

PD-AAT-275  
44877

OPERATIONAL PROGRAM GRANT REQUEST

TO SUPPORT

A PARTNERS' VOLUNTARY TECHNICAL ASSISTANCE SERVICE (PAVTAS)

IN JAMAICA

SUBMITTED BY:

JAMAICA/WESTERN NEW YORK PARTNERS

TO

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

KINGSTON, JAMAICA

JANUARY 21, 1982



## 1.0 PROJECT PURPOSE AND GENERAL DESCRIPTION

### 1.1 Purpose:

This proposal requests funds in the amount of US\$450,000 from USAID/J for a period of three years, which will help provide the organizational, administrative and the financial support needed to strengthen the on-going programme of voluntary technical assistance provided through the PARTNERS program in Jamaica.

The total cost of the project is US\$530,000 of which US\$80,000 will be raised through local and external fund raising.

### 1.2 Rationale:

A significant amount of international focus has been placed upon development initiatives within the Caribbean and Latin America region in recent times. Total annual aid from all sources to the region has been estimated at being in excess of US\$7 Billion, of which approximately 5% has been derived from the United States. More and more, this aid has shifted away from reliance from provision of capital items and new technologies to the inclusion of the provisions of technical assistance for the strengthening or the development of indigenous skills for the adaptation and the management of new technologies and projects.

Thus a new concept and delivery of development assistance, has emerged over the last decade or so whereby an equal, if not greater emphasis has been placed upon the development of people as on the provision of commodities.

The Partners of the Americas program understands this approach to development assistance, and has, over the past 16 years, made several inroads in its successful implementation throughout Latin America and the Caribbean. Over the past 10 years several agencies in Jamaica and the people whom those agencies serve, have benefitted from high quality professional technical assistance on a voluntary basis through an active partnership between Jamaica and Western New York.

This proposal seeks to build on the knowledge and the experience gained by the voluntary participants in the Partners program to help strengthen the management, staff programs and operations of selected social and educational institutions in Jamaica whose goals include:

The removal of the social and economic conditions which tend to perpetuate poverty; the reduction of unemployment and underemployment through the development of marketable skills and the creation of employment opportunities; the identification and the management of conditions which tend to retard the effective and cognitive development of the individual.

1.3 End of Project Status:

At the end of the three years, there will be in Jamaica, a Partners Volunteer Technical Assistance Service (PAVTAS), as an ongoing component of the PARTNERS program here.

Through this facility, volunteer technical assistance teams from Western New York and from Jamaica will provide services to not-for-profit educational and social agencies in areas such as:

- 1.3 .1 Proposal Development
- 1.3 .2 Program Planning and Management
- 1.3 .3 Program Monitoring and Evaluation
- 1.3 .4 Personnel Training and Human Resource Development
- 1.3 .5 Program Documentation and Information Retrieval and Dissemination (Clearing-house function).

By deploying paired, voluntary local and external technical assistance teams among target agencies, PAVTAS will seek to develop or to strengthen, an international network of like interests in addressing and in overcoming similar problems of underdevelopment, wherever they may exist, North or South.

An integral feature of PAVTAS will be the development and the maintenance of a Talent & Skills Bank of paired local and external expertise through which Agencies receiving technical assistance would be required to repay this assistance in kind to other agencies through the PAVTAS organization.

For example, an agency receiving technical assistance through PAVTAS for the training of trainers, would be called upon to train personnel of another agency receiving some other assistance from PAVTAS.

PAVTAS's administrative costs will be supported through nominal fees for services rendered and by local and external fund raising after the 3 year grant request period.

1.4 Objective:

The principal objective of PAVTAS will be to help strengthen selected social and educational institutions to better equip them to make a measurable impact upon the improvement of the lives of the beneficiaries whom they serve.

The Agencies on which PAVTAS will focus will be engaged in programs seeking to achieve one or more of the following, primarily among women and youth:

1.4.1 Employment opportunity Creation - includes programs whose objectives are to identify or to develop new employment opportunities for women and youth within existing business or industrial activities; or those which seek to create new business or industrial activities into which members of the target group may be integrated; or those which seek to aid members of the target group overcome any disadvantage they may be experiencing with respect to obtaining gainful employment.

1.4.2. Marketable Skills Training & Upgrading - includes programs whose objectives are the impartation and the development of job or entrepreneurial skills to unemployed or underemployed women and youth in order to facilitate their becoming fully productive members of society.

1.4.3 . . . Preventative Intervention - includes programs whose objectives seek to conduct early identification, diagnosis, prescription and treatment of conditions which are likely to retard the affective or cognitive development of the individual.

## 2.0 PROJECT BACKGROUND

### 2.1 The Partners of the Alliance:

The Partners of the Alliance Program was started as a department within the Agency for International Development in 1963 as a people to people support program for the Alliance For Progress. It was based primarily on existing relationships between U.S. Universities and a few countries in Latin America.

