

10M GENEVA - LAD

**Internal Evaluation:
The Return & Reintegration
Programme of Qualified Jamaican Nationals
for Development**

International Organization for Migration
August 23, 1996
Kingston, Jamaica

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GRAPHS

1. Executive Summary & Main Recommendations

- (a) The pilot project's 30 month operational time frame began officially on 01 February 1994 and concluded on 31 July 1996. In this time period 39 Jamaican professionals were placed in the public sector with support from the project.
- (b) A total of 30 Government Ministries and/or statutory bodies have been contacted since the start of the project. IOM Kingston has received a total of 121 job vacancies from participating institutions during the project's 30 month time period.
- (c) Three hundred Twenty-nine (329) overseas professionals were identified and registered by the pilot project during its operational lifetime.
- (d) The project during its operating lifetime submitted 301 resumes of overseas professionals to a total of 30 participating institutions with 136 responses received from those participating institutions.
- (e) The project has operated with three tranches of funds received by IOM Geneva from the EU in Brussels totaling ECU 549,915. As of 30 June 1996 the project has expended ECU 587,190, leaving an account deficit of ECU 37,275.
- (f) Prospects for 1996 indicate that there still exists qualified human resource needs among Government Ministries and/or statutory bodies.
- (g) The written responses from the survey of institutions *and* returnees establishes clearly that there has been a level skills/knowledge/experience introduced into the workplace by means of this project. The responses also show that there has been noticeable improvements in productivity, supervision of staff and a more effective use of resources at the workplace through the employment of the returnees via this project. The results from the survey point towards the strengthening of the management in the institutions where the returnees were employed.
- (h) Taken together the very positive results observed from the pilot project along with the continuing demand among institutions leads to the main recommendation that the project warrants an extension.

2. Project Concept & Background

In order to gauge the whether or not the project has met its objectives we need to compare the results indicated in this report versus the results originally intended by the project. For this comparison, which we shall look at in the next sections, we shall use as a reference point the original wording found in the Technical Cooperation Agreement (JM-7002), ANNEX A, Part I. Summary of Programme:

The proposed programme is aimed at encouraging and facilitating qualified Jamaican nationals with professional experience residing in industrialized countries to return to Jamaica and fill vacant jobs. The programme thus taps the existing resource of available qualified ACP staff outside their home countries in order to fill the serious human resource and skills gap from which these countries are suffering. It is fully in line with the emphasis which the Lomé Convention lays on human resource development and the promotion of the cultural identities of the ACP states. Its overall objective is to strengthen governmental and statutory agencies of Jamaica concerned with the implementation of the national development plan, and to improve their capacity for programme and project implementation.

The qualification profile of the returnees to be supported via the programme will be in accordance with the actual market demand so that immediate productive use is assured. Particular emphasis will be given to strengthening the administrations responsible for the implementation of the programmes and projects financed by the E.C. Lack of qualified human resources has been identified as a major weakness of the Administration and a major cause of delays in the implementation of aid programmes under the Lomé Conventions. To this end a survey on the priority needs for qualified humans resources will be carried out jointly with the corresponding authorities prior to programme implementation. The overall target figure is 40 returnees. In this connection, particular attention will be given to ensuring that returnees do not disrupt career prospects of those already working in the organizations to which they return (e.g. vacant positions when no suitable candidate exists or where Technical Assistance would seem to be necessary.)

The programme identifies concrete job opportunities in the recipient country and presents them to qualified Jamaicans in the industrialized countries who may be willing to return. Once agreement on employment is reached, the programme pays for the return journey plus some other incentives for the returnee and his/her family.

The programme thus consists essentially of specialized "job broker" services and of the administration of a support programme for the returnees.

3. Framework & Objective of the Evaluation

Continuous project monitoring has been carried out by IOM since the start of the project. Every month IOM has produced statistics, listings, tables and charts about the professional Jamaicans overseas identified by the project, as well as, the job vacancies identified among local institutions. It has been through such monitoring that IOM has been able to determine if the promotion of project was reaching the correct group being targeted, i.e., whether or not the professionals identified had the level of qualifications needed to meet the job vacancy requirements. Moreover, IOM has produced a 1st and a

2nd Annual Report recapitulating much of the monthly data in a cumulative format with commentaries providing an analysis of trends and prospects for future project execution. This report shall be drawing upon those two previous reports in reviewing the project's operations.

This report is meant to serve as an internal evaluation of the project. It shall provide a synopsis of the project to date, giving the reader the quantitative results of the project. It shall then introduce the survey carried out by IOM to give a qualitative view of the project. It shall link these quantitative and qualitative results to the project's original objectives and specific targets to examine the degree that the project has (or has not) fulfilled its objectives or met its targets. It shall also highlight the major obstacles encountered during project execution. In short, this report will take a critical look at the project and ask if it has met its general and specific objectives.

4. Status of the Project

During the two and one-half years of programme operations, 01 February 1994 to 31 July 1996, IOM Kingston received 121 job vacancies from 30 participating institutions, based in part on the survey of priority needs for qualified human resources undertaken during the second half of 1993. Of the 121 job vacancies identified by the project, 17 were subsequently canceled, 39 were filled with programme candidates, while 65 remain open. The major areas of demand from institutions for qualified professionals have been identified in: the engineering field, the health sector, the managerial field and the science & technology sector. These areas were those identified by institutions where there existed a shortage of qualified personnel on the island. Three hundred twenty-nine (329) overseas professionals were identified and registered by IOM during this period of operations mainly in the USA, UK and Canada. Nearly half of those identified had a doctoral or masters degree in their educational background, while nearly two-thirds had from six to twenty years experience in their profession. The major occupational categories that overseas Jamaicans have been identified in are: the engineering field, the managerial field, the science & technology sector, the education and health sectors. (See Annex G for details).

IOM Kingston during this period submitted a total of 301 resumes from overseas professionals to a total of 30 participating institutions, of which IOM has received 136 responses. In this period 39 overseas Jamaican professionals were placed in the public sector with support from the project. Of these 39 cases, 34 are in Jamaica. Note should be made that of the 39 approved cases, 22 have either doctoral or masters degrees in their educational background and 25 have had between 6 to 20 years of professional experience in their field. (See Annex J for the returnees placed by the project). These statistics for the placed returnees reflect the high caliber profiles of the general pool of candidates from which the cases were chosen. An additional 18 overseas Jamaican professionals are in the programme pipeline. These latter 18 cases await confirmation of acceptance by the overseas professionals or *final* acceptance by the beneficiary institution before review and possible incorporation into the project.

5. Objective of the Survey

IOM has throughout the project been informally monitoring the reintegration of returnees with their employers by various means. At least every two months IOM meets with the returnees in the IOM office while they are collecting their salary supplements. During this period IOM is able to discuss with the returnees their financial or office concerns, achievements, family matters or simply exchange news. Through this process, IOM is able to get a feel for those returnees that are reintegrating well, as well as, those experiencing difficulties. It has been through this process that IOM has provided reports to the Tripartite Commission about such issues as: the need to increase the shipping allowance (particularly for cases from the United Kingdom) or the need to monitor returnees who were financially squeezed at the end of 1995 by Jamaica's monetary devaluation and increasing inflation.

IOM has also met with employers shortly after a returnee has arrived, usually to discuss the needs of the returnee regarding the entitlement to professional equipment under the project. Through these informal exchanges, albeit early in the employment of the returnee, IOM again is able to get a feel from the front line supervisors as to how they view the returnee. While these informal contacts may shape a subjective view as to how the project is progressing, a more substantive, qualitative and objective view needed to be taken. A survey was thus planned which would serve in an internal evaluation of the project for IOM, anticipating the external evaluation to occur at the end of project by an outside evaluator. In order for the survey to be relevant, it would need to be conducted for the results to be reviewed by the first quarter of 1996. With this in mind, IOM proceeded to conduct a structured survey of employers and returnees. From this survey IOM hoped to gain a clearer, more objective, picture of the state of the present project. What follows in the next sections are the results of that survey and its implications for future project execution.

6. Methodology Employed: The Survey

Ideally, a survey of the kind envisioned should occur well after one year's time has elapsed after a returnee's arrival in order truly assess the impact s/he is having on the job and judge how the reintegration process is progressing. However, the project in its first year had an extremely low rate of placements. It was not until June 1995, nearly half way into the second year of project execution, that the rate of placements rose significantly. Only six returnees had arrived on the island prior to the 1st of July 1995. By the end of 1995 a total of 23 returnees had arrived, while at present 33 returnees are on the island. Therefore, in order start the survey, IOM limited the questionnaires to those returnees who had been on the island at least 6 months or longer as of the end of December 1995. This limited IOM to sending out 18 questionnaires, which at present represents almost half of the total number of returnees on the island. The questionnaires were sent out to returnees and employers on the 14th of December 1995 and most were returned by the 14th of March 1996. The preliminary results of the survey were tabulated and distributed to the Tripartite Commission on the 24th of March 1996 (ref.: 96/019).

As already mentioned, the survey took the form of a structured questionnaire sent to the immediate supervisor at the place of employment for each returnee, as well as,

one questionnaire to each returnee. A sample of the blank questionnaires (one each for employer and returnee) are enclosed in this document as Annex A. Each participant was briefed either by phone or in person as to the reason why IOM was conducting the survey and each was asked to follow the instructions on the questionnaires when filling them out, as well as, to feel free to amplify any comments they may wish to make on a separate sheet of paper. There were no structured interviews in tandem with the questionnaires, although in one case IOM did seek further information from employer and returnee to highlight as a special case study (This latter case being one where there were serious problems with the placement and were IOM felt lessons could be learned.) Each participant was asked to return the questionnaires within two weeks, although in actuality it took nearly 3 months to gather most of them. With this as background to the survey, we next turn to the tabulated results and written responses of the supervisors and the returnees.

7. Tabulated Results & Written Responses of the Survey
(See Annex I for listing of returnees & employers who took part in the survey)

a. Returnees

Attached as Annexes B & C are the tabulated results and written responses of the returnees.

b. Employers

Attached as Annexes D & E are the tabulated results and written responses of the supervisors of the returnees at the latter's place of employment.

8. General Tendencies & Trends Detected from the Survey's Results & Responses

From the survey the following general tendencies and trends have emerged:

- Nearly half (among employers) to three-quarters (among returnees) of the responses show that the skills among staff at the institution either did not exist or required further training of the staff to reach a desired skills level within the institution.
- Nearly one-tenth (among returnees) to one-third (among employers) of the responses shows that skilled manpower is available locally.
- The skills brought to the institutions by returnees were either wholly or partially similar to skills gained and used abroad.
- Most (approximately 80%) of the returnees had some conflicts with the management style or policies of their employer. In one instance, this conflict was major.
- Nearly all returnees were employed at their institutions 6 months to 1 year after their arrival.
- Nearly all returnees were at their present positions, except for one (who was promoted to a higher post with greater authority).
- Career prospects are available to nearly all returnees, but most are in the long-

term.

- The vast majority (approximately 94%) of the returnees' performance on the job is considered by their employers to be good to excellent.
- In ranking the responses of both employers *and* returnees, there is agreement that the areas where returnees have been effective have been in:
 1. Direct support to management.
 2. Improvement of productivity.
 3. Effective use of resources.
 4. More effective supervision.
 5. Support in establishing new work plans.
- Note should be taken that in two of the written responses from the employers, no transfer of technology or skills on the part of the returnee had been detected.
- In reviewing individual responses between employers and returnees there is noted an apparent correlation between returnees having some degree of conflict with the management style of an institution and the possibility for career development. Those returnees with no or very long term prospects for career development within their institutions are also the ones that responded that they have some (or, in some cases significant) conflicts with the management style of their institution.

