all aspects of a grantee's proposal are checked, rechecked, and then checked again. Overlooking a minor budget mistake can often lead to a major headache for project staff down the road. A suggestion for future grant programs is to hold a grants workshop for all potential grantees to detail the exact procedures to follow. All grantees then receive the same information up front and have the necessary resources as the process begins.

Identify cluster champions early on

When working in a short time period, it is important to have the leaders of cluster institutions (UJ, JSB, and OF) focus on capacity building. COMMIT did not start this early enough because it was assumed that a much longer project period would be available to achieve capacity building, so COMMIT staff focused on cluster formation and strengthening. When the project timeline was cut significantly, accelerating the process of fostering leadership was difficult. In the future, projects should identify champions early on and work to build their institutional capacity as early as possible, creating a stronger foundation for future work.

Stay the path — avoid changing project direction and scope in a short time period

When using U.S. government funds, it is important to be accountable and to minimize waste of project resources. Changing project direction, structure, and budget will delay work planning and implementation. Having a clearly defined timetable, a clear and consistent set of objectives, and a fixed budget all help greatly in producing indisputable project results and success.

Cluster work takes time

According to the USAID-funded Mitchell Report, it can take up to 10 years for clusters to become self-sustaining. While important initial progress can be made in a relatively short time, it is not possible to complete the organization of cluster members, build trust and cohesion, and foster leadership from within a cluster in seven months, which is the time the project had to work with the ornamental fish cluster, a new cluster selected under the revised project focus. As indicated above, adjusting expectations to the new project reality was a difficult task. Cluster work takes time, and projects should allow adequate time for project work to be sustainable and for cluster mentalities to take hold.

CHAPTER 7: PROJECT LEGACY AND RECOMMENDATIONS

A project's legacy is one of the best measures of its success; COMMIT has done its best to lay a foundation for continued results and for the sustainability of project activities. Not only did COMMIT meet or exceed most project targets, it also made great strides in developing and strengthening each cluster it worked with. Some of these results are intangible — such as fostering collaboration among inner city fish farmers — and others are more concrete, such as forming an entertainment cluster steering committee. COMMIT's work should produce even greater innovation and collaboration in the future among project partners and stakeholders.

COMMIT Performance Results

INDICATOR NUMBER	COMMIT INDICATOR	BASELINE VALUE	LIFE OF PROJECT TARGET	FINAL SURVEY RESULT
SO	US\$ value of sales (of goods and services) of targeted enterprises	\$57,769 (avg.) \$3,870,492 (total)	\$59,502 (avg.) \$3,986,607 (total)	\$122,923 (avg.) \$8,235,820 (total)
1.1	Number of targeted enterprises increasing US\$ value of investment	49	30	57
1.2	Number of targeted entities adopting and utilizing developments in research and technology and other	47	40	66
1.3	Number of jobs created by targeted enterprises	1,262	30	1,498
2.1	Number of business processes improved for the public and private sectors	1	2	2 (from reports)
2.2	Number of key policy, regulatory, and legislative constraints to doing business reduced	4	1	1 (from reports)
2.3	Number of persons trained to improve the quality of the workforce	600	150	1,225 (434 directly)
Local Capacity-Building Indicators				
LCB.1	Number of organizations targeted	N/A	N/A	129
LCB.2	Number of capacity-building interventions with targeted organizations	N/A	N/A	53
LCB.3	Number of persons trained as part of capacity-building interventions with targeted organizations	N/A	N/A	434

ORNAMENTAL FISH

The cluster is not yet fully self-sustainable: in order to carry the encouraging momentum created by COMMIT forward, a coordinating agent must be identified and assigned to support the

cluster. Important initiatives initiated by COMMIT, such as the consolidator business plan, should be financially supported to carry the cluster to the next level. The following priority activities, deemed critical for the continued success of the cluster, should also be supported and sponsored:

- Scientific research: More robust technical support is required across a range of subjects (for example, breeding techniques, feed formulation and substitution, disease management, developing good-quality brood, and selective breeding) to guide and support the production of marketable fish.
- Training of farmers: Farmers need training to be better farmers and better business people. Any training program should be customized to effectively engage underprivileged groups who are active in the industry.
- Regulation and certification: It is of paramount importance to inspect and certify farms. Standards should also be set to guide the training efforts outlined above. A farm/product grading system could be used to differentiate between the minimum standards required for the local market and those required for the export market.
- Institutional strengthening: JOFFA needs to be strengthened before its mandate is expanded and/or transformed. The industry requires a coordinating body to serve as the “glue” between the various organizations aligning themselves behind the industry. A number of institutions are potentially able to fill this role, such as the JEA/CC, JBDC, and the Ministry of Agriculture.

ENTERTAINMENT

The need to identify and secure additional funding is of paramount importance for Jamaica Signature Beats. Once funding has been secured, the following priority activities, vital for JSB’s sustainability, should begin:

- Design a revenue model for bookings and JSB website maintenance, including the most appropriate business model to benefit JSB members and ensure the financial sustainability of the organization.
- Support the JSB back office and devote resources to sustain the day-to-day functioning of the organization.
- Identify an industry coordinator to mobilize and guide industry development and the institutional strengthening of the JSB, including establishing membership dues and enforcing their collection.

TOURISM

Unique Jamaica must quickly make the leap towards becoming self-sustaining while providing valuable member services to demonstrate its relevance to members. Immediate future activities, critical to the continued success of the cluster, include the following:

- Allocate funds to activities that will drive sales and profits for members.

- Agree on a set of commission fees (percent) to be applied to various activities and outcomes (i.e. bookings via the website and market reps).
- Broadcast success stories to support efforts to maximize internal funding (i.e., commissions, fees, and dues).
- Secure a BLCF extension or other donor funding.
- Allocate funds to revenue generating (i.e., customer facing) marketing activities.
- Develop a new fee structure to capture revenue from new bookings. This is key to demonstrate the sustainability of the organization post-donor support.
- Develop a comprehensive communications plan that highlights the results of marketing expenditures so as to energize existing and potential members.

BUSINESS ENVIRONMENT

Although the Jamaican business environment has been improved in important ways through COMMIT's targeted initiatives, these activities must be continued using additional funding, which would increase their benefits exponentially. Phase III of the developer's manual warrants support as the culmination of many years of USAID work with the JCC. The JCC itself has many needs in the area of institutional capacity building, which (if filled) would strengthen its ability to deliver meaningful reforms for Jamaican businesses. Additionally, trainings similar to the ones sponsored by COMMIT could increase Jamaica's future competitiveness by improving business skills and encouraging entrepreneurial endeavors in Jamaica.

By creating strategic plans for each of the three COMMIT-sponsored clusters, and by building the capacity of local organizations and individuals, COMMIT has laid a strong foundation for continued results. The many activities successfully completed and the strategic foundations laid by COMMIT will ensure that the project will continue to affect each of the three competitive clusters and the business environment in Jamaica long after its close. Thus, the legacy of COMMIT has been established — a more prosperous and developed Jamaican business environment in which ongoing competitive strategies are carried out by project beneficiaries, targeted institutions, and cluster members.

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ANNEX A: COMMIT COLLABORATIVE PARTNERSHIPS

COMMIT worked very closely with a wide range of Jamaican organizations. The following collaborative partnerships proved invaluable throughout the life of the project:

Ad Council
Country Style Community Tourism Network (CCTN)
Competitiveness Company (CC)
Creative Production and Training Centre (CPTC)
Customs Department
Daly Garrick Daly (DGD)
European Union (EU)
Farmer to Farmer (FtF)
Greater Kingston Work Team (GKWT)
Human Employment and Resource Training Trust (HEART)
Human Employment and Resource Training/National Training Agency (HEART / NTA)
Jamaica Association of Composers, Authors and Publishers (JACAP)
Jamaica Business Development Center (JBDC)
Jamaica Chamber of Commerce (JCC)
Jamaica Cricket 2007 Limited Local Organizing Committee (LOC)
Jamaica Exporters' Association (JEA)
Jamaica Hotel and Tourism Association (JHTA)
Jamaica Movement for the Advancement of Literacy (JAMAL)
Jamaica Music Business Network Alliance (JMBN)
Jamaica Music Society (JAMMS)
Jamaica Ornamental Fish Farmers Association (JOFFA)
Jamaica Promotions Agency (JAMPRO)
Jamaica Signature Beats (JSB)
Microsoft
Ministry of National Security (Immigration Department)
Ministry of Labor and Social Security
Ministry of Foreign Affairs and Foreign Trade
Ministry of Tourism, Entertainment and Culture (MTEC)
National Council on Technical and Vocational Education and Training (NCTVET)
National Works Agency (NWA)
Office of the Mayor, Kingston and St. Andrew Corporation (KSAC)
Office of the Cabinet
Planning Institute of Jamaica (PIOJ)
Private Sector Development Programme (PSDP)
Public Sector Modernization Programme (PSMP)
Private Sector Organization of Jamaica (PSOJ)
Rural Enterprise, Agricultural and Community Tourism (REACT)
Tourism Enhancement Fund (TEF)
Tourism Product Development Company (TPDCo)
Unique Jamaica (UJ)
United States Agency for International Development (USAID)
University of the West Indies (UWI)



Competitiveness, Markets, Investment, Trade (COMMIT)

Project Final Survey Results and Figures
May 2007

10 MAY 2007

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EXECUTIVE SUMMARY

In March of 2007, COMMIT conducted a final survey designed to provide data which could be compared against the survey, conducted in July 2006, which provided baseline data for the COMMIT Indicators. These indicators encompassed sales, investment, technology implementation, employment, and training. This report describes the findings of the COMMIT Final Survey, and compares the results to both the Baseline results and to project targets as set forth in the project Performance Management Plan (PMP).

Questionnaires for the COMMIT final survey were designed in order to address the specific indicators in the project Results Framework and to match, as closely as possible, the data collected in the Baseline Survey. Forms were distributed to member-enterprises of the COMMIT-targeted clusters of Tourism, Entertainment, and Ornamental Fish. The table below (Table i) describes the entire results of both the Baseline and Final Survey in a summary format and in comparison to project targets.

Table i. Summary Table of COMMIT Monitoring & Evaluation Results

Indicator Number	COMMIT Indicator	Baseline Value (2005)	FY2006 Target	FY2007 Target	Final Survey Result
SO	US\$ value of sales (of goods and services) of targeted enterprises	\$57,769 (avg.) \$3,870,492 (total)	N/A	\$59,502 (avg.) \$3,986,607 (total)	\$122,923 (avg.) \$8,235,820 (total)
1.1	Number of targeted enterprises increasing US\$ value of investment	49	N/A	30	57
1.2	Number of targeted entities adopting and utilizing developments in research and technology and other best practice standards	47	N/A	40	66
1.3	Number of jobs created by targeted enterprises	1262	N/A	30	1,498
2.1	Number of business processes improved for the public and private sectors	1	1	1	2 (from reports)
2.2	Number of key policy, regulatory, and legislative constraints to doing business reduced	4	N/A	1	1 (from reports)
2.3	Number of persons trained to improve the quality of the workforce	600	100	50	1,225 (274 directly)

SECTION I INTRODUCTION AND BACKGROUND

1.1 Project background and Results Framework

The Competitiveness, Markets, Investment, and Trade (COMMIT) Project began as a three to four year USAID-financed activity, awarded to Chemonics International and its partners at the end of November 2005, designed to contribute to USAID/Jamaica's Strategic Objective (SO) 9. However, due to budget cuts at the USAID mission in Jamaica, as well as realignment in the SO strategy, funding for the COMMIT project was reduced and the project end-date was moved up to May 31, 2007, reducing the activity duration to 18 months.

The COMMIT project, as implemented, is a competitiveness project within the USAID bilateral assistance program to Jamaica, which contributes to the USAID sustainable development strategic objective, *Transformational Change to Accelerate Sustainable and Equitable Growth in a More Competitive World*. In the context of the current mission results framework, COMMIT is linked to one principal strategic objective, *Increased Trade Competitiveness in Targeted Industries* (SO9) and, more specifically, to two associated intermediate results *Competitive Clusters Developed* (IR1) and *Business Environment Improved* (IR2).

Over the past 18 months, COMMIT focused on providing results in the strategic objective area, as well as the first two intermediate results: Competitive Clusters Developed and Business Environment Improved. The COMMIT Results Framework below outlines the areas in which COMMIT has provided results to USAID in project reports, encompassing seven separate indicators which were intended to measure the project's success, listed below:

SO Indicator: US\$ value of sales (of goods and services) of targeted enterprises

Indicator 1.1: Number of targeted enterprises increasing US\$ value of investment

Indicator 1.2: Number of targeted entities adopting and utilizing developments in research and technology and other best practice standards

Indicator 1.3: Number of jobs created by targeted enterprises

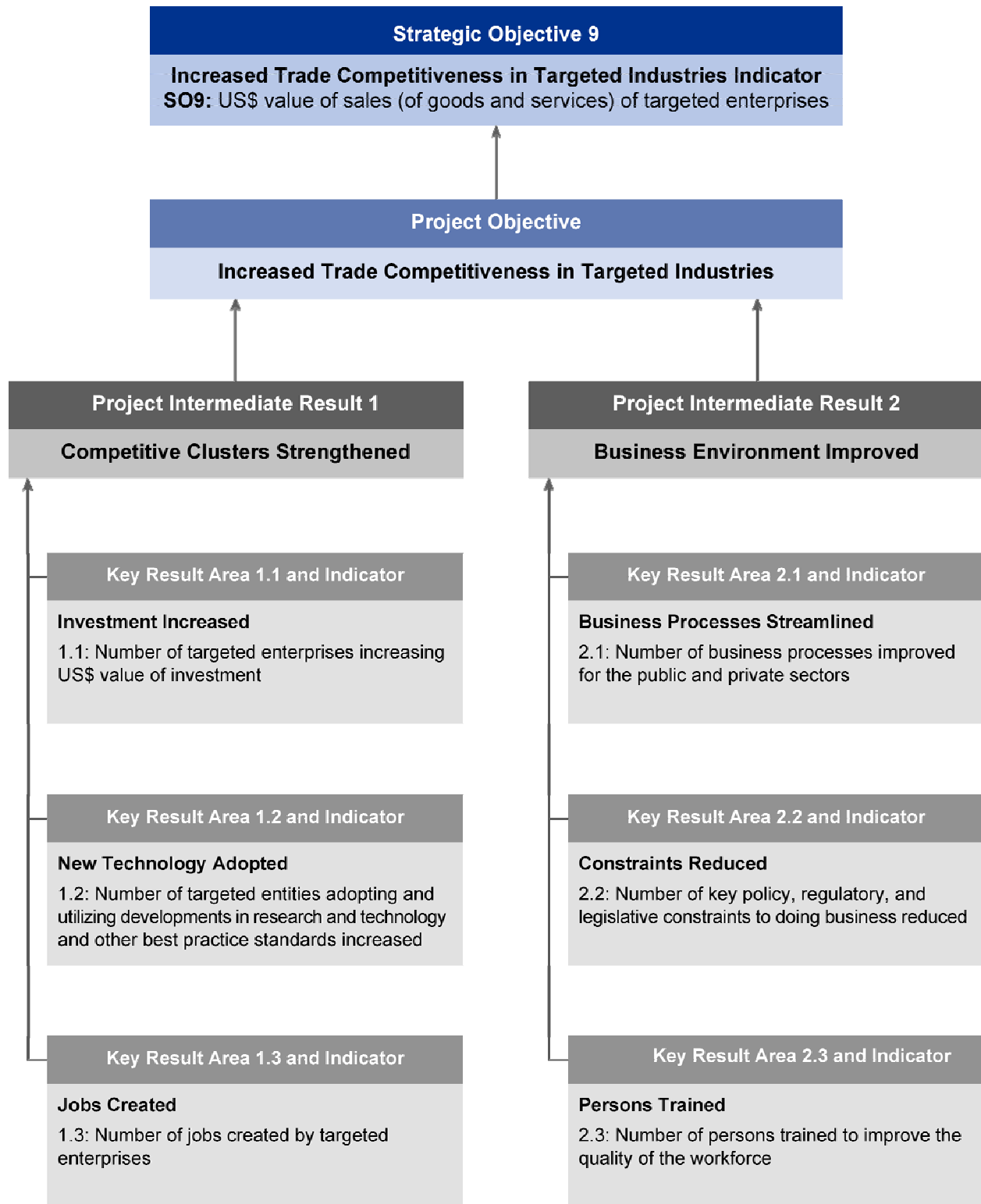
Indicator 2.1: Number of business processes improved for the public and private sectors

Indicator 2.2: Number of key policy, regulatory, and legislative constraints to doing business reduced

Indicator 2.3: Number of persons trained to improve the quality of the workforce

In July of 2006 a Baseline Survey was conducted to collect initial data against which future project results could be measured. Indicators 2.1 and 2.2 were assigned Baseline values based on USAID's information from past projects completed in 2005. The Final Survey was designed to measure project results for the past year, focusing on the key indicators in the Results Framework which could be measured using a survey.

COMMIT RESULTS FRAMEWORK



COMMIT has been on the ground in Jamaica since January 2006. The final COMMIT Work Plan was approved by USAID in mid-April 2006 and cluster work then began in earnest. Over the course of the project COMMIT worked with three clusters: Tourism, Entertainment, and Ornamental Fish. COMMIT also worked with various Jamaican export- and commerce-oriented institutions.

1.2 Project Target Population

The COMMIT Results Framework, as well as the Draft Performance Monitoring Plan (PMP) (submitted for approval on May 5, 2006 and resubmitted on November 13, 2006), identifies targeted enterprises and entities among the intended beneficiaries of COMMIT through its various indicators.

Under its Cluster-Development Intermediate Result, COMMIT worked with existing and nascent organizations in the tourism, entertainment, and ornamental fish sectors. The tourism cluster was embodied in the Unique Jamaica consortium, which had been formed under the auspices of the Jamaica Exporters' Association, while the entertainment cluster work was focused on the recently established Jamaica Signature Beats music professional network. COMMIT worked with the existing Jamaican Ornamental Fish Farmers' Association (JOFFA) to develop a cluster made up of some of JOFFA's small-scale ornamental fish farmers who lived and had farms in the inner-city in and around Kingston. Under the Business Environment Intermediate Results, COMMIT worked with various export and commerce-related organizations, including the Jamaican Chamber of Commerce, the Jamaica Exporters' Association, and others.

1.3 COMMIT Baseline Results and FY2007 Targets

The following table shows the COMMIT Project Indicators, Baseline Values, and FY 2006 and 2007 Targets.

Indicator Number	COMMIT Indicator	Baseline Value (2005)	FY2006 Target	FY2007 Target
SO Indicator	US\$ value of sales (of goods and services) of targeted enterprises	\$57,769 (avg.) \$3,870,492 (total)	N/A	\$59,502 (avg.) \$3,986,607 (total)
Indicator 1.1	Number of targeted enterprises increasing US\$ value of investment	49	N/A	30
Indicator 1.2	Number of targeted entities adopting and utilizing developments in research and technology and other best practice standards	47	N/A	40
Indicator 1.3	Number of jobs created by targeted enterprises	1262	N/A	30
Indicator 2.1	Number of business processes improved for the public and private sectors	1	1	1
Indicator 2.2	Number of key policy, regulatory, and legislative constraints to doing business reduced	4	N/A	1
Indicator 2.3	Number of persons trained to improve the quality of the workforce	600	100	50

These targets will be referenced in the below analysis to demonstrate project success.

1.4 Final Survey Discussion

As discussed, COMMIT was originally envisioned as a three or four year project, with intervention strategies and methodologies tailored to the long-term time frame. Nevertheless, when the project situation was modified during the first six months of the project, strategies were adjusted to suit short-term high-impact interventions. Likewise, many of the indicators and targets in the Results Framework and the PMP were originally suited to long-term results, but were later adjusted to reflect more realistic results based on the adjusted time frame of the project. The purpose of this Final Survey was to collect data that could be both compared to the project Baseline Survey conducted in July 2006, and related to the targets from the Draft PMP.

