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COUNTRY DEVELOPMENT COOPERATION STRATEGY (CDCS)

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ACRONYM LIST

ART	Antiretroviral
CARICOM	Caribbean Community
CBSI	Caribbean Basin Security Initiative
CDCs	Community Development Committees
CEI	Caribbean Energy Initiative
CLA	Collaborating, Learning, and Adapting
C-TIP	Countering Trafficking in Persons
DA	Development Assistance
DFC	International Development Finance Corporation
DRR	Disaster Risk Resilience
DO	Development Objective
FSR	Financing Self-Reliance
GDP	Gross Domestic Product
GoJ	Government of Jamaica
JCF	Jamaica Constabulary Force
JPS	Jamaica Public Service Company
J2SR	Journey to Self-Reliance
INL	State Department's Bureau of International Narcotics and Law Enforcement Affairs
LGBT	Lesbian, Gay, Bisexual, and Transgender
MNS	Jamaican Ministry of National Security's
MSM	Men who have Sex with Men
MSMW	Men who have Sex with Men and Women
MTSF	Medium- Term Socio-Economic Framework
NISP	National Integrated Strategic Plan
ODPEM	Office of Disaster Preparedness and Emergency Management
OE	Operating Expense
PEPFAR	President's Emergency Plan for AIDS relief
PLHIV	People Living with HIV
RDR	Redefining the Relationship
SRLA	Self-Reliance Learning Agenda
TIP	Trafficking in Persons
USG	U.S. Government

USAID Jamaica CDCS 2020-2025

Executive Summary and Results Framework

Jamaica possesses a high degree of self-reliance. It enjoys a stable macroeconomy, reduced inflation, relatively high GDP per capita, and a high literacy rate. USAID's country roadmap methodology places Jamaica in the northeast quadrant of the scatterplot, demonstrating high levels of both commitment and capacity relative to all other low- and middle-income countries.

Throughout this strategy period, USAID will help Jamaica capitalize upon its advanced levels of commitment and capacity to catalyze new forms of partnership that address outstanding development challenges impeding further progress towards greater self-reliance and threatening previous achievements. Specifically, these new models and partnerships will focus on addressing Jamaica's high rates of violent crime¹, ongoing HIV epidemic among targeted populations, and vulnerability to natural disasters. In focusing on these areas, USAID development assistance will support progress toward the following goal: *"Through strategic partnerships, Jamaica furthers its achievement as a secure, healthy, and resilient nation."*



The sectors of focus are unique in their potential to advance, hinder, or reverse Jamaica's development progress. High rates of violent crime can weaken key components of Jamaica's economy, thwart investments required for further growth, erode confidence in democratic governance, and limit the opportunities for Jamaica's youth to achieve their full potential. Health epidemics, including the novel coronavirus (COVID-19) as well as

HIV-AIDS, globally, deprive countries of resources required to address other development challenges, and natural disasters threaten to wipe away previous gains.

Therefore, USAID has strategically chosen to invest in these sectors based on their potential compound effects, as well as the level of Jamaica's commitment and capacity to address these remaining challenges. To achieve its goal, USAID will employ new models of partnership with Jamaica that leverage greater private sector and Government of Jamaica (GoJ) engagement, mobilize domestic resources, and build upon locally led initiatives. USAID will also identify and

¹ Jamaica scores .51 on the J2SR Roadmap Safety and Security measure. The score falls below the average for low- and medium-income countries and is consistent with other measures that identify Jamaica's high crime rates as a lasting development challenge.

support opportunities for Jamaica to share its best practices with other Caribbean countries, thereby furthering Jamaica's ability to play a greater leadership role within the region.

From 2020-2025, USAID will pursue a strategic transition in its assistance to Jamaica, marking a different approach and the employment of a new strategic partnership model. At the center of this shift, the Mission will emphasize support for Jamaican-led initiatives, helping to mobilize domestic resources (including the private sector's), and changing the donor-recipient relationship.

Programmatically, USAID support to strengthen Jamaica's resilience will shift from a focus on global climate change to disaster risk reduction. USAID's objective is to support Jamaica in building a legacy platform that encompasses two components: 1) disaster risk financing and 2) an alternative energy market.

Under Citizen Security, an area in which USAID operated in the previous strategy, activities will align with the new Caribbean Basin Security Initiative (CBSI) strategic framework, reflecting a shift from crime and violence **reduction** to crime and violence **prevention**. USAID/Jamaica will pursue greater partnership with the GoJ and other donor initiatives that address youth crime and violence. Partnerships with the private sector will provide support for the alternative livelihood components of our activities in the form of apprenticeships and jobs for at-risk youth. The result will be a more sustainable response to youth crime and violence prevention through increased local leadership.

USAID/Jamaica is well aligned with the President's Emergency Plan for AIDS relief (PEPFAR). PEPFAR's objective, achieving HIV/AIDS epidemic control as represented by the cascade goal of 90-90-90 by 2020² and 95-95-95 by 2030 remains constant. In contributing to this, USAID programming has remained focused on key and targeted populations. However, USAID has shifted partnership models from a direct government-to-government agreement with the Ministry of Health (with sub-grants to NGOs) to working with a local NGO and the private sector.

Progress along all of these programmatic areas will advance the goal of ending the need for foreign assistance, reaching epidemic control targets for Jamaica and the wider Caribbean, achieving the shared objectives of the Caribbean Basin Security Initiative, and advancing the U.S. Government's (USG) hemispheric goals outlined in the National Security Strategy and the Joint Regional Strategy. For instance, lines of effort to strengthen energy resilience supports the wider USAID Caribbean Energy Initiative (CEI). CEI aligns with pillars of the U.S. National Security Strategy and is part of the U.S. government's increasing engagement in the region within the rubric of the U.S. Strategy for Engagement in the Caribbean, also known as *Caribbean 2020*.³ It is also a key element of the Trump Administration's Growth in the Americas (*América Crece*) Initiative.

² PEPFAR defines epidemic control in line with the World Health Organization cascade targets of 90 percent of People Living with HIV (PLHIV) know their status, of those 90 percent are on antiretroviral treatment, and of those, 90 percent have achieved viral suppression (90-90-90). The 2030 goal of 95-95-95 is based on this same formulation.

³ *Caribbean 2020* defines the Department of State and USAID's security, diplomacy, prosperity, energy, education, and health priorities for the region.

The 2019 *Trafficking in Persons Report* classifies Jamaica as a Tier 2 country. As reported over the past five years, communities vulnerable to sex trafficking and forced labor include young women and children from poor households, child victims of sexual abuse, residents of Jamaica's poverty-stricken areas effectively controlled by criminal "dons," migrant workers, and workers in the informal sector, particularly on family farms and in markets and shops.

Preventing youth crime and violence is a major focus of USAID/Jamaica's new CDCS. Under its citizen security portfolio, USAID/Jamaica will support efforts to prevent youth crime and violence through improved youth-police relationships, provide support and tools for families and parents to increase their children's resilience to violence, and strengthen services that provide the most at-risk children (perpetrators and victims of crime alike) with pathways away from crime. Additional assistance will focus on improving state institutions' abilities to more effectively respond to crime. Throughout the design and implementation of its citizen security portfolio, USAID/Jamaica will look for means to address TIP issues, build resilience within communities, and complement other GoJ and USG C-TIP efforts.

During implementation of our CDCS, USAID/Jamaica will ensure that central to the design and implementation of our strategy will be the mission-wide effort to diversify our partner base, and engage (and co-create with) new and underutilized partners, including faith-based organizations; strengthen private sector engagement; support women's economic empowerment; LGBT rights and advance religious freedom. USAID programs will work to incorporate the principles of procurement reform and support Jamaica as it leads its own development journey to the point when there is no longer a need for foreign assistance.

This CDCS was developed and finalized in early 2020 as COVID-19 became a global pandemic. USAID/Jamaica will continue to monitor its potential impact and, if needed, the Mission will re-evaluate the strategic approach.

USAID/Jamaica Goal Statement
Through strategic partnerships, Jamaica furthers its achievement as a secure, healthy, and resilient nation

Development Objective 1
Self-reliance gains protected by increased resilience to natural disasters

Development Objective 2
Youth crime and violence prevented in targeted communities

Development Objective 3
Progress toward HIV epidemic control accelerated

Intermediate Result 1.1: Energy sector resilience strengthened

Intermediate Result 1.2: Government of Jamaica increases leadership role in disaster risk reduction

Intermediate Result 2.1: Resilience of youth improved to prevent crime and violence

Intermediate Result 2.2: Institutions' Effective response to growing crime and violence

Intermediate Result 3.1: Gaps across the continuum of care reduced

Intermediate Result 3.2: Service delivery to key and other targeted populations enhanced

Sub IR 1.1.1
 Enabling environment for renewable energy market improved

Sub IR 1.2.1
 Mechanisms under disaster financing framework funded

Sub IR 2.1.1
 Community-level violence prevention strengthened to increase resilience factors and reduce risk factors that drive youth involvement in crime and violence.

Sub IR 2.2.1
 Criminal justice system strengthened to effectively process crime and violence cases

Sub IR 3.1.1
 Improved case finding among targeted populations

Sub IR 3.2.1
 Private Sector engagement enhanced to offer alternative service delivery options to PLHIV

Sub IR 1.1.2
 Energy efficiency and diversification promoted

Sub IR 1.2.2
 GOJ's Disaster Risk Reduction expertise expanded throughout the Caribbean

Sub IR 2.1.2
 Child justice system improved to rehabilitate and re-integrate youth in conflict with the law back into their communities

Sub IR 2.2.2
 Institutions' capacity to advance crime and violence prevention increased

Sub IR 3.1.2
 Client linkage to prevention and treatment services improved

Sub IR 3.2.2
 Technical capacity of NGOs strengthened

Sub IR 1.1.3
 Ability of critical energy infrastructure to withstand and recover from natural disasters increased

Sub IR 3.1.3
 PLHIV initiated and retained on ART to achieve viral suppression

Country Context

Over the past decade, Jamaica has made significant strides in its macroeconomic performance. The country's debt to GDP ratio fell from 135.5 percent in 2013 to 92 percent by the end of June 2019 due in large part to the successful implementation of IMF programs under the Extended Fund Facility and Standby Arrangements. Jamaica also boasts a relatively high life expectancy and a high literacy rate, though its Journey to Self-Reliance (J2SR) Roadmap education quality score (.47) is slightly above the average (.40) and shows room for further improvement.⁴ Despite these gains, the country is confronted with challenges that impede its journey to self-reliance, including a high homicide rate, an HIV epidemic concentrated in key and other targeted populations, and susceptibility to natural disasters.