9. Highlight of a Special Case from the Survey

There was noted in the course of the survey one particular case for which there existed a major dissatisfaction between the employer and the returnee and *vice versa*. So great was the dissatisfaction, that IOM investigated this case more closely through individual follow-up discussions with the employer and the returnee. A number of factors appear to have played a part in this situation coming about and so we wish to highlight this exceptional case in this report for possible lessons to be learned.

From the discussions, two stories emerge. The returnee advised that given that his was a senior level position with commensurate responsibilities, he was given very little room to maneuver or authority to act. In his opinion, he believed his supervisor felt threatened by his "take charge" attitude. The supervisor advised that the returnee did not follow the instructions given him and that he was very "independent minded". At IOM's first meetings with them upon the returnee's initial arrival, both appeared to be getting along, but the rift between them began nearly three months after the returnee's employment and only got worse with time. It is hard to tell from hearing both sides, where the placement failed, but it does appear to be a serious breach between them, taking on a personality, rather than a professional disagreement. It appeared likely that this placement would fail, and it did, subsequent to the end of the survey period. The returnee has tendered his resignation, but still resides on the island working the private sector.

10. Operational Obstacles Encountered in Project Execution

Since the initiation of its operational activities in Kingston on the 1st of February 1994, the programme has been attempting to cope with the dynamic changes that the

public sector has been undergoing under the Public Sector Modernization & Reform Programme. The turbulent environment in the human resource development & management field is attested to in the programme's re-validation of job offers among institutions. IOM was able to re-confirm only a very small percentage of the positions identified in the survey of priority needs for qualified human resources undertaken during the second half of 1993. The programme was continuously adapting its response to the new realities within institutions. Simultaneously, the programme was also spotting new opportunities to extend the programme within the framework of well defined priorities. The climate of change within institutions during the first year of operations has had the net effect of generating in the programme an air of unpredictability and uncertainty in the requirements of human resource needs in the public sector. This climate generally stabilized in the second year of operations and allowed institutions to better ~~able to~~ gauge their most immediate human resource needs.

Reaching out to promote a programme to a new overseas community is always a challenge. Hitting upon the right promotional mix to reach the overseas Jamaican communities became a matter of trial and error. The programme did not reach its stride in promotion until the "Gleaner" advertisements halfway through the first year of operation. Reports from recruitment missions indicate these ads have had the greatest impact on the overseas communities. We can reasonably state that this was one of the factors for the delay in realizing a greater response from overseas Jamaican professionals in the first 10 months of project execution, and so, a delay in the number of placements early on in the project's execution.

IOM during the course of the first quarter of 1995 continued to witness a slow response from institutions as to their pending cases. This was a cause for concern as until the beginning of May 1995, the project had only 8 candidates approved into the project. While there were some institutions that had responded promptly, more often than not, there was a lethargic response from institutions. This slow response applied as well with institutions taking the next steps in the hiring process for some cases which had been favorably viewed and tentatively accepted. The slow response could be attributed to the changes occurring within Government institutions noted above (i.e., the pressures of budgetary cuts, "right-sizing", the elimination of duplication among institutions and the privatizing of activities previously in the public sector); in other instances, the slow response could be attributed to a lack of giving the programme within the institution the priority it merited. On May 12th 1995, IOM sponsored a meeting for participating institutions to discuss this issue. In general, the meeting met its objective of re-focusing institutions back towards the programme and has had the effect of institutions taking prompt action on both pending cases and solicitations for candidates in new vacancies.

It is the common understanding that the primary element, which has led to the loss of talent and the inability to attract qualified recruits in the public service, has been the extremely low salaries offered by institutions, especially in high level administrative or technical positions. The Government has recognized this fact and has begun a review of the civil service salary scales with a view toward reclassifying positions, especially those of professionals, in order to address this issue. Some of these changes are being reflected in the project, when a comparison is made of the statistical information culled from the salaries indicated by institutions for positions from the job vacancies received by IOM under the

project. Special note is made of the increase in the mean salary from J\$ 246,339 p.a. in 1994 to J\$ 326,590 p.a. in 1995. However, the increase in the mean of J\$ 80,251 between 1994 and 1995 shown needs to be viewed in light of economic conditions in that same time frame. The concern of most Jamaicans over the slide in the value of the dollar in the last quarter of calendar year 1995, as well as, rising inflation, has been mirrored and magnified by the returned candidates under the programme. Candidates in discussions with IOM have been advising of the adverse effects the economic climate has had on their reintegration as of the end of 1995. One candidate estimated that his yearly salary, which is fixed in Jamaican Dollars had lost about 17% of its value (in relation to the US\$) since he signed his contract with a local public sector institution. While all Jamaicans have felt the effects of the economic slide, we point out the effects it has had on candidates, as it may impact directly on the programme, i.e., making a return less attractive.

Each of the obstacles noted above were fully discussed by the Tripartite Commission set up to monitor the project. During programme implementation the signatory parties, namely:

- The Delegation of the European Commission in Jamaica,
- The Planning Institute of Jamaica, and,
- The International Organization for Migration;

set up a Tripartite Commission whose main function has been to insure the smooth running of the project, mainly as regards the selection and recruitment criteria, the level of reintegration support to be granted and through the discussion of operational problems encountered in programme execution, achieve solutions so as to meet the project's overall goal and objective. Twelve meetings of the Tripartite Commission took place in the 30 months of the project's operations. In each case of the cases noted above, corrective action or strengthening monitoring was jointly decided upon, so that the project could move forward.

11. Financial Status of the Project

The project is funded by the European Union as part of Government of Jamaica's National Indicative Programme under Protocol I of the Lomé IV Convention in an amount of 1 million ECU. The project has operated with three tranches of funds received by IOM Geneva from the EU in Brussels totaling ECU 549,915. As of 30 June 1996 the project has expended ECU 587,190, leaving an account deficit of ECU 37,275. As of the 30th of June 1996 approximately 94% of funds have been either expended or committed. There is approximately ECU 58,800 remaining as a balance forward for the current project (see Annex F for financial report & Annex K for payments to returnees).

In order to continue with the project through till the end of July 1996, the Tripartite Commission approved line item transfers from "Contingencies" and "Direct Support to Returnees" to "Operational Costs". The reason for these transfers was due to the fact that IOM's real costs overseas were not accurately reflected in the project's original budget.

12. Conclusions & Recommendations

In light of the project's intended results noted in Section 2, the numerical results

noted in Section 4 demonstrate clearly that in the areas of:

- the identification of a significant number of well qualified overseas professionals,
- the identification of several immediate key or critical vacancies by Ministries or statutory bodies to be filled by overseas professionals,
- in matching the "demand" from institutions with the "supply" of overseas professionals, and,
- in meeting its placement target,

the project has fulfilled its expectations. As already noted, the reason for the survey was to get beyond the quantitative results and get a more qualitative picture of the project.

One of the major trends observed in the survey's results and responses is that returnees have had a strong impact in the direct support to management. This was to have been expected, as this was one of the project's primary objectives and the basis on which most of the decisions about placements were made.

Another significant trend in the responses was the emphasis that both returnees and employers placed on training to upgrade and raise the skills of the present local workforce. This has important policy implications for decision-makers in the Government of Jamaica when seeking mid- to long- term solutions to filling the "skills & technical knowledge" gap present in today's labour force. Note should be made that the present project aims at immediate, short-term results by having institutions make productive use of the talents, skills and know-how brought to the island by the returnees.

The responses of institutions *not* noting any skills transfer or that skills were available on the island, while low, deserves investigation. In reviewing the questionnaires where this response was made by an institution, it was found that in one response the institution meant that while a particular discipline or skill (in this case engineering) could be found on the island, it was the management (or project management) experience that the case had, which was lacking in Jamaica and being sought from the overseas professional. In the other case, it appears that the employer was more interested in assisting the returnee, rather than using the project in supporting its own key human resources needs. In this case, the project needs to take action to remind employers the reason for the project is to meet their key and critical gaps in human resources. IOM, as administrators of the project, needs to be aware of this issue. IOM, as part of its preparation for placements, does try to ascertain how the returnee exactly fits into an institution's human resource needs. However, given this one case, the project needs to better ensure cooperation from the employer in providing accurate information in this regard.

The relationship of career development and minor (in some cases major) conflicts with management styles of employers is intriguing. While this survey does not wish to draw too great a conclusion in this regard, we do need to note this point. When any employee (not just a returnee) feels that s/he has no or far off career development options within an institution, reactions to this and other experiences may lead to a fall off in productivity, absenteeism, an increase in conflicts with management, etc. It is a possible signal that the returnee is not content in the work place. [The Tripartite Commission has noted time and again the risks of the placement of returnees where the remuneration is felt to be so low as to wonder whether or not the placements will last in the long term.] The project has always been aware of the risks. It should be recalled here that IOM's role is that of "broker"

between employer and returnee and that the final decision to take on a position rests entirely between the employer and the returnee. The project does try to avoid dissatisfaction between employers and returnees by trying to ensure that the match between employer and returnee is the "best possible fit". However, the project may wish to tighten the guidelines for placement and be more pro-active in its investigation of those cases presented for placement by ensuring prior to placement that salaries are commensurate with responsibilities and that opportunities for development do exist for advancement within the institution.

The written responses from both institutions *and* returnees establishes clearly that there has been a level skills/knowledge/experience introduced into the workplace by means of this project. The responses also show that there has been noticeable improvements in productivity, supervision of staff and a more effective use of resources at the workplace through the employment of the returnees via this project. Taken together these results from the project point towards the strengthening of the management in the institutions where returnees were employed. It was this result that caused the members of the Tripartite Commission to conclude that the project warranted an extension. The main objective of the extension of the project would be to continue to provide urgently needed cooperation to the Government of Jamaica to improve the capacity of the public sector to perform its core functions through a two pronged thrust: (a) facilitating the return of 20 qualified Jamaican nationals to staff key public service positions for which local talent is scarce under the guidance of the Public Sector Modernization Programme; and, (b) to enhance the capacity of the Government to continue to identify and promote the reintegration of long term returning Jamaican residents in either the public or private sector through the development of a skills data bank with the Returning Resident's Facilitation Unit of the Ministry of Foreign Affairs & Foreign Trade. (See Annex H for the extension proposal)

When we review the quantitative results, which have been reported by the project, along with the qualitative results demonstrated by the survey, we can say, in conclusion, that the survey reinforces the view that in the main, the objectives as set out by the project have been met. There have been problems, which are natural in a pilot project of this kind. However, these problems point to the corrections as noted in this report.

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ANNEXES

ANNEX A



INTERNATIONAL ORGANIZATION FOR MIGRATION

The Government of Jamaica and the European Union Sponsored Programme for the Return and Reintegration of Qualified Jamaican Nationals for Development

FOLLOW UP QUESTIONNAIRE ON REINTEGRATION TO BE FILLED IN BY RETURNEE

Instructions for completing the questionnaire

- (*) -> check one answer
- (**) -> check one or more answers
- (*#) -> write 1,2,3 in order of importance

Do not fill in this section

RESULTS AND EFFECTS OF THE PROJECT

01. Please summarize how your job is contributing to the country's socio-economic development:

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.....

