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OPERATIONAL PROGRAM GRANT (OPG)

Project Title:	Vocational Skills Training
Project Location:	2c East Bell Road Kingston, Jamaica
PVO Name and Location:	Operation Friendship 2107 2c East Bell Road and 15 Darling Street Kingston, Jamaica
Central Headquarters:	2c East Bell Road Kingston, Jamaica
Contact person:	Rev. Webster Edwards Director, Operation Friendship
Date of Submission to AID:	August 27, 1979
Total OPG Request:	US\$500,000

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Vocational Skills Training

Introduction

Greater Western Kingston is a time bomb ticking away. Assistance must be provided to its people soon.

Greater Western Kingston is "home" to 200,000 Jamaicans packed into four square miles.* Approximately forty percent of its men and sixty percent of its women are unemployed. Malnutrition is so severe that many babies suffer brain damage. Because of unsanitary food conditions, inadequate diet and limited health facilities, many of its inhabitants live in poor health throughout their lives. Families are as large as incomes are low.

The restless youths of Greater Western Kingston see themselves doomed to lives of poverty and misery. They are eager to better themselves, but they have nowhere to turn. In desperation they turn to crime and violence.

Finally, after a decade of bloodshed between the youths of the two political parties of Jamaica, these youths signed a historic Peace Treaty in January 1978 in the hope and promise that someone would help them improve their living standards.

Since the truce, modest amounts of assistance have come from various organizations, e.g., the Private Sector Organization of Jamaica and several church organizations. The United States Agency

* Boundaries of Greater Western Kingston are Orange Street on the east, Hagley Park Road on west, Marcus Garvey Drive on south, and on the north a line extending from Torrington Bridge at Orange Street to Hagley Park Rd. running parallel to Spanish Town Road.

for International Development initiated a major emergency food distribution program for the most needy of the area in September 1978. The program was designed to last only six months and to provide short-term relief. Approximately 60,000 recipients per month received food under this program, which has now ended.

However, compared to the great need of the area, relatively little has been done since the signing of the Peace Treaty. The high hopes and expectations aroused by the truce have not been met. Fortunately the violence has not flared up again, although the area continues to be a high crime area where unemployment and poverty are widespread.

The youths are still waiting for assistance.

Operation Friendship, a community-based organization respected and admired by all the people of Western Kingston, is helping and wishes to help more. It is significant to note that the Peace Treaty was signed at Operation Friendship's headquarters. The goal of this proposed project is to expand its vocational skill training program to more youths of Greater Western Kingston.

Project Purpose and Description

A. Project Purpose

1. To provide trade skills to approximately 280 young
Greater
men and women of/Western Kingston in the areas of auto
mechanics, metal work, woodworking, industrial sewing,
cosmetology, air conditioning/refrigeration and electrical
installation/small appliance repair.
2. To provide service skills to approximately 450
women in areas of child care aides, store cashiers,
restaurant employment, government services, sewing,
transportation conductresses and self-employment (e.g. market
"higglers").
3. To provide life skills to these 730 young men and
women. (Life skills include knowledge and skills in the
areas of health, nutrition, literacy, basic math,
communications, employment seeking, money management,
leadership and growth skills, self-confidence and motivation,
and family life - family planning, parenting, child care,
etc.)
4. To institutionalize within Operation Friendship the
capability to train approximately 150 men and women a year
in the areas of trade, service and life skills.

B. Profile of Target Group

1. Primary Beneficiaries

The primary beneficiaries of the project are the 730 youths to be trained during the three year life of the project. These youths typically:

- are illiterate and school drop-outs.
- are unskilled and unemployed.
- are in poor health because of health habits and poor nutrition.
- are restless, with a tendency to get involved in crime and drugs.
- have negative attitudes toward themselves and toward society in general.
- are members of large families. (Many of the young women will be already pregnant even though only 14 years of age; the child's father may be as young.)

2. Secondary Beneficiaries

- a. The 200,000 people of Greater Western Kingston.**

All the people of Greater Western Kingston would be benefitted by this project in the following way:

1. These 730 youths will directly impact another 10 persons of their immediate and extended families, i.e., another 7,300 persons.

2. Much of the income earned by these youths will be spent in Greater Western Kingston whereby increasing the income of local businesses.
3. The greater understanding of health, nutrition and family planning will be passed on to friends and acquaintances.

The 2,000,000 people of Jamaica.

All Jamaicans will benefit since the project will:

1. assist in "keeping the peace" which will save lives, property, social service deliveries, etc.
2. Some of the products produced by these trainees will be exported to the benefit of Jamaica's balance of payments.
3. New leaders will emerge in Greater Western Kingston to provide social and economic stability for the complex.
4. The model developed can be used in other areas of Jamaica.

C. General Project Description

This 3-year project will provide marketable skills to 730 Greater youths of Western Kings'. During the three-year period, there will be an upgrading of the training and production for graduates

of the following four trade skill areas:

1. Auto mechanics (2-year program)
2. Woodworking (2-year program)
3. Metal Work (2-year program)
4. Industrial sewing (6-month program)

In addition, a new building will be constructed, equipment purchased and instructors employed to provide trade skills training in these three new areas:

1. Refrigeration/air conditioning (1-year program)
2. Electrical Installation/small appliance repair (1-year program)
3. Cosmetology (1-year program)

Preliminary surveys done by Operation Friendship and a USAID consultant indicate a high demand for skilled people in electrical installation and small appliance repair, refrigeration and air conditioning, and cosmetology and hence likely placement of graduates.