High levels of crime and violence continue to be a major concern of the GoJ and citizens of Jamaica—threatening the tourism industry and placing a heavy burden on the health sector. Jamaica has the third highest homicide rate in Latin America and the Caribbean at 47 deaths per 100,000 people. Its below average score on the USAID Roadmap's "Safety and Security" metric confirms that crime and violence is still a pressing concern. Meanwhile, 40 percent of Jamaicans expressed views that police officers are involved in criminal activity. Despite that perspective, there appears to be opportunity to further citizen trust in the police. Average levels of trusting the police were 43.9 points on a 0-100 point scale in 2017, 10 points higher than trust levels in 2014. On questions about the prospect for improved police-citizen cooperation in combating crime, Jamaican attitudes are favorable.⁵



The GoJ has implemented several strategies to reduce the number of homicides and increase cooperation with the police. The Ministry of National Security ended its major intervention—the Citizen Security and Justice Program — in September 2019 and has launched a new Citizen Security Plan, which will seek to intensify and deepen interventions in targeted hot spot communities and address the challenges identified, including trust levels between police and citizens and impunity among public officials. To support this effort, USAID/Jamaica will seek opportunities to partner directly and indirectly with the host government, non-government

⁴ See FY 2020 Jamaica Country Roadmap Score of 0.47 on Education Quality ([Jamaica Country Roadmap](#))

⁵ Vanderbilt University (2017), The Political Culture of Democracy in Jamaica and in the Americas, 2016/17: A Comparative Study of Democracy and Governance.

organizations, and the private sector to prevent youth crime and violence in targeted communities, including through strengthening youth-police relations.


In addition, as a Small Island Developing State, Jamaica is highly vulnerable to external shocks such as natural disasters. According to the World Bank, natural disasters cost Jamaica an estimated US \$1.2 billion between 2001 and 2010. One major hurricane can wipe away all the gains made over the past decade; for example, Hurricane Ivan in 2004 caused over US \$350 million in damages (World Bank, 2018). The objective of USAID/Jamaica's disaster risk reduction program is to reduce the economic impact of natural disasters. Though not directly included in the roadmap, the country's vulnerability to natural disasters may be captured to some extent in the GDP and Poverty Rate, as natural disasters are likely to impede economic activity, damage critical infrastructure, and displace persons from their homes.

This is also the area where arguably the country is most vulnerable to slippage, as a major hurricane has the potential to set back the country's economic progress by decades. The GoJ is cognizant of the high risk posed by natural disasters and has taken the initiative, working with the World Bank, to develop a disaster risk financing policy and framework. Additionally, the GoJ plays a lead role in disaster response within Caribbean Community (CARICOM), providing regional support to other island nations. GoJ's lead agency for disaster response, the Office of Disaster Preparedness and Emergency Management (ODPEM), is the strongest agency of its kind in the 14-nation CARICOM and serves as a focal point for international disaster relief in the western Caribbean.

Approximately 32,000 persons are living with HIV (PLHIV) in Jamaica.⁶ Jamaica is behind in its efforts to fight the epidemic and will not meet the UNAIDS 90-90-90 targets by the end of 2020. As of this writing, Jamaica's current cascade is 84-47-62. HIV/AIDS prevalence among key and other targeted populations remains another area of concern. The HIV epidemic is concentrated in key populations, with men who have sex with men (MSM) having an HIV prevalence rate of 29.3 percent (MSM IBSS Survey, UCSF, 2018). Given the high levels of stigma and discrimination against PLHIV and MSM, the Ministry of Health has partnered with NGOs who are better able to meet the needs of these targeted populations in a safe space. USAID now supports some of these NGOs directly (which aligns with the civil society effectiveness metric on the country roadmap), as well as the development of private sector HIV health services.


The three sectors that USAID will support over the life of the CDCS are closely aligned with Jamaica's long-term development strategy – Vision 2030 – which aims to make “Jamaica the place of choice to live, work, raise families and do business.” USAID's Development Objectives are closely aligned with Vision 2030 Priority Outcomes as operationalized in the Medium-Term Socio-Economic Framework (MTSF) (2018-2023).

⁶ UN Spectrum Estimate 2019




DO 1 Self-Reliance Gains Protected by Increased Resilience to Natural Disasters

This aligns with Goj Priorities “Hazard Risk Reduction and Adaptation to Climate Change,” “Energy Security and Efficiency,” and “A Stable Macroeconomy.” The DRR program seeks to mitigate the negative impacts of natural disasters, including improving the Goj’s ability to withstand fiscal impacts, thus stabilizing the macroeconomy. The program also focuses on increasing energy resilience, which has the potential to improve energy security.



DO 2 Youth Crime and Violence Prevented in Targeted Communities

This aligns with the “Security and Safety.” This is a major area of focus for the Goj and USAID will work closely with the Ministry of National Security to select target communities and support specific interventions to prevent youth crime and violence.



DO 3 Progress toward HIV Epidemic Control Accelerated

This aligns with a “Healthy and Stable Population.” While the MTSF does not specifically mention HIV/AIDS, the Goj recognizes the importance of addressing the HIV epidemic, which although currently concentrated in key and other targeted populations, has the potential to affect the general population if allowed to spread. The Goj is in the process of developing a National Strategic Plan (2020-2025) for HIV/AIDS, which will seek to make further progress toward prevalence reduction and the implementation of public provision of antiretroviral treatment.

Strategic Approach

Jamaica possesses a high degree of self-reliance. USAID's country roadmap methodology places Jamaica in the northeast quadrant of the scatterplot, demonstrating high levels of both commitment and capacity relative to all other low- and middle-income countries. Yet challenges do persist. Jamaica continues to suffer high rates of crime and violence; its HIV epidemic stubbornly resists control; and it remains unduly vulnerable to natural disasters.

The sectors of focus are unique in their potential to advance, hinder, or reverse Jamaica's development progress. High rates of violent crime can weaken key components of Jamaica's economy, thwart investments required for further growth, erode confidence in democratic governance, and limit opportunities for Jamaica's youth to achieve their full potential. The HIV epidemic in Jamaica deprives the country of resources required to address other development challenges, and natural disasters threaten to wipe away previous gains. Therefore, USAID has strategically chosen to invest in these sectors based on their potential compound effects, as well as the level of Jamaica's commitment and capacity to address these remaining challenges.

Jamaica has diverse civil society organizations that are active in all three sectors within which the Mission works; this is reflected in the country's high score on the Civil Society Capacity metric. With respect to Disaster Risk Reduction, groups are focused at the community level and include faith-based organizations that mobilize before and after natural disasters to provide assistance. Under Citizen Security, there are Community Development Committees (CDCs) that are supported by the GoJ's Social Development Commission. The CDCs comprise Community-Based Organizations and citizens and have varying levels of activism across the country. In addition, there are various NGOs that provide a voice for civil society on issues like anti-corruption and youth crime and violence. With respect to PEPFAR, there are NGOs that provide services to key populations, particularly MSM, who may not be comfortable accessing care from public health institutions due to stigma and discrimination. While there is a significant number of CSOs, assessments done through USAID/Jamaica's Local Partner Development activity and other capacity building initiatives have shown that the actual capacity of these organizations is very low and their sustainability is questionable due to high dependence on donor and GoJ funding.

Each of the three sectors USAID has strategically chosen sits at a different point along the journey to self-reliance. As such, the definition and degree of strategic transition related to each is unique.

Disaster Risk Reduction

Jamaica's vulnerability to natural disasters threatens to undermine many of the advances it has made in both commitment and capacity, as detailed in the FY 2019 and FY 2020 country roadmaps. Success in helping Jamaica to reduce the risks it faces from natural disasters will therefore help Jamaica strengthen its resilience and protect its self-reliance gains.

Work under this DO will also move the relationship between USAID and Jamaica closer toward USAID's vision of strategic transition. Through the J2SR principles, **redefining the relationship (RDR)** and **financing self-reliance (FDR)**, for instance, efforts under this DO will support and catalyze Jamaica's use of its domestic resources to finance its own disaster responses and mitigate negative impacts on its fiscal accounts. As part of this CDCS, USAID plans to invest \$5 million to support these new mechanisms. This investment will leverage \$14.85 million provided by Germany and the UK to the Global Risk Financing Facility (GRiF)⁷ and \$16 million set aside by the GoJ in its disaster contingency fund.



USAID assistance will unlock the private sector's ability to strengthen Jamaica's energy sector in the face of natural disasters. This includes improving the enabling environment for renewable energy markets, promoting energy efficiency and diversification, and increasing the ability of critical energy infrastructure to withstand and recover from natural disasters. USAID programming under this DO is centered on Jamaica leading the partnership, as work in both areas supports the priorities, plans and existing efforts by the government to decrease its vulnerability to natural disasters.

The growing capabilities of Jamaica's disaster response infrastructure already enables it to help other Caribbean countries in times of need. USAID assistance during this strategy period will seek opportunities to further Jamaica's role as a regional leader.

Strengthening the Caribbean's resilience (in terms of energy and disaster risk reduction) is a key thrust of USG policies such as Caribbean 2020. Initiatives such as USAID's regional CEI and other components of the *América Crece* Initiative (to which CEI contributes) offer multiple opportunities for a whole-of-government approach to meet Jamaica's disaster risk reduction needs.

⁷ GRiF is a multi-donor trust fund housed at the World Bank, which is supported by Germany and the United Kingdom.