COA

02. What factors/limitations if any have altered, or made it difficult to adhere to, the original profile of your current job?:

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.....

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COB

FOLLOW UP QUESTIONNAIRE ON REINTEGRATION TO BE FILLED IN BY RETURNEE

Instructions for completing the questionnaire

(*) --> check one answer

(**) --> check one or more answers

(*#) --> write 1,2,3 in order of importance

Do not fill in this section

03. What type of knowledge/experience/technology are you introducing in the institution employing you?:

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.....

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COC

04. Did anyone else possess your skills in the institution for which you are working? (**):

- Yes
- Yes, but under-utilized
- Staff qualified, but further training needed
- No
- Other

COD

Indicate:

.....

.....

05. Is all the skilled manpower required by your employer available locally? (**):

- Yes
- Subject to adequate training
- Subject to change of staff attitude
- Subject to a different management approach
- No
- Other

COE

Indicate:

.....

.....



INTERNATIONAL ORGANIZATION FOR MIGRATION

The Government of Jamaica and the European Union Sponsored Programme for the Return and Reintegration of Qualified Jamaican Nationals for Development

FOLLOW UP QUESTIONNAIRE ON REINTEGRATION TO BE FILLED IN BY EMPLOYER

SIDE 1

Returnee's Name : _____
Returnee's Title : _____
Returnee's Entry Date into Service : _____
Name of Institution : _____
Sector: Public [] Private [] Mixed []

A. GENERAL INFORMATION

1. Is returnee still employed within your institution? For IOM use only

a. After 6 months? Yes ___ No ___ YN1 []
b. After 12 months? Yes ___ No ___ YN2 []
c. After 24 months? Yes ___ No ___ YN3 []
d. If no, state reason for change: REA []

[] Returnee was released by the institution. Please indicate date and new employer's address, if known _____

[] Returnee resigned from the institution. Please indicate date and new employer's address, if known _____

[] Institution was abolished. Please indicate date _____

[] Other. Please provide brief explanation: _____

2. Is returnee still employed in initial position?

a. After 6 months? Yes ___ No ___ YN4 []
b. After 12 months? Yes ___ No ___ YN5 []
c. After 24 months? Yes ___ No ___ YN6 []



INTERNATIONAL ORGANIZATION FOR MIGRATION

The Government of Jamaica and the European Union Sponsored Programme for the Return and Reintegration of Qualified Jamaican Nationals for Development

SIDE 2

d. If no, state reason for change: POS

Returnee has been promoted within the institution. Please indicate new position _____

Returnee has been transferred within the institution at same level of responsibility. Please indicate new position _____

Returnee has been demoted. Please state reason _____

3. Does returnee have career development prospects within the institution?

a. Yes _____ No _____ YN7

b. If yes, possible timeframe for promotion :

Within 6 months Within 12 months Within 18 months PRO

Longer than 18 months Not foreseen

c. If no, please indicate reason: NPR

Returnee already at highest level in his profession.

Promotion not usual practice in the institution.

Returnee inadequate for promotion.

Returnee recently promoted.

Candidate does not possess skills or attitudes necessary. Please elaborate:



INTERNATIONAL ORGANIZATION FOR MIGRATION

The Government of Jamaica and the European Union Sponsored Programme for the Return and Reintegration of Qualified Jamaican Nationals for Development

B. RESULT AND IMPACT

Instructions for completing this section:

- (*) -> check one answer
- (**) -> check one or more answers
- (*#) -> write 1,2,3 in order of importance

4. What type of knowledge/experience/technology is the returnee introducing in the institution?

5. Does anyone else possess the skills of the returnee in the institution?

- Yes
- Yes, but under-utilised
- Staff qualified, but further training needed
- No
- Other
- Indicate:

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

6. Is all the skilled manpower required by your institution available locally? (**):

- Yes
- Subject to adequate training
- Subject to change of staff attitude
- Subject to a different management approach
- No
- Other
- Indicate:

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>



INTERNATIONAL ORGANIZATION FOR MIGRATION

The Government of Jamaica and the European Union Sponsored Programme for the Return and Reintegration of Qualified Jamaican Nationals for Development

7. Please indicate any contribution that the returnee is making to improve the efficiency of the institution? (**):

Direct support to management	<input type="checkbox"/>
New skills	<input type="checkbox"/>
New technology	<input type="checkbox"/>
Training of staff	<input type="checkbox"/>
Improvement in productivity	<input type="checkbox"/>
Improvement of services	<input type="checkbox"/>
More effective use of available resources	<input type="checkbox"/>
Advisory services	<input type="checkbox"/>
Carrying out feasibility studies	<input type="checkbox"/>
Modernisation of production systems	<input type="checkbox"/>
Establishment of quality control mechanisms	<input type="checkbox"/>
Support in establishing new workplans	<input type="checkbox"/>
Identification of potential markets	<input type="checkbox"/>
More effective supervision	<input type="checkbox"/>
Other	<input type="checkbox"/>
Indicate:	

8. How would you qualify so far the results of the returnee's performance? (*):

Excellent	<input type="checkbox"/>
Good	<input type="checkbox"/>
Not very good	<input type="checkbox"/>
Bad	<input type="checkbox"/>

Signature of Supervisor

Date

Annex B: Candidate Responses

Sixteen of the thirty-three candidates on the island have responded to the survey from which the following responses have been tabulated.

Question 4. Did anyone else possess your skills in the institution for which you are working?

Question 4	Response	%
Yes	4	18.2
Yes, but underutilized	2	9.1
Staff qualified, but further training needed	8	36.4
No	5	22.7
Other	3	13.6
Total	22	100.0

Question 5. Is the skilled manpower required by your employer available locally?

Question 5	Response	%
Yes	4	12.9
Subject to adequate training	9	29.0
Subject to a change of staff attitude	4	12.9
Subject to a different management approach	4	12.9
No	7	22.6
Other	3	9.7
Total	31	100.0

Question 6. Are these skills used or introduced by you in the employing institution similar to those you applied abroad?

Question 6	Response	%
Yes	10	62.5
Partially	6	37.5
No	0	0.0
Total	16	100.0

Question 7. Did your initial expectations on organizational management match you employer's management style and policies?

Question 7	Response	%
Yes	3	20.0
Yes, but with some disagreements	9	60.0
No, constant conflicts	2	13.3
Not applicable	1	6.7
Total	15	100.0

Question 8 . Please indicate any contribution you have made or you are making that may have improved or is improving the efficiency of the company/institution for which you are working:

Question 8	Response	%
Direct support to management	12	9.2
New skills	12	9.2
New technologies	6	4.6
Training of staff	9	6.9
Improvement in productivity	11	8.5
Improvement of services	15	11.5
More effective use of available resources	11	8.5
Advisory services	10	7.7
Carrying out feasibility studies	4	3.1
Modernization of production systems	5	3.8
Establishment of quality control mechanisms	8	6.2
Support in establishing new work plans	13	10.0
Identification of potential markets	3	2.3
More effective supervision	10	7.7
Other	1	0.8
Total	130	100.0

Question 9. Have you received support from the project to purchase professional equipment and/or literature?

Question 9	Response	%
Yes	5	38.5
No	8	61.5
Total	13	100.0

The Government of Jamaica and the European Union Sponsored Programme for the Return and Reintegration of Qualified Jamaican Nationals for Development
RESULTS AND EFFECTS OF THE PROJECT
RETURNEES' REPLIES

RESPONSE	01: Please summarize how your job is contributing to the country's socio-economic development	02: If applicable, what factors/limitations altered, or made it difficult to adhere to, the original profile of your current job?	03: What type of knowledge experience/ technology are you introducing in the institution employing you?
1	As co-ordinator of the computer laboratory I develop lessons for introductory and advanced computer courses and in so doing am preparing adults for the wider world of work within the information technology society. PAMCO's Project Officers analyze, monitor and evaluate projects in the Public Sector investment programme; the main function currently is to monitor projects in the GDP Capital Budget, especially multi- and bilateral projects; This helps in identification of obstacles to timely implementation; Suggestions are offered/activities undertaken to effect efficient implementation for cost containment and quality output.	Am currently working on student manuals and workbooks using the limited resources of student workstations as I do not have my own computer.	Four years' experience in computer teaching. This experience is helping in my current work; Having worked abroad with more modern technology I am able to advise the institution on procurement and courses to be offered in the future.
2	The tasks carried out so far help to bring about greater awareness of Jamaica's trade position which helps the government in its decision making processes as they relate to economic development.	Lack of a motor vehicle in good working order; The 20% concessionary tax rate for government traveling officers has so far not been extended to PAMCO's staff; A computer would also be beneficial for ready access to information on demand.	A knowledge of geography, economics and politics helps me to make assessments and take meaningful decisions relating to both the physical and social/human environment. Experience in project evaluation enables me to foresee potential problems; My teaching experience helps me to relate to people at all levels - crucial factor in this type of job.
3	Having only been in the job for about six months it is difficult to assess the impact on the country, socio-economic development. However, my job as a Systems Design and Operations Manager in the Equipment Management Unit can reduce equipment spending on repairs. In this way the savings can be directed to other areas of the country's socio-economic development.	Limitations (mainly lack of access to computers) have not altered the job profile but have reduced my efficiency.	More advanced knowledge in international trade and analytical tools.
4		Financial constraints, bureaucracy and poor communications are detrimental to efficiency and make it difficult to adhere to the original profile of my current job.	My management background and social research skills are being introduced into the organization; However, the area of work in which I am directly involved does not draw on my mechanical engineering skills in computer assisted air conditioning design.

The Government of Jamaica and the European Union Sponsored Programme for the Return and Reintegration of Qualified Jamaican Nationals for Development

RESPONSE	01: Please summarize how your job is contributing to the country's socio-economic development	02: If applicable, what factors/limitations altered, or made it difficult to adhere to, the original 0021 profile of your current job?	03: What type of knowledge/experience/technology are you introducing in the institution employing you?
5	<ul style="list-style-type: none"> - Implementing and applying sound management techniques to assist in the smoother management of government workshops and vehicles; - Making colleagues in your sphere of influence aware at all times of best practices worldwide in mechanical/project engineering; - Setting an example for younger engineers. 	<p>Main limitations have been:</p> <ul style="list-style-type: none"> - lack of computer literacy among the managers; - lack of properly trained and motivated back-up staff; - staff attitudes, especially among the older staff members; 	<ul style="list-style-type: none"> - formulation of maintenance strategy/policy; - use of computers for information storage and retrieval; - project management methodology.
6	<ul style="list-style-type: none"> - Identifying, acquiring, organizing, repackaging and dissemination information in support of the Scientific Research Council's research and development activities and programmes relevant to the development of Jamaica's resources; - Focal point for Scientific and Technological information; linkages and networking with relevant organizations, data bases for sharing information and acquisition of information Internet; - Creating a culture which fosters the development of scientific ideas and technological innovation in agro-industrial service 	<ul style="list-style-type: none"> - Communication problems within the organization as a whole and within the Division; - Lack of coordinated planning in the Information Division and Budget Committee; - Technology not in place for the automation of library documentation and information services; - The basic original job profile has not altered I bring the position the professionalism required for productivity and efficiency; I believe I am contributing to the transformation and modernization of library services to satisfy the needs of all end users; The Parliaments Library is being revitalized, STN (Scientific Technology Information Network) to follow in 1996 	<ul style="list-style-type: none"> - Corporate planning and linked programme budget; - Transformation and modernization of SRC information services as an Institute for Scientific and Technological Information; - Automation of library and information services - LAN; - Technological sourcing and intelligence system; networking; - On-line with Internet - Dialogue - CUNET; - Data bases on national capability?? - Book on SRC over its 35 years of experience; - Inventors/Innovators Day; open day - displays - exhibits.