An additional 450 women will complete training in a variety of service skill areas which will enable them to be employed in service industries in Jamaica. A social worker will provide counselling services and resource information to these women, most of whom are already mothers or are pregnant.

All 730 trainees will be receiving life skills training conducted by seven vocational training instructors and three general education/life skills instructors.

A full-time placement and counselling advisor will be hired under the project to be responsible for the placement and counselling program. The Community College Principal will assist in the placement of service skill graduates.

The marketing of Operation Friendship products (needed to provide ongoing financial support to this program) will initially be the responsibility of the Program Coordinator. As Operation Friendship expands its program and its marketing efforts, it may be necessary to hire a full-time marketing officer.

Short-term consultants will assist Operation Friendship project staff in fiscal management, organization development communications, marketing, quality control, vocational training methodology, trade skills, life skills, evaluation, etc., as deemed necessary. It is expected that most of these consultants will come from Jamaica.

When the required expertise is not available in Jamaica experts from the U.S. or other countries will be obtained. To facilitate Operation Friendship's obtaining these consultants, it is expected that contracts will be entered into with a Jamaican organization and possibly a U.S. organization to assist in locating and hiring the consultants.

II. Project Background

A. Statement of the Problem

1. High unemployment rate

Approximately 40% of the young men and 60% of the young women (ages 16 - 24) of Greater Western Kingston are unemployed.

2. Lack of Skills

The unemployed have little or no skills in the trade areas in which employers are searching. There is a severe limitation of training facilities, and the low educational level of these youths often make it impossible for them to enter these training institutions. Also the cost for fees and transportation prohibit their participation.

3. Inability to Read, Write and do Basic Math

The target youths of this project are typically school drop-outs who cannot read, write and do basic math necessary to function in society.

4. Poor Nutrition and Health

These youths have little understanding and awareness of basic nutrition and health standards. Care of one's body is also hindered by limited access to doctors, nurses and dentists.

5. Crowded, Substandard Housing

The typical youth in the target population is often a member of a large family of 8 or more, crowded in a one or two room shack with inadequate space and amenities.

6. Large Families and Poor Parenting

These youths will "marry" at a very early age and have many children. Family planning is often a mystery to them. The father feels little responsibility for his children and often moves from woman to woman in his lifetime. Children are often left with "nanny" or to fend for themselves while mother tries to earn money to keep the family alive.

7. Limited opportunities for Women

As indicated above, approximately 60% of Jamaican women ages 14-24 are unemployed in Greater Western Kingston. Jobs women are able to obtain are often the lowest paying jobs with least opportunities for advancement. Yet, a majority of Jamaican households are headed by women who must work and earn enough to support their large families. Vocational training centres, although open to women as well as men, usually have fewer than 10% women, and

then in the traditional roles rather than in auto-mechanic, machine work and woodwork.

The above seven problems create a youth in Greater Western Kingston who is already overwhelmed and in despair about the future. Life has little hope and few rewards. The response is resignation or a violent rejection via crime or drugs.

B. Operation Friendship's Capability/Experience

Operation Friendship* is a Jamaican program of vocational training, education, health and social welfare located in the most densely populated area in Jamaica, where some 200,000 people live in Greater Western Kingston. It was founded in 1961 and incorporated in 1972. The objectives of Operation Friendship are:

1. To provide educational and vocational training to the poor, unemployed and underemployed.
2. To provide medical, dental, family planning, maternal health care and general community health to the poor people of Greater Western Kingston.
3. To provide programmes in youth work, with an emphasis on self-development, to the needy in the community.

* Operation Friendship was registered by the U.S. Advisory Committee on Foreign Aid as a Private and Voluntary Organization which is eligible to receive assistance under the U.S. foreign assistance program in December 1978.

4. To provide social services to the needy of the community.
5. To provide life skills to young men and women of Greater Western Kingston.

Operation Friendship has been highly successful in achieving these objectives as shown by its excellent reputation and financial and moral support from public and private sectors within and outside Jamaica. Among the achievements of Operation Friendship are:

1. The training and job placement of over 400 youths in the areas of auto-mechanic and general machine work since 1967.
2. The training of 15 students per year in woodwork.
3. The training of 12 women per year in sewing for self-employment.
4. Literacy training, including pre-vocational classes, for between 100 to 165 inhabitants of Greater Western Kingston a year.
5. The establishment of a community college to train 75 school dropout girls per year (80% of whom were forced out of school by pregnancy) in life skills and vocational, income-generating skills.
6. The production of greeting and Christmas cards, books and toys, the profits from which provide one-third of Operation Friendship's annual budget.
7. A health clinic where, in 1975 alone, more than 29,000 men, women and children received treatment.

Preventive as well as curative service is provided, including the services of volunteer dentists and doctors from Jamaica and abroad. Areas of services include immunization, ante-natal and post-natal care, family planning, baby clinics, health education, supplementary feeding programmes, dental care and family life education.

