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# USAID/JAMAICA PRIVATE SECTOR LANDSCAPE ASSESSMENT (PSLA)

**February 2020**

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# CONTENTS

Contents	ii
Acronyms	iii
Executive Summary	vi
Introduction & Overview	I
Building Internal Mission Capabilities for PSE	3
Cross-Cutting Recommendations	5
Resilient Energy Sector Technical Review	9
CBSI Sector Technical Review	17
PEPFAR Sector Technical Review	24
Annex 1: Resilient Energy Sector PS Engagement Models	I
Annex 2: CBSI- Youth Crime and Violence Prevention Technical Review	15
Annex 3: The President’s Emergency Plan for AIDS Relief (PEPFAR)Engagement Models	29
Annex 4: Links to Tools and Resources	38
Annex 5: Interviewees list	38
Annex 6: Projects not prioritized by USAID/Jamaica	39
Annex 7: Program Area PSE Summary Documents	39
Annex 8: DRR Donor Mapping	39
Annex 9: Jamaica Energy Sector Resilience Mapping	39

## ACRONYMS

APS	Annual Program Statement
ART	Antiretroviral Therapy
ARV	Antiretroviral
B2B	Business-to-Business
BAA	Broad Agency Announcement
BPIAJ	Business Process Industry Association of Jamaica
BWW	Bridge to the World of Work
CARCEP	Caribbean Clean Energy Program
CARICOM	The Caribbean Community
CBi	Connecting Business Initiative
CBSI	Caribbean Basin Security Initiative
CCD	Consortium for Citizens with Disabilities
CDCS	Country Development Cooperation Strategy
CSJP	Citizen Security and Justice Program
CSR	Corporate Social Responsibility
CTP	USAID's Center for Transformational Partnerships
DA	Donor Assistance
DBJ	Development Bank of Jamaica
DCA	Development Credit Authority
DFC	Development Finance Corporation
DFID	United Kingdom Department for International Development
DRR	Disaster Risk Reduction
EPOC	Economic Programme Oversight Committee
ESCO	Energy Services Companies
EU	European Union
FEMA	Federal Emergency Management Agency
FY	Fiscal Year
G2G	Government-to-Government
GDP	Gross Domestic Product
GIZ	German Agency for International Cooperation
GOJ	Government of Jamaica
GPE	Generation Procurement Entity
HIV	Human Immuno-deficiency Virus
HR	Human Resources
IDB	InterAmerican Development Bank
IGNITE	Innovation Grant from New Ideas to Entrepreneurship
IRC	Incubator and Resource Center
IR(R)P	Integrated Resource (and Resilience) Plan
JaBCHA	Jamaica Business Council for Health Awareness
JAMPRO	Jamaica Promotions Corporation
JASL	Jamaica AIDS Support for Life
JBDC	Jamaica Business Development Corporation
JEF	Jamaica Employers' Federation
J-FLAG	Jamaica Forum for Lesbians, All-Sexual and Gays
JMD	Jamaica Dollar
JMEA	Jamaica Manufacturers and Exporters
JMMB	Jamaica Money Market Brokers
JN+	Jamaica Network of Seropositive

JSSE	The Jamaica Social Stock Exchange
JPS	Jamaica Public Service
KABP	Knowledge, Attitudes, Behavior and Practices
LGBT	Lesbians, Gay, Bisexual and Transgender
LNG	Liquid Natural Gas
LPD	Local Partner Development
M&E	Monitoring and evaluation
M&M	Manpower & Maintenance
MAJ	The Medical Association of Jamaica
MNS	Ministry of National Security
MOHW	Ministry of Health and Wellness
MoL	Ministry of Labor
MOU	Memorandum of Understanding
MSET	Ministry of Science, Energy, and Technology
MSM	Men Who Have Sex with Men
NASA	National AIDS Spending Assessment
NEET	Not in education, employment or training
NEP	National Energy Policy
NGO	Non-governmental organization
NHIP	National Health Insurance Plan
NHT	National Housing Trust
OSAC	Overseas Security Advisory Council
OUR	Office of Utility Regulation
P2B	Peer-to-Business
P2P	Peer-to-Peer lending
PEPFAR	President's Emergency Plan for AIDS Relief
PEPSE	Promoting Excellence in Private Sector Engagement (USAID project)
PLHIV	People living with HIV
PMU	Project Management Unit
POC	Point of Contact
PPP	Public-private partnership
PS	Private Sector
PSE	Private sector engagement
PSLA	Private Sector Landscape Assessment
PSOJ	Private Sector Organizations of Jamaica
RE	Renewable Energy
RFA	Request for Applications
ROI	Return of Investment
SBAJ	Small Business Association of Jamaica
SEED	Secondary Early Entrepreneurial Development
SME	Small and Medium-Sized Enterprises
SOW	Scope of Work
STI	Sexually Transmitted Infection
TA	Technical Assistance
TAPSEC	Technical Assistance Programme for Sustainable Energy in the Caribbean
TVET	Technical and Vocational Education and Training
UNAIDS	Joint United Nations Program on HIV/AIDS
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USD	United States Dollar

USG	United States Government
UWI	University of The West Indies
VAT	Value-Added Tax
VC	Venture Capital
WB	World Bank
ZOSA	Zone of Special Operations Act

## EXECUTIVE SUMMARY

USAID/Jamaica is currently developing a new transition-focused Country Development and Cooperation Strategy (CDCS) for 2020-2025. As a CDCS Wave 2b country, USAID's relationship with Jamaica and the nature of assistance will change. As Jamaica transitions strategically, USAID will no longer play the role of a traditional donor. Rather, USAID will become Jamaica's partner and support its growth as a regional leader. To transform this relationship, USAID/Jamaica will build and catalyze partnership alliances; institutionalize private sector engagement (PSE) across its portfolio; emphasize locally led development; and seek domestic resource mobilization. The Mission also plans to utilize the five-year CDCS to shift towards a PSE approach that pursues market-based opportunities to solve development challenges and move toward an advanced level of self-reliance.

Though PSE will cut across the Mission's entire portfolio, USAID/Jamaica is particularly interested in better understanding PSE opportunities for USAID in Disaster Risk Reduction and Response (DRR), Caribbean Basin Security Initiative (CBSI), and the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) as these program areas align well with both U.S. Government (USG) and Government of Jamaica (GOJ) priorities.

As such, USAID/Jamaica engaged the Promoting Excellence in Private Sector Engagement (PEPSE) program, a buy-in mechanism under the Center for Transformational Partnerships (CTP), to support the Mission in identifying potential private sector partners for each program area, including PSE modalities for working with prospective private sector partners; and potential private sector resources for co-creation and co-investment in priority areas.

In November 2019, an assessment team ("the team") conducted desk and field research, primarily informed by stakeholder interviews, to gain a stronger understanding of the interests, operations, challenges, and goals of the private sector related to the three program sectors. The team analyzed the findings from these interviews to identify resource mobilization and market-based PSE opportunities for USAID/Jamaica. Interviews were held in person and through conference calls with representatives from over 100 private sector companies, chambers of commerce, and business associations. Interviews were also held with other stakeholders working in related areas, including non-governmental organizations (NGOs), donors/foundations, and government agencies. Given the input obtained from these interviews, the team organized this PSLA to:

- Outline the foundation upon which USAID/Jamaica should pursue a more robust PSE Strategy;
- Present PSE roles and strategies USAID/Jamaica might adopt across its program portfolio;
- Identify PSE opportunities focused specifically on each of the three program areas.

The sections below provide an overview of the findings and recommendations of the assessment team.

### INTERNAL PSE CAPABILITIES & CROSS CUTTING RECOMMENDATIONS

In order for USAID Jamaica to effectively implement the private sector engagement models recommended in this PSLA, the Mission needs to first ensure it is 'fit for purpose' with the necessary internal processes and resources in place. Although the team focused its analysis 'externally', it was able to make the following observations detailed in the report that could assist overall PSE operations that would benefit each of the three program areas.

- Conduct internal PSE Training
- Staff for increased PSE
- Strengthen PSE Coordination of all USG Agencies/programs with a presence in Jamaica

- Host Mission Private Sector Open Houses

Beyond enhancing staff capabilities, the Mission could improve a number of cross cutting practices to better leverage the full range of assets it can bring to long-term, strategic partnerships with the private sector.

- Leverage Associations as Potential Enablers
- Shift PSE Engagement from Philanthropy/CSR Toward Shared Value
- Increase Coordination, Alignment, and Learning among CSR Initiatives and Foundations
- Implement Better Donor Coordination for Sustainability and Shared PSE Strategies
- Support Existing Initiatives
- Pilot, Adapt and Scale Best Practice Models

## SECTOR SPECIFIC OPPORTUNITIES FOR PSE

The PSLA provides a detailed analysis of numerous high-level Private Sector Engagement Models across the three key program areas. DRR in **Annex 1**, CBSI and youth in **Annex 2**, and **Annex 3** highlights actions PEPFAR can take to engage the private sector.

Each opportunity has been categorized with a priority level (and a specific grade) as well as an estimated timeline; short-term (6-18 months), medium-term (1.5-3 years) and long-term (3-5 years). This summary is only intended to help guide the Mission in its own ultimate prioritization within the timeframe of the next CDCS.

### DRR

The USAID/Jamaica’s DRR program area has evolved to focus on Jamaican self-reliance gains protected by increased resilience to natural disasters including both a resilient alternative energy market and a disaster risk finance framework (outside PSLA SOW). In order to focus on the resilient alternative energy market, the PSLA engaged with over 30 clean, alternative, and renewable energy companies in the solar, wind, hydro, biomass and liquid natural gas (LNG) energy markets to identify the main barriers for adaptation and opportunities for advancement. Based on the data and perspectives collected, the team developed eight PSE engagement models for the Mission to consider in implementing its next CDCS.

Opportunity	Priority Level	Timeline
MODEL 1: MARKET LINKAGES & TRAININGS VIA USG AGENCIES <i>Engage Apex bodies to provide international market access and training throughout Jamaica</i>	High (5)	Short-term
MODEL 2: AMPLIFIED DEVELOPMENT PROJECT SCALING <i>Integrate PSE approach within other resilient energy sector projects</i>	High (4)	Short-term
MODEL 3: VULNERABILITY & MARKET ASSESSMENT SUPPORT <i>Facilitate energy sector baseline risk assessment to unlock further private sector capital investments</i>	High (4)	Short-term

<b>MODEL 4: CREATION OF ENERGY &amp; DISASTER RESILIENCE SECRETARIAT<sup>1</sup></b> <i>Establish specific PMU to support the effective implementation of the new Resilient Energy Alliance</i>	High (5)	Short-term
<b>MODEL 5: TECHNICAL EXPERTISE FOR POLICY REFORM</b> <i>Provide technical assistance to integrate international best practices in revising Net Billing and Wheeling policies</i>	High (5)	Short-term
<b>MODEL 6: ADVANCING RE INNOVATION</b> <i>Facilitate the creation of a renewable (alternative) energy Innovation Center to advance technology adoption</i>	Medium (3)	Medium-term
<b>MODEL 7: EXPANDING RE FINANCE</b> <i>Influence existing/new FI funds for renewable energy investments that would increase commercial and residential utilization while incentivizing creation of new financial products (i.e. leasing)</i>	Medium (3)	Medium/Long-term
<b>MODEL 8: GOJ CAPACITY BUILDING</b> <i>Empower coordinating body to lead whole-of-government approach to resilient energy sector reform</i>	Medium (3)	Long-term

**CBSI**

In Jamaica, citizen security is a key challenge that impedes Jamaica’s journey to self-reliance. Through its strategic transition, the Mission will embed PSE into the Caribbean Basin Security Initiative (CBSI) 2.0, which focuses on youth crime and violence prevention. USAID has the opportunity to play various critical roles with PSE such as thought leader, convener, risk mitigator, advocate, investor, and more. Based on numerous interviews conducted in Jamaica and following a preliminary consultation with USAID/Jamaica, PEPSE has identified the following priority models for PSE in youth crime and violence prevention.

<b>Opportunity</b>	<b>Priority Level</b>	<b>Timeline</b>
<b>MODEL 1: INCLUSIVE SECURITY PROGRESS COMMITTEE<sup>2</sup></b> <i>A national level inter-sectorial forum for analysis, policy development, benchmarking and monitoring</i>	High (5) (contingent on roll out of crime summit process)	Medium-term
<b>MODEL 2.1: BWV- INTRODUCTION TO THE WORLD OF WORK</b> <i>A series of preparatory activities—including vocational counseling, job fairs, resumé/interview training and mentorship—designed to support at risk youth in transitioning from social service programs to the world of work</i>	High (5)	Medium-term

<sup>1</sup> Models built upon current Mission activities or partnerships  
<sup>2</sup> Models build upon current Mission activities or partnerships

<b>MODEL 2.2: BWW- EMPLOYMENT</b> <i>Employment placement through a human resources firm for at risk youth (graduates of social service partner program)</i>	High (4)	Long-term
<b>MODEL 2.3: BWW – ENTREPRENEURSHIP</b> <i>Entrepreneurial support and incubation for at risk youth (graduates of social service partner program from Model 2.2) through partnerships with banks, JBDC, and angel investors</i>	High (4)	Long-term
<b>MODEL 2.4: BWW – MICRO-FRANCHISING</b> <i>Micro franchising for at risk youth (graduates of social service partner program) through partnership with large franchising companies</i>	Medium (3)	Long-term
<b>MODEL 3: PLACE-BASED YOUTH RISK REDUCTION</b> <i>Pilot community-centered local development program based on stakeholder (PS, GOJ and civil society) co creation for support to youth development and livelihoods</i>	Medium (3) (depending on roll-out of MNS plan)	Long-term

## **PEPFAR**

Worldwide, it is expected for the PEPFAR initiative to start focusing more on the group of countries most affected by the HIV epidemic, eventually resulting in decreasing support for the HIV program in Jamaica. To achieve the targets and avoid any set back in the progress achieved so far, it is key to engage the private sector in the HIV response. The models identified by PEPSE are oriented to expand the private sector role in the provision of HIV healthcare services, develop awareness, coordination and long-term sustainability mechanisms for their engagement, and develop outreach campaigns to fight stigmatization and discrimination of PLHIV.

<b>Opportunity</b>	<b>Priority Level</b>	<b>Timeline</b>
<b>MODEL 1: PRIVATE SECTOR NETWORK FOR HIV TREATMENT, CARE, AND PREVENTION (MOONSHOT PROJECT)<sup>3</sup></b> <i>Increase the participation of and maintain the motivation of private clinicians in the HIV response to provide quality healthcare services for Jamaican PLHIV</i>	High (5)	Long-term
<b>MODEL 2: SUPPORT THE RELAUNCHING OF A RESTRUCTURED NATIONAL HEALTH (HIV) FOUNDATION</b> <i>Establish a forum mechanism for private sector companies in different sectors to share ideas and views. Coordinate HIV response actions and ensure that mechanisms are in place to help achieve financial long-term sustainability of actions supported by the private sector in response of the HIV</i>	High (4)	Medium-term
<b>MODEL 3 (2 variations): PUBLIC AWARENESS CAMPAIGNS AIMED AT ENDING STIGMA/INCREASING TESTING &amp; ENTRY-TO-CARE OF PLHIV</b> <i>Actively engage the private sector voice in the national HIV response by making good use of their credibility with the Jamaican society</i>	Medium (3)	Short-term

<sup>3</sup> Models built upon current Mission activities or partnerships

## NEXT STEPS

The models highlighted in this PSLA outline recommendations and opportunities for USAID/Jamaica to engage the private sector. USAID/Jamaica has the opportunity to integrate these recommendations into the Mission's current projects and to use the high-level recommendations from this PSLA in the Mission's new CDCS. This process will require some level of prioritization, especially in the context of any potential budgetary impacts, program cycle considerations, available staff resources, and external shifts in the region.

### Integrate PSE programing opportunities into current projects

Some recommendations are actionable in the near term and could be integrated into or expanded within existing projects. In this context, USAID/Jamaica can:

- ⇒ Meet with project leadership to review PSE programming opportunities and explore ways to integrate recommendations into existing activities. In some instances, this might involve considering new activities and approaches to how a project might interact with and engage priority partners or actors within a given value chain. In other cases, this might involve discussions on ways to scale, expand, or prioritize current PSE-oriented initiatives within a project's activity portfolio.
- ⇒ Convene implementing partners to share experiences from existing PSE approaches and explore opportunities to coordinate engagement of similar private sector partners—particularly as it pertains to engaging cross-sector or value chain partners (e.g. ICT and financial service providers).

### Mobilize existing staff in partner outreach and engagement

As a critical next step toward promoting enterprise-led development through deeper and more coordinated PSE across USAID/Jamaica, it is important for the Front Office, Program Office, and technical offices to explore opportunities to engage key private sector partners on a more regular basis. This outreach could be coordinated by the Mission through one-on-one, team, and PSE Working Group meetings. It will help 1) ensure continuity in relationship management; 2) build staff awareness of private sector pain points, strategies, inclusive approaches to tackling development challenges, scalable solutions, and the broader private sector landscape; and 3) inform the development of program strategies and implementation approaches best-suited to leveraging

#### *First do this...*

Review the models suggested in the PSLA and **prioritize** which are the most interesting to technical teams (consider selecting one or two to start based on short term deliverability and long-term impact).

Identify **who** will be responsible for outreach. If they have no experience with PSE, consider sending them to a USAID PSE 101 training.

Review the outreach list included in the Annexes of this PSLA. **Prioritize companies** from that list based on selected models you wish to pursue.

Set time-bound **outreach** to have conversations with private sector, and then begin to have conversations, realizing that it can often take at least 3 conversations to establish relationships needed to start discussing collaboration.

**Work early with OAA** to ensure you are compliant, but also to identify ways to streamline the speed of the process in the Mission. Consider establishing an MOU template that can be approved within the Mission.

Finally, **be willing to adapt**. Aligning the development case with the private sector's business case should not mean you need to adjust your goals, but it may need a shift in the planned model you want use.

private resources, expertise, and networks within the Jamaican context. Engaging with the private sector is highly dependent on cultivating relationships over time, and the first step in doing this is to start outreach. Private sector actors will not often be able to immediately talk about financial and non-financial approaches to cost share, but will be open to discussion of the crossover between the development objectives of USAID, and the business case that can help the private sector achieve their objectives.

### **Integrate PSE programming opportunities into CDCS, PADs, and design of future projects.**

As it increasingly engages private sector actors as long-term, strategic partners by integrating and coordinating PSE across its portfolio, USAID/Jamaica could:

- ⇒ Ensure that budget (e.g. for PSE-oriented initiatives, challenge/prize funds within projects, or GDA Annual Program Statements) and USAID/Jamaica staff resources align with USAID/Jamaica's PSE ambitions within the upcoming CDCS and future Project Appraisal Documents (PADs).
- ⇒ Embed core PSE strategies and roles as key principles within the upcoming CDCS as well as future PADs and program designs.
- ⇒ Prioritize specific PSE programming opportunity areas within program and project designs, as illustrative activities or program components with requisite indicators.
- ⇒ Require potential implementers to outline within procurement documents how they intend to engage the private sector in a manner that leverages private resources, skills, and assets. Require a clear causal model on how their PSE strategies will result in more impactful and sustainable outcomes.

## INTRODUCTION & OVERVIEW

### USAID/JAMAICA STRATEGIC TRANSITION

USAID/Jamaica is currently developing a new transition-focused Country Development and Cooperation Strategy (CDCS) for 2020-2025. As a CDCS Wave 2b country, USAID's relationship with Jamaica and the nature of assistance will change. As Jamaica transitions strategically, USAID will no longer play the role of a traditional donor. Rather, USAID will become Jamaica's partner and support Jamaica's growing role as a regional leader. To transform this relationship, USAID/Jamaica will build and catalyze partnership alliances; institutionalize private sector engagement (PSE) across its portfolio; emphasize locally led development; and seek domestic resource mobilization. The Mission will also utilize the five-year CDCS to shift toward a private sector engagement approach that pursues market-based opportunities to solve development challenges and move toward an advanced level of self-reliance.

Incorporating PSE strategies in its new CDCS is a first step in aligning how USAID/Jamaica will engage the private sector moving forward. Better understanding the interests and challenges of relevant private sector stakeholders will help the Mission determine where interests overlap and how PSE around shared interests could help achieve development objectives. Though PSE will cut across the Mission's entire portfolio, USAID/Jamaica is particularly interested in better understanding PSE opportunities for USAID in Disaster Risk Reduction and Response (DRR), Caribbean Basin Security Initiative (CBSI), and the U.S. President's Emergency Plan for AIDS Relief (PEPFAR) as these program areas align well with both U.S. Government (USG) and Government of Jamaica (GOJ) priorities.

### Vision for Strategic Transition in Key Program Areas

**DRR:** Jamaica's vulnerability to natural disasters threatens the country's recent economic advances. As a result, DRR is an area of strategic focus as USAID/Jamaica transitions. The Mission will focus on reducing the economic impact of natural disasters by supporting the Government of Jamaica (GOJ) in disaster risk financing and building energy resilience (this PSLA focuses primarily on energy resilience). USAID/Jamaica will support this strategic approach by partnering with key stakeholders such as the GOJ and the private sector; leveraging local resources, co-creating and designing mechanisms, and co-designing an energy market and financing framework. Through these efforts, USAID/Jamaica hopes to develop Jamaica as a regional leader in innovative solutions for DRR that provides support and shares best practices with other Caribbean nations.

**CBSI:** In Jamaica, citizen security is a key challenge that impedes Jamaica's journey to self-reliance. Transnational crime and gangs also fuel one of the highest homicide rates in the world. As a result, safety and security is a major concern for the country and USAID/Jamaica. To improve citizen security, USAID/Jamaica will continue to support robust programming under the U.S. Caribbean Basin Security Initiative (CBSI). Currently, USAID supports citizen security as a donor and engages the private sector as needed. However, through the strategic transition, the Mission will embed PSE into CBSI, which focuses on youth crime and violence prevention. The Mission will achieve this through financial cost-sharing, G2G partnerships, locally led problem solving, co-creation/design, and landscape assessments.

**PEPFAR:** USAID/Jamaica's PEPFAR program supports the achievement of epidemic control and a sustainable response to HIV. USAID/Jamaica aims to strengthen HIV prevention, care, and treatment services, with a special focus on key populations such as MSM and PLHIV. This includes increasing treatment coverage in Jamaica; improving data access, quality, particularly for key populations; and aligning PEPFAR resources for sustainability.

## PSE APPROACH & USAID ROLES

Continuing to adapt and improve USAID/Jamaica’s approach to PSE will be a critical part of promoting enterprise-led development and long-lasting solutions in Jamaica’s Journey to Self-Reliance. It will also require that USAID/Jamaica systematically and strategically identify new ways of engaging with the private sector that can provide opportunities for Jamaican-led support as USAID’s role in the country evolves during USAID’s strategic transition.

While the private sector appreciates the “traditional” donor role that USAID/Jamaica plays (e.g. programs, grants and technical assistance, procurement of products and services), the private sector also values the credibility, networks, technical expertise, proven solutions, and experience that USAID/Jamaica brings to the table. **Figure A** summarizes diverse roles that USAID/Jamaica can play to support development the private sector can champion and lead over time.

**Annex 4** details tools

the Mission can employ in its efforts to engage with the Private Sector moving forward.



Figure A

## METHODOLOGY

In line with USAID’s Private Sector Engagement Policy, USAID/Jamaica commissioned a Private Sector Landscape Assessment for three areas of priority: Disaster Risk Reduction (DRR); citizen security interventions under the Caribbean Basin Security Initiative (CBSI); and HIV/AIDS activities under the President’s Emergency Plan for AIDS Relief (PEPFAR). See **Figure B** for Program Area insights.

USAID/Jamaica engaged the Promoting Excellence in Private Sector Engagement (PEPSE) program, a buy-in mechanism under the Center for Transformational Partnerships (CTP), to support the Mission in identifying potential private sector partners for each program area, including PSE modalities for working with prospective private sector partners; and potential private sector resources for co-creation and co-investment in priority areas.

In November 2019, an assessment team (“the team”) conducted desk and field research, primarily informed by stakeholder interviews, to gain a stronger understanding of the interests, operations, challenges, and goals of the private sector related to the three program sectors. The team analyzed the findings from these interviews to identify resource mobilization and market-based PSE opportunities for USAID/Jamaica. Interviews were held in person and through conference calls with representatives from over 100 private sector companies, chambers of commerce, and business associations. Interviews were

also held with other stakeholders working in related areas, including non-governmental organizations (NGOs), donors/foundations, and government agencies. A full list of interviewees can be found in **Annex 5**. Given the input obtained from these interviews, the team organized this PSLA to:

- Outline the foundation upon which USAID/Jamaica should pursue a more robust PSE Strategy;
- Present PSE roles and strategies USAID/Jamaica might adopt across its program portfolio;
- Identify PSE opportunities and resources focused within the three program areas. Each PSE model identifies specific companies interested in further discussions with the Mission to determine how they might contribute to the common goals (financially or otherwise). If any leverage was mentioned during the interview, this was noted in their individual partner profile and in the 'Potential Private Sector Resources' section for each of the concepts listed in the technical annexes.

