

## The Challenge

Jamaica's economy remains fragile and susceptible to external economic shocks and natural disasters such as Hurricane Ivan in 2004. The challenge of managing the risk of economic shocks puts a premium on sound economic fundamentals and on the Government of Jamaica (GOJ) continuing the prudent macroeconomic and financial policies that it has adopted in recent years. Structural reforms are necessary to reduce the economy's vulnerability to external shocks, create employment generating growth, and to reverse Jamaica's declining economic competitiveness. Factors that have to be tackled include rising real wages relative to outpacing productivity, public sector debt crowding out credit for private investment, inadequately maintained infrastructure, declining social services, and high crime and violence which raise the cost of doing business and dissuade investments. Over the longer term, Jamaica needs to increase investment in human capital, especially for quality education.

## Objectives, Sectors and Workforce

Mission Director: Karen Turner

MCA Status: Currently Not Eligible

PEPFAR Focus Country: No

Provided or Received Services From Other Missions: Received

### Program Budget (Appropriations by Objective)

	FY 2004 (\$000)	FY 2005 (\$000)	FY 2006 (\$000)	FY 2007 (\$000)	Percent Change FY 04-07	2005 SO Performance Score	Direct SO Admin. Cost Ratio
532-002 Sustainable Improvement of Natural Resources	3,957	0	0	0	N/A	1.33 Exceeded	N/A
532-003 Improved Reproductive Health	3,488	0	0	0	N/A	N/A	N/A
532-004 Improving Education Quality in Jamaica	4,677	0	0	0	N/A	1.46 Exceeded	N/A
532-006 Enhancing Business Development in Jamaica	2,210	0	0	0	N/A	1.61 Exceeded	N/A
532-008 Strengthening Democracy and Governance in	2,599	1,522	0	0	N/A	1.32 Exceeded	0.06
532-009 Economic Growth	717	2,574	1,428	0	N/A		0.41
532-010 Environment	0	4,224	2,246	2,269	N/A	N/A	0.24
532-011 Health	1,133	4,542	4,472	2,810	148.0%		0.22
532-012 Education	0	2,980	3,430	3,285	N/A	N/A	0.32
532-013 Democracy and Governance	0	1,103	2,475	1,837	N/A	N/A	0.71
532-014 Disaster Rehabilitation and Preparedness	0	18,000	0	0	N/A	N/A	0.04
<b>Country Total</b>	<b>18,781</b>	<b>34,945</b>	<b>14,051</b>	<b>10,201</b>	<b>-45.7%</b>		

### Program Budget (Appropriations by Account)

	FY 2004 (\$000)	FY 2005 (\$000)	FY 2006 (\$000)	FY 2007 (\$000)	Percent Change FY 04-07
Child Survival and Health Programs Fund	4,621	4,542	4,472	2,810	-39.2%
Development Assistance	14,160	12,403	9,579	7,391	-47.8%
International Disaster and Famine Assistance	0	18,000	0	0	N/A
<b>Total</b>	<b>18,781</b>	<b>34,945</b>	<b>14,051</b>	<b>10,201</b>	<b>-45.7%</b>

### Program Budget by Sector and Account

	FY 2004 (\$000)	FY 2005 (\$000)	FY 2006 (\$000)	FY 2007 (\$000)	Percent Change FY 04-07
Basic Education DA	4,677	2,980	3,430	3,285	-29.8%
Agriculture and Environment DA	3,957	4,224	2,246	2,269	-42.7%
Economic Growth DA	2,927	2,574	1,428	0	N/A
Human Rights DA	100	150	0	0	N/A
Democracy and Governance DA	1,499	2,475	2,475	1,837	22.5%
Conflict Management / Humanitarian Assistance DA	1,000	0	0	0	N/A
IDA	0	18,000	0	0	N/A
Family Planning / Reproductive Health CSH	2,250	2,178	1,980	1,000	-55.6%
HIV / AIDS CSH	1,300	1,315	1,485	1,300	0.0%
Child Survival and Maternal Health CSH	544	539	497	0	N/A
Other Infectious Diseases CSH	527	510	510	510	-3.2%
<b>Total</b>	<b>18,781</b>	<b>34,945</b>	<b>14,051</b>	<b>10,201</b>	<b>-45.7%</b>

### Workforce

	FY 2004	FY 2005	FY 2006	FY 2007	Percent Change FY 04-07
US Direct Hires	6	7	7	7	16.7%
US Non Direct Hires	6	7	7	7	16.7%
Foreign Nationals	72	65	65	65	-9.7%
<b>Total</b>	<b>84</b>	<b>79</b>	<b>79</b>	<b>79</b>	<b>-6.0%</b>