During the Baseline Survey there were a number of challenges experienced by the project in attempting to collect initial data from beneficiaries, including low rates of overall response, multifaceted and different surveys for the three clusters, and reluctance on the part of respondents to provide 'sensitive' information relating to sales, investment, and employment. The survey period was extended significantly to allow for an education campaign among cluster members and to familiarize beneficiaries with the rationale for the survey and the project. Cluster members were assured that the information collected would be kept confidential and would only be used to help measure success over the upcoming months and years.

COMMIT approached the Final Survey taking into account many of the lessons learned from the Baseline Survey. The approach addressed the following lessons learned:

- *Variation in questionnaires:* The questionnaires for the Final Survey were redesigned to be identical for all respondents, save for two specific questions with regard to business types and investments which varied between clusters, in order to mitigate variation in application.
- *Extraneous information collection:* The questionnaire was also simplified to include only questions relevant to the collection of contact and biographical information and data directly related to the indicators and disaggregating variables.
- *Enumerator capacity:* Three enumerators were hired and trained in the survey instrument, as well as in phone and in-person interview techniques, data entry, and rudimentary data analysis. This would help ensure consistent application of the questionnaires, as well as an efficient use of time given the tight period of implementation for the survey.
- *Respondent confidence and confidentiality:* Each questionnaire included a disclaimer explaining the purpose of the survey, as well as the confidentiality of responses. Furthermore, enumerators were trained to be able to explain this fact explicitly and to provide all reasonable assurances throughout the survey with regard to confidentiality and the collection of financial and employment data.

This approach allowed for efficient collection of relevant data in the most accurate manner possible under the given circumstances. Specifics of the methodological approach will be addressed in the following section.

SECTION II METHODOLOGY

2.1 Survey Methodology

The survey questionnaire was implemented with COMMIT-targeted cluster enterprises in each of the three clusters. Each cluster was surveyed using nearly identical questionnaires, which differed only in two questions relating to business types and technology implementation. Questionnaires were delivered initially by email, and later by fax, if necessary. Phone calls were then made to follow up on the questionnaires and conduct phone interviews. Due to time constraints, COMMIT collected responses over the course of two weeks in late March 2007. Efforts were made to gain a suitable cross-section of cluster members to include large and small businesses, as well as enterprises in all stages of development. With regard to targets, comparable results were available for a limited subset of respondents, due to the different, yet overlapping, samples between the Baseline and Final Surveys.

2.2 Sample Design

Three separate samples were designed for this survey, corresponding to the three clusters targeted by COMMIT. These samples were generated through the combination of the Baseline database (including non-respondents) with current membership lists for the three clusters. Contact information was obtained from contact lists which were maintained by project staff, as well as from attendance sheets generated at cluster plenary and training events. See Annex B for detailed sample information.

2.3 Questionnaire Design

During the Baseline Survey, COMMIT used three different questionnaires for the three separate clusters. This was due largely to stakeholder requests and the combination of the project surveys with ‘membership surveys’ which sought to collect information that was extraneous to COMMIT results reporting for the PMP. During the Final Survey process, the decision was made to simplify the data collection process as much as possible, and questionnaires were designed which were as identical as possible to each other, and collected data according to project indicators in line with the Baseline data. Aggregation factors were also included in the survey to allow for maximum analytical flexibility.

Furthermore, effort was made to alleviate many of the concerns with regard to privacy and proprietary information with an initial disclaimer and statement of purpose which explained the purpose and intended use of the data, as well as affirmation of the confidentiality of the survey data.

The questionnaires encompassed 23 questions and were each two pages in length, ensuring a reasonably short amount of time would be needed to fill out the questionnaire or conduct an interview. Questions were designed to both confirm contact information related to the business and respondent and collect primary data with regard to the project indicators and disaggregation variables. In the event that financial information was not readily provided, respondents were given an alternate option to report ranges for Sales, Cost, and Investment. The COMMIT Final Survey Questionnaires for each cluster can be found in Annex A.

2.4 Data Collection Methodology

COMMIT employed three temporary workers to assist in the collection of data for the Final Survey. These enumerators were hired and trained during the third week of March 2007. Training consisted of an orientation to the COMMIT project, a discussion of basic survey methodology, role-playing interview techniques, and a discussion and practice sessions on database creation, management, and data entry. Following the initial distribution of questionnaires to the entire sample, enumerators contacted respondents directly to conduct questionnaires and entered their data into the database.

Data was collected using the above-described instruments through self-reporting, telephone interviews, and face-to-face interviews, however in differing combinations depending on the cluster. For both Tourism and Entertainment questionnaires were first sent via email. Enumerators then called individual businesses in the sample to follow up, and in some cases sent fax copies or resent the questionnaire by email. In most cases, enumerators were able to conduct an interview over the phone.

For the Ornamental Fish cluster, however, it was also necessary to do face-to-face interviews with respondents due to the limited technological capacity of the target group. Most members of the Ornamental Fish cluster have mobile telephones, but very few have computers, email accounts, or access to a fax machine. Thus, enumerators traveled to communities in and around Kingston where cluster members lived, accompanied by the COMMIT Ornamental Fish Cluster Leader, to conduct interviews directly with respondents.

2.5 Strategies to Ensure Data Quality

Data quality was an issue of significant concern in this survey, given the collection of unaudited financial and employment data and the aforementioned limited confidence from respondents. These threats were addressed to the extent possible through enumerator efforts to ensure confidentiality, as well as additional cross-checking against results reported during the Baseline stage, as well as first-hand knowledge of enterprise results by COMMIT staff. Additionally, with multiple persons collecting information, it was important to ensure that questions were being asked in the same way of the various respondents. This potential challenge was addressed through the training that was conducted with enumerators prior to any interaction with respondents, as well as ongoing quality control efforts throughout the questionnaire application process.

Annex C is a transcription of the Data Quality Assessment Checklist from USAID's Performance Management Toolkit, which includes the various criteria used to assess data quality and a point-by-point assessment of the various threats to data quality and how they were addressed in this survey, if necessary.

2.6 Data Analysis

The results of the survey were collected in a database in Microsoft Excel, which was then used to analyze the data for descriptive statistics. Given that the purpose of the Final Survey is to

provide a context for the discussion of project results in comparison to the Baseline and in light of Targets from the PMP, a true comparative analysis is best achieved by taking a subset of the two respondent samples from the Baseline and Final Surveys. This subset is the group of respondents who completed both the Baseline and Final Surveys, and thus can be reliably compared in this pre/post analysis. While there were 94 respondents for the Baseline Survey, and 90 total respondents for the Final Survey, the number of businesses that completed both surveys was only 49. Furthermore, for the purposes of the comparative analysis, two outlier respondents were excluded. The first is the Kingston Hilton Hotel, which reported vastly different results for the Baseline and the Final Surveys, and the second was Showjam Entertainment, which did not respond to any questions relevant to project indicators. Detail of the sample sizes and response rates are presented in Table 2.1. Where results are reported in United States Dollars (US\$), contemporary exchange rates were used to change raw data results reported in Jamaican Dollars (\$J) to United States Dollars. For the Baseline Survey (2005) the exchange rate used was J\$63.00 to US\$1.00, while for the Final Survey (2006) the exchange rate was J\$65.00 to US\$1.00.

Table 2.1 Sample Size and Response Rates, by Cluster

Cluster	Baseline Survey			Final Survey			Comparison Subset
	Total Sample	Actual Responses	Response Rate	Total Sample	Actual Responses	Response Rate	
Tourism	61	32	52.5%	63	26	41.3%	12
Entertainment	60	26	43.3%	39	17	43.6%	11
Ornamental Fish	65	36	55.4%	65	47	72.3%	24
Total	186	94	50.5%	167	90	53.9%	47

Furthermore, there were differences in the proportion of respondents from the different clusters between the Baseline and Final Surveys, as well as in the Comparison Subset, as seen below in Table 2.2.

Table 2.2 Sample Proportions by Cluster

Cluster	Baseline Survey		Final Survey		Comparison Subset	
	Actual Responses	Proportion	Actual Responses	Proportion	Actual Responses	Proportion
Tourism	32	34.0%	26	28.9%	12	25.5%
Entertainment	26	27.7%	17	18.9%	11	23.4%
Ornamental Fish	36	38.3%	47	52.2%	24	51.1%
Total	94	100.0%	90	100.0%	47	100.0%

The following section will briefly explore some basic demographic findings for the Final Survey, as well as for the comparison sample, in addition to the primary discussion at hand: results for COMMIT’s indicators with regard to project targets.

SECTION III SURVEY RESULTS FOR MEASURED INDICATORS

This section describes the results of the COMMIT Project's Final Survey, with the ultimate aim being to compare data collected in the survey to the targets proposed in the Project's PMP. In order to accomplish that, results for the Baseline and Final Surveys are presented, as well as the comparison subset for firms which responded to both surveys. In order to measure project results against targets, the whole Baseline and Final Survey samples should be used, however, the comparison subset is a useful tool to explore some of the trends among beneficiaries and show how their specific results changed with regard to the COMMIT indicators. Before going into a discussion of the key indicators from the COMMIT Results Framework, however, basic information was collected from respondents who were asked questions as to their gender and level of education. The following are those results, by cluster.

Table 3a. Cluster Gender Ratios

Cluster	Final Survey		Comparison Subset	
	Male (N)	Female (N)	Male (N)	Female (N)
Tourism	14.3% (4)	85.7% (24)	16.7% (2)	83.3% (10)
Entertainment	61.1% (11)	38.9% (7)	63.6% (7)	36.4% (4)
Ornamental Fish	95.7% (45)	4.3% (2)	95.8% (23)	4.2% (1)
Total	64.5% (60)	35.5% (33)	68.1% (32)	31.9% (15)

While roughly twice as many men as women were respondents to the COMMIT Final Survey, the results between clusters vary greatly. The ornamental fish cluster is heavily dominated by men, at nearly 96%, while the tourism cluster is more dominated by women, at nearly 86%. The entertainment cluster falls closer to the middle, although is still dominated by men at just over 61% of respondents. The comparison subset holds to a roughly similar pattern, supporting the conclusion that the Final Survey sample is representative in terms of gender.

Table 3b. Education Level as a Percentage of Cluster Membership among Survey Respondents

Level of Education	Tourism		Entertainment		Ornamental Fish		Total	
	Whole (N=28)	Subset (N=12)	Whole (N=18)	Subset (N=11)	Whole (N=47)	Subset (N=24)	Whole (N=93)	Subset (N=47)
Less Than Secondary	0.0%	0.0%	0.0%	0.0%	12.8%	8.3%	6.5%	4.3%
Secondary School	7.1%	0.0%	16.7%	18.2%	55.3%	66.7%	33.3%	38.3%
Vocational School	0.0%	0.0%	11.1%	18.2%	8.5%	8.3%	6.5%	8.5%
Some College/University	0.0%	0.0%	11.1%	18.2%	2.1%	4.2%	3.2%	6.4%
College/University	53.6%	50.0%	22.2%	18.2%	14.9%	8.3%	28.0%	21.3%
Graduate Degree	39.3%	50.0%	38.9%	27.3%	6.4%	4.2%	22.6%	21.3%

With regard to education, Table 3b shows a roughly similar distribution of education levels among respondents from both the whole sample and the comparative subset, although there is some variation. Particularly interesting, again, is the dichotomy between the tourism and ornamental fish clusters, where education levels in the former are overwhelmingly high, while in the latter cluster the distribution is weighted towards Secondary School, although there are still a significant number which have proceeded to higher levels of education. The entertainment sector, on the other hand, inclines towards higher levels, although in the comparative subset there is a fairly even distribution of respondents who have completed secondary school or higher.

3.1 SO Indicator: US\$ value of sales (of goods and services) of targeted enterprises

In FY2006 COMMIT did not have a target for this indicator; however, the FY 2007 target for this indicator is 3% growth, or \$3,986,607 aggregate and \$59,502 average sales. Results from the Final Survey show that COMMIT exceeded this target in 2006 with 113% growth when comparing whole sample results from the Final Survey (\$8,235,820) to the Baseline (\$3,870,492). Among firms in the comparison sample, aggregate sales grew by 193%—from \$2,094,952 to \$6,133,020—while average sales grew by 179%—from \$51,096 to \$142,628. Growth in the comparison sample was skewed upward by strong results reported by tourism cluster members.

Table 3.1 Sales results among COMMIT-targeted Enterprises by Cluster and Survey

Cluster	Whole Samples		Comparison Subset		
	Baseline Survey (2005)	Final Survey (2006)	Baseline Survey (2005)	Final Survey (2006)	
Tourism	US\$	2,059,524	5,854,494	928,571	4,205,264
	J\$	129,750,000	380,542,140	58,500,000	273,342,140
	N	25	14	11	11
	Average US\$	82,381	418,178	84,416	382,297
	Average J\$	5,190,000	27,181,581	5,318,182	24,849,285
Entertainment	US\$	1,627,937	2,090,803	989,841	1,683,110
	J\$	102,560,000	135,902,178	62,360,000	109,402,178
	N	11	10	6	8
	Average US\$	147,994	209,080	164,974	210,389
	Average J\$	9,323,636	13,590,218	10,393,333	13,675,272
Ornamental Fish	US\$	183,032	290,523	176,540	244,646
	J\$	11,531,000	18,884,000	11,122,000	15,902,000
	N	31	43	24	24
	Average US\$	5,904	6,756	7,356	10,194
	Average J\$	371,968	439,163	463,417	662,583
Total	US\$	3,870,492	8,235,820	2,094,952	6,133,020
	J\$	243,841,000	535,328,318	131,982,000	398,646,318
	N	67	67	41	43
	Average US\$	57,769	122,923	51,096	142,628
	Average J\$	3,639,418	7,989,975	3,219,073	9,270,845

Total reported sales for enterprises surveyed in COMMIT-targeted clusters for 2006 is US\$8,235,820, a 113% increase over the Baseline Survey results of US\$3,870,492. Average sales reported by surveyed enterprises in COMMIT-targeted clusters for 2006 is US\$122,923 (J\$7,989,975), a 120% increase over the Baseline Survey results of US\$57,769 (J\$3,639,418).

3.2 Indicator 1.1: Number of targeted enterprises increasing US\$ value of investment

In FY2006 COMMIT did not have a target for this indicator; however, the FY2007 target for this indicator was 30 targeted enterprises increasing US\$ value of investment. In the entire Final Survey sample, there were 57 enterprises that increased investment, while in the comparison group 35 enterprises increased investment. In both sample sets, the target of 30 was exceeded, with the entire sample from the final survey exceeding the target by 90% and the much-reduced comparison sample still exceeding the target by nearly 17%.

Table 3.2 Investment among COMMIT-targeted Enterprises by Cluster and Survey

Cluster	Whole Samples		Comparison Subset		
	Baseline Survey (2005)	Final Survey (2006)	Baseline Survey (2005)	Final Survey (2006)	
Tourism	N	19	8	9	
	US\$	1,935,032	3,528,277	1,130,556	625,508
	J\$	121,907,000	229,338,000	71,225,000	40,658,000
	Average US\$	101,844	207,546	141,319	69,501
	Average J\$	6,416,158	13,490,471	8,903,125	4,517,556
Entertainment	N	19	10	7	
	US\$	447,762	364,769	301,016	280,154
	J\$	28,209,000	23,710,000	18,964,000	18,210,000
	Average US\$	23,566	40,530	30,102	40,022
	Average J\$	1,484,684	2,634,444	1,896,400	2,601,429
Ornamental Fish	N	11	8	19	
	US\$	7,673	124,513	6,524	110,021
	J\$	483,400	8,093,350	411,000	7,151,350
	Average US\$	698	4,017	815	5,791
	Average J\$	43,945	261,076	51,375	376,387
Total	N	49	26	35	
	US\$	2,390,467	4,017,559	1,438,095	1,015,682
	J\$	150,599,400	261,141,350	90,600,000	66,019,350
	Average US\$	48,785	70,483	55,311	29,019
	Average J\$	3,073,457	4,581,427	3,484,615	1,886,267

The Final Survey aggregate result of 57 is a 16% increase in the number of firms investing versus the Baseline amount of 49, while total and average investment grew by 68% and 44%, respectively between the Baseline and Final Surveys. Total investment among enterprises in COMMIT-targeted clusters for the Baseline and Final Surveys was US\$4,017,559 and

US\$2,390,467, respectively, while average investment per firm was US\$48,785 and US\$70,483, respectively. In the comparison sample, investment value decreased in both the aggregate and on average, although due to the reduced sample size it is more appropriate to look at the whole sample for both the Baseline and Final Surveys in order to make a comparison.

3.3 Indicator 1.2: Number of targeted entities adopting and utilizing developments in research and technology and other best practice standards increased

In FY2006 COMMIT did not have a target for this indicator; however, the FY2007 target for this indicator was for 40 enterprises to adopt and utilize developments in research and technology and other best-practice standards. Results from the COMMIT Final Survey show that 66 enterprises reported adopting new technologies, exceeding this target by 26, or 65%. This is an increase of approximately 40% over the 47 enterprises reporting use of new technologies in the Baseline Survey. Comparison of the Baseline and Final Surveys shows that there was an increase by 88% of the number of new technologies implemented by COMMIT-targeted enterprises (228 in the Final Survey versus 121 in the Baseline Survey), with an average of 3.5 new technologies per firm, versus 2.6 during the Baseline stage, an increase of nearly 35%. Since this indicator is a measure of the number of enterprises reporting a particular activity, the use of the comparison subset in this case is not appropriate given the significantly reduced sample size and concomitant reduction in the number of enterprises which could report results.

Table 3.3 COMMIT-targeted Enterprises' Adoption and Utilization of New Technologies by Cluster and Survey

Cluster		Whole Samples		Comparison Subset	
		Baseline Survey (2005)	Final Survey (2006)	Baseline Survey (2005)	Final Survey (2006)
Tourism	N	22	22	8	10
	Total New Tech	54	61	22.00	22.00
	Average New Tech	2.5	2.8	2.8	2.2
Entertainment	N	14	14	7	8
	Total New Tech	51	51	42.00	14.00
	Average New Tech	3.6	3.6	6.0	1.8
Ornamental Fish	N	11	30	8	18
	Total New Tech	16	116	10.00	31.00
	Average New Tech	1.5	3.9	1.3	1.7
Total	N	47	66	23	36
	Total New Tech	121	228	74	67
	Average New Tech	2.6	3.5	3.2	1.9

Growth results for this indicator are most significant in the Ornamental Fish cluster, which accounted entirely for the difference between the Baseline and Final Surveys with a 173% growth rate in the number of firms implementing new technologies, while average adoptions by firm jumped from 1.5 new technologies to 3.9 new technologies. This speaks strongly to the activities spearheaded by COMMIT in this cluster, which focused directly on the provision of low-cost, high-impact interventions.

3.4 Indicator 1.3: Number of jobs created by targeted enterprises

In FY2006 COMMIT did not have a target for this indicator; however, the FY2007 target is 30 jobs created and or maintained by targeted enterprises. In 2006, COMMIT-targeted enterprises reported employing 1,498 persons, an increase of 236 jobs over 1,262 jobs reported in 2005, or almost 19%. This result exceeds the target by 206 jobs, or 687%. Between the Baseline and Final Surveys the gender ratio went from 47% men and 53% women to approximately 54% men and 46% women. Firms in the Final Survey averaged 16.6 employees, compared to 14.2 employees among firms responding to the Baseline Survey, representing an increase of nearly 17%.