The Government of Jamaica and the European Union Sponsored Programme for the Return and Reintegration of Qualified Jamaican Nationals for Development

RESPONSE	01) Please summarize how your job is contributing to the country's socio-economic development	02) If applicable what factors/limitations altered, or made it difficult to adhere to the original profile of your current job?	03) What type of knowledge/experience/technology are you introducing in the institution employing you?
6 (cont.)			<p>- National conference on science and technology; - Rural and Agro-Industrial Information Service; - Development of subject bibliographies; - Patient Information Services as part of information services.</p>
7	<p>At present we are developing an Energy Sector Division which will, inter alia, improve the efficiency with which energy is now being used. This strategy will help to reduce our unit cost of production, thus making our goods and services more competitive and the international level.</p>	<p>There is no single factor that alters the original profile of my current job, but there is need for further institutional strengthening.</p>	<p>I have worked in the energy field in my country and this has helped me to revise and restructure the existing energy infrastructure data base as one example.</p>
8	<p>The job contributes a variety of budget concepts when considering the implementation processes. It contributes programme planning budget issues that assist in settling country or national priorities. Also assists in formulating the organization's Fiscal Year work plan as it relates to human resources and budget constraints.</p>	<p>The work environment has become difficult when the process of data collection and control are needed to resolve existing expenditure and budgetary control. It is also difficult when time constraints become important.</p>	<p>I have introduced some budget control concepts (i.e. Planning Programme Budget Systems (PPBS) and the Management by Objective (MBO) system. I have also worked on improving the accounting units for better production and expenditures. I assist in formulating new financial reporting to the Directors of Institution.</p>
9	<p>The general goal of the Comprehensive Rural Township Development Programme, to which I am assigned as Project Manager, is to improve the quality of the infrastructure facilities in the townships of Jamaica's most economically significant areas, particularly those contributing to strengthening Jamaica's balance of payments.</p>	<p>The Ministry of Finance's budget cuts have altered the number of projects to be implemented in the coming financial year.</p>	<p>My project/site management experience has contributed to an increase in the number of projects financed. Individual projects are now being managed more effectively and within the time limits and budget constraints.</p>

The Government of Jamaica and the European Union Sponsored Programme for the Return and Reintegration of Qualified Jamaican Nationals for Development

RESPONSE	01: Please summarize how your job is contributing to the country's socio-economic development	02: If applicable, what factors/limitations altered, or made it difficult to adhere to the original profile of your current job?	03: What type of knowledge/experience/technology are you introducing in the institution employing you?
9 (cont.)			<ul style="list-style-type: none"> - National conference on Science and technology; - rural and Agro-Industrial Information Service - Development of subject bibliographies; - Patent Information Services as part of information services.
10	The model of community development using a participatory approach has been the primary selected by governments in Bureau of social and economic development. Local governmental reform (I am the financial specialist) is designed to set the ground work for this new approach by building and strengthening local institutions.	Currently I travel 4-5 hours per day to and from work and this affects my performance significantly. Wages are the key problem; I cannot afford to maintain a home in Kingston, as a result I continue to live in Mandeville on my salary.	The agencies and individuals I relate to emphasize a mechanistic approach to budgeting; more a bookkeeping exercise than budgeting. I have helped to develop a linked budget and corporate plan. Strategic budgeting and review enhancement using Lotus spreadsheet.
11	As Director of Curriculum, at a time when the University is redefining its mission, any contribution will impact the programmes relevant in a changing economic environment that recognizes new skills and competencies to meet human resources.	A multiplicity of tasks and issues have been identified where it is thought my skills are needed. This detracts from my principal role.	<ul style="list-style-type: none"> - Curriculum planning - setting objectives - documentation - Programme evaluation. - Assessment techniques.
12	This is being accomplished by direct involvement with the implementation of measures aimed ultimately at reducing, significantly, the adverse environmental effects of pollution by waste waters emanating from agro-industrial concerns in Jamaica.	These are many and varied, among which are: <ul style="list-style-type: none"> - lack of incentives and/or measures in place (at SRC) - aimed at retaining locally trained staff with specialized skills - relatively low priority given to technical project implementation locally; - absence of on-going, organized exchange of knowledge, know-how and experience between SRC and tertiary educational institutions. 	<ul style="list-style-type: none"> - Being introduced to environmental management techniques that are applicable to waste avoidance, reduction and treatment; - practical experience of how to quantify the waste, design, construct and operate waste treatment facilities; - biological process technology for the purification of waste water by anaerobic and aerobic processes as the main focus, but including pre- and post-treatment.

The Government of Jamaica and the European Union Sponsored Programme for the Return and Reintegration of Qualified Jamaican Nationals for Development

RESPONSE	01) Please summarize how your job is contributing to the country's socio-economic development	02) If applicable, what factors/limitations altered or made it difficult to adhere to, the original profile of your current job?	03) What type of knowledge/experience/technology are you introducing in the institution employing you?
13	Improving the scientific base of the Council which transfers technology to the business sector. Encouraging the implementation of the scientific projects to produce technology for viable commercial enterprises. This creates employment, alleviates social and economic hardship and creates wealth.	Previous staff turnover, hence lack of continuity. Science and technology base in the culture is at a low level. The confidence level of the scientific community needs to be raised by expatriate abroad. Basic equipment is lacking, especially computers. Not enough maintenance personnel for equipment leads to frequent breakdowns.	Chemistry background, laboratory methods, teaching experience and interpersonal relationships, scientific approach to obtaining results. Upgrading the skills of personnel in science and technology, writing reports and planning for commercialization of projects. This helps to motivate project teams and increase productivity-Management skills.
14	I am in charge of the payments to international organizations and therefore help the Government to be a good debtor; by meeting obligations in a timely manner Jamaica's credit ratings will increase, thereby allowing the Government additional credit facilities to develop the economy.	The decision making process is very slow. There are too many levels of management.	Skills in professional Government accounting, computers, dealing with government officials and managing a large organization.
15	My job is contributing to the country's socio-economic development in bringing stakeholders together to identify needed and available skills for specific industries; contributing to project development for national development; development of guidelines for developing and evaluating scientific and technological projects; preparation of reports.	- inadequate access to relevant information, - inadequate access to equipment of high quality with user friendly interface, - absence of adequate support staff	Knowledge of the process of industrialization is being shared with colleagues who can make changes in different sectors of the economy. Information technology (Windows). Technology has been introduced to colleagues (ease & convenience in processing documents). Improvement in project evaluation procedures and techniques, etc.
16	As a Telecommunications Engineer my job involves carrying out functions associated with radio frequency spectrum management. Spectrum management is the management of the social and economic development of the country in that it helps to ensure that individuals and companies operate within legal boundaries, i.e. in accordance with Radio and Telegraph Control Regulations, thus keeping for example, interferences, to a minimum. My role is also to explain to individuals and companies how best to utilize available frequencies (spectrum).	Lack of: - physical resources - computers would allow faster information retrieval, thus increasing efficiency and performance. - mobility (transportation) to facilitate faster monitoring of interferences; - human resources.	- Management skills - coordinating staff (accent on team work), staff training advisory services, etc. - Technical skills in the telecommunications field, for example: - using available equipment to track down individuals/companies causing interferences; - using radio communication and servicing communications equipment.

Annex D: Employer Responses

Ten employers representing sixteen of the thirty-three candidates presently working on the island have responded to the survey from which the following responses have been tabulated.

Question 1. Is returnee still employed within your institution?

Question 1	Response	%
Yes, after 6 months	13	81.3
Yes, after 12 months	3	18.8
Yes, after 24 months	0	0.0
No	0	0.0
Total	16	100.0

Question 2. Is returnee still employed in initial position?

Question 2	Response	%
Yes, after 6 months	12	75.0
Yes, after 12 months	3	18.8
Yes, after 24 months	0	0.0
No	1	6.3
No, after 12 months	0	0.0
No, after 24 months	0	0.0
Total	16	100.0

Question 3. Does returnee have career development prospects within the institution?

Question 3	Response	%
Yes, within 6 months	0	0.0
Yes, within 12 months	5	31.3
Yes, within 18 months	2	12.5
Yes, longer than 18 months	7	43.8
Not foreseen	1	6.3
No	1	6.3
Total	16	100.0

Question 5. Does anyone else possess the skills of the returnee in the institution?

Question 5	Response	%
Yes	6	37.5
Yes, but under-utilized	1	6.3
Staff qualified, but further training is needed	5	31.3
No	4	25.0
Other	0	0.0
Total	16	100.0

Question 6. Is all the skilled manpower required by your institution available locally?

Question 6	Response	%
Yes	9	37.5
Subject to adequate training	8	33.3
Subject to change of staff attitude	0	0.0
Subject to a different management approach	2	8.3
No	4	16.7
Other	1	4.2
Total	24	100.0

Question 7. Please indicate any contribution that the returnee is making to improve the efficiency of the institution?

Question 7	Response	%
Direct support to management	13	15.9
New skills	4	4.9
New technologies	3	3.7
Training of staff	5	6.1
Improvement in productivity	9	11.0
Improvement of services	7	8.5
More effective use of available resources	9	11.0
Advisory services	6	7.3
Carrying out feasibility studies	3	3.7
Modernization of production systems	3	3.7
Establishment of quality control mechanisms	4	4.9
Support in establishing new work plans	7	8.5
Identification of potential markets	0	0.0
More effective supervision	9	11.0
Other	0	0.0
Total	82	100.0

Question 8. How would you qualify so far the results of the returnee's performance?

Question 8	Response	%
Excellent	2	12.5
Good	13	81.3
Not very good	1	6.3
Bad	0	0.0
Total	16	100.0

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Annex E

The Return & Reintegration of Qualified Jamaican Nationals for Development

Employer Responses

Responses	Question 4: What type of knowledge/experience/technology is the returnee introducing in the institution?
1	The returnee in addition to experience in housing sector related matters is very skilled in computer applications.
2	Knowledge in Electrical Technology with applications in Power Systems.
3	Automated cataloguing system and networking.
4	[The returnee] is introducing technology, experience & knowledge in the form of engineering expertise, in Environmentally Sound Wastewater Management for major industries. He is involved with training young scientists in Wastewater Management techniques. He is also our leading expert on Computerization in the Council.
5	Well developed laboratory and general technical/scientific skills.
6	Significant experience in industrial applications and general management.
7	General management skills and experience in initializing organizational re-organization
8	Fiscal management with special focus on financial analysis and projections; revenue collection shortages.
9	Leadership consultation and technical support in the areas of curriculum design and development; research and evaluation for programme planning and development.
10	Experience in energy conservation and alternate energy sources.
11	His experience in project site management has contributed in project deadlines being maintained and project control method being implemented.
12	The returnee has not introduced and new knowledge/experience/technology in the corporation.
13	[The returnee] is trained in economics with special emphasis on international trade and has been using his skills in this area to strengthen that aspect of the Macroeconomics division.
14	The returnee has not introduced any experience or knowledge that has not already existed in the institution, nor able to ascertain introduction of knowledge because the projects are currently being done in groups.
15	A knowledge of telecommunications and Unix that has not yet been fully quantified, supervisory and management support.
16	[The returnee] is not introducing new technology etc. to the organization.