### **Figure B: PSLA Program Areas**

**Program Area I - DRR:** As USAID/Jamaica plans to wind down its DA funding and shift its portfolio's traditional programming, from climate resilience to creating a legacy platform focused on disaster risk reduction, the mission is working to leverage local partnerships with the private sector. There are challenges related to Government of Jamaica (GOJ) self-financing for disaster recovery and building a resilient alternative energy market driven by the private sector that can ensure energy resources are dependable post-event.

**Program Area II - CBSI:** The Mission plans to institutionalize private sector engagement as part of the new CBSI strategic framework. CBSI will apply a holistic approach to youth crime and violence prevention that (1) addresses the risk and resilience factors faced by youth, families, communities, and societies; and (2) strengthens the enabling environment for crime and violence prevention. CBSI hopes to engage the private sector as an important champion and influencer of these activities as the Mission looks to strengthen Jamaica's role in the region.

**Program Area III - PEPFAR:** The PEPFAR program purpose is to support the achievement of epidemic control and a sustainable response to HIV. The USAID/Jamaica program aims to strengthen HIV prevention, care, and treatment services provided by the private sector with a special focus on key populations such as Men who have Sex with Men (MSM) and People Living with HIV (PLHIV). The program also aims to increase treatment coverage in Jamaica, improve data access and quality, and align PEPFAR resources for sustainability.

## **STAKEHOLDERS ENGAGED**

The PSLA team interviewed a total of 103 organizations. This includes 56 private sector organizations (private sector, private sector associations, and corporate foundations). By program areas, the PSLA team interviewed 33 organizations each for PEPFAR and CBSI. For DRR, the PSLA team interviewed 37 organizations in total. For full details on stakeholders engaged, see **Annex 5**.

## **BUILDING INTERNAL MISSION CAPABILITIES FOR PSE**

A private sector landscape assessment is an externally facing stakeholder exercise. However, in order to act on PSLA recommendations, the USAID Jamaica Mission benefits from internal PSE readiness and capabilities to support implementation of any of the Models included within this report. If more specific skills and resources are needed to successfully engage with a particular PSE concept, this has been noted

within the Model in the Technical Review section. Below are several suggestions for consideration, as well as to conduct a more thorough, internal facing review of current capabilities mapped against future needs.

## **CONDUCT INTERNAL PSE TRAINING**

Mission technical and program officers indicated that their historical experience and interactions with the private sector have been limited (except for stakeholder meetings in the Renewable Energy sector this past year). Developing a specific, strategic approach to PSE and any type of longer-term tracking of relationships and ongoing interactions directly between the Mission and the private sector (other than any PSE embedded in past projects) will help ensure that private sector engagement is prioritized and continues. As USAID/Jamaica embarks on its next strategic transition CDCS, the Mission could greatly benefit from first focusing on staff understanding of private sector engagement. Delivering a PSE training early in 2020 will prepare staff to better include PSE in strategic decision making. Already armed with the opportunities of potential PSE Models from this PSLA, staff could request the training be tailored to work specifically around the skills most relevant to bring these prioritized partnerships online.

## **STAFF FOR INCREASED PRIVATE SECTOR ENGAGEMENT**

Although the Mission already has a very capable PSE Coordinator, this next phase of working with the private sector will require more time and external engagement with stakeholders. If this added responsibility fits within the job description of the PSE Coordinator (and interest), the staff member occupying this role could lead/guide such efforts among Mission staff. A critical function of this position involves both relationship building and coordination among many internal (including other USG Agencies) and external stakeholders. Recognizing the limited personnel resources of the Mission, many of the PSE Engagement Models offered here have identified other intermediary organizations (and programs) which could help assume this responsibility and ensure a shorter timeline to action and longer-term sustainability.

## **STRENGTHEN PSE COORDINATION OF ALL USG AGENCIES/PROGRAMS WITH PRESENCE IN JAMAICA**

With the limited resources of the Mission and its strategic transition agenda, it is critical that USAID staff utilize the resources and the programs of other USG Agencies working in Jamaica. This requires an added level of regular coordination and communication but can help extend the impact USAID seeks implementing PSE beyond the traditional development projects. There may also be additional technical expertise, resources and existing programs within other USG Agencies not currently operating on the ground that could align with the Mission's strategy (exchange programs, learning tours, mentoring partnerships, etc.).

## **HOST MISSION PRIVATE SECTOR OPEN HOUSES**

Since PSE is an ongoing and iterative process, it is important that the Mission stays connected with the interests and concerns of the private sector (both within and outside of any specific partnerships). Often, USAID's operations worldwide are described by businesses as a 'black box', so more outreach and open engagement, collaboration and follow-up will help reveal new PSE opportunities as well as strengthen current ones. One way the Mission can do this would be to host Mission Private Sector Open Houses. These semi-regular (formal or informal) gatherings could be hosted independently by the Mission Country Representative or in conjunction with the Ambassador. Should this activity be of interest, the PSE Hub regional points of contact can provide further guidance on how to implement events successfully.

## CROSS-CUTTING RECOMMENDATIONS

### LEVERAGE ASSOCIATIONS AS POTENTIAL ENABLERS

Associations have long stood as important development actors and donor partners in reaching large numbers of key stakeholders while representing the collective voice for the interests of their members. In Jamaica, private sector supported associations have historically primarily engaged with USAID through implementing partners. Although members interviewed often complain that the associations do not provide enough value, are often resource/capacity challenged and ultimately not sustainable, they still serve a valuable role in strengthening PSE as it relates to DRR/Energy, CBSI and PEPFAR. As registered non-profits, associations are much easier partners to receive donor funds to implement specific initiatives of interest to their members. These can range from trainings to awareness campaigns and can include the mobilization of collective private sector resources for social impact. As it relates to the often-sensitive topics of youth crime and violence prevention or HIV-AIDS, information and program opportunities can be delivered in collective settings, at scale, so as to not increase risk or exposure for individual businesses interested in supporting such causes.

Jamaica has many long-standing and capable associations including broad-reaching, cross-sectoral organizations such as the American Chamber of Commerce as well as industry-specific networks such as the Master Builders Association. Though associations claim to coordinate and work side by side in delivering upon their members' interests and priorities, there is sometimes overlap in both function and membership. Building on previous interactions with overarching partners such as the Private Sector Organization of Jamaica (PSOJ), USAID can engage directly with key associations (both known and new) to provide more resources and support for their members to increase PS commitments and activities as they relate to overlapping DRR/Energy, CBSI and PEPFAR objectives. Although the team only met with associations which the Mission is aware of, the suggested PSE models offer new ways of working with them, as well as encouraging outreach to others in the respective fields. Additional conversations with select associations would then be required to best determine how the Mission can collaborate; whether through regular coordination events, the development and submission of an unsolicited concept note or in response to a BAA or APS request.

In DRR/Energy, a number of sector specific associations (including the newly renamed Renewable Energy Alliance) exist and stand ready to support the Mission's new renewable energy strategic approach. Additionally, most of the broader associations such as Small Business Association, Jamaica Manufacturers

#### Expanding the Reach

Although the PSLA team did not meet with all of the associations in this list, the following is a summary of other associations that could be contacted if USAID wanted to expand its reach. These associations would need to go through a due diligence process but expanding USAID's network could allow for further diversification of partnerships.

**DRR/Energy:** Jamaica Manufacturers and Exporters Association, Jamaica Society of Energy Engineers (JSEE), Jamaica Master Electricians Alliance.

**CBSI:** Master Builders Association, Human Resources Management Association, Jamaica Society for Industrial Security, Business Process Industry Association of Jamaica.

**Health:** The Jamaican Employers Federation (JEF), The Medical Association of Jamaica (MAJ), the Medical Council of Jamaica, the Medical Association of Jamaica (MAJ), and the Jamaica Medical Doctors' Association (JMDA).

and Exporters Association, Jamaica Hotel and Tourist Association, Chambers of Commerce, etc. have a stake in advocating for lower energy costs for their members so they could also steward this agenda. For CBSI, sector-specific associations, such as the Master Builders Association or Business Process Industry Association of Jamaica (BPIAJ), represent an important entry point for raising awareness, exchanging lessons learned, mapping existing efforts, canvassing market demand and tracking progress. Additionally, associations have a critical role to play in any national policy or benchmarking processes, along the lines of the recently initiated crime summit process. For the Jamaican HIV response supported by the PEPFAR program, associations such as the Jamaican Employers Federation (JEF) are the best mechanisms to integrate effective employee HIV education into wellness programs, focused on sharing prevention information and maintaining a comfortable workspace environment for HIV-positive workers. Associations also have the potential to play an important role in raising funding to shore up the shortfall that would be left when the PEPFAR program ends.

## **SHIFT PSE ENGAGEMENT FROM PHILANTHROPY/CSR TOWARD SHARED VALUE**

Philanthropy and corporate social responsibility (CSR) are well-known practices in the Jamaican private sector. This PSLA identified more than ten companies that have established corporate foundations to channel donations and serve as a mechanism for staff volunteerism. Education and health are popular areas of focus for corporate giving. Among the most established corporate foundations are Grace Kennedy Foundation, Grace and Staff Foundation, Sandals Foundation, Digicel Foundation, Lasco Chin Foundation, Sagicor Foundation, and the JN Foundation.

Except for a few, small-scale examples of companies engaging at-risk youth through local resource centers or as apprentices, the PSLA found limited experience with ‘sustainability’ or ‘shared value’ approaches in CBSI. Private sector interviewees were unanimous in identifying insecurity as a top barrier to growth. While some companies expressed interest in contributing to solutions aimed at decreasing youth crime and violence, they also asked to see win-win examples of engagement that benefits the youth and the business bottom line. One interviewee said, “Jamaica needs help (from USAID) to start this conversation.” In the case of PEPFAR, the HIV response could be addressed through market-based solutions linked to companies’ business models. An important challenge for the USAID/Jamaica PEPFAR program is having the private sector see the business model for individual clinicians, insurance, pharmaceutical and banking industries to increase the sustainability of the private sector clinicians’ network, recently supported. A shared value model should be appealing as it would be related to their direct business focus: increasing number of patients and income (clinicians), investing in reducing the risk of exposure of their clients to HIV and the costs that this imply (insurance companies), increasing the volume of their products being mobilized (pharmaceutical companies), and opportunities to expand its loan portfolio to the clinician network (banking industry). It will be up to USAID to help the private sector see the ‘business case’ in the investment for social impact. Although investments in renewable energy are predominantly a core business decision vs CSR, foundations (and Associations/NGOs) can prove to be valuable partners in advancing the DRR component which links to a resilient energy sector. For a selection of tools that can be used to make this business case apparent, as well as how to engage the private sector more generally, see **Annex 4**.

## **INCREASE COORDINATION, ALIGNMENT, AND LEARNING AMONG CSR INITIATIVES AND FOUNDATIONS**

In Jamaica, most large companies use a company foundation as their social arm. Therefore, these foundations are a key stakeholder in Jamaica, and many have a history of implementing CSR initiatives. Like in other countries, foundations in Jamaica respond to the needs of their company with stove-piped

operations and limited coordination and alignment. Jamaican companies also often think of CSR as charity. Shifting the Jamaican corporations' approach of using foundations to implement their CSR activities would be a monumental and maybe an impossible task. However, there is an opportunity to engage in helping them consider CSR as part of a more comprehensive business strategy which may also allow companies to realize new opportunities. One positive step is the recent commitment of Jamaican corporate foundations to work more closely together, as evidenced in the creation of the Caribbean Philanthropic Alliance designed to promote collaboration and align efforts to the 2030 Agenda.

Foundations and civil society organizations are active in two of the sectors covered in this PSLA --youth and HIV-- though their efforts in several cases are small-scale and ephemeral, depending on funding streams. Private sector foundations have regularly engaged with USAID through its implementing partners and/or through the different associations. USAID should maintain and, if possible, expand its coordination (and co-creation) directly with key foundations as they are the entities better suited to provide the resources and support needed to replace USAID on its role of resource and technical assistance provider.

## **IMPLEMENT BETTER DONOR COORDINATION FOR SUSTAINABILITY AND SHARED PSE STRATEGIES**

Jamaica is a small country, with a small economy and limited local private sector. In working with the private sector to develop responses to the country's most complex and multifaceted challenges, donor coordination is essential. In developing models for private sector engagement, at a minimum, donors should share information regarding political/economic context, policy analysis, and program design/results. As the USAID Mission embarks on its strategic transition CDCS, alignment with other donors becomes even more critical.

Since energy costs in Jamaica are one of the highest in the world, numerous donors and other international/regional organizations (including World Bank) have (or are) implementing projects that are often similar, overlapping, or even in conflict with one another, in an effort to advance alternative energy sources which require better alignment (see **Annex 8** for DRR donor mapping).

In the area of youth crime and violence prevention, donors should also consider coordination for messaging to the private sector, government and civil society. One example would be coordination regarding the (still developing) inter-sectorial National Crime Summit where concerted efforts between donors would help to ensure shared focus on identifying and addressing specific legal or policy gaps, unified advocacy in support of investments in at-risk youth programming, and concentrated donor support aimed at a few proven models or promising pilots, rather than dispersed contributions to multiple, disconnected initiatives.

The USAID PEPFAR HIV response program implemented in Jamaica has well-established coordination mechanisms with the few other international organizations working on HIV in Jamaica; the Global Fund, UNAIDS, as well as with the MOHW, the civil society organizations and NGOs. However, donors could enhance its coordination efforts to increase the private sector participation of the HIV response. One example of coordination is the National AIDS Spending Assessments (NASA) analysis to help the sustainability evaluation. The analysis involved the participation of the private sector for the data collection efforts, but there were no coordinated efforts to share the results with them.

## **SUPPORT EXISTING INITIATIVES**

In its new PSE Strategy and CDCS, one way the Mission has indicated its desire to deliver on its Development Objectives and Intermediate Results is to amplify successful programs both from within

Jamaica and elsewhere in the region. In all three areas, the PSLA team came across some ongoing initiatives supported by other donors and international organizations that are relevant for achieving the desired impact. Through this approach, the Mission will strengthen its coordination with other key actors (GOJ, donors, associations, PS) also focused in similar areas while leveraging existing expertise and resources. In cases where the Mission's objectives align with the other organization's existing initiative, its added financial support/technical assistance and approach to working with the private sector could help expand the reach of efforts to more beneficiaries impacted by the program. In other situations where the Mission is interested in slightly different technical, geographic, or chronological characteristics, an agreement would need to be negotiated to identify specific commitments and terms for collaboration.

For example, in the energy sector, the USAID regional project CARCEP worked closely with the private sector to drive investments in clean energy development. When CARCEP abruptly closed, GIZ tried unsuccessfully to negotiate a means to integrate the activities supporting an energy service companies (ESCOs) initiative within its own portfolio. Moving forward, USAID could engage with TAPSEC and Cli-Res, the regional EU funded program implemented by GIZ. One area for engagement could be to consider how GIZ's work with the Integrated Resource and Resilience Planning process could be expanded in Jamaica to align with Jamaica's new Integrated Resource Planning and bring the private sector to the table for the advancement of renewable energy and energy efficiency.

In the case of CBSI, USAID private sector engagement should aim to link businesses to existing at-risk youth service programs. The at-risk youth ecosystem includes dozens of agencies, including corporate foundations such as Sandals Foundation, Lasco Chin Foundation and the MultiCare Foundation. However, services tend to be dispersed, disconnected and under resourced. USAID has an important role to play in identifying, convening, and linking effective service providers with the private sector. Additionally, within the private sector, USAID can support coordination and evidence-based learning around at-risk youth by partnering with the Caribbean Philanthropic Alliance, which was established in 2019 by more than 40 corporate foundations and private sector organizations.

In Jamaica, there are currently no private sector-led HIV initiatives. The most recent representative CSR action from a private sector company was the Scotiabank HIV Regional Testing Day, an effort that was implemented for about five years and ended in 2017. Another private sector led initiative praised by interviewees is JaBCHA, created to integrate effective employee HIV education into wellness programs which culminated in 2014. JaBCHA is discussed in detail in one of the PEPFAR models below.

## **PILOT, ADAPT AND SCALE BEST PRACTICE MODELS**

A mid-size USAID portfolio, like the one being implemented by the Jamaica Mission, can benefit from developing innovations and pilot projects to attract stakeholder participation and investment with an explicit goal of achieving sustainable impact at scale. De-risking these types of projects is often a key (and missing) role that USAID can play to facilitate market adaptation. This PSLA provide models and approaches that can be embodied in pilot activities and later scaled. The DRR/Energy space is ripe for launching different renewable energy technologies already being applied in other countries. In Jamaica, these technologies still face steep logistic and market hurdles leaving the private sector hesitant to apply the technology without external guarantees (one example includes the floating solar farm partnership with National Water Commission and UK Dept of Trade). In the case of PEPFAR, the Private Sector Clinicians' model include options of engaging other stakeholders to scale it up and achieve sustainability.

When discussing supporting and leveraging existing initiatives, third party knowledge can also feed the USAID Jamaica scaling efforts. USAID can identify and learn from the pilot experiences of efforts being

implemented by other organizations. In all instances, it is important to have a clear pathway and establish a clear sequence of steps that need to be taken in the innovation-learning-scaling-up cycle. USAID will need to work with partners to develop a strategy for reaching that scale through intermediate steps, which may or may not involve individual projects. In the case of CBSI, USAID can leverage its access to international experiences and convening capacity within Jamaica to bring stakeholders together for co-creation around pilot experiences aimed at supporting at-risk youth.

## RESILIENT ENERGY SECTOR TECHNICAL REVIEW

The USAID/Jamaica's DRR program area has evolved to focus on Jamaican self-reliance gains protected by increased resilience to natural disasters including both a resilient alternative energy market and a disaster risk finance framework. In order to focus on the resilient alternative energy market, this research team engaged with a broad range of clean, alternative, and renewable energy companies in the solar, wind, hydro, biomass and liquid natural gas (LNG) energy markets to identify the main barriers for adaptation and opportunities for advancement. Based on the data and perspectives collected, the team developed eight PSE engagement models for the Mission to consider in implementing its next CDCS.

### SECTOR OVERVIEW

Total local energy consumption in Jamaica is 2.85 billion kWh (kilowatt hours) of electric energy per year, with a per capita use averaging 970 kWh.<sup>4</sup> To meet this need Jamaica depends on petroleum imports for over 95% of its electricity generation. In 2011, Jamaica spent 15% of its GDP on petroleum imports.<sup>5</sup> This dependence on petroleum imports increases economic and environmental costs and heightens the need for a transition to a sustainable energy system. But these imports are not necessary; domestically produced energy as the total production of all electric energy producing facilities is 4 bn kWh in Jamaica, which is 141% of its own requirements. Currently, any self-produced energy not utilized by Jamaica is either exported or unused.<sup>6</sup>

Jamaica also has excellent renewable energy potential, especially for solar and wind energy. Renewable resources could meet the entire island's electricity demand. The country has strong solar energy potential as solar irradiance is consistent throughout the year, even in winter months. At the same time, Jamaica possesses strong wind potential, and several regions demonstrate resource potential suitable for wind energy development. Studies show that 15 locations on the island have average wind speeds above 6 m/s, making them suitable for development. If ten of these sites were developed, they could supply at least half of Jamaica's current power demand.<sup>7</sup>

Furthermore, Jamaica is a leader in the transition to sustainable energy systems in the Caribbean. The country's National Energy Policy (NEP), adopted in 2009, is considered a model for regional lawmakers. The policy sets aggressive targets for a 30 percent renewable energy share and a 50 percent reduction in energy intensity by 2030. So far, over 72 megawatts (MW) of installed renewable energy capacity from hydro, solar, and wind power plants account for 16.8 percent (in 2015) of actual total consumption in Jamaica.<sup>8</sup> Although impressive, Jamaica's matrix of renewable power plants comprises only 7.8

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<sup>4</sup> <https://www.worlddata.info/america/jamaica/energy-consumption.php>

<sup>5</sup> [https://www.researchgate.net/profile/Alexander\\_Ochs/publication/303811205\\_Jamaica\\_Sustainable\\_Energy\\_Roadmap\\_Pathways\\_to\\_an\\_Affordable\\_Reliable\\_Low-Emission\\_Electricity\\_System/links/57549c0a08ae17e65ecccc4e/Jamaica-Sustainable-Energy-Roadmap-Pathways-to-an-Affordable-Reliable-Low-Emission-Electricity-System.pdf](https://www.researchgate.net/profile/Alexander_Ochs/publication/303811205_Jamaica_Sustainable_Energy_Roadmap_Pathways_to_an_Affordable_Reliable_Low-Emission_Electricity_System/links/57549c0a08ae17e65ecccc4e/Jamaica-Sustainable-Energy-Roadmap-Pathways-to-an-Affordable-Reliable-Low-Emission-Electricity-System.pdf)

<sup>6</sup> Ibid

<sup>7</sup> Ibid, pg. 47

<sup>8</sup> <https://www.greenbiz.com/article/jamaica-and-how-renewables-are-changing-island-energy-economics>

percent of total installed generation capacity.<sup>9</sup> Despite these successes, Jamaica is also prone to natural disasters such as hurricanes. Loss of energy access during natural disasters impedes emergency response and affects local business operations. As such, alternative solutions are needed to strengthen the resilience of Jamaica's energy sector.

Within this context, the Government of Jamaica, USAID, and select private partners have agreed to collaborate on energy sector resilience, defined as the ability to anticipate, prepare for, and adapt to changing conditions and withstand, respond to, and recover rapidly from natural disasters through adaptable and holistic planning and technical solutions. Key components of a resilient system include diversified fuel sources; diversified sources of goods and services in the sector; facilities and transmission located in disaster resistant locations; and hardening of infrastructure and adaptive grid management.<sup>10</sup> These key components also align with CARICOM's regional initiative to build a Caribbean pathway for disaster resilience in region.

## **BARRIERS FOR ADOPTION**

In pursuit of the dual objectives of disaster risk reduction and creating a resilient energy sector, the Mission has indicated its plans to move beyond traditional development tools to focus on innovative financial and market strategies. At the same time, the Mission can play a role in helping the private sector address barriers, including gaps in the policy and regulatory framework and levels of government bureaucracy. Implementing a strategy that tackles both energy and resilience under one program area makes sense conceptually and within (government and donor) strategic frameworks but presents challenges operationally and practically given the private sector and consumers still see these as separate issues.

*"The majority of businesses do not necessarily think about energy needs in terms of renewable energy or DRR, but are primarily driven first by reliability, then reduced utility costs and finally an interest in using a mix of grid and renewable energy to ensure sustainability rather than disaster preparedness."*

- New Fortress

Although Jamaica faces one of the highest energy costs in the world along with the inevitability of devastating hurricanes, there still appears to be a lack of urgency among the private sector (and citizens) to make the necessary investments to reduce the potential costs and risks from both.

Beyond this overarching 'business case' barrier for adoption of renewable energy, the enabling environment, government regulations, policy and enforcement seem to be some of the greatest need areas to remove bottlenecks for further private sector advancement in the sector. In a highly regulated industry such as energy, the key for USAID will be to help streamline and enable the private sector to innovate and advance the market. Interviewees detailed additional challenges the private sector must overcome before investing in a resilient energy sector at scale:

Overarching (not specifically addressed in PSE models):

- Lack of RE incentives: tax breaks, customs/VAT import tariffs on RE related equipment, simplified grid connections, etc.
- Industry/investors indicated they are waiting for the IRP release before committing investments in RE since this policy guidance is supposed to map out the government/country's plans for

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<sup>9</sup> Ibid

<sup>10</sup> GOJ-USAID MOU

expanding this sector. Unfortunately, they also express concern that it will be incomplete with mis-directed models and outdated information (as it has now taken several years to develop).