In 1966, the National Association of the Partners of the Alliance Inc. was chartered as a private, non-profit organization with its own Board of Directors and Offices.

Since then, over 56 partnerships have been established which link people and institutions of 27 Latin American and Caribbean countries with those of 44 U.S. States.

Partners of the Americas sponsors voluntary technical and cultural exchanges in the following major areas:

Agriculture - Operates projects in agricultural extension, nutrition, home economics; marketing, poultry and livestock improvement, forestry preservation and rural youth development.

PREP-(Partners Rehabilitation and Special Educational Program) - Promotes projects in disability prevention, rehabilitation and vocational training to meet the basic human needs of handicapped people and their families.

Culture - Enables professional and lay leaders in the arts and humanities to develop cultural programs in their Partner areas; allows partnerships to sponsor residencies of performing, visual and folk artists from Partner areas.

Community Education - Brings together U.S. and Latin American educators to develop community oriented projects using the school as a learning and resource center.

Health - Develops projects in rural medicine and public health, nutrition, medical training, dentistry hospital and medical school administration; provides medical supplies and equipment.

Journalism

Leadership Development

Partners has made many substantial contributions to the betterment of the human condition throughout the U.S. Latin America and the Caribbean. This has been due, primarily to its ability to attract many highly skilled and dedicated individuals as volunteers.

Significant achievements have been recorded, for example, in Community Education in Brazil and in Utah/Bolivia, in agricultural Education in Minnesota/Uruguay, in mass citizen and cultural exchange in Georgia/Pernambuco; in Advanced Medical Training in Florida/Colombia; and in various programs here in Jamaica such as Mico Special Education; Operation Friendship and the Jamaica Association of the Deaf.

## 2.2 How Partners Works:

Partners projects are developed or identified through collaborative efforts of both branches (North/South) of the Partnership. These may be aimed at providing cultural exchanges or technical assistance to existing programs within the program areas cited or at developing new programs.

Partner volunteer travellers are usually provided with round trip travel fares, plus up to a total of US\$100 per trip for general expenses. Volunteer exchanges are required to be for a minimum of ten days, including the days of travel. Homestay is normally arranged for the traveller by the host country.

Because the needs and the demands are always out of proportion to the available resources, NAPA financed travel has been limited to about 20% of the technical travel between partner areas. The bulk of travel finances must be raised directly from local resources within either end of the partnership.

2.3. Evaluation of Partners Program;

A recent evaluation of the Partners Program (1) made the following recommendations:-

The National Association of Partners of the Alliance (NAPA) should:

- 2.3.1 Organize or manage its staff to enable them to concentrate more on partnership servicing.
- 2.3.2 Help partnerships at local level raise funds for their activities.
- 2.3.3 Emphasize project design and management by partnership personnel through training.
- 2.3.4 Promote and strengthen institution-to-institution linkages as the means of transfer of technical assistance aimed principally at low-income beneficiaries.

2.4 Observations in Jamaica

Our own experience in Jamaica has helped us to identify the following partnership strengthening and development needs;

- 2.4.1 Long term planning which will enable more effective use of technical assistance, institutional development and delivery of services.
  - 2.4.2 Stronger administrative and financial support systems to service the volunteers.
  - 2.4.3 More reference and guidance materials for use by volunteers and by the partnership.
  - 2.4.4 Documentation of both the process and products of exchange.
  - 2.4.5 More effective information dissemination between and among Partnerships as well as between and among program components.
  - 2.4.6 Identification of potential funding sources and the development of fund raising programs and skills by the Partnership.
- 2.5. Jamaica/Western New York Partners:

Jamaica and Western New York have been paired in a program of cooperative technical assistance since 1970. During this period, there have been ninety-one Partner's sponsored exchanges: Fifty-five (60.4%) north to south and thirty-six (39.6%) south to north.

Table I below summarizes these exchanges. Details of the exchanges are included in Appendix I.

TABLE I

PARTNERS SPONSORED TRAVEL BY PROGRAM, AREA & DIRECTION OF TRAVEL

<u>Program Area</u>	<u>N to S</u>	<u>S to N</u>	<u>Total</u>
Agriculture	1	-	1
Culture and Art	6	4	10
Education	13	7	20
Health	2	-	2
PREP	14	18	32
Project Development	14	6	20
Small Business	2	-	2
Sports	<u>3</u>	<u>1</u>	<u>4</u>
	55	36	91

Western N. Y. Partners currently has considerable talent available to it in various disciplines such as education, Rehabilitative Education human resource development, project development and management, small business guidance, accounting, community development and agriculture.

