

# JAMAICA SOCIAL INVESTMENT FUND

ISO 14001:2004 CERTIFIED

*INVESTING FOR COMMUNITY DEVELOPMENT*



## CORPORATE PLAN

2013/2014 -

2015/2016



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## **ACRONYMS**

<b>BNTF</b>	Basic Needs Trust Fund
<b>CBC</b>	Community Based Contracting
<b>CDB</b>	Caribbean Development Bank
<b>CIDA</b>	Canadian International Development Agency
<b>CIP</b>	Community Investment Project
<b>EMS</b>	Environmental Management System
<b>ERP</b>	Emergency Recovery Project
<b>EU</b>	European Union
<b>FY</b>	Financial Year
<b>GOJ</b>	Government of Jamaica
<b>IBRD/WB</b>	International Bank for Reconstruction and Development (World Bank)
<b>ICBSP</b>	Inner City Basic Services Project
<b>ICS</b>	Integrated Community Space
<b>ISO</b>	International Organization for Standardization
<b>JSDF</b>	Japan Social Development Fund
<b>JSIF</b>	Jamaica Social Investment Fund
<b>KSA</b>	Kingston & St. Andrew Corporation
<b>MNS</b>	Ministry of National Security
<b>MOU</b>	Memorandum of Understanding
<b>NEPA</b>	National Environment & Planning Agency
<b>NGO</b>	Non-Governmental Organization
<b>PDF</b>	PetroCaribe Development Fund
<b>PRP</b>	Poverty Reduction Programme
<b>REDI</b>	Rural Economic Development Initiative

## **1. MISSION STATEMENT**

The Jamaica Social Investment Fund (JSIF) mobilizes resources and channels these to community-based socio-economic infrastructure and social services projects. Through a national partnership between central and local government, communities and private and public organisations, the JSIF addresses the immediate demands of communities in a manner that is quick, efficient, effective, transparent and non-partisan.

In fulfilling its mandate, the JSIF facilitates the empowerment of communities and assists in building national capacity to effectively implement community-based programmes aimed at social development.

## **2. GUIDING PRINCIPLES**

In addressing the development priorities of the most underserved communities in Jamaica, the JSIF operates under the following principles:

- Improvements in public safety
- Building social capital
- Poverty focus
- Development oriented
- Promoting partnerships for development
- Value for money
- Technical quality
- Environmental soundness
- Maximizing opportunities for employment
- Transfer of learning

### **3. JSIF'S CORPORATE MANAGEMENT STRUCTURE**

#### **3.1 Background**

The Jamaica Social Investment Fund (JSIF) is a temporary, autonomous government sponsored institution designed to address some of the most pressing socio-economic needs of Jamaica's most underserved communities. The Fund was established in 1996 as a key component of the Government's National Poverty Eradication Programme (NPEP), which was initiated in 1995. It was originally envisioned to be a 4-year project however, due to additional funding being realized over time the Fund has now been in operation for fifteen (15) years and presently has agreements that will continue until 2016. The project (JSIF) consists of two components: a sub-project component, and an organizational / administrative component.

In respect of the sub-project component, provision has been made for approximately 86% of the Fund's budget to be allocated to the funding of sub-projects. The remaining 14% has been earmarked towards institutional support in the form of expenditures related to staff, office and administrative and technical assistance expenses.

#### **3.2 Management**

The business of the JSIF Company is managed by a Board of Directors, appointed by the Prime Minister, made up of 10 members drawn from the public, private and non-governmental sectors. The Board meets at least once per month and has overall responsibilities for approving sub-projects and related contracts. A Managing Director, who is an ex-officio member of the Board, directs JSIF's day-to-day operations. An Operational Manual that is designed to ensure the Fund's transparency, accountability, efficiency and effectiveness guides the Fund.

For the upcoming financial year, the JSIF in keeping with continued improvement and efficiency will seek to complete a review and update of its Operations Manual to not only reflect changes to guidelines and operations, but also to better capture its activities towards good corporate governance and enhanced risk management.