In addition to collaborating with these initiatives, the United States' new International Development Finance Corporation (DFC) brings the equities of the Development Credit Authority (DCA) and OPIC to bear. USAID recently signed a new DCA credit guarantee with a leading Jamaican bank to expand access to finance for renewable energy throughout the Caribbean, including Jamaica. USAID/Jamaica will continue to explore efforts to utilize DCA programming, as well as opportunities with the DFC, which is investigating means to support energy investment on the island. Collaboration with the State Department, both at Post and in Washington, will remain close, and the Mission will search for means to amplify the effects of the overall USG effort.

If successful, USAID expects by the end of this strategy that it will have established a legacy platform (both in terms of disaster risk financing and energy resilience) that supports Jamaica's leadership in protecting itself from one of its greatest self-reliance threats: natural disasters. Furthermore, success will also mark USAID's final foray in these sectors. It is currently anticipated that Development Assistance, unless it is tied to a USG initiative such as PEPFAR or CBSI or in the case of an unforeseen external shock, will no longer be sought for disaster and energy resilience or other sectors beyond 2025.

Crime and Violence

USAID/Jamaica is an implementer of the USG's CBSI. Therefore, programming decisions must align with and contribute to the initiative's strategy. Under this premise, the Mission's approach in this sector will shift from *reducing* the levels of crime and violence in target communities (as in the last CDCS) toward a focus on youth crime and violence *prevention*. Specifically, USAID/Jamaica will address the risk and resilience factors faced by youth, families, and communities and strengthen institutional capacity for crime and violence prevention.

By the end of this strategy, USAID expects to have transformed how it engages partners and supports local leadership on the remaining self-reliance challenge of safety and security. In support of the Agency's **RDR** principles, USAID will adopt more locally owned partnership models that put local actors in the lead for addressing their own challenges. As improving safety and security is also a GoJ priority, USAID will seek opportunities to strengthen, complement, and facilitate execution of GoJ plans. USAID will seek opportunities to partner directly with the GoJ; however, in contrast to past partnerships, government-to-government partnerships in this strategic period will adhere to the concept of **FSR**, emphasizing financial contributions and resources over in-kind contributions.

Government cooperation alone will not suffice. Other J2SR principles (such as **private sector engagement**, locally led problem solving, co-creation and co-implementation) will be utilized. In addition to government stakeholders, USAID will engage firms, communities, families, academia and youth to determine the types of interventions, risk and resilience factors, communities, and institutions to target. **Private sector engagement** will form a critical component, as the interests of the private sector are aligned with increasing safety and security. Bringing the private sector into the equation will be a major focus of the Mission's efforts. For instance, many businesses are already investing in crime prevention activities, although these initiatives are largely uncoordinated. USAID will work with the private sector to implement joint coordinated crime prevention interventions and mobilize financial resources towards crime and violence prevention programs.



USAID actively cooperates with the State Department's efforts under CBSI objective 1, "Reduce Illicit Trafficking," led by the State Department's Bureau of Political-Military Affairs, and under objective 2, "Increase Safety and Security," led by the State Department's Bureau of International Narcotics and Law Enforcement Affairs (INL). Horizontally and vertically, USAID makes demonstrable efforts to coordinate on reporting and planning for the delivery of assistance with law enforcement agencies. In this strategic period, USAID will seek close collaboration with INL on efforts to strengthen Jamaica's criminal justice system and increase the efficacy with which crime and violence cases are processed, as well as help Jamaican institutions advance crime and violence prevention.

HIV/AIDS

If not addressed and controlled, the epidemic has the potential to make Jamaica not only less healthy but less prosperous as a nation. HIV and public health issues have proven track records of undermining other components of a society (governance, security, economics, social cohesion). Helping Jamaica accelerate its progress toward HIV epidemic control is a critical component to achieving the CDCS goal.

The GoJ identifies a "healthy and stable" population as a key national outcome. This includes strategies to reduce the levels of infectious diseases, such as HIV, among the population. In order to ensure HIV does not become a larger problem for the general population, the GoJ has recognized that it must access key populations that are essential for it to reach its epidemic control targets. Furthermore, and in line with its ability **to finance its self-reliance**, the GoJ has committed its own resources to controlling the epidemic. The GoJ's work in this area includes

partnerships with NGOs that can reach these key populations and incorporating the private sector into the overall effort. In support of this, USAID HIV/AIDS programming will directly support high-performing NGOs operating in this space and work with private sector health providers.



While the focus of our PEPFAR program has remained on key and targeted populations, USAID has recently **redefined its relationship** from a direct Government to Government agreement with the Ministry of Health (with sub-grants to NGOs) to working directly with a local NGO as the prime partner. USAID also has begun working with a private sector network of clinicians to serve these populations, which may not wish to visit public health facilities due to

stigma and discrimination. These new partnerships align with the GoJ's vision in which NGOs and the private sector play a greater role in the nation's epidemic response and complement the public sector response.

Resources for Jamaica will be contingent upon success toward the stated cascade. As success toward epidemic control is achieved, expectations of smaller resource levels and the opportunity to deepen strategic transition are reasonable.

As PEPFAR is a USG-initiative, USAID is but one implementing agency in Jamaica. The Department of State/Office of the Global AIDS Coordinator is responsible for overall interagency coordination and direction. USAID, Centers for Disease Control and Prevention, and Health Resources and Services Administration (within the Department of Health and Human Services) collaborate in the implementation of PEPFAR programming in Jamaica—ensuring agency resources and expertise are leveraged and applied to address the unique features of the country's epidemic.

Results Framework Narrative

Goal Statement: *“Through strategic partnerships, Jamaica furthers its achievement as a secure, healthy, and resilient nation.”*

Goal Statement Narrative

As outlined in the “Strategic Approach” section of this CDCS, the sectors of focus (crime and violence, disaster risk reduction, and HIV/AIDS) are unique in their potential to advance, hinder, or reverse Jamaica’s development progress. USAID has strategically chosen to invest in these sectors based on their potential compound effects, as well as the level of Jamaica’s commitment and capacity to address these remaining challenges. To achieve its goal, USAID will employ new models of partnership with Jamaica that leverage greater private sector and GoJ engagement, mobilize domestic resources, and build upon locally led initiatives. USAID will also identify and support opportunities for Jamaica to share its best practices with other Caribbean countries, thereby furthering Jamaica’s ability to play a greater leadership role within the region.

Progress toward the CDCS goal will be demonstrated by several factors. Jamaica’s security will improve as youth crime and violence decreases. Momentum toward the 90-90-90 and 95-95-95 HIV cascade targets will provide a clear indication that Jamaica is improving the health of its population. The establishment of financial mechanisms will insulate Jamaica from the shocks of a disaster, making it more resilient to the disaster’s effects. Likewise, in diversifying the energy sector, Jamaica will become less vulnerable to the effects of disasters. Combined, progress in these areas will address last-mile challenges (health, safety and security) on Jamaica’s journey to self-reliance, as well as protect against natural disaster-instigated backsliding.

DO 1: Self-reliance gains protected by increased resilience to natural disasters

Jamaica’s vulnerability to natural disasters threatens to undermine many of the advances it has made in both commitment and capacity, as detailed in the FY 2019 and FY 2020 country roadmaps. Success in helping Jamaica to reduce the risks it faces from natural disasters will therefore help Jamaica strengthen its resilience and protect its self-reliance gains.

DO 1 Development Hypothesis

If Jamaica decreases the vulnerability of its energy systems and creates instruments that mobilize its resources to finance its disaster response and recovery needs, it will decrease the probability that a natural disaster or series of catastrophic events will derail the developmental (and broader self-reliance) gains the country has made, as well as decrease the degree of international assistance needed in such situations.

Development Hypothesis Narrative

As Jamaica has progressed on its journey to self-reliance, its continued vulnerability to natural disasters remains a threat to the country's prosperity. To help protect the country's achievements, USAID will strengthen Jamaica's ability to reduce its vulnerability, improve its responsiveness, and increase its ability to rebound after a natural disaster. This will further guarantee the country's advanced level of self-reliance and provide a platform for a strategically transitioned relationship between USAID and Jamaica.

Jamaica demonstrates strong commitment and capacity levels needed to further its journey to self-reliance. Jamaica's Office of Disaster Preparedness and Emergency Management (ODPEM) is a good example. ODPEM has the technical expertise to respond effectively to disasters and is seen as a leader within the region. Jamaica's vulnerability to natural disasters lies elsewhere—particularly the high costs of inevitable damages and the energy sector's insufficient resilience. These vulnerabilities threaten the development advances the country has made.

At the community level, decreasing Jamaica's vulnerability will mitigate the differential impacts natural disasters have on men and women due to pre-existing inequalities in society such as gender biases in selecting girls over boys to attend school as the boys aid in recovery efforts. Indeed, natural disasters may have the unintended effect of increasing praedial larceny attributed sometimes to young unattached males as they seek to find alternative sources of income and sustenance in the aftermath of a disaster.

In addition, the livelihoods of women who provide marketing and domestic service activities for the tourist industry are more vulnerable to the secondary effects of natural disasters, such as road destruction and transportation gaps due to storms or land erosion/landslides. Helping Jamaica build its resilience to recover quickly from natural disasters will likely mean more resilient infrastructure and therefore less disruption to the local economy.

"Hazard Risk Reduction" and "Energy Security & Efficiency" are among Jamaica's top priorities, as outlined in the country's *Vision 2030*. These priorities, coupled with Jamaica's expressed interest in partnering with USAID on both issues, drives USAID activity under this DO. USAID will capitalize on different components of Jamaica's overall commitment and capacity to support progress towards this development objective.

IR 1.1: Energy sector resilience strengthened

During natural disasters, the loss of electricity is a major impediment to both emergency responses and economic operations. When a disaster disrupts electrical grids or water distribution systems, critical infrastructure—such as hospitals, shelters, police stations, fire stations, communications relays and command centers—may be impaired and not able to deliver vital services. For hospitals, a power outage means lung machines stop, vaccines and insulin degrade without refrigeration, and operating rooms fall dark. Because almost all water is pumped with electricity in Jamaica, a power outage also often means a water cutoff—which compounds post-

disaster problems. Sites such as hospitals and shelters thus must have uninterrupted power to be able to respond to ongoing and emergency critical needs right after a disaster.