Table 3.4 Employment among COMMIT-targeted Enterprises by Cluster and Survey

Cluster		Whole Samples		Comparison Subset	
		Baseline Survey (2005)	Final Survey (2006)	Baseline Survey (2005)	Final Survey (2006)
Tourism	Jobs	959	1307	327.00	306.00
	Men	439	669	157.00	142.00
	(%)	(45.8%)	(51.2%)	(48.0%)	(46.4%)
	Women	520	638	170.00	164.00
	(%)	(54.2%)	(48.8%)	(52.0%)	(53.6%)
	# of Firms	30	26	12	12
	Average Jobs	32.0	50.3	27.3	25.5
Entertainment	Jobs	169	108	80.00	61.00
	Men	59	73	57.00	37.00
	(%)	(34.9%)	(67.6%)	(71.3%)	(60.7%)
	Women	110	35	23.00	24.00
	(%)	(65.1%)	(32.4%)	(28.8%)	(39.3%)
	# of Firms	24	17	11	11
	Average Jobs	7.0	6.4	7.3	5.5
Ornamental Fish	Jobs	134	83	43.00	44.00
	Men	95	64	31.00	33.00
	(%)	(70.9%)	(77.1%)	(72.1%)	(75.0%)
	Women	39	19	12.00	11.00
	(%)	(29.1%)	(22.9%)	(27.9%)	(25.0%)
	# of Firms	35	47	24	24
	Average Jobs	3.8	1.8	1.8	1.8
Total	Jobs	1,262	1,498	450	411
	Men	593	806	245	212
	(%)	(47.0%)	(53.8%)	(54.4%)	(51.6%)
	Women	669	692	205	199
	(%)	(53.0%)	(46.2%)	(45.6%)	(48.4%)
	# of Firms	89	90	47	47
	Average Jobs	14.2	16.6	9.6	8.7

The comparison sample for this indicator shows a drop in both aggregate and average jobs for all clusters taken together, while the full Baseline and Final Survey results show an increase in both the total aggregate and average results. Upon closer examination of the clusters separately,

respondents from the Tourism and Entertainment Clusters in the comparison sample reported reductions in jobs, while in the whole Baseline and Final samples, reductions in jobs are reported for the Entertainment and Ornamental Fish clusters. The variation in the Tourism and Ornamental Fish samples implies that employment results are not representative, and raises the question of whether the data are accurate, despite best efforts to ensure data quality.

3.5 Indicator 2.3: Number of persons trained in targeted enterprises

The target for this indicator in FY2006 is 100 people trained, and the FY2007 target is 50 people trained. In 2006 COMMIT-targeted enterprises reported that 1,225 employees received training over the course of the year exceeding the target by 3,983%. With regard to COMMIT interventions, the project trained 274 people in 2006, exceeding targets by 83%.

Table 3.5 Persons Trained in COMMIT-targeted Enterprises by Cluster and Survey

Cluster		Whole Samples		Comparison Subset	
		Baseline Survey (2005)	Final Survey (2006)	Baseline Survey (2005)	Final Survey (2006)
Tourism	Total	557	1133	205	164
	Men	245	588	99	77
	(%)	44.0%	51.9%	48.3%	47.0%
	Women	312	545	106	87
	(%)	56.0%	48.1%	51.7%	53.0%
	# of Firms	20	26	12	12
	Average Trained	27.9	43.6	17.1	13.7
Entertainment	Total	32	55	4	22
	Men	21	38	1	13
	(%)	65.6%	69.1%	25.0%	59.1%
	Women	11	17	3	9
	(%)	34.4%	30.9%	75.0%	40.9%
	# of Firms	12	17	11	11
	Average Trained	2.7	3.2	0.4	2.0
Ornamental Fish	Total	11	37	8.00	25.00
	Men	11	35	8.00	23.00
	(%)	100.0%	94.6%	100.0%	92.0%
	Women	0	2	0.00	2.00
	(%)	0.0%	5.4%	0.0%	8.0%
	# of Firms	36	47	24	24
	Average Trained	0.3	0.8	0.3	1.0
Total	Total	600	1225	217	211
	Men	277	661	108	113
	(%)	46.2%	54.0%	49.8%	53.6%
	Women	323	564	109	98
	(%)	53.8%	46.0%	50.2%	46.4%
	# of Firms	68	90	47	47
	Average Trained	8.8	13.6	4.6	4.5

Total number of persons trained in COMMIT-targeted enterprises increased from 600 in 2005 to 1,225 in 2006 representing growth of 104% over the Baseline. The gender ratio of trainees shifted from the Baseline ratio of 46% men and 54% women to 54% men and 46% women in the Final Survey. Average employment among firms grew from 8.8 jobs in the Baseline period to 13.6, an increase of nearly 55%.

SECTION IV OTHER COMMIT BASELINE VALUES

In addition to the above indicators, the COMMIT Results Framework includes two other indicators related to improving the overall business environment, with specific regard to streamlining business processes and reducing constraints to doing business in Jamaica.

4.1 Indicator 2.1: Number of business processes improved for the private and public sectors

The target for this indicator in FY 2006 was one business process improved for the private and public sectors and one in FY2007.

During 2006 COMMIT worked with the Jamaica Chamber of Commerce (JCC) under a grant to improve the business visa process in Jamaica. COMMIT helped bring together various entities from the Government of Jamaica—the Ministry of National Security (Immigration), the Ministry of Labor and Social Security, the Ministry of Foreign Affairs and Foreign Trade, and the Customs Department—as well as key stakeholders from the Private Sector to work towards consensus on a regulatory framework for the business visa process. As a result of these efforts, COMMIT helped in the collection of information with regard to the business visa entry process and the publishing and distribution of 2,000 brochures to educate the public, as well as the posting of the information on the website of the JCC, a key business organization in Jamaica.

In FY2007 COMMIT funded a grant to the JCC to guide Phase II of the creation of the Development and Investment Manual. COMMIT helped the JCC bring together various agencies and entities from the public and private sector to highlight priority areas for future policy interventions. This milestone was a key step in allowing the JCC to move forward with the development of a road map to guide investors and businesses through the process of doing business in Jamaica.

4.2 Indicator 2.2: Number of key policy, regulatory, and legislative constraints to doing business reduced

This indicator did not have a target for FY2006, however for FY2007 the target was one key policy, regulatory, or legislative constraint to doing business reduced. This target was met in FY2007 the grant to the JCC for the implementation of Phase II of the creation of the Development and Investment Manual.

Results for these indicators are further addressed in detail in the COMMIT Final Report as part of the Business Environment section.

Annex A
Questionnaire and Survey Examples

End of Project Survey Questionnaire
USAID/COMMIT
Unique Jamaica - Tourism Cluster

USAID/COMMIT kindly asks your participation in a survey that is intended to measure project results against the Baseline Survey that was conducted during July 2006. Your responses will be kept **strictly confidential** and all results will be reported in the aggregate. Individual information will not be released, and **your privacy will be maintained in the utmost**. This questionnaire is expected to take approximately five (5) minutes of your time to complete. Please answer all questions to the best of your knowledge and ability.

Q#	Question	Response
1	Your Name	
2	Your Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
3	Your Business' Name	
4	Your Business' Address	
5	Your Business' Phone numbers	
6	Your Business' Email Address	
7	Your Business' Website Address	
8	Type of Business [select only one]	<input type="checkbox"/> Hotel (1) <input type="checkbox"/> Restaurant (2) <input type="checkbox"/> Tour Company (3) <input type="checkbox"/> Product /Craft (4) <input type="checkbox"/> Destination / Event (5) <input type="checkbox"/> Other (6) [specify] _____
9	How much did your business have in <u>sales of goods and services</u> during 2006, in Jamaican Dollars? If you are not sure of the amount, please indicate an approximate number.	J\$ _____
10	What was the approximate cost of operating your business during 2006, in Jamaican Dollars?	J\$ _____
11	How many people does your business employ?	# _____
12	How many of your employees are men?	# _____
13	How many of your employees are women?	# _____
14	How many new jobs were created in your business in 2006?	# _____
15	In what communities do your employees reside? Please indicate how many employees reside in each community named.	Name _____ # _____ Name _____ # _____ Name _____ # _____ Name _____ # _____ Name _____ # _____ Name _____ # _____

Project Final Survey Results and Figures

16	How many of your employees were provided training, either on the job or outside for their work in your business, during the past year?	# _____
17	How many of those employees trained were men?	# _____
18	How many of those employees trained were women?	# _____
19	Approximately how much money was invested in your business during 2006, in Jamaican Dollars?	J\$ _____
20	If investments were made, what was the source of funding? [check all that apply]	<input type="checkbox"/> Bank loans (1) <input type="checkbox"/> Grants (2) <input type="checkbox"/> Partner / venture (3) <input type="checkbox"/> Profits / working capital / personal funds (4) <input type="checkbox"/> Other (5) [specify] _____
21	How many new technologies has your firm installed during the past year, and what were they? [New technologies could include telephones, a switchboard system, computers, email, internet access, a wireless network, booking system, office equipment, and power systems, among others. If none enter "0"]	# _____ Types of new technologies: _____ _____ _____ _____
22	Which best describes your position in your business/organization? [select only one]	<input type="checkbox"/> Owner/President/CEO (1) <input type="checkbox"/> Senior Executive (2) <input type="checkbox"/> Manager (3) <input type="checkbox"/> Non-Manager (4) <input type="checkbox"/> Other (5) [specify] _____
23	What is the highest level of education you have completed? [select only one]	<input type="checkbox"/> Less than secondary school (1) <input type="checkbox"/> Secondary school (2) <input type="checkbox"/> Vocational school (3) <input type="checkbox"/> Some college/university (4) <input type="checkbox"/> College/university (5) <input type="checkbox"/> Graduate degree (6)

THANK YOU for your cooperation and assistance.
 Should you have any questions, please do not hesitate to contact:
Benjamin Friedman at USAID/COMMIT
 Tel: 960-9121 or bfriedman@usaidcommit.org

End of Project Survey Questionnaire

USAID/COMMIT

Jamaica Signature Beats – Entertainment Cluster

USAID/COMMIT kindly asks your participation in a survey that is intended to measure project results against the Baseline Survey that was conducted during July 2006. Your responses will be kept **strictly confidential** and all results will be reported in the aggregate. Individual information will not be released, and **your privacy will be maintained in the utmost**. This questionnaire is expected to take approximately ten (10) minutes of your time to complete. Please answer all questions to the best of your knowledge and ability.

Q#	Question	Response
1	Your Name	
2	Your Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
3	Your Business' Name	
4	Your Business' Address	
5	Your Business' Phone numbers	
6	Your Business' Email Address	
7	Your Business' Website Address	
8	Type of Business [select only one]	<input type="checkbox"/> Music production services (1) <input type="checkbox"/> Music studio bookings (2) <input type="checkbox"/> Artists / Musicians (3) <input type="checkbox"/> Film production services (4) <input type="checkbox"/> Marketing / Sales (5) <input type="checkbox"/> Events production services (6) <input type="checkbox"/> Other (7) [specify] _____
9	How much did your business have in <u>sales of goods and services</u> during 2006, in Jamaican Dollars? If you are not sure of the amount, please indicate an approximate number.	J\$ _____
10	What was the approximate cost of operating your business during 2006, in Jamaican Dollars?	J\$ _____
11	How many people does your business employ?	# _____
12	How many of your employees are men?	# _____
13	How many of your employees are women?	# _____
14	How many new jobs were created in your business in 2006?	# _____

Project Final Survey Results and Figures

15	In what communities do your employees reside? Please indicate how many employees reside in each community named.	Name _____ # _____ Name _____ # _____ Name _____ # _____ Name _____ # _____ Name _____ # _____ Name _____ # _____
16	How many of your employees were provided training, either on the job or outside for their work in your business, during the past year?	# _____
17	How many of those employees trained were men?	# _____
18	How many of those employees trained were women?	# _____
19	Approximately how much money was invested in your business during 2006, in Jamaican Dollars?	J\$ _____
20	If investments were made, what was the source of funding? [check all that apply]	<input type="checkbox"/> Bank loans (1) <input type="checkbox"/> Grants (2) <input type="checkbox"/> Partner / venture (3) <input type="checkbox"/> Profits / working capital / personal funds (4) <input type="checkbox"/> Other (5) [specify] _____
21	How many new technologies has your firm installed during the past year, and what were they? [New technologies could include a website, internet, computers, new software, audio or video equipment, communications equipment, etc. If none enter "0"]	# _____ Types of new technologies: _____ _____ _____ _____
22	Which best describes your position in your business/organization? [select only one]	<input type="checkbox"/> Owner/President/CEO (1) <input type="checkbox"/> Senior Executive (2) <input type="checkbox"/> Manager (3) <input type="checkbox"/> Non-Manager (4) <input type="checkbox"/> Other (5) [specify] _____
23	What is the highest level of education you have completed? [select only one]	<input type="checkbox"/> Less than secondary school (1) <input type="checkbox"/> Secondary school (2) <input type="checkbox"/> Vocational school (3) <input type="checkbox"/> Some college/university (4) <input type="checkbox"/> College/university (5) <input type="checkbox"/> Graduate degree (6)

THANK YOU for your cooperation and assistance.
Should you have any questions, please do not hesitate to contact
Benjamin Friedman at USAID/COMMIT
Tel: 960-9121 or bfriedman@usaidcommit.org

End of Project Survey Questionnaire
USAID/COMMIT
Ornamental Fish Cluster

USAID/COMMIT kindly asks your participation in a survey that is intended to measure project results against the Baseline Survey that was conducted during July 2006. Your responses will be kept **strictly confidential** and all results will be reported in the aggregate. Individual information will not be released, and **your privacy will be maintained in the utmost**. This questionnaire is expected to take approximately ten (10) minutes of your time to complete. Please answer all questions to the best of your knowledge and ability.

Q#	Question	Response
1	Your Name	
2	Your Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female
3	Your Business' Name	
4	Your Business' Address	
5	Your Business' Phone numbers	
6	Your Business' Email Address	
7	Your Business' Website Address	
8	Type of Business [select only one]	<input type="checkbox"/> Community Fish Farmer (1) <input type="checkbox"/> Fish farmer (2) <input type="checkbox"/> Pet store(3) <input type="checkbox"/> Supplier / distributor (4) <input type="checkbox"/> Maintenance / service provider (5) <input type="checkbox"/> Other (6) [specify] _____
9	How much did your business have in <u>sales of goods and services</u> during 2006, in Jamaican Dollars? If you are not sure of the amount, please indicate an approximate number.	J\$ _____
10	What was the approximate cost of operating your business during 2006, in Jamaican Dollars?	J\$ _____
11	How many people does your business employ?	# _____
12	How many of your employees are men?	# _____
13	How many of your employees are women?	# _____
14	How many new jobs were created in your business in 2006?	# _____
15	In what communities do your employees reside? Please indicate how many employees reside in each community named.	Name _____ # _____ Name _____ # _____ Name _____ # _____ Name _____ # _____ Name _____ # _____ Name _____ # _____

Project Final Survey Results and Figures

16	How many of your employees were provided training, either on the job or outside for their work in your business, during the past year?	# _____
17	How many of those employees trained were men?	# _____
18	How many of those employees trained were women?	# _____
19	Approximately how much money was invested in your business during 2006, in Jamaican Dollars?	J\$ _____
20	If investments were made, what was the source of funding? [check all that apply]	<input type="checkbox"/> Bank loans (1) <input type="checkbox"/> Grants (2) <input type="checkbox"/> Partner / venture (3) <input type="checkbox"/> Profits / working capital / personal funds (4) <input type="checkbox"/> Other (5) [specify] _____
21	How many new technologies has your firm installed during the past year, and what were they? [New technologies could include water pumps, air pumps, filtration systems, new fish foods, brood stock, computers, and office equipment, among others. If none enter "0"]	# _____ Types of new technologies: _____ _____ _____ _____ _____
22	Which best describes your position in your business/organization? [select only one]	<input type="checkbox"/> Owner/President/CEO (1) <input type="checkbox"/> Senior Executive (2) <input type="checkbox"/> Manager (3) <input type="checkbox"/> Non-Manager (4) <input type="checkbox"/> Other (5) [specify] _____
23	What is the highest level of education you have completed? [select only one]	<input type="checkbox"/> Less than secondary school (1) <input type="checkbox"/> Secondary school (2) <input type="checkbox"/> Vocational school (3) <input type="checkbox"/> Some college/university (4) <input type="checkbox"/> College/university (5) <input type="checkbox"/> Graduate degree (6)

THANK YOU for your cooperation and assistance.
 Should you have any questions, please do not hesitate to contact
Benjamin Friedman at USAID/COMMIT
 Tel: 960-9121 or bfriedman@usaidcommit.org

Annex B
Contact Lists for Sample Universe

Project Final Survey Results and Figures

Entertainment Contact List for Final Survey

Index	Status	Baseline	R_NAME	B_NAME	B_ADDRESS	PHONE	EMAIL	WEBSITE
201	Y	Y	Natalie Thompson	CINECOM	1 fairway Ave.Kingson	9275678	nthomp@cwjamaica.com	N/A
202	Y	Y	Kevin Blake	Iceberg Records	36 Gordon Blvd, Kgn. 6	435-7738	icebergblake@gmail.com	www.reggaestarz.com & www.myspace.com/icebergrecords
203	Y	Y	Andrea Bryan	Grizzly's Entertainment	Dumbarton Ave., Eastwood Pa	926-5567	andrea.bryan@grizzlysent.com	N/A
204	Y	Y	Kizzy-Ann Reynolds	Fat Eyes Production	Dumbarton Ave., Kingston	924-6351	kizzyannr@yahoo.com	N/A
205	Y	Y	Khabhir Bonner	Grillaras Productions	Kingston	860-5203/ 942-3519	messenjah2000@yahoo.com	N/A
206	Y	Y	Hugh Beckford	Jamaica Association of Compos	5Winsor Avenue, Kingston 5	978-3591	jacapgm@cjamaica.com	N/A
207	Y	Y	Alex Foster	Showjam Entertainment	Kingston	952-9511	alexfostershowjam@yahoo.com	www.showjaminc.com
208	Y	Y	Ervin (Alla) Lloyd	Producer/ Menagerie Group	Kingston	376-6436	allasmusic@yahoo.com	N/A
209	Y	Y	Chris Browne	The Official Film Company	West Kings House Road, Kgn.	379-3203/969-1553	filmco@cwjamaica.com	www.ghettalifejamaicas.com
210	Y	Y	Barry O'hare	World-A-Muzik Prod.	Ste. 18, Jack Ruby's Plaza, St.	974-7783/795-0829	bohare@cwjamaica.com	www.myspace.com/barry-ohare
211	Y	Y	Syl Gordon	Cylon Records Distribution/32	321 Molynes Road, P.O box 58	931-1313/ 858-3512	sylgordon@yahoo.com	www.myspace.com/cellblockrecordingstudio
212	Y	N	Merva Dixon	Brickwall Distributors	Hagley Park Road, Kingston	923-5753	brickwalldistributors@hotmail.com	N/A
213	Y	N	Sarah Manley	Ark Production	Norway Terrace Kingston	375-9875	sohmanley@gmail.com	N/A
214	Y	N	Delano Forbes	Phase 3Productions	30-32 Red Hills Rd, Kingston	995474	delano@phrase3prod.com	www.phase3produc.comcccc
215	Y	N	Steven Ventura	M-Phatic Productions	36 Burlington Ave., Kingston	382-8801	celestial@aol.com	N/A
216	Y	N	Lydia Rose	Anchor Recording Company	7 Windsor Ave., Kingston 5	978-2711-5/ F:978-2710	lrose@cwjamaica.com, anchor@cwjamaica.com	www.anchor-recording.com
217	Y	Y	Sharon Burke	Solid Agency Limited	11 Merrivale Close; Kingston 8	755-4042; 969-1119; 307-6792	solidmgmt@cwjamaica.com	www.solidagency.com
218	Y	N	Carlton Grant	Zed Jamaica Ltd.	Suite 13, Technology Innovatio	512-2673-4	carlton@zedjamaica.com	www.zedjamaica.com
219	Not Available	N	Errol Brown	Producer		944-0639	tuffsound@yahoo.com	
220	Not Available	N	Cleveland (Clevie) Browne	Steely & Clevie Productions/RIAJAM		375-1637	kingstonclevie@hotmail.com	
221	Out-of-Service	Y		5B		974-7628		
222	Out-of-Service	Y	Mitchelle Haynes	Visual Marketing		977-5851 839-7519	haystak@kasnet.com	
223	Out-of-Service	Y		Cubemusic		394-0194		
224	Out-of-Service	Y		Arrows Recording				
225	Out-of-Service	Y	K. Barrett	Farms House		926-3068		
226	Out-of-Service	N	Sly Dunbar	Taxi Productions		924-4423	drumbar2001@yahoo.com	
227	Out-of-Service	N	Jon Baker	GeeJam Studios		995-5788	jon@geejam.com	www.geejam.com
228	Out-of-Service	N	Mikie Bennett	EMG (E-logic Music Group)		938-1278	mikiebennett@gmail.com, mikeben2000@hotmail.com	
229	Off Island	N	Glen Browne	Producer - Island Treasure		924-7628 879-5113	itreasure@cwjamaica.com	
230	Off Island	N	Stephen Stewart	Harry J's Recording Studios		927-7332	harryjlegendstudios@yahoo.com	
231	Off Island	N	Rolando "Phanso" Wilson	TUFF Riddim Records/ Gumpton Productions		700-2206, 700-7106, 969-8449	eyeriedread@hotmail.com	
232	Not Interested	Y	Steven Stanley	Steven Stanley Studio/Phistejam	Kingston	920-5647	phistejam@yahoo.com	
233	Not Interested	Y	Hopeton Fullwood	Video Partners	Waltham Ave., Kingston	929-6214	vidpartners@yahoo.com	
234	*	Y	Richard Brown	B-Rich Entertainment/ Shams Ltd				
235	*	Y	Amanda Lopez	Liquid Light Digital	Hillcrest Avenue, Kingston	978-6418	reelwolf@gmail.com	
236	*	N	Lloyd Stanbury	Stanbury & Co., Attorneys/ Caribbean Music Expo		929-4089	lloydstanbury@hotmail.com	
237	Off Island	N	Christopher Birch	Big Yard Productions				
238	*	N	Mitzy Evans	TUFF Gong Studios	Marcus Garvey Drive	923-5814-5	mitzyann2002@yahoo.com	
239	Not Available	N	Rohan Dwyer	B'ak Beat/Groove Box Productions		313-6474 / 361-6982	rohandwyer@yahoo.com	

