

USAID/Jamaica
Operational Plan

FY 2006

June 15, 2006

Please Note:

The attached RESULTS INFORMATION is from the FY 2006 Operational Plan and was assembled and analyzed by the country or USAID operating unit identified on the cover page.

The Operational Plan is a "pre-decisional" USAID document and does not reflect results stemming from formal USAID review(s) of this document.

Related document information can be obtained from:
USAID Development Experience Clearinghouse
8403 Colesville Road, Suite 210
Silver Spring, MD 20910
Telephone: (301) 562-0641
Fax: (301) 588-7787
Email: docorder@dec.cdie.org
Internet: <http://www.dec.org>

Portions released on or after July 1, 2006

Program Performance Summary FY 2005: Program Narrative (FY 2005): Background: Jamaica is a highly indebted lower middle income country with per capita income of US\$2,900. Jamaica's economy has experienced negative or slow growth during the last ten years. Paradoxically, despite slow or negative growth for most of the latter part of 1990s, absolute poverty was nearly halved from 28.4% of the population in 1990 to 16.8% in 2001, which many believe is largely due to the impact of remittances. However, recent trends suggest that further progress on poverty reduction will require accelerated, broad-based, and more inclusive growth than in the past.

Many of the social indicators for Jamaica compare well with countries of similar per capita income level; however, we are beginning to see some fall off in these indicators because of Jamaica's diminishing social sector investments caused by fiscal constraints and the higher priority given to keeping current its significant debt repayments. The past positive trends in Jamaica's social indicators reflect the importance of private remittances from the Jamaican diasporas and the growth of the informal sector which is not fully captured by measured economic growth. Life expectancy increased from 73.2 years in 1990 to 76 years in 2003. Enrollment in primary and junior secondary education is near universal with gender parity; however significant concerns exist regarding the quality of education. The adult literacy rate is 88%. Access to improved water and sanitation facilities is about 92% and 99%, respectively. Jamaica is one of a small number of developing countries that is on track to achieve more than half of the Millennium Development Goals (MDG), including targets on poverty reduction, universal primary education, and access to safe drinking water. It is however lagging behind the MDG targets in child (under-5) mortality and maternal health. Jamaica has a HIV prevalence rate of 1.2% with the trends among youth, particularly females, showing a continuing spread of HIV and AIDS.

Jamaica's macroeconomic situation is precarious. It is grappling with continuing fiscal deficits and a significant debt burden. According to the latest International Monetary Fund (IMF) estimates, the total debt outstanding as of the end of Jamaican fiscal year 2005 is US\$1.2 billion, or a debt to GDP ratio of 136%, 51% of which is denominated in foreign currency. The debt load is not likely to come down significantly in the next five years. As a result, Jamaica has a limited fiscal space to maneuver. Government revenue as percentage of GDP is already very high for a lower middle income country, 31% of GDP, nearly twice that of the United States (17% of GDP) but lower than that of the United Kingdom (40% of GDP). Consequently, the government's ability to increase tax revenue further through raising tax rates or introducing new fiscal measures is quite limited and may actually be counterproductive. There is, however, room for improving tax compliance as well as the efficiency of tax administration, especially by reducing opportunities for rent seeking behavior, particularly in the area of customs and import duties. The limitations on increasing taxes mean that any fiscal adjustments will have to come predominantly from public expenditure reform. In fiscal year 2005, government expenditure accounted for almost 36% of GDP of which nearly half (16.7%) was for debt servicing. To bring government spending down will require a restructuring of the government's expenditure priorities and strict fiscal discipline, measures that have proven difficult to date.

During the past year, Jamaica continued its focus on maintaining macroeconomic stability. Inflation, still high (more than 12%), has been fueled by recent natural disasters and petroleum price increases but its growth has slowed considerably. Domestic interest rates dropped sharply from their March 2003 peak. The reduction in interest rates and the build-up of international reserves have stabilized the exchange rate and limited its appreciation vis-a-vis the US dollar. The IMF completed in June 2005 its semi-annual Intensified Surveillance of the GOJ's medium-term macroeconomic and structural policies - an assessment of policy performance and government commitment. It concluded that the GOJ had succeeded for the second consecutive fiscal year in maintaining macroeconomic stability following the near crisis in the first half of 2003 and the aftermath of Hurricane Ivan in late 2004. The IMF however cautioned about the fragility of the situation and areas of vulnerability, particularly Jamaica's heavy debt burden, external terms-of-trade shocks, and its vulnerability to natural disaster. It encouraged the GOJ to deepen its reforms.