8. The signing of the Peace Treaty at Operation Friendship ending a decade of conflict between the youths of the P.N.P. and J.L.P. parties, demonstrates the respect and gratefulness of ^{Greater} Western Kingston youth to the services of Operation Friendship.
9. A basic school and day care centre, which provides child care that enables mothers to be employed, serves 165 children.
10. A highly qualified staff of 49 at Operation Friendship includes 35 full-time and 14 part-time workers employed in the following capacities:

Administration	-	7	Day Care	-	6
Health	-	16	Basic School	-	5
Trade Training	-	8	Vocational		
			Training (JAMAL)	-	7

Operation Friendship houses its trade skills programs in two buildings located at 2c East Bell Road in an industrial estate area. The close proximity to a variety of large and small industries provide

a work atmosphere to youths coming out of the ghetto area where the work ethic is frequently unknown.

The two buildings constructed and equipped through voluntary sources, and with a total workshop space of approximately 15,000 square feet, provide training in four broad areas. One single storey building houses the woodshop and storage areas. The second building houses auto mechanics and machine shop on the ground floor with a sewing room, class room and offices on the second floor. There is no room for expanding the program in the present facilities thus Operation Friendship is presently able to provide only a limited program for a few students.

Training is offered over a two year period which results in both first and second year students operating side by side in each area, except in the area of Industrial Sewing which operates a six month program.

The enrolment for each area is not governed by any rigid policy. However each area usually registers in excess of twenty students which may drop by 40-50% by the time the year is ended. The highest rate of dropout is recorded among the second year students. The present status of the enrollment is as follows:

Auto Mechanics	17
Woodwork	22
Metal Work	15
Industrial Sewing	6

The complex also houses a programme for upgrading in the areas of mathematics, English language and technical drawing for potential

students. This programme is organised in collaboration with JAMAL. There is a Production Workshop which is also operated in the complex. The workshop produces wood products, particularly doors, for the local market.

These training facilities are used for about 6 hours a day for instruction. Students spend an additional two hours in theory classes. There are presently 4 vocational teachers, 2 assistant instructors, a supervisor, accountant and secretary.

Students are recruited largely by word-of-mouth as the Operation Friendship program is well-known in Greater Western Kingston. In addition, some students are recommended to the program by social workers. The typical student is between 17 and 25 years of age.

There are few vocational schools serving Greater Western Kingston. Since a large majority of youths in the area are drop-outs and frequently illiterate, they would not be eligible for the typical vocational program. Thus, the Operation Friendship program serves a critical need by offering training in marketable skills to those at the bottom of the economic scale.

III. Project Analysis

A. Economic Effects

The primary benefits of this project will accrue to the 730 trainees of the Operation Friendship program who will be better able to find employment, identify more productive ways to generate income and better utilize the income that they do earn.

A basic assumption of the project is that without the assistance provided to these 730 young men and women, many of them would not become employed, or if employed not remain employed. Certainly all 730 would generate less income per year throughout their productive years.

It is estimated that the direct economic benefits in real increase in incomes will be 100% above what they would otherwise earn in every year of their lives. In other words, each youth will earn approximately J\$1,000 per year more than their non-trained counterparts. These 730 trainees will therefore generate J\$50,000 additional income per year for the next 30-40 years in their lives. One must also remember that at the conclusion of the project, Operation Friendship will be graduating approximately 150 skilled workers per year (some training programmes are one-year in length, others are 2 years in length) each of whom will generate an additional J\$1,000 per year.

The trainees will also be benefitted economically by:

1. smaller families to support via family

planning education for men and women.

2. less health expenses because of better health care, dental care and nutrition.

A USAID economist completed a detailed benefit-cost analysis of the project which showed a very favorable benefit-cost ratio (6.7).** The analysis was based on three assumptions: (a) the training program will be able to provide quality training in the areas of need; (b) an effective demand exists for the skills developed; and (c) the demand for the school's graduates will grow sufficiently to absorb them over the next 10-15 years.

The benefits of this project will not be limited to the 730 men and women receiving Operation Friendship training, but will extend to members of their immediate and extended families. It is estimated that each trainee will directly benefit at least 10 other persons - his or her spouse, immediate family and extended family - for a total of an additional 7,300 people.

Finally, the 200,000 people of Western Kingston will benefit as a result of the increased income earned by the trainees which will be utilized in buying from Western Kingston businesses.

B. Technology of Project

The basic technology of the project is two-fold:

** See memo and attached benefit-cost analysis from Clark Joel, USAID Economic Advisor, to Dr. Donor Lion, USAID Director, dated June 25, 1979.

1. Skill training will be provided in the employable areas of auto mechanics, air conditioning, electrical installation, small appliance repair, cosmetology, restaurant and hotel services, government services, transportation aides, general machine work, industrial sewing, refrigeration, woodwork, and child care. The training will be conducted by ten instructors with practical experience as well as theoretical understanding of their skill areas. Daily practice of the skill will accompany skill instructions. Standards of quality control are established by the instructors as well as by the consumer who will be purchasing the products made by the trainees. The Program Coordinator and the Production Supervisor will be over-seeing the quality and production of the skills training.

2. Life skills training will be provided in areas essential for the trainees to function successfully in Jamaican society, i.e., functional literacy training, health and nutritional education, family life, etc. Operation Friendship's Community College will include opportunities for immediate practical application of the life skills together with the classroom teaching. The teaching will be done by three qualified teachers as well as by short-term experts. Social services will be available to support this training within the homes and community of the recipients.