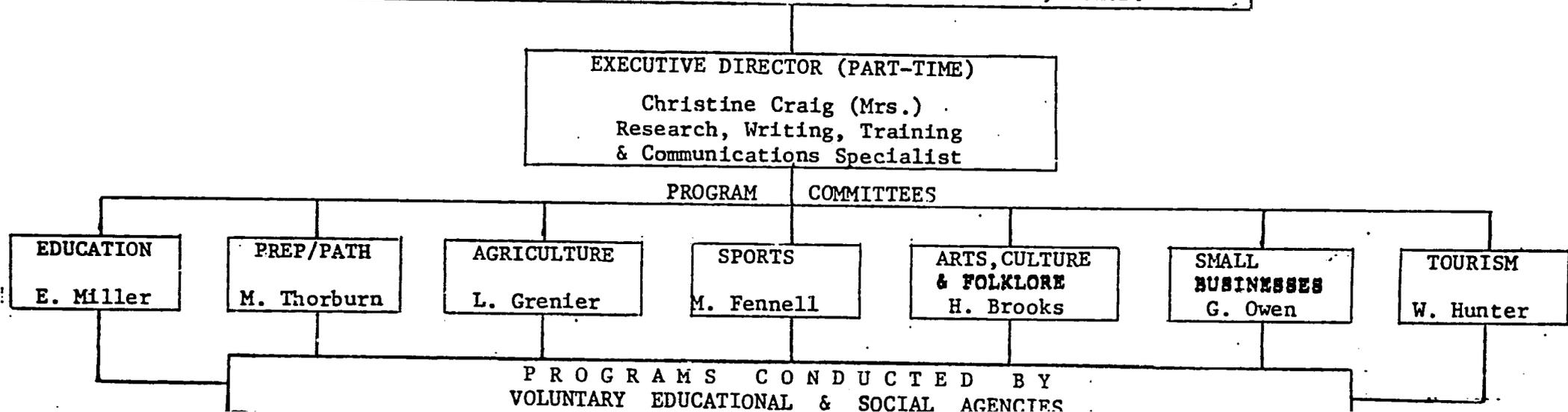
Jamaica Partners is currently made up primarily of people who are managing or working in business, social and educational agencies. This provides us with a wealth of experience with which to identify the practical, day to day operational requirements of such agencies.

Jointly, the Jamaica/Western New York Partnership is uniquely positioned to manage and to develop a program of voluntary technical assistance to the targeted programs in Jamaica.

See schematic of both branches of the Partnership on Pages 11 & 12.

JAMAICA/WESTERN NEW YORK PARTNERS

BOARD OF DIRECTORS	
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Rev. Webster Edwards	Director, Operation Friendship; Deputy Chairman
Mrs. Daphne Adams	Director, Social Dev. Commission
Miss Hope Brooks	Asst. Director, Jamaica School of Arts
Mr. Eric Brown	Actg. Director, JAMAL Foundation
Mrs. Lucille Buchanan	Exec. Secy., Ja. Assoc. of Mentally Handicapped Children; Secretary
Mr. Michael Fennell	Managing Director, Berger Paints
Fr. Louis Grenier	Director, Catholic Relief Charities
Mrs. Winnie Hunter	Public Relations & Communications Consultant
Mr. Vincent Matross-McIntosh	Mgr., Industrial & Public Relations - Sterling Drug International Ltd.
Dr. Errol Miller	Professor of Education, U.W.I.
Hon. Glen Owen	Director, Jamaica Inst. of Management
Mr. A. Wesley Powell	Educator
Mr. Michael Mitchell	Exec. Officer, Ja. Assoc. for the Deaf
Dr. Molly Thorburn	Medical Practitioner
<u>Honorary Members of the Board:</u>	
Sir Florizel Glasspole	Governor General of Jamaica
Mr. Erald Shilletto	Insurance Executive
Mrs. Jeanne Robinson	Formerly, Exec. Officer, J.A.D.



**WESTERN NEW YORK/JAMAICA  
Partners of the Americas  
BOARD OF DIRECTORS  
(Elected annually by Corporation)**

**Baugh, Florence**

Administration, Community Action Organization of Erie County, Member Board of Education, Buffalo Public Schools, Community Ed. interest, Flint (Mott) Wkshp.

**Edmunds, Allen**

American Optical Co.  
Chair, Caribbean Cultural Club of Buffalo. Jamaican background.

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Physiotherapist, Conducted workshop in Jamaica, PREP Committee.

**Harriman, Lewis**

Retired Banker, Investment counselor, Interested in fund-raising business.

**Poleszak, Leonard**

Chair, Education Committee  
Community Education interest.  
Professor, State Univ. College.

**Riedel, George**

Attorney, Secretary of Board and Corporation.

**Sandburg, Douglas**

Private Business, Treasurer of Corporation.

**Executive  
Committee of  
Board:**

Chairman  
Sandburg  
Riedel

(elects) →

(bi-annually, elects) →

**OFFICERS OF  
THE CORPORATION:**

Chairman  
Baum, (V.Chair)  
Sandburg (Trea.)  
Riedel (Secty.)