The impact of Hurricane Ivan adversely affected the economy, lowering growth from the original target of 2.5% growth to 0.7% in 2004/05. Real GDP growth is expected to rebound to 3.5-4.0% in fiscal year 2005/6 driven by foreign investment in infrastructure, service sectors, tourism, mining, construction and by

recovery in agriculture. Public debt relative to GDP is expected to decline to 125-130 %of GDP and inflation to single digits, if the government continues to implement sound macroeconomic and financial policies.

U.S. Interests and Goals: The U.S.'s strategic goals are driven by geopolitical interests, stemming from Jamaica's proximity to the United States. Jamaica is considered to be a "Third Border" country, locating 550 miles south of Miami, Florida and having more than one million American visitors annually. Our first and foremost goal is to neutralize potential threats to U.S. homeland security caused by transnational crime and opportunities for terrorists as Jamaica is a significant transit hub for narcotics, weapons, peoples, and the proceeds thereof. It is also in the interest of the United States to have a politically stable and prosperous Jamaica as its close neighbor in the region. The post's other priorities are to assist Jamaica to further democracy as well as respect for human rights; to support its efforts to maintain macroeconomic stability and revitalize the economy while ensuring environmental sustainability; and to assist Jamaica in addressing key social issues, especially crime, violence and HIV/AIDS.

Donor Relations: Overall official development assistance (ODA) to Jamaica totals about US\$200 million. As a lower middle income country, Jamaica receives nearly half of its total ODA in the form of concessional loans. The United States, the United Kingdom, Canada and Japan are Jamaica's largest bilateral donors. Multilateral donors in Jamaica are the European Union and most of the United Nations major organizations - the U.N. Development Program (UNDP), U.N. Education, Scientific and Cultural Organization (UNESCO), U.N. Children's Fund (UNICEF), U.N. Population Fund (UNFPA), and UNAIDS - and the Global Fund to Fight AIDS, Tuberculosis, and Malaria. Multilateral development banks and other financial institutions active in Jamaica are the World Bank (IBRD), the International Monetary Fund, Inter-American Development Bank, and the Caribbean Development Bank. Donor coordination through information sharing is good. Over the past two years donors have worked with the GOJ to develop Jamaica's Medium-Term Socioeconomic Policy Framework and to have urged the GOJ use the MTF for budgetary and programming prioritization. Further work remains to strengthen the use of the MTF as the principal guide for GOJ-donor dialogue and programming. Activation of the thematic (i.e. sectoral) working groups, as called for by the MTF will help strengthen donor coordination and the linkage of donor programs to GOJ priorities.

Challenges: 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 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 would have to be tackled include rising real wages relative to productivity, the crowding out of credit for private investment by public sector debt, inadequate infrastructure upkeep and declining social services, and high crime and violence which raise the cost of doing business and dissuade investments. Imminent elimination of traditional trade preferences for bananas and sugar will further expose these uncompetitive sectors and necessitate the identification of new approaches to absorb the thousands of persons who might become unemployed. Over the longer term, raising competitiveness and productivity will require that Jamaica increases its attention to investment in human capital, especially for quality education. As Jamaica will always be vulnerable to natural disasters such as hurricanes, increased attention to reducing the country's risk profile for such natural disasters, especially among the most vulnerable, is essential for facilitating continued economic progress.

Key Achievements: The USAID program in Jamaica is supporting the country's achievement of transformational economic change that will accelerate sustainable and equitable growth.

Trade and Competitiveness: USAID's assistance seeks to reverse Jamaica's declining competitiveness and move Jamaica toward greater integration into regional and global markets. Initiation of the new SO was delayed due to the significant attention the Mission devoted to design, initiation and implementation of the 12-month, \$18 million Hurricane Ivan recovery program that will be substantially completed by December 31, 2005. However, the implementaiton contractor has been tasked with rapid start-up of

assistance under the new SO that will further develop competitiveness business clusters in targeted sectors such as tourism, agribusiness, and entertainment. In the interim, USAID created a second credit facility for small and medium-sized businesses using its Development Credit Authority, thus helping to increase the availability of much-needed low cost credit for small and medium-sized enterprises. A USAID financed, joint government and private sector survey and compilation of governmental licensing and approval requirements referred to as the "Developer's Manual", many of them previously undocumented, is providing the roadmap for identifying actions to facilitate business activity, increase competitiveness, and foster investment.