Bolstering energy resilience involves addressing vulnerabilities across several parts of the energy sector. Jamaica's sole electrical power company, Jamaica Public Service Company (JPS), heavily relies on four main fossil-fuel based power plants to generate electricity across the island. Following a disaster, however, fossil fuels become susceptible to sharp, unexpected price increases. Potential damage to ports, storage facilities, and transportation systems may complicate the importation and use of such fuels at national scale. Additionally, Jamaica's current transmission grid presents challenges in its ability to quickly recover and distribute energy succeeding a disaster.

The GoJ, showing its commitment, already took the first steps to "jump start" the market to build the energy resilience of its country by undertaking energy efficiency improvements in public buildings. USAID should capitalize on the GoJ's interest in this effort as well as in strengthening the country's energy resilience with **private sector engagement** to create solutions that address Jamaica's energy sector vulnerabilities more broadly.

Working with the GoJ, the private sector and others in the donor community, USAID will help identify and implement approaches that encourage private sector involvement in improving the renewable energy market; diversify energy sources; and support energy infrastructure alternatives that ensure electrical supply in the aftermath of a natural disaster. This could include activities aimed at opening the legal and regulatory framework to create space for increased competition in the energy sector; increasing public sector demand for distributed electricity generation; and raising consumer awareness and ability to access financing to help further increase demand for modern energy technologies.

IR 1.2: Government of Jamaica increases leadership role in disaster risk reduction

As previously mentioned, Jamaica's lead disaster response institution, ODPEM, enjoys regional recognition for its professionalism and efficacy. OPDEM is the strongest agency of its kind in the 14-nation CARICOM and serves as a focal point for international disaster relief in the western Caribbean. Despite ODPEM's respectable capabilities, Jamaica's current lack of risk-reducing financial mechanisms leaves it exposed to disasters and undermines its ability to expand its leadership role.

Jamaica is aware of this vulnerability. In addition to witnessing the economic effects of hurricanes in Puerto Rico, Dominica, and the Bahamas, Jamaica has experienced first-hand the devastation a single storm can wreak. In 1988, Hurricane Gilbert caused \$700 million in damage, a loss of 18 percent of GDP at the time. Such damage undercuts already realized private sector economic gains, places extraordinary pressure on public resources, and undermines efforts to maintain fiscal health essential to further economic growth.

A World Bank study of Jamaica's Disaster Risk Financing status and opportunities found:

“On average, in the long term, the GoJ would need to cover losses of approximately USD 121 million (J\$16 billion) annually, or 0.84 percent of Jamaica's 2015 gross domestic product (GDP) to address its contingent liabilities related to hurricanes and floods. This amount is also equivalent to 3.09 percent of total government expenditures in 2016. Hurricane damage to public and private building infrastructure alone will amount to USD 67 million (J\$9 billion) on average each year in the long run. In addition to long-term impacts on economic and social development in Jamaica, disasters also increase Jamaica's sovereign debt, as more loans are borrowed to finance unplanned post-disaster expenditures.”⁸

The same study finds that existing instruments for disaster risk financing are not optimized to address Jamaica's disaster risk profile, but it also provides recommendations that would “allow the GoJ to finance its contingent liabilities from a flood or hurricane event with a 20-year return period with its own funds without reallocation or further indebtedness, other than drawing down on a contingent financing mechanism.”

Concurring with these findings, Jamaica has partnered with the World Bank to develop a country-specific strategy for comprehensive disaster risk financing. The intent is to improve the GoJ's public financial management and risk management frameworks in order to mitigate the financial risks that disasters pose, and to develop and launch financial instruments to mitigate or transfer these costs. The GoJ recently began recapitalization of the country's disaster reserve fund to the tune of \$16 million and is exploring the launch of a catastrophe bond⁹ or indexed insurance vehicle as part of a diversification strategy.

The GoJ requested bilateral assistance and participation from USAID to further its financial resilience agenda. USAID has rallied donors to crowd in capital in support of a cross-sectoral financial resilience strategy, largely in partnership with the World Bank. As part of this CDCS, USAID plans to invest \$5 million to support these new mechanisms. For instance, USAID may become an early partner in the development and launch of a Jamaican catastrophe bond. Assistance resources could be used to support catastrophe bond premiums or capitalization of other risk transfer mechanisms. In doing so, USAID will leverage \$14.85 million provided by Germany and the UK to the GRiF and the \$16 million set aside by the GoJ in its disaster contingency fund.

Given USAID's desire to see Jamaica significantly contribute its own funds and resources, the Mission has established a working relationship with the World Bank to provide technical assistance to ensure that the correct policy environment, coordination, and checks and balances

⁸ “Advancing Disaster Risk Finance in Jamaica,” World Bank, February 2018, page 10.

⁹ Catastrophe bonds or “cat bonds” are fixed income securities that pay an enhanced coupon to bondholders, commensurate to the risk from losing part or all of the invested capital if a natural disaster occurs.

are in place to guide any new financial instruments and maximize the outcomes of respective contributions for vulnerable populations in Jamaica.

As Jamaica establishes models for energy sector resilience and for financing disaster recovery, the Mission will seek opportunities to help Jamaica's disaster response agency (which provides technical support to other nations in the region) and other GoJ and private sector stakeholders to export these models throughout the Caribbean. As experience is gained in energy resilience programming, Jamaican approaches and models may be explored in relation to other regional resiliency efforts. Where opportunities arise, the Mission will position Jamaican stakeholders to help others in the region.

DO 1 Assumptions:

- GoJ and the energy sector regulator will continue to support increasing energy sector resilience through diversification of fuel sources, energy efficiency measures, and alternative approaches (such as microgrids) to energy infrastructure;
- JPS will encourage increased participation in the renewable energy market;
- Adequate financing tools can be activated to stimulate a market for energy efficiency and energy services companies;
- Jamaican private sector companies will engage in identifying, shaping and launching new shared-value activities in the energy sector;
- Cost structure for financial instruments enables their benefits to be sufficient enough to attract investors; and
- Principles of Jamaica's financial instruments are adjustable to other markets and economies.

DO 1 Risks:

- Conditions disincentivize energy monopoly support for renewable energy and energy efficiency across the island;
- Regulatory, policy, financing and public education changes needed to launch the energy efficiency and renewable market are not adequately coordinated; and
- Cost of maintaining and guaranteeing financial structures undermines their ability to offer competitive benefits to potential investors.

DO 2: Youth crime and violence prevented in targeted communities

High levels of crime and violence are a major concern of the government and citizens of Jamaica—threatening the tourism industry, adding costs to business operations, and placing heavy burdens on the public sector. Jamaica had the third highest homicide rate in Latin America and the Caribbean—47 homicides per 100,000 people in 2018, which was eight times higher than the global average of six per 100,000 (GoJ Citizen Security Plan 2019-2022). This is further

reflected in Jamaica's J2SR FY 2020 Roadmap "Safety and Security" score of .51, which is below average for low- and medium-income countries and shows considerable room for improvement.

In Jamaica, youth are most often the perpetrators and victims of crime and violence. The Jamaican National Youth policy reveals that about 15 percent of students between ages 10 and 18 carry a weapon to school; 14 percent of boys and five percent of girls have been stabbed or shot in a fight; eight percent of all adolescents have been knocked unconscious; and one in six adolescents have belonged to a gang at some point in their lives. Moreover, youth are arrested, jailed, and murdered at twice the rate of the general population, with over 400 youth in juvenile correctional facilities and another large percentage in the general correctional services. Many possess criminal records that present obstacles to accessing legitimate social services and accompanying opportunities and that keep them confined in the perpetual cycle of a criminal and violent lifestyle.

Jamaica's crime epidemic also has a disproportionate impact on young males. An IDB study¹⁰ on crime and violence in Jamaica profiles most victims of homicide as, "male, young, uneducated, and poor." The study found that, "In 2013, 90 percent of all victims were male" and 51 percent were under the age of 35. In 2017, the homicide rate per 100,000 of population, by sex, was 109.8 for male (Statistical Institute of Jamaica), compared to 60.2 for the overall population. Similar to the homicide victims, most perpetrators are young men. Approximately 97 percent of arrestees for murder in 2013 were young men under 35 years of age (ibid. pg 19). Per USAID/Jamaica's Gender Analysis, the frequency of physical violence for males averaged 2,799 per year over the 2007-2012 period and the violence frequency for females averaged 311 during the same period.

On the other hand, gang violence impacts women and girls in vulnerable areas in many ways. They often experience sexual coercion by gang members and refusal could result in punishment against themselves and their families. Women and girls are also victims of reprisal crimes, including sexual violence, for being perceived as having reported or actually reporting criminal activity to the police, or in relation to a personal or family vendetta.

Development Hypothesis: *If there is a holistic approach to youth crime and violence prevention that (1) addresses the risk and resilience factors faced by youth, families, communities, and societies on one hand, and (2) strengthens the enabling environment for crime and violence prevention on the other, then this will result in an overall reduction in levels of youth crime, violence and victimization over time in the programming in targeted areas.*

Development Hypothesis Narrative

USAID's own research¹¹ into what does and does not work in preventing youth crime and violence provides evidence that informs the approach taken under this DO. Evidence demonstrates that a country's violence problems will not be solved solely through higher investment in policing, increased incarceration rates, more education or employment. A holistic approach is needed to

¹⁰ Inter-American Bank (IDB) Series on Crime and Violence in the Caribbean: Crime and Violence in Jamaica, 2016

¹¹ "What Works In Reducing Community Violence: A Meta-Review and Field Study of the Northern Triangle," USAID, February 2016; "USAID Crime and Violence Prevention Field Guide," USAID, July 2016.

target youth crime and violence both geographically and demographically, while addressing systemic and institutional issues hindering effective crime and violence prevention. Thus, assistance under this DO will implement a multidisciplinary approach to target the factors faced by youth, families, and communities and help them to build systems that address risks and strengthen resilience. Simultaneously, efforts will strengthen the enabling environment for crime and violence prevention. This includes support for justice sector reforms that provide alternatives like dispute resolution and diversion that reduce the number of youth entering the system and address the unique risk factors of youth offenders. In addition, addressing issues such as increasing civil society involvement, promoting community-oriented policing, and strengthening local governance for effective crime and violence prevention are key.