Steering Committee of  
Corporation: Officers  
(above) plus two  
members at large  
appointed by Chair,  
confirmed by comm.  
(approves travel)

PROGRAM COMMITTEES

MEDICINE  
(Guthrie)

PROGRAMS

CULTURE/ART/FOLKLORE  
(Smith)

PROGRAMS

PREP  
(Baum/Curry)

PROGRAMS

EDUCATION  
(Poleszak)

PROGRAMS

SPORTS

2.6 History of Proposal Development:

The possibility of an OPG request to strengthen the activities of Partners in Jamaica has been considered for some time. In October 1980, Jamaica/Western N. Y. Partners became incorporated as a Not-For-Profit Company Limited by Guarantee.

Serious groundwork was then laid for the development of this proposal. In collaboration with Western N.Y., measures were instituted to strengthen and to streamline the administrative operations of the Partnership. Support funds (Jamaica US\$16,000 WNY US\$4,000) were obtained from USAID to assist in the organizational and administrative strengthening of the Partnership.

An immediate product of these organizational and administrative strengthening activities is a joint operational plan for the partnership specifying the program needs and technical resources available to meet those needs. This plan includes specifications for the personnel, training, equipment and supplies necessary to effect the plan of action.

Between May - July 1981, an inventory of Partners aided programs was conducted in Western N. Y. and in Jamaica, including site visits to 23 such programs in Jamaica. It became evident through this process, that, while programs had received repeated benefits through short term visits and contacts over the years, most lacked the technical resources - both human and material required to expand existing programs or to generate new program activities.

These visits revealed several general areas in which the services being provided through the Partners Technical Assistance may be strengthened. These include:-

- . Plans and approaches to ensure greater continuity in volunteer technical assistance activities.
- . Greater emphasis on training of trainers.
- . Need for the development of Partnership Skills Bank.
- . Need for information dissemination.
- . Need for more effective communication among the various program components.

During this period, a parallel process occurred in Western N. Y., as a result of which, the history of the Partnership and the wealth of institutional resources available there for possible involvement in the Partners program were thoroughly documented.

Both the Jamaican and Western New York Partners, through in-person meetings and other communications agreed that a pilot program to strengthen the administrative and organizational support systems for Partners volunteers could result in greater institutional strengthening capabilities and improved results in Jamaica.

A process of organizational strengthening and OPG Project Planning was initiated in May 1981 as appears overleaf.

JAMAICA/WESTERN NEW YORK PARTNERS  
ORGANIZATIONAL STRENGTHENING & OPG PROJECT PLANNING  
(REVISED 23.9.81)

TASK/ACTIVITY	DATE(S)
1. Pre-planning activities; information retrieval and organization; preliminary discussions with USAID/J; communication with WNY Partners.	May 4 - 29
2. One day Jamaica Partners Board Retreat to examine programs; identify priorities and to outline an Annual Operations Plan, Kingston, Jamaica.	May 30
3. Inter-visitation of programs in Jamaica.	June 1
4. One day Jamaica Partners Board Retreat to review programs & to review draft outline of Operations Plan, Kingston, Jamaica.	June 20
5. Refine and distribute draft Ja/WNY Partners Operations Plan	June 26
6. One day Jamaica Partners Board Retreat with representatives of WNY for critical review of Operations Plan and for drafting PVO/OPG Request, Kingston, Jamaica.	July 18
7. Prepare and distribute final draft Ja/WNY Partners Operations Plan.	July 20
8. Progress Review of OPG Concept Paper with USAID/J	July 23
9. Review of OPG Concept Paper & Program Planning & Development with WNY in Buffalo	Aug. 2 - 4
10. Jamaica Partners Board Meeting for Program Planning & OPG Progress Review.	Aug. 15
11. Draft Summary OPG Review with USAID/J.	Aug. 20
12. OPG Planning & Development with representatives of WNY in Miami, Fla.	Aug. 22 - 23
13. Board meeting of WNY Partners to discuss Aug. 21-23 Meeting.	Aug. 27
14. Board meeting of Jamaica Partners for critical review of revised OPG draft.	Sept. 5

	<u>TASK/ACTIVITY</u>	<u>DATE(S)</u>
15.	Revised OPG draft and Jamaica Minutes to WNY for critical review by	Sept. 11
16.	Joint meeting of OPG Representatives in Jamaica to review and revise OPG draft.	Sept. 24-27
17.	Meeting of WNY Partners Board to receive update from negotiating committee by	Oct. 11
18.	Preparation of final OPG grant request by Jamaica Partners by	Oct. 17
19.	Final OPG grant document to Western New York Partners.	Oct. 23
20.	Meeting of Western New York Partners Board to review OPG document.	Oct. 27
21.	Minor revisions, if any, telephoned and telexed to Jamaica Partners.	Oct. 28
22.	Submission of OPG document to USAID by Jamaica Partners	Oct. 30

This activities schedule was subsequently modified to permit submission of the OPG on or about January 15, 1982.

3.0 PROJECT ANALYSIS

3.1 Description

The objective of this proposal is to develop an administratively and organizationally supported Partners Volunteer Technical Assistance Service (PAVTAS) for private, voluntary, educational and social agencies in Jamaica. This service will build upon the program of voluntary technical assistance already established by Partners over the years.

