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**UNCLASSIFIED**

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
Washington, D. C. 20523

JAMAICA

**PROJECT PAPER**

VOLUNTARY SECTOR DEVELOPMENT  
(AMENDMENT # VI)

AIL/LAC/P-359  
No previous PP printed

Project Number:532-0085

**UNCLASSIFIED**

**PROJECT DATA SHEET**

A = Add  
 C = Change  
 D = Delete

Amendment Number 6 CODE 3

2. COUNTRY/ENTITY JAMAICA

3. PROJECT NUMBER 532-0085

4. BUREAU/OFFICE LAC 05

5. PROJECT TITLE (maximum 40 characters) Voluntary Sector Development Project

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)  
 MM DD YY  
07 31 89

7. ESTIMATED DATE OF OBLIGATION  
 (Under 'B.' below, enter 1, 2, 3, or 4)  
 A. Initial FY 83 B. Quarter 4 C. Final FY 88

8. COSTS (\$000 OR EQUIVALENT \$1 = )

A. FUNDING SOURCE	FIRST FY <u>84</u>			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	427	175	602	2000	1900	(3,900)
(Grant)	( 427 )	( 175 )	( 602 )	( 2000 )	( 1900 )	( 3,900 )
(Loan)	( )	( )	( )	( )	( )	( )
Other U.S.	1.					
	2.					
Host Country		303	303	-	2222	2,222
Other Donor(s) PVOs		72	72	-	572	572
<b>TOTALS</b>	<b>427</b>	<b>550</b>	<b>977</b>	<b>2000</b>	<b>4694</b>	<b>6,694</b>

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) EH	769B	920				200		1820	
(2) FN	769B	920				150		725	
(3) HE	769B	920				200		1075	
(4) SD	769B	920				-		230	
(5) PN*	<b>TOTALS</b>					<b>600*50</b>		<b>3900*50</b>	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)  
 610 790 031 070 590 635

11. SECONDARY PURPOSE CODE  
 610

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)  
 A. Code PVON PVOU BRW BUW BF  
 B. Amount

13. PROJECT PURPOSE (maximum 480 characters)

The purpose of the Project is two-fold: (1) to strengthen the institutional capacity of PVOs and, thereby, enable them to competently deliver development assistance; and (2) to assist a minimum of twenty PVOs to improve their viability as development organizations and, simultaneously, enable them to attract and efficiently utilize funds from worldwide donors.

14. SCHEDULED EVALUATIONS

Interim MM YY MM YY Final MM YY  
06 86 02 87 09 88

15. SOURCE/ORIGIN OF GOODS AND SERVICES  
 000  941  Local  Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a 25 page PP Amendment)

This Amendment will increase the Life of Project Funding to CVSS/United Way by US\$900,000 to US\$3,900,000 to enable this organization to fund an additional minimum of 37 PVO sub-projects, to establish an Emergency Relief Fund and to provide a one-year extension to the Grant.

The Controller has reviewed and concurred with the methods of implementation and financing.  
 Robert A. Leonard, Controller

17. APPROVED BY

Signature William R. Joslin

Title William R. Joslin  
Director, USAID/Jamaica

Date Signed MM DD YY  
03 20 87

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION  
 MM DD YY  
06 08 87

AUTHORIZATION

AMENDMENT NO. 6

Name of Country: Jamaica  
Name of Entity: CVSS/United Way of Jamaica  
Name of Project: Voluntary Sector Development  
Number of Project: 532-0085

Pursuant to Sections 103-108 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Voluntary Sector Development project for Jamaica involving planned obligations of not to exceed Three Million Nine Hundred Thousand Dollars (\$3,900,000) in grant funds ("Grant") over a six year period from date of authorization, subject to the availability of funds in accordance with the AID OYB/allotment process, to help in financing foreign exchange and local currency costs for the project. The planned life of the project is hereby extended by one year from July 31, 1988 to July 31, 1989.

  
Mission Director

3/20/87  
Date

Clearances:OPDS:PLerner(in draft)  
          OPEP:NHardy\_(in draft)  
          CONT:RLeonard(in draft)  
          A/DDIR:JCoury (in draft)

Drafted:OEHR:YJohnson:el:3/20/86

Figure 1  
Summary Costs for VSD Project Supplement  
(US\$ 000s)

<u>Year</u>	<u>Element</u>	<u>Allotment</u>	<u>Percent of Grant</u>
1987	UWJ Operations	120,000	20
	Emergency Relief Fund	90,000	15
	Direct Allocation to PVO Sub-Projects	330,000	55
	CVSS Organizational Development and PVO Training	60,000	10
	TOTAL	<u>600,000</u>	<u>100</u>
1988	UWJ Operations	45,000	15
	Emergency Relief Fund	60,000	20
	Direct Allocation to PVO Sub-Projects	150,000	55
	CVSS Organizational Development and PVO Training	45,000	10
	TOTAL	<u>300,000</u>	<u>100</u>
Extension Year 1989*	UWJ Operations	30,000	10
	Emergency Relief Fund	75,000	25
	Direct Allocation to PVO Sub-Projects	120,000	40
	CVSS Organizational Development and PVO Training	75,000	25
	TOTAL	<u>300,000</u>	<u>100</u>
GRAND TOTAL FOR 2 YEARS 87-88		900,000	

\* Funding anticipated for year 3 not approved.

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## I. SUMMARY AND RECOMMENDATIONS

### A. Summary Description of the Project Supplement and Request For Extension

The Project Supplement will enable the CVSS/UWJ to continue annual fund-raising campaign operations which will include collection of donations from the 1987 campaign which raised 200,000 J\$ above its 1.5 million J\$ target and to launch the annual campaigns for 1988 and 1989. It will also enable the CVSS/United Way of Jamaica to fund at least 37 PVO sub-projects which are on a waiting list of approved sub-projects that will be screened through the Priority Setting Committee for funding. Chief among the PVO sub-projects needing funding is the CVSS which seeks funds to continue strengthening its capacity to provide training, technical assistance, development education and other services to nearly 200 private voluntary organizations in Jamaica.

The supplement will also enable the CVSS/UWJ to establish an Emergency Relief Fund to assist citizens of Jamaica in the case of national disasters, local emergencies or personal tragedies.

The request for an extension of the VSD Project from August, 1988 to July 31, 1989 will minimize disruption of the CVSS/UWJ relationships with PVOs as it reduces its administrative operations and sub-project funding levels while building up its annual fund-raising campaign activities to continue to fund the PVOs at levels fairly equivalent to the levels maintained with assistance from USAID.

By the completion date of the VSD project in July 31, 1989, the CVSS/UWJ will be a self-sustaining fund-raising institution, raising approximately 3 million J\$ annually from corporate and individual donors through the work of several hundred volunteers. Of the funds to be raised, 90 percent will be allocated directly to PVOs and 10 percent will be applied to CVSS/UWJ administration and operating costs. Additionally, the Council of Voluntary Social Services will be a strengthened PVO service and training organization with a direct and well defined PVO advocacy relationship to the United Way of Jamaica.

B. Recommendations

It is recommended that:

- The Voluntary Sector Development (VSD) project which is now the CVSS/UWJ be granted supplemental funding through July, 1989.
- An assessment be conducted at the end of each funded year to determine the desirability of continued USAID funding based upon progress demonstrated around the benchmarks listed below. Such assessment be conducted no later than January of the succeeding year.
- To satisfy continued funding in FY 88 and FY 89, it is expected that the VSD project will demonstrate progress toward:  
(1) bringing the UWJ Administrative and Operational costs into line with a formula of 10% of total funds generated through local annual campaigns, and international fund-raising efforts,  
(2) Encouraging the CVSS to expand and improve its services to PVOs and (3) clarifying the separate roles between the two organizations in making self-sustaining decisions and defining viable functions.
- \$600,000 be authorized in FY 87 and \$300,000 in FY 88 for project operations as described in this document.
- A new PACD of July 31, 1989 be authorized.