Focusing on preventing youth crime and violence will complement and support Jamaica's own priorities. DO 2 is well aligned to Jamaica's "Vision 2030" and the country's national security strategies and plans. This will enable USAID to coordinate directly with key GoJ ministries, agencies, and departments with responsibility to implement the national crime prevention strategies. It will also position the Mission to leverage Jamaica's relatively high commitment and capacity levels and pursue **FSR** principles of financial cost-sharing and government-to-government partnerships as part of its efforts to **redefine its relationship** with the partner government.

As a result of interventions under DO 2, youth resilience to participating in crime and violence will increase; pathways out of or away from violence will be established; and communities and institutions will be better able to implement efforts that decrease the propensity for youth crime and violence.

IR 2.1: Resilience of Youth Improved to Prevent Crime and Violence

Traditional crime control measures do not address the underlying causes of violence, which include, among other things, broken families and social decay; neglected and abused children, with early exposure to violence; the erosion of moral authority by entrenched systems of lawlessness; and the influence of gang-dominated communities with poor physical infrastructure, poor education, and limited job opportunities. While it is necessary to deal resolutely with crime, to be truly effective in decreasing crime and violence, efforts must also simultaneously resolve the causes of violence. This requires a multi-disciplinary and multi-sectoral approach. The police and the security forces play an indispensable role, but they alone cannot solve all the social, economic, political, psychological, and cultural problems in a society.

To formulate the right approach, multiple factors must be taken into consideration. Crime and violence reduction research recommends that programming focus on targeted geographical areas or "hot spots" instead of the general population. As such, programming under this IR will be geographically selective. Working with local partners and stakeholders, USAID will initially work with three to five communities where multiple interventions can be clustered, have depth, and be sustained. Communities will be selected from the Jamaican Ministry of National Security's (MNS) 21 prioritized or "hotspot" communities in the parishes of Kingston, St. Andrew, St. James, St.

Catherine, and Clarendon. GoJ data collection agencies identify these parishes as among those with the highest crime rates for the past several years.

Programming under this IR also will be cognizant of the effects crime and violence have on economic output. For instance, the World Bank estimated the direct cost of crime (excluding the impact on business) to Jamaica to be at least 3.7 percent of GDP (ibid, IDB, pg. 42). A USAID-funded study in a similarly violent country also provides lessons applicable to Jamaica—finding that the high levels of crime and violence reduced economic activities, coupled with the direct economic loss of investing in private security for many businesses.¹² The Mission will use this knowledge to recruit affected stakeholders into the response—pursuing private sector involvement in defining and implementing solutions to resolve crime and violence.

USAID/Jamaica’s gender analysis states that an estimated one in every five (21 percent) adolescent girls aged 15-19 reported having experienced sexual violence, while about 5 percent of boys in this age group reported the same. Girls account for 97.3 percent of the 1,094 child abuse reports. Moreover, the danger that intimate partner violence poses to the children of women who are victims of domestic violence is particularly profound as they are more likely to drop out of school at a young age and face increased risks from early exposure to violence. According to the Jamaica Women’s Health Survey (2016), adolescent mothers are especially vulnerable to intimate partner violence and are more likely to exhibit patterns of negative parenting that create a vicious cycle of poverty, marginalization, and violence.

Under this IR, USAID will support efforts that help targeted communities increase resilience factors and reduce risk factors that drive youth involvement in crime and violence. Programming can help develop systems that empower parents with the skills and resources to keep children from involvement with negative actors. Assistance can also bolster psychosocial services to youth and family members who have physical and psychological scars, as such trauma places them at a higher risk for becoming desensitized to the effects and consequences of violence and more likely to commit such acts. The dynamics identified in the gender analysis will play a particularly important role in shaping assistance in this area. Programming will be tailored to address the distinctions between how males and females are pulled into, contribute to, perpetrate, and experience acts of violence. For instance, assistance may be targeted to help adolescent mothers develop parenting skills and resist domestic violence, as well as employ practices that decrease their children’s exposure to violence and alter their comprehension of it.

Programming also will work with youth at a higher risk of participating in crime and violence or those that have already committed such acts. This could include support for rehabilitative initiatives, life skills training, psychosocial support, literacy training, technical and vocational training, business and entrepreneurship training, career counseling, and job placement assistance. Regardless of the intervention, programming will focus on making practical assistance the priority—prioritizing second chances and not criminal identity; homing in on strengths and not risks; building social capital; recognizing and marking achievements towards criminal / gang

¹² “Private Initiative: Crime and Violence Cost Estimation in Mexico” 2019. (Funded by USAID as part of the *Juntos para la Prevención de la Violencia* project.)

desistance; working with parents and partners; incorporating approaches that respond to gender differences; and forming partnerships with other support communities.

There is a general lack of trust between citizens and the police in Jamaica. However, despite this trust deficit, as reported in the 2018 LAPOP Survey,¹³ which found that, “the average level of trust in the police is 43.9 points on a 0-100 point scale,” there are also opportunities for law enforcement and communities to work together to prevent crime and violence. The study also revealed that, “64.8 percent of Jamaicans report that when the police come to their neighborhood, they come to help; about 74 percent of Jamaicans feel that the interests of people in their neighborhood are in common with those of the police; 65 percent of Jamaicans express a willingness to work with the police in their community to combat crime and almost 83 percent of Jamaicans feel that a closer working relationship between police and the community would reduce crime.” The Mission will capitalize on these opportunities as well, looking for opportunities to support the GoJ’s proximity policing effort and to enhance police-citizen relations.

Per the USAID/Jamaica gender analysis, communities vulnerable to sex trafficking and forced labor include young women and children from poor households; child victims of sexual abuse; residents of Jamaica’s poverty-stricken areas effectively controlled by criminal “dons”; migrant workers; and workers in the informal sector, particularly on family farms and in markets and shops. Some boys may be subjected to forced criminal activity by gang members. Activities under IR 2.1 will therefore support countering trafficking in persons (C-TIP) efforts by building youth resilience to the pull of gangs that may participate in trafficking in persons.

IR 2.2: Institutions’ Effective Response to Growing Crime and Violence

Jamaica’s criminal justice system faces several challenges. Case backlogs, slow proceedings, and procedural issues diminish confidence in the justice sector among the general public. Meanwhile, a vast geographic spread of crime and violence confronts the country. Hot spots like St. James have now evolved into major centers for crime and violent activities in the same way that the Kingston Metropolitan area has. Overall, the Jamaica Constabulary Force (JCF) is now confronted with two major centers (Kingston/St. Andrew and St. James) and four distinct areas (St. Catherine, Clarendon, Hanover, and Westmoreland) requiring intensive targeting.

USAID will support efforts to strengthen the Jamaican criminal justice system’s ability to be more proactive rather than reactive toward criminal behavior. Interventions will include collaboration with GoJ institutions, including the Ministry of Justice, to strengthen restorative justice practices, enhanced support for social workers and case management, and continued sensitization of alternative dispute resolution methods and practices in order to reduce court backlogs at the parish and community levels. Activities will incorporate strengthening child diversion programs or alternatives to prevent youth from entering the initial or continued juvenile delinquency programs.

¹³ *Americas Barometer* February 2018, The Political Culture of Democracy in Jamaica and in the Americas, 2017/17: A Comparative Study of Democracy and Governance

Partnerships will work to strengthen the national security architecture through improving police effectiveness and enhancing interventions to build trust and confidence at the community level among the JCF and citizens.

USAID's multi-sectoral approach includes utilizing civil society and the public and private sectors to achieve this development objective. Under this IR, assistance will strengthen the capability of targeted CSOs to design and implement coordinated secondary and tertiary crime prevention initiatives, allowing them to become more effective actors that are able to provide sustainable services to vulnerable youth.

Meanwhile, a central tenet of this IR will be partnerships with the private sector to prevent crime and build safer communities. USAID will provide technical assistance to local businesses, especially those that are already engaged in community safety programs, to strengthen their capacity to implement joint crime prevention interventions through co-creation and joint identification of risks, as well as mobilization of financial and other resources towards crime and violence prevention programs.

Systematic crime reduction requires greater focus on evidence-based interventions at the secondary and tertiary prevention levels, which treats youth who are at the highest risk of involvement in criminal activities or have already had direct experience with crime and violence. Interventions will be based on approaches that have already proven to be effective. USAID will work with key stakeholders to use available data to analyze the characteristics and dynamics of targeted communities, identify realistic and relevant goals and objectives, establish measurable indicators, and apply a well-articulated theory of change to design and plan activities.

For USAID to achieve this DO certain critical assumptions (outlined below) must hold. Coupled with these critical assumptions and USAID's direct alignment with GoJ's priorities, interventions under this DO will be evidence-driven and locally-led, thereby resulting in youth who are more resilient and institutions that are more effective in preventing youth crime and violence.

DO 2 Assumptions:

- GoJ continues to prioritize crime and violence prevention;
- Local actors (private sector, police, government institutions, CSOs, faith-based organizations) support crime and violence prevention interventions;
- Political and economic stability is maintained in the country; and
- Government and institutions demonstrate commitment to advance crime and violence prevention programs.

DO 2 Risks

- Change in fiscal outlook that results in less resources allocated to youth crime and violence prevention;
- Ability of the country's economy to offer opportunities (e.g. employment) to youth to deter them from crime and violence; and
- Private sector may not allocate substantial resources to youth crime and violence prevention.

DO 3: Progress Toward HIV Epidemic Control Accelerated

Jamaica's HIV epidemic remains a drag on the country's overall health. If not addressed and controlled, the epidemic has the potential to make Jamaica not only less healthy but less prosperous as a nation. HIV and public health issues have proven track records of undermining other components of a society (governance, security, economics, social cohesion). Thus, helping Jamaica accelerate its progress toward HIV epidemic control is a critical component to achieving the CDCS goal.