C. Rationale for Selection of New Trade Skill Areas

There is no current manpower surveys upon which to base a decision to expand into particular new trade skill areas. The GOJ, with the assistance of the USAID, is currently undertaking a manpower assessment project which will produce realistic data regarding the need for skilled workers in the various trades. Since these data are not available at the present time, other sources were contacted to identify viable trade training areas.

Based upon a brief survey undertaken by a USAID Vocational Educational Consultant, in which he contacted the Vocational Training and Development Institute, the Private Sector Organisation of Jamaica, the Small Enterprise Development Corporation and others, it was determined that there is a no-growth situation in Jamaica in relation to employment in industry. In addition, due to the restriction on imports, very few new machines or spare parts are coming into the country. The major employment opportunities, therefore, appear to be in the service and repair industries. Mechanical and electrical devices currently in use must be maintained as there are few replacement parts.

Based on these indicators and on the desire to provide marketable skills in areas where graduates can become self-employed, the emphasis on improving Operator Friendship's vocational program will be placed in two are

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Based on these indicators and on the desire to provide marketable skills in areas where graduates can become self-employed, the emphasis on improving Operation Friendship's vocational program will be placed in two areas:

- (a) upgrading existing shop facilities in sewing, woodworking, machine and auto mechanic areas to provide greater breadth, and
- (b) developing three new trade programs in cosmetology, air conditioning and refrigeration, and electrical installation plus small appliance repair.

These will provide seven different trade options for the students.

Placement opportunities for the new trades selected should be better than other options. Specifically, each of the trades involve service industries and these appear to be one of the few growth areas in Jamaica. Additionally, these trades lend themselves to small business development, mostly with rather limited equipment. As a result, graduates should be able to work for existing service shops or initiate their own small businesses.

Further options are provided by combining four related areas, two in each of two shops, i.e., air conditioning/refrigeration and electrical installation/small appliance repair. This arrangement should substantially increase the flexibility of the graduates. Upgrading and redevelopment of the existing facilities should enhance the placement potential for graduates of these programs.

However, before expanding into each of these three new areas, Operation Friendship, probably with the

assistance of a short-term consultant, will undertake a more detailed survey to confirm that there is a need for training and a demand for skilled persons in these areas. In addition, a detailed plan will be developed for embarking on each of these new skills training programs, including the equipment and materials needed, preparation of a curriculum and identification and selection of instructors.

D. Social Impact of Project

This project will positively impact all the critical Greater problem areas of Western Kingston, e.g., employment, nutrition, health and family life, since this project is designed to affect the entire person - his or her skills, attitudes, and knowledge as he/she lives in the community.

A key element of the project will be to impart to the trainees a positive outlook regarding themselves, their aspirations and their capabilities.

Both men and women will be taught the importance of planning family size and parenting responsibilities.

The attitudes of women toward themselves (as a result of skill training in typically male areas, etc.) and the attitudes of men toward women in their roles and strengths will also be positively affected by this project.

The project should also lessen the incidence of crime in Greater Western Kingston and assist the area in moving toward total community development.

**E. Coordination, Institutionalization and
Replication of Project**

1. Coordination

Operation Friendship firmly believes that the potential for widespread application of this project is greatest when government, private and voluntary organizations are involved as partners in a total development effort for the people of ^{Greater} Western Kingston. Operation Friendship has done this in the past and, in this project, will continue to work with all available and relevant organizations in an integrated way that will improve the social and economic conditions of these youths and their community of Western Kingston.

2. Institutionalization

Upon completion of the USAID grant, Operation Friendship will continue with the expanded program utilizing its own resources. The program will be self-supporting via:

- (a) Profit earned in selling products produced by trainees and graduates during non-training periods (evenings, weekends, holidays, etc.)
- (b) Sale of cards, toys and woodwork in Jamaica and abroad.
- (c) Continued support by Government of Jamaica
- (d) Special fund-raising efforts by Operation Friendship.

3. Replication

Upon completion of the project, the successes and failures identified within this project will be carefully analysed to determine aspects of replicability to other parts of Jamaica, the Caribbean and other third-world countries.

IV. Project Design & Implementation Plan

A. Project Design

Operation Friendship will implement the project with the assistance of selected short term consultants. Operation Friendship will hire a full-time Project Coordinator to be responsible for managing all elements of the trade skills program. Recruitment for this person is already underway. The Project Coordinator will be responsible to the Executive Director of Operation Friendship, Rev. Webster Edwards, and will have over-all responsibility for the smooth functioning of the trade skills program, including the vocational skills training program, production activities, life-skills training, the placement and counselling functions, as well as general administration of the program--reporting, financial management, hiring of personnel, discipline, etc. The Project Coordinator will be responsible, under the overall direction of the executive director of Operation Friendship, for preparing an overall implementation plan for the project. Along with the training officer, he will be responsible for identifying the machinery in the current program which needs upgrading, preparing specifications and ordering the equipment. He will have primary responsibility for the hiring of the new instructors required for implementing the project.

The project comprises four principal program elements:

- (1) Upgrading the present skills training program
- (2) Expanding the skills training program into new

areas

(3) Life skills training

(4) Placement and counselling

The following sections provide detailed information on each of these program elements.

1. Upgrading the present skills training program

At the present time Operation Friendship is providing skills training to the following four trade skill areas:

1. Automobile mechanics
2. Woodworking
3. Metal Working
4. Industrial Sewing

Operation Friendship wishes to improve the training provided in these skills areas and to expand the number of students trained. In order to do this, it will be necessary (a) to upgrade the present machinery and purchase additional machinery and (b) provide staff training to the present instructors to improve their teaching skills. The project will first focus upon these two objectives before launching its program to expand the training into other areas.