Natural Assets Management: USAID's natural assets management program is improving coastal water quality, wastewater management, land management in targeted watersheds, enhancing the capacity of local groups in coastal zone and watershed management, and assisting the GOJ to develop and implement sound environmental policies. During this reporting period, USAID exceeded the target of having 91% of its monitoring sites fall within the EPA standards for fecal coliform along the coastline. As a result, Jamaica now has five beaches that meet international Blue Flag certification standards, which also provides a measure of international competitiveness. Land management and agricultural practices have improved for 58% of the land in USAID targeted watersheds, exceeding the target of 55%. The number of local groups successfully implementing environmental projects rose to 93 exceeding the target of 50. USAID assisted the GOJ with policy formulation in six areas: National Water Policy; Sewage Connection Policy; National Policy on Ocean and Coastal Zone Management; National Watershed Policy; National Environmental Management System Policy; and Sewage Effluent Regulations.

Accountability and Security: USAID's program to improve accountability and security emphasizes citizen participation and security, governance and the rule of law. A notable achievement during this reporting period was the community policing activity in two high crime inner-city communities. USAID-financed training helped police in the targeted communities to build closer relationships with citizens and use more effective, less lethal policing approaches, both of which facilitated more effective police work and contributed to reducing crime. An extremely successful public-private partnership between USAID and the American Chamber of Commerce has resulted in the equivalent of millions of US dollars being raised to construct a model Community Police Services Facility which is serving as an employment generator for the community and a symbol of the positive changes being experienced in the formerly high crime inner city community. USAID assistance supported the computerization of the laws of Jamaica and their availability via the Internet which is helping strengthen the rule of law. USAID support to strengthen the institutional capacity and sustainability of NGOs that focus on combating crime and violence and promoting citizen advocacy helped make them more effective advocates for transparency and accountability and more effective vehicles for addressing those issues that contribute to crime and violence.

Health Status among Youth and Most Vulnerable Groups: USAID's program targets youth and other high-risk individuals and promotes healthy lifestyles by reducing crime, violence, drug abuse and HIV/AIDS transmission through behavioral change and improving the quality and availability of reproductive health services and education. However, we are beginning to see some fall off in these indicators because of the Government of Jamaica's diminishing social sector investments caused by fiscal constraints and the higher priority given to keeping current its significant debt repayments. The GOJ is developing anti-discrimination legislation with USAID support. USAID also supported a study tour to South Africa for key government officials and NGO representatives that improved their knowledge of and capability to deliver services to support healthy adolescent lifestyle. More than 300 youths were trained as Health Promotion Facilitators, which is a critical building block for successful implementation of the Project's Behavior Change and Communication strategy.

Education of Youths: USAID's assistance to improve literacy and numeracy and provide opportunities for at-risk and out-of-school youths focuses on strengthening the quality of teaching, increasing school attendance and fostering better management of schools. The Impact of USAID's assistance is reflected in the fact that the number of pupils in schools supported by USAID having passing grades increased and their average testing scores rose by 47% for girls and 34% for boys. USAID, working with the Parent Teacher Associations (PTAs), helped reactivate the school breakfast program, which boosted pupil

attendance to 82 percent. USAID supported technical assistance and training for 1,500 school administrators and school board members that improved school management and fostered increased and more effective involvement in school affairs. USAID's funding to 12 local NGOs enabled them to provide "non-formal" education to more than 6,000 at-risk youths, 1,700 of which were then able to return to the formal system.

Global Development Alliances: This reporting period, USAID continued to develop existing or form new Global Development Alliances (GDAs). The American Chamber of Commerce in Jamaica mobilized significant cash and in-kind support for the USAID-funded community policing activity. Grace Kennedy and Western Union continued to reach out to the Jamaican diaspora through a program that channels proceeds from remittances to improve the quality of education. Hewlett-Packard, Microsoft, and Jamaica National Bank offered faster and cheaper remittance transfers, computers and cash contributions to schools. The Negril Chamber of Commerce, Rock House Foundation, and Parents-Teacher Association provided assistance to refurbish and build new facilities for the Negril Infant School in western Jamaica. The Environmental Foundation of Jamaica and The RBTT Financial Group provided loans to small business development and environmental awareness.

Hurricane Recovery Program: USAID undertook a rapid start-up 12-month, \$18 million program to assist Jamaica with recovery from the devastation of Hurricane Ivan in September 2004 and thousands of Jamaican horticultural and poultry farmers, fishermen, and craft producers were introduced to new farming or poultry techniques that in many cases resulted in at least doubling production while also providing greater resistance and resilience to flooding and pests or flock reducing disease. Fishermen have replacement fishing and safety gear that will save lives and enhance production; and craft producers were trained to be better attuned and responsive to market demands and supplied with critical replacement equipment. Forty-nine targeted primary schools were fully repaired, providing a more positive environment for learning for the opening of school in September 2005.. The third component of the recovery program is financing major and minor repairs of 836 houses, construction of 186 new houses, and 200 new or repaired pit latrines and sanitation systems. Start-up delays, heavy rains and flooding during the 2005 hurricane season as well as cement shortages slowed progress but as of November 2005, the 186 new homes were 60% completed and 98 major and minor housing repairs were complete; all planned repair and reconstruction work is now expected to be completed by March 2006.