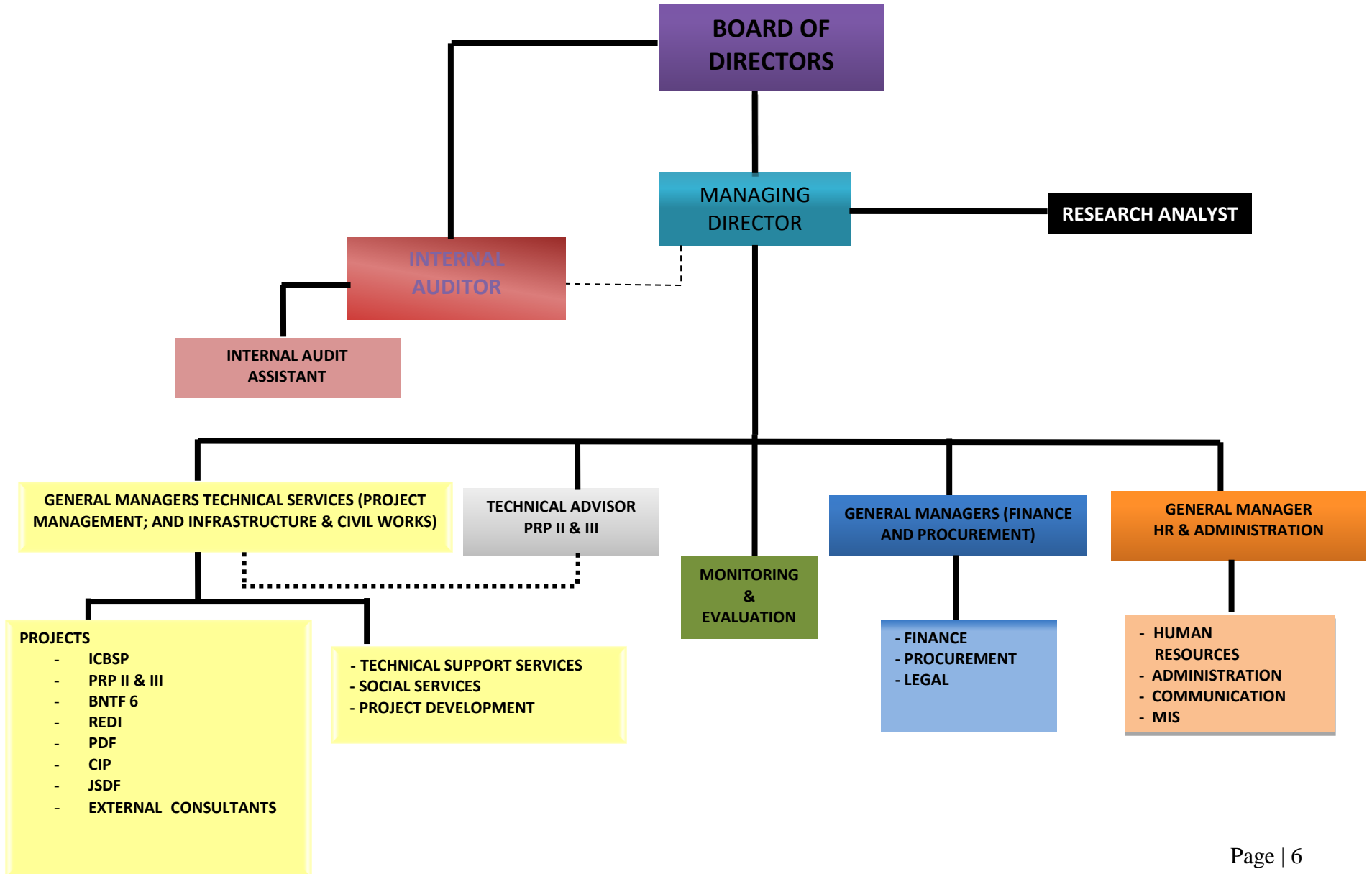
### **3.3 Operations**

Operational functions including subproject appraisal, development, financing, supervision, monitoring and evaluation are undertaken by the JSIF staff of 105 persons in active partnership with central and local government agencies, public and private organizations and community-based organizations. Figure 1 shows the organization chart of the JSIF. The Fund has three (3) main departments with the core responsibilities outlined below:

- (1) **Technical Services** - manages all project portfolios from donor and/or GoJ funding;
- (2) **Finance & Procurement** – manages finance, legal and contracting services; and
- (3) **Human Resources and Administration** – manages human resources, communications and management information systems.

**The Internal Audit and Evaluation** and the **Monitoring and Evaluation** are additional support units within the organization.

**FIGURE 1: JSIF's ORGANIZATIONAL CHART**



#### 4. JSIF’S STRATEGIC PRIORITIES & CONTRIBUTION TO VISION 2030

The primary mandate of the JSIF is the efficient use of resources to address basic developmental needs of poor and underserved communities across Jamaica. JSIF’s strategic priorities directly align to the *Vision 2030 Jamaica – National Development Plan*. By so doing, the JSIF contributes to enabling Jamaica to achieve developed country status by 2030. Table 1 outlines JSIF’s Strategic Priorities for Subproject Implementation for the respective portfolios and the correlated national outcomes of Vision 2030.

**Table 1: JSIF’s Strategic Priorities & Vision 2030 Outcomes**

Vision 2030 Outcomes	JSIF’s Strategic Priorities for Subproject Implementation	Portfolio
<b>Outcome 1:</b> A Healthy and Stable Population	<ul style="list-style-type: none"> <li>• Construction and rehabilitation of health centres</li> <li>• Provide access to sanitation solutions</li> <li>• Provide access to potable water</li> </ul>	<ol style="list-style-type: none"> <li>1. CIP</li> <li>2. ICBSP</li> <li>3. BNTF 6</li> <li>4. PDF</li> <li>5. PRP II &amp; III</li> </ol>
<b>Outcome 2:</b> World Class Education And Training	<ul style="list-style-type: none"> <li>• Construction and rehabilitation of schools</li> <li>• Establishment of homework centres and GSAT classes in inner city communities</li> <li>• Skills training</li> <li>• Training in alternative livelihood skills</li> </ul>	<ol style="list-style-type: none"> <li>1. ICBSP</li> <li>2. BNTF 6</li> <li>3. CIP</li> <li>4. JSDF</li> <li>5. PDF</li> <li>6. PRP II &amp; III</li> </ol>
<b>Outcome 3:</b> Effective Social Protection	<ul style="list-style-type: none"> <li>• Bridge Jamaica – provide linkages to national social agencies for vulnerable families</li> <li>• Facilitate and fund the provision of civil registration documents</li> <li>• Facilitate access to social protection (National Health Fund, PATH etc.)</li> <li>• Family support training programmes</li> </ul>	<ol style="list-style-type: none"> <li>1. ICBSP</li> <li>2. BNTF 6</li> <li>3. CIP</li> </ol>
<b>Outcome 5:</b> Safety and Security	<ul style="list-style-type: none"> <li>• Facilitate, in partnership with MNS, the creation of a Crime Observatory</li> <li>• Provide conflict and mediation training in volatile communities</li> <li>• Provide training in alternative livelihood to at risk youth in volatile areas.</li> </ul>	<ol style="list-style-type: none"> <li>1. ICBSP</li> <li>2. JSDF</li> <li>3. PRP II &amp; III</li> </ol>