Ornamental Fish Contact List for Final Survey

Index	Status	Baseline	R_NAME	B_NAME	B_ADDRESS	PHONE	EMAIL	WEBSITE
301	Y	Y	Jermaine McFarlane	N/A	16 Wellside Crescent, Waterhouse,Kgn.11		N/A	N/A
302	Y	Y	Mark Edwards	N/A	1 Wellside Crescent, Waterhouse,Kgn.11	937-3509/457-628	N/A	N/A
303	Y	Y	Winston Lopez	N/A	31 Trinidad Road, Kgn 11	884-5760	N/A	N/A
304	Y	Y	Jermaine Young	N/A	14 St. Lucia Rd, Waterhouse, Kgn 11	890-6845	N/A	N/A
305	Y	Y	Andrew Sankofa	N/A	1 Charlton Ave, Kgn 8	459-5953/383-3454	N/A	N/A
306	Y	N	Leighton Henry	N/A	155 Cumberland Boulevard, Portmore	364-5548	N/A	N/A
307	Y	N	Hentley Allen	Inner City Aquarium & Home Beauty Centre	Lot 1202 Seaview Garden, Kgn 11	937-6694/479-9028	colourfien@hotmail.com	N/A
308	Y	Y	Peter Higgins	N/A	49 Orion Ave, Harbour View.	928-7218/301-4388	N/A	N/A
309	Y	Y	Nimrod Thomas	N/A	Bedward Garden, Papine, Kgn 7	585-9391	N/A	N/A
310	Y	Y	Carlton Mayers	N/A	Bedward Garden, Papine, Kgn 7	549-1875	N/A	N/A
311	Y	Y	Edward Turnbull	N/A	Bedward Garden, Papine, Kgn 7	395-5518	N/A	N/A
312	Y	Y	Glendon DaCosta	N/A	37 Angels Courts, Spanish Town	425-7831	N/A	N/A
313	Y	Y	Andrew Pinto	N/A	Bedward Gardens, kgn 11 (89 Tavern Drive, Kgn 6- mailing)	885-3415	N/A	N/A
314	Y	Y	Robert Lewis	Therapeutic Pet & Pet supplier	4 Burke Rd, Spanish Town	774-8183	N/A	N/A
315	Y	Y	Karen Henry	Joan's Pet Shop	17 1st Ave, West Cumberland, Portmore, St. Catherine	746-7428/3978025	N/A	N/A
316	Y	Y	Oriel Francis	Nature Friend & Ornamental fish services	24 Maple View, Kgn 11	758-3259	oriel@orielfrancis.com	N/A
317	Y	Y	Charles Smith	N/A	798 3rd Ave, West Cumberland, Portmore	341-4275	N/A	N/A
318	Y	Y	Robert Wauchop	N/A	52G Olive Rd, Rockford, Kgn 2.	377-7360	N/A	N/A
319	Y	N	Michael Distant	Distant Tropical	9 Goodwood Terrace	819-7177/9243960	mdistant@cwjamaica.com	N/A
320	Y	N	Vassel Walker	N/A	11 Zinna Close, Old Breiton, Portmore, St.Catherine	842-0997	N/A	N/A
321	Y	Y	Raymond Ashwood	N/A	17 Kinsley Ave, Bridgeport	461-7605	N/A	N/A
322	Y	Y	William Rennalls	Wildlife Features	C/O JBDC 14 Camp Rd. Kgn 4	480-4524	Huckspliff@yahoo.com/ mightygarbageman@hotmail.com	N/A
323	Y	N	David Hylton	Millennium Aquatic Ltd.	Iter Boreale St.Mary	320-6982/393-1911	N/A	N/A
324	Y	Y	Desmond Ellis	Pet's Unlimited	98 Old Hope Rd, Shop #8, Papine Arcade.	978-1221	petsunlimited@yahoo.com	N/A
325	Y	Y	Keith Brown	N/A	12 Doherty Drive, Kgn 7, Papine	792-0571	N/A	N/A
326	Y	Y	Lennox Gordon	Tropical Aquarium	2 Cressar Lane, Old Breiton, Portmore	379-3116	lenlilleog@hotmail.com	N/A
327	Y	Y	Vincent Johnson	N/A	26 Penhold Crescent, Kgn 11	362-1550	N/A	N/A
328	Y	N	Robin Hall	N/A	Elim, St. Elizabeth	963-066/402-9131	robinhall63@yahoo.com	N/A
329	Y	N	Anthony Nelson	N/A	3 Lane tree Rd. Kgn 10	885-9714	N/A	N/A
330	Y	N	Hubert Ivery	N/A	2 Admiral Pen Rd. Kgn. 5	899-8845	N/A	N/A
331	Y	N	Norman Hylton	Norman Tropical	8 Robert Close, Hagley Park Rd.	393-0083	N/A	N/A
332	Y	N	Nicholas Whitely	N/A	9 Angel Ave, Spanish Town	382-2617	N/A	N/A
333	Y	N	Audley Atkinson	N/A	23 White Wing Walk, kgn. 11	385-7825	N/A	N/A
334	Y	Y	Garth Alexander	N/A	Portmore Villa, Gregory Park, Portmore, St. Catherine	808-7164	N/A	N/A
335	Y	Y	Noel Swaby	Swaby's Pet Centre	45 Morning Side Dr. Havendale, Kgn.	920-1641/461-8785	N/A	N/A
336	Y	N	Robert Yap	Tropical Ornamental	Hartland, St. Catherine	997-4771	N/A	N/A
337	Y	N	Christopher White	N/A	48 York Ave, Off Hagley Perk Rd. Seivright Gardens	849-1345	N/A	N/A
338	Y	N	Phillip Hazel	Creative Aquatic Solution	Stewart Castle District, Duncan, Trelawny	326-7379	creativeaquaticsolution@yahoo.com	N/A
339	Y	N	Richard Gayle	Nature Friend & Ornamental fish farmer	13 Golf Terrace, Seivright Gardens	894-6437	N/A	N/A
340	Y	N	Gary Robotham	N/A	Tarronton Park, Off Slipen Rd.	427-5092	N/A	N/A
341	Y	N	Peddy Nesbeth	Mother Nature	St.Catherine	375-1118	N/A	N/A
342	Y	N	Lester Finlayson	Pet Fishes	15 Barbican Rd.	475-7712	N/A	N/A
343	Y	N	Carol Jones	Super Pets & Garden Supply Centre	128 Constant Spring Rd.	969-5184	N/A	N/A
344	Y	N	Paul Lye	N/A	Golden Acre, Red Hills	932-4793/361-2835	N/A	N/A
345	Y	N	Lloyd Davis	Davis' Fishes	37 Mahoe Drive	480-4129	N/A	N/A
346	Y	N	Victor Morgan	N/A	47 Brotherton Ave, Kgn. 13	838-7341	N/A	N/A
347	Y	N	Reynaldo Hamilton	N/A	Oakdane Rd, Off Mahoe Drive, Seivright Gardens	377-7649	N/A	N/A
348	Not Available	N	Alicr Francis	N/A	Seivright Gardens	899-3297	N/A	N/A
349	Not Available	N	Courtney Bennett	N/A	Seivright Gardens	356-8609	N/A	N/A
350	Not Available	N	Basil Nelson	N/A	N/A	927-9139/869-9333	N/A	N/A
351	Not Available	N	Keisha Leyow	N/A	N/A	387-5438/923-4862/307-5551	N/A	N/A
352	Not Available	N	Sheldon Daley	N/A	N/A	942-3648/532-2445	N/A	N/A
353	Not Available	N	Henry Douglas	N/A	N/A	385-8982	N/A	N/A
354	Not Available	N	Trevor Marston	N/A	Papine	473-5126	N/A	N/A
355	Not Available	N	Rohan McCallum	N/A	N/A	345-6712	N/A	N/A
356	Not Available	N	Alicr Hamilton	N/A	N/A	373-1501	N/A	N/A
357	Not Available	N	Earnest Beckford	N/A	N/A	881-0224	N/A	N/A
358	Not Available	N	Garfield Henry	N/A	N/A	479-4570	N/A	N/A
359	Not Available	Y	Anthony Byndloss Sr.	N/A	Cross Roads	967-1679	N/A	N/A
360	Out-of-Service	Y	Marland Simpson	N/A	Cross Roads	799-8301	N/A	N/A
361	Out-of-Service	N	Kenneth Osborne	N/A	N/A	923-3293/49-7225	N/A	N/A
362	Out-of-Service	N	David Spence	N/A	Papine	414-3443	N/A	N/A
363	Not Interested	Y	Andre Madden	N/A	Cross Roads	859-3974	N/A	N/A
364	Not Interested	N	Olivia Fenell	N/A	N/A	968-3991	N/A	N/A
365	Not Available	N	David Sinclair	N/A	N/A	926-6331/820-7501	N/A	N/A

Annex C

Data Quality Assessment Checklists for Measured Indicators

Data Quality Assessment Checklist

Refer to this checklist when the SO team conducts both initial and periodic data quality assessments. The full list does not have to be completed—the SO team may wish to identify the most critical data quality issues for formal or informal assessment.

Name of Strategic Objective: Increased Trade Competitiveness in Targeted Industries

Name of Intermediate Result (if applicable): Competitive Clusters Strengthened

Name of Performance indicator: U.S. Dollar Value of Sales of Targeted Enterprises

Data source(s): Contractor Reports

Partner or contractor who provided the data (if applicable): Chemonics International

Year or period for which the data are being reported: 2006

Is this indicator reported in the Annual Report? (*circle one*) YES NO

Date(s) of assessment:

Location(s) of assessment:

Assessment team members:

<i>For Office Use Only</i>	
SO team leader approval:	
X _____	Date _____
Mission director or delegate approval:	
X _____	Date _____
Copies to:	
Comments	

1. VALIDITY—Do the data adequately represent performance?			
Face Validity	Yes	No	Comments
➤ Is there a solid, logical relation between the activity or program and what is being measured, or are there significant uncontrollable factors?	✓		This depends on the cluster. In the case of the OF cluster, activities had direct impact on sales, however with the Tourism and Entmt clusters there is less of a direct relationship due to the longevity required of cluster activities.
Measurement Error			
➤ Sampling Error (only applies when the data source is a survey)		✓	Sample is not random.
➤ Were samples representative?	✓		All COMMIT-targeted entities in clusters were surveyed
➤ Were the questions in the survey/questionnaire clear, direct, easy to understand?	✓		
➤ If the instrument was self-reporting were adequate instructions provided?	✓		Respondents were provided with a copy of the survey which included clear instructions.
➤ Were response rates sufficiently large?	✓		Total response for the final survey was nearly 54%
➤ Has non-response rate been followed up?	✓		Those not responding were either unavailable, unable to respond, or could not be contacted
➤ Non Sampling Error		✓	Data procedures were strictly followed and checked
➤ Is the data collection instrument well designed?	✓		
➤ Were there incentives for respondents to give incomplete or untruthful information?	✓		With sales data, respondents have an incentive to underreport due to taxation concerns
➤ Are definitions for data to be collected operationally precise?	✓		
➤ Are enumerators well trained? How were they trained? Were they insiders or outsiders? Was there any quality control in the selection process?	✓		Enumerators were trained during one full-day of discussions of survey methodologies and data collection, including lecture, discussion, role-playing exercises, and computer-based exercises. Enumerators were outsiders hired competitively.
➤ Were there efforts to reduce the potential for personal bias by enumerators?	✓		Training of enumerators included avoiding personal bias and the importance of neutrality.
Transcription Error			
➤ What is the data transcription process? Is there potential for error?	✓		Enumerators collected data via phone and filled out a questionnaire for each respondent. Enumerators entered their own data to avoid errors in interpretation.
➤ Are steps being taken to limit transcription error? (e.g., double keying of data for large surveys, electronic edit checking program to clean data, random checks of partner data entered by supervisors)	✓		Data on surveys and in database were spot-checked by supervisor and randomly verified with respondents.
➤ Have data errors been tracked to their original source and mistakes corrected?	✓		

1. VALIDITY—Do the data adequately represent performance?			
	Yes	No	Comments
➤ If raw data need to be manipulated to produce the data required for the indicator:			
➤ Are the correct formulae being applied?	✓		
➤ Are the same formulae applied consistently from year to year, site to site, data source to data source (if data from multiple sources need to be aggregated)?	✓		
➤ Have procedures for dealing with missing data been correctly applied?	✓		Missing data was coded as such in order to distinguish it from zero values
➤ Are final numbers reported accurate? (E.g., does a number reported as a “total” actually add up?)	✓		Any numbers that are totals were collected independently and verified by enumerators
Representativeness of Data			
➤ Is the sample from which the data are drawn representative of the population served by the activity?	✓		The data are drawn from a purposive sample of the targeted population for the activity.
➤ Did all units of the population have an equal chance of being selected for the sample?	✓		All known units of the target population were contacted for the survey.
➤ Is the sampling frame (i.e., the list of units in the target population) up to date? Comprehensive? Mutually exclusive (for geographic frames)		✓	In many cases, contact information was not up-to-date and the survey team had to search for updated information. In some cases no updated information could be located.
➤ Is the sample of adequate size?	✓		Given that this is a purposive sample.
➤ Are the data complete? (i.e., have all data points been recorded?)	✓		Several respondents did not respond to all questions due to preference; these were recorded as missing
Recommendations for improvement:			

2. RELIABILITY—Are data collection processes stable and consistent over time?			
	Yes	No	Comments
Consistency			
➤ Is a consistent data collection process used from year to year, location to location, data source to data source (if data come from different sources)?	✓		The Final Survey mimicked the Baseline Survey methodology to the extent possible and necessary.
➤ Is the same instrument used to collect data from year to year, location to location? If data come from different sources are the instruments similar enough that the reliability of the data are not compromised?	✓		The current instrument was simplified to collect the core data required using the questionnaires from the Baseline
➤ Is the same sampling method used from year to year, location to location, data source to data source?	✓		All cluster members were contacted to complete a questionnaire.
Internal quality control			
➤ Are there procedures to ensure that data are free of significant error and that bias is not introduced?	✓		Enumerators were closely supervised during data collection and entry.
➤ Are there procedures in place for periodic review of data collection, maintenance, and processing?		✓	The project was without a dedicated M&E staff-member
➤ Do these procedures provide for periodic sampling and quality assessment of data?		✓	The project was without a dedicated M&E staff-member
Transparency			
➤ Are data collection, cleaning, analysis, reporting, and quality assessment procedures documented in writing?	✓		Described in the Final Survey report
➤ Are data problems at each level reported to the next level?	✓		Described in the Final Survey report
➤ Are data quality problems clearly described in final reports?	✓		Described in the Final Survey report & discussed in the project final report.
Recommendations for improvement:			

3. TIMELINESS—Are data collected frequently and are they current?			
	Yes	No	Comments
<p>Frequency</p> <ul style="list-style-type: none"> ➤ Are data available on a frequent enough basis to inform program management decisions? ➤ Is a regularized schedule of data collection in place to meet program management needs? <p>Currency</p> <ul style="list-style-type: none"> ➤ Are the data reported in a given timeframe the most current practically available? ➤ Are data from within the policy period of interest? (i.e., are data from a point in time after intervention has begun?) ➤ Are the data reported as soon as possible after collection? ➤ Is the date of collection clearly identified in the report? 	 ✓ ✓ ✓ ✓ ✓	 ✓ ✓ ✓ ✓	Annual data is not sufficient to adjust program issues mid-stream, although it is sufficient for the work-planning process Annual data collection
Recommendations for improvement:			

4. PRECISION—Do the data have an acceptable margin of error?			
	Yes	No	Comments
➤ Is the margin of error less than the expected change being measured?		✓	A random sample would have a margin of error of appx +/- 7%, while the expected change is 3%
➤ Is the margin of error acceptable given the likely management decisions to be affected? (consider the consequences of the program or policy decisions based on the data)		✓	7% margin or error implies a range of 14% between the possible min and max results. Such a range does not provide for sufficiently accurate data from which to make management decisions.
➤ Have targets been set for the acceptable margin of error?		✓	
➤ Has the margin of error been reported along with the data?		✓	
➤ Would an increase in the degree of accuracy be more costly than the increased value of the information?	✓		Given that the sample is purposive based on project-targeted entities, the sample size cannot be increased beyond the funding limitations of the activities
Recommendations for improvement:			

5. INTEGRITY—Are data are free of manipulation?			
	Yes	No	Comments
➤ Are mechanisms in place to reduce the possibility that data are manipulated for political or personal reasons?	✓		Original surveys are maintained on file as reference for the database.
➤ Is there objectivity and independence in key data collection, management, and assessment procedures?	✓		Non-project staff were used to collect, enter, and analyze data
➤ Has there been independent review?		✓	Time constraints limited independent review.
➤ If data is from a secondary source, is USAID management confident in the credibility of the data?			N/A
Recommendations for improvement:			

For indicators for which no recent relevant data are available
If no recent relevant data are available for this indicator, why not?
N/A
What concrete actions are now being undertaken to collect and report this data as soon as possible?
The Final Survey report was delivered in draft form to USAID one month following data collection and analysis. It will also be included in the project Final Report submitted in Final form in June of 2007.
On what date will data be reported?
May 10, 2007

Data Quality Assessment Checklist

Refer to this checklist when the SO team conducts both initial and periodic data quality assessments. The full list does not have to be completed—the SO team may wish to identify the most critical data quality issues for formal or informal assessment.