There are over 200 voluntary agencies in Jamaica serving in excess of 500,000 persons. This is well out of proportion to the financial resources and the personnel of these agencies. They are more often than not understaffed both in terms of the numbers and the quality of the personnel skills required. Their budgets will not afford the engagement of locally available consultant assistance.

PAVTAS will select and group 6 - 7 such agencies according to criteria falling within each of the established target areas:

- . Employment opportunity creation
- . Marketable skills development
- . Preventative Intervention

The criteria to be used in selecting project will include factors such as:

The demonstrated ability or potential of the project management and staff.

The extent to which the project's objectives aim to benefit women and youth; the unemployed and underemployed; school aged children in need of remedial assistance in cognitive or affective development.

The extent to which objectives are, or can be stated in measurable or observable terms.

A Criteria Rating Scale similar to that shown on Page 27 will be refined for use in selecting projects.

For the duration of this project, PAVTAS will be organized around three development assistance delivery modules, consistent with the three broad, identified target areas.

The Employment Opportunity Creation and the Marketable Skills Development delivery modules would be managed primarily by Jamaica Partners. Western N.Y. would be called on to manage, primarily, the Preventative Intervention module. In the main, management of a development assistance delivery module would mean principal responsibility for identifying project needs, developing and deploying technical assistance teams, monitoring progress and evaluating outcomes. While each partner will take the lead in the management of the modules, as described, it is clear that the success of this approach will require a continuation of a close collaborative monitoring relationship between both partners.

The rationale for the development assistance module approach is twofold:

First, to facilitate building on the strengths already demonstrated by Western N.Y. Partners in Special or Rehabilitative Education and secondly, to afford Jamaica Partners major responsibility for delivery of technical assistance in two areas of "economic reconstruction" development requirements. The assumption here is that the more Jamaicans who are called on to help address problems of this nature in the society, the stronger will be the sense of stake in the paths to their solution.

Using the projects included in this proposal, already reviewed by Jamaica/Western N. Y Partners, the three assistance delivery modules could have the following components:

Module 1: Employment Opportunity Creation

- . EXED Employment Opportunity Information Network.
- . Salvation Army Workshop
- . 4-H Cottage Industry

Module 2: Marketable Skills Development

- . Arts and Crafts Skills and Marketing Development Programme, Jamaica School of Art.
- . Community related Training assistance Program.

Module 3: Preventative Intervention

- . JACLD Screening Program
- . VOUCH
- . JAD
- . School of Hope
- . PATH

Each Development Assistance Delivery Module will be under the Chairmanship of a member of the pertinent Partners Organization.

Jamaica Partners has initiated a Skills Bank Registration program for mobilizing a pool of local resource persons who will provide technical assistance in Modules 1 & 2.

We have sought to appeal to two basic categories of technical assistants or consultants: Those who have already built up a successful private practice and can afford to give say "A-Day-A-Month" free to Partners and those who are just seeking to develop a practice who may be motivated to give free assistance in exchange for the opportunity to develop their own expertise.

### 3.2 How PAVTAS Will Function

#### 3.2.1 A Phased-In Approach

These are three clear phases to PAVTAS.

Phase I - Development of the PAVTAS Concept  
(From First Concept Paper  
July 1981 through the filing of  
the OPG, January 1982).

Identification and  
determination of aims, objectives,  
operation and procedures.  
Identification of preliminary  
project acceptance criteria.

Phase II- Implementation of PAVTAS

(During the 3 year term of this Project)

- . Orientation and training of PAVTAS policy making and development assistance delivery teams.
- . Needs Assessment of beneficiaries - agencies and the people they serve.
- . Identification of measurable or observable objectives for each program component
- . Matching of needs with skills available through PAVTAS
- . Delivery of Development Assistance
- . Monitoring and Evaluation
- . Re-Cycle

Phase III On-Going Operations

(Beyond the three year term of this project)

- . Operations supported by other local and international funding sources and activities
- . On going development Assistance Activities - Demonstrations of success.