<b>Operating Expense</b>	<b>FY 2004 (\$000)</b>	<b>FY 2005 (\$000)</b>	<b>FY 2006 (\$000)</b>	<b>FY 2007 (\$000)</b>	<b>Percent Change FY 04-07</b>
Salaries and benefits	1,380	1,334	1,354	1,354	-1.9%
Travel	245	229	69	58	-76.3%
Transportation of things	66	14	54	64	-3.0%
Rent	245	222	202	202	-17.6%
Security	413	419	377	377	-8.7%
Equipment	87	77	4	3	-96.6%
ICASS - Operating Expense only	89	69	106	106	19.1%
Other Operating Expense	613	620	318	320	-47.8%
<b>Total OE Budget</b>	<b>3,138</b>	<b>2,984</b>	<b>2,484</b>	<b>2,484</b>	<b>-20.8%</b>
US direct hire salary and benefits	923	762	807	894	-3.1%
Program Funded Administrative Expenses				1,468	
<b>Country Total Administrative Budget</b>				4,846	
<b>Percent of Bureau OE Total</b>				6.0%	

<b>Mission Summary</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>
Program per US Direct Hire (\$000)	3,130	4,992	2,007	1,457
Program per All US (\$000)	1,565	2,496	1,004	729
Program per Position (\$000)	224	442	178	129
Operating Expense as % of Program Funding				24.4%
Program Funded Admin Expense as % of Total Admin				30.3%
Total Admin Expense as % of Program Funding				47.5%

**Other Major Donors:**

Bilateral: United States, United Kingdom, Canada, Japan

Multilateral: European Union, United Nations organizations, World Bank, International Monetary Fund, Inter-American Development Bank, Caribbean Development Bank.

# Jamaica PROGRAM SUMMARY

(in thousands of dollars)

Accounts	FY 2004 Actual	FY 2005 Actual	FY 2006 Current	FY 2007 Request
Child Survival and Health Programs Fund	4,621	4,542	4,472	2,810
Development Assistance	14,160	12,403	9,579	7,391
International Disaster and Famine Assistance	0	18,000	0	0
<b>Total Program Funds</b>	<b>18,781</b>	<b>34,945</b>	<b>14,051</b>	<b>10,201</b>

## STRATEGIC OBJECTIVE SUMMARY

532-002 Sustainable Improvement of Natural Resources				
DA	3,957	0	0	0
532-003 Improved Reproductive Health				
CSH	3,488	0	0	0
532-004 Improving Education Quality in Jamaica				
DA	4,677	0	0	0
532-006 Enhancing Business Development in Jamaica				
DA	2,210	0	0	0
532-008 Strengthening Democracy and Governance in Jamaica				
DA	2,599	1,522	0	0
532-009 Economic Growth				
DA	717	2,574	1,428	0
532-010 Environment				
DA	0	4,224	2,246	2,269
532-011 Health				
CSH	1,133	4,542	4,472	2,810
532-012 Education				
DA	0	2,980	3,430	3,285
532-013 Democracy and Governance				
DA	0	1,103	2,475	1,837
532-014 Disaster Rehabilitation and Preparedness				
IDA	0	18,000	0	0

Mission Director,  
Karen Turner

## Data Sheet

<b>USAID Mission:</b>	Jamaica
<b>Program Title:</b>	Economic Growth
<b>Pillar:</b>	Economic Growth, Agriculture and Trade
<b>Strategic Objective:</b>	532-009
<b>Status:</b>	Continuing
<b>Planned FY 2006 Obligation:</b>	\$1,428,000 DA
<b>Prior Year Unobligated:</b>	\$0
<b>Proposed FY 2007 Obligation:</b>	\$0
<b>Year of Initial Obligation:</b>	2004
<b>Estimated Year of Final Obligation:</b>	2009

**Summary:** By increasing trade competitiveness in target industries, USAID's economic growth program will help Jamaica achieve greater economic prosperity. The program will increase Jamaican participation and competitiveness in global and regional trade, and it will spur private sector growth and investment. At the same time, the program will strengthen the financial sector's support to private sector growth, improve the overall regulatory, legislative and policy environment for business development, and promote public-private sector partnerships. USAID's program will also facilitate the Government of Jamaica's (GOJ) macroeconomic reforms needed to foster the availability of reasonably priced credit for businesses and other related improvements intended to spur commerce.