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International Organization for Migration (IOM)

ANNEX F

Return & Reintegration Programme - Jamaica - Funded by the European Union (EU)
 Technical Cooperation Contract No. JM-7002 (IOM Project Number 790-243)

Expenditure Report

Line Item	Allocation	Beginning Project to End December 1994	January to End December 1995	January to End June 1996	Beginning Project to End June 1996	Balance ECU	Percentage Expended
1. Reintegration of 40 Qualified Jamaican Nationals (Direct Support to Returnees) (note 1)	398,000	0	115,288	167,969	283,257	414,743	40.6
2. Operational Costs and IOM Field Offices in Jamaica (note 2)	241,300	110,519	89,628	61,539	261,684	(20,384)	108.4
3. Local Project Counterpart (note 3)	35,500	9,591	11,819	8,227	27,637	7,863	77.9
4. Evaluation	10,000	0	0	0	0	10,000	0.0
5. Contingencies (note 4)	15,200	14,612	0	0	14,612	588	26.1
TOTAL	1,000,000	134,722	216,733	235,735	587,190	112,310	58.7

Notes to Statement of expenditure for period marking the beginning of the programme to 30 June 1996.

1. This statement of expenditure shows only costs incurred during the above periods, and not the amounts additionally committed to returnees or for operational and other costs. Approximately ECU 354,004 of the remaining project funds had been committed to returnees as of 30 June 1995, to be accounted for as expenditure over the next two years. See table below for totals when these commitments are included.

Note: US\$ 784,804 expended/committed or approximately ECU 637,261 @ exchange rate 1 US\$ = 0.812 ECU

Line Item	Allocated	Expenses & Commitments	Balance ECU	% Expended or Committed
Support Paid/Committed to Returnees	398,000	337,261	30,739	21.3
Total Expenses/Commitments	1,000,000	941,194	59,305	34.1

2. The operational costs budget has been increased, as agreed between EU, PIOJ and IOM. Actual costs include salaries and related costs for IOM staff in London and Washington, as well as all project-related costs of the Kingston office established in February 1994.

3. Local Project Counterpart costs consist of salary of official seconded by Government of Jamaica, as from 1 April 1994.

4. Contingencies spending in period to December 1994 relates principally to the following:

- Mr. Denis Brown - survey of Priority Needs for Qualified Human Resources in Jamaica;
- Mr. Robinson (Caribbean Business Management) - Comparative Market Study on insurance schemes in Jamaica vis-à-vis IOM proposal;
- Travel expenses of IOM official responsible for management of the programme.

5. Status of Funding as of 30 June 1996:

- Advance received from EU in July 1993	ECU	200,000
- Advance received from EU in September 1995		170,000
- Advance received from EU in June 1996		179,915
	Subtotal Advances	549,915
- Total Expenditures to 30 June 1996	ECU	587,190
- Balance carried forward	ECU	(37,275)

24-Aug-96

US\$	784,804	Total committed/expended
ECU	637,261	Total committed/expended
ECU	354,004	Total committed

Return & Reintegration Programme of Qualified Jamaican Nationals for Development

	Professions		Institutions		ISCO #	Minor Groups	# of job offers identified	# of returnees identified	Matches					
	Senior Officials of Special-Interest Organizations	Directors & Chief Executives	Production & Operations Department Managers Other Department Managers	General Managers Physicists, Chemists & Related Professionals						Computing Professionals Architects, Engineers & Related Professionals	Life Science Professionals	Health Professionals (except nursing) Nursing & Midwifery Professionals	College, University & Higher Education Teaching Professionals	Secondary Education Teaching Professionals Special Education Teaching Professional Other Teaching Professionals
1					114-	Planning Institute of Jamaica Caribbean Examinations Council Public Sector Modernization Programme/OPM Ministry of Labour, Social Security & Sports College of Agriculture, Science & Education Ministry of Public Utilities & Transport Broadcasting Commission	1	3	1					
2					121-	University Hospital of the West Indies Scientific Research Council Public Sector Modernization Programme/OPM College of Agriculture, Science & Education Cabinet Office	1	2	2					
3					122-	College of Agriculture, Science & Education	0	1	0					
4					123-	Urban Development Corporation Ministry of National Security & Justice Ministry of Public Utilities & Transport Scientific Research Council	3	18	11					
5					131-	College of Agriculture, Science & Education	2	15	1					
6					211-	Ministry of National Security & Justice Ministry of Public Utilities & Transport Scientific Research Council	2	8	5					
7					212-	Scientific Research Council	0	1	0					
8					213-	Fiscal Services (FDP) Ltd.	1	26	4					
9					214-	Ministry of Local Government & Works Ministry of Agriculture & Mining Ministry of Education, Youth & Culture Ministry of National Security & Justice Post & Telecommunications Department Urban Development Corporation Ministry of Public Utilities & Transport Scientific Research Council Ministry of Environment & Housing Government Town Planners	15	65	32					
10					221-	Ministry of National Security & Justice Ministry of Agriculture Scientific Research Council	3	14	3					
11					222-	Ministry of Health	1	14	7					
12					223-	University Hospital of the W.I.	7	1	1					
13					231-	University of Technology College of Agriculture, Science & Education West Indies College U.W.I.	2	14	3					
14					232-	Scientific Research Council	2	6	0					
15					234-	Scientific Research Council	0	3	0					
16					235-	Scientific Research Council	0	3	0					
17					241-	Scientific Research Council PAMCO Ministry of Finance & Planning College of Agriculture, Science & Education Ministry of Local Gov't & Works Planning Institute of Jamaica	2	32	9					
18					242-	Scientific Research Council	3	19	3					
19					243-	P.T.C. Scientific Research Council Government Town Planners Houses of Parliament Cabinet Office Ministry of Health	2	3	3					
20					244-	Ministry of Health	1	20	1					
21					245-	Ministry of Health	1	1	1					
22					311-	Ministry of Health	3	15	3					
23					312-	Ministry of Health	0	1	0					
24					314-	Air Jamaica	1	2	1					
25					315-	Ministry of Health	0	3	0					
26					321-	Ministry of Health	4	4	4					
27					322-	Ministry of Health	0	3	0					
28					323-	Ministry of Health	0	1	0					
29					324-	Ministry of Health	0	1	0					
30					341-	Ministry of Health	0	1	0					
31					244-	Ministry of Health	0	3	0					
32					346-	Ministry of Health	0	2	0					
33					147-	Ministry of Health	0	1	0					
34					147-	Ministry of Health	0	1	0					
35					141-	Ministry of Health	0	1	0					
36					743-	Ministry of Health	0	1	0					
37					723-	Ministry of Health	0	2	0					
						TOTAL	112	332	111					

Proposal for the Extension of the Project for the Return and Reintegration Programme for Qualified Jamaican Nationals for Development

1. Summary

The main objective of the extension of the project would be to continue to provide urgently needed cooperation to the Government of Jamaica to improve the capacity of the public sector to perform its core functions through a two pronged thrust: (a) facilitating the return of 20 qualified Jamaican nationals to staff key public service positions for which local talent is scarce; and, (b) to enhance the capacity of the Government to continue to identify and promote the reintegration of long term returning Jamaican residents in either the public or private sector through the development of a skills data bank. The estimated cost of the project for a one year extension is ECU 795,500.

2. Background & Justification

The pilot project for the "Return & Reintegration of Qualified Jamaican Nationals for Development" officially began its operations 01 February 1994 and it is funded by the European Union as part of Jamaica's National Indicative Programme under Protocol I of the Lome IV Convention in an amount of 1 million ECU. The pilot project was aimed at encouraging and facilitating 40 qualified Jamaican nationals with professional experience residing overseas to return to Jamaica to fill high level vacant positions for which no personnel could be identified locally.

During the almost two and one-half years of programme operations, 01 February 1994 to 30 April 1996, IOM Kingston received 111 job vacancies from the participating institutions, of which, 15 were subsequently canceled, 39 were filled with programme candidates, while 57 remain open. The major areas of demand from institutions for qualified professionals have been identified in: the engineering field, the health sector, the managerial field and the science & technology sector. Two Hundred and ninety-seven (297) overseas professionals were identified and registered by IOM during this period of operations. The major occupational categories that overseas Jamaicans have been identified in are: the engineering field, the managerial field, the science & technology sector, the education and health sectors.

IOM Kingston during this period submitted a total of 297 resumes from overseas professionals to a total of 28 participating institutions, of which IOM has received 131 responses. In this period thirty-nine (39) overseas Jamaican professionals were placed in the public sector with support from the project. An additional 22 overseas Jamaican professionals are in the programme pipeline. These latter 22 cases await confirmation of acceptance by the overseas professionals or *final* acceptance by the beneficiary institution before review and possible incorporation into the project.

The preliminary results of an IOM survey of candidates and their employers revealed that the project was succeeding in meeting its original objectives. Some generalizations were emerging from the raw data. The most important of these trends in the responses was that of the impact both returnees and employers noted in the role returnees were having in direct support to management in their positions, which could not have been easily accomplished with the skills and talent available locally.

In January 1995, the ministries of the Government underwent an organizational restructuring. This restructuring exercise is part of the ongoing Public Sector Reform Programme, which seeks to review the role and structure of Government; improve programme, financial and personnel management and improve the delivery of services. Restructuring under the Public Sector Reform Programme will bring about organizational structures within institutions which will need to be more appropriately staffed, thus, offering new opportunities for the programme. IOM Kingston has been advised that the Public Sector Efficiency & Reform Directorate, Office of the Prime Minister, in a review of priority needs has identified 70 key vacancies in Government,

which it is hoped that the programme could match with returning candidates with the desired qualifications. The first of these positions identified by the Directorate with the aim of upgrading the educational system are: the President and three Vice-Presidents for the College of Agriculture, Science & Education (CASE). There is also noted in the present pilot project a continuing and growing list of overseas Jamaicans in the programme's pipeline (22 cases) indicating the desire of institutions to fill key positions within their organizations for which local professionals are not available.

3. Activities

Given the nature of this "demand" driven project, IOM, as in the past two years, will continue to work with individual Ministries and statutory bodies, as well as, the Directorate of the Public Sector Modernization & Reform Programme, to further develop the identification of job vacancies for the implementation of formal overseas recruitment and promotion procedures for key/critical positions required in the public sector. These essential staffing needs will range from the level of executive directors or heads of divisions within Ministries and statutory bodies for which strong managerial talent is required to posts that call for scarce technical skills that cannot be found in the public service, such as, engineers, medical personnel, and so forth.

The target group of the recruitment effort would be professionally qualified Jamaican men and women with suitable educational background and working experience residing at least 3 years abroad fitting the criteria and qualifications established in the job vacancies. Promotion and advertising activities would utilize various means to reach expatriate Jamaicans. An incentive package would be provided to selected Jamaican nationals living abroad who have agreed to the terms and conditions of employment in the public service of Jamaica. The cost estimates for 20 Jamaican nationals and their dependents comes to ECU 411,000. A breakdown per returnee is provided in budget estimate at the end of this project outline.