Preliminary lists have been prepared of the machinery which requires upgrading and the additional machinery needed. This machinery will be purchased as soon as the project is approved and funds are made available.

The need for upgrading the skills of the present staff is a priority requirement. One of the first steps of the project will be to hire a Senior Instructor, who, in conjunction with

the program coordinator and the executive director of Operation Friendship, will prepare a staff training plan. The upgrading of the present staff will be carried out in two ways: (a) by obtaining consultancy services to provide on-the-job training to the instructors and (b) by sending the instructors to training courses conducted by various training institutes in Jamaica.

2. Expanding the skills training program into new areas

In order to provide a full range of employment opportunities for the students of the trade skills training program, it will be necessary to expand the program into new areas. Three new areas have been preliminary chosen:

- (a) air conditioning and refrigeration
- (b) electrical installation and small appliance repair
- (c) cosmetology

These areas have been recommended by a USAID consultant following consultations with Operation Friendship and other organizations in Jamaica. It is believed that graduates in these areas will be able to find employment in spite of the depressed condition of the Jamaican economy.

However, before making a final decision to go into each of these areas, Operation Friendship, probably with the assistance of consultants, will make a more detailed survey of the demand for training in these skills. These surveys will be carried out in the first months of the project. Assuming the surveys confirm the preliminary decision to move into these three new

areas, the expansion phase of the project will be implemented.

In order to expand into these new areas, several things will have to be accomplished, as follows:

- a new building must be constructed to house the expanded training program
- new machinery and training materials must be purchased
- curricula must be developed for the new training areas
- new instructors must be hired

Plans have already been drawn up for a new building by a local contractor who has agreed to undertake the work for Operation Friendship on a no-profit basis. A preliminary list of new machinery and training materials required has been drawn up. Consultants will be hired to confirm the list and to prepare the curricula for the training programs. No problem is expected in identifying qualified instructors to be hired.

All of the above will be accomplished during the first year of the project so that the new training programs can be initiated at the beginning of the second year of the program, September 1980.

3. Life skills training

Life skills include knowledge and skills in the areas of health, nutrition, literacy, basic math, communications, employment seeking, money management, leadership and group skills, self-confidence and motivation and family life --

Community College program, Operation Friendship has been providing life skills training to the youth of Western Kingston for three years. Under the project, this training will be expanded by hiring three additional instructors. At the present time, this training is provided at the Darling Street complex, but with the addition of three instructors, a life skills training program will be expanded to the vocational skills training program complex on East Bell Road.

4. Placement and Counselling

The current placement systems of Operation Friendship is rather informal with the school staff assisting graduates as best they can and with many graduates locating employment on their own. The Rotary Club has assisted in placing several graduates.

Upgrading the present program and expansion into new areas will result in a significant increase in the number of graduates, therefore a more systematic placement program will be essential. Coupled with the placement program, a job-counselling program is needed. In order to implement this, Operation Friendship will recruit and hire a placement/counselling officer early in the project. His/her first task will be to draw up a detailed placement strategy and plan as well as a detailed counselling strategy and plan. The placement officer will have overall responsibility for establishing, maintaining and coordinating the placement program.

Each trade instructor will assist in the placement of his/her program graduates. Vocational teachers will maintain close relations with both workers and managers in their trade so they are abreast of the technical developments and placement opportunities. The placement officer will maintain contact with government employment agencies and the Jamaican companies employing people in the skilled trades in which Operation Friendship is providing training. He will also maintain an accurate placement file of contacts, employment potentials by trade, placement of graduates and conduct follow-up studies.

B. Project Staff and Organization

The project organizational structure (see Project Organization Chart) indicates how this project will be supervised and coordinated. Key staff of the project and their responsibilities are as follows:

1. Project Coordinator

- Manage and coordinate all activities of the program.
- Responsible for AID reporting.
- Arrange and coordinate activities of consultants, including Peace Corps volunteers.
- Supervise accountant, production supervisor, training supervisor and placement/counselling officer.

- Administration of program funds
- Responsible for marketing Operation Friendship products in Jamaica, Caribbean and U.S.
- Oversee quality control aspects of products
- Develop brochures, catalogues and other advertising media.

2. Senior Instructor

- Coordinate training activities of other instructors.
- Assist instructors in developing training/adult education skills.