Vision 2030 Outcomes	JSIF's Strategic Priorities for Subproject Implementation	Portfolio
<b>Outcome 9:</b> Strong Economic Infrastructure	<ul style="list-style-type: none"> <li>• Rehabilitation of farm feeder and urban access roads</li> <li>• Provision and rehabilitation of sanitation facilities</li> <li>• Facilitation of access to water in homes from existing water system</li> <li>• Installation of community water systems</li> <li>• Provide funding for income earning projects in underserved communities (agriculture, tourism, craft etc.)</li> </ul>	<ol style="list-style-type: none"> <li>1. ICBSP</li> <li>2. CIP</li> <li>3. PRP II &amp; III</li> <li>4. BNTF 6</li> <li>5. REDI</li> </ol>
<b>Outcome 12:</b> Internationally Competitive Industry Structures	<ul style="list-style-type: none"> <li>• Provide technical assistance, equipment and infrastructure for agriculture and tourism subprojects</li> <li>• Provide production inputs, technology, training and equipment for agriculture and tourism subprojects</li> </ul>	<ol style="list-style-type: none"> <li>1. REDI</li> <li>2. PRP II &amp; III</li> </ol>
<b>Outcome 13:</b> Sustainable Management and Use of Environmental and Natural Resources	<ul style="list-style-type: none"> <li>• JSIF is ISO 14001 Certified and as such the organization's operations and implementation of all sub projects follow international environmental practices and procedures</li> </ul>	All Projects
<b>Outcome 14:</b> Hazard Risk Reduction and Adaption to Climate Change	<ul style="list-style-type: none"> <li>• Hazard Risk Reduction Training given to all community groups benefitting from infrastructure projects. This is done in partnership with the Office of Disaster Preparedness and Emergency Management.</li> </ul>	All Projects

## 5. JSIF'S TARGETING STRATEGIES AND IMPLEMENTATION METHODOLOGIES

### 5.1 Targeting Strategies

The JSIF uses nationally recognized poverty and socio-economic indicators to assess community needs through the pre-selected approach, demand driven approach and call for proposals. The *pre-selected approach* targets specific communities for developmental intervention in keeping with the GoJ's priorities such as rural development and crime reduction. Under the *demand driven approach*, communities mobilize support from the JSIF in keeping with their priority needs. *Calls for proposals* stimulate demand and request communities to submit proposals for subprojects within specific criterion. The 3 stated approaches employed by JSIF provide funding of approved project interventions. Subprojects are implemented through active partnerships where beneficiary communities contribute between 5 and 25 percent of the total project cost in cash or kind. This inclusive process enables community involvement and empowerment through project planning, implementation and sustainability.

### 5.2 Implementation Methodologies

Community driven development and the JSIF (traditional) procurement are the methods used by the JSIF to implement subprojects. Under the JSIF procurement method, the JSIF assumes full responsibility for all procurement and implementation activities for the subproject. While the traditional approach is more top-down in nature, it allows for the engagement of beneficiaries in determining priorities and partnership in the monitoring and sustainability of subproject impact. The community driven development method on the other hand represents a more bottom-up approach to development where community groups assumes full responsibility for all procurement and implementation activities for the subproject. Under this approach, the requisite capacity training is provided and monitoring is provided by the JSIF throughout the process with through detailed reporting guidelines.

### 5.3 Environmental Commitment

In February 2008, JSIF set out to certify its Environmental Management System (EMS) to the ISO 14001:2004 standard and achieved this within a year, that is, January 2009. Subsequent to that the JSIF has been successfully re-certified to ISO 14001:2004 and has excelled in its annual surveillance audits, the last of which was in November 2012. The JSIF has embraced the correlation between the sustainability of the environment and the success of any development initiative. JSIF's EMS continues to grow and develop a necessity in a changing environment. The nature of JSIF's work requires the commitment and compliance of contractors and consultants who work on behalf of the organization.