## II. PROJECT BACKGROUND AND DESCRIPTION

### A. Background

In the years between 1976 and 1980, the USAID provided funds to the Council of Voluntary Social Services in support of its efforts to move PVOs into the economic development arena. These funds were targeted primarily to internal organizational development of CVSS. During those project years, CVSS fell short of achieving the viable internal institutional development goals and the Council was without funding from USAID or any other major donor outside of a small GOJ subvention between 1980 and 1983.

In July, 1983 USAID authorized a \$3,000,000 grant over 5 years to assist a 43 year old local association of private voluntary organizations (Council of Voluntary Social Services) to gear up its program delivery system to address economic development by providing grants for PVO sub-projects in four development areas: agriculture, day care and basic schools, vocational training and health.

Through the Voluntary Sector Development (VSD) project, the CVSS was provided the opportunity to assist the PVO community in Jamaica to help the poor to more fully participate in the economic recovery of Jamaica and to assist at least 20 PVOs to become viable development organizations with the capability to attract and utilize development funds from worldwide donors.

CVSS is Jamaica's only local association of PVOs. It was established in 1940 as a council of PVOs with a wide membership base of social welfare professionals and thousands of volunteers. The CVSS and PVO community have a long record of service and widely accepted credibility as advocates for human services in Jamaica. The project was justified by the size and scope of unmet needs of thousands of Jamaicans and the existence of PVO directed projects among the poor and needy in Jamaica.

In late 1984 the original project was amended to enable the CVSS Board of Directors to restructure itself into a fund-raising and allocation organization utilizing the United Way of America concept. Under the amendment, the purpose of the VSD project is to develop a United Way fund-raising system for Jamaica to ensure that suitable fund-raising for PVOs is available by the project completion date.

The project represents an AID strategy for helping the private voluntary sector in Jamaica address severe problems of economic growth among its constituency which is largely the poor of Jamaica.

A prime objective of the project is to direct USAID funds through the CVSS/UWJ mechanism to enable PVOs to implement sub-projects in a manner which provides quick, measurable benefits to the poor and needy. Training and technical assistance provided by the project to

PVOs is aimed at helping them become more active, more self-sufficient, and more effective participants in the overall economic development process of the country. The participation of the PVOs also promises that the grass roots, where the poorest (both rural and urban) are more likely to be located, are more directly included in the growth processes of the nation's economy.

The requested supplemental funding for the next two years and project extension for one additional year both will be directed to achievement of the original purpose of the project which is to enhance the economic recovery of Jamaica through PVO sponsored and self-help projects aimed at increasing the quality of life for a minimum of 250,000 poor people who are unable to participate in economic growth of the country because of the lack of opportunity and skills.

B. Project Description

This project continues to contribute significantly to the larger USAID development goal of assisting the private voluntary organizations in Jamaica to implement development programs in areas of greatest economic need.

1. The Project As Implemented 1983-86

This update of the CVSS/UWJ is a report of steady progress toward project goals and targets. Progress can be measured by examination of several important developments over the past three years.

- (1) The Board of Directors of the Council of Voluntary Social Services with assistance from consultants from the United Way of America and other sources has established a very visible and viable new organization in Jamaica in the development area which is quickly becoming a familiar entity among business and professional persons and employees - "The United Way".
- (2) Over 2.5 million J\$ have been raised locally through two annual United Way campaigns and over 600 volunteers have been involved and trained in the united giving concept. (See Exhibit I for Comparison of Campaigns).
- (3) Good relationships have been developed with the PVO community in Jamaica and the impact of UWJ fund-raising and allocation activities is perceived as positive among the 24 PVO sub-projects which have been funded to date.
- (4) Increased communications are developing between donors and volunteers with the UWJ and the social service professionals at the CVSS who seek to interpret and represent the interest of the PVOs in the wider community.

The Mid-Term Review of the project conducted in June, 1986 reported several important findings.

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"....The United Way concept of fund-raising and distributing funds to human services organizations has captured the imagination and support of top Jamaican leadership among its business and professional class....

.....There is important GOJ support through its financial commitments to non-political voluntary effort to assist the nation's poor and dependent....

.....The new agency has effectively mobilized a strong cadre of volunteers from the Jamaican business and professional community in an organized community wide fund-raising appeal which received pledges of 1,072,731 Jamaican dollars from the corporate community in the first pilot Campaign....

.....The effort has enabled Jamaican leaders in the private sector to focus greater attention on the human service needs in the nation and direct its cultural heritage of charitable voluntarism to a dynamic new mechanism using the corporate management model of mustering broad volunteer support...."

The first several months of the project were spent with the CVSS staff and executive committee meeting in many sessions to define the direction and structure of the project. With assistance from USAID OEHR staff and consultants from the United Way of America, the CVSS/United Way of Jamaica was incorporated on January 4, 1985.

From January, 1985 to June, 1986 organizing activities were devoted to planning, the first official Campaign launch, staffing up the UWJ administrative headquarters located in Kingston and two regional offices in May Pen and Montego Bay. Careful attention was given to establishing a counterparting system where Jamaican nationals could be trained by American consultant experts in the areas of corporate management (President), finance and budget (VP Finance), and campaign planning and implementation/communications (VP Campaign). Time was devoted to establishing financial systems for CVSS and the new organization, CVSS/United Way of Jamaica, and training board members and staff in the theory and operations of United-giving.

During those months, much staff time was also devoted to allocating VSD grant monies of nearly 2 million US\$ and the Jamaican dollar equivalent to PVO sub-projects through creation of a highly professional and tightly managed allocations process which built in a system of PVO accountability for funds.

The last six months in 1986 were devoted to developing a highly effective 1986/87 Campaign, training volunteers throughout the nation in United Way campaigning, conducting campaigns of payroll deduction in the larger companies and corporations, allocating funds to PVO sub-projects and monitoring as well as providing technical assistance to funded projects.

Results of the 1986/87 Campaign

The Campaign launched on October 13, 1986 was a success in terms of surpassing the fund-raising target, an increase in the number of volunteers involved, strong leadership by a well organized Campaign Cabinet and related committees, increased staff support and superior communications program which took the United Way of Jamaica story to a much wider audience and deeper into the ranks of the Jamaican people than the previous year.

As of January 31, 1987, the following statistics were available:

	<u>85/86</u>	<u>86/87</u>
Dollars Raised	J\$1,072,731.74	J\$1,639,388.00
# Corporate Donors	35	133
# Individual Donors	52	131
# Employee Campaigns	1	37
# Employee Givers	14	810
# UW Volunteers	300	386
Campaign Specific Volunteers	(20)*	(219)*

For the 1986/87 campaign fifteen volunteer divisions were identified, each with a chairman. This group formed the core of the Campaign Cabinet.

The structure was as follows:

DIVISION

Education	Special Gifts	Finance
Major Companies	Construction	Health
Commerce & Distribution	Services	Governments
International Affairs	Transportation	Mining & Agriculture
Legal	Accounting	Manufacturing

Each division was divided into sub-groupings for maximum coverage. These sub-groups had their own leadership which reported to the Chairman.

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\* Included in the Total No. UW Volunteers above.

### Volunteer Training

Several sessions were held for volunteers in order to 1) inform them on the United Way; 2) instruct them on types of solicitation - Personal Calls, Employee Campaign. Several sessions were held on Saturday mornings during August, September and October. To help enhance the understanding of United Way, tours were arranged to give volunteers the opportunity to see first hand activities in projects funded.