- Even though substantial upfront investments in RE can provide a ROI over the long-term, it is not necessarily reliable in the face of any disaster (verses the current use of back-up diesel generator), not to mention the bureaucratic and technical challenges involved in installing such systems.
- Hospitality industry is surprisingly low in adaptation of RE: complain of challenges for capital investment, reliability as an alternative energy source (that would not get damaged in disasters), and concerns about aesthetics (“football fields of panels or loud turbines”).
- Poor building code enforcement leaves majority of roofs structurally questionable for supporting solar panels that would withstand Cat 4-5 storms (plus should be re-waterproofed every 7-10 years requiring racking systems to be re-installed).
- Energy Efficiency (one of CARCEP’s task areas) still appears to be an area of little awareness among the private sector and consumers. Education and adaptation (at scale) could drastically help reduce energy costs.
- Challenging ‘balancing act’ with Jamaica Public Service (JPS) monopoly on market but it is also competing with the private sector in areas of alternative power generation, supplier of RE equipment, and new tenders (Power Purchase Agreements).

PSE Models (addressed in section below):

- Policies and regulations on Net Billing and Wheeling (the transportation of electric energy from within an electrical grid to an electrical load outside the grid boundaries), disincentivize wider adaptation and use of renewables.
- Very limited innovation (centers) showcasing different RE systems and demo installations’/pilots (residential and commercial) and technologies (energy storage system, flexible solar panel matts, etc.).
- Need for better coordination among key energy related Ministries and skills development within these government offices identified as a key barrier and opportunity for advancing the resilient energy agenda.
- Limited renewable energy adaptive financial packages exist (mostly via DBJ). Those that have been created in the past have had limited utilization and difficult criteria for the private sector (or residence) to fulfil such as required collateral, interest rates, terms, etc. However, interesting to note that some of larger businesses/organizations claim access to commercial does exist and is acceptable.
- Mass adaptation of individual residential solar power is minimal due to enormous additional cost of required batteries. Best option would be promoting the installation of mini-grid systems (with energy storage) suppling complete residential areas/developments whose costs could also be off-set by an improved Net Billing policy.

## **OPPORTUNITIES FOR ADVANCEMENT**

In addressing some of these barriers facing the private sector, the Mission has numerous opportunities for supporting the advancement of a resilient energy sector. Fortunately, not all of these (should) require the involvement of donors since market systems often have a way of eventually solving these problems themselves. Herein lies one of the main challenges for Missions: finding the balance between market-based approaches and PSE modalities that have the greatest potential to yield transformational impact. The proposed PSLA PSE models suggested within this report seek to do just that by capitalizing on a number of these opportunities listed below:

- In evolving the resilient energy strategy, USAID/Jamaica may want to reassess its fundamental research questions to gauge whether it is asking the right questions in supporting the most effective activities:
  - What is the real dimension of the problem we are trying to solve (no power for 2 hours or 2 months)?
  - What are the real costs and real benefits? RE is NOT the lowest risk and most cost-effective alternative for DRR (diesel or now LNG) because of intermittency and potential for damage.
  - How (if) a donor can help incentivize private sector to invest in RE for critical infrastructure such as grocery stores, gas stations, hospitals/clinics, telecommunications, water utilities, etc.?
- Providing technical assistance/expertise to the MSET and other respective Ministries to review and improve the Net Billing & Wheeling policies more in line with international best practices would encourage more investment and adaptation of RE. This must take into consideration JPS revenue model while applying proven RE grid integration models.
- There is an internally and externally expressed need for capacity building within GOJ agencies for a whole of govt approach to coordination, policy reform, incentives, regulation of RE.
- Encourage the creation of more innovative financial products such as ‘leasing’ RE, alternative collateral (lower % requirement) and adjusting existing DCAs (targeting clean energy) to local market conditions.
- Support ‘simple’ fixes in the enabling environment which could help accelerate smaller scaled adaption of RE: expanded VAT/custom duty exemptions on RE related equipment, tax breaks, simplified grid connections.
- Promote new Commerce & Industry investment models and RE leasing companies could help accelerate adaption/use of (mostly) solar energy. Most retailer operations rent so do not own building/property needed for RE.
- There appears to be great interest and development/investments in LNG energy which is far surpassing renewable energy: three major processing facilities, adaptation by a major bauxite producer, and Red Stripe Breweries, etc.
- Numerous stakeholders believe until GOJ/JPS dedicate more resources to drastically reduce the approx. 20% electricity loss and theft, overall utility prices will not be reduced (even with use of lower Kw/H energy sources).
- Risk Assessment Baseline study appears critical to help the government direct potential (alternative energy) investments for distributed power generation to help stabilize grid and potentially supply high-risk facilities post disaster.
- GOJ appears to be (slowly) investing in RE supply to critical infrastructure (30 school PPP Pilot with DBJ, direct contracts for installation of solar panels on multiple hospitals).
- Help accelerate piloting/scaling of new resilient energy technologies. Game changer innovative investment project could transform energy production for water distribution.<sup>11</sup>
- There appears to be an overall desire from the PS for more trainings/support for PS to attend conferences, increase capacity and resources for working with govt to improve regulations, support more B2B Market linkages, trade delegations, investment forums. This in turn will help strengthen RE market ecosystem (skills, supply chain, enabled environment).
- Numerous regional development projects, inclusive of Jamaica, are targeting RE and resilience that the USAID Jamaica Mission could join forces with.

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<sup>11</sup> [http://www.jamaicaobserver.com/front-page/soaring-with-solar-uk-team-renewable-energy-project-jamaica\\_177577](http://www.jamaicaobserver.com/front-page/soaring-with-solar-uk-team-renewable-energy-project-jamaica_177577)

## **RESILIENT ENERGY SECTOR PS ENGAGEMENT MODELS**

While companies (and private sector-related organizations) were quite willing to meet with the research team and discuss their views on the resilient energy sector in Jamaica, including the barriers and opportunities identified above, they were generally less forthcoming with suggestions regarding specific partnership models, direct engagements or committed resources to working with USAID on PSE. Private sector interviewees emphasized that donors and international organizations do have an important and critical role to play in the sector, particularly in enhancing the enabling environment by supporting the GOJ (and JPS) to improve regulations and policies, which, in turn, will lead to more private sector innovation and investments in the industry.

In light of this, the following eight PSE models have been developed based on energy-market linked private sector interviews to offer suggestions to USAID on how most effectively achieve its DRR objectives within the current landscape. Detailed profiles on each one of these summarized models can be found in **Annex I**.

## JAMAICA PSLA DRR MODEL SUMMARY

Concept	Potential Partners	Next Steps
<b>1. Market Linkages &amp; Training via USG Agencies</b>		<b>USAID Role:</b> Convener; Broker; Facilitator
<ul style="list-style-type: none"> <li>Engage Jamaican apex bodies to connect businesses to existing USG programs/exchanges</li> <li>Provide access to market linkages, conferences, investment forums and trainings</li> </ul>	<ul style="list-style-type: none"> <li>USG: Dept of Energy, FEMA/ OFDA (for JPS training), State Department, Dept of Commerce &amp; Trade</li> <li>Private Sector: JPS</li> <li>All private sector interviewees expressed interest to participate (see Stakeholder list)</li> <li>Expand to other registered members of PSOJ, Renewable Energy Association as a starting place to reach RE related businesses</li> <li>Key association leaders/trainers</li> </ul>	<ul style="list-style-type: none"> <li>Map various RE related USG Agencies programs and exchanges that could benefit Jamaican businesses</li> <li>Scale previous trade delegations, learning tours supported by USAID</li> <li>Work with key RE Associations and PS to identify specific skills gap/needs to advance resilient energy sector and determine if existing programs exist. If not, coordinate with academic (UWI) to further develop technical trainings</li> </ul>
<b>2. Amplified Development Project Scaling</b>		<b>USAID Role:</b> Thought leader; Expert; Funder; Advocate; Co-creator
<ul style="list-style-type: none"> <li>Partner with other regional and Jamaican-specific Climate Adaptation and RE projects</li> <li>Integrate PSE approach/ active involvement of PS within other initiatives</li> </ul>	<ul style="list-style-type: none"> <li>GIZ TAPSEC/Cli-Res EU funded project</li> <li>CARICOM, UNDP, WB, IDB</li> <li>UK, Canada, development agencies</li> </ul>	<ul style="list-style-type: none"> <li>Identify current gaps and opportunity area for USAID to provide added value to ongoing initiatives (build upon Annexed list)</li> <li>Confer with CTP on internal resources to inject PSE activities within co-funding programs</li> <li>Meet with key actors in sector: WB, UNDP, call with GIZ</li> </ul>
<b>3. Vulnerability &amp; Market Assessment Support</b>		<b>USAID Role:</b> Risk mitigator, Funder, Thought leader
<ul style="list-style-type: none"> <li>Facilitate energy sector baseline risk assessment with OUR to unlock further private sector capital investments</li> <li>Establish a feasibility fund (targeting SMEs) that the private sector would co-invest in to conduct more in-depth, market analysis (including environment impact studies) for future RE investments</li> </ul>	<ul style="list-style-type: none"> <li>OUR, JAMPRO, JPS, UWI/CDRR ( to help facilitate use of DRR data in analysis)</li> <li>RE companies/ Investors (EnBar, Kingston VC, MPC Capital)</li> </ul>	<ul style="list-style-type: none"> <li>Discussion with OUR regarding resources required to conduct study</li> <li>Explore convening PS Advisory group for technical feedback to study (could leverage associations or new Alliance)</li> <li>(LATER) Coordination of funding/technical assistance with JAMPRO for conducting PS oriented market/feasibility studies (and making information public yet tailored)</li> </ul>

<b>4. Creation of Energy &amp; Disaster Resilience Secretariat</b>		<b>USAID Role:</b> Convener, Broker/ facilitator, Expert, Advocate, Funder
<ul style="list-style-type: none"> <li>Establish dedicated PMU to support the effective implementation of the new Resilient Energy Alliance</li> <li>To ensure the Alliance gains wider industry awareness/ support, establishes key milestones and helps signatories translate commitments into action</li> </ul>	<ul style="list-style-type: none"> <li>MSET, OUR, ODPEM, PSOJ (current Alliance Members)</li> <li>Energy Council, Renewable Energy Association</li> <li>BMR, EnBar, New Leaf, Soleco, SunSource</li> </ul>	<ul style="list-style-type: none"> <li>Discuss Secretariat model concept with signatories of MOU</li> <li>Conduct further research on model including liaising with UNDP who supports another global DRR/PS network called Connecting Business Initiative</li> <li>Develop SOW for Secretariat</li> </ul>
<b>5. Technical Expertise for Policy Reform</b>		<b>USAID Role:</b> Funder, Thought leader, Convener
<ul style="list-style-type: none"> <li>Support a more transparent process to reform the Net Billing and Wheeling regulations through embedding international technical assistance/training within key GOJ regulatory/policy ministries</li> <li>Build upon the new IRP and encourage more PS investment in RE power generation while balancing concerns of JPS and grid stability</li> </ul>	<ul style="list-style-type: none"> <li>GOJ: MSET, PCJ, OUR</li> <li>UWI (potential implementor), JPS</li> <li>Advising PS: SBAJ, Solar Buzz, SunSource, Getsol, JPS, Isratech, JCC, MPC Capital, WBR Energy</li> </ul>	<ul style="list-style-type: none"> <li>Discuss possibility with MSET/OUR to assess willingness and needs for revising regulations and receiving TA</li> <li>Establish a working group with JPS and a small representative sample of key RE companies to advise GOJ/embedded technical advisors on</li> <li>Connect MSET/ technical advisors with successful models/experts in other countries who have successfully implemented reforms</li> </ul>
<b>6. Advancing RE Innovation</b>		<b>USAID Role:</b> Convener, Broker/ facilitator, Thought leader/expert, Co-creator, Advocate
<ul style="list-style-type: none"> <li>Support establishing a RE Innovation Center to accelerate the introduction, testing, and education of new technologies and adoption of renewable energies (linked to resilience)</li> </ul>	<ul style="list-style-type: none"> <li>Govt/NGO: JAMPRO, PCJ, Renewable Energy Association, DBJ,</li> <li>PS: Alquimi Renewables, Sun Source, Getsol, RED, Soleco, JPS</li> <li>Academic: UWI/CDRR</li> </ul>	<ul style="list-style-type: none"> <li>Validate concept with key stakeholders (noted above)</li> <li>Secure support from GOJ and liaison with key academic institutions</li> <li>Approach leading PS players for cocreation sessions on design</li> </ul>

<p><b>7. Expanding Renewable Energy Finance</b></p> <ul style="list-style-type: none"> <li>• Influence existing/new FI funds for RE investments that would increase commercial and residential utilization while incentivizing creation of new financial products</li> <li>• Support the strengthening of the RE-oriented lease packages enabling more commercial renters to utilize clean energy while reducing utility bills.</li> </ul>	<ul style="list-style-type: none"> <li>• NCB, DBJ, NHT, Jamaica Social Investment Fund, Green Climate Fund (with CCD), PS VC Funds</li> <li>• USG: Development Finance Corporation (DFC)</li> </ul>	<p><b>USAID Role:</b> Investment catalyst, Funder/ investor, Convener</p> <ul style="list-style-type: none"> <li>• Support further market assessment/constraints analysis and application of best practices for RE financial products in Jamaica</li> <li>• Liaison with new Jamaica DCA POC (Brian Martalus) to explore possibilities on revision to DCA as well as new programs/services of DFC Agency</li> <li>• Meet with other key donor finance organizations to explore alignment of objectives and partnering possibilities</li> </ul>
<p><b>8. GOJ Capacity Building</b></p> <ul style="list-style-type: none"> <li>• Support embedded technical assistance (see Model 5) to provide additional capacity building within key public agencies for a better whole-of-govt approach around power generation</li> <li>• To enhance and streamline coordination, policy reform, incentives, PPA tendering and regulation of RE</li> </ul>	<ul style="list-style-type: none"> <li>• MSET, OUR, PCJ, GPE, CCD, NHT, Energy Council</li> </ul>	<p><b>USAID Role:</b> Funder, Thought leader, Convener</p> <ul style="list-style-type: none"> <li>• Gain buy-in from GOJ Agencies (starting with MSET) to cooperate</li> <li>• Identify effective coordination body to provide TA and ensure open communication</li> <li>• Work with GOJ in the prioritization of initiatives</li> </ul>

## **CBSI SECTOR TECHNICAL REVIEW**

Citizen security is a top priority for the GOJ and the private sector and remains a key challenge impeding Jamaica's journey to self-reliance. Based on the data and perspectives collected, the team developed six PSE engagement models for the Mission to consider in implementing its next CDCS.

### **SECTOR OVERVIEW**

Jamaica reported the 3rd highest homicide rate in Latin America and the Caribbean with 47 homicides per 100,000 people in 2018 (OSAC). According to the Inter-American Development Bank (IDB), 23% of Caribbean businesses reported experiencing losses due to theft, robbery, vandalism, or arson; and, beyond the costs of being victimized, 70% of firms in the subregion reported spending money on security, compared to the world average of 55.6% (2013/14 World Bank). The IMF also cited crime as an impediment to economic growth and warned that an escalation in crime could further curtail private investment and growth.

Research suggests that victims or perpetrators of crime generate negative labor market outcomes on the local economy, including lower wages and lengthier and frequent unemployment periods as a result of decreased productivity and psychological impacts.<sup>12</sup> Jamaica's long-term economic growth and the country's journey to self-reliance is impeded by a vicious cycle: weak economic growth limits employment opportunities, increasing vulnerability to victimization, gang membership, or further perpetration of violence, which in turn affects security costs, and the investment and enabling environments.

The IDB reports that males between the ages of 16 to 24 are often the main victims or perpetrators of violent crimes, while women and girls are the victims of sexual crimes. According to the GOJ, a significant amount of criminal activity is associated with "gangs of youth involved in extortion, contract killing, money laundering and transnational organized crimes, such as lottery scamming, identity theft, and fraud." In regard to violent crimes, in 2015, over 45.6% of males arrested were between the ages 15-24. Factors influencing violent behavior in youth include socio-economic status, parental supervision, unemployment, and exposure to violence and delinquency.

At 25%, the unemployment rate of Jamaican youth (15-24) is nearly triple that of Jamaican adults.<sup>13</sup> Unemployment affects youth differently, for example, female youth experience an unemployment rate percent higher than their male counterparts (29% v. 20%).<sup>14</sup> In Jamaica, youth employment is also characterized by low skill, unremunerated jobs in the informal economy with few opportunities for advancement.

### **BARRIERS FOR ADOPTION**

This PSLA identified 13 companies supporting programs for disadvantaged youth through their corporate foundations and/or CSR initiatives.<sup>15</sup> As outlined above however, private sector engagement stops short of shared value models that directly integrate at-risk youth into corporate business models. Key barriers for PS engagement with at-risk youth include the following inter-related challenges:

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<sup>12</sup> <https://www.imf.org/en/News/Articles/2017/11/13/na111417-crime-and-youth-unemployment-in-the-caribbean>

<sup>13</sup> <https://data.worldbank.org/indicator/SL.UEM.1524.ZS?locations=JM>

<sup>14</sup> <https://data.worldbank.org/indicator/SL.UEM.1524.MA.ZS?locations=JM>

<sup>15</sup> Includes: C.B. Facey Foundation, Crissa Group, Digicel Foundation, Multicare Youth Foundation, JN Foundation, JNCB Foundation, Lasco Chin Foundation, Grace and Staff Foundation, Grace Kennedy Foundation, JMMB Joan Duncan Foundation, Jamaica Broilers, Musson Foundation, Sandals Foundation.

- Companies are **concerned regarding security risks** associated with engaging at-risk youth, including possible theft of goods or cash from firms or their customers; theft of information regarding employees or clients (with potential exposure for extortion);<sup>16</sup> and/or negative influence on or harassment of other employees, especially young adults. These concerns are exacerbated by the stigma and stereotypes associated with at-risk youth in Jamaica.
- Because of these ever-present security risks, many firms have **stringent hiring processes** in place with filters aimed at weeding out candidates who might be considered to be problematic. According to interviews, many employers commonly discriminate against job candidates based on neighborhood of residence. Human resource processes may also include presenting national ID, references, police background reports, checking for tattoos, and lie detector tests. Though businesses are open to learning from success stories from companies who have successfully hired or engaged with at-risk youth, there is a **lack of evidence-based studies to show successful programs**.
- Unless they receive support from social service programs, **at-risk youth are poorly suited to compete in the job market** given their (generally) limited education/literacy levels, less developed soft skills, lack of exposure to and contacts with professionals and work environments.
- There are numerous well-intentioned governmental and non-governmental programs working with at-risk youth. However, these **programs are often disconnected**, overlapping (or competing), under-resourced and unsustainable. A number of companies channel their support through their corporate foundations that, in many cases, compete with other non-governmental programs for funding.
- **The policy framework is not conducive to private sector engagement of at-risk youth.** There is no tax advantage associated with hiring youth for employment or apprenticeships. The current incentive for hiring a young person through the national technical and vocational education and training (TVET) services-- a one-time payment of \$150 JMD (\$1 USD)— has no impact on private sector behavior. The fees required for police background checks and medical clearances are a barrier for low-income youth. Furthermore, as recounted by one interviewee, at-risk youth are often rounded up in Zones of Special Operations (ZOSOs) sweeps. Unless they are charged, their records should be expunged; however, the process is not automatic and clearing one's record represents another barrier to securing employment.

## OPPORTUNITIES FOR ADVANCEMENT

There are a number of existing initiatives and opportunities that USAID can build on to facilitate private sector engagement with at-risk youth. Furthermore, USAID is well-positioned to play a role in co-creation processes given its global expertise, credibility and convening power.

- Though dispersed and often ad hoc, the **ecosystem of at-risk youth support programs is vibrant and should be the point of departure for any private sector engagement.** Building on existing relationships, for instance, through FHI360 Local Partner Development (LPD), USAID could develop pilots linking a few credible youth service partners to the private sector around the models listed below.

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<sup>16</sup> Phone scamming by call center employees (or their associates) is common in Jamaica and has received widespread press coverage. <https://theintercept.com/2018/10/16/jamaica-phone-scramming-state-of-emergency/>

- In order to ensure scale and sustainability of any at-risk youth program, **the GOJ is also a critical stakeholder for identifying target communities, designing pilots and access to inputs and services**, such as technical and vocational instruction through HEART Trust/NTA. GOJ interviewees expressed interest in enhancing their capacity for private sector engagement. Though the Citizen Security and Justice Program (CSJP) included employment and entrepreneurial components, results in that area were of limited scale.
- **Associations represent an important entry point for raising awareness, mapping existing efforts, canvassing market demand and tracking progress.** The recently established Caribbean Philanthropic Alliance is an important step forward in building linkages and learning between corporate foundations. On the business side, USAID can also engage with apex associations such as PSOJ, Chambers of Commerce and sector-based groups like JMEA and Jamaica Master Builders Association.
- Among businesses interviewed for this PSLA, there was **recognition of the need to provide productive livelihood opportunities for at-risk youth.** The concerns they presented were formidable, but not insurmountable. A number of private sector representatives did express willingness to consider engaging at-risk youth as long as they met basic requirements in terms of literacy and soft skill development and had been certified, or ‘vetted’, by a credible youth service organization.
- Recognizing that Jamaica’s private sector encompasses a range of scale and business models, **companies also highlighted the need for flexibility.** This call for flexibility has two implications relevant to the role of USAID. First, flexibility is **best served by piloting processes** that incorporate explicit learning stages for gathering evidence and sharing lessons learned-- a strong fit with the type of role that USAID could play as an international partner with access to global experiences and M&E expertise. Additionally, flexibility would imply **developing a menu of options for private sector engagement that could begin with low-stakes activities**-- participation in policy dialogues, job fairs, mock interviews, financial literacy training sessions, mentoring-- that could eventually escalate into deeper involvement such as apprenticeships and employment.
- Finally, USAID can leverage its credibility as a nonpartisan international partner in Jamaica for **engaging with and convening stakeholders across sectors and political lines.**

## Messages that USAID can highlight to raise awareness and change mindsets include:

Beyond the devastating social impact, the economic cost of crime in Jamaica is staggering, representing 4% of GDP. The GoJ spends more per capita on crime related matters (1.5-2.5% GDP) than any other government in Latin America and the Caribbean.

However, public sector investment is insufficient on its own to address the insecurity crisis. Businesses must engage to address the scale of the problem and in order to ensure that solutions are sustainable and consistent with market dynamics.

Jamaica's insecurity crisis cannot be solved without meaningful improvements in the situation and long-term prospects of at-risk youth.

While corporate social responsibility activities are laudable, companies can best contribute through 'shared value' experiences, which aim to increase citizen security levels, improve the lives of at-risk youth, and improve the business bottom line. Additionally, while CSR generally centers on corporate donations, shared value engagement recognizes the opportunity of businesses to contribute in ways that are consistent with the corporate business model, for instance, as employers, suppliers, customers and investors. by 2020.

## CBSI SECTOR PS ENGAGEMENT MODELS

USAID and its projects have the opportunity to play various roles with PSE such as thought leaders, brokers, risk mitigators, advocates, investors, and more. As the team conducted numerous interviews, different roles and reoccurring potential models became apparent and are worth noting for further exploration.<sup>17</sup> Below is a preliminary consultation with USAID and PEPSE has narrowed the models down to the following priorities. Detailed profiles on each one of these summarized models can be found in **Annex 2**.

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<sup>17</sup> These models have not been developed as concrete partnership concepts as the actual partners could be numerous and should be further investigated by relevant projects.