Over the next three years the JSIF has set the following objectives and targets for the EMS as part of a new *Green Elements Policy*, in relation to our operations:

- ✓ Reducing pollution to surface and ground waters through the elimination of absorption pits as the only means of treating waste at facilities constructed
- ✓ Increasing the quality of green spaces allocated at public facilities (schools, health centres, community buildings)
- ✓ Increasing the use of energy efficient lighting
- ✓ Increasing the use of water conservation fixtures

With the current policy of the Government of Jamaica (GOJ) to secure budgetary funding principally through the bilateral and multilateral partners instead of the international capital markets, it is important that the JSIF affirms and complies with international standards for sustainable development. The EMS is critical management component of the JSIF portfolio which has significantly improved the organization's rating of international funders such as the European Union, the World Bank and Caribbean Development Bank through supervision missions.

## 6. SUMMARY OF JSIF'S PORTFOLIO

Table 2 presents a summary of JSIF's corporate portfolio for FY 2013/2014 to 2015/2016. Table 3 presents the implementation timeframe for each portfolio. For the financial year 2013/2014, the JSIF will have under management, a total of 8 portfolios, from 4 funding sources. Of these 3 are Loans, i.e. REDI, ICBSP, CIP and the others Grants i.e. BNTF 6, PDF, PRP II & III and JSDF. Currently, there is a seventh programme of the Basic Needs Trust Fund (BNTF 7) being reviewed for signing by the Ministry of Finance for implementation by the JSIF. Should this happen as projected for the start of the financial year, a 9<sup>th</sup> portfolio would be added.

The JSIF is *projected* to have under management a total of 4 portfolios from 2 funding sources in financial years 2014/2015 and 2015/2016. This constitutes of 2 Loans, i.e. REDI and CIP and the others Grants i.e. BNTF 6 and PRP III. The seventh programme of the Basic Needs Trust Fund (BNTF 7) would be a 5<sup>th</sup> portfolio when approved.

**Table 2: JSIF Portfolio Summary**

Project, Target Parishes & Value	Project Mandate
<p><b>BASIC NEEDS TRUST FUND 6</b></p> <p><b>Parishes:</b> All</p> <p><b>Donor Value:</b> US\$4.777M <b>GOJ Value:</b> US\$1.031M</p>	<p>The sixth programme will assist poor communities to improve basic infrastructure and services and increase potential for economic activity through skills training and capacity-building initiatives. The Programme will provide resources for implementation of sub-projects and support to improve the capacity of Community-Based Organizations (CBOs) in the application of participatory approaches for planning and monitoring of sub-projects and decision-making.</p> <p>The primary goal is to provide an enabling environment in order to improve access to basic infrastructure and services, enhance employability and strengthen resilience through vulnerability reduction. It is intended to contribute to meeting targets of the Millennium Development Goals (MDGs) for poverty reduction and international covenants on equity and sustainability.</p>
<p><b>COMMUNITY INVESTMENT PROJECT (CIP)</b></p> <p><b>Parishes:</b> All except Kingston</p> <p><b>Donor Value:</b> US\$12.085 M <b>GOJ Value:</b> US\$2.428M</p>	<p>The primary objective is to improve the socio-economic conditions of poor communities by increasing their access to basic social and economic infrastructure, social services and organizational strengthening activities which meet their needs and priorities. It is anticipated that at the end of the project 130 communities will benefit from access to improved quality education, road and health infrastructure.</p>