USAID is in the process of developing a new strategy to be submitted in FY 2006 that will dramatically scale down and more tightly focus the overall program. The new strategy is expected to encompass some of the activities delineated in this Data Sheet.

### **Inputs, Outputs, Activities:**

#### **FY 2006 Program:**

Improve Private Sector Competitiveness (\$1,428,000 DA). As Jamaica works to reduce crime and violence and position itself to benefit from more liberalized global trade and the formal start up of the Caribbean Single Market and Economy (CSME), USAID supports activities aimed at improving the private sector's capacity to benefit from trade and investment opportunities and to contribute to economic growth and job creation. Although the overall program is being reduced in size, it continues to focus on agriculture, entertainment and culture, and tourism. USAID provides technical assistance, training, and mentoring for private firms in areas such as strategic planning, corporate governance, finance, production, packaging, marketing, and distribution to enhance their ability to innovate and otherwise take advantage of emerging opportunities. The program enhances the competitiveness of the workforce in selected industry sector(s). Mechanisms, such as the Development Credit Authority (DCA), expand the availability of credit to micro, small, and medium-sized businesses in inner city and rural communities by lowering the default risk to financial institutions. USAID is using \$250,000 of DA funds for a DCA activity to expand access to financial capital for these sectors. Assistance may include the provision of limited technical assistance to the Government of Jamaica (GOJ) to support its trade and investment efforts, including policies, legislation, and regulation related to CSME, the Free Trade Area of the Americas (FTAA) and the World Trade Organization (WTO). The program also promotes strategic partnerships between the public and private sectors, advocacy, and public and public sector capacity-building to respond to global trade and investment opportunities. Principal contractor: Chemonics.

#### **FY 2007 Program:**

Improve Private Sector Competitiveness: No funding is budgeted for this program in FY 2007.

**Performance and Results:** In the aftermath of the devastation caused throughout the Caribbean region by Hurricane Ivan in September 2004, USAID focused much of its staff effort on designing, developing and implementing the 12 months, \$18 million hurricane recovery program. As a result, initiation of activities under this new strategic objective (SO) was delayed.

USAID will examine its overall country strategy and this particular SO to more tightly align the program around crime and violence prevention and reduction in targeted poor and underserved communities. In doing so, the program will address the contributing factors that lead to increased crime and violence, including unemployment and poverty.

By the end of the program in FY 2009, economic growth in Jamaica is expected to have accelerated and become sustained. Jamaica will be more competitive in global markets and offer a more attractive environment for domestic and foreign investment. By creating competitive and sustainable industry clusters, Jamaica will realize a dramatic increase in investment activity and export earnings. Constraints to business development and growth will have been significantly reduced.

## US Financing in Thousands of Dollars

Jamaica

532-009 Economic Growth	DA	DCA
<b>Through September 30, 2004</b>		
Obligations	600	0
Expenditures	0	0
Unliquidated	600	0
<b>Fiscal Year 2005</b>		
Obligations	2,756	214
Expenditures	114	0
<b>Through September 30, 2005</b>		
Obligations	3,356	214
Expenditures	114	0
Unliquidated	3,242	214
<b>Prior Year Unobligated Funds</b>		
Obligations	0	0
<b>Planned Fiscal Year 2006 NOA</b>		
Obligations	1,428	0
<b>Total Planned Fiscal Year 2006</b>		
Obligations	1,428	0
<b>Proposed Fiscal Year 2007 NOA</b>		
Obligations	0	0
Future Obligations	15,252	0
Est. Total Cost	20,036	214

## Data Sheet

<b>USAID Mission:</b>	Jamaica
<b>Program Title:</b>	Environment
<b>Pillar:</b>	Economic Growth, Agriculture and Trade
<b>Strategic Objective:</b>	532-010
<b>Status:</b>	New in FY 2005
<b>Planned FY 2006 Obligation:</b>	\$2,246,000 DA
<b>Prior Year Unobligated:</b>	\$100,000 DA
<b>Proposed FY 2007 Obligation:</b>	\$2,269,000 DA
<b>Year of Initial Obligation:</b>	2005
<b>Estimated Year of Final Obligation:</b>	2009

**Summary:** USAID's environment strategic objective (SO) intends to promote sustainable management of natural resources by working with the Government of Jamaica, nongovernmental organizations, and private sector organizations to strengthen linkages between effective natural resources management and sustainable economic growth in rural areas. The strategic objective will achieve this result by focusing on sustainable resource utilization, improved environmental practices and biodiversity conservation; and reduced risk profile of communities for natural disasters.