Name of Strategic Objective: Increased Trade Competitiveness in Targeted Industries

Name of Intermediate Result (if applicable): Competitive Clusters Strengthened

Name of Performance indicator: 1.1 Investment Increased

Data source(s): Contractor Reports

Partner or contractor who provided the data (if applicable): Chemonics International

Year or period for which the data are being reported: 2006

Is this indicator reported in the Annual Report? (*circle one*) YES NO

Date(s) of assessment:

Location(s) of assessment:

Assessment team members:

<i>For Office Use Only</i>	
SO team leader approval:	
X _____	Date _____
Mission director or delegate approval:	
X _____	Date _____
Copies to:	
Comments	

1. VALIDITY—Do the data adequately represent performance?			
Face Validity	Yes	No	Comments
➤ Is there a solid, logical relation between the activity or program and what is being measured, or are there significant uncontrollable factors?		✓	Investment is not directly related to any COMMIT-sponsored activities, but rather this indicator is a proxy for improved competitiveness, which was to be fostered through project activities.
Measurement Error			
➤ Sampling Error (only applies when the data source is a survey)		✓	Sample is not random.
➤ Were samples representative?	✓		All COMMIT-targeted entities in clusters were surveyed
➤ Were the questions in the survey/questionnaire clear, direct, easy to understand?	✓		
➤ If the instrument was self-reporting were adequate instructions provided?	✓		Respondents were provided with a copy of the survey which included clear instructions.
➤ Were response rates sufficiently large?	✓		Total response for the final survey was nearly 54%
➤ Has non-response rate been followed up?	✓		Those not responding were either unavailable, unable to respond, or could not be contacted
➤ Non Sampling Error		✓	Data procedures were strictly followed and checked
➤ Is the data collection instrument well designed?	✓		
➤ Were there incentives for respondents to give incomplete or untruthful information?	✓		With sales data, respondents have an incentive to underreport due to taxation concerns
➤ Are definitions for data to be collected operationally precise?	✓		
➤ Are enumerators well trained? How were they trained? Were they insiders or outsiders? Was there any quality control in the selection process?	✓		Enumerators were trained during one full-day of discussions of survey methodologies and data collection, including lecture, discussion, role-playing exercises, and computer-based exercises. Enumerators were outsiders hired competitively.
➤ Were there efforts to reduce the potential for personal bias by enumerators?	✓		Training of enumerators included avoiding personal bias and the importance of neutrality.
Transcription Error			
➤ What is the data transcription process? Is there potential for error?	✓		Enumerators collected data via phone and filled out a questionnaire for each respondent. Enumerators entered their own data to avoid errors in interpretation.
➤ Are steps being taken to limit transcription error? (e.g., double keying of data for large surveys, electronic edit checking program to clean data, random checks of partner data entered by supervisors)	✓		Data on surveys and in database were spot-checked by supervisor and randomly verified with respondents.
➤ Have data errors been tracked to their original source and mistakes corrected?	✓		

1. VALIDITY—Do the data adequately represent performance?			
	Yes	No	Comments
➤ If raw data need to be manipulated to produce the data required for the indicator:			
➤ Are the correct formulae being applied?	✓		
➤ Are the same formulae applied consistently from year to year, site to site, data source to data source (if data from multiple sources need to be aggregated)?	✓		
➤ Have procedures for dealing with missing data been correctly applied?	✓		Missing data was coded as such in order to distinguish it from zero values
➤ Are final numbers reported accurate? (E.g., does a number reported as a “total” actually add up?)	✓		Any numbers that are totals were collected independently and verified by enumerators
Representativeness of Data			
➤ Is the sample from which the data are drawn representative of the population served by the activity?	✓		The data are drawn from a purposive sample of the targeted population for the activity.
➤ Did all units of the population have an equal chance of being selected for the sample?	✓		All known units of the target population were contacted for the survey.
➤ Is the sampling frame (i.e., the list of units in the target population) up to date? Comprehensive? Mutually exclusive (for geographic frames)		✓	In many cases, contact information was not up-to-date and the survey team had to search for updated information. In some cases no updated information could be located.
➤ Is the sample of adequate size?	✓		Given that this is a purposive sample.
➤ Are the data complete? (i.e., have all data points been recorded?)	✓		Several respondents did not respond to all questions due to preference; these were recorded as missing
Recommendations for improvement:			

2. RELIABILITY—Are data collection processes stable and consistent over time?			
	Yes	No	Comments
Consistency			
➤ Is a consistent data collection process used from year to year, location to location, data source to data source (if data come from different sources)?	✓		The Final Survey mimicked the Baseline Survey methodology to the extent possible and necessary.
➤ Is the same instrument used to collect data from year to year, location to location? If data come from different sources are the instruments similar enough that the reliability of the data are not compromised?	✓		The current instrument was simplified to collect the core data required using the questionnaires from the Baseline
➤ Is the same sampling method used from year to year, location to location, data source to data source?	✓		All cluster members were contacted to complete a questionnaire.
Internal quality control			
➤ Are there procedures to ensure that data are free of significant error and that bias is not introduced?	✓		Enumerators were closely supervised during data collection and entry.
➤ Are there procedures in place for periodic review of data collection, maintenance, and processing?		✓	The project was without a dedicated M&E staff-member
➤ Do these procedures provide for periodic sampling and quality assessment of data?		✓	The project was without a dedicated M&E staff-member
Transparency			
➤ Are data collection, cleaning, analysis, reporting, and quality assessment procedures documented in writing?	✓		Described in the Final Survey report
➤ Are data problems at each level reported to the next level?	✓		Described in the Final Survey report
➤ Are data quality problems clearly described in final reports?	✓		Described in the Final Survey report & discussed in the project final report.
Recommendations for improvement:			

3. TIMELINESS—Are data collected frequently and are they current?			
	Yes	No	Comments
<p>Frequency</p> <ul style="list-style-type: none"> ➤ Are data available on a frequent enough basis to inform program management decisions? ➤ Is a regularized schedule of data collection in place to meet program management needs? <p>Currency</p> <ul style="list-style-type: none"> ➤ Are the data reported in a given timeframe the most current practically available? ➤ Are data from within the policy period of interest? (i.e., are data from a point in time after intervention has begun?) ➤ Are the data reported as soon as possible after collection? ➤ Is the date of collection clearly identified in the report? 	 ✓ ✓ ✓ ✓ ✓	 ✓ ✓ ✓ ✓	Annual data is not sufficient to adjust program issues mid-stream, although it is sufficient for the work-planning process Annual data collection
Recommendations for improvement:			

4. PRECISION—Do the data have an acceptable margin of error?			
	Yes	No	Comments
➤ Is the margin of error less than the expected change being measured?		✓	A random sample would have a margin of error of appx +/- 7%, while the expected change is 3%
➤ Is the margin of error acceptable given the likely management decisions to be affected? (consider the consequences of the program or policy decisions based on the data)		✓	7% margin or error implies a range of 14% between the possible min and max results. Such a range does not provide for sufficiently accurate data from which to make management decisions.
➤ Have targets been set for the acceptable margin of error?		✓	
➤ Has the margin of error been reported along with the data?		✓	
➤ Would an increase in the degree of accuracy be more costly than the increased value of the information?	✓		Given that the sample is purposive based on project-targeted entities, the sample size cannot be increased beyond the funding limitations of the activities
Recommendations for improvement:			

5. INTEGRITY—Are data are free of manipulation?			
	Yes	No	Comments
➤ Are mechanisms in place to reduce the possibility that data are manipulated for political or personal reasons?	✓		Original surveys are maintained on file as reference for the database.
➤ Is there objectivity and independence in key data collection, management, and assessment procedures?	✓		Non-project staff were used to collect, enter, and analyze data
➤ Has there been independent review?		✓	Time constraints limited independent review.
➤ If data is from a secondary source, is USAID management confident in the credibility of the data?			N/A
Recommendations for improvement:			

For indicators for which no recent relevant data are available
If no recent relevant data are available for this indicator, why not? N/A
What concrete actions are now being undertaken to collect and report this data as soon as possible? The Final Survey report was delivered in draft form to USAID one month following data collection and analysis. It will also be included in the project Final Report submitted in Final form in June of 2007.
On what date will data be reported? May 10, 2007

Data Quality Assessment Checklist

Refer to this checklist when the SO team conducts both initial and periodic data quality assessments. The full list does not have to be completed—the SO team may wish to identify the most critical data quality issues for formal or informal assessment.

Name of Strategic Objective: Increased Trade Competitiveness in Targeted Industries

Name of Intermediate Result (if applicable): Competitive Clusters Strengthened

Name of Performance indicator: 1.2 New Technology Adopted

Data source(s): Contractor Reports

Partner or contractor who provided the data (if applicable): Chemonics International

Year or period for which the data are being reported: 2006

Is this indicator reported in the Annual Report? (circle one) YES NO

Date(s) of assessment:

Location(s) of assessment:

Assessment team members:

<i>For Office Use Only</i>	
SO team leader approval:	
X _____	Date _____
Mission director or delegate approval:	
X _____	Date _____
Copies to:	
Comments	

1. VALIDITY—Do the data adequately represent performance?			
Face Validity	Yes	No	Comments
➤ Is there a solid, logical relation between the activity or program and what is being measured, or are there significant uncontrollable factors?	✓		This depends on the cluster. For the Ornamental Fish cluster, the project worked with farmers to implement best practices and new technologies, both through their own efforts as well as project grants.
Measurement Error			
➤ Sampling Error (only applies when the data source is a survey)		✓	Sample is not random.
➤ Were samples representative?	✓		All COMMIT-targeted entities in clusters were surveyed
➤ Were the questions in the survey/questionnaire clear, direct, easy to understand?	✓		
➤ If the instrument was self-reporting were adequate instructions provided?	✓		Respondents were provided with a copy of the survey which included clear instructions.
➤ Were response rates sufficiently large?	✓		Total response for the final survey was nearly 54%
➤ Has non-response rate been followed up?	✓		Those not responding were either unavailable, unable to respond, or could not be contacted
➤ Non Sampling Error		✓	Data procedures were strictly followed and checked
➤ Is the data collection instrument well designed?	✓		
➤ Were there incentives for respondents to give incomplete or untruthful information?	✓		With sales data, respondents have an incentive to underreport due to taxation concerns
➤ Are definitions for data to be collected operationally precise?	✓		
➤ Are enumerators well trained? How were they trained? Were they insiders or outsiders? Was there any quality control in the selection process?	✓		Enumerators were trained during one full-day of discussions of survey methodologies and data collection, including lecture, discussion, role-playing exercises, and computer-based exercises. Enumerators were outsiders hired competitively.
➤ Were there efforts to reduce the potential for personal bias by enumerators?	✓		Training of enumerators included avoiding personal bias and the importance of neutrality.
Transcription Error			
➤ What is the data transcription process? Is there potential for error?	✓		Enumerators collected data via phone and filled out a questionnaire for each respondent. Enumerators entered their own data to avoid errors in interpretation.
➤ Are steps being taken to limit transcription error? (e.g., double keying of data for large surveys, electronic edit checking program to clean data, random checks of partner data entered by supervisors)	✓		Data on surveys and in database were spot-checked by supervisor and randomly verified with respondents.
➤ Have data errors been tracked to their original source and mistakes corrected?	✓		

1. VALIDITY—Do the data adequately represent performance?			
	Yes	No	Comments
If raw data need to be manipulated to produce the data required for the indicator:			
➤ Are the correct formulae being applied?	✓		
➤ Are the same formulae applied consistently from year to year, site to site, data source to data source (if data from multiple sources need to be aggregated)?	✓		
➤ Have procedures for dealing with missing data been correctly applied?	✓		Missing data was coded as such in order to distinguish it from zero values
➤ Are final numbers reported accurate? (E.g., does a number reported as a “total” actually add up?)	✓		Any numbers that are totals were collected independently and verified by enumerators
Representativeness of Data			
➤ Is the sample from which the data are drawn representative of the population served by the activity?	✓		The data are drawn from a purposive sample of the targeted population for the activity.
➤ Did all units of the population have an equal chance of being selected for the sample?	✓		All known units of the target population were contacted for the survey.
➤ Is the sampling frame (i.e., the list of units in the target population) up to date? Comprehensive? Mutually exclusive (for geographic frames)		✓	In many cases, contact information was not up-to-date and the survey team had to search for updated information. In some cases no updated information could be located.
➤ Is the sample of adequate size?	✓		Given that this is a purposive sample.
➤ Are the data complete? (i.e., have all data points been recorded?)	✓		Several respondents did not respond to all questions due to preference; these were recorded as missing
Recommendations for improvement:			

2. RELIABILITY—Are data collection processes stable and consistent over time?			
	Yes	No	Comments
Consistency			
➤ Is a consistent data collection process used from year to year, location to location, data source to data source (if data come from different sources)?	✓		The Final Survey mimicked the Baseline Survey methodology to the extent possible and necessary.
➤ Is the same instrument used to collect data from year to year, location to location? If data come from different sources are the instruments similar enough that the reliability of the data are not compromised?	✓		The current instrument was simplified to collect the core data required using the questionnaires from the Baseline
➤ Is the same sampling method used from year to year, location to location, data source to data source?	✓		All cluster members were contacted to complete a questionnaire.
Internal quality control			
➤ Are there procedures to ensure that data are free of significant error and that bias is not introduced?	✓		Enumerators were closely supervised during data collection and entry.
➤ Are there procedures in place for periodic review of data collection, maintenance, and processing?		✓	The project was without a dedicated M&E staff-member
➤ Do these procedures provide for periodic sampling and quality assessment of data?		✓	The project was without a dedicated M&E staff-member
Transparency			
➤ Are data collection, cleaning, analysis, reporting, and quality assessment procedures documented in writing?	✓		Described in the Final Survey report
➤ Are data problems at each level reported to the next level?	✓		Described in the Final Survey report
➤ Are data quality problems clearly described in final reports?	✓		Described in the Final Survey report & discussed in the project final report.
Recommendations for improvement:			

3. TIMELINESS—Are data collected frequently and are they current?			
	Yes	No	Comments
Frequency ➤ Are data available on a frequent enough basis to inform program management decisions? ➤ Is a regularized schedule of data collection in place to meet program management needs?	✓	✓	Annual data is not sufficient to adjust program issues mid-stream, although it is sufficient for the work-planning process Annual data collection
Currency ➤ Are the data reported in a given timeframe the most current practically available? ➤ Are data from within the policy period of interest? (i.e., are data from a point in time after intervention has begun?) ➤ Are the data reported as soon as possible after collection? ➤ Is the date of collection clearly identified in the report?	✓ ✓ ✓ ✓		
Recommendations for improvement:			

4. PRECISION—Do the data have an acceptable margin of error?			
	Yes	No	Comments
➤ Is the margin of error less than the expected change being measured?		✓	A random sample would have a margin of error of appx +/- 7%, while the expected change is 3%
➤ Is the margin of error acceptable given the likely management decisions to be affected? (consider the consequences of the program or policy decisions based on the data)		✓	7% margin or error implies a range of 14% between the possible min and max results. Such a range does not provide for sufficiently accurate data from which to make management decisions.
➤ Have targets been set for the acceptable margin of error?		✓	
➤ Has the margin of error been reported along with the data?		✓	
➤ Would an increase in the degree of accuracy be more costly than the increased value of the information?	✓		Given that the sample is purposive based on project-targeted entities, the sample size cannot be increased beyond the funding limitations of the activities
Recommendations for improvement:			

5. INTEGRITY—Are data are free of manipulation?			
	Yes	No	Comments
➤ Are mechanisms in place to reduce the possibility that data are manipulated for political or personal reasons?	✓		Original surveys are maintained on file as reference for the database.
➤ Is there objectivity and independence in key data collection, management, and assessment procedures?	✓		Non-project staff were used to collect, enter, and analyze data
➤ Has there been independent review?		✓	Time constraints limited independent review.
➤ If data is from a secondary source, is USAID management confident in the credibility of the data?			N/A
Recommendations for improvement:			

For indicators for which no recent relevant data are available
<p>If no recent relevant data are available for this indicator, why not?</p> <p>N/A</p>
<p>What concrete actions are now being undertaken to collect and report this data as soon as possible?</p> <p>The Final Survey report was delivered in draft form to USAID one month following data collection and analysis. It will also be included in the project Final Report submitted in Final form in June of 2007.</p>
<p>On what date will data be reported?</p> <p>May 10, 2007</p>

Data Quality Assessment Checklist

Refer to this checklist when the SO team conducts both initial and periodic data quality assessments. The full list does not have to be completed—the SO team may wish to identify the most critical data quality issues for formal or informal assessment.