Much time was also given to internal management of the organization which was indicated as a priority need by the mid-term assessment. New Jamaican personnel filled the three top positions of President, Campaign Director and Director of Finance and Budgeting. This staff teamed with American consultants providing management assistance and training, worked diligently to shift the organization's priorities from funds allocation to aggressive fund-raising and tighter cost controls. The year's priority has been focused on strengthening Campaign and Communications while reducing staff in other areas.

Areas needing more focus and priority attention in the upcoming years include training for both staff and volunteers, implementation of a strategy to attract funding from international sources such as foreign governments, NGOs, foundations, transnationals and Jamaican residents in the U.S., United Kingdom and Canada. The building of expertise in Campaign and Communications and transfer of that technology to Jamaican staff both in Kingston and in the regional offices remains a top priority. Developing closer and more cooperative working relations with staff of CVSS is also an objective of prime importance to the longer term success of the project.

This Project Paper Supplement basically addresses those priorities for the next three years.

2. Assumptions Underlying Program and Budget for VSD Project Supplement

Purpose of the Supplement and Extension Request

The VSD project has made solid progress over the past three years in strengthening the institutional capacity of the Council of Voluntary Social Services to improve the effectiveness of PVOs as development organizations and in establishing a new fund-raising mechanism for PVOs known as the United Way of Jamaica. For reasons fully described in the VSD Mid-Term Assessment Report, the project requires additional funding from USAID on a matching basis.

The purpose and goals of this project supplemental request are as follows:

1. To support the growing capability of the United Way of Jamaica to generate local funds for PVO sub-projects, and
2. To strengthen and expand the service relationship between the Council of Voluntary Social Services and the PVO community in assisting PVOs in Jamaica to become more effective as local development organizations.

The project paper and budget have been prepared with guidance from the assumptions discussed below.

The Guiding Assumptions

- (1) In the next three years, the United Way of Jamaica (CVSS/UWJ) allocations to PVO sub-projects must demonstrate that allocations are going to those PVO sub-projects most in need and where the funds can make a significant difference in the effective operation of each sub-project. The CVSS/UWJ must increase the number of PVO sub-projects funded to become more responsive to the real needs of the Jamaican people and to widen the PVO base of knowledge and support of the UWJ.
- (2) There will be a steady increase in the amount of funds generated locally through the Annual CVSS/UWJ Campaign. The Annual Campaign goals are:

1987: 1.5 million J\$; 1988: 2 million J\$; 1989: 3 million J\$

The 1987 target which was launched in November, 1986 has been surpassed by 200,000 J\$ in terms of commitments from donors.

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Indications from the past two annual Campaign experiences suggest that increased funds can be generated locally provided that key elements to a successful strategy are adhered to: (a) Increasing the volunteer base. A goal of doubling the number of volunteers in the regions and tripling the number of volunteers in the Kingston area has been set by the Campaign Cabinet for 1988. (b) Increase training and staff capability at the regional office level around Campaign operations to enable the regional offices to reach a larger small giver constituency and recruit more volunteers.

- (3) VSD project funds to PVO sub-projects will be incrementally reduced each year as locally generated funds from the annual campaign provide increased allocations to the PVO sub-projects. (See Table 1.)
- (4) There should be a reduction in USAID financial support to the overall CVSS/UWJ Administrative operations to encourage the organization to reduce administrative operating costs. USAID support to CVSS/UWJ operations will emphasize strengthening of the CVSS/UWJ fund-raising capability. Efforts over the next three years will be directed to achieving a Board determined goal of operating the agency with 10 to 12 percent of the funds raised through annual campaigns. This will enable the CVSS/UWJ to guarantee to both donors and PVOs that 88 to 90 percent of every dollar raised in the annual campaign is allocated directly to PVO sub-projects.
- (5) Efforts must continue and be accelerated to strengthen the capability of the Council on Voluntary Social Services (CVSS) to provide services and training to the PVOs. This can be done by increasing the size and effectiveness of the CVSS Kingston headquarters and regional offices for the specific purpose of enabling the Council to provide more development education, technical assistance and training to the PVOs.
- (6) The CVSS/UWJ needs to devise a vehicle which will enable the organization to respond in a timely fashion to unexpected occurrences and emergency situations which place Jamaican citizens in dire need of emergency or short-term financial assistance. Such a fund is needed to enable the CVSS/UWJ to provide responsible leadership and helpful resources in the event of major disasters affecting many people such as the flooding and related family and neighborhood disasters which occurred in the Spring of 1986.

Table 1

COMPARISON OF PVO SUB-PROJECT ALLOCATION PROJECTIONS  
FOR THE YEARS 1987, 1988, AND 1989

<u>Year</u>	<u>VSD Supplemental Allocations to PVO Sub-Projects</u>	<u>UWJ Campaign Allocations to PVO Sub-Projects</u>	<u>TOTAL to PVO Sub-Projects</u>
1987*	1.375 M J\$	1.440 M J\$	2.815 M J\$
1988**	1.100 M J\$	1.800 M J\$	2.900 M J\$
1989***	600,000 J\$	2.700 M J\$	3.300 M J\$

Explanation of Computations:

- \* 1987 Campaign raised 1.7 J\$; 100,000 J\$ will be reserved for next year carry over; 1.6 J\$ available for operations and allocations; 10% of 1.6 M J\$ or 160,000 J\$ for operations, 1.440 J\$ to sub-projects.
- \*\* 1988 Campaign target is 2 million J\$; 100,000 J\$ will be reserved from 1986 for carry-over; Assuming 2 M J\$ available for operations and allocations; 10% of 2 M J\$ or 200,000 J\$ for operations, leaving 1.8 M J\$ for allocations to PVO sub-projects.
- \*\*\* 1989 Campaign target is 3 million J\$; 100,000 J\$ plus interest still reserved from 1986 carry-over; Assuming 3 M J\$ available for operations and allocations; 10% or \$300,000 for operations, leaving 2.7 M J\$ for allocations to PVO sub-projects.

### 3. Proposed Project Supplement Activities

Over the next two years, priority attention will be given to effective CVSS/UWJ operations around four important factions.

- (1) Funding the long list of PVO sub-projects which have been reviewed by the Priority Steering Committee in the UWJ Allocations process and to which extensive technical assistance has been given by UWJ staff. The list of those organizations is contained in Exhibit II.A. and brief descriptions of those projects are provided in Exhibit II.B. of the Appendix to this paper.
- (2) Campaign and Communications. The goal for the 1987/88 Campaign is 2 million J\$ and the goal for the 1988/89 Campaign is 3 million J\$. The Campaign Cabinet will seek to double the number of volunteers and thus involve at least 500 volunteers in each of the next two campaign years.
- (3) Create an Emergency Relief Fund to assist citizens of Jamaica in the event of national and regional disasters and individual or family tragedies. Such a reserve fund could also assist PVOs in cases of organizational emergencies by providing a vehicle for quick disbursement of disaster relief and emergency funding. This Fund could conceivably also provide a more permanent vehicle for foreign donors to identify a respected Jamaican organization which relief funds could be efficiently passed-through to PVOs which can reach large numbers of needy people during major emergencies.

The Emergency Relief Fund will be a permanent fund where monies will be allocated and if not used in a given year, will be available to compound earnings to increase the total funds available in the event of disasters and emergencies. The types of appeals which the UWJ will support from the Fund will be determined by an Emergency Relief Fund Committee of the Board of Directors of CVSS/UWJ. It is suggested here that the Board consider inviting persons from outside onto that Committee, persons who could give the UWJ entree to new groups of volunteers.