USAID is in the process of developing a new strategy to be submitted in FY 2006, that will dramatically scale down and more tightly focus the overall program. The new strategy is expected to encompass some of the activities delineated in this Data Sheet.

### Inputs, Outputs, Activities:

#### FY 2006 Program:

Improve Sustainable Management of Natural Resources and Biodiversity (\$2,246,000 DA, \$100,000 Prior Year Unobligated funds). USAID is providing technical assistance to implement environmental management "best practices" within targeted river basins and conservation sites. This assistance develops legal, policy and regulatory frameworks for land use and development planning that reduce and prevent negative environmental impacts from improper zoning and land use practices. USAID works with Jamaican nongovernmental organizations (NGOs), which have been delegated management authority for designated protected areas, to improve management of terrestrial and marine parks and protected areas to address biodiversity conservation. USAID also supports private sector alliances and partnerships, using leverage from the Development Credit Authority (DCA) loan guarantee program, to facilitate access of rural and urban households and communities to clean and adequate water and sanitation facilities. USAID is using \$100,000 of DA funds for the DCA related activities. USAID supports the development of new pilot ventures such as ecotourism, community tourism, or heritage tourism related enterprises. This approach involves the development of trails to historic sites along with basic amenities required for the comfort of the tourist. Prospective partners will include the Ministries of Agriculture and Land and Environment, local Parish Development Councils, Jamaica Hotel and Tourist Association, and Jamaica Manufacturers Association. USAID may also provide limited technical assistance and training to agribusiness in organic farming, water harvesting and cost effective irrigation techniques. Activities include the introduction of appropriate technologies for irrigation and soil conservation. Principal contractors and grantees: PA Government Services.

#### FY 2007 Program:

Improve Sustainable Management of Natural Resources and Biodiversity (\$2,269,000 DA). USAID will support a holistic approach to conservation and development. The SO will implement skills and capacity building initiatives targeting community and national level personnel, especially in the government agencies that will sustain USAID's initiatives. Assistance may help develop

sustainable use of natural resources, through the creation and growth of community or ecotourism related enterprises, as an income generating alternative and tool for strengthening conservation activities. Sustainability of previously created tourism enterprises will be consolidated and new ecological and heritage tourism enterprises may be developed if resources allow. Support of the expansion of rural water supply and sanitation improvement will continue. Principal contractor: PA Government Services.

**Performance and Results:** Activities under this SO have not yet begun. In the aftermath of the devastation caused throughout the Caribbean region by Hurricane Ivan in September 2004, USAID focused much of its staff effort on designing, developing and implementing the 12 months, \$18 million hurricane recovery program. As a result, initiation of activities under this new SO was delayed. However, steps have been taken to develop a SO performance monitoring plan to facilitate speedy start up early in the second quarter of FY 2006. The implementation contractor will be tasked with a rapid scale up of SO activities after the contract is awarded to ensure the SO gets back on track.

Expected outcomes by the end of this strategy in 2009 include the integration of natural resource considerations into economic development planning with a greater national awareness and adoption of environmental management systems and natural disaster risk reduction approaches. As a result, there will be greater awareness of the close relationship between poverty, especially rural poverty, and environmental degradation. Several models of new environmentally friendly economic enterprises in rural areas will provide employment and generate income while also reflecting judicious management of the natural resource base. Public-private partnerships demonstrating environmentally sustainable management practices will be integral elements of the program. Partnerships are expected in agriculture sectors such as certified organic coffee, and to achieve improved water and sanitation services in rural areas. There will be an overall improvement in environmental awareness at the national level and strengthened local governance mechanisms for natural resources management at the community level.



## US Financing in Thousands of Dollars

Jamaica

532-010 Environment	DA
<b>Through September 30, 2004</b>	
Obligations	0
Expenditures	0
Unliquidated	0
<b>Fiscal Year 2005</b>	
Obligations	3,716
Expenditures	21
<b>Through September 30, 2005</b>	
Obligations	3,716
Expenditures	21
Unliquidated	3,695
<b>Prior Year Unobligated Funds</b>	
Obligations	100
<b>Planned Fiscal Year 2006 NOA</b>	
Obligations	2,246
<b>Total Planned Fiscal Year 2006</b>	
Obligations	2,346
<b>Proposed Fiscal Year 2007 NOA</b>	
Obligations	2,269
Future Obligations	14,542
Est. Total Cost	22,873