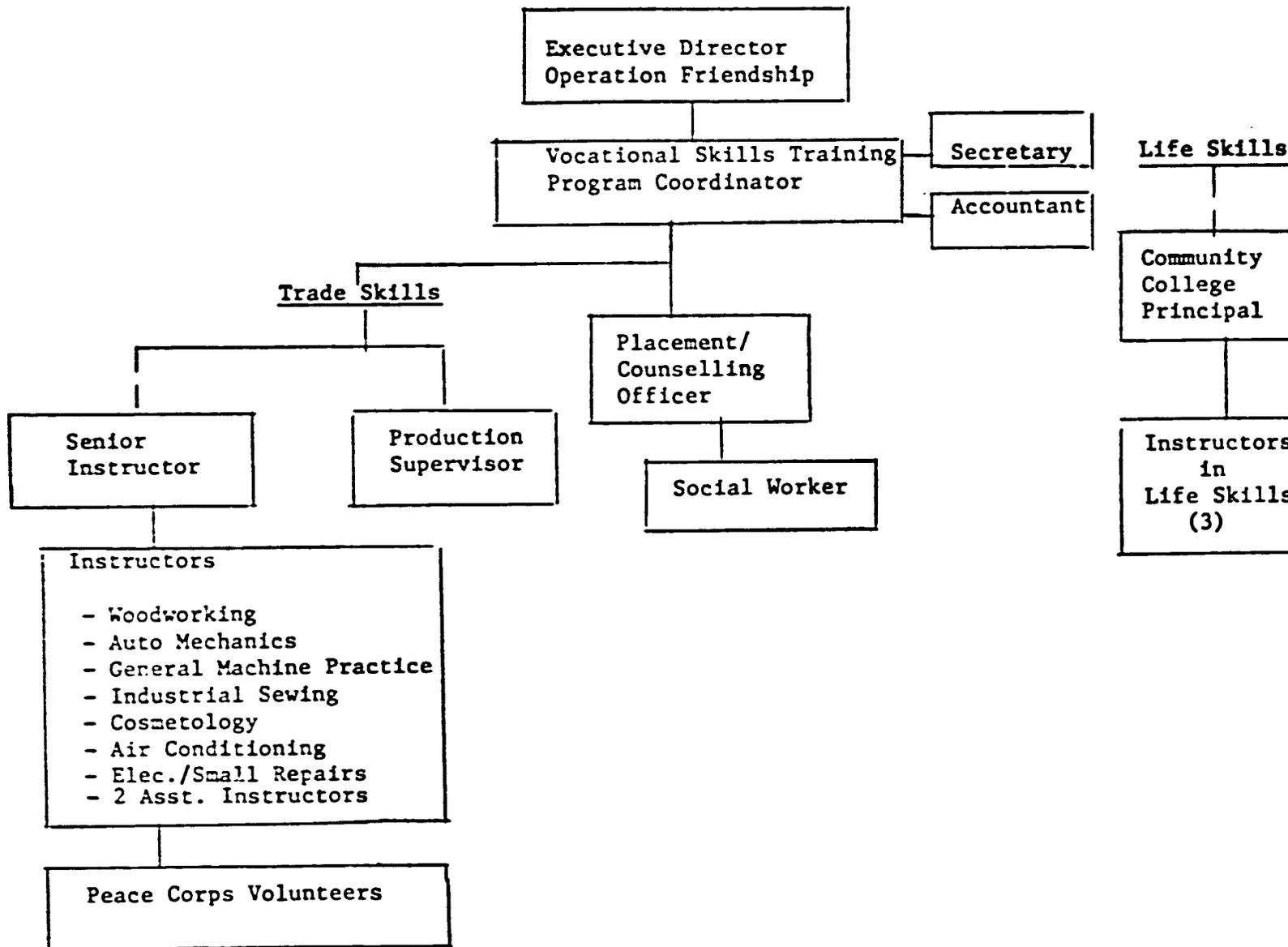
3. Production Supervisor

- Coordinate and oversee production activities of trainees as well as graduates who work on evenings, weekends, holidays and vacations.
- Supervise efforts of assistant instructors.

4. Community College Principal - Life Skills and Service Skills Coordinator

- Coordinate the training of all participants in the life skills areas
- Supervise three instructors of basic education/ life skills.

Project Organization Chart



Short Term Consultants	
Consultants	Mths
Training	4
Fiscal Mgt.	2
Org. Dev.	2
Marketing	6
Quality Control	2
Communications	2
Woodworking	1
Auto Mechanics	1
Refrigeration	2
Electric	2
Cosmetology	2
Evaluation	2
Motivation	1
Placement	1
Engineering	1

C. Number of Students Trained

	Sept 1979	Sept. 1980	Sept. 1981	Total Graduates
Auto Mechanics (2 years program)	12 8	12	12	12 8 12
Woodworking (2 years program)	12 15	12	12	12 15 12
General Machine Practice (2 years program)	12 8	12	12	12 8 12
Industrial Sewing (6 months program)	6 10	10 10	10 10	56
Elec. Installation (1 year program)		20	20	20 20
Air conditioning (1 year program)		20	20	20 20
Cosmetology (1 year program)		20	20	20 20
				279
Total	73	142	142	
Enrolled	Sept. 1979	Sept. 1980	Sept. 1981	

- Assist in development of curriculum.
- Coordinate young women at Community College in service skills and placement.

5. Instructors (10)

- Responsible for providing theory and practical experience in area assigned.
- Develop appropriate instructional materials.
- Assist in placement of his/her program graduates.
- Stay abreast of technical developments and placement opportunities.

6. Peace Corps Voluntters (1 - 3)

- To serve as counterpart instructors in areas of refrigeration/air conditioning, electrical installation/small appliance repair, and/or life skills.

C. (See previous page)

D. End of Project Status

1. 730 youths will have received training and employment counselling and assistance in the areas of auto mechanics, wood-working, metal work, cosmetology, industrial sewing, air conditioning/refrigeration and electrical installation/small appliance repair.