Activities in the technical cooperation aspect of the programme with the Ministry of Foreign Affairs would include:

- + the supply of technical equipment by providing computer hardware and software including training,
- + the setting up state of the art databases as well as information & support systems,
- + organize and administer training/orientation meetings with the RRFU, which will be involved in post-project administration,
- + workshops which bring together programme participants, facilitating cooperation and exchange among the involved agencies giving the project cross- fertilization of ideas and experience to give a more systematic approach to the programme's mechanism.

The cost estimates for this part of the project comes to ECU 115,650. A breakdown is provided in budget estimate at the end of this project outline.

Regarding the administrative costs of IOM, any aspect to a project extension will fully budget IOM expenses. With generally less financial support available to intergovernmental bodies, such as, IOM, in 1994 IOM moved towards a system of "projectization", a financing structure wherein all present and ongoing activities and programmes world wide are financed by assured funding from member States or other donors. This has enabled IOM to identify the full cost of each project, including the necessary staff and service expenses overseas and at Hq and to request donor Governments and funding agencies to provide the requisite funding. This measure is aimed at making IOM's programmes and projects as self-supporting as possible. The cost estimates for one year for this part of the project comes to ECU 258,850. A breakdown is provided in budget estimate at the end of this project outline.

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1996-1997 Budget Proposal for R&R Project - Phase II (1st August 1996 - 31st July 1997)

All amounts in ECU	Kingston	Washington	London	Geneva	Operational	Total
	12 mos	12 mos	12 mos	12 mos		
Staff Costing						
Salary	85,000	30,000	23,000	0	0	138,000
Benefits	35,000	14,325	0	0	0	49,325
Travel & allowances	1,200	1,525	2,000	0	0	4,725
	<u>121,200</u>	<u>45,850</u>	<u>25,000</u>	<u>0</u>	<u>0</u>	<u>192,050</u>
Office Costs						
Telephone	1,950	1,800	780	0	0	4,530
Fax	1,950	1,800	780	0	0	4,530
Postage	780	865	280	0	0	1,925
Office supplies	250	900	100	0	0	1,250
Printing	150	90	75	0	0	315
Printing migration material	1,200	0	0	0	0	1,200
Office rental*	0	11,900	2,500	0	0	14,400
Office maintenance	1,000	0	750	0	0	1,750
Office utilities*	0	0	0	0	0	0
Computer purchase	4,500	1,740	0	0	0	6,240
Office equipment/furniture purchase*	0	500	1,500	0	0	2,000
Office equipment/furniture maintenance	400	0	400	0	0	800
Advertising & publicity	2,000	0	1,500	0	0	3,500
Bank charges	250	0	150	0	0	400
Miscellaneous	500	500	500	0	0	1,500
	<u>14,930</u>	<u>20,095</u>	<u>9,315</u>	<u>0</u>	<u>0</u>	<u>44,340</u>

*costs for Kingston depend upon continuation of present in-kind contribution from Govt

Hq overhead 9.5 % 0 0 0 22,460 0 22,460

Operational Costs

1 Return & Reintegration

					# of cases =	ECU per case
Air transportation - international	0	0	0	0	17,000	17,000
Transportation of household goods	0	0	0	0	50,000	50,000
Reintegration assistance	0	0	0	0	50,000	50,000
Salary supplements	0	0	0	0	200,000	200,000
Cost of medical/accident insurance	0	0	0	0	44,000	44,000
Professional equipment	0	0	0	0	50,000	50,000
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>411,000</u>	<u>411,000</u>

2 Technical Cooperation (RRFU)

Computer hardware/software (3 sites)	0	0	0	0	25,000	25,000
Computer installation/training	0	0	0	0	1,200	1,200
IOM-RRFU workshop costs - travel	0	0	0	0	14,000	14,000
IOM-RRFU workshop costs - per diem	0	0	0	0	15,000	15,000
IOM-RRFU workshop costs - printing	0	0	0	0	500	500
IOM-RRFU workshop costs - other	0	0	0	0	500	500
In-country workshop - printing/other	0	0	0	0	2,250	2,250
In-country workshop - location rental	0	0	0	0	3,600	3,600
Staffing RRFU	0	0	0	0	30,500	30,500
Computer/Workshop (4) - consultancy fee	0	0	0	0	10,000	10,000
Computer/Workshop (4) - constant travel	0	0	0	0	3,200	3,200
Computer/Workshop (4) - consultant per diem	0	0	0	0	8,400	8,400
Computer/Workshop (4) - consultant miscellaneous	0	0	0	0	1,500	1,500
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>115,650</u>	<u>115,650</u>

Contingencies 0 0 0 0 10,000 10,000

Total 136,130 65,945 34,315 22,460 536,650 795,500

1 August 1996 to 31 July 1997

Direct Support to Jamaican Nationals	411,000
Technical Cooperation	115,650
Operational Costs	258,850
Contingencies	10,000
Total	795,500

ANNEX I

Survey Participants

Returnees

Elaine Brouers -PIOJ
Shirley Thomas - SRC
Ian Reid - MOLGW
Anthony Perry - Utech
Delza Riley - SRC
Wesley Blake - UDC
Donald Rattigan - PIOJ
Controy Watson - MOPUT
Stanley Williams - SRC
Canute Gayle - MOLGW
Howard Hendricks - MOLGW
Seymour Rowe - PIOJ
Beatrice Bell - PAMCO
Addressa Francis - UWI
Vincent Lewis - PTD
Dayle Blair - MOFP
Courtney Betty - FTC

Institutions

Post and Telecommunications Department (PTD)
Scientific Research Council (SRC)
Ministry of Local Government & Works (MOLGW)
University of Technology (Utech)
Ministry of Public Utilities and Transport (MOPUT)
Urban Development Corporation (UDC)
Planning Institute of Jamaica (PIOJ)
Project Analysis & Monitoring Company Ltd. (PAMCO)
Ministry of Environment & Housing (MOEH)
Fiscal Services EDP Ltd. (FS)
Fair Trading Commission (FTC)

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Placements under Project

ANNEX J

Case No	Last Name	Profession	Country	EMPLOYER	POSITION OFFERED	SALARY J\$
JA001	RATTIGAN	FINANCIAL ADVISOR	USA	PLANNING INSTITUTE OF JAMAICA	FINANCIAL ADVISOR	309,394
JA002	WATSON	ENERGY SPECIALIST	GUYANA	MINISTRY OF PUBLIC UTILITIES & TRANSPORT	DIRECTOR OF ENERGY	425,000
JA003	RILEY	CHEMICAL ENGINEER (PHD)	UK	SCIENTIFIC RESEARCH COUNCIL	CHEMICAL ENGINEER	248,773
JA005	THOMAS	CHEMISTRY	CANADA	SCIENTIFIC RESEARCH COUNCIL	DIVISIONAL DIRECTOR	394,888
JA006	LEWIS	ELECTRICAL ENGINEER	CZECH REPUBLIC	POST & TELECOMMUNICATIONS DEPARTMENT	ENGINEER	213,018
JA007	WILLIAMS	LIBRARIAN	BAHAMAS	SCIENTIFIC RESEARCH COUNCIL	HEAD LIBRARY SERVICES	248,773
JA008	CAMERON	CIVIL ENGINEER	USA	URBAN DEVELOPMENT CORPORATION	CHIEF ENGINEER	685,250
JA009	WILLIAMS-SINGH	AIRCRAFT MAINTENANCE ENGINEER	CANADA	AIR JAMAICA	AVIONICS MECHANIC	328,800
JA010	BLAKE	ENGINEERING	USA	URBAN DEVELOPMENT CORPORATION	PROJECT MANAGER	484,375
JA011	HALL	RADIOTHERAPIST	USA	MINISTRY OF HEALTH	THERAPEUTIC RADIOGRAPHER	213,272
JA012	WATSON	PHYSICAL THERAPIST	USA	MINISTRY OF HEALTH	CONSULTANT	298,383
JA013	BARNES	MECHANICAL ENGINEER	USA	MINISTRY OF HEALTH	REGIONAL ENGINEER	235,133
JA014	WILLIAMS	URBAN/REGIONAL PLANNER	USA	MINISTRY OF ENVIRONMENT & HOUSING	DIRECTOR OF HOUSING	411,000
JA015	GAYLE	MECHANICAL ENGINEER	UK	MINISTRY OF LOCAL GOVT & WORKS	ENGINEER	235,133
JA018	HENDRICKS	MECHANICAL ENGINEER & MGMT	UK	MINISTRY OF LOCAL GOVT & WORKS	ENGINEER	235,133
JA017	JOHNSON	CIVIL ENGINEER	UK	MINISTRY OF LOCAL GOVT & WORKS	ENGINEER	235,133
JA018	BAXTER	RADIATION THERAPIST	USA	MINISTRY OF HEALTH	RADIO THERAPIST	213,272
JA018	SALMON-BROUERS	SCIENCE/TECHNOLOGY DEVELOPME	BELGIUM	PLANNING INSTITUTE OF JAMAICA	POLICY ANALYST	102,087
JA020	WILLIAMS	PATHOLOGIST	CANADA	MINISTRY OF HEALTH	PATHOLOGIST	298,353
JA021	SPENCE	COMPUTER SYSTEMS ANALYST	USA	FISCAL SERVICES (EDP) LTD.	ASSISTANT MANAGER/SYSTEMS	230,000
JA023	ROWE	ECONOMIST/ACCOUNTANT	CANADA	PLANNING INSTITUTE OF JAMAICA	ECONOMIST	188,121
JA024	BLAIR	FINANCE/ACCOUNTING MANAGER	USA	MINISTRY OF FINANCE & PLANNING	FINANCE OFFICER	1,000,000
JA025	REID	PUBLIC ADMINISTRATION	USA	MINISTRY OF LOCAL GOVT & WORKS	PROJECT SPECIALIST-FINANCIAL	400,000
JA026	BELL	TEACHER - UNIVERSITY	BAHAMAS	PAMCO	PROJECT OFFICER	277,280
JA027	YLES	MOLECULAR BIOLOGIST	USA	WEST INDIES COLLEGE	COORDINATOR OF UNDERGRADU	308,960
JA028	THOMAS	ARCHITECT	UK	URBAN DEVELOPMENT CORPORATION	SENIOR ARCHITECT	52,987
JA028	PERRY	HIGHER ED. PROFESSIONAL	USA	UNIVERSITY OF TECHNOLOGY	DIRECTOR, CURRICULUM DEVELO	305,315
JA030	FRANCIS	TEACHER - UNIVERSITY	BAHAMAS	UNIVERSITY OF THE WEST INDIES	LECTURER - COMPUTER SCIENCE	400,000
JA031	BETTY	LAWYER	CANADA	FAIR TRADING COMMISSION	SENIOR LEGAL COUNSEL	830,000
JA032	PRYCE	LAWYER	USA	FAIR TRADING COMMISSION	JUNIOR LAWYER	260,000
JA033	CAMPBELL	COMPUTER ANALYST	CANADA	FISCAL SERVICES (EDP) LTD.	QUALITY ANALYST	428,750
JA034	LAW	ORTHODONTIST	USA	MINISTRY OF HEALTH	DENTAL SURGEON	285,084
JA036	ROONEY	PSYCHIATRIC NURSE	UK	UNIVERSITY HOSPITAL OF THE WEST INDIES	PSYCHIATRIC NURSE TUTOR	213,380
JA037	SEWELL	LECTURER	UK	UNIVERSITY OF TECHNOLOGY	ASSISTANT LECTURER	281,164
JA038	HUTCHINSON	UNIVERSITY PROFESSOR	USA	MINISTRY OF FINANCE & PLANNING	MACRO-ECONOMIC CONSULTANT	1,100,000
JA039	SIMMS	MANAGEMENT	CANADA	MINISTRY OF LABOUR & WELFARE	EXECUTIVE DIRECTOR	1,127,769
JA040	SCOTT	AGRICULTURAL BUSINESS MGR	USA	COLLEGE OF AGRICULTURE, SCIENCE & EDUC	VICE PRESIDENT, ACADEMIC AFF	700,000
JA041	TAYLOR-COOKE	LECTURER	USA	UNIVERSITY OF TECHNOLOGY	SENIOR LECTURER	233,866
JA042	COLLIE	DOCTOR/INTERNAL MEDICINE	USA	UNIVERSITY OF THE WEST INDIES	HEAD, DEPT PULMONARY MEDICI	778,904