Name of Strategic Objective: Increased Trade Competitiveness in Targeted Industries

Name of Intermediate Result (if applicable): Competitive Clusters Strengthened

Name of Performance indicator: 1.3 Jobs Created

Data source(s): Contractor Reports

Partner or contractor who provided the data (if applicable): Chemonics International

Year or period for which the data are being reported: 2006

Is this indicator reported in the Annual Report? (circle one) YES NO

Date(s) of assessment:

Location(s) of assessment:

Assessment team members:

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SO team leader approval:	
X _____	Date _____
Mission director or delegate approval:	
X _____	Date _____
Copies to:	
Comments	

1. VALIDITY—Do the data adequately represent performance?			
Face Validity	Yes	No	Comments
➤ Is there a solid, logical relation between the activity or program and what is being measured, or are there significant uncontrollable factors?		✓	This is a proxy for enterprise growth and thus increased competitiveness, however the project did not directly impact the number of jobs in targeted enterprises.
Measurement Error			
➤ Sampling Error (only applies when the data source is a survey)		✓	Sample is not random.
➤ Were samples representative?	✓		All COMMIT-targeted entities in clusters were surveyed
➤ Were the questions in the survey/questionnaire clear, direct, easy to understand?	✓		
➤ If the instrument was self-reporting were adequate instructions provided?	✓		Respondents were provided with a copy of the survey which included clear instructions.
➤ Were response rates sufficiently large?	✓		Total response for the final survey was nearly 54%
➤ Has non-response rate been followed up?	✓		Those not responding were either unavailable, unable to respond, or could not be contacted
➤ Non Sampling Error		✓	Data procedures were strictly followed and checked
➤ Is the data collection instrument well designed?	✓		
➤ Were there incentives for respondents to give incomplete or untruthful information?	✓		With sales data, respondents have an incentive to underreport due to taxation concerns
➤ Are definitions for data to be collected operationally precise?	✓		
➤ Are enumerators well trained? How were they trained? Were they insiders or outsiders? Was there any quality control in the selection process?	✓		Enumerators were trained during one full-day of discussions of survey methodologies and data collection, including lecture, discussion, role-playing exercises, and computer-based exercises. Enumerators were outsiders hired competitively.
➤ Were there efforts to reduce the potential for personal bias by enumerators?	✓		Training of enumerators included avoiding personal bias and the importance of neutrality.
Transcription Error			
➤ What is the data transcription process? Is there potential for error?	✓		Enumerators collected data via phone and filled out a questionnaire for each respondent. Enumerators entered their own data to avoid errors in interpretation.
➤ Are steps being taken to limit transcription error? (e.g., double keying of data for large surveys, electronic edit checking program to clean data, random checks of partner data entered by supervisors)	✓		Data on surveys and in database were spot-checked by supervisor and randomly verified with respondents.
➤ Have data errors been tracked to their original source and mistakes corrected?	✓		

1. VALIDITY—Do the data adequately represent performance?			
	Yes	No	Comments
If raw data need to be manipulated to produce the data required for the indicator:			
➤ Are the correct formulae being applied?	✓		
➤ Are the same formulae applied consistently from year to year, site to site, data source to data source (if data from multiple sources need to be aggregated)?	✓		
➤ Have procedures for dealing with missing data been correctly applied?	✓		Missing data was coded as such in order to distinguish it from zero values
➤ Are final numbers reported accurate? (E.g., does a number reported as a “total” actually add up?)	✓		Any numbers that are totals were collected independently and verified by enumerators
Representativeness of Data			
➤ Is the sample from which the data are drawn representative of the population served by the activity?	✓		The data are drawn from a purposive sample of the targeted population for the activity.
➤ Did all units of the population have an equal chance of being selected for the sample?	✓		All known units of the target population were contacted for the survey.
➤ Is the sampling frame (i.e., the list of units in the target population) up to date? Comprehensive? Mutually exclusive (for geographic frames)		✓	In many cases, contact information was not up-to-date and the survey team had to search for updated information. In some cases no updated information could be located.
➤ Is the sample of adequate size?	✓		Given that this is a purposive sample.
➤ Are the data complete? (i.e., have all data points been recorded?)	✓		Several respondents did not respond to all questions due to preference; these were recorded as missing
Recommendations for improvement:			

2. RELIABILITY—Are data collection processes stable and consistent over time?			
	Yes	No	Comments
Consistency			
➤ Is a consistent data collection process used from year to year, location to location, data source to data source (if data come from different sources)?	✓		The Final Survey mimicked the Baseline Survey methodology to the extent possible and necessary.
➤ Is the same instrument used to collect data from year to year, location to location? If data come from different sources are the instruments similar enough that the reliability of the data are not compromised?	✓		The current instrument was simplified to collect the core data required using the questionnaires from the Baseline
➤ Is the same sampling method used from year to year, location to location, data source to data source?	✓		All cluster members were contacted to complete a questionnaire.
Internal quality control			
➤ Are there procedures to ensure that data are free of significant error and that bias is not introduced?	✓		Enumerators were closely supervised during data collection and entry.
➤ Are there procedures in place for periodic review of data collection, maintenance, and processing?		✓	The project was without a dedicated M&E staff-member
➤ Do these procedures provide for periodic sampling and quality assessment of data?		✓	The project was without a dedicated M&E staff-member
Transparency			
➤ Are data collection, cleaning, analysis, reporting, and quality assessment procedures documented in writing?	✓		Described in the Final Survey report
➤ Are data problems at each level reported to the next level?	✓		Described in the Final Survey report
➤ Are data quality problems clearly described in final reports?	✓		Described in the Final Survey report & discussed in the project final report.
Recommendations for improvement:			

3. TIMELINESS—Are data collected frequently and are they current?			
	Yes	No	Comments
<p>Frequency</p> <ul style="list-style-type: none"> ➤ Are data available on a frequent enough basis to inform program management decisions? ➤ Is a regularized schedule of data collection in place to meet program management needs? <p>Currency</p> <ul style="list-style-type: none"> ➤ Are the data reported in a given timeframe the most current practically available? ➤ Are data from within the policy period of interest? (i.e., are data from a point in time after intervention has begun?) ➤ Are the data reported as soon as possible after collection? ➤ Is the date of collection clearly identified in the report? 	 	 	<p>Annual data is not sufficient to adjust program issues mid-stream, although it is sufficient for the work-planning process</p> <p>Annual data collection</p>
Recommendations for improvement:			

4. PRECISION—Do the data have an acceptable margin of error?			
	Yes	No	Comments
➤ Is the margin of error less than the expected change being measured?		✓	A random sample would have a margin of error of appx +/- 7%, while the expected change is 3%
➤ Is the margin of error acceptable given the likely management decisions to be affected? (consider the consequences of the program or policy decisions based on the data)		✓	7% margin or error implies a range of 14% between the possible min and max results. Such a range does not provide for sufficiently accurate data from which to make management decisions.
➤ Have targets been set for the acceptable margin of error?		✓	
➤ Has the margin of error been reported along with the data?		✓	
➤ Would an increase in the degree of accuracy be more costly than the increased value of the information?	✓		Given that the sample is purposive based on project-targeted entities, the sample size cannot be increased beyond the funding limitations of the activities
Recommendations for improvement:			

5. INTEGRITY—Are data are free of manipulation?			
	Yes	No	Comments
➤ Are mechanisms in place to reduce the possibility that data are manipulated for political or personal reasons?	✓		Original surveys are maintained on file as reference for the database.
➤ Is there objectivity and independence in key data collection, management, and assessment procedures?	✓		Non-project staff were used to collect, enter, and analyze data
➤ Has there been independent review?		✓	Time constraints limited independent review.
➤ If data is from a secondary source, is USAID management confident in the credibility of the data?			N/A
Recommendations for improvement:			

For indicators for which no recent relevant data are available
If no recent relevant data are available for this indicator, why not?
N/A
What concrete actions are now being undertaken to collect and report this data as soon as possible?
The Final Survey report was delivered in draft form to USAID one month following data collection and analysis. It will also be included in the project Final Report submitted in Final form in June of 2007.
On what date will data be reported?
May 10, 2007

Data Quality Assessment Checklist

Refer to this checklist when the SO team conducts both initial and periodic data quality assessments. The full list does not have to be completed—the SO team may wish to identify the most critical data quality issues for formal or informal assessment.

Name of Strategic Objective: Increased Trade Competitiveness in Targeted Industries

Name of Intermediate Result (if applicable): Business Environment Improved

Name of Performance indicator: 2.1 Business Processes Streamlined

Data source(s): Contractor Reports

Partner or contractor who provided the data (if applicable): Chemonics International

Year or period for which the data are being reported: 2006

Is this indicator reported in the Annual Report? (*circle one*) YES NO

Date(s) of assessment:

Location(s) of assessment:

Assessment team members:

<i>For Office Use Only</i>	
SO team leader approval:	
X _____	Date _____
Mission director or delegate approval:	
X _____	Date _____
Copies to:	
Comments	

1. VALIDITY—Do the data adequately represent performance?			
	Yes	No	Comments
Face Validity			
➤ Is there a solid, logical relation between the activity or program and what is being measured, or are there significant uncontrollable factors?	✓		The project worked directly with various business entities and associations to streamline certain national-level business processes and procedures.
Measurement Error			
➤ Sampling Error (only applies when the data source is a survey)			N/A
➤ Were samples representative?			N/A
➤ Were the questions in the survey/questionnaire clear, direct, easy to understand?			N/A
➤ If the instrument was self-reporting were adequate instructions provided?			N/A
➤ Were response rates sufficiently large?			N/A
➤ Has non-response rate been followed up?			N/A
➤ Non Sampling Error			N/A
➤ Is the data collection instrument well designed?			N/A
➤ Were there incentives for respondents to give incomplete or untruthful information?			N/A
➤ Are definitions for data to be collected operationally precise?			N/A
➤ Are enumerators well trained? How were they trained? Were they insiders or outsiders? Was there any quality control in the selection process?			N/A
➤ Were there efforts to reduce the potential for personal bias by enumerators?			N/A
➤			
Transcription Error			
➤ What is the data transcription process? Is there potential for error?			N/A
➤ Are steps being taken to limit transcription error? (e.g., double keying of data for large surveys, electronic edit checking program to clean data, random checks of partner data entered by supervisors)			N/A
➤ Have data errors been tracked to their original source and mistakes corrected?			N/A

1. VALIDITY—Do the data adequately represent performance?			
	Yes	No	Comments
If raw data need to be manipulated to produce the data required for the indicator:			
➤ Are the correct formulae being applied?			N/A
➤ Are the same formulae applied consistently from year to year, site to site, data source to data source (if data from multiple sources need to be aggregated)?			N/A
➤ Have procedures for dealing with missing data been correctly applied?			N/A
➤ Are final numbers reported accurate? (E.g., does a number reported as a “total” actually add up?)			N/A
Representativeness of Data			
➤ Is the sample from which the data are drawn representative of the population served by the activity?			N/A
➤ Did all units of the population have an equal chance of being selected for the sample?			N/A
➤ Is the sampling frame (i.e., the list of units in the target population) up to date? Comprehensive? Mutually exclusive (for geographic frames)			N/A
➤ Is the sample of adequate size?			N/A
➤ Are the data complete? (i.e., have all data points been recorded?)			N/A
Recommendations for improvement:			

2. RELIABILITY—Are data collection processes stable and consistent over time?			
	Yes	No	Comments
Consistency			
➤ Is a consistent data collection process used from year to year, location to location, data source to data source (if data come from different sources)?			N/A
➤ Is the same instrument used to collect data from year to year, location to location? If data come from different sources are the instruments similar enough that the reliability of the data are not compromised?			N/A
➤ Is the same sampling method used from year to year, location to location, data source to data source?			N/A
Internal quality control			
➤ Are there procedures to ensure that data are free of significant error and that bias is not introduced?			N/A
➤ Are there procedures in place for periodic review of data collection, maintenance, and processing?			N/A
➤ Do these procedures provide for periodic sampling and quality assessment of data?			N/A
Transparency			
➤ Are data collection, cleaning, analysis, reporting, and quality assessment procedures documented in writing?			N/A
➤ Are data problems at each level reported to the next level?			N/A
➤ Are data quality problems clearly described in final reports?			N/A
Recommendations for improvement:			

3. TIMELINESS—Are data collected frequently and are they current?			
	Yes	No	Comments
Frequency ➤ Are data available on a frequent enough basis to inform program management decisions? ➤ Is a regularized schedule of data collection in place to meet program management needs?			N/A
Currency ➤ Are the data reported in a given timeframe the most current practically available? ➤ Are data from within the policy period of interest? (i.e., are data from a point in time after intervention has begun?) ➤ Are the data reported as soon as possible after collection? ➤ Is the date of collection clearly identified in the report?			N/A
Recommendations for improvement:			

4. PRECISION—Do the data have an acceptable margin of error?			
	Yes	No	Comments
➤ Is the margin of error less than the expected change being measured?			N/A
➤ Is the margin of error acceptable given the likely management decisions to be affected? (consider the consequences of the program or policy decisions based on the data)			N/A
➤ Have targets been set for the acceptable margin of error?			N/A
➤ Has the margin of error been reported along with the data?			N/A
➤ Would an increase in the degree of accuracy be more costly than the increased value of the information?			N/A
Recommendations for improvement:			

5. INTEGRITY—Are data are free of manipulation?			
	Yes	No	Comments
➤ Are mechanisms in place to reduce the possibility that data are manipulated for political or personal reasons?			N/A
➤ Is there objectivity and independence in key data collection, management, and assessment procedures?			N/A
➤ Has there been independent review?			N/A
➤ If data is from a secondary source, is USAID management confident in the credibility of the data?			N/A
Recommendations for improvement:			

For indicators for which no recent relevant data are available
If no recent relevant data are available for this indicator, why not?
N/A
What concrete actions are now being undertaken to collect and report this data as soon as possible?
The Final Survey report was delivered in draft form to USAID one month following data collection and analysis. It will also be included in the project Final Report submitted in Final form in June of 2007.
On what date will data be reported?
May 10, 2007

Data Quality Assessment Checklist

Refer to this checklist when the SO team conducts both initial and periodic data quality assessments. The full list does not have to be completed—the SO team may wish to identify the most critical data quality issues for formal or informal assessment.

Name of Strategic Objective: Increased Trade Competitiveness in Targeted Industries

Name of Intermediate Result (if applicable): Business Environment Improved

Name of Performance indicator: 2.2 Constraints Reduced

Data source(s): Contractor Reports

Partner or contractor who provided the data (if applicable): Chemonics International

Year or period for which the data are being reported: 2006

Is this indicator reported in the Annual Report? (*circle one*) YES NO

Date(s) of assessment:

Location(s) of assessment:

Assessment team members:

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SO team leader approval:	
X _____	Date _____
Mission director or delegate approval:	
X _____	Date _____
Copies to:	
Comments	

1. VALIDITY—Do the data adequately represent performance?			
	Yes	No	Comments
Face Validity			
➤ Is there a solid, logical relation between the activity or program and what is being measured, or are there significant uncontrollable factors?	✓		The project worked directly with various business entities and associations to reduce certain constraints to doing business and investing in Jamaica.
Measurement Error			
➤ Sampling Error (only applies when the data source is a survey)			N/A
➤ Were samples representative?			N/A
➤ Were the questions in the survey/questionnaire clear, direct, easy to understand?			N/A
➤ If the instrument was self-reporting were adequate instructions provided?			N/A
➤ Were response rates sufficiently large?			N/A
➤ Has non-response rate been followed up?			N/A
➤ Non Sampling Error			N/A
➤ Is the data collection instrument well designed?			N/A
➤ Were there incentives for respondents to give incomplete or untruthful information?			N/A
➤ Are definitions for data to be collected operationally precise?			N/A
➤ Are enumerators well trained? How were they trained? Were they insiders or outsiders? Was there any quality control in the selection process?			N/A
➤ Were there efforts to reduce the potential for personal bias by enumerators?			N/A
Transcription Error			
➤ What is the data transcription process? Is there potential for error?			N/A
➤ Are steps being taken to limit transcription error? (e.g., double keying of data for large surveys, electronic edit checking program to clean data, random checks of partner data entered by supervisors)			N/A
➤ Have data errors been tracked to their original source and mistakes corrected?			N/A

1. VALIDITY—Do the data adequately represent performance?			
	Yes	No	Comments
If raw data need to be manipulated to produce the data required for the indicator:			
➤ Are the correct formulae being applied?			N/A
➤ Are the same formulae applied consistently from year to year, site to site, data source to data source (if data from multiple sources need to be aggregated)?			N/A
➤ Have procedures for dealing with missing data been correctly applied?			N/A
➤ Are final numbers reported accurate? (E.g., does a number reported as a “total” actually add up?)			N/A
Representativeness of Data			
➤ Is the sample from which the data are drawn representative of the population served by the activity?			N/A
➤ Did all units of the population have an equal chance of being selected for the sample?			N/A
➤ Is the sampling frame (i.e., the list of units in the target population) up to date? Comprehensive? Mutually exclusive (for geographic frames)			N/A
➤ Is the sample of adequate size?			N/A
➤ Are the data complete? (i.e., have all data points been recorded?)			N/A
Recommendations for improvement:			

2. RELIABILITY—Are data collection processes stable and consistent over time?			
	Yes	No	Comments
Consistency			
➤ Is a consistent data collection process used from year to year, location to location, data source to data source (if data come from different sources)?			N/A
➤ Is the same instrument used to collect data from year to year, location to location? If data come from different sources are the instruments similar enough that the reliability of the data are not compromised?			N/A
➤ Is the same sampling method used from year to year, location to location, data source to data source?			N/A
Internal quality control			
➤ Are there procedures to ensure that data are free of significant error and that bias is not introduced?			N/A
➤ Are there procedures in place for periodic review of data collection, maintenance, and processing?			N/A
➤ Do these procedures provide for periodic sampling and quality assessment of data?			N/A
Transparency			
➤ Are data collection, cleaning, analysis, reporting, and quality assessment procedures documented in writing?			N/A
➤ Are data problems at each level reported to the next level?			N/A
➤ Are data quality problems clearly described in final reports?			N/A
Recommendations for improvement:			

3. TIMELINESS—Are data collected frequently and are they current?			
	Yes	No	Comments
Frequency ➤ Are data available on a frequent enough basis to inform program management decisions? ➤ Is a regularized schedule of data collection in place to meet program management needs?			N/A
Currency ➤ Are the data reported in a given timeframe the most current practically available? ➤ Are data from within the policy period of interest? (i.e., are data from a point in time after intervention has begun?) ➤ Are the data reported as soon as possible after collection? ➤ Is the date of collection clearly identified in the report?			N/A
Recommendations for improvement:			

4. PRECISION—Do the data have an acceptable margin of error?			
	Yes	No	Comments
➤ Is the margin of error less than the expected change being measured?			N/A
➤ Is the margin of error acceptable given the likely management decisions to be affected? (consider the consequences of the program or policy decisions based on the data)			N/A
➤ Have targets been set for the acceptable margin of error?			N/A
➤ Has the margin of error been reported along with the data?			N/A
➤ Would an increase in the degree of accuracy be more costly than the increased value of the information?			N/A
Recommendations for improvement:			

5. INTEGRITY—Are data are free of manipulation?			
	Yes	No	Comments
➤ Are mechanisms in place to reduce the possibility that data are manipulated for political or personal reasons?			N/A
➤ Is there objectivity and independence in key data collection, management, and assessment procedures?			N/A
➤ Has there been independent review?			N/A
➤ If data is from a secondary source, is USAID management confident in the credibility of the data?			N/A
Recommendations for improvement:			

For indicators for which no recent relevant data are available
If no recent relevant data are available for this indicator, why not?
N/A
What concrete actions are now being undertaken to collect and report this data as soon as possible?
The Final Survey report was delivered in draft form to USAID one month following data collection and analysis. It will also be included in the project Final Report submitted in Final form in June of 2007.
On what date will data be reported?
May 10, 2007

Data Quality Assessment Checklist

Refer to this checklist when the SO team conducts both initial and periodic data quality assessments. The full list does not have to be completed—the SO team may wish to identify the most critical data quality issues for formal or informal assessment.