FY 2006 Program**SO: 532-009 Increased Trade Competitiveness in Target Industries****Improve Private Sector Competitiveness**

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**SO: 532-009 Increased Trade Competitiveness in Target Industries****Improve Private Sector Competitiveness**

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

FY 2006 Program**SO: 532-010 Natural Assets Managed for rural Development and Sustainable Economic Growth****Improve Sustainable Management Of Natural Resources & Biodiversity**

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**SO: 532-010 Natural Assets Managed for rural Development and Sustainable Economic Growth****Improve Sustainable Management Of Natural Resources & Biodiversity**

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.

FY 2006 Program**SO: 532-011 Improved Health Status among Youth and Most Vulnerable Groups****Address Other Health Vulnerabilities**

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 & Impact Of HIV/AIDS

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**SO: 532-011 Improved Health Status among Youth and Most Vulnerable Groups****Address Other Health Vulnerabilities**

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 & Impact Of HIV/AIDS

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.

FY 2006 Program

SO: 532-012 Improved Education of Targeted Jamaican Youth

Achieve Equitable Access to Quality Basic Education

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 Vocational/Technical Education

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

SO: 532-012 Improved Education of Targeted Jamaican Youth

Achieve Equitable Access to Quality Basic Education

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

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).

Reduce Trafficking In Persons

FY 2006 Program

SO: 532-013 Improved Accountability and Citizen Security and Participation

Promote Effective and Democratic Governance of the Security Sector

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

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

SO: 532-013 Improved Accountability and Citizen Security and Participation

Promote Effective and Democratic Governance of the Security Sector

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

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.

Results Framework

532-009 Increased Trade Competitiveness in Target Industries

Program Title: Economic Growth

IR9.1: Competitive clusters developed

IR9.2: Business environment improved

532-010 Natural Assets Managed for rural Development and Sustainable Economic Growth

Program Title: Environment

IR1: Improved management of targeted eco-systems

IR1.1: Number of approaches adopted to improve national protected areas management

IR1.2: Number of biodiversity management plans that are operational in targeted areas

IR2: Institutional capacity to manage natural assets increased

IR2.1: Average OCAT score for targeted organizations

IR2.2: Number of groups that successfully negotiate joint ventures with partners

IR3: More environmentally sustainable rural enterprises

IR3.1: Number of Natural Resource Management clusters strengthened

IR3.2: Number environmentally-sustainable rural enterprises

532-011 Improved Health Status among Youth and Most Vulnerable Groups

Program Title: Health

IR1: Healthy behaviors among youth increased

IR1.1: Expand access to youth-friendly services in clinical and non-clinical settings to promote healthy lifestyles and improve appropriate sexual behavior

IR1.2: National policies and guidelines implemented in support of healthy lifestyles (focus on youth sexual behavior)

IR1.3: Improve knowledge and attitudes and skills related to healthy lifestyles and appropriate sexual behavior

IR1.4: Increase community support and involvement in promoting appropriate sexual behavior of adolescent

IR2: Impact of HIV/AIDS mitigated among the most at-risk sub-populations

IR2.1: Increased use of strategic information regarding most at-risk groups, to improve management and implementation of HIV/AIDS policies and programs

IR2.2: Improved community based services for most at-risk populations

IR2.3: Improved public attitudes towards HIV and reduction of HIV/AIDS-related stigma and discrimination

532-012 Improved Education of Targeted Jamaican Youth

Program Title: Education

IR1: Improved literacy and numeracy in targeted schools

IR2: Improved quality of interventions for out of school youth

IR3: Increased stakeholder support for transformational education

532-013 Improved Accountability and Citizen Security and Participation

Program Title: Democracy and Governance

IR1: Civic society advocacy of public interests strengthened

IR2: Public safety in targeted communities increased

532-014 More Secure Lives and Livelihoods for Jamaicans Affected by Hurricane Ivan

Program Title: Disaster Rehabilitation and Preparedness

532-x15 [Communities More Secure, Productive and Sustainable]
Program Title: Productive Communities

532-x16 [Healthier, Better Educated Jamaicans Able to Sustain Productive Lives]
Program Title: Healthier, Better Educated Jamaicans

532-x17 [Program Support]
Program Title: Program Support