3.2.2

Administration

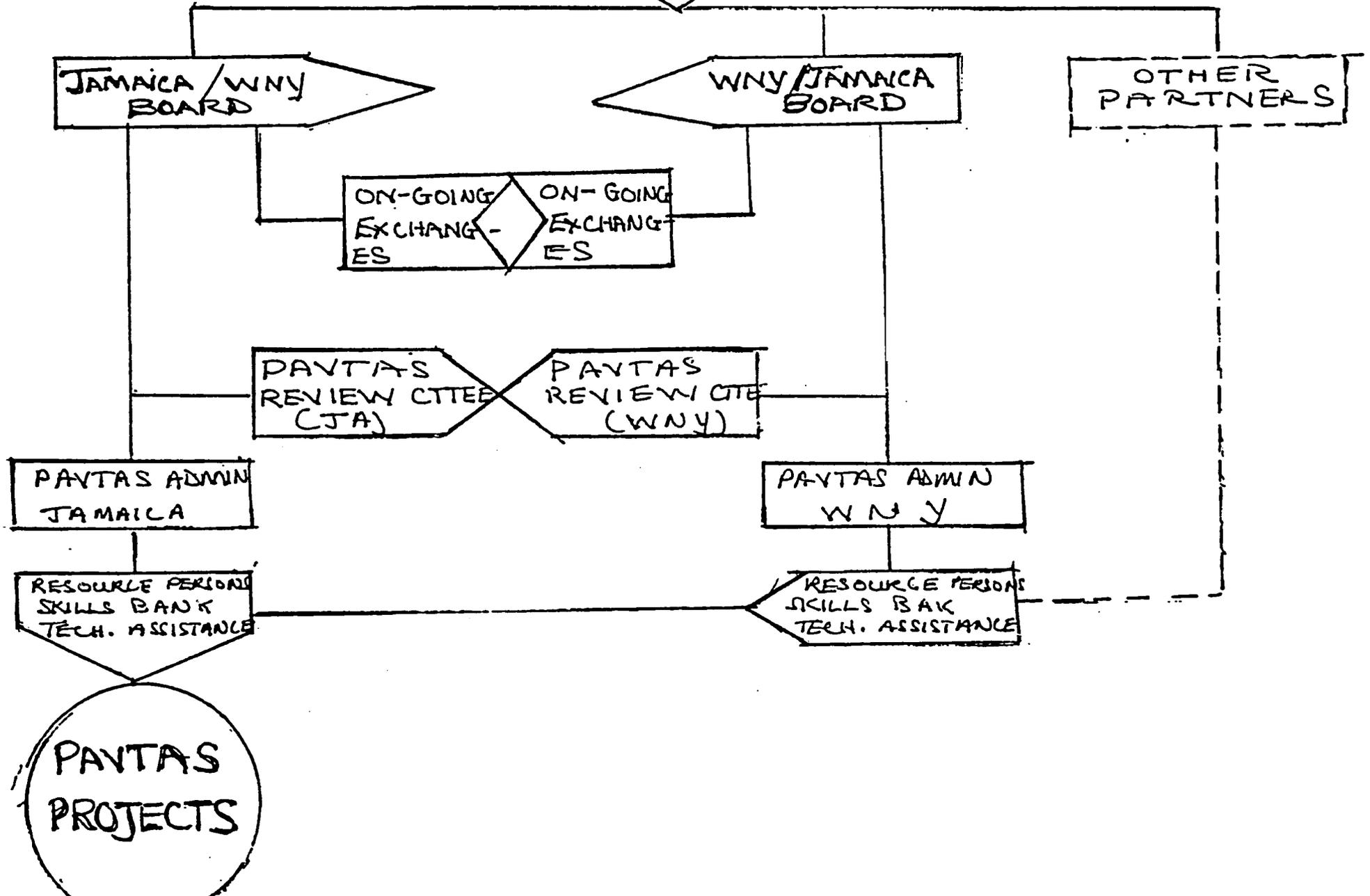
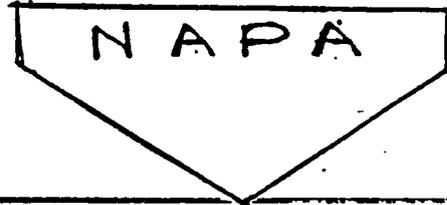
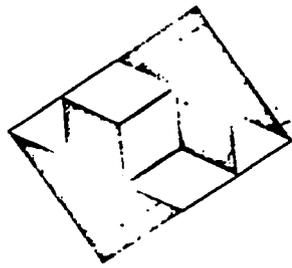
PAVTAS will function under the umbrella and guidance of Jamaica and Western New York Partners. It will be administered by a full-time Executive Director in Jamaica and a part-time counterpart in Western New York. PAVTAS will be supervised by parallel Program Review Committee in Jamaica and in Western New York. Each Committee will be responsible to its Board of Directors.

Requests for technical assistance, personnel exchange and travel emanating from PAVTAS will be directed through the PAVTAS Administrative apparatus. In each case technical assistance or other exchange must be agreed to by both the sending and receiving Committees in the appropriate area, when each is called on to provide members of a development assistance team. Travel for administrative purposes may be initiated by the PAVTAS Review Committees and/or the respective Partnership Boards from time to time.

PAVTAS will play a vital role in strengthening each end of the Partnership. It will provide funds for personnel as specified in the budget which will increase the administrative efficiency of the Partnership offices in Jamaica and in Western New York. It will enable each of those offices

to engage in public awareness and fund raising drives that have not been possible heretofore. This in turn will broaden the base at each end of the Partnership, thus providing further resources for more effective technical assistance and greater opportunities for cultural and other exchanges. See PAVTAS Flow Chart overleaf.

# PAVTAS FLOW CHART



3.2.3. Project Application and REview Procedure

Information on PAVTAS including agency and program criteria to qualify for technical assistance will be disseminated among the appropriate social service agencies throughout Jamaica.