The Emergency Relief Fund will be established by April, 1987 and should be administered by a sub-committee of the UWJ Board of Governors, either through an existing sub-committee such as the Allocations Committee or through a newly created committee. Close collaboration with the Communications staff of the Campaign & Communications Unit will also be necessary to ensure that information is properly gathered on the situations which warrant disaster or emergency funding and that UWJ's response is clearly communicated to the public. There can also be a role for CVSS to identify for the Emergency Relief Fund Committee those PVOs most capable of receiving support which will best assist the community, organization or individual family in need.

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- (4) Organizational Development. The UWJ Board of Governors and the Council of the CVSS will take the necessary steps to clarify the organizational structure of the CVSS-UWJ relationship so that by 1989 they will arrive at an arrangement of these organizational relationships most suitable for achieving the VSD project institution-building goal. Table 2 denotes the evolution of united giving for social services in Jamaica since the turn of the Century.

The organizational relationship between the United Way and the CVSS reveals a unique set of developments, particularly since the UWJ was spun-off from the CVSS under the auspices of the VSD project. These developments now require focused attention and planning by the Board of Governors of both organizations to arrive at a final policy solution regarding the discrete organizational structure and relationship of the two organizations.

The current organizational relationship is unwieldy, administratively costly and misunderstood among board members, resulting in at least two dominant and divergent views on the structure and organization.

The CVSS, established in 1940, is structured along the lines of a council of social service organizations. The Council has a chairman, honorary secretary and honorary treasurer. The Executive Director of the Council serves as the honorary secretary. The organizational policy is determined by an executive committee with a chairman of the executive committee who is a different person from the Chairman of the Board of the Council.

The United Way, on the other hand, is constituted by a Board of Governors whose chairman also serves as the chairman of the Executive Committee. The Executive Committee membership consists of "up to four Vice Chairmen," a Secretary Treasurer and chairpersons of each standing committee of the Board. Additionally, the chairman of the CVSS Board and the Chairman of the UWJ Board of Governors is one and the same person, the Honorable Carlton Alexander. Further, by agreement at the time the UWJ was incorporated, four members of the Executive Committee of the CVSS serve on the Board of Governors of the UWJ. Several organizational issues have emerged because communication between the respective boards has been less than open and cooperative working relations between the management staff of the two organizations has proven more difficult and distant than originally envisioned when the UWJ was created from the CVSS.

Specific activities will be addressed to foster closer collaboration between CVSS and the UWJ, including:

- (1) The governing bodies and staff executives of both CVSS and UWJ will work on establishing a clearer definition of the

respective roles of each organization vis-a-vis relationships with the PVOs; (2) Increasing CVSS services and work with PVOs in the regions and simultaneous stepping up of Campaign activities in the regions; (3) Training of PVO executives, board members and volunteers on all aspects of the United Way operations; and (4) Development of joint CVSS/UWJ strategies for international fund-raising and informational services to those donors. CVSS, particularly, should increase its activities in the area of development education and publication of the needs of the Jamaican people and PVO sub-project activities in Jamaica for wider distribution to potential supporters overseas.

(5) Assessment of Achievements Toward Institution-Building Goals.

At the end of 1987 and each subsequent project year, both organizations will participate in an assessment of progress toward project objectives, including: (1) Bringing the UWJ Administrative and Operational Costs into line with a formula of 10% of total funds generated through annual campaigns and international fund-raising, (2) Encouraging the CVSS to expand and improve its services to PVOs and (3) Clarifying the separate roles between the two organizations in making self-sustaining decisions and defining viable functions.

The assessment will serve as annual check points for project review and determination of continued and appropriate funding levels for assuring viability of both CVSS and UWJ. USAID will provide consultant services for these assessments.

Table 2

Chronology of Events Leading to United Way of Jamaica

Organization

- 1900 - United giving began
- 1940 - Jamaica Welfare Organization Created
- 1944 - Council of Voluntary Social Services established
- 1976 - CVSS obtained tax relief for private voluntary giving/charities
- 1977 - CVSS funded by USAID
- 1979 - CVSS supporters began mobilization of a CVSS United Way campaign
- 1981 - USAID funds curtailed. CVSS sought other funds
- 1983 - CVSS received major grant from USAID entitled, Voluntary Sector Development, to serve as major fund-raising and coordination mechanism for USAID funds
- 1984 - VSD grant from USAID amended and transferred to new corporation known as CVSS/United Way of Jamaica
- 1985 - United Way of Jamaica incorporated as single entity and began its work

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### III. IMPLEMENTATION AND FINANCING

#### A. Present Situation

The administrative and management responsibilities of the project are lodged with the Board of Directors of the CVSS/United Way of Jamaica. The Board conducts its business through a system of Committees which direct the daily operations through the President and Chief Executive Officer and other executive staff including a VP for Campaign and VP for Financial Management. These two important VP positions are currently buttressed by two American consultants who direct the campaign and financial activities along with Jamaican national counterparts. By March 1, 1987 the Jamaican counterparts will assume their principal positions. The consultants will assume other responsibilities until they depart the country on or around July 31, 1987.

The supplement and extension grants will be implemented in a manner which requires that the CVSS build up its capacity to provide services and training to PVOs and that the UWJ reduce its operating and administrative costs eventually to a level at 10 percent of funds raised by annual campaigns. This strategy essentially aims at increasing the UWJ capacity to raise money locally each year and allocate the lion share of those monies back to the PVO sub-projects. It also aims to strengthen the management and administrative capacity of CVSS to aggressively represent and work with the PVOs in their economic development efforts.

Although efforts at reducing the size of the UWJ organization in terms of personnel and other administrative expenditures have been commendable, even more creative thinking must go into further reductions and getting the organization to an operational level which realistically operates within the pending constraints of 10 percent of funds raised locally through the campaign and the 10 percent of VSD funds which will be allocated to UWJ operations until July, 1989 if the proposal is approved.

The supplement will require that the CVSS review and restructure its organizational operations in a manner that demonstrates tight fiscal and program management. The CVSS must also increase its outreach efforts with the PVOs and develop a staff capacity to provide training and technical assistance to PVOs at the level and scope which has been provided by the UWJ over the past two years. Funds will be made available under the supplement for these purposes. CVSS and UWJ will need to fully collaborate on development of staffing plans, setting of project priorities for each organization and in development of operational budgets.

Much of the technical assistance and oversight from USAID over the next three years will be devoted to assisting both CVSS and UWJ with these tasks.

B. Support to the Project from the VSD Project Officer at USAID

On-going support will be provided from the VSD Officer within the Education and Human Resources Division of USAID. That support will take the form of:

1. Weekly meetings between VSD officer and project officers with the executive staff at the UWJ.
2. Review of Monthly Finance and Program Progress Reports received from UWJ executive staff and Board committees.
3. On-going communications around community programs, PVO visitations and evaluations and other events which invite the participation of USAID staff.
4. Provision of technical assistance to UWJ management through contractual arrangements with expert consultants as was accomplished with the Mid-Term Review and subsequent technical assistance follow-up contract.

C. Budgets for the Project Supplement Implementation

Tables 3 and 4 provide detailed explanations and notes on the budget projections for the three years requested for the supplement.

Table 3

VOLUNTARY SECTOR DEVELOPMENT PROJECT SUPPLEMENT

YEAR ONE BUDGET: 1987

	Column 1 US\$	Column 2 J\$ (@ 5.5)	Column 3 non-USAID \$	Column 4 Total of 2 + 3
Total Funds Requested: 600,000 US\$				
I. United Way of Jamaica Operations				
20% of the First Year VSD Supplement Allotment	120,000	660,600	160,000	760,000

Funds must be used to strengthen the fund-raising capability of the UWJ through Campaign staff development, training of volunteers; UWJ staff travel related to fund-raising and international networking and campaign programming; publicity related to the Annual Campaign and consultant services for short-term, campaign-specific activities.