## Data Sheet

<b>USAID Mission:</b>	Jamaica
<b>Program Title:</b>	Health
<b>Pillar:</b>	Global Health
<b>Strategic Objective:</b>	532-011
<b>Status:</b>	Continuing
<b>Planned FY 2006 Obligation:</b>	\$4,472,000 CSH
<b>Prior Year Unobligated:</b>	\$0
<b>Proposed FY 2007 Obligation:</b>	\$2,810,000 CSH
<b>Year of Initial Obligation:</b>	2004
<b>Estimated Year of Final Obligation:</b>	2009

**Summary:** USAID's health strategic objective (SO) focuses on promoting healthy lifestyle behaviors for Jamaican youth with a specific focus on risky behaviors such as early sexual activity, crime, violence, drug abuse and alcohol addiction. The program also focuses on HIV/AIDS prevention for those most at risk, especially youth.

USAID is in the process of developing a new strategy to be submitted in FY 2006 that will dramatically scale down and more tightly focus the overall program. The new strategy is expected to encompass some, but not necessarily all, of the activities delineated in this Data Sheet.

### **Inputs, Outputs, Activities:**

#### **FY 2006 Program:**

Address Other Health Vulnerabilities (\$2,987,000 CSH). USAID's program improves and expands access to quality youth friendly services through Ministry of Health public facilities, private medical services, and grassroots community based organizations (CBOs), nongovernmental organizations (NGOs), and faith based organizations (FBOs) that provide a mix of preventive, diagnostic, referral and treatment services. The program is developing a multi-level mass media campaign, including airing a serial drama, to disseminate information, increase awareness, and foster behavior change. Through small grants, USAID strengthens NGOs, CBOs and FBOs and other youth serving organizations to facilitate effective and sustainable implementation of adolescent healthy lifestyle activities. Principal grantee: University Research Company.

Reduce Transmission and Impact of HIV/AIDS (\$1,485,000 CSH). USAID continues to work with the Ministry of Health to develop and implement an effective nationwide monitoring and evaluation system for HIV. USAID assistance emphasizes improving the capacity of NGOs to deliver services at the community level and to at-risk populations. Efforts to develop an HIV/AIDS Business Coalition and antidiscrimination legislation will continue as a means of combating stigma and discrimination. Principal grantee: Ministry of Health.

#### **FY 2007 Program:**

Address Other Health Vulnerabilities (\$1,510,000 CSH). USAID's program will complement the Ministry of Health's efforts to strengthen compliance with standards in public health facilities and train health care service providers to improve their HIV/AIDS general communication and counseling skills. USAID will support a forum to discuss policy and advocacy issues with partners and stakeholders. USAID will also support mass media campaigns, organize song writing competitions, develop a counseling program for adolescents and train target groups using life skills, training modules and materials. Principal contractors and grantees: University Research Company

Reduce Transmission and Impact of HIV/AIDS (\$1,300,000 CSH). The primary focus of the

HIV/AIDS activity will be to expand and build sustainability of monitoring and evaluation data collection efforts to the NGO level for improved nation-wide surveillance among high risk groups. Local NGOs, FBOs and CBOs involved in HIV/AIDS treatment, care and support will also receive further assistance to foster organizational and programmatic sustainability. Through private sector and FBO involvement, USAID will work to ensure the adoption and enforcement of policies and laws that protect the rights of people living with HIV/AIDS. Same grantee as above.

**Performance and Results:** Limited activities have been implemented in FY 2005. In the aftermath of the devastation caused throughout the Caribbean region by Hurricane Ivan in September 2004, USAID focused much of its staff effort on designing, developing and implementing a 12 months, \$18 million hurricane recovery program. As a result, initiation of activities under this new SO was delayed. However, steps have been taken to develop a SO performance monitoring plan to facilitate speedy start-up early in the second quarter of FY 2006. The implementation contractor will be tasked with a rapid scale up of SO activities after the contract is awarded to ensure the SO gets back on track.

The Adolescent Healthy Lifestyle Project has mapped existing services for youth in the areas of reproductive health, violence prevention, and substance abuse prevention, and brought together the various partners, organizations and NGO service providers to coordinate national efforts to address the needs of young people in targeted topical areas. Through consultations and sharing of best practices, local partners now have a common vision, approach and implementation strategy for the project. Moreover, small grants provided to selected NGOs Island wide supported summer camps, after school programs and youth initiatives that focus on positive behavior change and promoting resiliency among adolescents in targeted communities.