Jamaica's country roadmap does not cover HIV explicitly; however, statistics show that Jamaica is far from achieving the UNAIDS 2030 targets of 95 percent of People Living with HIV (PLHIV) know their status; of those, 95 percent are on antiretroviral treatment; and of those, 95 percent have achieved viral suppression (95-95-95). Jamaica scores a respective 84-47-62. As the epidemic is heavily concentrated in key populations, USAID will focus its efforts on reducing the gaps in the continuum of care, which span prevention and treatment, and enhancing HIV service delivery to those populations.

Jamaica demonstrates above average government effectiveness, and the Ministry of Health has a vision for improving and maintaining the country's response to its HIV epidemic. This includes leveraging NGOs and the private sector to play a distinct role within the epidemic control paradigm. USAID will support this component of that vision. Assistance will move away from supporting the GoJ's services and begin working directly with for-profit and non-profit private sector entities for the first time in the program's history. This will expand the modes of service delivery, complement GoJ efforts, and provide additional means of reaching the "95-95-95" goal. In doing so, this implementation model advances the principles of the strategic transition of the relationship, whereby USAID supports efforts Jamaica defines and leads, as well as developing new partnership approaches to address an ongoing challenge.

Development Hypothesis:

If gaps across the continuum of care are reduced and private sector and NGO support services are expanded to serve targeted populations, then progress towards HIV epidemic control is likely to be accelerated in Jamaica.

Development Hypothesis Narrative:

USAID supports Jamaica's vision to achieve HIV epidemic control, a global health challenge that can impede a country's advances in self-reliance. Jamaica is committed to gaining control over the HIV epidemic. Through its National Integrated Strategic Plan (NISP), the GoJ lays out its vision and approach for developing systems that will facilitate and maintain epidemic control. The NISP also sets targets in line with global efforts (i.e., UNAIDS, PEPFAR). Further, the GoJ recently assumed more financial responsibility for solving this development challenge. The GoJ contributes significant funding to national HIV activities to support its commitment to achieve epidemic control.

Despite its commitment and growing financial contributions, Jamaica continues to fall below its targets and struggles to achieve its vision. The HIV epidemic is concentrated in high-risk populations, specifically MSM and Men who have Sex with Men and Women (MSMW). Laws and cultural norms criminalize and marginalize these behaviors, resulting in these populations facing social stigmatization. Per the USAID/Jamaica Gender Analysis (2019), mobs continue to attack and sometimes kill LGBT individuals. Frequent threats of violence have led LGBT individuals to live in fear and, in some cases, to flee their homes. This makes these groups harder to reach. In addition, cultural attitudes that disempower women and promote sexual violence as a reflection of masculinity limit safer sex negotiation for condom use and the refusal of sex, due to fear of violence.

Jamaica's Ministry of Health and Wellness (MOHW) faces limits in its ability to reach these targeted populations, leaving a gap in the health sector's continuum of care and providing a major obstacle to controlling the epidemic. Jamaican NGOs have developed unique skills sets for working with the targeted populations. PLHIV and LGBT individuals also demonstrate a preference for seeking services outside of the public health system—perceiving NGOs and the private sector as providing a level of differentiated and client-centered care unavailable in the public system, as well as reducing exposure to stigma and discrimination.

At the heart of achieving epidemic control is improving the continuum of care in Jamaica. In doing so, Jamaica will progress toward and eventually realize the 95-95-95 targets—the measure of epidemic control. To do this, Jamaica will have to leverage NGOs and private sector health care providers to augment the efforts of its greater public health system. The assistance under this DO will do so by 1) emphasizing assistance that helps close existing gaps in the care continuum—specifically focusing on case findings, linkages to treatment (ART), and higher incidences of viral suppression; 2) and enhancing service delivery to key and other targeted populations.

IR 3.1: Gaps across the continuum of care reduced

USAID/Jamaica is part of the PEPFAR initiative in Jamaica. PEPFAR (and thus USAID) further supports the GoJ's vision through programming that reduces gaps across the continuum of care, which is critical to attaining progress towards epidemic control. Programming is based on the following development theories:

- As more individuals become aware of their status, they are more likely to seek treatment and engage in safe sexual practices that reduce the risk of HIV transmission to their partners.
- Initiating and retaining PLHIV on antiretroviral (ART) therapy is key to ensuring viral suppression.
- High retention rates ensure that individuals are not only healthier but also reduce their risk of transmitting the virus to others.

USAID's HIV programming will support progress toward the 95-95-95 targets by working with NGOs and the private sector to reach key and other target populations, helping individuals in those populations determine their status, link to care, and progress toward viral load suppression.

For instance, USAID assistance will work with NGOs to employ practices (such as the globally proven method of index testing) to achieve portions of the continuum of care targets set for PEPFAR in Jamaica.

IR 3.2 Service delivery to key and other targeted populations enhanced

Partnerships beyond the public health sector are vital in achieving epidemic control. As part of its national vision, the MOHW desires partnerships with NGOs who are in a better position to reach the MSM/MSMW target population, but it recognizes that the NGOs' technical and financial capabilities need strengthening to successfully play this role. There are also opportunities to engage Jamaican private sector health providers for People Living with HIV (PLHIV) outreach. While the private health sector does connect with PLHIV living, it does not currently meet the MOHW's standard of comprehensive care for HIV service delivery (e.g., psychosocial support, nutritional services).

In support of strategic partnerships, USAID will focus its efforts on strengthening the technical and financial capacity of NGOs (e.g., monitoring, financial processes) and establishing new partnerships with the private health sector, including building a private sector network of clinicians that target HIV/AIDS patients. The network will model ways in which the private sector can play an official role in Jamaica's vision for multisectoral HIV/AIDS care, as described in the country's impending HIV National Strategic Plan. Specifically, the network will facilitate linkage of private sector data to the public database, helping to account for diagnosed PLHIV previously considered never linked to the public system. It will offer a client-centered differentiated care model to return PLHIV previously lost to the public system (including reimbursement agreements with physicians for servicing lower socio-economic status PLHIV returned) and it will ultimately help to unburden public facilities, reduce wait times and other related barriers to care in the public sector. The network will simultaneously seek to expand the private sector's continuum of care standards to be on par with the MOHW's.

Overall, DO 3 encompasses **private sector engagement**, promoting strategic partnerships that **redefine the relationship**, and supporting Jamaica's commitment to advance its own development, supporting models that will enhance Jamaica's ability to **finance its self-reliance**. By accomplishing this DO, USAID/Jamaica will help to increase Jamaica's resilience to a global health challenge that, if uncontrolled, will continue to hamper the country's progress towards self-reliance.

DO 3 Assumptions:

- There continues to be a favorable policy, legal, and regulatory framework to facilitate service delivery;
- The HIV epidemic continues to be concentrated in targeted populations—not increasing beyond these populations or within the general public;
- Partnership continues between the affected communities, service delivery providers, and donors;

- General practitioners continue to be interested in private sector network participation; and
- NGOs continue to play a significant role in HIV program development and implementation.

DO 3 Risks:

- FY 2020 marks the first instance NGOs will receive direct support from USAID. Risks may include deficient experience in pipeline and program management that is required to achieve stated targets; and
- The new Private Sector Network of Clinicians has inherent challenges with determining targets as the unit is in the process of establishing baselines and is learning how best to structure interventions for the various service providers in the system.

Monitoring, Evaluation and Learning

Monitoring, Evaluation, and Learning will prove critical in achieving the goals outlined in this CDCS. By developing systems and processes to collect, review, and analyze performance monitoring data, USAID/Jamaica will be able to make evidence-based decisions and validate the logic of the relationships between the Sub-Intermediate and Intermediate Result levels and ultimately the DOs at key points in the strategy. The Mission will select appropriate indicators and conduct evaluations to assess progress toward meeting CDCS DOs. This includes conducting activity and project level evaluations as necessitated to understand and adapt performance.



At the goal and DO level, the Mission will monitor context indicators, such as the “Safety and Security” metric contained in the USAID Country Roadmap. Other indicators, such as Jamaica’s HIV prevalence rate, the 95-95-95 cascade, levels of capital raised and reserved for disaster responses, and the proportion of renewables as part of the overall electricity mix, will be used to supplement data not captured by the USAID Roadmap. USAID/Jamaica will also utilize data from local sources such as the Planning Institute of Jamaica, which monitors implementation of Vision 2030, Jamaica’s long-term development strategy, and the country’s

progress in achieving the UN Sustainable Development Goals.

USAID/Jamaica places great emphasis on using Collaborating, Learning, and Adapting (CLA) approaches in CDCS implementation. At the strategic level, the Mission will develop a Performance Management Plan which will include key monitoring, evaluation and learning activities that will occur over the life of the strategy. Individual Project MEL Plans will be developed

for the three DOs that will include specific methodologies to answer key learning questions. The Mission will seek to generate evidence to respond to the Agency's Self-Reliance Learning Agenda (SRLA) and has identified preliminary learning questions as follows:

DO 1:

- What are the best approaches for engaging with the Jamaican private sector on shared value propositions for development? (Links with SRLA Q#4)
- In what ways can linking FSR with other J2SR imperatives, such as private sector engagement and Redefining the Relationship, be mutually reinforcing? (Links with SRLA Q #5)
- What opportunities exist for USAID's influence, knowledge, and convening power to complement projectized support under this DO? (Links to SRLA Q #9)

DO 2:

- What are the factors that impede or accelerate the progress of interventions aimed at preventing crime and violence?
- How has USAID/Jamaica contributed to increasing the capacity of civil society organizations to advance youth crime and violence prevention?
- How can private sector resources be best harnessed to help prevent crime and violence in Jamaica?