Position of Salary Equalization Accounts for 1986
Return & Reintegration Programme for Qualified Jamaican Nationals for Development (780-243)

ANNEX K

Case No.	Name	Reintegration Grant Paid	Reimburse Airfare	Reimburse Shipment	Reimburse Equipment	Installments Paid	Months Outstanding	Monthly Rate (\$)	Total Due (\$)	Last Payment Thru	Job Offer Number	Last Payment Date
JA001	Ratford, Donald	20	20.00	30.00	30.00	20	1	\$500	\$2,000	06-Aug-86	JO/KN/044	Jan-87
JA002	Watkins, Conway	\$3,000	\$320.08	\$154.52	\$3,058.00	17	7	\$500	\$3,500	07-Aug-86	JO/KN/043	Apr-87
JA003	Wiley, Debra	\$3,000	30.00	30.00	30.00	19	5	\$500	\$2,500	07-Aug-86	JO/KN/035	Feb-87
JA004	Burton, Elizabeth	CANCELLED									JO/KN/019	
JA005	Thomas, Shirley	\$3,000	30.00	\$1,500.00	30.00	14	10	\$500	\$5,000	07-Aug-86	JO/KN/033	Jul-87
JA006	Lewis, Vincent	30	30.00	30.00	30.00	19	5	\$500	\$2,500	07-Aug-86	JO/KN/059	Feb-87
JA007	Williams, Stanley	\$3,000	30.00	30.00	30.00	13	11	\$400	\$4,400	07-Aug-86	JO/KN/030	Aug-87
JA008	Carroll, Robert	\$3,000	30.00	30.00	30.00	14	10	\$500	\$5,000	29-Jul-86	JO/KN/088	May-87
JA009	Williams, Sibby, Nari	\$3,000	30.00	\$800.00	\$760.12	14	10	\$500	\$5,000	08-Aug-86	JO/KN/078	Jun-87
JA010	Robb, Wesley	\$3,000	30.00	\$800.00	30.00	14	10	\$500	\$5,000	07-Aug-86	JO/KN/058	Jul-87
JA011	Hall, Andrea	\$3,000	30.00	\$800.00	30.00	9	15	\$500	\$7,500	11-Jun-86	JO/KN/011	Nov-87
JA012	Watson, Kathleen	\$3,000	30.00	30.00	30.00	11	13	\$500	\$6,500	07-Aug-86	JO/KN/071	Oct-87
JA013	Barnes, Clifton	30	30.00	30.00	30.00	3	24	\$500	\$12,000		JO/KN/012	
JA014	Williams, Pharoah	\$3,000	\$888.00	\$800.00	30.00	14	10	\$500	\$5,000	07-Aug-86	JO/KN/072	Jul-87
JA015	Guyler, Carina	\$3,000	30.00	30.00	\$2,968.15	14	10	\$500	\$5,000	07-Aug-86	JO/KN/052	Jul-87
JA016	Hendricks, Horner	\$3,000	30.00	30.00	30.00	12	12	\$500	\$6,000	07-Aug-86	JO/KN/053	Sep-87
JA017	Johnson, Donovan	30	30.00	30.00	30.00	3	24	\$500	\$12,000		JO/KN/054	
JA018	Baxter, Audrey	\$3,000	30.00	\$800.00	30.00	9	24	\$500	\$12,000		JO/KN/075	Oct-87
JA019	Sidmont-Brown, Elaine	\$3,000	30.00	30.00	30.00	3	16	\$500	\$8,000	10-Jun-86	JO/KN/087	Oct-87
JA020	Williams, Olive	30	30.00	30.00	30.00	0	24	\$500	\$12,000		JO/KN/079	
JA021	Spence, Norman	\$3,000	30.00	\$550.78	30.00	9	15	\$500	\$7,500	07-Aug-86	JO/KN/070	Dec-87
JA022	Vinson, Michael	CANCELLED									JO/KN/068	
JA023	Rowe, Seymour	30	30.00	30.00	30.00	15	9	\$500	\$4,500	31-Jul-86	JO/KN/076	Jun-87
JA024	Bair, David	\$3,000	30.00	\$800.00	30.00	14	10	\$250	\$2,500	07-Aug-86	JO/KN/077	Jul-87
JA025	Reid, Ian	\$3,000	30	30	30	11	10	\$500	\$5,000	07-Aug-86	JO/KN/081	Jul-87
JA026	Beck, Beatrice	\$3,000	\$153.50	\$871.39	30	10	14	\$500	\$7,000	07-Aug-86	JO/KN/080	Nov-87
JA027	Chiles, Paul	\$3,000	30	\$1,500	30	3	20	\$500	\$10,000	07-Aug-86	JO/KN/114	May-88
JA028	Thomas, Daniel	\$3,000	30	30	30	3	18	\$500	\$9,000	07-Aug-86	JO/KN/082	Jan-88
JA029	Perry, Anthony	\$3,000	30	30	30	12	12	\$500	\$6,000	07-Aug-86	JO/KN/084	Apr-87
JA030	Francis, Adessa	\$3,000	\$153.50	\$358.78	30	10	14	\$500	\$7,000	07-Aug-86	JO/KN/086	Nov-87
JA031	Betty, Courtney	\$3,000	30	30	30	3	19	\$500	\$9,500	14-Sep-86	JO/KN/085	Oct-87
JA032	Pryce, Rebekah	\$3,000	30	30	30	9	15	\$500	\$7,500	07-Aug-86	JO/KN/088	Dec-87
JA033	Campbell, Jennifer	\$3,000	30	30	30	5	19	\$500	\$9,500	07-Aug-86	JO/KN/098	Apr-88
JA034	Law, Anita	\$3,000	30	30	30	5	19	\$500	\$9,500	07-Aug-86	JO/KN/097	Apr-88
JA035	White, Claudette	CANCELLED									JO/KN/099	
JA036	Rodney, Yvonne	30	30	30	30	7	17	\$500	\$8,500	07-Aug-86	JO/KN/092	Feb-88
JA037	Sevent, Aye	\$3,000	30	30	30	0	24	\$250	\$6,000		JO/KN/096	
JA038	Mackintosh, Gladstone	30	30	\$3,000	30	0	0	\$0	\$0		JO/KN/081	
JA039	Smith, Glenn	\$3,000	30	30	30	2	22	\$250	\$5,500	07-Aug-86	JO/KN/112	Jun-88
JA040	Smith, Glenn	\$3,000	30	30	30	2	22	\$500	\$11,000	02-Aug-86	JO/KN/102	Jun-88
JA041	Taylor-Cooke, Marcia	30	30	30	30	0	24	\$500	\$12,000		JO/KN/111	
JA042	Collie, Chanton	30	30	30	30	0	24	\$500	\$12,000		JO/KN/113	
						343			\$269,400			

Remt. Paid	Airfare	Shipment	Equipment	Supp. Paid	Total Paid
\$87,000	\$1,528.08	\$12,535.43	\$6,317.27	\$166,200	\$274,178.78

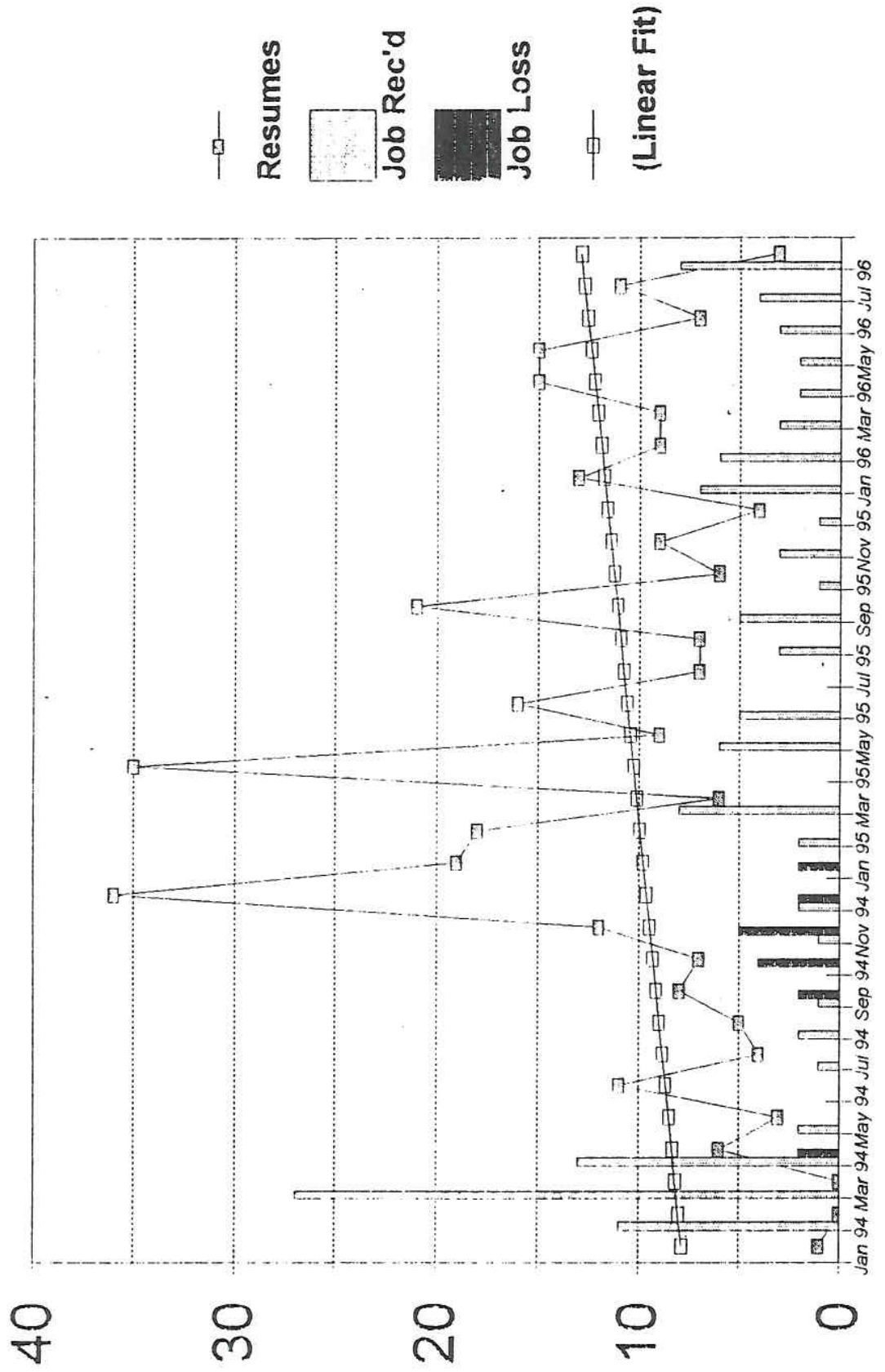
70,644.00	1,320.38	10,178.77	5,535.62	134,964.40	222,633.17	ECU	0.812
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GRAPHS