Project, Target Parishes & Value	Project Mandate
<p><b>INNER CITY BASIC SERVICES PROJECT</b></p> <p><b>Parishes:</b> Kingston, St. Andrew, Clarendon, St. Catherine &amp; St. James.</p> <p><b>Communities:</b> Whitfield Town, Tawes Pen, Jones Town, March Pen/Africa, Federal Gardens, Shelter Rock, Passmore / Brown’s Town (Dunkirk), Knollis (Bog Walk), Central Village (including Big Lane, Detroit, Little Lane and Andrews Lane), Bucknor / Rectory Lands (May Pen), Lauriston, Flankers,</p> <p><b>Donor Value: US\$29.3M</b> <b>GOJ Value: US\$3.5M</b></p>	<p>This project focuses on:</p> <ul style="list-style-type: none"> <li>• Improving access, use and quality of basic infrastructure.</li> <li>• Rehabilitation and construction of sanitation, drainage and water supply facilities</li> <li>• Solid waste collection</li> <li>• Lighting and rehabilitation of public space and recreation areas.</li> <li>• Violence and crime reduction.</li> <li>• Providing access to micro-finance</li> </ul> <p>The anticipated project outcomes include significantly increased coverage in poor households within the selected communities to water and sanitation facilities, and storm water drainage; strengthening of human and social capital in poor neighborhoods through increased community participation in the planning, delivery and maintenance of works and services; and improved community safety as measured by reduced crime rates and public perceptions of safety.</p> <p>Activities under the Project have been divided into two components:</p> <p><b>1. Access to Services- this will include three key subcomponents.</b></p> <ul style="list-style-type: none"> <li>• Basic Infrastructure- This sub component will finance urban upgrading in project areas.</li> <li>• Access to Financial Services- The sub component will provide micro-finance services in project areas for productive purposes and incremental home improvements (including connections to basic infrastructure services)</li> <li>• Tenure Regularization: The component will finance the implementation of a pilot land titling initiative targeting residents of ICSBP communities on public</li> </ul> <p><b>2. Public Safety Enhancement and Capacity Building</b></p> <p>The component aims to enhance public safety by financing integrated packages of consultant services, training and technical assistance in project communities. Focus will be on supporting both immediate mitigation and conflict resolution activities in addition to other preventative and capacity enhancement interventions that will have a medium-term impact on levels of public safety.</p> <p>This component also includes the Bridge Jamaica Project which is modeled from the Chile Puente model and targets beneficiaries under the GOJ safety net programme PATH. Beneficiaries at the household level are provided with psycho-social support and assisted to connect to a range of social service providers while benefitting from conditional cash transfers.</p>
<p><b>JAPAN SOCIAL DEVELOPMENT FUND (JSDF)</b></p> <p><b>Parishes:</b> Kingston-May Pen Metropolitan Corridor</p> <p><b>Donor Value: US\$2.650M</b> <b>GOJ Value: US\$0</b></p>	<p>A grant was received to fund a project which has two components:</p> <ul style="list-style-type: none"> <li>• <b>Component A</b> (Crime and Violence Information System and Targeted Violence Prevention), will finance: (1) the development and implementation of a crime and violence information platform and early warning system (Integrated Crime and Violence Information System – ICVIS) in the 12 selected inner city communities that are part of the ICBSP Project; 2) the carrying out of activities to strengthen crime and violence prevention planning, through a participatory approach; and (3) the carrying out of targeted community-based crime and violence prevention activities focused on vulnerable and high risk populations in the 12 inner city communities of the ICBSP Project.</li> <li>• <b>Component B</b> (Jamaica Violence Action Fund – JAVA Fund) will support the establishment of the JAVA Fund, which will be a funding instrument to transfer JSDF grant proceeds to competitively selected subprojects that finance crime and violence prevention activities in high-risk areas along the Kingston-May Pen metropolitan corridor in the south-eastern region of the island. Specifically, the JAVA Fund will support subprojects in three categories: (i) mediation and conflict resolution; (ii) social programs for youth at risk aimed at violence prevention; and (iii) social support services for vulnerable families in the selected communities. The JAVA Fund is intended to finance activities in communities outside of the ICBSP Project communities.</li> </ul>

Project, Target Parishes & Value	Project Mandate
<p><b>PETROCARIBE DEVELOPMENT FUND (PDF) II</b></p> <p><b>Parishes: Kingston</b></p> <p><b>Donor Value: J\$200M &amp; GOJ Value: JA\$0</b></p> <p><b>Donor Value: J\$6M &amp; GOJ Value: JA\$0</b></p>	<p>Currently the project consists of two components:</p> <p><b>1. Schools Sanitation Upgrade:</b> This component will provide for the construction of an estimated 28 sanitation units in schools across Jamaica, the main feature of these being the existence of pit latrines where consistent supply of water exists from a public main. Each school will receive an eight seater sanitation unit along with suitable onsite sewage treatment system. Additionally, with the introduction of the units where none previously existed, a social marketing campaign to include hygiene awareness will be developed and delivered.</p> <p><b>2. Small grants and special projects:</b> This component will authorize the execution of small grants and special projects on behalf of the PDF which provide psychosocial, health care &amp; education interventions as examples.</p>
<p><b>POVERTY REDUCTION PROGRAMME II (PRPII)</b></p> <p><b>Parishes:</b> Kingston, Clarendon, St. Andrew, St. Catherine, St. James</p> <p><b>Communities:</b> Those identified as 'hot spots' by the MNS<sup>1</sup></p> <p><b>Donor Value: €10 M + €1.55M (extension)</b> <b>GOJ Value €1.5 M</b></p>	<p>Programme Purpose: Improvement in socio-economic conditions and quality of life in communities, with emphasis on the promotion of community safety and the reduction of criminal behavior in volatile and vulnerable communities.</p> <p>The programme intends to achieve this through the:</p> <ol style="list-style-type: none"> <li>1. Implementation of approximately 40 socio-economic sub-projects including but not limited to income-generating activities, infrastructure and water projects as well as health and sanitation, crime prevention and education related projects,</li> <li>2. Establishment of benevolent societies, where necessary,</li> <li>3. Strengthening of NGOs and CBOs through training, workshops, technical assistance and equipment as necessary with particular regard to their capacity to interact and dialogue with communities and local authorities,</li> <li>4. Capacity building of the Social Development Commission through training, supplies and technical assistance.</li> </ol>

<sup>1</sup> *St. Andrew South:* Payne Land/Tavares Gardens, Waterhouse, Sea view Gardens, Greenwich Far, Tower Avenue, Pen wood Road, 2 Miles, Phase 2 –Sea view Gardens and Drew land. *Kingston Western:* Ream, Torrington Park, Barnes Avenue, Trench Town, Hannah Town, Matthews Lane, Sunlight Street, Craig Town, Jones Town. *St. Andrew Central:* August Town, Mud Town and Kintyre. *Kingston Eastern:* Rockfort, Jacques Road, Jarrett Lane, Burgher Gully, Dunkirk, Nannyville Gardens and Bayshore Park. *Kingston Central:* Southside, Allman Town and Fletcher’s Land. *St. Andrew North:* Grants Pen, 100 Lane, Cassava Piece and Park Lane. *St. Catherine North:* March Pen, Johns Road, Thompson Pen, Jones Avenue, Tawes/Ellerslie Pen, and Windsor Road. *St. Catherine North:* Newlands, Gregory Park, Central Village and Claremont Villa. Clarendon: Canaan Heights, Bucks Common, Farm/Effortville and Effortville. *St. James:* Flankers, Canterbury, Granville, Glendevon, and Norwood.