Name of Strategic Objective: Increased Trade Competitiveness in Targeted Industries

Name of Intermediate Result (if applicable): Business Environment Improved

Name of Performance indicator: 2.3 Persons Trained

Data source(s): Contractor Reports

Partner or contractor who provided the data (if applicable): Chemonics International

Year or period for which the data are being reported: 2006

Is this indicator reported in the Annual Report? (circle one) YES NO

Date(s) of assessment:

Location(s) of assessment:

Assessment team members:

<i>For Office Use Only</i>	
SO team leader approval:	
X _____	Date _____
Mission director or delegate approval:	
X _____	Date _____
Copies to:	
Comments	

1. VALIDITY—Do the data adequately represent performance?			
	Yes	No	Comments
Face Validity			
➤ Is there a solid, logical relation between the activity or program and what is being measured, or are there significant uncontrollable factors?	✓		The project directly and indirectly trained targeted-entity employees in a number of different areas. This indicator was also used to measure the number of persons trained in total (including outside of the project purview).
Measurement Error			
➤ Sampling Error (only applies when the data source is a survey)		✓	Sample is not random.
➤ Were samples representative?	✓		All COMMIT-targeted entities in clusters were surveyed
➤ Were the questions in the survey/questionnaire clear, direct, easy to understand?	✓		
➤ If the instrument was self-reporting were adequate instructions provided?	✓		Respondents were provided with a copy of the survey which included clear instructions.
➤ Were response rates sufficiently large?	✓		Total response for the final survey was nearly 54%
➤ Has non-response rate been followed up?	✓		Those not responding were either unavailable, unable to respond, or could not be contacted
➤ Non Sampling Error		✓	Data procedures were strictly followed and checked
➤ Is the data collection instrument well designed?	✓		
➤ Were there incentives for respondents to give incomplete or untruthful information?	✓		With sales data, respondents have an incentive to underreport due to taxation concerns
➤ Are definitions for data to be collected operationally precise?	✓		
➤ Are enumerators well trained? How were they trained? Were they insiders or outsiders? Was there any quality control in the selection process?	✓		Enumerators were trained during one full-day of discussions of survey methodologies and data collection, including lecture, discussion, role-playing exercises, and computer-based exercises. Enumerators were outsiders hired competitively.
➤ Were there efforts to reduce the potential for personal bias by enumerators?	✓		Training of enumerators included avoiding personal bias and the importance of neutrality.
Transcription Error			
➤ What is the data transcription process? Is there potential for error?	✓		Enumerators collected data via phone and filled out a questionnaire for each respondent. Enumerators entered their own data to avoid errors in interpretation.
➤ Are steps being taken to limit transcription error? (e.g., double keying of data for large surveys, electronic edit checking program to clean data, random checks of partner data entered by supervisors)	✓		Data on surveys and in database were spot-checked by supervisor and randomly verified with respondents.
➤ Have data errors been tracked to their original source and mistakes corrected?	✓		

1. VALIDITY—Do the data adequately represent performance?			
	Yes	No	Comments
If raw data need to be manipulated to produce the data required for the indicator:			
➤ Are the correct formulae being applied?	✓		
➤ Are the same formulae applied consistently from year to year, site to site, data source to data source (if data from multiple sources need to be aggregated)?	✓		
➤ Have procedures for dealing with missing data been correctly applied?	✓		Missing data was coded as such in order to distinguish it from zero values
➤ Are final numbers reported accurate? (E.g., does a number reported as a “total” actually add up?)	✓		Any numbers that are totals were collected independently and verified by enumerators
Representativeness of Data			
➤ Is the sample from which the data are drawn representative of the population served by the activity?	✓		The data are drawn from a purposive sample of the targeted population for the activity.
➤ Did all units of the population have an equal chance of being selected for the sample?	✓		All known units of the target population were contacted for the survey.
➤ Is the sampling frame (i.e., the list of units in the target population) up to date? Comprehensive? Mutually exclusive (for geographic frames)		✓	In many cases, contact information was not up-to-date and the survey team had to search for updated information. In some cases no updated information could be located.
➤ Is the sample of adequate size?	✓		Given that this is a purposive sample.
➤ Are the data complete? (i.e., have all data points been recorded?)	✓		Several respondents did not respond to all questions due to preference; these were recorded as missing
Recommendations for improvement:			

2. RELIABILITY—Are data collection processes stable and consistent over time?			
	Yes	No	Comments
Consistency			
➤ Is a consistent data collection process used from year to year, location to location, data source to data source (if data come from different sources)?	✓		The Final Survey mimicked the Baseline Survey methodology to the extent possible and necessary.
➤ Is the same instrument used to collect data from year to year, location to location? If data come from different sources are the instruments similar enough that the reliability of the data are not compromised?	✓		The current instrument was simplified to collect the core data required using the questionnaires from the Baseline
➤ Is the same sampling method used from year to year, location to location, data source to data source?	✓		All cluster members were contacted to complete a questionnaire.
Internal quality control			
➤ Are there procedures to ensure that data are free of significant error and that bias is not introduced?	✓		Enumerators were closely supervised during data collection and entry.
➤ Are there procedures in place for periodic review of data collection, maintenance, and processing?		✓	The project was without a dedicated M&E staff-member
➤ Do these procedures provide for periodic sampling and quality assessment of data?		✓	The project was without a dedicated M&E staff-member
Transparency			
➤ Are data collection, cleaning, analysis, reporting, and quality assessment procedures documented in writing?	✓		Described in the Final Survey report
➤ Are data problems at each level reported to the next level?	✓		Described in the Final Survey report
➤ Are data quality problems clearly described in final reports?	✓		Described in the Final Survey report & discussed in the project final report.
Recommendations for improvement:			

3. TIMELINESS—Are data collected frequently and are they current?			
	Yes	No	Comments
<p>Frequency</p> <ul style="list-style-type: none"> ➤ Are data available on a frequent enough basis to inform program management decisions? ➤ Is a regularized schedule of data collection in place to meet program management needs? <p>Currency</p> <ul style="list-style-type: none"> ➤ Are the data reported in a given timeframe the most current practically available? ➤ Are data from within the policy period of interest? (i.e., are data from a point in time after intervention has begun?) ➤ Are the data reported as soon as possible after collection? ➤ Is the date of collection clearly identified in the report? 	<p>✓</p>	<p>✓</p>	<p>Annual data is not sufficient to adjust program issues mid-stream, although it is sufficient for the work-planning process</p> <p>Annual data collection</p>
<p>Recommendations for improvement:</p>			

4. PRECISION—Do the data have an acceptable margin of error?			
	Yes	No	Comments
<ul style="list-style-type: none"> ➤ Is the margin of error less than the expected change being measured? 		<p>✓</p>	<p>A random sample would have a margin of error of appx +/- 7%, while the expected change is 3%</p>
<ul style="list-style-type: none"> ➤ Is the margin of error acceptable given the likely management decisions to be affected? (consider the consequences of the program or policy decisions based on the data) 		<p>✓</p>	<p>7% margin or error implies a range of 14% between the possible min and max results. Such a range does not provide for sufficiently accurate data from which to make management decisions.</p>
<ul style="list-style-type: none"> ➤ Have targets been set for the acceptable margin of error? 		<p>✓</p>	
<ul style="list-style-type: none"> ➤ Has the margin of error been reported along with the data? 		<p>✓</p>	
<ul style="list-style-type: none"> ➤ Would an increase in the degree of accuracy be more costly than the increased value of the information? 	<p>✓</p>		<p>Given that the sample is purposive based on project-targeted entities, the sample size cannot be increased beyond the funding limitations of the activities</p>
<p>Recommendations for improvement:</p>			

5. INTEGRITY—Are data are free of manipulation?			
	Yes	No	Comments
➤ Are mechanisms in place to reduce the possibility that data are manipulated for political or personal reasons?	✓		Original surveys are maintained on file as reference for the database.
➤ Is there objectivity and independence in key data collection, management, and assessment procedures?	✓		Non-project staff were used to collect, enter, and analyze data
➤ Has there been independent review?		✓	Time constraints limited independent review.
➤ If data is from a secondary source, is USAID management confident in the credibility of the data?			N/A
Recommendations for improvement:			

For indicators for which no recent relevant data are available
If no recent relevant data are available for this indicator, why not?
N/A
What concrete actions are now being undertaken to collect and report this data as soon as possible?
The Final Survey report was delivered in draft form to USAID one month following data collection and analysis. It will also be included in the project Final Report submitted in Final form in June of 2007.
On what date will data be reported?
May 10, 2007

ANNEX C: COMMIT COMPETITIVENESS ACTIVITY FUND

The COMMIT Competitiveness Activity Fund (CAF), of which grants under contract represented a large portion, was designed as a flexible financing mechanism. The CAF allowed the Project to achieve its goals by responding to specific needs and opportunities through targeted interventions: local subcontracts, grants, and specific commodity procurement - within both the business environment and cluster components.

The COMMIT CAF was designed to complement core project activities and contribute to achieving the project objective of increased competitiveness of the Jamaican private sector. The CAF served as a leveraging tool by providing funds for direct interventions as part of larger targeted opportunities, maximizing resources available to Jamaican partners. COMMIT, in close collaboration with USAID, developed a core set of criteria that was used to evaluate funding proposals to guarantee maximum impact and ensure that all activities financed through this mechanism reflect both partner needs and Project goals. Support through CAF awards is provided to public-sector institutions, non-governmental organizations, associations, and businesses whose proposed activities meet COMMIT's eligibility and evaluation criteria, as well as contribute to project results. The mechanism was designed to have maximum flexibility, thus allowing COMMIT to effectively and efficiently respond to the evolving needs of the Project stakeholders, USAID, and the Jamaican economy.

The COMMIT CAF supports a wide range of COMMIT activities through a variety of mechanisms, most notably the three listed below:

1. Collaborating on an activity or provide equipment or supplies as defined in a memorandum of understanding (MOU);
2. Purchasing outputs or products through a fixed price subcontract;
3. Providing assistance/funding for an organization that is proposing an activity which supports the COMMIT Intermediate Results and contributes to the overall mandate of a grantee through a grant.

COMMIT used primarily grants and subcontracts through the CAF and awarded four local subcontracts and twelve grants over the life of the project. In the attached tables, we will list all COMMIT grants and subcontracts and their results.

All of the COMMIT Grants were awarded without open competition to targeted entities uniquely qualified to carry out the activities in question. In many cases, open and competitive bidding was not possible due to the timeframe available for the grant or to the unique nature of the activity required by the grant.

All COMMIT Grants were linked to the project results framework, directly contributed to project results, and were aimed to increase competitiveness in Jamaica through capacity building, cluster development, and improvements to the business environment.

COMMIT GRANTS

Grant No.	Grant Name	Grantee Organization	Grant Objective	Grant Results
1	Improving the Business Visa Process in Jamaica	Jamaica Chamber of Commerce (JCC)	Consultant to draft business visa manual and JCC print 2000 copies of final manual	2000 copies of the Manual "Guide for Business Visitors to Jamaica" produced and disseminated among stakeholder groups
4	Establishment of a Communication Network for Fisher Folk in Jamaica	Jamaica Exporters Association (JEA)	To purchase equipment to complete JBRP grant and install in four different sites to create a radio network for fishermen to increase their ability to handle natural disasters	Additional equipment required to complete the activity procured and distributed to stakeholders. Trainings held for fishermen in all five targeted areas. Communications network established and tested to be fully functional.
5	Design and Installation of a Knowledge and Project Management System (KPMS)	Jamaica Exporters Association (JEA)	Consultant evaluates JEA and purchases appropriate knowledge management software for JEA. Grant also provides a new server for JEA to handle new KMS.	Software and hardware procured for the establishment of the JEA's KPMS. Trainings held for JEA and the establishment of the electronic library and other initiatives implemented.
6	Expansion of JEA Loan Schemes and Creation of Micro Credit Schemes	Jamaica Exporters Association (JEA)	Consultant to assess current loan portfolio and make recommendations for appropriate software upgrades and expansion of existing program. Grant also provides the purchase of this software.	Extensive consultant analysis and recommendations made for the expansion of the current JEA loan portfolio. Loan manual established outlining processes, procedures and regulations, and trainings held for JEA staff members.
7	Upgrade of Jamaica Signature Beats' Website	Jamaica Signature Beats (JSB)	Provides first installment of funding for JSB website upgrade.	JSB website upgraded and content transferred to the new site. Booking engine incorporated into the new site allowing for increased sales and booking agent relationships.
8	Jamaica Signature Beats (JSB) Participation at the MIDEM Fair	Jamaica Signature Beats (JSB)	Provides funding for JSB members to attend MIDEM trade show in France. Marketing materials, travel costs, etc..	JSB members trained in trade fair participation. Trade fair participation and travel sponsored and workshops held to create consistent messaging for participants. Marketing materials designed and produced and booking agent relationships established.

COMMIT GRANTS

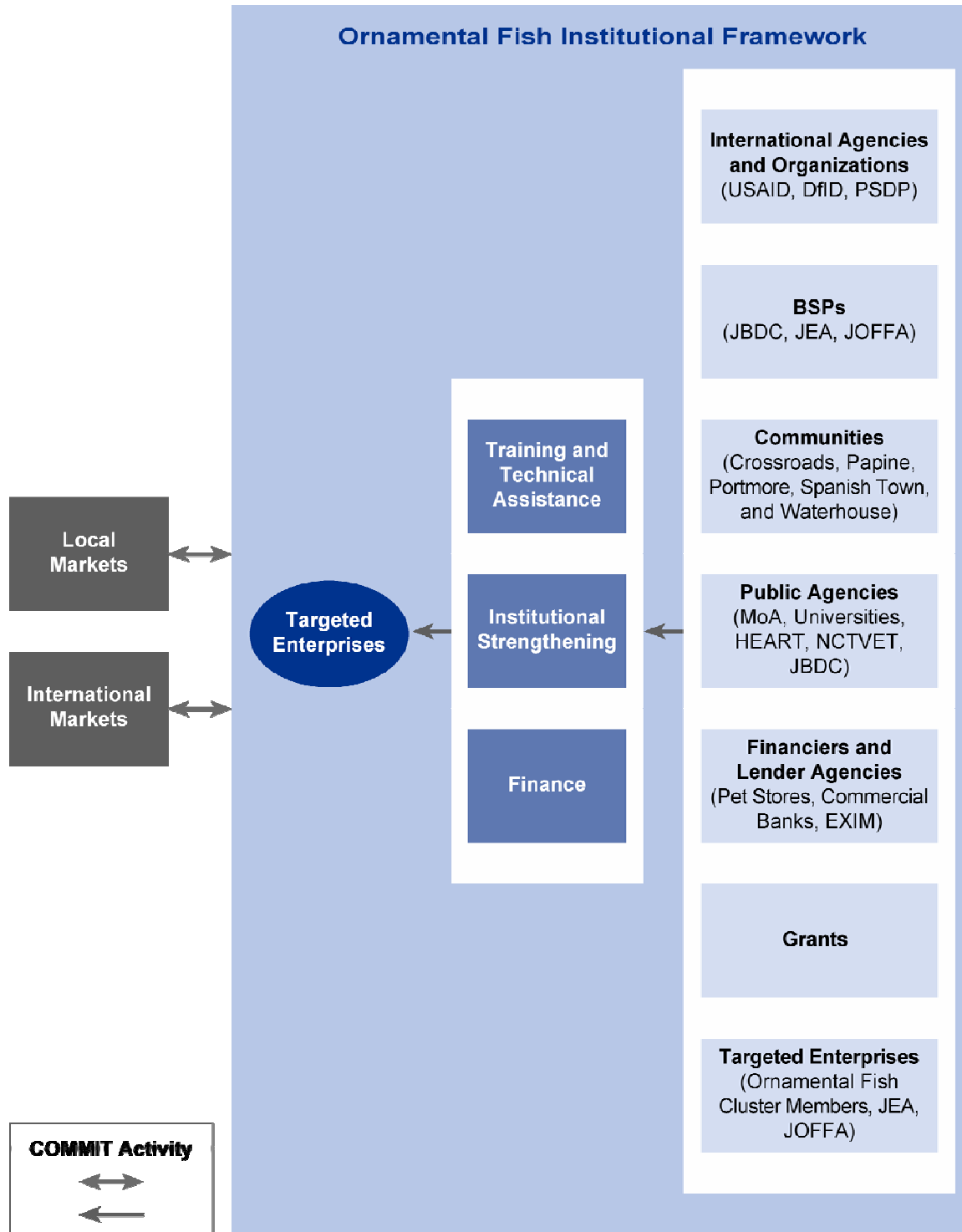
Grant No.	Grant Name	Grantee Organization	Grant Objective	Grant Results
9	JCC Phase Two of the Developers Manual	Jamaica Chamber of Commerce (JCC)	Consultant evaluates the developers and investors manual and identifies priorities for intervention. Creates a roadmap for these priorities for future action, identifying bottlenecks and making policy recommendations.	Phase II completed and six priority areas identified for re-engineering during future phases of this activity.
10	JEA Project Management Training	Jamaica Exporters Association (JEA)	Grant to provide comprehensive PM training for six JEA staff members.	Six JEA staff members trained and certified in project management skills and practices.
11	JEA Accounting Assessment and Assistance	Jamaica Exporters Association (JEA)	Consultant undertakes assessment of JEA accounting department. Provides recommendations for software upgrades and restructuring of department.	Consultant report outlined recommendations for future improvement of accounting department and structure.
13	Distribution and Oversight of Installation of Technical Equipment in Inner-City Ornamental Fish Farms in Jamaica	Jamaica Exporters Association (JEA)	Grant provides equipment for inner city farmers to increase on-farm productivity.	Five farmers given new equipment and technical assistance in installing and maintaining new equipment. Demonstration farms established in each of the five COMMIT communities.
14	Acquisition of Royalties Software for the Jamaica Musical Society (JAMMS)	Jamaica Musical Society (JAMMS)	This grant will provide necessary software for the newly formed JAMMS association.	Royalty software procured and JAMMS staff trained in its use. Full functional royalty collection system established and strengthened.
15	Provision of Equipment to Build the Capacity of the JEA	Jamaica Exporters Association (JEA)	This grant will provide equipment (hardware and software) to build the capacity of the JEA.	Software and hardware procured and delivered to the JEA. JEA staff trained in its application and use and measures put in place to ensure its sustainability.

COMMIT LOCAL SUBCONTRACTS

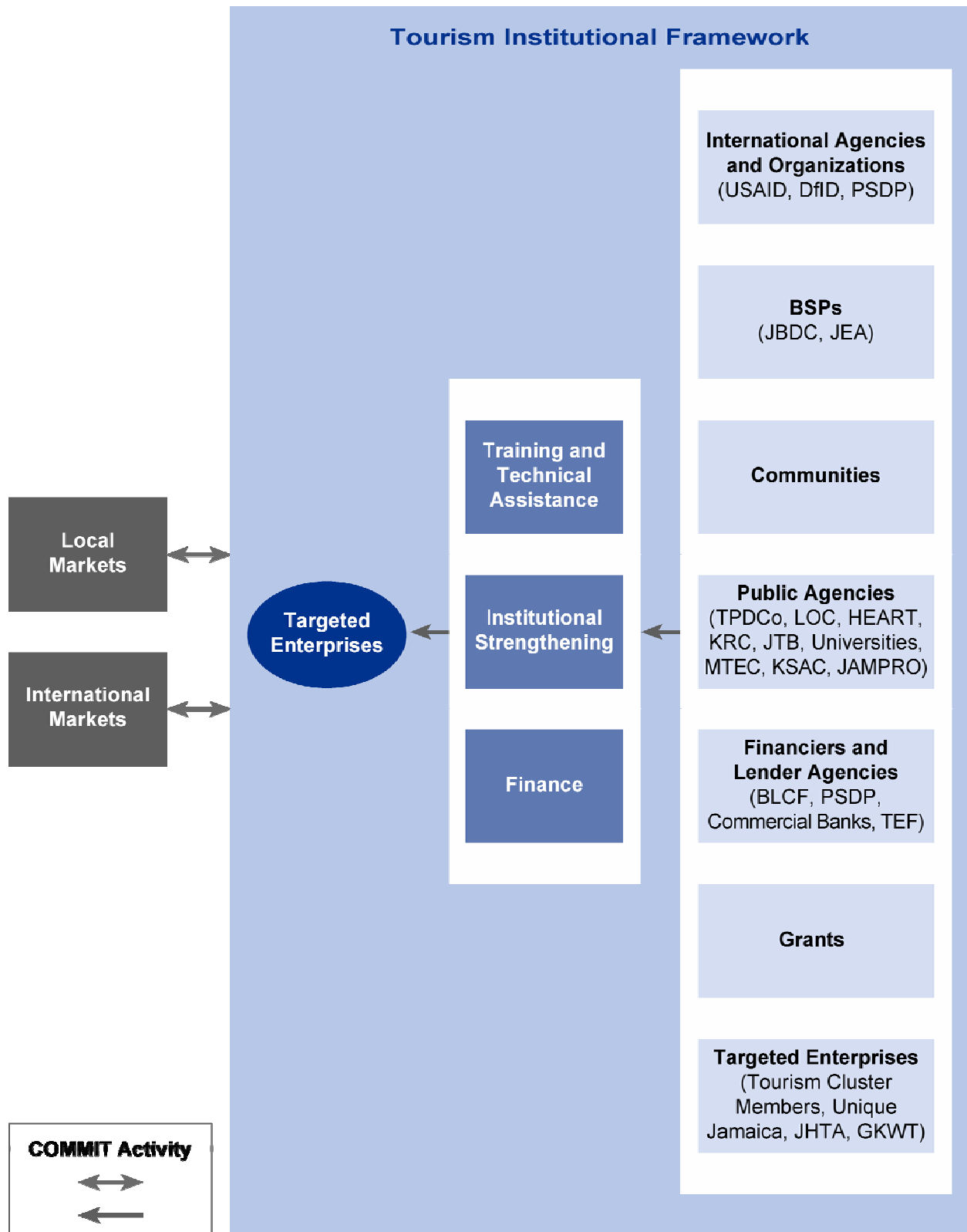
Subcontract Number	Subcontract Name	Subcontractor	Objective	Results
# 001		Competitiveness Company (CC)	To provide cluster support services in areas as outlined in the COMMIT Year 1 Work Plan	OF Market penetration trip planned and completed, OF Equipment Grant supervised, OF STTA coordinated, JSB website upgrade completed, Sound engineer training completed, royalty training completed, UJ Customer service training completed.
# 002	Subcontract #002 - Provision of technical support and services to COMMIT – sponsored clusters	Competitiveness Company (CC)	To provide cluster support services in areas as outlined in the COMMIT Year 2 Work Plan	Local market survey for UJ completed, MIDEM trip planned and coordinated logistically, Royalties grant completed, OF cost of production models completed, JSB and OF strategic retreats planned and facilitated.
# 003	Subcontract #003 - Provision of technical support and services in support of COMMIT Cricket World Cup Activities	Competitiveness Company (CC)	To provide support for COMMIT CWC-related activities	GKWT institutionalized, Table Top exercise coordinated logistically, and equipment procured for LOC and NWA.
# 004	Subcontract #004	AURA Technologies	To provide designs for the JSB website upgrade and to implement the launch of the newly designed website	JSB website upgraded.

