REPORT NO.: RES41419

DOCUMENT OF THE WORLD BANK

RESTRUCTURING PAPER
ON A
PROPOSED PROJECT RESTRUCTURING
OF
JAMAICA INTEGRATED COMMUNITY DEVELOPMENT PROJECT
APPROVED ON MARCH 14, 2014
TO
JAMAICA

URBAN, RESILIENCE AND LAND
LATIN AMERICA AND CARIBBEAN

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Task Team Leader(s): Emanuela Monteiro, Silpa Kaza
I. BASIC DATA

Product Information

<table>
<thead>
<tr>
<th>Project ID</th>
<th>Financing Instrument</th>
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<tr>
<td>P146460</td>
<td>Investment Project Financing</td>
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<th>Original EA Category</th>
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<tr>
<th>Approval Date</th>
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<td>14-Mar-2014</td>
<td>01-May-2020</td>
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Organizations

<table>
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<tr>
<th>Borrower</th>
<th>Responsible Agency</th>
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<tr>
<td>JAMAICA</td>
<td>Jamaica Social Investment Fund</td>
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Project Development Objective (PDO)

Original PDO

The Project Development Objective is to enhance access to basic urban infrastructure and services, and contribute towards increased community safety in selected economically vulnerable and socially volatile inner city communities of Jamaica.

Summary Status of Financing

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<th>Ln/Cr/Tf</th>
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Policy Waiver(s)

Does this restructuring trigger the need for any policy waiver(s)?

No

I. SUMMARY OF PROJECT STATUS AND PROPOSED CHANGES
Summary of Project Status and Proposed Changes:

The Jamaica Integrated Community Development Project (ICDP) is a flagship community development project in the Caribbean, which builds on successful activities completed under the predecessor Inner-City Basic Services for the Poor Project (ICBSP), taking its approach and results to the next level. It involves a comprehensive and multidimensional spatial, social and economic inclusion approach to address urban development and crime and violence challenges in an integrated manner which specifically impact vulnerable and volatile communities across the country.

The Project is not only about supporting access to essential infrastructure and services in the eighteen targeted communities. It also involves multiple innovative (and complementary) features to improve sustainability of the project, such as:

- A results-based approach for solid waste management (SWM), with multiple types of financial incentives to create behavior change: Community Environmental Wardens (EWs) were trained and employed in cleanup and environmental sensitization; Community-Based Organizations (CBOs) were trained and engaged in waste disposal and separation; and the SWM national authority provided regular waste collection services in these neglected communities and received additional collection trucks due to their good performance. The infrastructure use and value was enhanced by the accompanying behavior changes at the community and waste collection levels;

- Internationally known Crime Prevention through Environmental Design (CPTED) principles, best practice and design strategies: These are being mainstreamed in the Project mainly through the Safe Passages initiative. It involves soft and hard interventions to secure transit of students and other community members along specified routes to/from/around selected schools;

- An integrated approach to infrastructure provision and violence prevention at the school, family, youth and community levels: There are school, community and after-school programs, as well as social marketing campaigns to promote knowledge, attitudes, practice and behavioral changes in the communities (namely regarding the use of water and electricity, proper waste disposal, among others). In addition, the Project places a targeted focus on building the capacity of multiple stakeholders such as governmental agencies, EWs, CBOs and youth leaders on various aspects of urban management and public safety, including the operation and maintenance of the new infrastructure.

The Project is progressing well with $4.8M remaining to be disbursed. Project implementation is rated Moderately Satisfactory. The end-of-project targets for the two PDO level indicators have been achieved, as well as 10 of the 16 intermediate outcome indicator targets. The targets of the six remaining indicators were on track prior to COVID-19. To date:

- 89,000 people have benefited from improved infrastructure and service delivery in the 18 ICDP communities;
- 9,380 people have been provided with access to improved water sources;
- 3,204 people have been provided with improved access to legal electricity connections;
- SWM infrastructure was placed in all communities and SWM activities have been replicated and scaled by the Government of Jamaica (GoJ);
- Close to 6,000 people received civil registration documents;
- 20,875 people participated in educational and employment programs; and
• 257 individuals from a range of entities including Ministry departments, agencies, and CBOs were trained and now have increased capacity to manage the development and sustainability of urban communities.

Specifically under Component 1: Basic Infrastructure and Access to Services, thirteen of the fifteen Integrated Infrastructure Packages in the Project targeted communities are at an advanced stage or are completed. Community-based contracts for beautification, enhancement of entrances and solid waste management have also started to advance. Solid waste management performance is also overall sustained in the communities supported by the Project. Under Component 2: Public Safety Enhancement and Alternative Livelihoods, the alternative livelihood trainings, education programs and civil registrations continue to perform strongly and have exceeded targets. Component 3: Institutional Strengthening for Urban Management and Public Safety focused on capacity building and partnership development with community-based organizations, municipal authorities, ministries, departments, and agencies in preparation for Project closing, including aspects such as operations and maintenance of the services delivered by the Project.