Line Item Restraints

Campaign Staff salaries, training and development - 40%  
Training of Volunteers - 20%  
Publicity related to Annual Campaign - 25%  
UWJ Staff Travel related to fund-raising - 10%  
Consultant services related to campaign - 5%

Year One Budget: 1987  
Page Two

	Column 1 US\$	Column 2 J\$ (@ 5.5)	Column 3 non-USAID \$	Column 4 Total of 2 + 3
II. Establishment of a UWJ EMERGENCY RELIEF FUND to assist citizens of Jamaica in cases of national and regional disaster; PVO organizational emergencies and individual, family or neighborhood tragedies. This shall be a permanent Fund.	90,000	495,000	Unknown	495,000
15% of the First Year VSD Supplemental Allotment				
Criteria for allotment of these funds shall be determined by an Emergency Relief Fund Committee established by the Executive Committee of the UWJ Board of Governors in consultation with the Campaign Cabinet.				
III. Allocations to PVOs for eligible Sub-Projects	330,000	1,815,000	1,440,000	3,255,000
55% of the First Year VSD Supplemental Allotment				
All funds must be allocated by November 31, 1987.				
IV. Support to the Council on Voluntary Social Services	60,000	330,000	125,650	455,650
10% of First Year VSD Supplemental Allotment				

Year One Budget: 1987

Page Three

Column 1	Column 2	Column 3	Column 4
US\$	J\$ (@ 5.5)	non-USAID \$	Total of 2 + 3

Funds must be used for T.A. to PVOs and training of Board members, directors and other volunteers associated with PVOs registered with CVSS. The purpose of this support is to strengthen the CVSS capacity to work with the PVO community in understanding the respective roles of CVSS and UWJ and to improve the fund-raising capabilities of the PVOs.

Line Item Allowances

A maximum of 50% of these funds shall be used for staff salaries and training.

A minimum of 25% of these funds shall be used for training of Board members, directors and other volunteers associated with PVOs.

Materials and publications for technical assistance and public education are allowable up to 25%.

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TOTAL	600,000	3,000,300	1,625,650	4,625,950
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Year Two Budget: 1988  
Page One

Table 4

VOLUNTARY SECTOR DEVELOPMENT PROJECT SUPPLEMENT

YEAR TWO BUDGET: 1988

Total Funds Requested: 300,000 US\$

	US \$	J \$
I. United Way of Jamaica Operations		
15% of the First Year VSD Supplement Allotment	45,000	247,500

Funds must be used to strengthen the fund-raising capability of the UWJ through Campaign staff development, training of volunteers; UWJ staff travel related to fund-raising and international networking and campaign programming; publicity related to the Annual Campaign and consultant services for short-term, campaign-specific activities.

Funds may also be used to initiate an International Fund-Raising Campaign effort to tap Jamaicans currently located in the United Kingdom, the United States and Canada.

Line Item Restraints

Campaign Staff salaries, training and development - 40%  
Training of Volunteers - 20%  
Publicity related to Annual Campaign - 25%  
UWJ Staff Travel related to fund-raising - 10%  
Consultant services related to campaign - 5%

II. Establishment of a UWJ EMERGENCY RELIEF FUND to assist citizens of Jamaica in cases of national and regional disaster; PVO organizational emergencies and individual, family or neighborhood tragedies. This shall be a permanent Fund.	60,000	330,000
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20% of the Second Year VSD Supplemental Allotment

Criteria for allotment of these funds shall be determined by an Emergency Relief Fund Committee established by the Executive Committee of the UWJ Board of Governors in consultation with the Campaign Cabinet.

Year Two Budget: 1988  
Page Two

III. Allocations to PVOs for eligible Sub-Projects	150,000	825,000
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50% of the Second Year VSD Supplemental Allotment

All funds must be allocated by November 31, 1988.

IV. Support to the Council on Voluntary Social Services	45,000	247,500
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15% of Second Year VSD Supplemental Allotment

Funds must be used for T.A. to PVOs and training of Board members, directors and other volunteers associated with PVOs registered with CVSS. The purpose of this support is to strengthen the CVSS capacity to work with the PVO community in understanding the respective roles of CVSS and UWJ and to improve the fund-raising capabilities of the PVOs.

Line Item Allowances

A maximum of 50% of these funds shall be used for staff salaries and training.

A minimum of 25% of these funds shall be used for training of Board members, directors and other volunteers associated with PVOs registered with or members of CVSS.

Materials and publications for technical assistance and public education are allowable up to 25%.

TOTAL	US\$300,000	J\$1,650,000
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D. Proposed Extension Activities and Budget

A transitional year is herein requested because it is anticipated that such an extension could provide the final bridge to achievement of the project goals and outcomes which have been modified several times since the inception of the VSD project. Since July 1983, the Project has undergone several significant shifts in program emphasis and amendments have essentially taken the project through several phases. In the first phase, the VSD project was organized as a locally-based vehicle to funnel US foreign aid funds to PVOs working with the poorest of the poor in Jamaica and to support economic development efforts among those PVOs. This approach was USAID's attempt to transfer PVO support decisions to a Jamaican institution most knowledgeable about PVOs and their constituencies. It was soon realized by CVSS board members, project staff and others that a more longer-term economic development effect could be achieved if the VSD project actually took the form of a mechanism for generating new and expanded local funds for PVOs. The USAID funds were used as start-up capital and an external funding source to establish a viable fund-raising mechanism which could be institutionalized in the country and provide a life long source of funding after VSD funds were no longer available to the PVOs. Successes were realized in this phase such as identification of an Island-wide potential for strong volunteer, donor and small giver participation in a united fund-raising approach such as the United Way model. At the same time, the organizational development and development education needs of the PVOs have increased requiring both funding for PVO sub-projects and training of PVO boards (volunteers) and staff.

These developments have created the need for another phase or emphasis in the project which will require planning strategies for strong institution-building directed at both the CVSS and the UWJ so that both organizations will become stable, fully self-sustaining institutions. These institutions will be responsible for both generating local funds and providing technical assistance and training to PVOs to function more effectively as economic development organizations.

It is anticipated that by July, 1988 the project will need to emphasize activities which flow from the following rationale.

1. There is need for a rational plan and timetable for reduction of VSD funds to PVO sub-projects to balance with an increase in the capacity of CVSS/UWJ to raise and allocate reasonably equivalent amounts to the PVOs. Such a plan can avoid or lessen potentially traumatic impacts on the PVO sub-projects of a sudden withdrawal of all USAID funds which have been a significant source of financial support to the PVO community since 1983 and which have assisted in building the credibility of the United Way concept in Jamaica. Further, the PVO sub-projects funded under the VSD project have been addressing

real and dire social and economic needs among hundreds of thousands of Jamaican citizens through economic development strategies.

2. There is need to continue to support the CVSS/UWJ operations after what promises to be a successful 1988/89 Campaign in collection of confirmed contributions which may not actually come in until the latter part of the 1989 calendar year. Allocations to PVO sub-projects, as a matter of Board policy, are not made until all donations for the campaign year are actually received.
3. Time is needed to provide a thorough evaluation and reporting process especially around the issues associated with the longer term futures of both the CVSS and the United Way of Jamaica. There are numerous policy and organizational development issues which should be addressed and resolved by the Board with assistance from USAID during the phase down period of the project. There is also need for a thorough assessment of the extent to which the counterparting concept for staff development has been achieved.