## JAMAICA PSLA CBSI MODEL SUMMARY

Concept	Potential Partners	Next Steps
<b>1. Inclusive Security Progress Committee</b>		
<p>Create a national-level transparent and evidence-based dialogue process to develop citizen security policies/programs through:</p> <ul style="list-style-type: none"> <li>• Identification of policy obstacles and opportunities for positive incentives</li> <li>• Development and discussion of policies and programs that facilitate youth crime and violence prevention</li> <li>• Benchmark setting and monitoring</li> <li>• Sharing and showcasing success stories</li> </ul>	<ul style="list-style-type: none"> <li>• GoJ</li> <li>• Private Sector associations (PSOJ, Chambers, SBAJ, JMEA, etc.)</li> <li>• Youth service providers</li> <li>• Universities and think tanks</li> <li>• Corporate foundations; Caribbean Philanthropic Alliance, Council of Voluntary Social Services, etc.</li> </ul>	<p><b>USAID Role:</b> thought leader, broker, advocate, and facilitator</p> <ul style="list-style-type: none"> <li>• Explore relevant international dialogue and benchmarking experiences, including Ficosec (Mexico), Observatory of Panama Chamber of Commerce</li> <li>• Conduct political analysis/feasibility (particularly given early 2021 elections)</li> <li>• Consult/coordinate with other international cooperation actors, such as IDB, World Bank, European Union, DFID, Canadian Government,</li> </ul>
<b>2.1 Introduction to the World of Work</b>		
<p>Linkages between private sector and at-risk youth service providers to develop introductory activities including</p> <ul style="list-style-type: none"> <li>• Skills and aptitude assessment and career counseling</li> <li>• Participation in job fairs</li> <li>• Resume development support</li> <li>• Mock interviews</li> <li>• Access to a job placement bank</li> <li>• Mentoring (as feasible, based on number of mentors)</li> </ul>	<ul style="list-style-type: none"> <li>• Multicare Foundation (currently developing large-scale mentorship program) Youth Business Trust and Minds of Jamaica</li> <li>• Apex Associations such as Private Sector Organization of Jamaica (PSOJ); Chambers of Commerce, Jamaica Manufacturers and Exporters Association (JMEA)</li> <li>• GoJ (Ministry of Labor LIMS', TVET LMIP)</li> <li>• Telecoms and Computing companies for support on job bank development</li> </ul>	<p><b>USAID Role:</b> thought leader, convener, broker/facilitator, advocate, and/or risk mitigator</p> <ul style="list-style-type: none"> <li>• Explore relevant international experiences including Jobs and Career Coach in Trinidad and Tobago which targets youth with job search assistance services including career guidance; Alcance Positivo Panama; Youth Alliance Program Guatemala</li> <li>• Map Jamaican mentoring experiences</li> <li>• Assess strengths/weaknesses of MoL job bank and applicability for at-risk youth</li> <li>• Convene stakeholders for joint analysis and pilot design</li> </ul>

## 2.2 Bridge to World of Work: Formal Employment

**USAID Role:** thought leader, convener, and/or broker/facilitator

Partner with human resource company for:

- Assessing youth readiness and guidance regarding missing skills vis-à-vis the job market
  - Interviewing and hiring for specific vacant positions
  - Placement in positions
  - Orientation and culture transition support
  - Monitoring of youth performance including site visits and interviews with employers
- Employment agencies (i.e. Manpower & Maintenance)
  - Potential employers (construction, hospitality, logistics, supermarkets, etc.)
  - Non-governmental or governmental youth service providers

- Explore experiences from other relevant youth employment partnerships, including *Gente Estratégica* (Colombia), El Salvador (Escalón) Sustainable Partnerships; Glasswing in El Salvador; and Juventud y Empleo (Dominican Republic)
- Discuss the model with youth service partners (perhaps beginning with CSOs participating in the FHI360 LPD program)
- Meet with the human resource companies working in Jamaica to assess their interest, experience, scale and cost structure. Select one or two firms for a pilot experience

## 2.3. Bridget to World of Work: Entrepreneurship

**USAID Role:** thought leader, convener, and/or broker/facilitator

Partnerships between at-risk youth organizations and private sector for:

- Specialized training
  - Incubation
  - Financial services/investment
  - Market for entrepreneurship products
- SBAJ and JBDC
  - JamPro for diaspora connections
  - Development Bank of Jamaica
  - Angel equity investors (Branson Center of Entrepreneurship; First Angels Jamaica; Alpha Angels; DevLab)
  - Jamaica Social Stock Exchange
  - Banks and/or bank foundations (JMMB, JN Foundation, JNCB, Grace Kennedy, etc)
  - TVET for entrepreneurship

- Explore relevant international models including Hewlett Packard- Learning Initiative for Entrepreneurs; USAID Diaspora Invest in BiH; El Salvador (Escalón) Sustainable Partnerships; Socialab (6 countries); Conquito + Impaqto (Ecuador)
- Map/consult existing entrepreneurship actors and gaps for support to at-risk youth
- Convene potential partners from youth services + entrepreneurship sectors

## 2.4 Bridget to World of Work: Micro-Franchising

**Role for USAID:** thought leader, convener, and broker/facilitator

Linkages between private sector and at-risk youth service providers to develop retail micro-franchising models with:

- training,
  - business support
  - capital, as needed
- Private sector micro-franchisors (i.e. Jamaica Producers, Lasco Chin, Digicel, etc.)
  - Financial services firms for financial literacy and inclusion support

- Explore and learn from the successes and failures of other relevant experiences such as Unilever/Project Shakti; USAID LENS (Jordan); as well as current micro-franchise models prevalent in Jamaica
- Identify potential obstacles/opportunities for expanding micro-franchising to at-risk youth, specifying types of goods/services and interested companies
- Convene/link potential stakeholders for development of pilot

### 3. Place-Based Targeted Youth Risk Reduction

**Role for USAID:** thought leader, advocate, convener, broker/facilitator, and/or risk mitigator

In prioritized communities, engage private sector and other stakeholders on:

- Localized activities under Bridge to World of Work (Models 2.1-2.4)
- Youth engagement as suppliers (i.e. cook shops/delivery) for factories/offices located in the area
- Establishment or strengthening of youth-focused resource centers/social enterprises
- Youth engagement to promote the local community through social media, marketing or specialized events
- PS funding support for Violence Interrupters in recognition of the role they play in making communities safer
- Private sector-GOJ-youth dialogue and planning on neighborhood needs, assets and opportunities

- GOJ, particularly MNS
- Private sector companies + at-risk youth service providers located in the area

- Develop criteria and identify targeted communities with GOJ and other stakeholders
- Explore other relevant experiences, particularly in Colombia and El Salvador
- Convene/link potential stakeholders and facilitate co-creation spaces
- Support mapping of local assets and identification of challenges
- Support design/testing of pilot experience

## PEPFAR SECTOR TECHNICAL REVIEW

Over the last two years, the USAID implemented PEPFAR program in Jamaica experienced adjustments to the delivery mechanisms that provide support. It culminated the government-to-government agreement; initiated a new private clinicians network pilot; and enhanced its direct collaboration with and support of civil society organizations through its agreement with Jamaica AIDS Support for Life (JASL). Within this context, the PSLA team interviewed a broad range of Jamaican institutions and companies to identify the main barriers, roles and interests of the private sector in addressing the HIV epidemic, USAID's role in helping to address or alleviate the identified barriers, and to identify opportunities for advancement. All interviewee indicated a need to engage the private sector in the HIV response.

### SECTOR OVERVIEW

In Jamaica, the Ministry of Health and Welfare (MOHW) estimates that there were 32,617 people living with HIV (PLHIV) in 2018, with 13,255 on antiretroviral (ARV) treatment and 7,859 being virally suppressed. In 2019, 2,031 PLHIV were undiagnosed and reports estimate that an additional 11,811 PLHIV need to be reached with treatment to achieve epidemic control<sup>18</sup>. The MOHW also reports that Kingston, St. James, and St. Catherine still carry the burden of the disease, with 65% of all reported HIV cases in these parishes at the end of 2015.<sup>19</sup>

Stigma and discrimination based on HIV status is experienced by people living with HIV (PLHIV) in their communities, in the workplace, and at health facilities. An MOHW survey on HIV/AIDS Knowledge, Attitudes, Behavior and Practices (KABP), indicated that accepting attitudes towards PLHIV remains low and actually declined from 14.3% in 2012 to 11.6% in 2017.<sup>20</sup> In 2017, a UNAIDS study found that 38% of PLHIV experienced some form of stigma and discrimination; 54% reported being the subject of gossip, 30% reported verbal harassment, 12% reported physical harassment, and 8% reported a physical assault. Fear of and actual experience with stigma and discrimination can reduce an individual's willingness to practice prevention, seek HIV testing, disclose their HIV status to others, receive care and support, and begin and adhere to HIV treatment.<sup>21</sup> The UNAIDS 2017 report on confronting discrimination noted that PLHIV experiencing high levels of HIV-related stigma were 2.4 times more likely to delay care.<sup>22</sup> Therefore, reducing stigma and discrimination is crucial to the success of HIV prevention, care, and treatment efforts.

PLHIV have expressed privacy concerns, over 50% were unsure if their medical records were kept private.<sup>23</sup> Regarding access to sexual and reproductive health services, female respondents reported receiving advice on not having children, being coerced into receiving tubal ligations, and forced to end pregnancies.<sup>24</sup>

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<sup>18</sup> 2019 Fact Sheet Jamaica HIV/STI/TB Unit MHOW

<sup>19</sup> Ibid.

<sup>20</sup> <https://jis.gov.jm/stop-hiv-aids-stigma-and-discrimination-dr-tufton/>

<sup>21</sup> <https://moh.gov.jm/wp-content/uploads/2016/05/Jamaica-PLHIV-Stigma-Index-Study-Updated-Version-March-9-2015-FINAL.pdf>

<sup>22</sup> <https://jis.gov.jm/stop-hiv-aids-stigma-and-discrimination-dr-tufton/>

<sup>23</sup> <https://moh.gov.jm/wp-content/uploads/2016/05/Jamaica-PLHIV-Stigma-Index-Study-Updated-Version-March-9-2015-FINAL.pdf>

<sup>24</sup> <https://moh.gov.jm/wp-content/uploads/2016/05/Jamaica-PLHIV-Stigma-Index-Study-Updated-Version-March-9-2015-FINAL.pdf>

Health financing continues to be a matter of concern in Jamaica. The GOJ health benefits package is funded through a tax-based financing scheme that is highly dependent on GDP growth. Jamaica experienced low economic growth over the last decade affecting the health benefits. Furthermore, the system faces multiple cost increases, including the increasing percentage of aging population and an increase in chronic diseases.<sup>25</sup> Jamaica's HIV response dependency on donor funding is higher than the global average. The National AIDS Spending Assessment (NASA) reports that of the total HIV expenditure for 2016/2017 (\$18.0 million), 53% came from international sources, 30% from the GOJ and the remaining 17% from patient out-of-pocket expenditures. The NASA also concluded that Jamaica has a low healthcare worker ratio, estimated at 3 per 1,000 habitants.

In regard to HIV/AIDS and the LGBT community, the 2019 Awareness, Attitude, and Perception Survey About Issues Related to LGBT People in Jamaica study, requested by JFLAG, reports that 94% of the employers interviewed believe that lesbian, gay, bisexual, and transgender Jamaicans should be allowed to work and contribute to the economy, 88% believe that LGBT people should be allowed to access education without discrimination; while only 57% believe gays and lesbians should be considered normal by the society.

Generally, the public does not trust the Jamaican public sector and expresses serious concerns about ethical conduct of public officials. On the other hand, Jamaicans highly trust private sector companies and are easily influenced by messaging from the corporate world.

## **BARRIERS FOR ADOPTION**

The key challenges identified for HIV in Jamaica include stigma, awareness (people learning about HIV prevention, transmission, and treatment), and adequate access to treatment. The private sector is well positioned to help address these challenges, including strong mechanisms such as corporate foundations. However, the private sector first needs to understand the HIV situation in Jamaica and how their support could help the long-term sustainability an HIV response. The key barriers for private sector engagement for the HIV response, include:

The private foundations with financial capacity to provide support to the HIV response, do not consider HIV as an important health issue in Jamaican. Interviews conducted for this PSLA provide evidence that the current private sector support for HIV response in Jamaica is minimal. Most companies focus their philanthropic and CSR activities on topics such as early childhood education, women's economic empowerment, and youth empowerment.

- From a marketing perspective there is no motivation for the Jamaican private sector support the country's HIV response. The private sector focus its efforts on areas that are good for public relations, such as cancer prevention and treatment. In addition, interviewees indicated that companies will rather not link their brands with HIV campaigns, as they fear receiving negative reactions from clientele due to the stigma attached to PLHIV.
- Interviewees indicated that the MOHW and the National HIV/STI Program (NHP) do not actively seek engaging the private sector to be part of the HIV response.<sup>26</sup>
- People interviewed expressed a need to identify local and/or international public figures as spokespeople for HIV, currently there are only a few HIV champions in Jamaica. HIV champions should be well known personalities that would not be affected by stigmatization. In 2017, actress

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<sup>25</sup> National AIDS Spending Assessment report, UNAIDS

<sup>26</sup> The NHP is responsible for coordinating and leading the implementation of the HIV/AIDS response and its strategy prioritizes health governance, health financing and health information systems.

Jordan Spencer, who is not a carrier of the virus, accepted a role on a HIV public education campaign that was pulled off the air due to the discrimination she experienced.

- The public sector and NGOs lack the capacity needed to deliver health services at the volume required, which is a key trigger for the gaps in treatment, care, and prevention services.

## OPPORTUNITIES FOR ADVANCEMENT

There are several opportunities to enhance the private sector engagement in the HIV response and USAID is well positioned to play key roles. In most cases, putting the opportunities into actions only required that USAID invest time to serve in roles such as convener, thought leader, advocate, broker or facilitator. The proposed PSLA PSE models seek capitalizing on the opportunities listed below.

- USAID global technical expertise, credibility, proven solutions, experience and convening power are valued by the Jamaican private sector. USAID can take advantage of this and generate interest, willingness, and trust to collaborate in the private sector, establishing high-level agreements to build integrated solutions that ensure impact as a result of HIV response. USAID can also influence the private sector to better align their values, motivations, decisions, strategies, practices, and policies toward the HIV response.
- Associations represent an important entry point for raising awareness, mapping existing efforts, canvassing market demand, and tracking progress. USAID can help set up private sector council mechanisms to include the HIV response as a long-term priority for the private sector and to help enhance long-term sustainability.
- The private sector participation in the country's HIV response would be positive since Jamaicans highly trusts private companies and are easily influenced by messaging and marketing by private companies.
- There are well-established private sector platforms and networks that USAID can plug into to strengthen engagement and increase long-term sustainability. USAID can engage apex associations such as PSOJ, the Chambers of Commerce, and sector-based groups like the Jamaica Employers Federation (JEF), the Medical Council of Jamaica, the Medical Association of Jamaica (MAJ), and the Jamaica Medical Doctors' Association (JMDA).
- The creation of innovative financial products to scale up the participation of private clinicians in the HIV services network. This includes pay-for-success instruments such as Performance-Based Contracts, which are agreements where payments are disbursed upon accomplishment of predetermined results. Another option is Social Impact Bonds, which are arrangements where private investors provide upfront capital for social services and are repaid with a success premium. These are repaid by an outcome funder upon achievement of results by the implementer/service provider. These instruments and incentive systems would need to be adjusted to local market conditions.
- A Pew Research Center analysis estimated that 28% of the Jamaican population is living overseas; this represents about one million Jamaicans outside their borders with most concentrated in a few countries. Engaging these diaspora groups in the country's HIV response results in two immediate opportunities: 1) including crowdfunding education and awareness-building into existing diaspora

### Public Perception of Key Populations (\*)

Jamaicans who believe gays and lesbians can be converted to become heterosexual:

71% of politicians

50% of the general public

49% of Jamaican employers

67% of the general public does not support a change to "the Buggery Law" that would allow for consensual sex between adults in private, regardless of whether they are males or females.

engagement efforts from the Ministry of Foreign Affairs and others; and 2) designing crowdfunding<sup>27</sup> initiatives to improve the quality of life and access to healthcare services for family members and other Jamaican communities, including people living with HIV and other chronic diseases. Once a pay-for-success model makes enough progress, crowdfunding financial return and pilots could be developed to expand the fund and leverage diaspora funding.

- The hospitality industry, which does not currently support the HIV response, should be engaged in pay-for-success opportunities and on campaigns to reduce HIV prevalence and stigma.

## **PEPFAR SECTOR PS ENGAGEMENT MODELS**

USAID and its projects can play various roles that could fulfill many of the “ways we engage” as featured in the USAID PSE Policy. The subsequent models highlighted below are accompanied by detailed profiles which can be found in **Annex 3**.

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<sup>27</sup> A survey conducted by a local NGO revealed that the Jamaican diaspora is engaged in experimental crowdfunding actions, primarily through U.S.-based crowdfunding platforms such as Kickstarter, Indiegogo, and GoFundMe and support initiatives such as tourism, music, child education, and youth centers.

## JAMAICA PSLA PEPFAR MODEL SUMMARY

Concept	Potential Partners	Next Steps
<b>1. Sustainability of the private clinician network for HIV treatment, care, and prevention (Moonshot Project).</b>		
<ul style="list-style-type: none"> <li>• Turn the private clinicians’ network into a shared-value “win-win-win” long-term sustainable opportunity.</li> <li>• Adjust the current pilot to provide the private clinicians full payment for the services at market value and, if possible, financial incentives as a motivation driver to maintain a long-term engagement.</li> <li>• Implement a pay-for-success scheme, which would include rewards against goals, benchmarks and performance metrics.</li> <li>• Seek support from the Jamaican diaspora, through non-financial return crowdfunding, from the Jamaican private sector foundations, insurance and pharmaceuticals companies, and from international foundations.</li> </ul>	<ul style="list-style-type: none"> <li>• Private clinicians, the Medical Association of Jamaica (MAJ), the Medical Council of Jamaica, the Medical Association of Jamaica (MAJ), and the Jamaica Medical Doctors’ Association (JMDA).</li> <li>• Diaspora organizations, such as the Jamaica Social Stock Exchange (JSSE).</li> <li>• International and local foundations, such as Gates Foundation, the Elton John AIDS Foundation, Mac AIDS Fund, The Robert Carr Fund, local corporate foundations.</li> <li>• Health and life insurance companies, banks and financial services (Scotiabank, Cari-Med, Sagicor Foundation, Guardian Group, GSK, CGM Gallagher Group)</li> <li>• Key associations</li> <li>• All private sector interviewees expressed interest to participate (see Stakeholder list)</li> </ul>	<p><b>USAID Role:</b> co-creator, thought partner, advocate, convener and investment catalyst</p> <ul style="list-style-type: none"> <li>• Validate the concept with key stakeholders</li> <li>• Secure support from GOJ and UWI and other key stakeholders</li> <li>• Approach leading private sector players for co-creation sessions to finish the design of the program and further develop model</li> <li>• Contact the crowdsource platforms</li> <li>• Employ social-networking strategies and demand-creation activities to help expand HIV testing services</li> <li>• Potentially consult with other similar example models: USAID Diaspora Invest in BiH, Clínicas del Azucar (Mexico), ProSalud (Bolivia).</li> </ul>
<b>2. Support the establishment of a National Health (HIV) Foundation and Fund</b>		
<ul style="list-style-type: none"> <li>• Partner with other regional and Jamaican-specific Climate Adaptation and RE projects</li> <li>• Integrate PSE approach/ active involvement of PS within other initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• UWI</li> <li>• Insurance and pharmaceutical companies (Cari-Med, Sagicor, Guardian Group, GSK)</li> <li>• MOHW</li> <li>• PSOJ and Commerce Chambers</li> <li>• Practitioners/Nurses Associations</li> <li>• Corporate Foundations</li> </ul>	<p><b>USAID Role:</b> convener, thought leader, investment catalyst, and advocate.</p> <ul style="list-style-type: none"> <li>• Validate the concept with key stakeholders</li> <li>• Secure support from PSOJ, JEF, Corporate Foundations and other key stakeholders</li> <li>• Co-create the program and further develop the model</li> </ul>

- Engage Jamaican apex bodies to connect businesses to existing USG programs/exchanges
- Provide access to market linkages, conferences, investment forums and trainings
- The CHASE Fund

**3. Public Awareness Campaigns aimed at: 1) ending stigma, and 2) increasing testing and entry-to-care of PLHIV**

**USAID Role:** convener and broker/facilitator

- Develop and launch private sector supported awareness campaigns aimed at:
  1. Ending stigma and discrimination against PLHIV
  2. Increase testing and entry-to-care for PLHIV
- Digicel
- Gleaner Company Ltd. and other PR agencies
- Grinder, Instagram and Facebook
- Influencers
- Public figures
- CSOs (JN+, J-FLAG, and JASL)
- Mapping and engaging existing actors
- PR companies collaborate with technical expertise for campaigns development and assist with outreach efforts
- Social media will be employed to create demand for HIV testing among men who have sex with men (MSM), men who have sex with men and women (MSMW), and youth.
- Use of U=U campaigns and messaging to increase demand for treatment

## **ANNEX I: RESILIENT ENERGY SECTOR PS ENGAGEMENT MODELS**

While companies (and private sector-related organizations) were quite willing to meet with the research team and discuss their views on the resilient energy sector in Jamaica including the barriers and opportunities identified above, they were generally less forthcoming with suggestions regarding specific partnership models, direct engagements or committed resources to working with USAID on PSE. Private sector interviewees emphasized that donors and international organizations do have an important and critical role to play in the sector, particularly in enhancing the enabling environment by supporting the GOJ (and JPS) to improve regulations and policies, which, in turn, will lead to more private sector innovation and investments in the industry.

In light of this, the following eight PSE models have been developed based on energy-market linked private sector interviews to offer suggestions to USAID on how most effectively achieve its DRR objectives within the current landscape. Specific problems have been highlighted with a proposed PSE concept developed to address this, listing perceived benefits for partners and USAID, along with potential resources the PS could bring to the table and different roles the Mission could play such as thought leaders, brokers, risk mitigators, advocates, investors, etc. Finally, the engagement model provides an action table to help guide the Mission implementing these concepts by identifying specific companies (and other stakeholders) who expressed interest to participate in the PSE, potential mechanisms USAID/Jamaica may use in programming their involvement and suggested next steps to move processes forward.

### **MODEL I: MARKET LINKAGES & TRAININGS VIA USG AGENCIES**

*Engage Apex bodies to provide international market access and training throughout Jamaica*

**Context:** Although Jamaica is advancing in the use of alternative energies at the utility, commercial and residential levels, progress has been slow with limited access to the latest knowledge and technologies. Resources for innovational and scale are very limited. Businesses operating in the alternative energy sector expressed a desire to build their technical capabilities and expand both their supplier and customer base, but do not appear to have the networks or the access to workforce development training to take their operations to the next level. Access to markets and information outside of Jamaica also appear critical to support the domestic growth of the renewable industry, but businesses in Jamaica also lack this access.

**Concept:** The private sector indicated their desire to strengthen linkages with American businesses, academic institutions (technology and innovation hubs) and government agencies in order to increase their technical capabilities and supplier networks that will help them grow their businesses. USAID can serve as a facilitator to connect Jamaican businesses to existing programs and exchanges that already exist within key relevant USG agencies including the Departments of Commerce, Energy, and State. FEMA and USAID could facilitate and connect capable and willing Jamaica private sector actors to participate in such activities. By facilitating these connections, this PSE model proposes for USAID to link renewable energy companies in Jamaica to trainings, conferences, and investment forums. Internal to Jamaica, USAID can promote the development of more B2B inbound and outbound market linkages with the US through facilitated convenings and trade delegations.

Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>● Exposure to new best practices and technology</li> <li>● Increase technical skills through additional trainings</li> <li>● Increase access to new suppliers and potential partners</li> <li>● Industry networking</li> </ul>	<ul style="list-style-type: none"> <li>● Strengthen market connections for US businesses and investors</li> <li>● Leverage existing expertise and resources within USG</li> <li>● Increase inter-agency coordination in supporting alternative energy sector</li> </ul>

**Potential Private Sector Resources:** Jamaican businesses are keen to cover any costs and investments related to this model but were missing market access and information. Specifically, resources the private sector could commit include sharing accurate market information/data highlighting which new technologies would be most able to adapt and advance the current energy state in Jamaica; covering the cost of travel and trainings (ideally conference fees could be waived but negotiable); and by including associations or other apex bodies, USAID and partners can apply (and strengthen) a Training of Trainers model to teach other private sector members.

**Potential Roles for USAID:** USAID can serve as a convener and broker/facilitator by providing access to other USG Agencies who have programs/exchanges/scholarships that support related activities to identify and vet key Jamaican private sector thought leaders/influencers to participate in programs; and facilitate specific exchange Missions, info sessions among Jamaican industry organizations interested/linked to renewable energy.

Potential Partners <sup>28</sup>	Mechanism to Operationalize	Next Steps
<ul style="list-style-type: none"> <li>● USG: Dept of Energy, FEMA/OFDA (for JPS training), State Department, Dept of Commerce &amp; Trade</li> <li>● Private Sector: JPS</li> <li>● All private sector interviewees expressed interest to participate (see Stakeholder list)</li> <li>● Expand to other registered members of PSOJ, Renewable Energy Association as a starting place to reach RE related businesses</li> <li>● Key association leaders/trainers</li> </ul>	<ul style="list-style-type: none"> <li>● Leverage existing USG programs</li> <li>● Apply cost-share assistance via existing USAID grant recipient (i.e. PSOJ)</li> </ul>	<ul style="list-style-type: none"> <li>● Map various RE related USG Agencies programs and exchanges that could benefit Jamaican businesses</li> <li>● Scale previous trade delegations, learning tours supported by USAID</li> <li>● Work with key RE Associations and PS to identify specific skills gap/needs to advance resilient energy sector and determine if existing programs exist. If not, coordinate with academic (UWI) to further develop technical trainings</li> </ul>

<sup>28</sup> Specific interest and potential resources from each listed partner in all the models are detailed in their individual partner profiles.

