

PD-ARR-154
72-1131021.5 3/14/84

A.I.D. Project No. 532-0085
PRO-AG No. 83-12

PROJECT GRANT AGREEMENT
BETWEEN THE
COUNCIL OF VOLUNTARY SOCIAL SERVICE AGENCIES
AND THE
UNITED STATES OF AMERICA
FOR
VOLUNTARY SECTOR DEVELOPMENT

DATED: July 29, 1983
Appropriation: 72-1131021.5
Budget Plan Code: LDAA-83-25532-EG13

RECORD COPY

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
U.S. A.I.D. MISSION TO JAMAICA
c/o Embassy of the United States of America
2 Oxford Road Kingston 5 Jamaica
Tel: 929-4850

July 27, 1983

The Honourable Carlton Alexander, O.J.
President
Council of Voluntary Social Services
1 Musgrave Avenue
Kingston 10

Subject: Grant No. 532-0085

Dear Mr. Alexander:

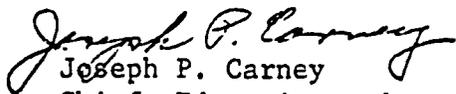
Pursuant to the authority contained in the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "A.I.D." or "Grantor") hereby grants to the Council of Voluntary Social Services (hereby referred to as or "Grantee"), the sum of \$500,000 to provide support for a program in Voluntary Sector Development as described in the Schedule of this grant and the Attachment 2, entitled "Program Description".

This grant is effective and obligation is made as of the date of signing this agreement and shall apply to commitments made by the Grantee in furtherance of program objectives during the period beginning with the effective date and ending July 31, 1988.

This grant is made on condition that the funds will be administered in accordance with the terms and conditions as set forth in Attachment 1, the Schedule, Attachment 2, entitled "Program Description", and Attachment 3 entitled "Standard Provisions", which have been agreed to by your organization.

The official signing ceremony as confirmed by telephone today will be on Friday, July 29, 1983 at 9:00 a.m. at CVSS, 1 Musgrave Avenue.

Sincerely yours,


Joseph P. Carney
Chief, Education and
Human Resources Division

Attachments:

1. Schedule
2. Program Description
3. Standard Provision

ACKNOWLEDGED:

BY: The Honorable Carlton Alexander, O.J. *Carlton Alexander*
 TITLE: President, Council of Voluntary Social Services
 DATE: July 29, 1983

BY: Dr. Frank L. Morris *Frank L. Morris*

TITLE: A/Director/USIAD

DATE: July 29, 1983

WITNESSED BY: Robert W. Warne *Robert W. Warne*

TITLE: Charge d'Affaires, Embassy of the United States
of America

DATE: July 29, 1983

FISCAL DATA

Appropriation : 72-113 1021.5
 Budget Plan Code : LDAA-83-25532-EG13
 Project No. : 532-0085
 Total Estimated Amount: \$3,000,000
 Total Obligated Amount: \$500,000

ATTACHMENT 1

SCHEDULE

A. Purpose of Grant

The purpose of this Grant is to provide support for the Voluntary Sector Development Project as more specifically described in Attachment 2 to this Grant entitled "Program Description".

B. Period of Grant

1. The effective date of this Grant is July 29, 1983. The expiration date of this Grant is July 31, 1988.

2. Funds obligated hereunder are available for program expenditures for the estimated period July 29, 1983 to July 31, 1984, as shown in the Financial Plan below.

C. Amount of Grant and Payment

1. The total estimated amount of this Grant for the period shown in B.1 above is \$3,000,000.

2. AID hereby obligates the amount of \$500,000 for program expenditures during the period set forth in B.2 above and as shown in the Financial Plan below.

3. Payment shall be made to the Grantee in accordance with procedures set forth in Attachment 3, Standard Provisions, entitled "Payment - Periodic Advance".

4. Additional funds up to the total amount of the grant shown in C.1 above may be obligated by AID subject to the availability of funds, and to the requirements of the Standard Provision of the Grant, entitled "Revision of Financial Plans".

D. Financial Plan.

1. Project Funding: A.I.D. will contribute US\$3,000,000, the GOJ will provide the equivalent of US\$2,222,222, and participating PVOs will provide the equivalent of US\$572,000, through in-kind contributions and/or monies. The total project cost stated in US\$ is \$5,794,222, and the project will be implemented over a period of five years. The summary project budget by elements is as follows.

TABLE 1
Estimated Project Summary Costs
(US\$ 000s)

<u>Element</u>	<u>PVOs</u>	<u>AID</u>	<u>GOJ</u>	<u>TOTAL</u>
A. VSD Office	-	206	410	616
B. PVO Workshops	-	245	-	245
C. Technical & Managerial Assistance to PVOs	-	150	84	234
D. CVSS		- -	546	546
E. Sub-Projects	<u>572</u>	<u>2399</u>	<u>1182</u>	<u>4153</u>
	572	3000	2222	5794

2.