DO 3:

- What are the factors that impede or accelerate the progress of interventions implemented by NGOs aimed at reaching the targeted/high-risk populations?
- What context-specific factors drive effective engagement with the private sector to deliver services to targeted/key populations? (SRLA Question #4)

The Mission will use several methodologies to answer these questions—pause and reflect moments (for example, portfolio reviews), assessments (private sector landscape assessments, youth risk and vulnerability assessments), and mid-term and final performance evaluations for large activities. The Mission will require that a local expert be part of all evaluations and coordinate with government and private sector partners to pool resources for learning endeavors.

Annexes

- A. [Journey to Self-Reliance Country Roadmap](#)**
- B. [Climate Risk Screening](#)**

JAMAICA

JOURNEY TO SELF-RELIANCE: FY 2020 COUNTRY ROADMAP

LEGEND



Jamaica's Score
0-1, least to most
advanced globally

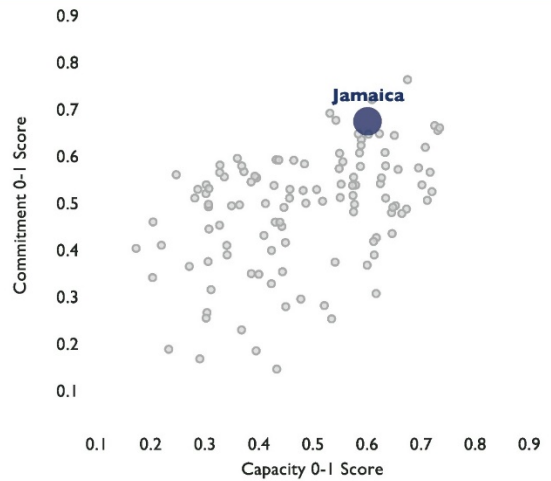


Other Low- and
Middle- Income
Countries' Scores



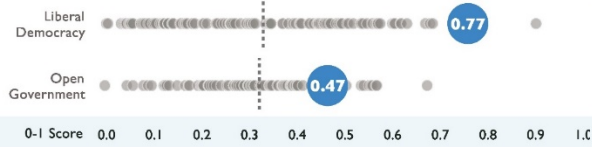
Average Score for
Low- and Middle-
Income Countries

LOW- AND MIDDLE-INCOME COUNTRY SNAPSHOT

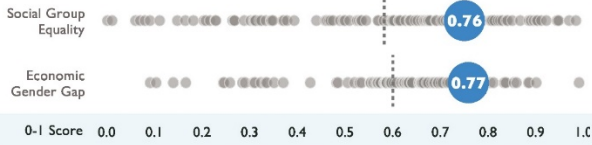


COMMITMENT

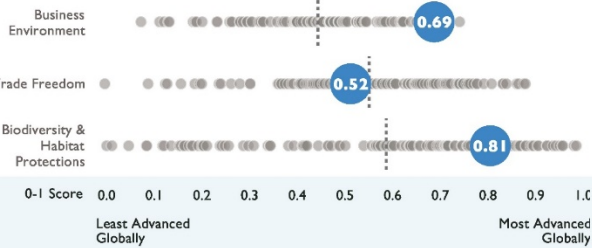
OPEN AND ACCOUNTABLE GOVERNANCE



INCLUSIVE DEVELOPMENT



ECONOMIC POLICY

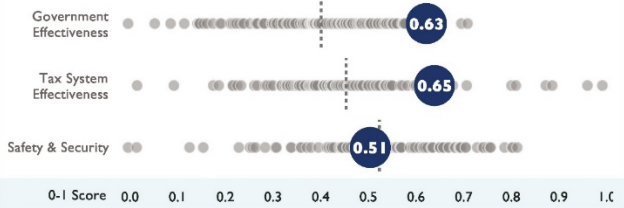


RISK OF EXTERNAL DEBT DISTRESS

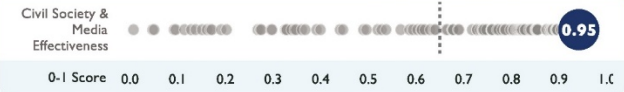
Recent IMF Risk of External Debt Distress rating not available for this country. See the USAID Self-Reliance Metrics Methodology Guide for more information.

CAPACITY

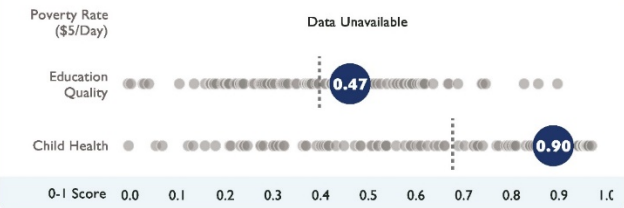
GOVERNMENT CAPACITY



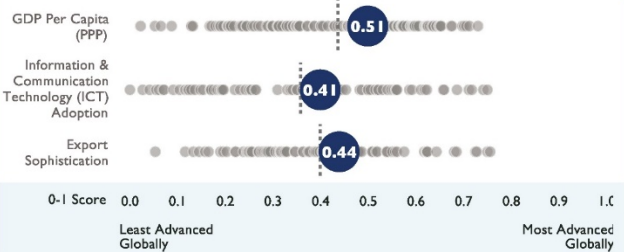
CIVIL SOCIETY CAPACITY



CITIZEN CAPACITY



CAPACITY OF THE ECONOMY



SELF-RELIANCE ROADMAPS

INDICATOR DEFINITIONS AND SOURCES

All source data are for the latest year available, typically 2018 or 2017, and are derived from third-party institutions. All indicators are weighted equally in the calculation of the overall Commitment and Capacity scores. Names and boundary representation in the map are not necessarily authoritative.

For more information on definitions and sources, please visit selfreliance.usaid.gov

COMMITMENT

OPEN AND ACCOUNTABLE GOVERNANCE

Liberal Democracy Measures freedom of expression, freedom of association, suffrage, elections, rule of law, judicial constraints on the executive branch, and legislative constraints on the executive branch. Source: *Varieties of Democracy (V-Dem)*

Open Government Measures the degree to which a government shares information, empowers people with tools to hold the government accountable, and fosters citizen participation in public policy deliberations. Sub-factors include: publicized laws and government data, right to information, civic participation, and complaint mechanisms. Source: *World Justice Project, Rule of Law Index*

INCLUSIVE DEVELOPMENT

Social Group Equality Measures political equality with respect to civil liberties protections across social groups as defined by ethnicity, religion, caste, race, language, and region. Source: *Varieties of Democracy (V-Dem)*, *Social Group Equality in Respect for Civil Liberties*

Economic Gender Gap Index comprising five components: (1) wage equality between women and men for similar work; (2) the ratio of female estimated earned income to male income; (3) the ratio of female labor force participation to male participation; (4) the ratio of female legislators, senior officials, and managers to male counterparts; and (5) the ratio of female professional and technical workers to male counterparts. Source: *World Economic Forum, Global Gender Gap Report, Economic Participation and Opportunity Sub-Index*

ECONOMIC POLICY

Business Environment Assesses a country's entrepreneurial climate by measuring business' access to infrastructure (such as the internet and transport, and to credit), business flexibility (the costs of starting business and of hiring and firing), clear and fair regulations (e.g., intellectual property rights), and perceptions of meritocracy and opportunity. Source: *Legatum Institute, Prosperity Index*

Trade Freedom Measures a country's openness to international trade based on average tariff rates and non-tariff barriers to trade. Source: *Heritage Foundation, Index of Economic Freedom*

Biodiversity & Habitat Protections Measures extent of marine protected areas, terrestrial biome protection (weighted for both national and global scarcity), representativeness of protected areas, and whether protected areas cover the ranges and habitats of critical species. Source: *Yale University/Columbia University Center for International Earth Science Information Network (CIESIN)*

RISK OF EXTERNAL DEBT DISTRESS

Rates a country's risk of public sector debt distress on a four-tier scale: "low risk", "moderate risk", "high risk", and "in debt distress". Ratings are based on countries' debt and market structures, fiscal and macroeconomic outlook, and institutional capacity to manage debt burden. Ratings help guide the borrowing decisions of lower-income countries to meet development needs while reducing the chances of excessive debt build-up. Ratings are shown for 54 lower-income countries for which the IMF prepares risk ratings and are not scored components of Commitment or Capacity. Source: *International Monetary Fund, Debt Sustainability Analysis for Low-Income Countries*

CAPACITY

GOVERNMENT CAPACITY

Government Effectiveness Measures the quality of public services, the quality of the civil service and its independence from political pressure, the quality of policy formulation and implementation, and the credibility of the government's commitment to its stated policies. Source: *World Bank, Worldwide Governance Indicators*

Tax System Effectiveness Ratio between a country's actual tax collection and the estimated level of tax revenue that a country could achieve given its macroeconomic, demographic, and institutional features. Source: *USAID, Collecting Taxes Database, Tax Effort Indicator*

Safety & Security A combination of objective measures of security, and subjective measures of personal safety, personal freedom, and social tolerance. Source: *Legatum Institute, Prosperity Index*

CIVIL SOCIETY CAPACITY

Civil Society & Media Effectiveness Measures the range of actions and mechanisms that citizens, civil society organizations, and an independent media can use to hold a government accountable. The mechanisms include using informal tools such as social mobilization and investigative journalism. Source: *Varieties of Democracy (V-Dem)*, *Diagonal Accountability Index*

CITIZEN CAPACITY

Poverty Rate (\$5/Day) Measures the percent of the population living under \$5/day in purchasing power parity (PPP) terms. Source: *World Bank, PovCalNet*

Education Quality Gauges both the quality of education—using harmonized scores across major international student achievement testing—and the quantity of schooling received—using age-specific enrollment rates—to evaluate the relative performance of educational systems worldwide. Source: *World Bank, Human Capital Index, Learning-Adjusted Years of Schooling Indicator*

Child Health A composite measure that aggregates child mortality, access to at least basic water sources, and access to at least basic sanitation facilities. Source: *Columbia University Center for International Earth Science Information Network (CIESIN)*

CAPACITY OF THE ECONOMY

GDP Per Capita (PPP) Measures the flow of resources available to households, firms, and government to finance development as the country's total Gross Domestic Product (PPP) divided by the country's population. Source: *World Bank, World Development Indicators*