## **MODEL 2: AMPLIFIED DEVELOPMENT PROJECT SCALING**

*Integrate PSE approach within other resilient energy sector projects*

**Context:** One of USAID/Jamaica’s challenges with its strategic transition approach is to identify and secure other key stakeholders willing to champion initiatives that align with the Mission objectives and IR, preferably long into the future. Given the evident need for Jamaica’s resilient energy future, this process should not be too challenging. Ideally the private sector would serve as this driver but as RE is still a relatively nascent industry, international donors and organizations continue to play a key role in supporting projects that facilitate the conditions for eventual market driven solutions. As noted in the cross-cutting section, scaling up similar/complementary programs may help the Mission achieve its goals without having to launch new activities for which it often bears the full burden and sustainability is not certain.

**Concept:** USAID expertise/resources could support any number of regional and Jamaica-specific Climate Adaptation and RE projects which are currently being funded by a host of other donors and regional bodies that are striving to support a resilient energy sector (Annex 7). However, most are missing an integrated PSE component connecting their work to sustainable market engagement, which USAID could help guide. Although Jamaica’s direct PSE has been limited, the model has been in practice for well over a decade globally allowing the Mission to draw on CTP/Lab/PEPSE and other in-house global resources to assist with enhanced PSE design related to other partners programs. For example, GIZ’s Cli-Res/TAPSEC noted that the private sector is a missing component for their IRRP work, and they would welcome discussions on how to integrate this approach. Building upon the list started by the PSLA noted above, a quick investigation could clearly identify the potential partners and programs by which USAID could amplify its impact by helping others to scale.

<b>Benefits for Potential Partners</b>	<b>Benefits for USAID</b>
<ul style="list-style-type: none"> <li>● Ensures private sector can work through an experienced broker (USAID) to link more effectively with ongoing development support projects in RE</li> <li>● Aligns donor funds and support in narrower, specific objective areas where the private sector and larger market systems can better sustain progress</li> <li>● Improves alignment and support to scale existing initiatives</li> <li>● Improves coordination and communication across similar initiatives</li> </ul>	<ul style="list-style-type: none"> <li>● Leverages existing programs and expertise</li> <li>● Provides guidance and influence within the donor community to align efforts with Mission objectives to create a sustainable and resilient energy sector</li> <li>● Expands PSE model and creates mentorship opportunities among other international organizations</li> <li>● Encourages enhanced donor coordination</li> </ul>

**Potential PS Resources:** Although much of this model relies on donor coordination, the private sector should have a key role to play if PSE opportunities are integrated. The private sector can provide capital investment for pilot projects, opportunities to share technical knowledge and expertise on the latest market opportunities, and support to develop innovative solutions to address system failures.

**Potential Roles for USAID:** USAID can serve as a thought leader and expert, a funder, an advocate, and a co-creator in this model. USAID will do this by providing strategic guidance and PSE models with other donors, funding support to scale impact, and convening collaborative information sessions among Jamaican industry organizations interested in and linked to renewable energy.

Potential Partners	Mechanism to Operationalize	Next Steps
<ul style="list-style-type: none"> <li>● GIZ TAPSEC/Cli-Res EU funded project</li> <li>● CARICOM, UNDP, WB, IDB</li> <li>● UK, Canada, development agencies</li> </ul>	<ul style="list-style-type: none"> <li>● G2G/donor funding mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>● Identifying current gaps and opportunity area for USAID to provide added value to ongoing initiatives (build upon Annexed list)</li> <li>● Confer with CTP on internal resources to inject PSE activities within co-funding programs</li> <li>● Meet with key actors in sector: WB, UNDP, call with GIZ</li> </ul>

**MODEL 3: VULNERABILITY AND MARKET ASSESSMENT SUPPORT**

*Facilitate energy sector baseline risk assessment to unlock further private sector capital investments*

**Context:** In order to effectively build a resilient energy sector, policy makers and private sector must know the vulnerabilities and gaps of the existing energy grid. Although the release of Jamaica’s new IRP is eminent, this framework will not provide current and thorough analysis of the main weaknesses in JPS’s current network or clearly identify the best (diversified) solutions. Without this information, investments to harden the grid and diversify generation with renewable energy may be short-sighted or misaligned with achieving long-term resilience and ability to get infrastructure and people back on-line quickly post disasters. JPS continues to make upgrades and improvements based on their own assessments but a systems-wide approach led by the government and contributed by the private sector is required. Completing this analysis will open a gateway for future private sector investments. However, such investments (tender and non-tender) subsequently require specific market/feasibility assessments which entail significant expertise, time and funding. Without assistance in these areas, many smaller and medium size local companies and potential outside investors may not be able to contribute to delivering forward thinking technologies and solutions that would help protect Jamaica’s self-reliance gains.

**Concept:** Working in partnership with the Office of Utility Regulation (OUR) which is the key government agency overseeing the energy sector, USAID could help support the GOJ in conducting a thorough baseline risk assessment to identify existing vulnerabilities. Through a combination of collaborating on developing the SOW, providing technical advisors and liaising with JPS, the Mission could provide the necessary transparency and expediency to this critical process. Meanwhile, this partnership will help strengthen OUR’s existing work supporting a local coalition on resilience (March 2019) through workshops and coordination with other utilities to achieve system wide resilience. Capitalizing upon the information that will be provided by this vulnerability assessment, USAID could continue to partner with GOJ (possibly JAMPRO) to establish a feasibility fund (targeting SMEs) that the private sector would co-invest in to conduct more in-depth, market analysis (including environment impact studies) on what future RE projects could look like. This component would require much further analysis to validate a market demand and benefit for such actions taken by USAID.

Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>• Strengthens resources of key GOJ agency supporting energy resilience</li> <li>• Delivers accurate market data and systems analysis critical for PS investment in energy infrastructure</li> <li>• Provides co-funding support and access to market information and experts to assist in feasibility assessments</li> <li>• De-risks investments based on full information disclosure and ability for PS to adapt accordingly</li> <li>• Provides additional funding assistance to implement study</li> </ul>	<ul style="list-style-type: none"> <li>• Positions USAID to have direct participation in conducting country-wide vulnerability study to ensure timeliness and transparency and authenticity of information, in the short term, allowing for a long-term pathway for transparency on the Journey to Self-Reliance</li> <li>• Builds upon the IRP with concrete actionable steps that can achieve DO and IRs</li> <li>• Ensures self-reliance for key GOJ counterpart in the energy and resilience space</li> </ul>

**Potential Partner Resources:** Initially the GOJ would need to make substantial investments in partnership with USAID. But following this study, subsequent investments and activities would involve the private sector. Partners can support this concept by providing staff time, technical expertise from GOJ and the Jamaican Private Sector to conduct study and analyze information. Partners can also provide co-funding and technical expertise for feasibility studies, investment and expansion of key renewable energy opportunities and assistance with strengthening the national grid.

**Potential Roles for USAID:** For this model, USAID serves as a risk mitigator, funder, and thought leader. USAID can partner and provide oversight of tendering, implementation, analysis, and support the release of the study (lending USAID brand for credibility and transparency of the process). USAID can also serve as a technical advisor. Finally, USAID can provide funding assistance to OUR, JAMPRO in executing assessments.

Potential Partners	Mechanism to Operationalize	Next Steps
<ul style="list-style-type: none"> <li>• OUR, JAMPRO, JPS, UWI/CDRR (application of DRR data in analysis),</li> <li>• RE Companies/Investors (EnBar, Kingston VC, MPC Capital)</li> </ul>	<ul style="list-style-type: none"> <li>• G2G technical assistance, procurement and funding of assessment team</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion with OUR regarding resources required to conduct study</li> <li>• Explore convening PS Advisory group for technical feedback to study (could leverage associations or new Alliance)</li> <li>• (LATER) Coordination of funding/technical assistance with JAMPRO for conducting PS oriented market/feasibility studies (and making information public yet tailored)</li> </ul>

## **MODEL 4: CREATION OF ENERGY AND DISASTER RESILIENCE SECRETARIAT**

*Establish specific PMU to support the effective implementation of the new Resilient Energy Alliance*

**Context:** Under Development Objective I, USAID/Jamaica has indicated its intention to 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 electricity supply in the aftermath of a natural disaster. To this end, good progress has already been made in the formation of the Public-Private Sector Alliance for Strengthening Jamaica’s Energy and Disaster Resilience. However, one of the greatest challenges for alliances is to ensure that dedicated resources are allocated to the management of the partnership and that the commitments made within an MOU actually translate into real action on the ground. Additional issues this alliance faces in its creation is to create a structure and strategy to be able to address some of the following key issues:

- How will this Alliance ensure accountability, coordination and real action (measurable results)?
- How does this MOU align/coordinate/support the upcoming release of the IRP?
- Will this partnership address critical issues from private sector?

**Concept:** To ensure the Alliance MOU gains wider industry awareness/support, establishes key milestones and helps signatories translate commitments into action, USAID/Jamaica should support the creation of a Secretariat. Since PSOJ has already been selected as a representative body for the private sector, with additional resources they could most likely play this role (but the Mission might want to consider other capably and specialized energy expert organizations). Dedicated, experienced staff would establish a governance structure, operational plans/program areas and enroll as many other committed partners (public, private, civil society) to support the agreed upon objectives. This unit could also integrate the upcoming IRP into the Alliance framework and commitments. Seeing that this evolving MOU currently identifies a number of high-level illustrative activities that the four founding partners (MSET/OUR, ODPEM, PSOJ and USAID) are committing to, this PSLA report has taken the first step in assisting signatories to directly engage the wider energy sector by mapping specific actions suggested in the private sector interviews to each of these broad activity categories (see Annex 8).

<b>Benefits for Potential Partners</b>	<b>Benefits for USAID</b>
<ul style="list-style-type: none"><li>● Ensures commitments: the private sector is most concerned with coordination among governing bodies of the sector (including IRP) and view Alliance as a way to ensure commitments are translated into action</li><li>● Provides overarching framework whereby PS can align their business plans/investments</li><li>● Creates forum where the private sector can participate and offer direct access to policy makers where their voices can be heard, and they can collaborate on joint-investment solutions</li></ul>	<ul style="list-style-type: none"><li>● Ensures GOJ is transparent and committed in developing a resilient energy sector</li><li>● Creates an entity to take responsibility for moving the RE agenda forward</li><li>● Creates accountability for all partners, including private sector, through milestones</li><li>● Establishes a vehicle whereby public and private experts can work together in implementing the IRP</li></ul>

**Potential PS Resources:** Funding for Secretariats of partnerships is often done through government or donor sources as to avoid potential conflict of interest if paid for by specific companies. That said, their resources are still important for success which may include co-funding to support management of

Secretariat through association dues, technical expertise to support advancement of resilient energy sector regulations, and assuming leadership roles on various working committees addressing priority topics.

**Potential Roles for USAID:** USAID can serve as a convener, broker, facilitator, expert, advocate, and funder in this model. USAID can act as an active Alliance Member, host regular, open-forum meetings (with the private sector invited) for signatories to update each other/sector on progress and commitments in respective areas, and USAID can provide funding assistance to support Secretariat host.

Potential Partners	Mechanism to Operationalize	Next Steps
<ul style="list-style-type: none"> <li>• MSET, OUR, ODPEM, PSOJ (current Alliance Members)</li> <li>• Energy Council, Renewable Energy Association</li> <li>• BMR, EnBar, New Leaf, Soleco, SunSource</li> </ul>	<ul style="list-style-type: none"> <li>• Include grant assistance under RFA or APS to run secretariat</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss Secretariat model concept with signatories of MOU</li> <li>• Conduct further research on model including liaising with UNDP who supports another global DRR/PS network called Connecting Business Initiative (CBI)</li> <li>• Develop SOW for Secretariat</li> </ul>

### **MODEL 5: TECHNICAL EXPERTISE FOR POLICY REFORM**

*Provide technical assistance to integrate international best practices in revising Net Billing and Wheeling policies*

**Context:** In highly regulated fields such as energy and DRR, a main challenge for regulators creating government policies is to strike the right balance between regulation, encouraging private sector investments and stimulating demand among commercial and residential customers. Almost every stakeholder interviewed during the PSLA cited either the Net Billing and/or Wheeling regulations as a ‘monopolist practice protecting JPS’ while creating enormous barriers for future investments (to scale) to increase the use and adaption of RE. The GOJ acknowledged some of these issues and remarked that their own internal expertise in drafting and modifying these laws are limited. Specific criticisms that should be addressed in any policy reform include:

#### Net Billing

- Buy-back rates are very low around 30%;
- Process intentionally very labor intensive, complicated and takes about 6 months as disincentive for commercial/residential to apply;
- Ceiling of 100KW systems so anything more companies need to buy ‘Blockers’ and lose any RE beyond limit they could sell back;
- New (net) meters placed on companies to only show production and consumption and they will charge the company for production regardless of how much they use (and take the excess to the grid for free); and
- According to statistics from the initial pilot program testing Net Billing, several small renewable (mainly photovoltaic) systems have been interconnected to the national grid, although not on the scale anticipated in terms of electricity capacity. As at April 2017, there were 621 net billing applications, however, of this number, only 268 net billing customers have been connected to the national grid. Factors which may have affected the level and speed of participation in the pilot program include length of processing time for net billing service applications and

interconnection to the grid; restrictions on the eligible system size; length of the term of net billing licenses and contracts; deposit requirements and program fees; and net billing rate paid by the utility.

Wheeling

- Prevents companies from investing in RE in locations off-site (which, according to interviews, is preferred by many commercial operators, as well as companies operating more than one facility);
- Flawed pricing model based on distance from source to use; and
- Could be better developed to incentivize investments of RE in weak areas of grid to stabilize power source.

**Concept:** Although any policy formation and regulation of the energy sector falls under MSET, a more inclusive, transparent process to reform the Net Billing and Wheeling regulations could be supported by USAID through embedding international technical assistance/training within key GOJ regulatory/policy ministries. The main objective would be to build upon the new IRP and encourage more PS investment in RE power generation while balancing concerns of JPS and grid stability. This balance has been achieved in other markets and lessons learned could be applied to Jamaica. To date, regulations have not applied best practices and expertise to develop a win-win model that works.

Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>● Reduces time, hassle and costs to connect renewable energy to grid</li> <li>● Creates immediate savings in utility costs</li> <li>● Increases adoption of commercial and residential renewable energy stimulating business growth and diversified energy generation/use</li> <li>● Promotes substantial private sector investment in renewable energy depends on developing a more equitable, market-based policies that can offset utility costs by ‘selling’ excess power to the grid</li> </ul>	<ul style="list-style-type: none"> <li>● Builds influence in policy reform of 2 critical constraints impeding wider adoption of RE</li> <li>● Assures proper action being taken transparently by GOJ</li> <li>● Increases GOJ capacity and resources to become a regional leader in DRR/RE (IRI.2)</li> </ul>

**Potential Partner Resources:** The private sector can provide participation in listening and information sessions as well as working groups to co-develop effective policies. The private sector can also subsequently provide increased investment and market promotion of renewable energy. Finally, the private sector can communicate information to both the private sector and the public to promote further investment resulting from reformed policies.

**Potential Roles for USAID:** USAID can serve as a funder, thought leader, and convener by providing G2G assistance in providing direct TA for policy enhancement, identifying and vetting qualified experts to assist GOJ, and convening PS working group to ‘get the model right’.

Potential Partners	Mechanism to Operationalize	Next Steps
<ul style="list-style-type: none"> <li>• GOJ: MSET, PCJ, OUR</li> <li>• UWI (potential implementor), JPS</li> <li>• Advising PS: SBAJ, Solar Buzz, SunSource, Getsol, JPS, Isratech, JCC, MPC Capital, WBR Energy</li> </ul>	<ul style="list-style-type: none"> <li>• Embed TA policy advisors</li> <li>• G2G assistance mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss possibility with MSET/OUR to assess willingness and needs for revising regulations and receiving TA</li> <li>• Establish a working group with JPS and a small representative sample of key RE companies to advise GOJ/embedded technical advisors on</li> <li>• Connect MSET/ technical advisors with successful models/experts in other countries who have successfully implemented reforms</li> </ul>

**MODEL 6: ADVANCING RE INNOVATION**

*Facilitate the creation of a renewable (alternative) energy Innovation Center to advance technology adaption*

**Context:** As a small island nation, Jamaica has limited access to state-of-the-art technologies, techniques, modeling, best-practices and local expertise in the renewable energy field. With limited commercial and residential demand for increased use of mostly solar power, companies mentioned they do not yet see a trend or the supporting enabling environment for accelerated consumption in order to justify additional investments in introducing and testing new technologies. The GOJ cannot achieve its 2030 renewable energy generation goals without supporting more innovation and adapted technologies. Specific examples suggested by the private sector include a complete roll-out of smart grids supported by net metering, commercial and industrial as well as ESCO markets; energy storage systems; flexible solar panel mats; vertical wind turbines; electric vehicles, micro grids, solar/biomass fueled greenhouses, (residential and commercial) demo instillations/pilots, energy efficiency techniques and technologies. Since renewable energy is still a relatively new industry, it remains fragmented without one central source for companies and consumers to visit to learn/test/try products and practices. Also, as noted in the overall barriers section, there is a nascent direct connection between DRR and the energy sector, which could be further enhanced through the creation of this center.

**Concept** Working with GOJ, local academic institutions and leading private sector partners, USAID could support establishing a renewable energy Innovation Center to accelerate the introduction, testing, and education of new technologies and adoption of renewable energies (linked to resilience). Similar centers in other countries have been successfully housed in leading academic/technology institutions which can receive both public and private funds to assist in research and development<sup>29</sup>. An alternative model worth exploring could be to create the center within a specific company, but as a partnership among leading energy companies in Jamaica including, for example, JPS, Content Solar, WRB Energy, and BMR Energy. Outside investments could be secured to launch demo instillations/pilots of the different technologies in action. Another key partner providing the expertise/teaching in DRR and data research/modeling to enhance a resilient energy section could be UWI’s Disaster Risk Reduction Center.

<sup>29</sup> Examples include <http://ecpamericas.org/initiatives/?id=27> ; <https://www.beic.nu/> ; <https://www.acciona.com/sustainability/innovation/centres-for-technological-innovation/renewable-energy/>

Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>• Ability for different companies to promote products and services</li> <li>• Learn about new technologies</li> <li>• Strengthen the connection (benefit) between academic/theoretical data modeling to help business decisions</li> <li>• Potential to de-risk introduction/adaptation of new technologies</li> <li>• Provide new opportunities for partnerships for joint investments and pilots</li> </ul>	<ul style="list-style-type: none"> <li>• Supports the sector to create an epicenter for adaption of leading innovation and technology application related to delivering on DOI (both IRs)</li> <li>• The private sector and local institutions would be in the lead for investments and sustainability of model</li> </ul>

**Potential PS Resources:** In this model the private sector brings resources in providing products and services; develops and implements awareness and education campaigns; and funds and implements pilot projects. The private sector could also host a facility and secure outside investment.

**Potential Roles for USAID:** Depending on how this model evolves and the level of interest of being very hands-on, USAID could conceivably play many different roles including serving as a convener, broker, facilitator, thought leader, expert, co-creator, or advocate. USAID can convene key stakeholders to test concept (in coordination with the Renewable Energy Association or PSOJ), support research on best-practices of similar models and contribute to the operational plan (led by PS champion), motivate the GOJ's support for the model and provision of available resources for sustainability, co-fund academic institutions and faculties (e.g. the University of the West Indies) to lead on technology innovation, and provide transparency and serve as neutral third-party advocate linking the private sector with GOJ and academics.

Potential Partners	Mechanism to Operationalize	Next Steps
<ul style="list-style-type: none"> <li>• Govt/NGO: JAMPRO, PCJ, Renewable Energy Association, DBJ,</li> <li>• PS: Alquimi Renewables, Sun Source, Getsol, RED, Soleco, JPS</li> <li>• Academic: UWI/CDRR</li> </ul>	<ul style="list-style-type: none"> <li>• Release BAA for design concepts (or include as a specific objective area of APS)</li> <li>• Grant assistance to (academic) hosting institute</li> <li>• Hosting convening/co-creation sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Validate concept with key stakeholders (noted above)</li> <li>• Secure support from GOJ and liaison with key academic institutions</li> <li>• Approach leading PS players for cocreation sessions on design</li> </ul>

## **MODEL 7: EXPANDING RENEWABLE ENERGY FINANCE**

*Influence existing/new FI funds for renewable energy investments that would increase commercial and residential utilization while incentivizing creation of new financial products (i.e. leasing)*

**Context:** Although several renewable energy-oriented financial products do exist in Jamaica (Green Climate Fund supported by Climate Change Division, DBJ, DCA/DFC, and NHT Climate Change funds), there is still great demand for more adaptive financial services for both residential and commercial needs in the form of lower or different collateral, easier access, lower interest rates, longer payment terms and new services such as leasing. Often use of these funds specifically for investing in renewable energy is linked to other broader purposes such as home improvement loans (National Housing Trust) or credit enhancement facility for SMEs (Development Bank of Jamaica) which are not tailored to meet the specific needs and challenges surrounding investments for resilient energy. According to the financial institutions offering such products, there also appears to be little awareness or promotion that these services can be used for renewable energy resulting in low utilization and the non-continuance of previous similar funds. Similar with other tailored or innovative funds, the financial appetite for supporting investments in renewable energy needs to strike a balance between the business motives and risk tolerance of the funds and what the commercial/residential markets will bear. Many of the larger renewable energy financial investments or companies considering expanding a commercial and industrial model have written off considering locally secured finance and expect to have to secure external funding. USAID has often addressed these development challenges through a traditional project implementer model focused on co-investing with national financial institutions or funds that could create or modify their portfolios to better cater to the local market needs, but in Jamaica's case, USAID/Jamaica does not current have a mechanism to address these challenges, and building one as the Mission works with Jamaica on its pathway to self-reliance would move in the wrong direction.

**Concept:** In Jamaica's case where such a mechanism does not exist (other than the regional DCA), the Mission could partner with other organizations such as IDB/World Bank<sup>30</sup>, DBJ, NHT, CCD (and NCB as the DCA partner) to explore possibilities for creating, adjusting, promoting their funds that could address the access to finance challenges faced by the PS and residents wanting to invest in RE. One particular area of interest noted by suppliers and consumers is to support the strengthening of the RE-oriented lease packages enabling more commercial renters to utilize clean energy while reducing utility bills. If the Mission would like to move forward directly with its own (current) program, they could modify the next round of the DCA (NCB) to alter collateral requirements, expand the beneficiary targets to include a broader representation of the private sector and increase fund size.

### **ALQUIMI RENEWABLES**

This Canadian company is piloting an innovative approach to overcome the challenges of access to finance/DRR in installing renewable energies via a food production solution. Since Jamaica current imports 80% of its fruits and vegetables, Alquimi has launched a 3-stage investment model of building large scale commercial farms via greenhouses able to withstand CAT 5 hurricanes. The ROI on producing/selling USDA certified organic quality vegetables locally after the first season allows for Phase II investments to add solar panels (plus biogas) to provide independent power generation with excess sold to the grid. This integrated approach with food and energy production aims to have 3 farms in full production by 2020.

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<sup>30</sup> These IFIs have extensive fund experience in Jamaica around energy and DRR, but PSLA team was unable to meet with their staff in these sectors.

Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>• Supports increasing the awareness among consumers of renewable energy adapted finance products</li> <li>• Lowers risk and creates benefits from more favorable finance terms to incentivize more renewable energy investment</li> <li>• Creates new investment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Addresses one of the key barriers for development of a resilient energy sector</li> <li>• Does not require project start-ups or greenfield approach by partnering with existing funds, mechanisms, and projects implemented by finance experts</li> <li>• Can share Jamaica and DRR experience in improving finance options adapted to local market needs and demands</li> </ul>

**Potential Private Sector Resources:** The private sector can leverage resources to increase access to capital for renewable energy, adapt more market friendly terms assuming more risk or bringing in new partners to offset, and support capital raising, increasing ceilings on fund. The private sector can also establish new funds or products (e.g. leasing). Finally, the private sector brings resources to market and promote available funds and services available for renewable energy investments.

**Potential Roles for USAID:** In this model, USAID can serve as an investment catalyst, an initial funder or investor, and as a convener. USAID can provide strategic guidance on identifying market gaps and providing information to key (public and private) finance institutions for fund creation and product enhancement. USAID can also unlock DFC expertise and resources to support key financial institutions in Jamaica.