[Note that candidates as used in graphs refers to
Jamaican professionals identified overseas by the project]

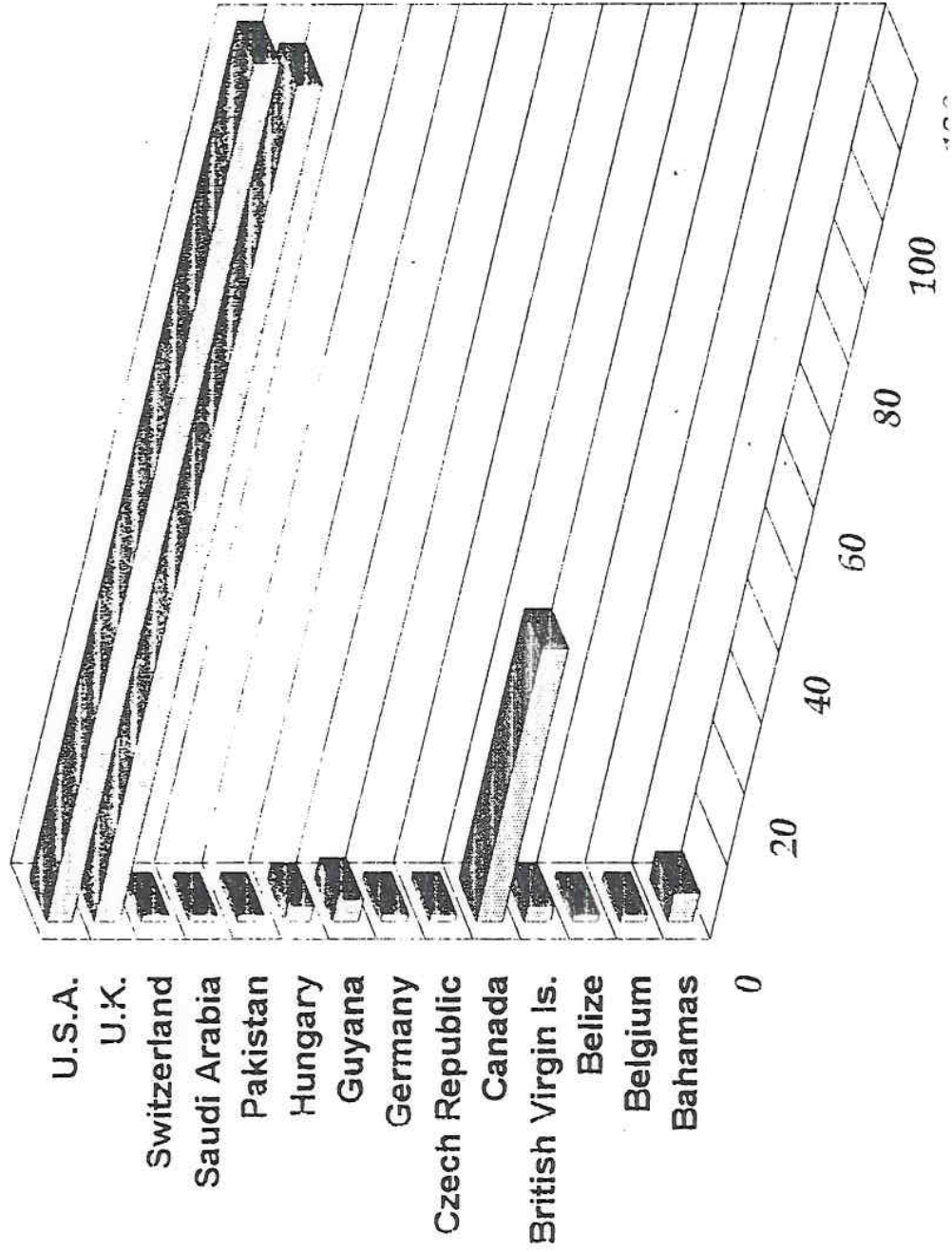
1996 R&R PROGRAMME - Jamaica

Plot of Receipt Resumes/Job Vacancies

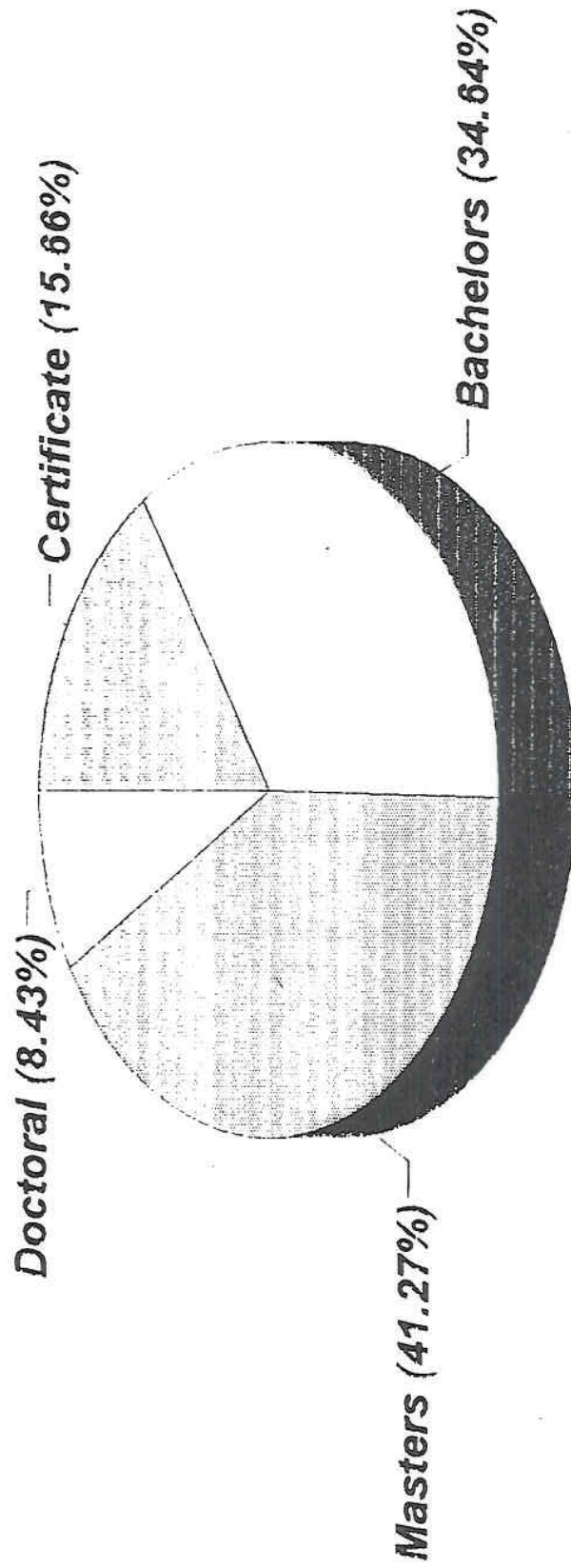


1996 R&R Programme - Jamaica

Country of Candidate Residence

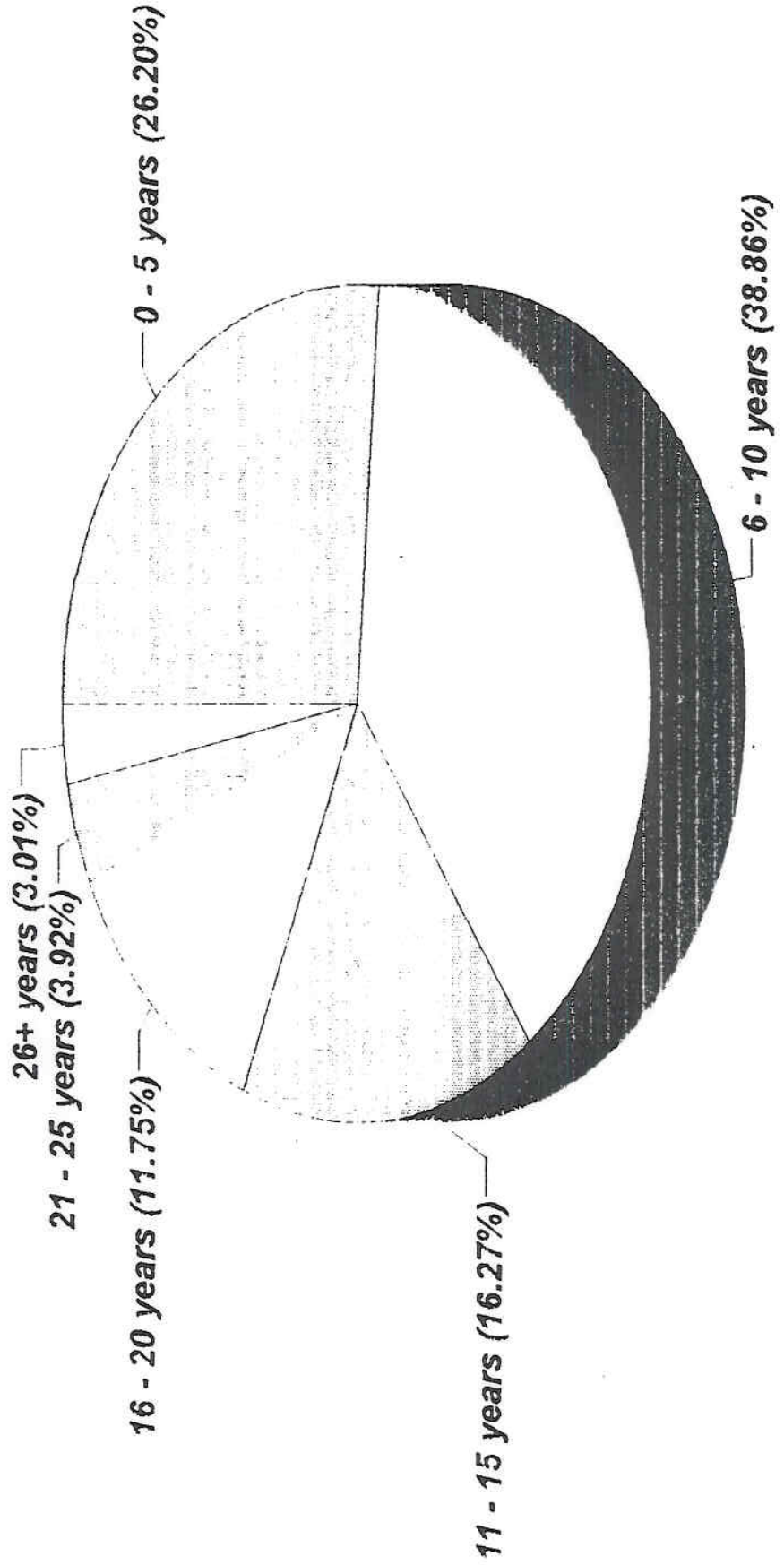


**1996 R&R Programme - Jamaica
Candidate Degree**



1996 R&R Programme - Jamaica

Candidates' Years in Profession



1996 R&R Programme - Jamaica

Gender of Candidates