The programs which are found eligible will be requested to submit applications for technical assistance on forms to be supplied by PAVTAS. A procedure such as the following may be employed:

1. Applications are received and dated in the Jamaica PAVTAS office and forwarded to the Jamaica Project Review Committee.
2. The Jamaica Project Review Committee will evaluate the application, according to the established criteria, making site visits if necessary. Projects will be grouped according to the Development Assistance Delivery Modules described and those that fall within Western New York's Module will be forwarded.
3. The Project Review Committee in Jamaica will determine which programs within its Modules are acceptable and should receive technical assistance; Accepted projects will be ranked in order of priority.

4. The Western New York Project Review Committee will indicate availability of technical assistance for the programs forwarded, when it may be available and if not available in Western New York, whether they may be able to facilitate the desired technical assistance from another source.
5. Applicants will be notified within six weeks of the status of their applications.

3.2.4

Prototype PAVTAS Criteria & Rating Scale  
For Judging Project Applications:

The five point scale appearing overleaf is a sample instrument which may be used as an aid in quantifying the PAVTAS Project Review Committee's judgement of programs submitted.

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SAMPLE

PAVTAS - CRITERIA AND RATING SCALE FOR JUDGING PROJECT APPLICATIONS

1. Consistent with major PAVTAS criteria  
Not Consistent 1                      2                      3                      4                      Very Consistent 5
2. Addresses needs of 'needful' individuals in Jamaica  
Least Needful 1                      2                      3                      4                      Most Needful 5
3. Direct impact on numbers of primary target audience  
Few 1                      2                      3                      4                      Many 5
4. Impact on numbers of ancillary audience secondary audience  
Few 1                      2                      3                      4                      Many 5
5. Potential for achievement of program objectives within the required time frame  
Little Potential 1                      2                      3                      4                      Excellent Potential 5
6. Agency's history of success in the development and completion of projects  
Unsuccessful 1                      2                      3                      4                      Highly Successful 5  

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 Check if no opportunity to demonstrate success.
7. Specifications of manner in which project will be accomplished  
Unspecific 1                      2                      3                      4                      Highly Specific 5
8. Identification of responsible person
9. Percentage of time to the project
10. Quality of leadership
11. Amount of money requested
12. Relationship between

3.2.5 PAVTAS Skills Bank:

Agencies receiving technical assistance from PAVTAS will be required to provide a written plan to include the following:

1. Personnel (one or more) within the agency who will be designated as a Trainer to work with or to be trained by the technical assistance provider;
2. Specific steps for the way in which the trainer will be utilized within the agency to train other agency personnel over at least a two year period;
3. Specific ways in which the agency plans to make the trainer available to other agencies over at least a one year period;
4. Specific ways in which the agency will provide incentives to ensure continuity and career ladder advancement of trainers within the agency;
5. An agreement to 'pay back' technical assistance to the Skills Bank by making available to other agencies technical expertise that is available in the agency and needed by other agencies. This technical assistance need not be in the area of expertise provided originally by PAVTAS. It may be paid back at the rate of 1/4, 1/2, 3/4 or 1 hour for each hour of technical assistance received.

The pay back rate will depend on factors such as objectives of the agency, size of the agency, previous technical assistance received from PAVTAS and must be agreed to by PAVTAS;

6. The agency must indicate the extent to which it has searched locally to secure the technical assistance;
7. The agency must indicate conditions that prevent it from paying for the technical assistance.

#### 3.2.6

##### PAVTAS Multiplier Effect:

In order to achieve a multiplier effect and maintain the integrity of the technical assistance being delivered, the following procedure is suggested:-

1. When a request for technical assistance is received and approved by the appropriate Partners structure, the PAVTAS Skills Bank is activated. Through the Skills Bank PAVTAS will determine which other Jamaican Agencies need the same technical assistance and invite them to send participants or observers who will be able to pass on to others in their organizations the skills and knowledge required.

2. Where the technical assistance being given involves formal training - sessions in classroom situations, the approach will be in two phases:

a. In the first phase designated participants will attend intensive seminars (possibly 5 - 15 days in duration) during which they will perform tasks designed to sharpen the skills they have learnt.

Participants will be selected on the basis of being able to, in turn, train others in their agencies. The ratio of participants to technical instruction should not be higher than 15:1

The second phase will take place 2 - 3 months later. In this phase, participants will be instructed on how to pass on the skills and knowledge they have learned in the first session to other staff in their organization - again in a ratio of 1 trainer to not more than 15 trainees, and in 5 - 15 day seminars.

The PAVTAS team will help organize these training sessions, guide the trainers in teaching methods, and give them further instruction as required.