The priority activities anticipated for the transitional year under the VSD project will include:

1. Continued funding and technical assistance to the United Way of Jamaica around administration and financial management. As the VSD project phase down calls for support to the UWJ from USAID on a reduced financial basis, funds will be provided to assist the organization in establishing and maintaining the tightest possible controls on administrative spending and keeping expenses low to enable the largest share of every dollar in the annual campaign to go to sub-projects and development programs.
2. Staff and Board members of the UWJ are expected to be called to handle many issues and highly visible developments associated with administration of the Emergency Relief Fund. Efficient operation of that Fund for the purposes upon which it was established will be closely supervised and reported to guarantee that there is complete public accountability and responsiveness to public need.
3. VSD funds will continue to be available to supplement the locally generated funds allocated to PVOs from the annual Campaign. It is estimated that PVOs request close to 12 million J\$ annually for projects. Therefore, continued VSD assistance to the PVO community by supplementing UWJ sub-project funds will remain a significant aspect of the grant.

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4. The transitional year will be a critical year for the CVSS. It is anticipated that by 1989 the capital building project of CVSS to erect the Carlton Alexander Center will have been completed and the structure, financed by private funds raised by the CVSS, will provide low-cost office space for the CVSS and many other PVOs. During this year, training programs for PVO executives, board members and volunteers should also be well underway. CVSS should also be producing important reports on PVO sub-projects, development education materials and studies on various aspects of socio-economic development needs and activities throughout Jamaica.

Table 5 provides a budget projection and notes for the extension request for a transitional year to run from August 1, 1988 to July 31, 1989.

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Transitional Year Budget: 1989  
Page One

Table 5

VOLUNTARY SECTOR DEVELOPMENT PROJECT SUPPLEMENT

TRANSITIONAL YEAR BUDGET: 1989

Total Funds Requested: 300,000 US\$

	US \$	J \$
I. United Way of Jamaica Operations		
10% of the Transitional Year VSD Extension	30,000	165,000
Funds must be used to strengthen the fund-raising capability of the UWJ through Campaign staff development, training of volunteers; UWJ staff travel related to fund-raising and international networking and campaign programming; publicity related to the Annual Campaign and consultant services for short-term, campaign-specific activities.		
<u>Line Item Restraints</u>		
Campaign Staff salaries, training and development - 40%		
Training of Volunteers - 20%		
Publicity related to Annual Campaign - 40%		
II. Establishment of a UWJ EMERGENCY RELIEF FUND to assist citizens of Jamaica in cases of national and regional disaster; PVO organizational emergencies and individual, family or neighborhood tragedies. This shall be a permanent Fund.	75,000	412,500
25% of the VSD Extension		
Criteria for allotment of these funds shall be determined by an Emergency Relief Fund Committee established by the Executive Committee of the UWJ Board of Governors in consultation with the Campaign Cabinet.		
III. Allocations to PVOs for eligible Sub-Projects	120,000	660,000
40% of the VSD Extension Allotment		
All funds must be allocated by November 31, 1989.		

Transitional Year Budget: 1989

Page Two

IV. Support to the Council on Voluntary Social Services	75,000	412,500
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25% of VSD Extension Allotment

Funds must be used for T.A. to PVOs and training of Board members, directors and other volunteers associated with PVOs registered with CVSS. The purpose of this support is to strengthen the CVSS capacity to work with the PVO community in understanding the respective roles of CVSS and UWJ and to improve the fund-raising capabilities of the PVOs.

Line Item Allowances

A maximum of 50% of these funds shall be used for staff salaries and training.

A minimum of 25% of these funds shall be used for training of Board members, directors and other volunteers associated with PVOs registered with or members of CVSS.

Materials and publications for technical assistance and public education are allowable up to 25%.

TOTAL	US\$300,000	J\$1,650,000
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LIST OF EXHIBITS

- I. Comparison of 1985/86 and 86/87 UWJ Campaign Results
- II. Brief Description of PVOs Awaiting UWJ Funding
- III. Presentation by Janet A. Cupidon, Jamaica Conference Centre, January 31, 1987, "The Future of the CVSS and its Role Vis-A-Vis the UWJ."

CAMPAIGN 1985 AND 1986

A COMPARISON

UNITED WAY OF JAMAICA

7TH OCTOBER, 1986

The United Way of Jamaica's campaign in 1985 was a success in terms of dollars generated from corporations in a relatively short period of time. The 1986 campaign, however, bears little resemblance to the previous one in organization or methodology. This year's campaign has had more of just about everything. More volunteers have been trained, more accounts have been cultivated, more commercials have been aired, and more activities have been generated. The plan now is to generate more dollars as well.

The following is a summary comparison of campaign programs for the years 1985 and 1986.

I. Organization 1985

In 1985 the Campaign Cabinet functioned as a single committee. There were twenty-three different account groups. Each division or group was assigned a volunteer. About twenty volunteers were active throughout the campaign and there were virtually no committees below the cabinet level. There were also campaign committees in Montego Bay and May Pen.

I. Organization 1986

In 1986 the Campaign was organized around fourteen divisions and all accounts were included in the division structure. Other committees were activated within the cabinet including trade unions, communications, nation builders, and cultivation. Each committee had a chairman and these members plus the co-chairman and members at-large, increased the cabinet to thirty-two. Counting all committees and sections the organization increased to sixty-seven units. Theoretically each could have a committee. As the organization continues to grow that should in fact occur.

Of the fourteen divisions all are active except for Health. That means that each is represented by a chairman and committee members and meetings have been held.

## II. Volunteers Involved

In 1985, in Kingston there were no more than twenty involved in the campaign at any one time.

If the Montego Bay and May Pen volunteers were added, the number would double to approximately forty.

## III. Training

In 1985, the focus was on staff training at the senior level with staff attending training sessions in the States or US staff coming to Jamaica to conduct the training. Seven different professional staff persons were trained overseas. Virtually all of the thirty member staff received at least some training. Volunteer training was focused on the Cabinet and Board level. If the Regional Boards were included, approximately 100 volunteers were trained (but not necessarily in campaign).

## IV. Staff Support

In 1985, there was one full-time person assigned to campaign and one consultant. There were two staff members in the Regions.

## V. Methodology

In 1985, the campaign methodology was primarily personal contact between United Way volunteers and the CEO. In addition, there was a series of breakfast meetings in which the United Way story was told and pledge cards were distributed. Less than five companies attempted employee campaigns.

## II. Volunteers Involved

In 1986, there are currently at least sixty-two volunteers actively involved in the campaign within the division structure. This does not count volunteers who work in company campaigns nor does it include communication volunteers.

If May Pen and Montego Bay were included the number of volunteers involved directly in the campaign would at least double.

## III. Training

In 1986, the focus of training was primarily on volunteers at the division level. Virtually all of the sixty-two volunteers in the campaign have received at least some training in campaign. Volunteers' training is an on-going process and Clarendon trained twenty-six volunteers in a single month.

From July 19 to September 23, in the regions outside Kingston, there were sixty-eight volunteers trained in campaign alone.

In 1986, there were eight professionals who had training in campaign.

## IV. Staff Support

In 1986, there were eleven staff members, including two consultants, assigned to the campaign. In addition, there were two staff members in campaign in the Western region and one in the Central Region.

## V. Methodology

In 1986, the campaign methodology included corporate solicitation, individual giving, and employee campaigns. Currently, there are more than fifteen viable employee campaigns and several more are being planned. A conservative projection for the total number of employee campaigns by the end of the campaign would be thirty.

## VI. Campaign Results

In 1985, (not counting either individuals on payroll deduction) there were ninety accounts established. The dollars generated and audited totalled \$1,072,731. To date approximately \$809,926 have actually been received.

## VII. Communications

In 1985, the major communications emphasis was the Launch, Annual General Meeting and Nation Builders program. News coverage was generally very good, as was the response to organizations who requested and received speakers. Workshops and seminars also brought media attention.

Much of the attention was on public awareness and recognition of United Way and its achievements, primarily in the area of allocations. A viable communications committee was lacking although individuals did produce a substantial amount of work.