Potential Partners	Mechanism to Operationalize	Next Steps
<ul style="list-style-type: none"> <li>• NCB, DBJ, NHT, Jamaica Social Investment Fund, Green Climate Fund (with CCD), PS VC Funds</li> <li>• USG: Development Finance Corporation (DFC)</li> </ul>	<ul style="list-style-type: none"> <li>• DCA</li> <li>• Partnering with other donors</li> </ul>	<ul style="list-style-type: none"> <li>• Support further market assessment/constraints analysis and application of best practices for RE financial products in Jamaica</li> <li>• Liaison with new Jamaica DCA POC (Brian Martalus) to explore possibilities on revision to DCA as well as new programs/services of DFC Agency</li> <li>• Meet with other key donor finance organizations to explore alignment of objectives and partnering possibilities</li> </ul>

### **MODEL 8: GOJ CAPACITY BUILDING<sup>31</sup>**

*Empower coordinating body to lead whole-of-government approach to resilient energy sector reform*

**Context:** The PSLA team heard directly from each of the different GOJ offices involved in the energy sector (not to mention external criticisms) that lack of coordination and internal capacity/resources continue to hold back the effectiveness and the efficiency of the government in supporting a resilient energy sector. As each Ministry has slightly different mandates, there is no clear lead agency charged with ensuring unified and complementary policies, regulations and actions. Instead, the ministries are

<sup>31</sup> Model 8 could be combined with Model 7 under one mechanism with several components.

often in conflict with one another and this lack of alignment/clarity restricts further investment from the PS. It also appears that many of the staff ‘don’t know what they don’t know’ and are simply proceeding as best they can with the limited resources available. Unfortunately, this often falls short of an effective outcome or one that takes into consideration the interest of the private sector (as a critical partner in this sector). This was highlighted by the CCD’s work with the Green Climate Fund which regularly receive embedded technical assistance to increase their internal resources to deliver upon the GOJ commitments to participate in the fund as well as benefit from the transfer of knowledge to local staff from the international experts.

**Concept:** There appears to be need for additional capacity building within key public agencies for a better whole-of-govt approach around power generation to enhance and streamline coordination, policy reform, incentives, PPA tendering and regulation of RE. This could require embedded technical assistance (see Model 5) but also guidance (best practices) from donors. The recent revival of the Energy Council could serve as internal champion of this effort, if granted the authority and resources from GOJ and external supporters to take the lead in this coordination and skills gap identification/capacity building.

Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>● Benefits All businesses and customers in the renewable energy space by streamlining and strengthening enabling environment for energy production, especially as it relates to the creation of incentives, (tax) breaks, shortened tendering processes and less bureaucracy</li> <li>● Promotes efficient internal GOJ coordination and communications will strengthen resilient energy sector</li> <li>● Simplifies and expedites PPA processes reduces enormous costs to the private sector</li> </ul>	<ul style="list-style-type: none"> <li>● Clarifies and simplifies communication with GOJ regarding energy resilience</li> <li>● Applies international standards and best practices among key stakeholders</li> <li>● Increases GOJ capacity and resources to become a regional leader in DRR/RE (IRI.2)</li> </ul>

**Potential Partner Resources:** The private sector and the GOJ can elevate authorization of Energy Council (or another office) for effective management & coordination, commit cost share from GOJ for additional capacity building, and in interviews, the private sector has indicated a willingness to pay ‘expedited’ fees for shortening PPA tendering.

**Potential Roles for USAID:** USAID can serve as a funder, thought leader, and convener. USAID can provide technical and financial support to the Energy Council, which could include additional staff. USAID can also serve as a convener and referee navigating the intergovernmental politics in the region.

Potential Partners	Mechanism to Operationalize	Next Steps
<ul style="list-style-type: none"> <li>MSET, OUR, PCJ, GPE, CCD, NHT, Energy Council</li> </ul>	<ul style="list-style-type: none"> <li>Embedded TA Policy advisors</li> <li>G2G assistance mechanism</li> </ul>	<ul style="list-style-type: none"> <li>Gain buy-in from GOJ Agencies (starting with MSET) to cooperate</li> <li>Identify effective coordination body to provide TA and ensure open communication</li> <li>Work with GOJ in the prioritization of initiatives</li> </ul>

## PRIORITIZATION OF PSE MODELS

Having conducted numerous PSLA's around the world, PEPSE has learned that the prioritization of PSE opportunities is a rather complex and subjective process best done in a collaborative workshop setting with Mission technical officers. Since the team is not aware of all the internal Mission perspectives, relationships, resources and politics, we have instead categorized each PSE Model according to a priority grade of low, medium or high and then matched this with an estimated timeline to implement the activities according to short-term (6-18 months), medium-term (1.5-3 years) and long-term (3-5 years). This window should help guide the Mission in its own ultimate prioritization within the timeframe of the next CDCS.

Opportunity	Priority Level	Timeline
MODEL 1: MARKET LINKAGES & TRAININGS VIA USG AGENCIES	High (5)	Short-term
MODEL 2: AMPLIFIED DEVELOPMENT PROJECT SCALING	High (4)	Short-term
MODEL 3: VULNERABILITY & MARKET ASSESSMENT SUPPORT	High (4)	Short-term
MODEL 4: CREATION OF ENERGY & DISASTER RESILIENCE SECRETARIAT	High (5)	Short-term
MODEL 5: TECHNICAL EXPERTISE FOR POLICY REFORM	High (5)	Short-term
MODEL 6: ADVANCING RE INNOVATION	Medium (3)	Medium-term
MODEL 7: EXPANDING RE FINANCE	Medium (3)	Medium/ Long-term
MODEL 8: GOJ CAPACITY BUILDING	Medium (3)	Long-term

## ANNEX 2: CBSI- YOUTH CRIME AND VIOLENCE PREVENTION PS ENGAGEMENT MODELS

Citizen security is a top priority for the GOJ and remains a key challenge impeding Jamaica's journey to self-reliance through a vicious cycle: weak economic growth limits employment opportunities, increasing vulnerability to victimization, gang membership, or further perpetration of violence, which in turn affects security costs, and the investment and enabling environments.

There are a number of existing initiatives and opportunities that USAID can build on to facilitate private sector engagement with at-risk youth. Furthermore, USAID is well-positioned to play a role in co-creation processes given its global expertise, credibility and convening power. Following a preliminary consultation with USAID, PEPSE has narrowed the models down to the following priorities:

### **MODEL 1: INCLUSIVE SECURITY PROGRESS COMMITTEE**

*A national level inter-sectorial forum for analysis, policy development, benchmarking and monitoring*

**Context:** Of the challenges facing Jamaican society, opinion polls list insecurity as a top public concern. PSLA interviews conducted in Jamaica across sectors further bore this out: crime and violence were consistently among the top three challenges highlighted by private sector interviewees. Businesses are subject to extortion, theft and violence against employees. Crime also dampens the business investment climate, skewing the calculations that shape opportunities and incentives for firms to invest productively, create jobs and expand. Accounting for the majority of victims and perpetrators of violent crime, youth (and their livelihood prospects) are inextricable from any potential response to the insecurity crisis.

Sustainable solutions must necessarily extend beyond law enforcement to engage stakeholders across sectors and include the development of a vision and goals for the productive engagement of Jamaican youth. To date however, policy making around security citizen has involved limited input from the private sector and civil society and lack concrete metrics for success. Security programs often lack continuity: if closely linked to a particular government, a citizen security strategy may fall out of favor following a change of government.

In contrast, the experience of the Economic Programme Oversight Committee (EPOC), an 11-member group created in 2013 to monitor implementation of Jamaica's economic reforms demonstrates the impact and staying power of national programs when they are managed jointly by government, the private sector and civil society.

**Concept:** Creating an Inclusive Security Progress Committee would be a national-level transparent and evidence-based dialogue process aimed at developing policies and programs for improved citizen security. This Committee could include stakeholders that participated in the 2019 Crime Summit but expand further for greater private sector and civil society representation. Its key functions would include:

- Identification of policy obstacles and opportunities for positive incentives
- Development and discussion of policies and programs that facilitate youth crime and violence prevention
- Benchmark setting and monitoring
- Sharing and showcasing success stories

The Committee would be more inclusive than EPOC, encompassing civil society and governmental agencies that work with youth at risk. Importantly, Committee plans should be long-term, non-partisan and supported by both the ruling party and opposition in order to improve prospects for their continuation into the next government period.

This forum would be an opportunity to share evidence-based approaches for youth crime/violence prevention, as well as (national and international) success stories that can help to make a persuasive case to the private sector regarding benefits both for the at-risk youth and for a company's bottom line. The process would facilitate the identification and recruitment of business leader champions with prestige and convening power to influence their broader networks in supporting youth crime/violence prevention.

Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>• Allows the private sector opportunity for input into policy development and monitoring from a business perspective</li> </ul>	<ul style="list-style-type: none"> <li>• Creates improved, more sustainable citizen security context</li> <li>• Enhances policy/enabling environment for USG priority themes, including security, youth development, and economic development</li> <li>• Encourages engagement and participation of partners (i.e., USAID LPD and USAID Advance)</li> <li>• Creates opportunity to influence corporate thinking toward models based on sustainability and 'shared value' for youth crime/violence prevention</li> </ul>

**Potential PS Resources:** Including the business perspective and expertise would enhance the quality of the Committee's analysis of policy and programmatic obstacles and solutions, while also contributing to its sustainability by lessening dependence on the government in power when it initiates. Furthermore, the private sector can contribute venues and facilities for meetings and related events as well as publicity through media and telecom companies. As demonstrated from a similar experience in Mexico, the private sector can also eventually support the creation of a trust fund aimed at maintaining the Committee and co-financing priorities as they arise.

**Potential Roles for USAID:** USAID can serve as a thought leader, brokers, advocate, and facilitator by working in concert with other international actors, USAID can play a potentially pivotal role by sharing relevant experiences and lessons learned from other countries. USAID can also support efforts aimed at policy analysis and evidence-based design for youth crime and violence prevention, building on the experience and research-base of LPD Partners and Advance among other projects.

Potential Partners <sup>32</sup>	Next Steps
<ul style="list-style-type: none"> <li>• GoJ</li> <li>• Private Sector associations (PSOJ, Chambers, SBAJ, JMEA, etc.)</li> <li>• Youth service providers</li> <li>• Universities and think tanks</li> <li>• Corporate foundations; Caribbean Philanthropic Alliance, Council of Voluntary Social Services, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore relevant international dialogue and benchmarking experiences, including Ficosec (Mexico), Observatory of Panama Chamber of Commerce</li> <li>• Conduct political analysis/feasibility (particularly given early 2021 elections)</li> <li>• Consult/coordinate with other international cooperation actors, such as IDB, World Bank, European Union, DFID, Canadian Government,</li> </ul>

**MODEL 2: BRIDGE TO THE WORLD OF WORK (BWW)**

*Structured, sequenced pathways for enhancing the livelihood prospects of at-risk youth*

**Concept:** A Bridge to the World of Work program could be created that centers on shared value partnerships that link: 1) Jamaican governmental and non-governmental social service providers proven effective in supporting at-risk youth with 2) private sector companies.

BWW is developed as a staged approach in order to sufficiently prepare youth for success and respond to private sector concerns regarding risk. According to PSLA interviewees, the private sector is likely to be more willing to work with at-risk youth if they have gone through a preparation and “certification” process that goes beyond technical training to also focus on self-reflection and addressing strategies to overcome violence as a way to solve problems. For businesses to feel comfortable, they must be confident that youth received baseline trainings and interventions to create resilience, improve self-esteem, develop appropriate life skills, dress for the workplace, understand interview etiquette, and improve communication skills.

Youth also require multi-faceted assistance in order to navigate their transition to the world of work. During the first stage of BWW, youth would receive support from multi-pronged social service programs that, depending on the needs could include psycho-social assessment/counseling, literacy strengthening and soft skill development<sup>33</sup>. During this stage, private sector engagement will be limited to support for career orientation, job bank development/updating and mentoring. See **Figure C** below.

<sup>32</sup> Specific interest and potential resources from each listed partner in all the models are detailed in their individual partner profiles.

<sup>33</sup> Soft skills development could focus on areas such as positive self-identity, health and self-care, social-emotional intelligence, citizenship, communication techniques and workplace expectations.

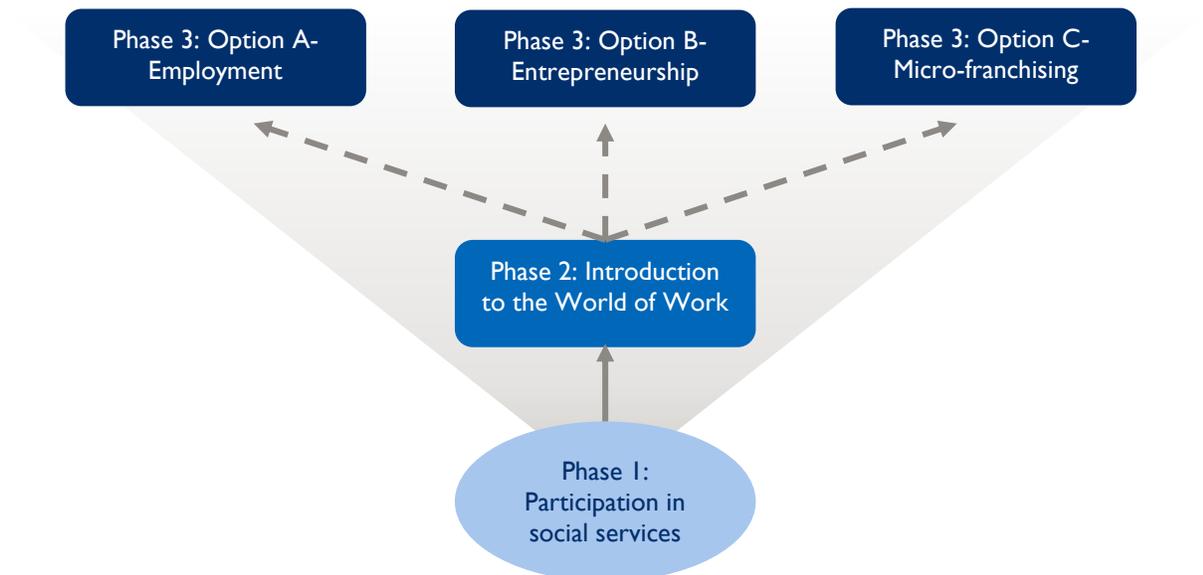


Figure C.

The second stage of BWW features a more extensive role for the private sector, featuring support for at-risk youth livelihoods along one of the following three pathways:

- Formal employment;
- Entrepreneurship support; and/or
- Micro-retailing opportunities.

Determining which of the three pathways is most appropriate will depend on a combination of the skills/preferences of the youth and private sector demand. It is important to recognize that ‘at-risk youth’ are not a homogenous group, but rather each young person presents a diverse and dynamic mix of challenges, assets and interests. With this in mind, youth should be supported to select the BWW pathways most compatible with their situation. For instance, micro retailing does not require youth to be as creative or high initiative as the entrepreneurial model. Similarly, participation in the formal employment model may be less appropriate for youth who are unable to travel to a workplace or adhere to a determined work schedule.

It is important to note that the opportunities offered within this model should be gender responsive. While both young women and men are affected by violence, they may face different types of challenges. Additionally, consistent with a ‘do no harm’ commitment, program design should include identification, analysis and tracking of any potential risks to the youth, the social service providers or the private sector participants.

Program design under the BWW model should have clarity in terms of ownership and exit strategy. These activities could be developed or supported as part of a USAID procurement strategy that includes organizations with youth services, workforce development and private sector engagement experience. It will be critical to ensure that there is a vision in place for transitioning ownership of the program to a national actor, such as private sector association, corporate foundation network, government agency or other.

## **MODEL 2.1 INTRODUCTION TO THE WORLD OF WORK**

*A series of preparatory activities—including vocational counseling, job fairs, resumel/interview training and mentorship—designed to support at risk youth in transitioning from social service programs to the world of work*

**Context:** The economic inclusion of at-risk youth is a critical ingredient for Jamaica’s economic security and citizen security. Yet, at-risk youth face myriad challenges in transitioning to the world of work, including lack of exposure to adult role models with professional experience and limited understanding of the types of careers available, requisites and pathways to each. The existing landscape of government-sponsored employment services programs tend to benefit youth who are more qualified and connected to begin with and therefore already more likely to become employed. This points to the importance of targeting career orientation and job search support to disadvantaged young people most in need.

**Concept:** Under this model, during their final months in the youth service programs, participants will be exposed to the World of Work through the following types of activities:

- Skills and aptitude assessment and career counseling
- Participation in job fairs
- Resume development support
- Mock interviews
- Access to a job placement bank
- Mentoring (as feasible, based on number of mentors)

It is important to note that these introductory activities do not involve integrating youth into private sector business models. Rather, they are designed to permit initial ‘exposure’ of youth to the world of work and at the same time, provide the private sector with a ‘low stakes’ option for this initial interaction with youth at risk.

For this early stage of contact, apex associations represent an important partner given their understanding of the broader sectoral/national dynamics and demand; role in outreach and raising awareness with member companies; potential as a vehicle for shared learning and experience exchange; and opportunities for eventual economies of scale.

Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>● Provides a low-stakes mechanism for engagement with at-risk youth</li> <li>● Grants access to central repository (job bank) with information on skills of youth who have completed soft skills programs, and are vetted by service providers</li> <li>● Creates potential for showcasing success stories among their broader membership</li> </ul>	<ul style="list-style-type: none"> <li>● Increased employability for youth will have impacts on citizen security, economic growth and overall quality of life indicators</li> <li>● Prepares participants for participation in subsequent phases</li> </ul>

**Potential PS Resources:** The private sector can support these introductory activities by providing speakers at job fairs and career counseling sessions, mentors for continuing engagement and access to facilities for exposure visits to companies. Furthermore, IT companies can commit to creating or strengthening the job bank, while telecom companies can support job application processes via SMS alerts.

**Potential Roles for USAID:** USAID can act as a thought leader, convener, broker/facilitator, advocate, and/or risk mitigator by engaging existing/potential actors in the development of introductory activities for world of work, including job counseling and mentoring and job banks. USAID can convene and raise awareness of private sector apex organizations, while also linking them to youth service providers. USAID can also support national-level assessments and research and bring in lessons learned from global experiences. Building on this base, USAID can assist in developing a pilot partnership that includes a slate of introductory activities for youth participating in one youth service agency. Other key potential roles for USAID include support for identifying, analyzing, mitigating and tracking risks to program stakeholders as well as preparation of the national group that will take ownership of the program.

Potential Partners	Next Steps
<ul style="list-style-type: none"> <li>• Multicare Foundation (currently developing large-scale mentorship program) Youth Business Trust and Minds of Jamaica</li> <li>• Apex Associations such as Private Sector Organization of Jamaica (PSO); Chambers of Commerce, Jamaica Manufacturers and Exporters Association (JMEA)</li> <li>• GoJ (Ministry of Labor LIMS', TVET LMIP)</li> <li>• Telecoms and Computing companies for support on job bank development</li> </ul>	<ul style="list-style-type: none"> <li>• Explore relevant international experiences including Jobs and Career Coach in Trinidad and Tobago which targets youth with job search assistance services including career guidance; Alcance Positivo Panama; Youth Alliance Program Guatemala</li> <li>• Map Jamaican mentoring experiences</li> <li>• Assess strengths/weaknesses of MoL job bank and applicability for at-risk youth</li> <li>• Convene stakeholders for joint analysis and pilot design</li> </ul>

## **MODEL 2.2: BRIDGE TO WORLD OF WORK: FORMAL EMPLOYMENT**

*Employment placement through a human resources firm for at risk youth (graduates of social service partner program)*

**Context:** A quarter (25.4%) of Jamaican males between the ages of 15-24 are “unattached,” meaning they are not in education, employment or training (also known as NEET); for young Jamaican women, the figure is 30%.<sup>34</sup> These grim statistics belie the even deeper challenges faced by the population group (youth at secondary and tertiary risk levels) that is the focus of this program. At high social risk and lacking knowledge, skills and networks, these disadvantaged youth are especially unlikely to attain productive employment, which, in turn, further heightens their risk levels. As expressed by one regional study: “Jobless youth are more likely to damage themselves and society.”<sup>35</sup>

At the same time, given the high levels of crime in the country, the private sector in Jamaica is challenged to ensure that employees, particularly for low-skilled positions, do not pose a security risk to

<sup>34</sup> In many cases, these young women are contributing to the economy but without remuneration.  
[https://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---ipsec/documents/publication/wcms\\_651781.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---ipsec/documents/publication/wcms_651781.pdf)

<sup>35</sup> [https://books.google.com/books?id=rNoDQAAQBAJ&pg=PA95&lpg=PA95&dq=jobless+youth+are+more+likely+to+damage+themselves+and+society+OECD&source=bl&ots=IMz\\_Wjy1Lv&sig=ACfU3U3jH89sVsJU3P717tYLNROfB-UshA&hl=en&sa=X&ved=2ahUKEwj\\_wfG1rqfmAhVPneAKHZ70C9wQ6AEwBHoECAoQAQ#v=onepage&q=jobless%20youth%20re%20more%20likely%20to%20damage%20themselves%20and%20society%20OECD&f=false](https://books.google.com/books?id=rNoDQAAQBAJ&pg=PA95&lpg=PA95&dq=jobless+youth+are+more+likely+to+damage+themselves+and+society+OECD&source=bl&ots=IMz_Wjy1Lv&sig=ACfU3U3jH89sVsJU3P717tYLNROfB-UshA&hl=en&sa=X&ved=2ahUKEwj_wfG1rqfmAhVPneAKHZ70C9wQ6AEwBHoECAoQAQ#v=onepage&q=jobless%20youth%20re%20more%20likely%20to%20damage%20themselves%20and%20society%20OECD&f=false)

operations, clients or co-workers. Companies also grapple with high levels of turnover and low levels of engagement, which affect productivity and operating expenses.<sup>36</sup>

**Concept:** Following participation in a social service program, youth would phase into employment placement through partnership with a human resources firm (i.e., Manpower & Maintenance, M&M) that would take responsibility for assessing youth readiness for specific jobs, interviewing/hiring, placement, orientation and culture transition, and monitoring of youth performance. This model is sustainable with potential for scale as the HR firm would follow its own business model, which includes a fee for employee placement.

Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>● Grants employers access to youth supported/certified by social service groups and vetted by established HR firm</li> <li>● Increases supply in the labor pool market: HR firms could charge standard placement/management fees for youth employed</li> </ul>	<ul style="list-style-type: none"> <li>● Increases employability for youth which will have impacts on citizen security, economic growth and overall quality of life indicators</li> </ul>

**Potential PS Resources:** The human resource (HR) company would apply its proven business model with the participating youth, including:

- Assessing youth readiness and guidance regarding missing skills vis-à-vis the job market
- Interviewing and hiring for specific vacant positions
- Placement in positions
- Orientation and culture transition support
- Monitoring of youth performance including site visits and interviews with employers

Based on interviews and research conducted during the assessment, some of the most likely sectors for youth placement include construction, hospitality, logistics, and retail. These companies would commit to providing employment to the youth in compliance with national labor laws, as well as to providing periodic feedback to the HR company regarding employee performance.

**Potential Roles for USAID:** USAID can act as a thought leader, convener, and/or broker/facilitator by working with employment agencies and potential employers. HR companies such as M&M are frequently hired by firms to administer their labor force, including recruitment, preparation, placement and monitoring employees. The difference under this model is that the pool of employees would be at-risk youth who have participated in one of the youth service programs managed by a USAID partner. Key aspects of USAID’s role could be:

- Support national-level assessments/research and bring in lessons learned from global experiences

<sup>36</sup> <https://scholarworks.waldenu.edu/cgi/viewcontent.cgi?article=5921&context=dissertations;>  
[http://www.jamaicaobserver.com/career-education/one-in-every-four-jamaican-employees-disengaged-8212-survey\\_110433](http://www.jamaicaobserver.com/career-education/one-in-every-four-jamaican-employees-disengaged-8212-survey_110433)

- Develop the pilot partnership with the youth service providers and HR company partner
- If needed, advocate with potential PS associations and/or employers (i.e., construction, hospitality, etc.) to receive youth recruited through the HR company
- Nominal funding support as needed. For instance: a) a stipend for youth that covers their participation until they are placed with an employer; or b) limited expenses for the HR company recognizing the higher costs associated with preparation of at-risk youth.