By the end of the strategy period in FY 2009, risky health behaviors of targeted youth and other high-risk groups would have decreased significantly, and the program will have demonstrated how successful program activities can be scaled up and sustained. There will be: greater availability and use of public sector health care services that address the specific needs of young people and those at highest risk for HIV/AIDS infection; improved integration of reproductive health, HIV/AIDS, violence and substance abuse prevention services; and enhanced private sector and community involvement in developing appropriate strategies to reduce poor health outcomes. An effective monitoring and evaluation system will be in place at the Ministry of Health and at the NGO level, while an increased capacity will be demonstrated at all levels to effectively use the data generated for program and policy decision making. Moreover, HIV related stigma and discrimination will be decreased and persons living with HIV/AIDS will be integrated back into productive societal roles. Targeted HIV/AIDS related NGOs will be institutionally and programmatically sustainable.

## US Financing in Thousands of Dollars

Jamaica

532-011 Health	<b>CSH</b>
<b>Through September 30, 2004</b>	
Obligations	1,133
Expenditures	0
Unliquidated	1,133
<b>Fiscal Year 2005</b>	
Obligations	4,506
Expenditures	1,159
<b>Through September 30, 2005</b>	
Obligations	5,639
Expenditures	1,159
Unliquidated	4,480
<b>Prior Year Unobligated Funds</b>	
Obligations	0
<b>Planned Fiscal Year 2006 NOA</b>	
Obligations	4,472
<b>Total Planned Fiscal Year 2006</b>	
Obligations	4,472
<b>Proposed Fiscal Year 2007 NOA</b>	
Obligations	2,810
Future Obligations	12,643
Est. Total Cost	25,564

## Data Sheet

<b>USAID Mission:</b>	Jamaica
<b>Program Title:</b>	Education
<b>Pillar:</b>	Economic Growth, Agriculture and Trade
<b>Strategic Objective:</b>	532-012
<b>Status:</b>	New in FY 2005
<b>Planned FY 2006 Obligation:</b>	\$3,430,000 DA
<b>Prior Year Unobligated:</b>	\$0
<b>Proposed FY 2007 Obligation:</b>	\$3,285,000 DA
<b>Year of Initial Obligation:</b>	2005
<b>Estimated Year of Final Obligation:</b>	2009

**Summary:** USAID's education strategic objective (SO) focuses on improving the quality of basic education for students in primary and secondary schools. The SO also helps improve the educational opportunities for out-of-school youth with the objective of enabling them to return to the formal education system or acquire job skills. The program will place an emphasis on community and private sector partnerships that support transformation of the education sector and better educational outcomes. Additionally, it will strengthen the strategic linkages with other parts of USAID's program portfolios. Special activities will be incorporated into the education program to improve the education performance of males and reduce the incidence of human trafficking.

USAID is in the process of developing a new strategy to be submitted in FY 2006 that will dramatically scale down and more tightly focus the overall program. The new strategy is expected to encompass some of the activities delineated in this Data Sheet.

### Inputs, Outputs, Activities:

#### FY 2006 Program:

Achieve Equitable Access to Quality Basic Education (\$2,667,000 DA). USAID activities improve literacy and numeracy among students in poor performing primary schools and five secondary schools. This assistance includes training in teaching methodologies that focus on individual child needs, curriculum development, and tools to diagnose learning disabilities. Activities are linked to teacher training programs being carried out by the Caribbean Center for Excellence in Teacher Training (CCETT), a Presidential Initiative. To improve management of schools, USAID complements the Jamaican National Council on Education's effort to improve school administration and management. This will be accomplished by revitalizing Parent Teacher Associations nationwide and training parent and school boards in effective management techniques. USAID also supports a special Global Development Alliance (GDA) activity, in collaboration with Global Deaf Connection (GDC), Jamaican Association for the Deaf (JAD), and Alcoa Foundation, to provide assistance to deaf youth in Jamaica and to expand their opportunities for higher education and jobs. Principal contractors and grantees: Juarez and Associates and the Ministry of Education, Youth and Culture (MOEYC).

Improve Quality of Workforce through Vocation/Technical Education (\$763,000 DA). USAID addresses the educational needs of at-risk youth by supporting pilot initiatives which focus on teacher preparation, professional support for literacy, language arts skills, provision of adequate resource materials, and parental and community involvement. USAID works with socially and economically disadvantaged at-risk male students and implement targeted activities in developing life skills, mentoring and exposure to economic opportunities. USAID works with local NGOs on a program for 16-24 year old out-of-school young men to improve their future prospects by providing access to educational opportunities and other personal development and civic education. Principal contractors and grantees: Juarez and Associates and the Ministry of

Education, Youth and Culture (MOEYC).