## VI. Campaign Results

As of October 6, 1986, the pledges and cash received totalled \$246,000. If this was added to the card value of the fourteen major accounts plus tentative commitments, the projected results would be \$991,000. This suggests a very successful campaign but does assume repeat contribution at the 1985 level and continued increases in the new accounts. Since 50% of the goal is represented in major companies the significance of these fourteen major accounts is obvious.

## VII. Communications

In 1986, the communications program was established. The committee met regularly and leadership was firmly established. For the first time television commercials were utilized and appeared often in prime time. Radio commercials were also much in evidence. Three billboards were displayed and the "Gleaner" ran advertisements for United Way on a fortnightly basis for three months.

Regional offices were particularly successful at focusing public attention on United Way through libraries and schools.

Public Awareness days are planned throughout Jamaica. Churches will announce the campaign on a United Way Sunday. A 10K Road Race is planned for Montego Bay and has been officially sanctioned by the JAA.

LIST OF PVO SUB-PROJECTS AWAITING UWJ FUNDING PENDING  
AVAILABILITY OF VSD SUPPLEMENTAL GRANT

EMPLOYMENT GENERATION, AGRICULTURAL TRAINING AND ADULT RETRAINING

1. Business & Professional Women's Club of Montego Bay
2. Morvarian Church, St. James
3. Sunbeam Childrens' Home in St. Catherine
4. Diocese of Jamaica: Southfield Cure - St. Elizabeth
5. Harewood Women's Group - St. Catherine
6. Guys Hill Women Potato Growers - St. Catherine
7. Anglican Diocese Agricultural Program - Woburn Lawn,  
Vaughansfield, St. James
8. Devon Restored Pentecostal Church of God - Manchester
9. Glengoffe Youth Farmers - St. Catherine
10. Pioneering Skills - Training Program
11. Friends Educational Council - St. Mary
12. Nanny Enterprises - St. Andrew
13. Boys Brigade - Kingston
14. Jamaica Anti TB League
15. Angola Fish Pond
16. Golden Age Home
17. Sunbeam Golden Age Club
18. Deeds Enterprise
19. 3D - St. Catherine Parent Association
20. Naggo Head PTA
21. Brothers of the Poor
22. Church of St. Mary the Virgin
23. Social Action Centre
24. YWCA

HEALTH

25. Best Care Lodge
26. St. Peter Claver Church
27. Diabetic Association of Jamaica
28. National Day Care Centre
29. Christian Boys Home
30. St. Margaret Day Care Centre
31. Jacks Hill Community Council
32. Jamaica Save the Children Fund
33. VOUCH Day Care Health Monitoring of Pre-Schoolers

COMMUNITY DEVELOPMENT

34. Boys Scout - Kingston
35. Methodist Church Operation Peace
36. Church of the Open Bible
37. Bethel Baptist Church
38. Bath Health Community

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Diocese of Jamaica: Southfield Cure - St. Elizabeth

Putting 14 acres of church land into production - establishing pastures, rearing bulkins.  
Beneficiaries - 150 persons to be taught agricultural skills, animal husbandry.

Funding Period: 1 Year                      Amount Requested: \$50,000

Harewood Women's Group - St. Catherine

Establishing a farming, bammie-making, marketing project on 50 acres of land.  
Beneficiaries - 50 rural women - extremely poor.  
Spin off - each woman is required to intervene in the life of a young woman, who is a single parent.

Funding Period: 1 Year                      Amount Requested: \$50,000

Guys Hill Women Potato-Growers - St. Catherine

40 Women have combined their small holdings to combat financial hardship, malnutrition among children.  
Main Objective: to educate women in good farming practices.

Funding Period: 1 Year                      Amount Requested: \$176,000

Anglican Diocese Agricultural Program - Woburn Lawn, Vaughansfield - St. James; Cavaliers - St. Andrew

Creation of employment opportunities throughout rural Jamaica through establishment and training in chicken rearing, cash crops, fruit orchards. Training in farm techniques and management.

Funding Period:                                      Amount Requested: \$87,288

Devon Restored Pentecostal Church of God - Manchester

Adult skills training and agricultural program involving crops - goat-rearing and dressmaking/tailoring. Target group: 158 persons

Funding Period: 1 Year                      Amount Requested: \$24,000

Glengoffe Youth Farmers - St. Catherine - Agricultural Training Income Generation

25 young persons have leased 5 acres of land to plant short-term crops - tomatoes, peppers, cabbage and to establish a small cattle rearing program. Require funding for seeds, implements.

Funding Period: 1 Year                      Amount Requested: \$25,734

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Pioneer Skills-Training Program

Organization developing training program for manufacturing of blocks and tiles.  
Beneficiaries: teams of 7 young persons in rotation  
Training in leather and needlecraft for 30 persons.

Funding Period: 1 Year                      Amount Requested: \$15,800

Friends Educational Council - St. Mary

To reinstitute skills training in craft, furniture-making.

Funding Period: 1 Year                      Amount Requested: \$30,000

Nanny Enterprises - St. Andrew

Re-establishment of plant nursery juppi-jappa straw.  
Teaching of agricultural and craft skills.  
Establishment of marketing processes.  
Beneficiaries: community members

Amount Requested: \$710,434

Urban:

Boys Brigade - Kingston

Skills training, marketing of ceramics, leather craft.  
Beneficiaries: 100 boys

Funding Period: 1 Year                      Amount Requested: \$50,000

Jamaica Anti-TB League

Rehabilitation of T.B. patients, teaching, marketing, hand embroidery.

Funding Period: 1 Year                      Amount Requested: \$50,000

Angola Fish Pond

Fish farming in urban ghetto area, establishing ponds, training.  
Beneficiaries: urban youth in Trench Town.

Funding Period: 1 Year                      Amount Requested: \$50,000

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Golden Age Home

Establishing chicken farm. Beneficials, inmates occupation and training, income generation for home, improved protein intake for inmates.

Funding Period: 1 Year                      Amount Requested: \$50,000

Sunbeam Golden Age Club

To establish permanent revolving loan to provide 10 one time grants to small business projects.

Funding Period: 1 Year                      Amount Requested: \$6,000

Deed Enterprise

Training rehabilitation income generating project for physically handicapped.

Funding Period: 6 Months                      Amount Requested: \$43,787

Health: Services to Children

Urban:

National Day-Care Center

Improving nursery facilities for 200 children. Day-Care and Early Children education

Amount Requested: \$541,360

Christian Boys Home

Funds required for completion of nursery and canteen and to train older children in catering.

Funding Period: 1 Year                      Amount Requested: \$50,000

St. Margaret Day-Care Center

Facility provides day care, training in child care, meals for elderly.

Funding Period: 1 Year                      Amount Requested: \$25,000

Jacks Hill Community Council

To assist with day nursery program.

Amount Requested: \$2,147.90

Jamaica Save the Children Fund

Education program. Physical examination testing for sickle cell anemia. First aid post. Target group: Children 4 years to 6 years.

Amount Requested: \$60,000

VOUCH

Day-care health monitoring stimulation program for 200 children 4 months to 4 years.

Community Development

Boys Scout - Kingston

Educating boys in health education development, involving them in health program in community. Initially 60 scout leaders will be trained.

Funding Period: 1 Year                      Amount Requested: \$25,399

Methodist Church Operation Peace

Outreach program offering skills training to 180 persons.

Amount Requested:

Church of the Open Bible

Community outreach - education, training, health.

Amount Requested: \$70,000

Bethel Baptist Church

Short-term funding of summer outreach program. Beneficiaries approximately 300 persons.

Amount Requested: \$15,000

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YWCA

Leadership training - 800 persons.

Funding Period: 1 Year                      Amount Requested: \$50,000

Bath Health Community

Food production and skills-training to provide marketable skills and to improve nutritional status of children in particular.