Potential Partners	Next Steps
<ul style="list-style-type: none"> <li>• Employment agencies (i.e. Manpower &amp; Maintenance)</li> <li>• Potential employers (construction, hospitality, logistics, supermarkets, etc.)</li> <li>• Non-governmental or governmental youth service providers</li> </ul>	<ul style="list-style-type: none"> <li>• Explore experiences from other relevant youth employment partnerships, including <i>Gente Estratégica</i> (Colombia), El Salvador (Escalón) Sustainable Partnerships; Glasswing in El Salvador; and Juventud y Empleo (Dominican Republic)</li> <li>• Discuss the model with youth service partners (perhaps beginning with CSOs participating in the FHI360 LPD program)</li> <li>• Meet with the human resource companies working in Jamaica to assess their interest, experience, scale and cost structure. Select one or two firms for a pilot experience</li> </ul>

### **MODEL 2.3: BRIDGE TO WORLD OF WORK: ENTREPRENEURSHIP**

*Entrepreneurial support and incubation for at risk youth (graduates of social service partner program from Model 2.2) through partnerships with banks, JBDC, and angel investors*

**Context:** In Jamaica, youth with low levels of formal education are more likely to be self-employed workers. Of employed youth with some tertiary education, only 11% are self-employed, compared to 56% of youth with only primary education.<sup>37</sup> Given the lack of formal sector opportunities and consequent high proportion of own-account workers, entrepreneurship takes on particular importance for Jamaican youth at-risk. Youth entrepreneurs face a number of barriers, especially in terms of low levels of training, knowledge and skills, lack of funding and limited access to networks and technology for engaging with potential customers.

**Concept:** Following participation in a youth service program, youth could phase into an entrepreneurship support program that includes financial literacy skills building and financial inclusion mechanisms, business planning and incubation support; seed capital and markets for goods/services produced. Given the lack of funding options for entrepreneurs at the earliest stages of development, it may be necessary to develop a micro-level small grant fund that requires clear deliverables as an initial transition stage toward seed capital through angel equity investing. Private sector engagement would span investing, training, technical cooperation and market for entrepreneurs’ goods/services produced.

<sup>37</sup> [https://www.ilo.org/wcmsp5/groups/public/---ed\\_norm/---ipec/documents/publication/wcms\\_651781.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_norm/---ipec/documents/publication/wcms_651781.pdf)

An important component of this program could be working with current actors in the entrepreneurship ecosystem to help them tailor and expand their existing services to youth entrepreneurs, for instance, including:

- Jamaica Business Development Corporation’s (JBDC) business advisory, technical services, marketing assistance, financial services and incubator and resource center (IRC) for start-ups and for existing businesses
- Small Business Association of Jamaica’s (SBAJ) representation of/support for youth
- HEART/NTA entrepreneurial training program
- Development Bank of Jamaica’s (DBJ) Venture Capital Program, Voucher for Technical Assistance and/or Innovation Grant from New Ideas to Entrepreneurship (IGNITE) program
- Financial sector’s financial literacy and inclusion programs
- Angel equity investors identification and support of promising youth-led businesses
- Jamaica Diaspora Connect portal as a connecting mechanism between diaspora and entrepreneurs
- Junior Achievement’s Secondary Early Entrepreneurial Development (SEED) Programme and/or Jamaica Youth Business Trust for adapted curriculum appropriate to needs/challenges of at-risk youth

The design process would necessarily include a clear transition and exit strategy such the program and equity investing are managed by national civil society, private sector or government agencies.

Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>● Increases financial inclusion, including flexible options such as mobile money</li> <li>● Enables broader SBAJ representation and voice</li> <li>● Expands JBDC capacity and development of next generation of entrepreneurs</li> <li>● Bolsters SB eco-system of profitable investments</li> <li>● Creates channels for diaspora investment</li> <li>● Establishes Artisan sourcing for retail</li> </ul>	<ul style="list-style-type: none"> <li>● Increases employability for youth which will have impacts on citizen security, economic growth and overall quality of life indicators</li> </ul>

**Potential PS Resources:** Private sector engagement on this model could draw on the resources from multiple associations, with specific types of support varying according to sector:

- Financial services industry and/or banking-affiliated corporate foundations for development of financial literacy training program for entrepreneurs
- SBAJ for representation/advocacy regarding youth entrepreneurs; and training, technical assistance, apprenticeships and mentoring of young entrepreneurs
- Jamaica Social Stock Exchange as source of equity investment, networks and/or technical assistance
- Angel equity investors and/or diaspora organizations for creation of seed capital fund support for young entrepreneurs
- IT companies for marketing and/or crowdfunding support for young entrepreneurs
- Hospitality and/or retail industries as potential market for goods produced by youth entrepreneurs

**Potential Roles for USAID:** USAID can serve as a thought leader, convener, and/or broker/facilitator within this model. There are a number of governmental and non-governmental organizations already carrying out entrepreneurship support programs. However, these programs generally exclude at-risk youth entrepreneurs. USAID’s engagement could include mapping existing actors in the entrepreneurship ecosystem and supporting them in tailoring and expanding their outreach to at-risk youth. USAID can also facilitate linkages between the youth service providers and organizations specialized in entrepreneurship support. USAID’s strong research base and global experiences would be useful for ensuring a strong evidence-based for programming and the design of a viable pilot partnership that transitions at-risk youth from youth service provider programs to an entrepreneurship pathway. USAID can also provide initial pilot resources to incentivize engagement, for instance, for youth stipends, apprenticeships, or micro-level bridge funding as entrepreneurs’ transition for angel equity investments.

Potential Partners <sup>38</sup>	Next Steps
<ul style="list-style-type: none"> <li>● SBAJ and JBDC</li> <li>● JamPro for diaspora connections</li> <li>● Development Bank of Jamaica</li> <li>● Angel equity investors (Branson Center of Entrepreneurship; First Angels Jamaica; Alpha Angels; DevLab)</li> <li>● Jamaica Social Stock Exchange</li> <li>● Banks and/or bank foundations (JMMB, JN Foundation, JNCB, Grace Kennedy, etc)</li> <li>● TVET for entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>● Explore relevant international models including Hewlett Packard- Learning Initiative for Entrepreneurs; USAID Diaspora Invest in BiH; El Salvador (Escalón) Sustainable Partnerships; Socialab (6 countries); Conquito + Impaqto (Ecuador)</li> <li>● Map/consult existing entrepreneurship actors and gaps for support to at-risk youth</li> <li>● Convene potential partners from youth services + entrepreneurship sectors</li> </ul>

## **MODEL 2.4: BRIDGE TO WORLD OF WORK: MICRO-FRANCHISING**

*Micro franchising for at risk youth (graduates of social service partner program) through partnership with large franchising companies*

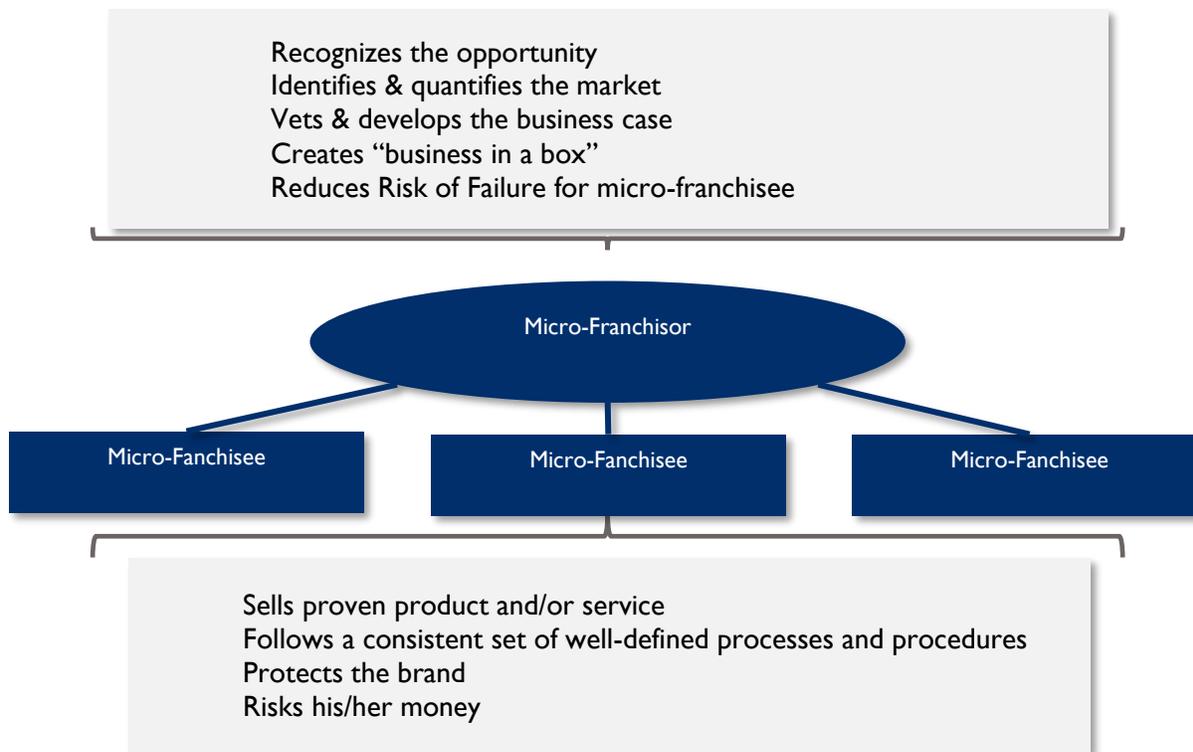
**Context:** Some at-risk youth participants will be unable to participate in formal employment due to lack of skills or inability to commute to an office place or adhere to a specific work schedule. Furthermore, some youth may not be suited to the work as independent entrepreneurs (i.e., due to risk tolerance, personality, skills, networks, or lack of experience or capital). For these individuals, micro-franchising could be a viable alternative as it simply requires plugging into an already defined supply chain and generally entails greater levels of support (i.e. business in a box concept), training and branding/promotion.

**Concept:** Following participation in a youth service program, youth could phase into a micro-franchising opportunity with a large franchising company. The business model is owned by the company, the micro-franchisor. In return for a share of the profits, the micro-franchisor provides training, business support and other embedded services to the youth micro-franchisee. Micro-franchises can center on goods or services (i.e., processed food distribution, mobile phone, or basic repair services). Around the world, micro-franchising models have proven to be easily replicable, with potential for scale. As in Model

<sup>38</sup> Specific interest and potential resources from each listed partner in all the models are detailed in their individual partner profiles.

2.3 above, micro-franchising would also benefit from the incorporation of a financial literacy and inclusion component. See **Figure D** for further detail on the

**Figure D: Micro-franchising Roles and Responsibilities<sup>39</sup>**



Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>Creates a reliable channel for marketing and distributing products and services</li> <li>Increases financial inclusion, including on flexible options such as mobile money</li> </ul>	<ul style="list-style-type: none"> <li>Increased employability for youth will have impacts on citizen security, economic growth and overall quality of life indicators</li> </ul>

**Potential PS Resources:** Under this model, the private sector can provide access to products and services for distribution; training and business support services; branding for franchise products/services and salaries/commissions for micro-franchisees.

**Potential Roles for USAID:** USAID can act as a thought leader, convener, and broker/facilitator. USAID has a potential role to play in convening and linking youth service providers with potential micro-franchisors for supported pathway to world of work. Building on model 2.3, USAID could also support opportunities for bringing in financial service partners for financial literacy and/or inclusion components. Additionally, USAID can support the design of a pilot partnership through building an evidence base that draws on national-level assessments and research, as well as lessons learned from global experiences.

<sup>39</sup> Adapted from: <https://jordanlens.org/sites/default/files/Microfranchising%20in%20Jordan-Nov18.pdf>

USAID could also assist in analysis and identification of potential sources for starter capital for youth to engage in micro-franchising opportunities.

Potential Partners <sup>40</sup>	Next Steps
<ul style="list-style-type: none"> <li>● Private sector micro-franchisors (i.e. Jamaica Producers, Lasco Chin, Digicel, etc.)</li> <li>● Financial services firms for financial literacy and inclusion support</li> </ul>	<ul style="list-style-type: none"> <li>● Explore and learn from the successes and failures of other relevant experiences such as Unilever/Project Shakti; USAID LENS (Jordan); as well as current micro-franchise models prevalent in Jamaica</li> <li>● Identify potential obstacles/opportunities for expanding micro-franchising to at-risk youth, specifying types of goods/services and interested companies</li> <li>● Convene/link potential stakeholders for development of pilot</li> </ul>

### **MODEL 3: PLACE-BASED TARGETED YOUTH RISK REDUCTION**

*Pilot community-centered local development program based on stakeholder (PS, GoJ and civil society) co creation for support to youth development and livelihoods*

**Context:** The Ministry of National Security (MNS) will soon begin implementing its “Targeted Youth Risk Reduction Program” aimed at reducing crime and violence, particularly perpetrated by youth, in 21 communities. While the MNS is interested in engaging the private sector in this strategy, PSLA interviews with government officials recognized that they lacked evidence regarding the impact of their approaches and had limited experience co-creating and communicating with the private sector in terms of sustainability and shared value.

At the same time, businesses have strong incentives to reduce insecurity in the areas where their operations are located. Local insecurity means, for instance, that companies are forced to invest heavily in private security. There may also be decreased demand from customers and clients concerned with being victimized themselves. Finally, insecurity in the area can raise labor costs and/or absenteeism.

Given these factors, developing at-risk youth engagement strategies through a place-based approach could take advantage of the incentives that businesses must ensure security in their immediate environment.

**Concept:** Working together, the GOJ (led by the MNS), the private sector and youth service providers could identify 1-2 pilot areas from among the 21 targeted communities. Key criteria include presence of a vibrant private sector and youth service providers with a proven track record. USAID would support the GOJ to build the local coalitions necessary to make this initiative a success, with roles clearly specified in terms of decision making, management, funding and monitoring.

Within each prioritized community, stakeholders would co-create specific opportunities for private sector engagement with at-risk youth. Some potential opportunities for PSE could include:

- Localized activities along the lines of activities under Bridge to World of Work (Models 2.1-2.4)

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<sup>40</sup> Specific interest and potential resources from each listed partner in all the models are detailed in their individual partner profiles.

- Youth engagement as suppliers (i.e. cook shops/delivery) for factories/offices located in the area
- Establishment or strengthening of youth-focused resource centers that include social enterprise opportunities
- Youth engagement for activities aimed at promoting the local community and commerce through social media, marketing or specialized events
- PS funding support for Violence Interrupters in recognition of the role they play in making communities safer<sup>41</sup>
- Private sector-GOJ-youth dialogue and planning on neighborhood needs, assets and opportunities

Similar to Model 2.1, program design must include a deliberate process of risk analysis and tracking for all stakeholders, as well as a gender-responsive approach regarding opportunities and methods of engagement.

Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>● Provides ability to operate and invest in at-risk areas</li> <li>● Improves security for customers and employees</li> <li>● Creates opportunities to grow/promote their businesses</li> </ul>	<ul style="list-style-type: none"> <li>● Improves opportunities for youth, leading to enhanced security and economic development</li> <li>● Pilots experiences for potential replication in other communities</li> </ul>

**Potential PS Resources:** The private sector should be engaged as a full-partner in these Targeted Youth Risk Reduction Communities, which would include: participation in co-creation and dialogue activities; support for resource centers; employment/apprenticeships for local youth; procurement from participating youth entrepreneurs or micro-franchisers; and participation in job banks, job fairs, mentoring, etc. The private sector, particularly media, IT and telecom companies, could also support efforts to actively engage youth as digital storytellers, social media communicators, and event promoters. Furthermore, the private sector could provide financial support for operations of Peace Management Initiative Violence Interrupters in recognition of their proven success at reducing levels of community violence,

**Potential Roles for USAID:** Within this model, USAID could serve as a thought leader, advocate, convener, broker/facilitator, and/or risk mitigator. Similar to other models, USAID has a vital role to play in terms of convening and linking youth service providers with GOJ and the private sector. Building on its extensive experience in co-creation processes, USAID could also facilitate a participatory project design process that builds on national and international experiences for joint identification of assets/challenges and co-creation.

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<sup>41</sup> A 2018 rigorous independent evaluation covering the Peace Management Initiative found that every one of the 17 Violence Interrupters studied had a positive measurable impact on reducing violence in the community, with a particular focus/impact on the highest risk youth. The major weakness found in the model was weak sustainability due to a lack of funding.

Potential Partners <sup>42</sup>	Next Steps
<ul style="list-style-type: none"> <li>• GOJ, particularly MNS</li> <li>• Private sector companies + at-risk youth service providers located in the area</li> </ul>	<ul style="list-style-type: none"> <li>• Develop criteria and identify targeted communities with GOJ and other stakeholders</li> <li>• Explore other relevant experiences, particularly in Colombia and El Salvador</li> <li>• Convene/link potential stakeholders and facilitate co-creation spaces</li> <li>• Support mapping of local assets and identification of challenges</li> <li>• Support design/testing of pilot experience</li> </ul>

## PRIORITIZATION OF PSE MODELS

The prioritization of PSE opportunities is best accomplished through a collaborative workshop setting with Mission technical officers. Since the team will not have the opportunity to return to Jamaica for additional planning, following is an initial attempt to assign priority levels to the models identified above, along with estimated timeline to implement the activities according to short-term (6-18 months), medium-term (1.5-3 years) and long-term (3-5 years). This window should help guide the Mission in its own ultimate prioritization within the timeframe of the next CDCS.

The models above lay out steps that can be taken in the immediate- to short-term for engaging the private sector in youth crime and violence prevention. However, given the challenges and complexities involved in working with at-risk youth at the secondary and tertiary intervention levels, achieving results in terms of improved livelihood prospects should be seen as a long-term proposition, requiring 3-5 years of support and engagement.

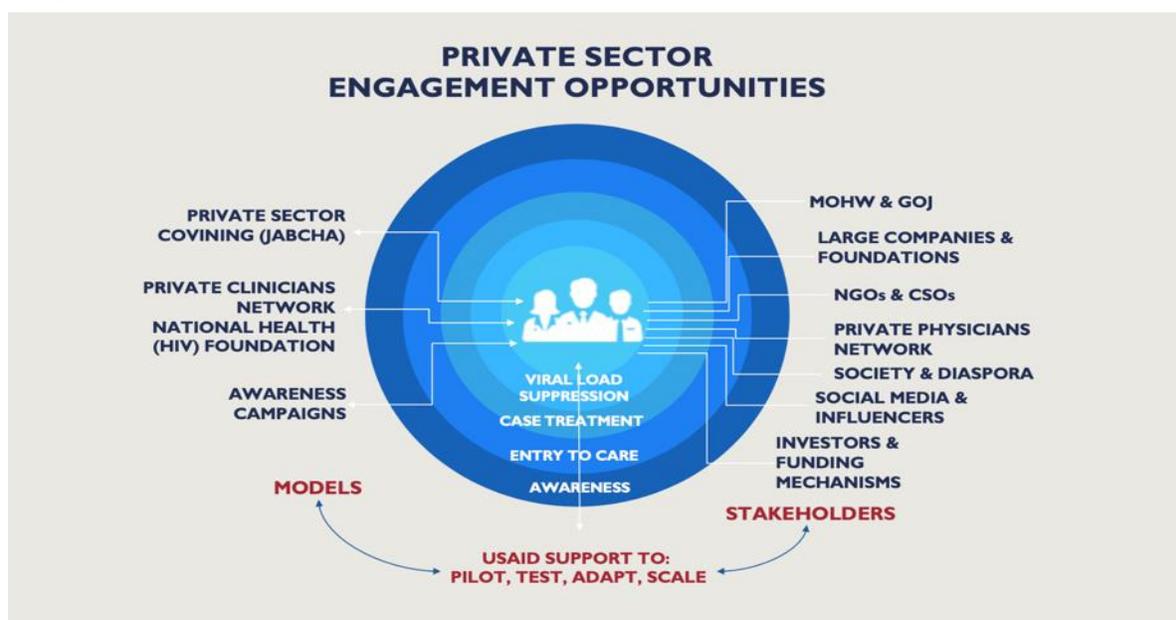
Opportunity	Priority Level	Timeline
Model 1: Inclusive Security Progress Committee	High (contingent on roll out of crime summit process)- 5	Medium-term
Model 2.1: BWW- Introduction to the World of Work	High- 5	Medium-term
Model 2.2: BWW- Employment	High- 4	Long-term
Model 2.3: BWW – Entrepreneurship	High- 4	Long-term
Model 2.4: BWW – Micro-franchising	Medium- 3	Long-term
Model 3: Place-Based Youth Risk Reduction	Medium (depending on roll-out of MNS plan)- 3	Long-term

<sup>42</sup> Specific interest and potential resources from each listed partner in all the models are detailed in their individual partner profiles.

## ANNEX 3: THE PRESIDENT’S EMERGENCY PLAN FOR AIDS RELIEF (PEPFAR) PS ENGAGEMENT MODELS

Considering that the Mission PEPFAR program is winding down, the suggested models do not recommend developing new implementing mechanisms. According to the PEPFAR Regional Operational Plan 2019 (Jamaica Strategy), PEPFAR aims to assist the GOJ in reaching epidemic control while also ensuring sustainability for the response. To reach epidemic control PEPFAR plans to address key barriers to linkage to care, treatment initiation, retention, and viral suppression. The PSLA team formulated private sector engagement (PSE) models that seek to achieve long-term sustainability of the HIV response addressing the barrier of lack of services for treatment initiation and retention and through the use of social media and other outreach channels with messages crafted to create demand for HIV testing among risk populations, with emphasis on men who have sex with men (MSM), men who have sex with men and women (MSMW), and the use of U=U campaigns and messaging to increase demand for treatment. In seeking long-term sustainability, the PSLA team also analyzed shared-value initiatives implemented in other countries with potential for application in Jamaica.

Figure D



The graphic above provides a glimpse into the universe of actors, areas of support, and the interventions and actions USAID can pursue to effectively engage the private sector to help achieve PEPFAR objectives in Jamaica.

### **MODEL I: SUSTAINABILITY OF THE PRIVATE CLINICIANS NETWORK FOR HIV TREATMENT, CARE, AND PREVENTION (MOONSHOT PROJECT)**

*Increase the participation of and maintain the motivation of private clinicians in the HIV response to provide quality healthcare services for Jamaican PLHIV*

**Context:** To reach the internationally agreed 90-90-90 targets, an additional 12,000 PLHIV need to be reached and retained in care on ARVs and the incidence of new infections increased in 2017 and 2018 from previous years, both increasing the pressure on the need for additional healthcare services capacity. To provide the additional volume of services needed the capacity would need to double. The

public sector and NGOs providing HIV healthcare services are facing personnel and infrastructure constraints and the country requires to engage the private sector healthcare service to address the gap.

**Concept:** To help address this situation, USAID/Jamaica recently started a pilot of private clinicians. The pilot is implemented under the FHI 360 EpiC, PEPFAR funded project, and managed by the University of West Indies (UWI). The private clinicians joining the network are expected to serve key populations of scarce resources, in addition to their regular patients, at a fraction of their services to their regular paying clients. The Network pilot is initially targeting 30 clinicians and 200 patients for HIV treatment and 260 patients for HIV testing in its first year.

The PSLA team considers that the private clinicians' network can be turned into a shared-value "win-win-win" opportunity. The PSLA model proposes an adjustment to the pilot seeking to increase its long-term sustainability, alleviate the barrier that represents the clinicians providing services at a discount rate and provide the private clinicians a full payment for the services at market value and, if possible, some financial incentives as a motivation driver to maintain a long-term engagement. The incentives would be part of a pay-for-success scheme, which would include rewards against goals, benchmarks and performance metrics. The initiative is also justified as a mechanism to address the progressive reduction in cooperation funds by leveraging resources not previously considered.

To finance incentives, the model proposes to seek support from the Jamaican diaspora, through non-financial return crowdfunding<sup>43</sup> and from donations coming from the Jamaican private sector foundations, insurance and pharmaceuticals companies, and from international foundations. The initiative would be implemented under the technical leadership of the MOHW and the management with the University of the West Indies (UWI), current manager of the clinicians network pilot and would focus initially on Kingston and St Thomas (parishes with the greatest HIV cases concentration).

With about one million Jamaicans living overseas (28% of the country's population), the PSLA team believes that using crowdfunding online as a community-based, collective fundraising initiative and leveraging the power of the internet and social media, can enable business owners and individuals overseas to provide money from personal and professional issues of interest, as well as to geographical and affinity groups. The team was able to identify two crowdfunding initiatives that can be used as starting point or entry into the sector, the "Support Jamaica Initiative" and the "Jamaica Diaspora Connect" portal, an initiative that includes the Ministry of Foreign Affairs and Foreign Trade.

There is an option to include a second component as part of the model, which is to seek capital sources for the clinicians whom otherwise may be unable to access traditional sources of capital to either establish their independent practices or to expand them. The model suggests using financial return crowdfunding or equity investment crowdfunding via peer-to-peer (P2P) lending or peer-to-business (P2B) lending. USAID role, provide technical assistance to attract private sector investment. The investment rationale is justified by the need to address the constraints in infrastructure and clinician's availability under the public sector health network and expand the coverage to the 12,000 PLHIV.