Project, Target Parishes & Value	Project Mandate
<p><b>POVERTY REDUCTION PROGRAMME III (PRPIII)</b>  <b>Parishes:</b> Kingston, Clarendon, St. Andrew, St. Catherine, St. James  <b>Communities:</b> Community Renewal Programme<sup>2</sup>  <b>Donor Value: €10.04 M</b>  <b>GOJ Value €0.54 M</b></p>	<p>Programme Purpose: Contribute to the implementation of the Community Renewal Programme (CRP). It targets four specific components of the CRP. The programme aims to contribute to inclusive growth and equitable development by promoting economic wellbeing and enhanced quality of life for residents of volatile communities.</p> <p>The four components are:  i) Physical Transformation  ii) Governance  iii) Socio-Economic Development and  iv) Youth Development.</p> <p>The programme intends to achieve this through the: 1. Improving access by residents of volatile communities to basic socio-economic infrastructure and services; and 2. Improving capacity of poor volatile communities to participate in their own development.</p>
<p><b>RURAL ECONOMIC DEVELOPMENT INITIATIVE (REDI)</b>  <b>Parishes:</b> All except Kingston (for Agriculture)  <b>Donor Value: US\$15M</b>  <b>GOJ Value: US\$.50M</b>  <b>Beneficiary Value: US\$2M<sup>3</sup></b></p>	<p>The project consists of two components:</p> <p><b>Component 1:</b> Rural Subprojects in Agriculture and Rural Tourism. This component will finance two types of rural subprojects. <i>Type IA</i> subprojects will support revenue generating activities in agriculture and tourism. <i>Type IB</i> subprojects will support provision of critical infrastructure, marketing and management in the agriculture and tourism sectors. For REDI, priority will be given to subprojects that focus on enhancing market access and appropriate technology adoption.</p> <p><b>Component 2:</b> National Technical Assistance and Capacity Building. The main objective of this component is to strengthen relevant national organizations to enhance their capacity to continue assisting the rural enterprises and other project partners and ensure the sustainability of the rural enterprises. Hence, the component will finance technical assistance (TA) and capacity building for key organizations and agencies that deliver support services in agriculture and rural tourism at the local level.</p>

**Table 3: Beneficiaries for the Duration of the Projects Being Implemented**

Project	Project Duration	Beneficiaries
Basic Needs Trust Fund 6 (BNTF 6)	June 2009 – December 2012	30,258
Community Investment Project (CIP)	April 2009 – March 2013 <sup>1</sup>	150,000
The Inner City Basic Services Project (ICBSP)	May 2006 – December 2011 ( <i>extended to December 2013</i> )	66,472
Japan Social Development Fund (JSDF)	June 2009 – June 2013	13,500
PetroCaribe Development Fund (PDF)	August 2011 – August 2012 <sup>2</sup>	832
Poverty Reduction Programme II (PRP II)	June 2007 – December 2011 ( <i>extended to December 2013</i> )	62,486
Poverty Reduction Programme III (PRP III)	May 2012 – May 2016	68,000
Rural Economic Development Initiative (REDI)	January 2010 – July 2016	42,000

**Notes:** <sup>1</sup> A request for an extension was submitted. <sup>2</sup> An addendum to a MOU with PDF MOU is expected.

<sup>2</sup> **Kingston:** Allman Town, Fletchers Land, Hannah Town / Craig Town, Jones Town, Rema, Arnett Gardens, Campbell Town, Central Downtown, Denham Town, East Downtown, Franklyn Town, Greenwich Town / Newport West, Majestic Gardens, Rae Town, Rose Town, Tivoli Gardens. **St Andrew:** Penwood, Waterhouse, Cockburn Gardens, Delacrae Park / Union Gardens, New Haven, Riverton City, Whitfield Town. **St Catherine:** Central Village, Bogwalk, Old Harbour, Spanish Town Central. **Clarendon:** Four Paths, Palmers Cross, York Town, Lionel Town. **St James:** Flanker, Granville, Norwood, Adelphi, Anchovy, Barrett Town, Lilliput, Retirement, and Tucker.

<sup>3</sup> REDI component one beneficiaries contribute 20% of subprojects costs in cash and kind.

## **7. PROJECT OPERATIONAL ACTIVITIES FOR FY 2013/2014 to 2015/2016**

Over 259,000 persons are targeted to benefit from subprojects implemented over the lifetime of the 8 portfolios. The JSIF is targeted to implement 267, 201 and 167 subprojects respectively in FYs 2013/2014, 2014/2015 and 2015/2016 (Table 4). Social infrastructure, social services as well as agriculture and tourism interventions constitute the main investments targeted by the JSIF over the next three financial years.