2. A minimum of 500 will be employed within three months of their graduation and will average an annual income of J\$2,000 (J\$1,000 above what they would otherwise earn).
3. The youths will have better health, nutritional diet, parenting skills, self-confidence and aspirations than their counterparts in/ ^{Greater} Western Kingston.
4. Operation Friendship will have an institutionalized capacity of training approximately 150 youths a year in marketable skills and in life skills.
5. The community of/ ^{Greater} Western Kingston will suffer less crime and violence.

E. Implementation Plan

The first four months of the project will focus on improving the present training program and on laying the basis for expansion of the program into new areas. A training supervisor, production supervisor and placement officer will be hired. A detailed implementation schedule for the project will be prepared. A staff training plan will be prepared and the training program for the present staff initiated. Initial steps will be taken to construct the building, i.e., obtaining bids and deciding on a contractor. The usual program of vocational skills training

will, of course, continue.

Beginning in early 1980, a comprehensive placement and counselling program will be implemented and a marketing plan will be prepared. The instructional program for upgrading the present staff will be started. Once these plans and programs have been started, the contract will be let for the construction of the building. As soon as possible in 1980, surveys will be undertaken to confirm that there is a demand for trained people in the areas of cosmetology, air conditioning and refrigeration and electrical installation and small appliance repairs. If the surveys confirm the original project plans, efforts will be initiated to prepare detailed curricula for these new areas and obtain the needed machinery and materials. Job descriptions for the new instructors will also be prepared and recruitment will be begun to hire them.

The new building should be completed, new equipment purchased, new instructors hired, curriculum developed, so that the new vocational skills training programs can begin in September 1980.

Staff training will continue as an important project element throughout the life of the project, as will efforts to market products produced by the trainees.

First four months (Sept.-Dec. 1979)

Following the approval of the project by USAID and the signing of the grant agreement between USAID and Operation Friendship, Operation Friendship will begin to implement the project. During the first four months, the following activities will be accomplished: (tasks marked by ** will be approved by USAID prior to implementation)

- Preparation of job description for project coordinator**
- Hiring project coordinator
- Preparation of job descriptions for senior instructor, production supervisor and placement officer
- Hiring senior instructor, production supervisor and placement officer
- Preparation of detailed implementation plan for the 3-year project**
- Preparation of staff training plan**
- Identification of present machinery which needs replacement or upgrading, preparation of specifications for new machinery and order new machinery**
- Obtain bids on construction of new building. Approve construction plan.** Decide on contractor to do construction**
- Usual program of vocational skills training will continue

January 1980 to June 1980

- Prepare detailed placement strategy and plan.**
Begin implementing it.
- Prepare detailed counselling strategy and plan.**
Begin implementing it.
- Prepare marketing plan.**
- Begin instructional program for present staff
(consultants, training courses, etc.)
- Receive new machinery for present program and have
other machinery, as needed, upgraded.
- Begin construction of building.**
- Undertake surveys for expansion into new areas.**
- Prepare specifications for new equipment for new areas
and order it.**
- Preparation of job descriptions for new instructors in
new areas.**
- Prepare curriculum for new areas.

July 1980 to December 1980

- Continue staff upgrading.
- Complete new building and installation of equipment.
- Hire instructors for new trade skills training areas
- Initiate program in new areas.

January 1981 to December 1981

- Continue with old and new trade skills training areas.
- Increase emphasis on marketing of products.

- Operation Friendship to prepare a plan on how it will reach self sufficiency by end of USAID grant.

January 1982 to August 1982

- Continuation of program.
- USAID grant assistance phasing out. USAID grant ends August 1982.

F. Evaluation and Reporting

Evaluation

During the first year, USAID and Operation Friendship will meet each quarter to review the progress of the project, identify problem areas and seek solutions to the problems identified. At the completion of the first year, a formal evaluation will be held, probably, with the assistance of outside consultants. Subsequent evaluations will be scheduled as needed.

At the beginning of each program year (September), Operation Friendship will prepare a detailed implementation plan and budget for the following year and will establish progress indicators for the year. This plan and budget will be discussed with and approved by USAID and will serve as basis for subsequent evaluations.

Reporting

Operation Friendship will prepare a brief quarterly report highlighting progress made as well as problems encountered in implementation of the program. Included in the quarterly report will be a financial report indicating what funds were expended during the period. At the end of each program year (August), Operation Friendship will prepare a more comprehensive report detailing the progress of the past year. (The fourth quarterly report each year will actually be the annual report.)

The reports should be based on the implementation plan and the logframe.

G. Environmental Analysis

The project will not have any negative impact upon the physical or social environment.

V. Financial Plan

(A) Local Costs (Jamaican dollars)
(Exchange Rate: US\$1 = J\$1.77875)