3. By this means a "training trainers" process will be formulated and nurtured.

3.2.7

PAVTAS Communication & Information  
Dissemination;

In order to insure appropriate information dissemination and communication among program components, the following procedures will be instituted:

1. A quarterly report will be distributed to all programs, agencies and individuals involved in PAVTAS projects. Each report will include:-
  - a. Current funding levels.
  - b. Projects approved and initiated
  - c. Brief summaries of projects initiated.
  - d. Types of technical assistance provided.
  - e. Individuals who have provided technical assistance and their areas of expertise.
  - f. Future needs, plans and expectations.
2. Each Agency/Program receiving technical assistance, through PAVTAS will be required to submit a quarterly report which will include:

- a Objectives addressed through project
- b Accomplishments to date
- c Numbers and types of individuals
- d Technical assistance received
- e Technical assistance provided to PAVTAS or other agencies.
- f Future plans and expectations
- g Standardized evaluation form
- h Budget

3. Semi-annual meetings will be held which will include representatives of the Western New York and Jamaica PAVTAS Boards, representatives of each agency or program funded, one or more NAPA staff members and invited guests who are representatives of possible future funding sources.
4. PAVTAS will fund a minimum of one representative from Jamaica and Western New York to the International Partners meeting each year. Those representatives will be required to share information on PAVTAS through participation in workshops, distribution of brochures and other means.
5. A quarterly PAVTAS Newsletter will be produced and distributed.

3.2.8 Brief description of some of the possible program components under PAVTAS:

1. EXED Employment Opportunity Information Network & Skills Training Program:

This will be a component of the total Community Outreach Program of Exed. It will identify employment trends within the public and private sector markets as well as provide information and guidance on self-employment opportunities. Job counselling and placement services will be made available to residents of the community.

Through the Skill Training Component, High School and Primary School dropouts will be taught marketable skills for the urban labour market or for self employment.

2. 4-H Cottage Industry

This is a rural program to be located at the Rose Hall 4-H Training Center. The project will train 25 low income youths annually in canning and preserving agricultural produce grown in the area for commercial distribution. Its aim is to be self-supporting after three years.

3. Art & Craft Skills Marketing Development Program:

This component will be administered by the Jamaica School of Art. Its target audience is threefold:

- a. Craft Educators who will be trained to teach Craft development management and marketing skills;
- b. Rural women aged 15 - 35 who will be taught to produce textile and ceramic products for sale;
- c. Practitioners of the Arts (Dance, Theatre, Music, Fine Arts) and Students of the Cultural Arts Center who will be taught the Business and Management of Art (The Business of Art) including costing and budgeting of productions, box office management, promotions and public relations, copyright and contract, fund-raising, etc.

4. Jamaica Association for Children with Learning Disabilities Screening Program

This is a preventative intervention program which aims to develop and implement a screening program for early detection and treatment of children with

learning disabilities unrelated to mental retardation. A pilot program will be developed and tested out within 2 - 3 schools before being generalized. Its target audience will be children under 12 years old.

5. VOUCH Income Generating Project for Single Mothers of Pre-School Children

This program will focus on single, unemployed mothers of pre-school children, the mothers will be made available for skills and on the job training experiences designed to make them employable or self-employed.

6. Research & Technical Assistance to Church & Community Related Training Programs

The purpose of this component is to provide assistance to a selected sample of church and community related agencies presently conducting skills training programs in rural and urban ghettos for youths in the 15 - 25 age group.

The component is in two phases. The first will conduct research to identify and classify the characteristics of the agencies involved and catalogue their needs. The second will be to select two rural and one urban agency for a pilot program of assistance - including the provision of training and equipment. See program component matrix overleaf.

4.3 Evaluation Design

This project involves both processes and products which are integral to its success. Since a central aim of the project is to develop replicable working models within each of the components selected it will be necessary to collect and analyse data on the principal processes as a key to evaluating the efficacy of the products.

An evaluation design which will employ the analyses of impact and effect will be developed for this purpose.

Cost/Benefit will also be examined.

Each program component will incorporate an evaluation plan according to a format developed by PAVTAS.

JAMAICA/WESTERN N.Y. PARTNERS OPG REQUEST

PROGRAM COMPONENT MATRIX & BUDGET

COST (3 YRS.) PROGRAM COMPONENT		NO. PRIMARY BENEFIC.	EMPLOY OP. CREATION	MARKETABLE SKILLS DE VELOPMNET	PRE VENTATIVE INTERVENTION	TARGET LOCATION		TARGET AUDIENCE	
J\$	US\$					RURAL	URBAN	WOMEN	YOUTH
240,300	\$135,000	11,525	*	*	*	*	*	*	*
133,500	75,000	18.22							
90 10	50,400	4,500	*	*	*	*	*	*	*
45,000	25,200	75	*	*	*	*	*	*	*
165,000	92,400	330							
80,000	44,800	450	*	*	*	*	*	*	*
60,000	33,600	205.33							
45,000	25,200	80	*	*	*	*	*	*	*
80 100	44,800	560							
338,800	\$526,400	6,000	*	*	*	*	*	*	*
		20							
		1260							
		400	*	*	*	*	*	*	*
		112							