**FY 2007 Program:**

Achieve Equitable Access to Quality Basic Education (\$2,234,000 DA). Activities that focus on improved literacy and numeracy among students in poor performing primary schools and secondary schools will continue as will efforts to work with the Ministry of Education to scale up lessons learned and best practices. USAID will use its funds to build more strategic community and private sector partnerships as well as linkages with the Mission's other strategic objectives (e.g. economic growth, health, and environment) to improve the quality of basic education. The program will integrate recommendations from USAID's previous education program (1998-2004) to implement activities aimed at improving the learning environment and participation for males. Principal contractors and grantees: Juarez and Associates and the Ministry of Education, Youth and Culture (MOEYC).

Improve Quality of Workforce through Vocational/Technical Education (\$1,051,000 DA). USAID will support the sustainability of those organizations that are educating targeted vulnerable groups such as out-of-school youth. Informal education and training programs will be expanded by strengthening the linkages with local communities, NGOs, and government ministries to identify and respond to specific labor force needs. USAID will continue its support for increased access to educational and other personal development skills and opportunities for at-risk youth. The program will support activities such as basic numeracy and literacy as well as job skills training for the targeted group. Potential partners will include local non-governmental organizations (NGOs), community-based organizations (CBOs), public secondary schools, and selected units in MOEYC. Principal contractors and grantees: Juarez and Associates and the Ministry of Education, Youth and Culture (MOEYC).

**Performance and Results:** Activities under this SO have not yet begun. In the aftermath of the devastation caused throughout the Caribbean region by Hurricane Ivan in September 2004, USAID focused much of its staff effort on designing, developing and implementing the 12 months, \$18 million hurricane recovery program.

Upon completion of this program, USAID will have helped the GOJ achieve a sustainable increase in literacy and numeracy rates for primary and secondary school students. Furthermore, there will be a demonstrated reduction in the vulnerability of at-risk youth to unemployment, crime, violence, and other social ills such as trafficking in persons. Special pilot activities to address the needs of young men will have demonstrated an effective approach to educating male students that achieve satisfactory literacy and numeracy outcomes. Strategic linkages between the private sector and the education system will have been created that support priority educational outcomes. USAID's activities will lead to better educated children and a more prepared workforce that meet Jamaica's human capacity needs as the country strives to participate successfully in the global economy.

## US Financing in Thousands of Dollars

Jamaica

532-012 Education	DA
<b>Through September 30, 2004</b>	
Obligations	0
Expenditures	0
Unliquidated	0
<b>Fiscal Year 2005</b>	
Obligations	3,130
Expenditures	8
<b>Through September 30, 2005</b>	
Obligations	3,130
Expenditures	8
Unliquidated	3,122
<b>Prior Year Unobligated Funds</b>	
Obligations	0
<b>Planned Fiscal Year 2006 NOA</b>	
Obligations	3,430
<b>Total Planned Fiscal Year 2006</b>	
Obligations	3,430
<b>Proposed Fiscal Year 2007 NOA</b>	
Obligations	3,285
Future Obligations	11,265
Est. Total Cost	21,110

## Data Sheet

<b>USAID Mission:</b>	Jamaica
<b>Program Title:</b>	Democracy and Governance
<b>Pillar:</b>	Democracy, Conflict and Humanitarian Assistance
<b>Strategic Objective:</b>	532-013
<b>Status:</b>	New in FY 2005
<b>Planned FY 2006 Obligation:</b>	\$2,475,000 DA
<b>Prior Year Unobligated:</b>	\$0
<b>Proposed FY 2007 Obligation:</b>	\$1,837,000 DA
<b>Year of Initial Obligation:</b>	2005
<b>Estimated Year of Final Obligation:</b>	2009

**Summary:** USAID's democracy and governance strategic objective (SO) focuses on reducing crime and violence and increasing effective citizen advocacy and participation in governance. The program provides assistance to civil society organizations, local nongovernmental organizations (NGOs) and community based organizations (CBOs) to increase their participation as well as their advocacy role on governance related issues and other critical social issues such as crime and violence. USAID's program will support a community policing program, through technical assistance and grants to local organizations in inner-city communities aimed at improving the relationship between police and the community.

USAID is in the process of developing a new strategy to be submitted in FY 2006 that will dramatically scale down and more tightly focus the overall program. The new strategy is expected to encompass some of the activities delineated in this Data Sheet.