There is more than one pathway to make the private clinicians network a successful and sustainable intervention. The pathway selected will require to develop a strategy and an implementation action plan, which may require of USAID technical assistance via an ongoing project or a Global project to further develop the model. It would take nine months to one year to set it up and to ensure progress towards

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<sup>43</sup> Non-financial return crowdfunding are donations where backers of the program have proved willing to contribute with no chance of financial gain.

the goal. The graphic (**Figure E**) below describes some of the components for the pay-for-success model.

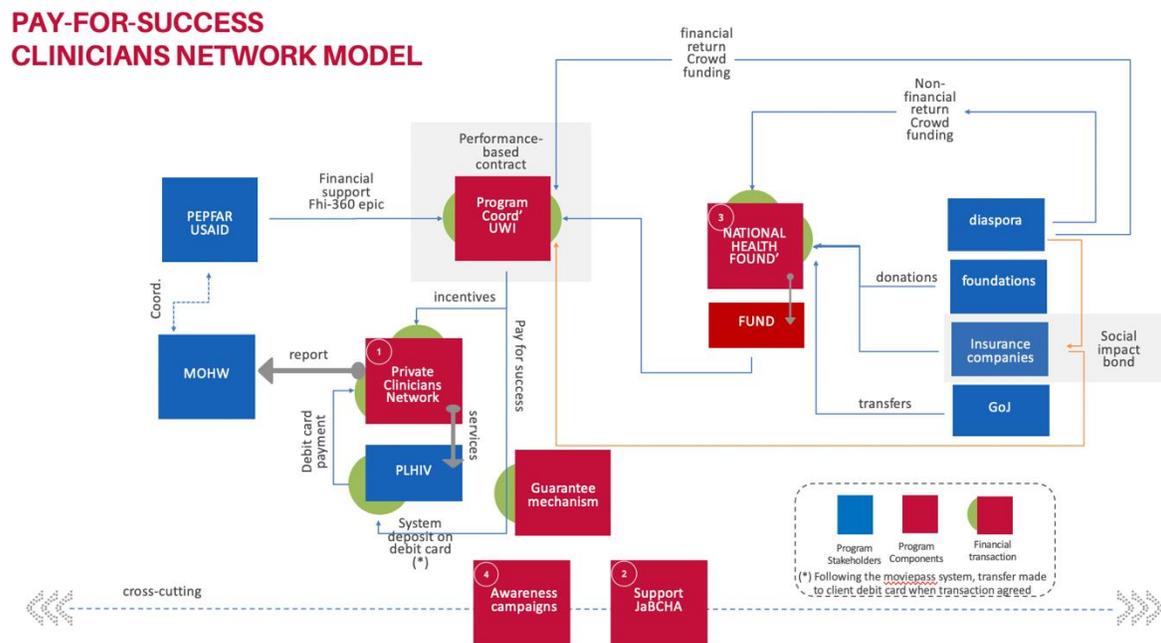


Figure E

All activities and processes would be aligned with the policies and practices of the MOHW and would follow all the processes and guiding principles developed by UWI and EpiC for the ongoing private clinicians network effort.

Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>Increases the private clinician’s income generated from services through a pay-for-success model</li> <li>Reduces the long-term costs incurred for HIV treatment by increasing viral suppression and consequently reducing new infections</li> <li>Reduces patients waiting time and increases access to services</li> </ul>	<ul style="list-style-type: none"> <li>Increases the number of PLHIV tested and treated towards the achievement of the 90-90-90 targets</li> <li>Reduces the dependency on donor funding and increases the sustainability of the HIV response program</li> </ul>

**Potential PS Resources:** There are potential opportunities to use crowdfunding financing for local (including large Jamaican corporate foundations) and diaspora financial support to expand the availability of healthcare services for low income population through private clinicians. Large Jamaican corporate foundations can also join and provide seed capital. Organizations like the Jamaica Social Stock Exchange have the networks and technical assistance capacity to establish the crowdsourcing mechanism. Other players that can contribute to this effort include the health insurance sector to help finance the incentive payments for the clinicians and pharmaceutical companies by providing price discount incentives.

**Potential Roles for USAID:** USAID can act as a co-creator, thought partner, advocate, convener and investment catalyst. In determining the final options and structure of how to alleviate the long-term financial sustainability barrier that represent providing services at a reduced price, USAID can play a pivotal role in the research of best-practices of similar models implemented in other countries, mobilizing partners through a convening process and motivating them to join in the effort, coordinate the co-creation of the model and test the concept with key stakeholders, motivate GOJ support for the model, and provide seed resources for the financial sustainability. Through its current mechanism to support the UWI pilot, expand the technical assistance to UWI for them to lead the implementation of the model. Finally, USAID can provide transparency and serve as neutral advocate linking the participation of the private sector, with GOJ and academics.

Potential Partners	Mechanism to Operationalize	Next Steps
<ul style="list-style-type: none"> <li>● FHI 360 EpiC</li> <li>● UWI</li> <li>● Private physicians</li> <li>● Private clinicians, the Medical Association of Jamaica (MAJ), the Medical Council of Jamaica, the Medical Association of Jamaica (MAJ), and the Jamaica Medical Doctors' Association (JMDA)</li> <li>● Diaspora organizations, such as the Jamaica Social Stock Exchange (JSSE).</li> <li>● International and local foundations, such as gates Foundation, the Elton John AIDS Foundation, Mac AIDS Fund, The Robert Carr Fund, local corporate foundations.</li> <li>● Health and life insurance companies, banks and financial services (Scotiabank, Cari-Med, Sagicor Foundation, Guardian Group, GSK, CGM Gallagher Group)</li> <li>● First loss guarantee mechanisms</li> <li>● Govt: MOHW</li> <li>● NOGs: JASL and others</li> </ul>	<ul style="list-style-type: none"> <li>● Provide technical assistance through global buy-in mechanisms</li> <li>● Grant assistance to UWI</li> <li>● Hosting convening/co-creation sessions</li> </ul>	<ul style="list-style-type: none"> <li>● Validate the concept with key stakeholders</li> <li>● Secure support from GOJ and UWI and other key stakeholders</li> <li>● Approach leading private sector players for co-creation sessions to finish the design of the program and further develop model</li> <li>● Contact the crowdsource platforms</li> <li>● Employ social-networking strategies and demand-creation activities to help expand HIV testing services</li> <li>● Potentially consult with other similar example models: USAID Diaspora Invest in BiH, Clínicas del Azucar (Mexico), ProSalud (Bolivia)</li> </ul>

**MODEL 2: SUPPORT THE ESTABLISHMENT OF A NATIONAL HEALTH (HIV) FOUNDATION AND FUND**

*Establish a forum mechanism for private sector companies in different sectors to share ideas, views and coordinate HIV response actions and ensure that mechanisms are in place to help achieve financial long-term sustainability of the actions supported by the private sector in response of the HIV*

**Context:** In most development economies of the world with universal insurance schemes, the public health system lacks enough resources to cover all its needs. The Jamaican healthcare system has challenges in providing coverage of some services, such as the access to HIV treatment. Furthermore,

the costs will increase if the services are expanded to the 12,000 PLHIV not currently enrolled in care. Donor’s funding for HIV in Jamaica will continue to shrink year-on-year making financing the HIV response a constant matter of concern. The Jamaican private sector currently directs its CSR resources to activities that support topics they consider of higher priority than the HIV response.

Achieving long-term sustainability of key initiatives such as the private clinicians’ network is not an easy task, the optimal scenario would include having a mechanism dedicated to leverage and manage funding from multiple sources to supplement the GOJ and donor financing for HIV prevention, care, and treatment and for other health opportunistic diseases. The mechanism can play also other roles, including creating urgency for the private sector to take action in their companies and to promote their members participation of different efforts directed to key populations in response to the HIV epidemic. By gathering an important number of private sector companies as members, it will also provide USAID and other HIV prevention advocates with a forum of collective attention and to break the unwillingness of some private sector companies to link their brands with HIV campaigns.

JaBCHA is a good example of successful Private Sector efforts in the HIV arena in Jamaica. Created back in 2006 and managed by the Jamaican Employers Federation (JEF), it operated until 2014 with the main purpose of ensuring that Private Sector companies provide access to education on HIV to employees of companies which were members of JEF.

**Concept:** Creating a National Health Foundation Fund would be a national private sector level effort seeking to secure the long-term sustainability and financial viability of different Jamaican healthcare interventions, including the HIV response. For the early stages of the creation process apex associations represent an important partner given their broader sectoral/national reach to member companies and potential as a vehicle for sharing the process learnings and experiences exchange. With USAID support convening the stakeholder efforts, the National Health Foundation should partner with the MOHW through the National HIV/STI Program to coordinate and define joint efforts.

A natural host for the Foundation would be UWI, as the manager of the private clinicians’ network, but the final decision should be left to the stakeholders that participate of the design process. Building on the JaBCHA experience, it should maintain close coordination with the Ministry of Labor and JEF, allowing a direct relationship with the largest private sector employers in the country. The mechanism will provide USAID a forum to attract attention from the private sector to the HIV country situation and to the Jamaican response to it.

Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>● Provides a mechanism to secure long-term funding to cover gaps and shortfalls from models like the clinicians’ network</li> <li>● Creates potential for the private sector partners and the GOJ to highlight success stories among their broader target audiences</li> <li>● Facilitates a structured and coordinated response from the leadership of Jamaican businesses, to mitigating the impact of HIV, reducing HIV related stigma and discrimination</li> <li>● Provides a forum for highlighting success stories among the broader membership</li> </ul>	<ul style="list-style-type: none"> <li>● Increases the chances of long-term sustainability of the HIV response.</li> <li>● Increases the Jamaican ownership of the HIV response</li> <li>● Supports the expansion of the health services network</li> <li>● Develop partnerships across stakeholders and seek mobilization of domestic resources</li> <li>● Generates a national dialogue on reducing stigmatization and discrimination.</li> <li>● Develop partnerships across stakeholders and seek mobilization of domestic resources</li> </ul>

**Potential GOJ/PS Resources:** The private sector can help initiate the Fund providing seed capital and later be expanded to international foundations and donors. The private sector can also provide in-kind support for the management of the council through association dues and by assuming leadership roles on working committees to address stigmatization and discrimination. The associations can assume leadership roles on working committees addressing the long-term sustainability of the HIV response program and on other HIV related topics. UWI would remain as the manager of the private sector clinicians’ network and of managing the incentives and the funding leveraged.

**Potential Roles for USAID:** USAID can serve as a convener, thought leader, investment catalyst, and advocate. USAID involvement would be vital in selling the idea and serving as a convener to establish the initiative. It can also provide technical support for the establishment of the National Foundation through FHI 360 EpiC or other available mechanisms to the Mission managed out of Washington. It can also bring other countries experiences and lessons learned to help the design and development of innovative pay-for-success mechanisms for the private sector clinicians that join the network and for the design and establishment of the Fund (define its purpose, regulations, means of leveraging funding).

Potential Partners	Mechanism to Operationalize	Next Steps
<ul style="list-style-type: none"> <li>• UWI</li> <li>• Insurance and pharmaceutical companies</li> <li>• MOHW</li> <li>• Private Sector Associations (PSOJ and Chambers)</li> <li>• Practitioners/Nurses Associations</li> <li>• Corporate Foundations</li> <li>• The CHASE Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Technical assistance either through the FHI 360 EpiC project or through global buy-in mechanisms</li> <li>• Seek capital</li> <li>• Hosting convening sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Validate concept with key stakeholders</li> <li>• Secure support from the key stakeholders</li> <li>• Approach leading private sector players to encourage them to fund the mechanism</li> <li>• Seek for CHASE Fund support</li> </ul>

**MODEL 3: PUBLIC AWARENESS CAMPAIGNS AIMED AT: 1) ENDING STIGMA, AND 2) INCREASING TESTING AND ENTRY-TO-CARE OF PLHIV**

*Actively engage the private sector voice in the national HIV response by making good use of their credibility with the Jamaican society*

**Context:** There is a huge need to raise people's awareness and eliminate negative attitudes, prejudice and abuse directed at PLHIV in Jamaica. There is a strong connection between relatively low levels of treatment coverage and discriminatory attitudes. The government has boosted efforts to change hearts, minds and behaviors, but needs to increase its efforts to involve the private sector of this. Jamaican civil society has high-level of trust on the private sector, USAID should take advantage of this trust and leverage the private sector support for the country's HIV response.

To maintain the progress achieved over the years and achieve control of the epidemic, Jamaica needs to reach the undiagnosed, remove the barriers to care and treatment, and ensure that Jamaican PLHIV have knowledge of and access to the network of private HIV care and treatment providers. Being unable to reach the undiagnosed combined with an incidence increase, as the one registered in 2017 and 2018, could erase the progress achieved. This situation is not on the private sector companies radar screen

and there is a need to open their eyes to an unwanted scenario, where most HIV response efforts would need to start again from the bottom.

**Concept:** Develop and launch private sector supported awareness campaigns aimed at ending stigma and discrimination against PLHIV and to increase testing and entry-to-care for PLHIV. With the support of the private sector companies, the campaigns would seek to: recognize stigma, use the media to show that HIV has a human face, and help the general population transition from fear to actively advocate for greater levels of tolerance and become an advocate both for anti-discrimination and for prevention.

Benefits for Potential Partners	Benefits for USAID
<ul style="list-style-type: none"> <li>• Associates partners with a key member of a group of companies and institutions that, united, forces to end stigma against PLHIV and that are acting on the development of a more inclusive society</li> <li>• Potential for showcasing success stories among their broader membership</li> </ul>	<ul style="list-style-type: none"> <li>• Helps fight stigma and discrimination against PLHIV and reduce barriers for people to access to testing and treatment services</li> </ul>

**Potential GO/PS Resources:** Under this model the private sector can provide staff time and technical expertise from marketing and communications teams. Collaborate with funding and in-kind technical expertise for campaigns development and assist with outreach and communication efforts. Specialized communication companies, PR agencies and media can provide in-kind social media communications tools and free advertising space. They can also collaborate with carrying out events, such as fashion shows, music festivals, and HIV testing campaigns. Finally, social media companies could potentially help with messaging content development and the use of their channels (Grinder, Instagram and FB).

**Potential Roles for USAID:** USAID can act as a convener and broker/facilitator. Especially since USAID has a potential role in convening and structuring long-term relationships among stakeholders, financially support some initial pilot efforts to incentivize engagement, bring in lessons learned from global experiences, and maintain a close coordination with NGOs that represent key population such as J-FLAG, JN+, JASL and others.

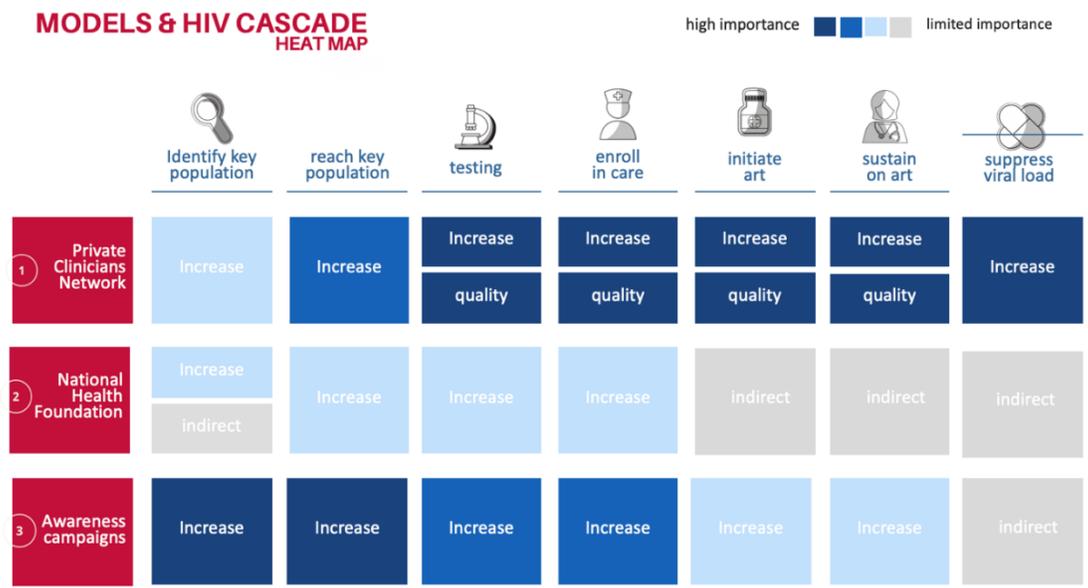
Potential Partners	Mechanism to Operationalize	Next Steps
<ul style="list-style-type: none"> <li>• The MOHW</li> <li>• PS companies (marketing, social media, media, and telecoms)</li> <li>• CSOs (JN+, J-FLAG, and JASL)</li> <li>• Influencers</li> <li>• Public figures</li> <li>• Social media companies</li> </ul>	<ul style="list-style-type: none"> <li>• Technical assistance through the FHI 360 EpiC project</li> <li>• Grant assistance</li> <li>• Hosting convening sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Mapping and engaging existing actors</li> <li>• Help establish interest, willingness, trust to collaborate, and high-level agreement</li> <li>• Convening/linking the MoHW and Civil Society Organizations with communication companies specialized in marketing and social media management</li> </ul>

	<ul style="list-style-type: none"> <li>• Convene actions among all partners and engage the private sector</li> <li>• Leverage other examples: Digicel campaigns such as “I Am Able” or “Respect Jamaica”</li> </ul>
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**PRIORITIZATION OF PSE MODELS**

To help visualize the importance of each model in the HIV treatment cascade<sup>44</sup>, the graph below provides a heat map of each of the models proposed and its effects in the cascade. Some of the conclusions from the map include the strong inter-dependence to achieve the results being sought between the awareness campaigns and the offering of additional services through the private clinicians’ network. It also visually reflects the high importance of the network in enhancing the quality of the healthcare services provided.

**Figure F**



PEPSE has conducted numerous PSLAs around the world and has learned that the prioritization of PSE opportunities is a rather complex and subjective process best done in a collaborative workshop with Mission technical officers. Since the team is not aware of all the internal Mission perspectives, relationships, resources and politics, we have instead categorized each PSE Model according to a priority grade of low, medium or high and then matched this with an estimated timeline to implement the activities according to short-term (6-18 months), medium-term (1.5-3 years) and long-term (3-5 years). This window should help guide the Mission in its own ultimate prioritization within the timeframe of the next CDCS.

<sup>44</sup> The HIV treatment cascade is a model that outlines the steps of care that PLHIV go through from initial diagnosis to achieving viral suppression.

Opportunity	Priority Level	Timeline
Model 1: Private sector network for HIV treatment, care, and prevention (Moonshot Project)	High (5)	Long-term
Model 2: Support the relaunching of a restructured National Health (HIV) Foundation	High (4)	Medium-term
Model 3 (2 variations): Public awareness campaigns aimed at ending stigma/increasing testing and entry-to-care of PLHIV	Medium (3)	Short-term

## ANNEX 4: LINKS TO TOOLS AND RESOURCES

1. Guidance on Tools and Resources for Jamaican PSE moving forward
  - a. <https://drive.google.com/drive/folders/1rsPQ6PIttRdk2ETZWg8RmCI1p7LOvqA>
2. Scope of Work for Training and PSLA Engagement
  - a. [https://drive.google.com/open?id=1SAyJ9oVzCKkSociSbZifV\\_ZtmayA945t](https://drive.google.com/open?id=1SAyJ9oVzCKkSociSbZifV_ZtmayA945t)
3. PSE Training and Workshop materials
  - a. <https://drive.google.com/drive/folders/1m3BArCAZQ5C1OXm12aU9iEnBHXVMscBO?usp=sharing>
4. Interviews folder (includes guide and profiles for all interview participants)
  - a. <https://drive.google.com/drive/folders/1eQ47yLrqB1mnx1WiDuyQjb67WXvLNCS2?usp=sharing>
5. Meeting Schedule
  - a. [https://docs.google.com/spreadsheets/d/1R3ZBWRJ1p\\_15udwc\\_eON0aX6AHA1SPFYnfXMuFg7sps/edit?usp=sharing](https://docs.google.com/spreadsheets/d/1R3ZBWRJ1p_15udwc_eON0aX6AHA1SPFYnfXMuFg7sps/edit?usp=sharing)
6. PSE Policy Resources
  - a. [https://pages.usaid.gov/sites/default/files/usaid\\_psepolicy\\_final\\_signed.pdf](https://pages.usaid.gov/sites/default/files/usaid_psepolicy_final_signed.pdf)
  - b. <https://www.usaid.gov/work-usaid/Private-Sector-Engagement>
7. PSE Toolbox
  - a. <https://pages.usaid.gov/theLab/CTP/PSEToolbox>
8. Relationship Management tools
  - a. RM Starter Kit: <https://pages.usaid.gov/theLab/CTP/rm-starter-kit-missions-bureaus>
  - b. Global RM Network: <https://pages.usaid.gov/theLab/CTP/global-relationship-managers>

## ANNEX 5: INTERVIEWEES LIST

A summary of the interviewees consulted by the PSLA team during the development of this assessment. This was developed by the PEPSE team, drawing from experiences with similar engagements across a number of Missions, Bureaus, and Independent Offices.

Each PSE model identifies specific companies interested in further discussions with the Mission to determine how they might contribute to the common goals (financially or otherwise). If any leverage was mentioned during the interview, this was noted in their individual partner profile and in the 'Potential Private Sector Resources' section.

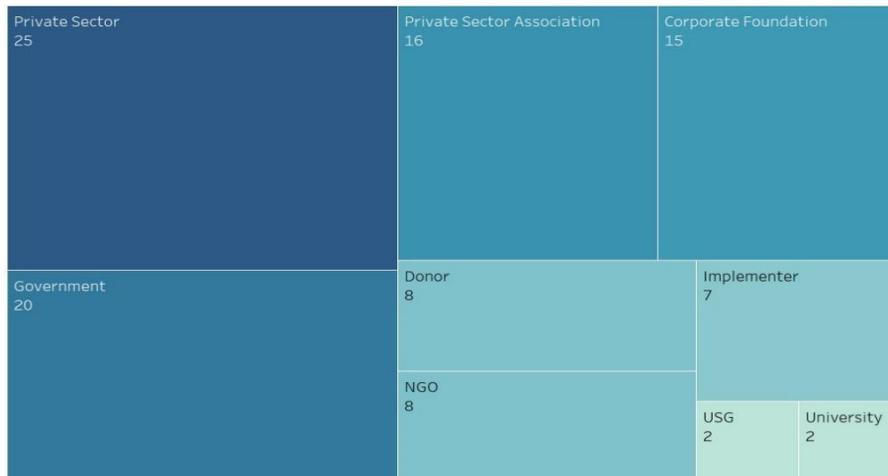
<https://drive.google.com/drive/folders/1rsPQ6PIttRdk2ETZWg8RmCI1p7LOvqA>

The PSLA team interviewed a total of 103 organizations. This includes 56 private sector organizations (private sector, private sector associations, and corporate foundations). By program areas, the PSLA team interviewed 33 organizations each for PEPFAR and CBSI. For DRR, the PSLA team interviewed 37 organizations in total.

<https://drive.google.com/file/d/1-PL8sAT5-U4NLGM9HZPQDM9gPbRlvxvm/view?usp=sharing>

Org Type	CBSI	DRR	PEPFAR	Grand Total
Corporate Foundation	10	3	5	18
Donor	3	8	2	13
Government	5	1	7	13
Implementer	4	19	3	26
NGO	3	5	4	12
Private Sector	3	1	3	7
PS Association	5	1	6	12
University			1	1
USG			2	2
<b>Grand Total</b>	<b>33</b>	<b>37</b>	<b>33</b>	<b>103</b>

Organizations Interviewed by Type



## ANNEX 6: PROJECTS NOT PRIORITIZED BY USAID/JAMAICA

A brief summary of some of the potential models identified by the PSLA team that could be used that were not prioritized by USAID/Jamaica.

[Unexplored PSE models](#)

## ANNEX 7: PROGRAM AREA PSE SUMMARY DOCUMENTS

[DRR PSE Summary](#)

[CBSI PSE Summary](#)

[PEPFAR PSE Summary](#)

## ANNEX 8: DRR DONOR MAPPING

[DRR Donor Project Mapping](#)

## ANNEX 9: JAMAICA ENERGY SECTOR RESILIENCE MAPPING

[Potential PSLA PSE Concepts mapped to Alliance MOU Activity Areas](#)