Despite the above described Project achievements and overall progress, Project activities were either halted or slowed down from mid-March due to the impact of the COVID-19 pandemic. These two last months were deemed as a critical time that was planned for heavy community engagement, for completion of the infrastructure works, and for ensuring that a strong exit strategy would be in place, thus contributing to the sustainability of Project results. Unfortunately, due to closure of schools, prohibitions of gatherings, the directive to work from home, and disruptions in the procurement and supply chain, civil works have had to slow down or stop, the Project Implementation Unit (PIU) has been unable to engage in person with communities and students, livelihoods have been significantly affected, and several scheduled trainings for livelihoods as well as for operations and maintenance of community infrastructures were cancelled.

The proposed extension of the loan closing date by one year (to May 1, 2021), as requested by GoJ, will enable the remaining Project activities to be satisfactorily completed and the targets of the remaining six indicators (on access to sanitation, zinc fence replacement, road rehabilitation, schools rehabilitation, civil registration, and schools critical incident reporting) to be achieved. In addition, the extended implementation period will allow ICDP to help mitigate COVID-19 immediate impacts, as well as support recovery post-COVID, in the 18 vulnerable communities supported by the Project across Jamaica. Due to the community-driven development nature of the ICDP, it is well placed to effectively add value, without any need for specific scope changes. Support will range from strengthening community engagement and social marketing messaging (to also include sanitary aspects), to expanding training and job placement activities, as well as community-based contracting approaches in support of livelihoods. While remote monitoring, electronic submission of documents for procurement, additional worker safety measures, and other actions are being taken, these mitigation efforts will not suffice for delivery of commitments and support to the communities during the pandemic.

The implementing agency has proposed to the World Bank an acceptable Action Plan to complete the remaining Project activities by the revised closing date. The plan (see below) was further discussed and detailed during the April 14-17, 2020 mission. It includes key activities to be completed over the extended implementation period, as well as some areas of focus to maximize Project results in response to COVID-19 impacts.

The Project is in compliance with Bank safeguard and fiduciary requirements. There are no overdue audit reports and no unaddressed audit observations. It is also in compliance with all legal covenants. This Project restructuring does not trigger the need for any policy waivers.
Borrower’s Action Plan to complete Project activities by the new closing date:

Overall:
- Put in practice across the Project an aligned strategy between GoJ and the WB for the continuation of works (as appropriate), with mitigation of community health risks imposed by COVID-19.

Component 1:

IIPs:
- Ensure onboarding of communities with municipal service providers.
- Complete Retirement IIP.
- Complete Canaan Heights IIP.

Community recreational / spaces (CBC):
- Complete construction of community entrances in sixteen communities.
- Continue implementation of rehabilitation of green/recreational spaces in three communities.
- Conduct rehabilitation of green/recreational spaces in remaining fifteen communities.

Zinc fence substitution:
- Conduct procurement for additional works in Steer Town and Canaan Heights and conduct civil works.

Safe Passages:
- Continue and complete civil works for Safe Passages in 8 communities.

School Rehabilitation:
- Conduct procurement for 3 remaining schools and conduct civil works.

Maxfield Park Sports Complex:
- Complete works (currently at 75% execution rate).

SWM:
- Support sustainability of community waste collection and recycling with remaining community infrastructure, social marketing, and development of next phase of recycling partnership.
- Provide formal sanitation program support to school.

Component 2:

- Continue and follow up on entrepreneurship program and ALSD graduates to understand how their livelihoods are affected and provide additional support such as newly relevant trainings and job fairs.
- Continue birth certificate registration distribution and support.
- Coordinate with National Parent Support Commission and engage with parents for psychosocial support.
- Provide educational support, remote and in-person as appropriate, and through learning materials and training of teachers.
- Strengthen network of community mediators and provide additional support.
- Resume work of Data Collectors and Utility Wardens to continue working on community needs until the end of the Project.
Component 3:

- Support technical assistance and provide equipment to MDAs to ensure sustainability post-closure of ICDP.
- Assess replication of capacity building efforts for contractors and consultants.
- Complete crime report, communications strategy, and GIS manual for the Jamaica Crime Observatory (JCO). Continue capacity building support.
- Build on synergies between Components 2 and 3 such as the Art District interventions.

II. DETAILED CHANGES

LOAN CLOSING DATE(S)

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