### Inputs, Outputs, Activities:

#### FY 2006 Program:

Promote Effective and Democratic Governance of the Security Sector (\$1,014,000 DA). USAID is strengthening the sustainability of the community policing initiative begun in Grants Pen. The program also replicates community policing in additional communities throughout Jamaica based on the pilot community policing initiative successfully implemented under the 2000 - 2004 strategy. USAID provides training to police officers and citizens in the areas of conflict resolution and collaborative problem solving, aimed at providing police officers with skills needed to perform their duties effectively while generating the confidence and support of citizens. USAID supports mentorship and other youth focused programs in the targeted communities to diminish youth vulnerability to crime and violence. USAID also works with the media, including community radio to support public education initiatives focusing on issues related to crime and violence. Implementers: To be determined through a competitive process.

Strengthen Civil Society (\$1,461,000 DA). USAID works with civil society organizations, NGOs and CBOs to strengthen and sustain the capacity of these organizations to undertake more effective advocacy in areas of legislation, public policy, and community level governance in order to combat crime and violence as well as raise citizens' awareness and participation in governance issues. This assistance is helping to achieve institutional and programmatic sustainability for community based organizations that are implementing USAID's pilot community policing initiative in Grants Pen, an inner city community in Kingston. USAID continues to support activities to develop and increase citizen, including student awareness of human rights and citizens' responsibilities. Implementers: To be determined through a competitive process.

#### FY 2007 Program:

Promote Effective and Democratic Governance of the Security Sector (\$1,687,000 DA). USAID will continue to fund consensus building activities for residents, the police, and other stakeholders. Training of police and citizens and other targeted activities to address specific needs will continue in other communities selected for replication of community policing activities. USAID may support anticorruption initiatives and provide technical assistance to the Jamaica Constabulary Force (JCF) to improve and strengthen its anticorruption efforts in the inner-city communities selected for the community policing



replication. Implementers: Same as above.

Strengthen Civil Society (\$150,000 DA). USAID will continue its attention to programmatic and institutional sustainability of its civil society partners. The program will also support specialized training and technical assistance for these organizations to strengthen their operational outreach into areas such as community empowerment, media support and conflict resolution. USAID may also work with NGOs and CBOs on anticorruption activities to strengthen their advocacy role and their capacity for informing the public on critical corruption issues relating to both the public and private spheres. Implementers: Same as above.

**Performance and Results:** Activities under this SO have not yet begun. In the aftermath of the devastation caused throughout the Caribbean region by Hurricane Ivan in September 2004, USAID focused much of its staff effort on designing, developing and implementing the 12 months, \$18 million hurricane recovery program for Jamaica. As a result, initiation of activities under this new SO was delayed. However, steps have been taken to develop a SO performance monitoring plan to facilitate speedy start-up early in the second quarter of FY 2006. The implementation contractor will be tasked with a rapid scale up of SO activities after the contract is awarded to ensure the SO gets back on track.

Although full implementation of the program was delayed, USAID implemented an activity to link the hurricane program to the SO to maintain the momentum of the community policing initiative and foster sustainability of key partners and activities being assisted through the initiative. Under this activity, training for police and residents continued, with an emphasis on collaborative problem solving and the training of trainers. Also in FY 2005, community policing concepts acquired by the local trainers were disseminated to the JCF, through inclusion in the curricula of the National Police Training Academy. Other training for the JCF conducted in FY 2005 addressed domestic violence reduction, complemented by the development of a domestic violence reduction manual for use by JCF officers. In addition, an evaluation of the community policing program was conducted in FY 2005 that documented best practices and lessons learned. The report highlighted that building community relations and community outreach activities yielded an important people level impact. Activities such as the sponsorship of a summer day camp for Grants Pen youth, community cleanup programs that encourage police officers to work with community residents, in-school youth mentorship, and conflict resolution programs were highly valued by the community. The recommendations from the evaluation report are being used in the design of new activities and replication of the community policing program in other inner-city communities.

## US Financing in Thousands of Dollars

Jamaica

532-013 Democracy and Governance	<b>DA</b>
<b>Through September 30, 2004</b>	
Obligations	0
Expenditures	0
Unliquidated	0
<b>Fiscal Year 2005</b>	
Obligations	953
Expenditures	4
<b>Through September 30, 2005</b>	
Obligations	953
Expenditures	4
Unliquidated	949
<b>Prior Year Unobligated Funds</b>	
Obligations	0
<b>Planned Fiscal Year 2006 NOA</b>	
Obligations	2,475
<b>Total Planned Fiscal Year 2006</b>	
Obligations	2,475
<b>Proposed Fiscal Year 2007 NOA</b>	
Obligations	1,837
Future Obligations	11,735
Est. Total Cost	17,000