ANNEX D: COMMIT CLUSTER INSTITUTIONAL FRAMEWORKS

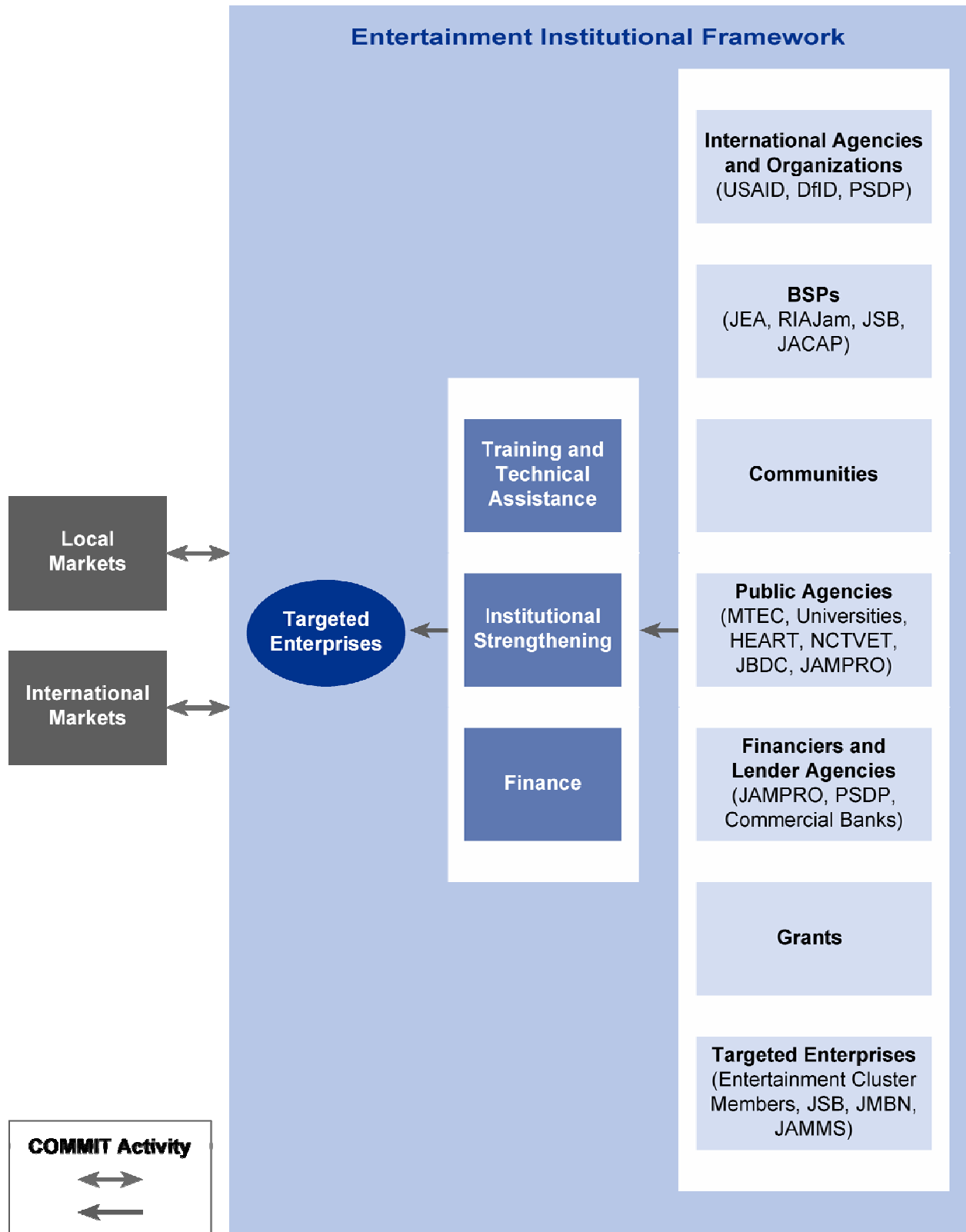
Key Ornamental Fish Stakeholders



Key Tourism Stakeholders



Key Entertainment Stakeholders





SUCCESS STORY

Improving Standards for Inner-City Fish Farms

Farmers Receive Equipment to Help Boost Output



Jermaine McFarlane with his stock of Siamese fighting fish

PHOTO: BENJAMIN FRIEDMAN

Farmers received industry-standard fish tanks, filtering systems, shade cloth, and upgraded dry production houses, all of which will help them increase the quality and quantity of their output.

Kingston is home to some of the toughest neighborhoods in all of the Americas, where poor education, high unemployment, and violent crime are the norm. Many communities lack formal opportunities for employment, and young men are easily recruited into local street gangs.

In order to address these socio-economic problems, the Jamaica Competitiveness, Markets, Investment and Trade (COMMIT) project worked with a group of entrepreneurs who had established informal businesses breeding ornamental fish in their backyards. Many of these entrepreneurs—who are almost all male—learned how to cultivate ornamental fish from their parents or from working with other farmers in the past. Their equipment and materials are often inherited or recycled and are largely improvised: bathtubs, sinks, cement tanks with embedded car windshields, rubber tubing, and plastic tubs and jugs are among the many items used. While ingenious, such equipment makes it very difficult to manage production quality, particularly with regard to cleanliness and fish health. In addition, the actual production process for ornamental fish is much more labor-intensive than it might be if farmers had the appropriate equipment.

“It’s a lot of work raising fish. It takes all of my time,” explained Andrew Pinto, a farmer in Kingston’s Papine community. Mr. Pinto’s farm was one of six selected by the COMMIT project to receive upgrades to equipment through a grant that provided low-cost, high-impact solutions. The ultimate aim of the grant was to help farmers meet industry equipment standards, facilitate increased production and quality levels, and establish model farms to demonstrate cost-effective best-practices.

Targeted farmers received materials to construct an outdoor production space with a large shaded area and a dry shelter for electrical equipment, glass tanks, and customer visits. Farmers were also provided with glass tanks and plastic vats to replace the bathtubs and other improvised containers they used for breeding and showing their products. New recirculation and filtering systems allowed them to increase stocks and reduce operating costs by cutting the amount of time and effort required for daily maintenance.



USAID
FROM THE AMERICAN PEOPLE

JAMAICA

Mark Edwards, a farmer from the Moscow area of the Waterhouse community, is especially enthused about his new, efficient recirculation and filter system. “Now I won’t have to spend all my time cleaning the tanks to keep my fish healthy,” he said. His farm is overhung by a large mango tree, so the increased shade will help reduce the impact of sunlight and falling debris on water quality. Edwards also noted that the newly installed dry area, with its corrugated tin roof, would provide him with a perfect place to market his fish with displays showing photos and prices for customers.

Jermaine McFarlane, a young father who lives across the street from Mr. Edwards, credits his neighbor with introducing him to ornamental fish farming. In a telling conversation, McFarlane explained that not only did fish farming provide him with a solid income to support his family, but that if he were not cultivating fish he would probably be “on the streets getting into a whole heap of trouble.”

While this grant will improve production and quality for six ornamental fish farmers, thereby helping them to meet the high demand in the local market, the spillover effects of this intervention are potentially much more significant. These model farms will set the standard for high-quality ornamental fish production, encourage knowledge-sharing among farmers around Kingston in the inner-city areas, and help to generate a steady supply of product which can then be exported to the more-demanding international market. Furthermore, as Jermaine McFarlane’s experience emphasizes, support for inner-city ornamental fish farmers serves as a clear example that increasing economic opportunities has a direct and positive impact on social problems such as urban violence and poverty.

ANNEX F: SUMMARY OF COMMIT CAPACITY BUILDING:

I. Organizations Targeted Through COMMIT Capacity Building Initiatives

Competitiveness Company (CC)
 Countrystyle Community Tourism Network
 Customs Department
 Greater Kingston Work Team (GKWT)
 Jamaica Business Development Center (JBDC)
 Jamaica Chamber of Commerce (JCC)
 Jamaica Cricket 2007 Limited Local Organizing Committee (LOC)
 Jamaica Exporters' Association (JEA)
 Jamaica Music Business Network Alliance (JMBN)
 Jamaica Music Society (JAMMS)
 Jamaica Ornamental Fish Farmers Association (JOFFA)
 Jamaica Signature Beats (JSB)
 Ministry of National Security (Immigration Department)
 Ministry of Labor and Social Security
 Ministry of Foreign Affairs and Foreign Trade
 National Works Agency (NWA)
 Unique Jamaica (UJ)

II. COMMIT Activities Aimed at Local Capacity Building

COMMIT Activity	Capacity Building Objectives
1. Supported Cricket World Cup (CWC) by institutionalizing the Greater Kingston Work Team (GKWT)	Build institutional capacity of the GKWT
2. Hosted CWC Table Top Exercise	Improve institutional capacity of local GoJ institutions to perform contingency planning and host large-scale international events
3. Provided Equipment for LOC/NWA for traffic monitoring during the CWC	Provide equipment to build capacity of LOC for CWC and NWA for post-CWC
4. Planned International Familiarization (FAM) trip for UJ	Train UJ in necessary steps for successful FAM trips
5. Completed Local Market Strategic Plan and Survey for UJ	Improve UJ capacity to tap into local Jamaican market
6. Completed UJ Marketing Brochure Template	Improve UJ marketing capacity
7. UJ Web Site Optimization	Improve UJ marketing capacity and capacity to make international linkages and bookings
8. Marketing Rep Recruitment for UJ	Improve UJ's ability to tap into the US tourist markets
9. Strategic Retreat for UJ Executive	Improve institutional capacity of UJ Executive
10. UJ Finance and Business Plan Training	Improve financial and administrative capacity of UJ

COMMIT Activity	Capacity Building Objectives
11. Jamaica Business Development Company (JBDC) Finance and Business Plan Training	Improve financial and administrative capacity of JBDC
12. Countrystyle Community Tourism Network Finance and Business Plan Training	Improve financial and administrative capacity of Countrystyle Community Tourism Network
13. UJ Customer Service Training	Improve capacity of UJ members' staff to provide greater customer service in their jobs
14. Initiated JSB Standards Development Process	Improve capacity of JSB to recruit and select qualified candidates
15. Facilitated JSB Strategic Retreat	Improve institutional capacity of JSB
16. Designed and Implemented Sound Engineering Training	Improve capacity and skills of JSB members
17. Designed and Implemented JSB Finance and Business Plan Training	Improve financial and administrative capacity of JSB members
18. Facilitated Intellectual Property (IP) and Royalties Workshop for JSB	Improve capacity of JSB members to collect royalties and to protect their IP
19. JSB Website Upgrade	Improve JSB marketing capacity and capacity to make international linkages and bookings
20. MIDEM Network of Booking Agents Established	Improve JSB capacity for international sales
21. Designed Marketing Materials for JSB	Improve JSB marketing capacity
22. MIDEM Training Series	Improve capacity of JSB members for negotiations, reaching consensus, and trade fair participation
23. Completed Business Plan for Jamaica Music Business Network Alliance (JMBN)	Improve institutional capacity of JMBN
24. Trained Jamaica Music Society (JAMMS) in Royalty Collection and Procured Software for Royalty Collections	Improve institutional and technological capacity of JAMMS
25. Cost of Production Model	Improve capacity of the OF industry to attract funding and to perform financial projections
26. Market & Strategic Plan for OF Industry	Improve institutional capacity of the ornamental fish industry
27. National Ornamental Fish Expo (NOFE) Participation	Improve financial and marketing capacity of inner-city ornamental fish farmers and of Jamaican Ornamental Fish Farmers Association (JOFFA)
28. Consolidator Business Plan	Improve capacity of the OF industry to attract funding and potential consolidators
29. Intervention-Based Technical Assistance for Farmers	Improve productive and technological capacity of ornamental fish farmers
30. Equipment for Inner-City Farmers	Improve productive and technological capacity of ornamental fish farmers
31. Farmer to Farmer (F2F) Technical Assistance	Improve productive and technological capacity of ornamental fish farmers
32. Joint Buying Program Pilot	Improve OF cluster capacity to conduct cost-saving procurements
33. Industry Strategic Retreat	Improve institutional capacity of the ornamental fish industry

COMMIT Activity	Capacity Building Objectives
34. JCC Grant to Improve the Business Visa Process in Jamaica	Improve JCC's capacity to design and implement large-scale activities to improve the business environment in Jamaica
35. JCC Business Visa Grant GoJ Interagency Cooperation	Improve capacity of GoJ Ministries to work together to achieve results
36. JEA Grant to Establish a Communication Network for Fisher Folk in Jamaica	Improve technological capacity of local fisher folk to respond to natural disasters
37. Design and Installation of a Knowledge and Project Management System (KPMS) for the JEA	Improve JEA's technological and managerial capacity
38. Expansion of JEA Loan Schemes and Creation of Micro Credit Schemes	Improve JEA capacity to provide loan and micro credit services
39. Upgrade of Jamaica Signature Beats' Website	Improve JSB's marketing and booking capacity
40. JCC Phase Two of the Developers Manual Grant	Improve JCC's capacity to design and implement large-scale activities to improve the business environment in Jamaica
41. JCC Developers Manual Grant GoJ Interagency Cooperation	Improve capacity of GoJ Ministries to work together to achieve results
42. JEA Project Management Training Grant	Improve JEA's project management capacity
43. JEA Accounting Assessment and Assistance Grant	Improve JEA's accounting, management and financial capacity
44. Provision of Equipment to Build the Capacity of the JEA	Improve JEA's technological capacity
45. Subcontracting with the Competitiveness Company (CC)	Improve management, financial, and administrative capacity of the CC
46. Transition Workshop for the CC	Improve capacity of the CC to act as a subcontractor and to work more closely with USAID
47. JEA Organizational Audit	Improve the JEA's organizational capacity
48. JEA Strategic Planning	Improve the JEA's strategic planning capacity
49. Preparing JEA for COMMIT Grants	Improve the capacity of the JEA to effectively respond to solicitation documents for future funding
50. Financial Training for JEA and CC	Improve the financial auditing capabilities of the JEA and the CC to enable them to bid for future work and provide comprehensive budgets

Annex G: COMMIT IN-COUNTRY TRAININGS

MONTH	NAME OF TRAINING INITIATIVE	PARTNER ORG.	NUMBER OF PERSONS TRAINED	DESCRIPTION OF TRAINING
July 2006 – August 2006	Basic Accounting	Ornamental Fish Cluster participants	20 trained	Ornamental Fish business plan and accounting training.
July 2006	Business Plan/ Accounting	Countrystyle Community Tourism Network	15 trained	Crafts business plan and accounting training for south coast (Mandeville).
July 2006	Business Plan/ Accounting	Unique Jamaica and JHTA participants, HEART facilitation assistance	13 trained	UJ and JHTA business plan and accounting training.
July 2006	Business Plan/ Accounting	JSB participants, HEART facilitation Assistance	6 trained	JSB business plan and accounting training.
July 2006	Business Plan/ Accounting	JBDCo craftspersons, HEART facilitation assistance	15 trained	Crafts business plan and accounting training with JBDCo.
September 2006	JSB IP/ Royalty training	JSB and music industry participants, JACAP facilitation assistance	75 trained	Review of JACAP procedures for collecting royalties internationally for the 900+ members.
September 2006	Sound Engineering Training	JSB and music industry participants	130 trained	Two-day session on analog and digital sound engineer training for (current and potential) JSB members.
TOTAL TRAINED Y1			274	
October 2006	STTA On Farm TA	OF Farmers	25 trained	On farm individual visits and demonstrations by experts, along with recommendations for improving systems and trainings on implementing recommendations.
November 2006	OF Plenary Workshops	OF Farmers	55 Trained	Plenary meeting where FtF experts held seminars on fish food, improving water quality, and fish health management.
November 2006	STTA On Farm TA	OF Farmers	6 Trained	In depth training and analysis of current farm set-up in anticipation of future grant activity. Training in farm improvement techniques and low cost measures to improve productivity.
December 2006	FtF On Farm Training	OF Farmers	14 Trained	On farm individual visits and demonstrations by experts, along with recommendations for improving systems and trainings on implementing recommendations.
January 2007	MIDEM Participation	JSB	3 Trained	JSB members received trade show preparation training as well as coaching and follow-up training at MIDEM.
Anticipated March 2007	UJ Cust. Service Training	UJ	49 Trained	UJ member staff received comprehensive customer service training held in Kingston and Montego Bay. Training curriculum was custom designed to fit their needs.
Anticipated February 2007	JEA Project Management Training	JEA	6 Trained	JEA staff were trained in project management and received a certification for the successful completion of the course.
Anticipated March 2007	Royalties Software Training	JAMMS	2 Trained	JAMMS staff were trained in the use of royalties software. This software will allow for the collection of Jamaican royalties abroad.
TOTAL TRAINED TO DATE Y2			160	
TOTAL Trained Life of Project			434	

ANNEX H: COMMIT COUNTERPART CONTRIBUTIONS

Local Partner	Total Grant or Subcontract Amount US\$	Partner Contribution US\$	Third Party Contribution US\$*
Jamaica Chamber of Commerce (JCC)	\$32,266	\$95,817	\$7,401
Jamaica Exporters' Association (JEA)	\$185,026	\$10,472	N/A
Jamaica Musical Society (JAMMS)	\$8,262	\$2,080	N/A
Jamaica Signature Beats (JSB)	\$14,547	\$7,343	\$5,319
Competitiveness Company (CC)	\$112,692	N/A	N/A
Berbick Graham Associates (BGA)	\$2,430	N/A	N/A
Department for International Development (DfID)**	N/A	\$443,324	N/A
Private Sector Development Program (PSDP)	N/A	\$1,750	N/A
JAMPRO	N/A	\$2,300	N/A
JOFFA	N/A	\$4,338	N/A
GoJ***	N/A	\$12,905	N/A

*Includes amounts as calculated and reported by COMMIT grantees.

**Includes estimates of in-kind DfID contributions for the salaries and indirect costs for the Competitiveness Company Advisors and Director. DfID covered these costs for COMMIT under a cost sharing agreement.

***Includes estimates of in-kind contributions from: the Bureau of Standards, Civil Aviation, Factories Corporation, Jamaica Bauxite Institute, Jamaica Customs, Jamaica Public Service, JAMPRO, Meteorological Office, Ministry of Agriculture, Ministry of Education, Ministry of Foreign Affairs, Ministry of Health, Ministry of Immigration, Ministry of Industry & Commerce, Ministry of Labour & Social Security, Ministry of Land & Environment, Ministry of Local Government, Ministry of Water & Housing, National Environment & Planning Agency, National Irrigation Commission, National Land Agency, National Solid Waste Management Authority, National Water Commission, National Works Agency, Office of Disaster Preparedness & Emergency Management, Social Development Commission, Spectrum Management Authority, Tourism Product Development Company, Water Resources Authority.