Highlights of the JSIF's targeted interventions are as follows:

- Social Infrastructure consists of primary and basic schools (26 and 39); access to potable water (12); sanitation (45); and health centres (2).
- Agriculture and tourism subprojects (110) will importantly include capacity development training component.
- Economic Infrastructure consists of roads and drainage (44) and markets (5).
- Social Services sub-projects consist of training in agriculture and tourism (110), mediation and conflict resolution (90); skills development (60), and business development (60).
- Some 65 equipping subprojects as well as 8 Sporting Facilities and Multipurpose buildings will be completed.

The JSIF is actively pursuing additional funding sources to expand the access to community development subprojects for underserved communities. The Ministry of Finance is currently reviewing the Grant agreement for the seventh Basic Needs Trust Fund Programme (BNTF 7). JSIF as part of its commitment to continued improvement and increased efficiency will undertake a number of activities to enhance its operations and administration of projects such as revision of the Operations Manual; improvement of the Fund Manager Database; and Initiation of activities towards a new Electronic Records and Document Management System.

**Table 4: JSIF's Subproject Implementation Summary 2011/2012 – 2013/2014**

<b>Type of Intervention</b>	<b>13/14</b>	<b>14/15</b>	<b>15/16</b>	<b>Total</b>
<b>Social Infrastructure</b>				
Primary Schools	10	10	6	<b>26</b>
Basic School	15	12	12	<b>39</b>
Health Centre	2	0	0	<b>2</b>
Water	8	4	0	<b>12</b>
Sanitation	12	25	8	<b>45</b>
<b>Sub-total Social Infrastructure</b>	<b>47</b>	<b>51</b>	<b>26</b>	<b>124</b>
<b>Economic Infrastructure</b>				
Roads and Drainage	25	12	7	<b>44</b>
Markets	1	2	2	<b>5</b>
<b>Sub-total Economic Infrastructure</b>	<b>26</b>	<b>14</b>	<b>9</b>	<b>49</b>
<b>Sporting Facilities &amp; Multipurpose Bldgs</b>	<b>4</b>	<b>2</b>	<b>2</b>	<b>8</b>
<b>Agriculture &amp; Tourism</b>	<b>40</b>	<b>35</b>	<b>35</b>	<b>110*</b>
<b>Social Services</b>				
Skills Training	25	20	15	<b>60</b>
Agriculture & Tourism Training	35	35	40	<b>110*</b>
Business Development	20	20	20	<b>60</b>
Mediation & Conflict	15	2	2	<b>19</b>
<b>Sub-total Social Services</b>	<b>95</b>	<b>77</b>	<b>77</b>	<b>249</b>
<b>Equipping</b>	<b>25</b>	<b>22</b>	<b>18</b>	<b>65</b>
<b>GRAND TOTAL</b>	<b>237</b>	<b>201</b>	<b>167</b>	<b>605</b>

Note: \* Agriculture and tourism groups are provided with social services capacity building training.

## 8. PORTFOLIO INFORMATION

### **8.1: Inner City Basic Services Project (ICBSP) - LOAN**

ICBSP is financed by a US\$29.3M loan from the World Bank with counterpart funding of US\$3.5M provided by the GOJ. The project was originally scheduled to run from May 2006 to December 2011 but the World Bank has approved a two (2) year extension until December 2013.<sup>4</sup> FY 2013/2014 will be focused on completing all works as well as the non-works interventions to ensure that the planned objectives of the project are met. Key activities will include i) completion of the Tawes Meadows Pumping Station and Pipeline ii) Flankers storm water Drain iii) Road works throughout the communities iv) Completion of the Centres and planning for sustainable use thereafter v) Strengthening of Microfinance entities vi) Land Tenure Regularization and vii) Ongoing strengthening of the governance structures across the communities. Approximately 32 sub-projects / contracts for works are scheduled for implementation during the period 2013/2014. A further 5 sub-project packages under the Public Safety Component will be implemented.

### **8.2: Rural Economic Development Initiative (REDI) - LOAN**

REDI is scheduled for implementation from January 2010 to July 2016. It is funded by a US\$15 million World Bank loan with the GOJ providing counterpart funding of US\$.5M and the beneficiaries providing a US\$2M in cash and kind. While a number of sub-projects have been completed under the REDI project, there exists a need to tweak the approach to project targeting and selection, with a view to ensuring that the sub-projects ultimately have a solid impact on the Agriculture and Tourism industries. With this in mind, REDI will see improved targeting of sub-projects within the component categories: Income generating (Type 1A)<sup>5</sup>, critical small-scale infrastructure, management and marketing (Type 1B)<sup>6</sup> and national technical assistance and capacity building.

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<sup>4</sup> This extension does not include additional funds.

<sup>5</sup> Income Generating – Sub projects that are provided with inputs for the establishment and operation of micro and small businesses – e.g. hives and beekeeping equipment geared toward honey production

<sup>6</sup> Non income generating – Sub projects that are provided with centralized production / manufacturing/marketing communal facilities or services that aid the operation of micro and small

Importantly, the project needs to substantively identify all sub-projects within this financial year so that implementation can be completed with a full one year gap for monitoring and support for the investment funded.