Information & Communication Technology (ICT) Adoption Index comprising: (1) mobile-cellular telephone subscriptions; (2) mobile-broadband subscriptions; (3) fixed-broadband internet subscriptions; (4) fiber internet subscriptions; and (5) internet users. Source: *World Economic Forum (WEF), Global Competitiveness Index*

Export Sophistication Measures the diversity and ubiquity of a country's exported goods, key markers that can help gauge economic sophistication and resilience. Source: *Center for International Development at Harvard University, Economic Complexity Index*

1.1: Defined or Anticipated DOs, IRs, or sectors*	1.2: Timeframe*	1.3: Geography	2: Climate Risks*	3: Adaptive Capacity*	4: Climate Risk Rating of DO or IR	5: Opportunities	6.1: Climate Risk Management Options	6.2: How Climate Risks Are Addressed in the Strategy*	7: Next Steps for Project and/or Activity Design*	8: Accepted Climate Risks*
Disaster Readiness	0-25 years	Country-wide	Climate change will continue to make extreme events more intense, and thus more costly to prepare for and recover from. The gap in public finance expected after a disaster may grow larger over time, rendering USAID's disaster risk finance activities insufficient. Equipment installed to provide energy resilience to critical facilities may have their functional capacity exceeded.	Jamaica's Office of Disaster Preparedness and Emergency Management (ODPEM) has good technical and human capacity to coordinate and execute. Financial capacity is low because Jamaica has experienced decades of poor economic growth. The GOJ has recently undertaken several policy reforms to strengthen the national framework for disaster preparedness, emergency management, and public financial management.	High	Disaster risk finance initiatives are an opportunity to incorporate climate risks into public financial management into GOJ planning across all sectors. Securing the energy supply for facilities that are critical to disaster response is an opportunity to achieve objectives that align with Jamaican and US energy policy, including the deployment of modern energy technologies, the reduction of emissions, improvement in the regulatory framework for the energy sector, achievement of operational cost savings through energy efficiency, and stimulation of the private sector.	<p>Enhance the cost effectiveness of coverage provided by disaster risk finance instruments by encouraging a larger participant pool to spread the risk</p> <p>Enhance the overall level of coverage provided by disaster risk finance instruments by catalysing increased investments by other parties.</p> <p>Design energy installations to accommodate future expansion / augmentation.</p>	<p>Enhance the cost effectiveness of coverage provided by disaster risk finance instruments by encouraging a larger participant pool to spread the risk</p> <p>Enhance the overall level of coverage provided by disaster risk finance instruments by catalysing increased investments by other parties.</p> <p>Design energy installations to accommodate future expansion / augmentation.</p>	<p>Engage World Bank and Ministry of Finance and the Public Service to coordinate action</p> <p>Engage donor community to catalyse increased investment</p> <p>Conduct engineering/energy analysis of facilities</p>	Not required
Governance and Peace and Security	0-10 years	Country-wide	Climate change will threaten livelihoods, particularly those dependent on ecosystems services or with exposure to weather (e.g. fishers, farmers, outdoor labourers). Communities in areas with inadequate infrastructure will see increased disruptions, whether episodic (e.g. storms) or continual (e.g. water services). These effects may increase the economic and physical vulnerability of citizens. In addition, there is the likelihood of looting during and in the immediate aftermath of a natural disaster.	The GOJ's Climate Change Division continues to build a range of capacities (information, social, human and institutional) by engaging with and training stakeholders in the public sector, private sector, and civil society. Coordination is achieved through a network of climate change focal points across governments and institutions. Financial capacity to provide governance and security services is improving due to economic reforms, fiscal reforms, policy reforms, and GOJ investments in police facilities. Public and private sector entities are able to install storm shutters and grilles to secure their buildings.	Low	Activities that enhance citizen security by building human and institutional capacity are an opportunity to build resilience	Not required.	Not required	Identify the climate risks for communities in which USAID will be active.	Not required
Health	0-5 years	Country-wide	USAID health programming is restricted to HIV/AIDS programming. The spread of HIV is largely unaffected by climate change. However, health ministry budgets and priorities may shift away from HIV/AIDS to areas more affected by climate (e.g. occupational health, vector-borne diseases). Access to health services may be affected if facilities are not resilient.	The GOJ's Ministry of Health has ample capacity in epidemiology and vector control, particularly following recent USAID investments in GOJ capacity for entomology and vector control.	Low	Activities with partners active in HIV/AIDS programming presents an opportunity for those partners to evaluate their climate risks.	Multi-month prescribing and dispensing is the normal practice	Not required	Evaluate facility-level risks for partner healthcare sites	Not required
Infrastructure, Construction and Energy	0-50 years	Country-wide	Where USAID is doing construction / equipment installation, climate change will change the design parameters that these facilities have to meet (e.g. increasing energy demand for cooling, increasing the length of energy disruption that energy resilience equipment will have to mitigate).	Jamaica has good capacity in energy-efficient design, and has been designing hurricane resilient buildings as a matter of course. Building codes are inadequate and poorly enforced, but voluntary adoption of good standards is an option.	High	New construction / renovation is an opportunity to introduce energy efficiency and disaster resilience measures	<p>Building designs should be optimised to maximise energy efficiency</p> <p>Buildings should be designed / sited to mitigate disaster risks</p>	<p>Design for energy efficiency and disaster resilience. Energy efficiency consideration has the benefit of reducing the operational / ownership cost of facilities, and is a "no regrets" option.</p>	An engineer of record will be assigned to address climate risk management	Not required
Education, Social Services, and Marginalised Populations	0-10 years	Country-wide	Disruptions to essential services and threats to livelihood will increase the vulnerability of marginalised populations. Communities with inadequate infrastructure will experience further challenges in their built environment due to storms and floods.	The institutional and human capacity of Jamaican civil society is strong. The financial capacity of the state is improving due to economic and fiscal reforms that have resulted in budget surpluses and increase. Surveys indicate good public knowledge of climate change.	Low	Capacity building for the beneficiaries can include education about and screening for climate risks that the target populations and communities will face.	Not required.	<p>Evaluate available data on public knowledge, attitudes and practices on climate change to determine whether marginalised populations have significantly different status.</p> <p>Encourage authorities to be inclusive or marginalised populations in their public communications / outreach.</p>	Not required	Not required

Annex B: Climate Risk Screening and Management Tool for Strategy Design
STRATEGY CRM TOOL OUTPUT MATRIX, PART 2 - GREENHOUSE GAS MITIGATION

* = A required element, according to the Mandatory Reference

5.2a	<ul style="list-style-type: none"> • What are the major sources of greenhouse gas (GHG) emissions? • How has the distribution and composition of the GHG emissions profile changed over time historically, and how is the profile expected to change in the future considering the major emitting sectors and/or sources? • How are the sectors and sources that contribute to GHG emissions contributing to the growth and development of the economy and to meeting development objectives? • What climate change mitigation or low-emission development plans, targets, commitments and priorities has the government (national, state, and local) articulated? 	<p>The major source of greenhouse gas emissions in Jamaica is the energy sector, which contributes close to 90% of emissions. The remainder of emissions (~10%) results from agriculture (nitrogen oxides and methane) and land use changes. There have been some reductions in emissions since the mid-2000s (due mostly to large changes in output of the mining sector), but the proportional dominance of energy emissions remains relatively constant. Forestry provides a significant emissions sink (approximately equal to -24% of GHG emissions in 2012).</p> <p>As Jamaica's economy develops, energy use is expected to increase, and emissions with it. An increase of 37% by 2030 is expected in the business-as-usual case. Jamaica has committed to an energy policy that is expected to result in reduced growth in emissions - approximately 8% lower than the business-as-usual case by 2030.</p> <p>Energy is an important sector for Jamaica's economic growth. Like many small islands, Jamaica's electricity generation mix has been dominated by expensive diesel and heavy fuel oil (HFO), with energy costs that peaked at ~\$0.40 per kilowatt-hour in the 2000s. This has impacted the competitiveness of Jamaica's economy - notably, the bauxite mining sector closed down after a peak in oil prices in 2008. Jamaica has therefore prioritized reducing energy costs as a policy goal. By diversifying generation sources - in particular, introducing of natural gas and renewables - Jamaica aims to achieve "A modern, efficient, diversified and environmentally sustainable energy sector providing affordable and accessible energy supplies with long-term energy security and supported by informed public behaviour on energy issues and an appropriate policy, regulatory and institutional framework." (National Energy Policy 2009-2030). This policy goal is integrated in Jamaica's long-term development planning, and was a key part of Jamaica's recent standby arrangement with the International Monetary Fund.</p> <p>Jamaica's policy aims for 20% renewables and 42% natural gas by 2030, coming from a 2009 baseline of 95% petroleum-fired generation. This target is being revised upwards: the energy minister has stated publicly that she aims for more than 50% renewables by 2037. Jamaica's energy policy is the core of its emission reduction commitments, as expressed in its Nationally Determined Contribution to the Paris Agreement.</p>
5.2b	<ul style="list-style-type: none"> • Which of these sectors is USAID planning to program in? • What opportunities exist to reduce emissions in each DO, IR, or sector? • What opportunities exist to reduce emissions associated with USAID activities? 	<p>USAID is not planning activities in the agricultural or land use sectors. Some activities in disaster risk reduction may have energy components, particularly the deployment of equipment to ensure energy resilience at sites that are critical to disaster response (e.g. hospitals, shelters). These activities may provide a modest emissions reduction benefit.</p>
5.2c	<ul style="list-style-type: none"> • Does the strategy incorporate ways to reduce GHGs? Reference the page number in the strategy. Note in particular if the Goal, a DO, an IR, or sub-IR specifically incorporates mitigation. 	<p>The strategy focuses more on disaster risk reduction (which may be considered climate adaptation) than emissions reduction.</p>
5.2d	<ul style="list-style-type: none"> • What are the next steps in project and/or activity design to reduce GHGs? 	<p>Any new designs under the development objectives (to be developed) will take into consideration results of the climate risk screening, and opportunities for energy efficiency in construction.</p>