Life of Project

	<u>USAID</u>	<u>Operation Friendship</u>	<u>Total</u>
<u>ALARIES - (Staff)</u>			
Project Coordinator	45,000	-	45,000
Production Supervisor	-	33,000	33,000
Training Supervisor	39,000	-	39,000
Sewing Supervisor	27,000	-	27,000
Placement/Counselling Officer	33,000	-	33,000
Instructors: Woodworking	-	21,000	21,000
Auto Mechanics	-	21,000	21,000
Metal Working	-	21,000	21,000
Sewing	-	21,000	21,000
Maths & Tech. Drawing	-	21,000	21,000
Elec. Small Repairs	15,000	-	15,000
Refrigeration	17,000	-	17,000
Cosmetology	15,000	-	15,000
(2) Asst. Instructors	-	27,000	27,000
Community College Principal	-	42,000	42,000
Life Skills Instructors (1)	-	21,000	21,000
" " (2)	-	21,000	21,000
" " (3)	21,000	-	21,000
Social Worker	8,000	19,000	27,000
Accountant	-	21,000	21,000
Secretary	6,000	15,000	21,000
Janitors/Guards	-	18,000	18,000
Typist	-	15,000	15,000
Clerical Assistant	-	15,000	15,000
Totals	<u>226,000</u>	<u>352,000</u>	<u>578,000</u>
<u>onsultants (Jamaican)</u>	<u>50,000</u>	<u>12,500</u>	<u>62,500</u>
500 person days @ 100-150 per day (average - 125)			
<u>uilding Construction</u>	120,000	-	120,000
<u>ehicle</u>	10,000	-	10,000
<u>quipment</u>	176,000	-	176,000*
<u>tilities</u>	-	21,000	21,000
Vehicle maintenance	-	21,000	21,000
<u>upplies & Materials</u>	90,000	80,000	170,000
<u>training Fees (Courses)</u>	<u>10,000</u>	<u>5,000</u>	<u>15,000</u>
Totals	682,000	491,500	1,173,500
	US\$ <u>181,420</u>		

* For details see report prepared for Operation Friendship and USAID by Quince Francis which contains detailed list of equipment required and cost estimates.

B. US\$ Costs Consultants

Consultants (U.S.)	Salaries	45,000
300 person days @ US\$150 per day	Per Diem	18,600
	Misc.	4,500
	Travel (10 trips)	4,000
	Total	72,100

USAID Contribution (US\$)

Local Costs	383,420
US\$ Costs	72,100
	455,520
10% Contingency/Inflation	44,450
	500,000

LGG FRAME

H

Objectively Verifiable Indicators.

<u>Goal</u>	<u>Measures of Goal Achievement</u>	<u>Means of Verification</u>	<u>Important Assumption</u>
To improve the socio-economic conditions of the 200,000 people of Western Kingston	At least 80% graduates of program employed in productive jobs, utilizing their training.	Operation Friendship records of graduates	"Peace Treaty" is kept.
	Continued acceptance of Operation Friendship Training Program by people of area.	Final Project Evaluation	Strong leadership of Operation Friendship remains in place.

<u>Purpose</u>	<u>End of Project Status</u>	<u>Means of Verification</u>	<u>Important Assumption</u> ^{rh}
1. Provide trade skills to 280 young men and women in areas of auto mechanics, metal work, woodworking, industrial sewing, cosmetology, air conditioning, refrigeration, electrical installation, and small appliance repair.	1. 730 youths will have received training in marketable areas as well as "life skills" such as literacy training, basic maths, health, nutrition, family planning, child rearing, motivation, leadership and communication skills.	Records of Operation Friendship Project Evaluation Employer Records	Community support of Operation Friendship. Jobs will exist in areas of skill training
2. To provide service skills to 450 women in areas of child care, restaurant, transportation, government services, and self-employment (e.g. Higglers)	2. A minimum of 500 of these youths will be employed and earning an average J\$2,000 per year.		
3. Provide life skills to these 730 men and women (Life skills include knowledge and skills in areas of health, nutrition, basic math, literacy, group skills, self-confidence, and family life.)	3. These youths and their families will have improved health, nutrition, parenting skill, self-confidence, aspiration family planning.		
4. Enable a minimum of 500 of these trainees to be employed and earn income.	4. Operation Friendship will have institutionalized its capacity of training 150 youths per year in marketable job skills and life skills.		
5. Institutionalize with Operation Friendship the capacity of training 150 men and women a year in the areas of trade, service and life skills.	5. These youths will be active in directing their energies and the energies of their community toward national development rather than toward violence and despair.		

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<u>Project Outputs</u>	<u>Output Indicators</u>	<u>Means of Verification</u>	<u>Assumptions</u>
730 youths trained in employable skills and life skills	197 - 1st. year 266 - 2nd. year 266 - 3rd. year	Project evaluation	Interest of youths in training and employment
Addition to Operation Friendship			
A staff capable of expanding skills program: 1 Project Coordinator 4 Instructors 1 Placement Officer 1 Secretary	New instructors in areas of air conditioning/refrigeration, cosmetology, electrical installation/small appliance repair, and life skills	Project monitoring	Operation Friendship can identify qualified staff
Instructional materials developed in the new area and upgraded in four present areas		Operation Friendship Records	
Increased sales of Operation Friendship products	Year 1 - \$150,000 Year 2 - \$225,000 Year 3 - \$275,000	On-site visits	Volunteers from private and public sectors are willing to serve on Councils.

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Inputs

<u>From AID Grant</u>	<u>Quantity</u>	<u>Means of Verification</u>	<u>Important Assumptions</u>
1. Operation Friendship Project Staff:	1 Project Coordinator 6 Instructors 1 Social Worker 1 Secretary 1 Placement-Counselling Officer	Operation Friendship Records	Operation Friendship committed to project.
2. Equipment, supplies travel, space, etc.	See Budget		
3. Consultants	See Budget	Operation Friendship Records	Operation Friendship committed to project.

Contributed

1. Operation Friendship	1 Community College Principal 9 Instructors 1 Production Supervisor Custodial Services	Operation Friendship Records	
2. Operation Friendship	See Budget		
3. Government	Subventions	GOJ Records	

44.