### **8.3: Community Investment Project (CIP) – LOAN**

CIP is financed by a US\$12.085M loan from the Caribbean Development Bank with counterpart funding of US\$2.42M supplied by the GOJ. This project started implementation in 2010 and was scheduled to end in March 2013. In FY 2012/2013 however, based on the state of implementation, an extension to June 2014 has been requested. A total of 43 subprojects are scheduled for implementation during the period 2013/2014. These include infrastructure as well as training sub-projects, a key sub-project being the roll-out of the Bridge Jamaica Programme, which seeks to enable 30 families through constant social work interventions and linkages with programmes to include PATH, skills training and other social support services to build capacity and create the opportunity for transitioning out of poverty.

### **8.4: Basic Needs Trust Fund Programme 6 (BNTF 6) – GRANT**

BNTF 6 is a Canadian International Development Agency (CIDA) grant fund of US\$4.778M administered by the Caribbean Development Bank (CDB) with counterpart funding from the GOJ of US\$1.03M. BNTF 6 was scheduled for implementation from June 2009 to December 2012. During the implementation of this grant however, additional funds were received and as such an extension is required to implement the full slate of works, which has been requested. Activities under the Grant are expected to end in December 2013. The grant is in its final year of implementation, and as such the activities will focus on the completion of works and the initiation of organizational strengthening activities.

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businesses – e.g. construction of a packing house and cold storage facility that community farmers can store produce.

### **8.5: Poverty Reduction Programme II - GRANT**

PRP II is funded from a €10M grant with the GOJ providing €1.5M in counterpart funds. The project commenced implementation in June 2007 and was scheduled to end December 2011. In August 2011, the European Union approved a two year extension to December 2013 with an additional €1.55M for infrastructure subprojects targeting youth and sanitation improvements. It is estimated that five infrastructure projects will be implemented under the PRP II extension.

### **8.6: Poverty Reduction Programme III – GRANT**

The PRP III funded through a €10.04M grant with GOJ providing €0.54M, was signed in May 2012. Activities for PRP III, which support the Community Renewal Programme (CRP) are now being implemented. The major activities include i) infrastructure works and ii) strengthening of NGOs and NSAs (Non-State Actors) as well as including funding support to micro enterprises and granting of scholarships and internships.

### **8.7: Japanese Social Development Fund (JSDF) – GRANT**

The JSDF provided grant funding of US\$2.650 million for project implementation from June 2009 to June 2013. The grant which is administered by the World Bank supports the development of an Integrated Crime and Violence Information System and the Jamaica Violence Action Fund. With an end date of June 2013, the activities for the period 2013/2014 will include a significant amount of Administrative efforts related to audits and evaluations as well as Technical Assistance. There will however be the completion of 20 social services sub-projects, these are related to skills training as well as provision of training to improve life coping skills to persons across the ICBSF communities.

### **8.8: PetroCaribe Development Fund (PDF) – GRANT**

The PetroCaribe Development Fund awarded grants to the JSIF of JD\$200 million for Schools' Sanitation Upgrade and JD\$6 million for a special project. Activities under this portfolio will have substantively been completed before the FY 2013/2014. A social marketing campaign to include hygiene awareness will be developed and delivered.

## 9. FINANCIAL PROJECTIONS FOR FY 2013/2014 TO 2015/2016

An approved budget of \$2,220,267.00, \$1,219,752.00 and \$721,340.00 will be required from the Government of Jamaica to meet the disbursements for the FYs 2013/2014, 2014/2015 and 2015/2016. The ICBSP, PRP II and BNTF6 projects will close during the financial year 2013/2014 resulting in a reduction in the projected disbursements on subprojects for 2014/2015 and 2015/2016. However, the BNTF 7 Grant from the Caribbean Development Bank which is currently being processed is expected to start during FY 2013/2014. Every effort will be made to prevent any increase in administrative expenses for the financial year 2014/2015 as we continue to exercise prudent financial management. The JSIF's corporate governance structure ensures that disbursements are monitored closely by the Management and The Finance and Audit committee of the Board of Directors.

**Table 5 – JSIF's Financial Projections for FY 2013/2014 to 2015/2016**

<b>Expenditure</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>
Compensation of Employees	209,767	209,767	110,000
Transportation/Travelling & subsistence	22,800	22,800	18,240
Property Rental	-	-	16,000
Utilities	-	-	8,000
Purchase of Other goods & Services	-	-	12,000
Interest/Finance Charges	1,000	1,000	600
Purchase of Equipment	4,500	2,000	1,000
Grants & Contributions(NIS & NHT)	-	-	5,500
<b>Administrative</b>	<b>238,067</b>	<b>235,567</b>	<b>171,340</b>
Inner City Basic Services	-	-	-
Rural Economic development Initiative	377,999	400,000	-
Poverty Reduction Programme II	204,854	-	-
Poverty Reduction Programme III	367,379	235,000	400,000
Community Investment Project	507,033	14,185	-
Basic Needs Trust Fund 6	161,161	-	-
Basic Needs Trust Fund 7	315,000	310,000	100,000
Community Crime & Violence Prevention	13,775	-	-
Special Projects	25,000	25,000	50,000
<b>Projects</b>	<b>1,972,200</b>	<b>984,185</b>	<b>550,000</b>
<b>Grand Total</b>	<b>2,210,267</b>	<b>1,219,752</b>	<b>721,340</b>