Amount Requested: \$20,000

St. Peter Claver Church

School project, improving education status of disadvantaged children.

Amount Requested: \$50,000

Social Action Center

To strengthen the foundation of educational activity of the center through the establishment of printing facilities - income generation.

Amount Requested: \$206,000

Church of St. Mary the Virgin

Integrated agro industrial program, skills-training/ income-generating, indigenous material, wicker.

Amount Requested: \$800,000

Diabetic Association of Jamaica

2and year - training physicians in diabetology.

Amount Requested: \$156,000

Best Care Lodge

Care for severely handicapped children.

Amount Requested: \$30,000

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Brothers of the Poor

Skills-training - agricultural - income-generation.

Amount Requested: \$85,000

Naggo Head PTA

Skills-training for parents - income-generation.

Amount Requested: \$85,000

3D - (St. Catherine Parent Association)

Income-generation for handicapped youths and their parents.

Amount Requested: \$85,000

THE FUTURE OF THE CVSS AND ITS ROLE

VIS-A-VIS

THE UNITED WAY OF JAMAICA

I will be addressing two issues this morning. Firstly, the future of the CVSS and secondly, the role of the CVSS as it relates to the role of the United Way of Jamaica. The two issues at this point in time are closely linked and must therefore be addressed simultaneously.

In speaking of the role of the CVSS, it must be placed in the context of what CVSS sees as its vision for the voluntary sector.

The intent of the CVSS is to ensure the on-going development of the organizations which constitute the voluntary sector in Jamaica.

These organizations must have the capacity to:

- I. respond to the needs of their clientele appropriately;
- II. develop programs with innovativeness;
- III. manage their affairs effectively and efficiently;
- IV. be financially secure;
- V. be growth-oriented and sensitive to their environment;  
and
- VI. work together for the advancement of themselves and the people they serve.

In order to realize this, the CVSS, working within the parameters of its stated goals and objectives (with which you are already familiar) has sought to identify a range of activities which will take place over the next five years. These activities have been determined on the basis of recommendations arising from CVSS workshops, special meetings and other needs assessment exercises over the past two years.

The general focus of the plans are, to implement programs which will provide our membership with skills which will enable them to develop their human and other organizational resources, in particular their management capabilities, strengthen their financial base and their skills in accessing funds and to facilitate organizational growth (in terms of expanding the number and variety of services to the Jamaican public and the quality of service delivery) through greater inter-agency collaboration. Inter-agency collaboration would include not only involvement in joint programs but also the sharing of expertise and other agency resources.

Our plans are not, at this point, as fine-tuned as we would have liked them to be; as we have found conditions in the voluntary sector to be so dynamic over the past three years, that our planning has been subject to constant revision and indeed we see where at this time plans must again be modified. But this is not an indication of confusion or uncertainty on our part. Plans must be flexible to ensure responsiveness to changing situations where our membership, other relevant agencies and the wider society are concerned.

The activities which we foresee ourselves being involved in, over the next five years, may be categorized under a few broad headings, beginning with:

### Training

This year we will be organizing a series of workshops aimed at enabling agencies to properly analyse their human training needs and to get the best out of training programs. We have also been asked to do follow-up sessions to the recently completed grantsmanship training program.

Member agencies have requested training in at least nine areas, including management and public relations and we will be organizing programs to meet needs in these areas. Programs will be organized not only on the basis of requests made by agencies but on the basis of what CVSS through interaction with its agencies sees to be real needs.

#### Data Collection and Dissemination

CVSS intends to step up efforts in this area. Apart from publishing the handbook of the social services in Jamaica, the agency will be getting more involved in conducting research in areas of importance to the membership as well as collecting and updating information on the voluntary sector on an on-going basis. Such information would not only include reports of agency activities and plans but where agencies agree to it, critical analyses of specific programs, so that technical assistance can be shared.

Other documentation would include the publication of manuals to facilitate on-the-job performance in a range of areas, from project proposal writing to disaster relief procedures. This area of activity will increase the availability of information on the voluntary agencies within and outside of the sector.

#### Inter-Agency Collaboration

In this very critical area of our operations, we will seek to strengthen our sectors and also to take a critical look at the way we serve our membership. We have up to now directed a variety of programs to the general membership or to sectors. As you know, agencies are categorized in sectors depending on what their main



program focus is. Let me briefly explain the sectors for those of you who may not be very involved in our operations. The CVSS divides its membership into clusters of organizations which have a similar program focus. Meetings of the sectors are organized on a regular basis to facilitate the sharing of information and for joint program planning and implementation. The groupings include - the youth sector, the sector for the disabled, the women's sector and the community services sector. However, our approach in working with our agencies needs to take into consideration that although many agencies have the same program focus, they require different types of assistance based on: 1) their level of organizational complexity; and 2) the fact that some agencies are membership-type organizations rather than agencies with a clearly defined client system.

#### Contractual Services

We will be carrying out from time to time, for other social institutions, services which we have the expertise to handle and which relates to the work we do. Such activities would include, for instance, social research or data collecting on specific aspects of social service operations, which we would be paid to carry out.

It would not only mean additional income for CVSS to provide services but that additional information would be made available to voluntary agencies.

#### Liaison Services

The CVSS will seek to further develop the already good relationship which it enjoys with the Government of Jamaica, some international bodies and other local organizations, in an attempt to seek greater

representation for our members at national and international levels and greater benefits, technically and financially for our members.

### Organizational Development

CVSS wishes to provide more individualized services to member agencies to provide advice on planning, program development, evaluation, human resources management and general social service administration.

We will also continue to expand our services to our members' rural branches. The re-establishment of services to the rural areas begun late last year in the Western section of the island.

Clearly, in order to achieve a significantly expanded service, important inputs must be made in areas such as staffing (in Kingston and the rural areas), public relations, adequate office space and meeting areas, not to speak of a sound financial base.

One of the future sources of income for the CVSS will hopefully be the Carlton Alexander Center (that is, the revenue which will accrue from the rental of auditorium and office space and equipment).

CVSS has already found it necessary to begin charging our members modest fees for training programs and conferences. This will continue to be a trend with future programs of that nature.

The documentation we produce, our manuals and so on, will also have to be distributed at a cost.

These will not be our only funding sources however, as we will still continue to negotiate with local and international funders for assistance.

Let me move on quickly to the matter of the role of CVSS vis-a-vis the role of United Way of Jamaica.

Maybe I should begin by saying something about the history of United Way of Jamaica.

In 1983, the CVSS signed a contract with USAID to implement a project which would strengthen and expand the administrative and program structure of the CVSS. As a result the VSD project was established. The project went through several revisions and eventually it was decided that a United Way organization should be established which would not only fund-raise but be a full service organization to private voluntary agencies. This included among other things - the provision of technical assistance, in a wide range of areas, community problem-solving and professional and volunteer development programs. The decision to establish a full service program was strongly influenced by the fact that the then VSD project director was selected from a United Way which had such a program and who felt that this would also work for Jamaica.

Initially, both organizations tried to carry out their planned programs, each trying to stay out of the way of the other. But it soon became evident, in spite of our efforts, that this was impossible as there was a clear overlap of functions.

Based on an in-depth evaluation carried out on the UWJ last year, it was decided that the interests of both organizations and their clientele would best be served by having UWJ carry out fund-raising and project-funding while CVSS would continue to develop and expand services to PVOs of the type which it had been providing in the past and those which it plans to embark on for the future.

In keeping with our original contractual arrangement, UWJ will be ensuring continuing substantial funds for the operation and development of CVSS.

Given this mutual understanding, we hope that we will be able to provide services which will truly ensure the strengthening and the continuing development of the voluntary sector in Jamaica.

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