Specific Element Costs
(In US Dollars
(US\$1 = J\$2.70))

A. VSD Office

<u>VSD/AID</u>	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>	<u>AID TOTAL</u>	<u>GOJ TOTAL</u>	<u>VSD TOTAL</u>
Personnel	56,250	56,250				112,500	264,570	377,070
Equipment	18,000					18,000	24,000	42,000
Office Operations	30,000					30,000	27,000	57,000
Housing	<u>14,400</u>	<u>14,400</u>				<u>28,800</u>		<u>28,800</u>
	118,650	70,650				189,300	315,570	504,870
Contingency - 5%	<u>5,933</u>	<u>3,533</u>				<u>9,466</u>	<u>25,779</u>	<u>25,245</u>
	124,583	74,183				198,766	331,349	530,085
Inflation @ 10% compounded		<u>7,418</u>				<u>7,418</u>	<u>78,575</u>	<u>85,993</u>
	124,583	81,601				206,184	409,924	616,108

<u>VSD/GOJ</u>	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>	<u>GOJ TOTAL</u>
Personnel	33,216	57,841	57,841	57,841	57,831	264,570
Office Operations	5,400	5,400	5,400	5,400	5,400	27,000
Equipment	<u>4,800</u>	<u>4,800</u>	<u>4,800</u>	<u>4,800</u>	<u>4,800</u>	<u>24,000</u>
	43,416	68,041	68,041	68,041	68,031	315,570
Contingency - 5%	<u>2,171</u>	<u>3,402</u>	<u>3,402</u>	<u>3,402</u>	<u>3,402</u>	<u>14,779</u>
	45,587	71,443	71,443	71,443	71,433	331,349
Inflation @ 10% compounded		<u>7,143</u>	<u>15,000</u>	<u>23,573</u>	<u>32,859</u>	<u>78,575</u>
TOTAL	45,587	78,586	86,443	95,016	107,292	392,913

PVO Workshops

Summary of Workshop and Conference Costs
(an Estimated Average Cost per Meeting)
(in U.S. Dollars) (US\$1 = J\$2.70)

<u>Function</u>	<u>Workshop</u>	<u>Conference</u>
1. Identification of Participants	1,000	500
2. Design of Meeting	7,500	3,500
3. Materials Development	2,000	1,000
4. Participants Costs	3,000	3,000
5. Logistical Set-up	1,000	1,000
6. Delivery	3,000	3,000
7. Evaluation and Report		
Preparation	1,000	1,000
Total per Meeting	<u>18,000</u>	<u>13,000</u>
8. Number of Meetings over 5 Years	<u>x 10</u>	<u>x 5</u>
9. Total Cost Over 5 Years	\$180,000	\$65,000

Technical and Managerial Assistance to PVOs

Summary of Costs for Technical and
Managerial Assistance to PVOs
for Five-Year Period of Grant

US\$150,000

J\$226,000

(D) CVSS

Summary of CVSS Costs
(in US Dollars) (US\$1 = J\$2.70)

	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>	<u>TOTAL US\$</u>
1. Directory Maintenance and Project Communications	12,000	12,000	12,000	12,000	12,000	60,000
2. Remodelling Office	74,074					74,074
3. Office Rental	12,000	12,000	12,000	12,000	12,000	60,000
4. Staff Travel	10,000	10,000	10,000	10,000	10,000	50,000
5. Workshop Assistance	10,000	22,500	22,500	22,500	22,500	100,000
6. Project Accountant	15,000	15,000	15,000	15,000	15,000	75,000
7. CVSS Director/ Allowance	<u>3,700</u>	<u>3,700</u>	<u>3,700</u>	<u>3,700</u>	<u>3,700</u>	<u>18,500</u>
	<u>136,774</u>	<u>75,200</u>	<u>75,200</u>	<u>75,200</u>	<u>75,200</u>	<u>437,574</u>
Contingency @ 5% Yearly	<u>6,839</u>	<u>3,760</u>	<u>3,760</u>	<u>3,760</u>	<u>3,760</u>	<u>21,879</u>
	<u>143,613</u>	<u>78,960</u>	<u>78,960</u>	<u>78,960</u>	<u>78,960</u>	<u>459,453</u>
Inflation @ 10% compounded		<u>7,896</u>	<u>16,582</u>	<u>26,057</u>	<u>36,322</u>	<u>86,857</u>
TOTAL	<u>143,613</u>	<u>86,856</u>	<u>95,542</u>	<u>105,017</u>	<u>115,282</u>	<u>546,310</u>

(E) Sub-Projects

Summary of Sub-Project Costs by Sector
(Stated in Thousands of Dollars) (J\$2.70 = US\$1.00)

<u>Item</u>	<u>%</u>	<u>A.I.D.</u>	<u>PVOs</u>	<u>GOJ</u>	<u>TOTAL</u>
1. Agriculture	24.0	575	143	328	1,046
2. Health	24.0	575	143	328	1,046
3. Skills Training	42.0	1,019	229	424	1,672
4. Other (SDA)	<u>10.0</u>	<u>230</u>	<u>57</u>	<u>131</u>	<u>418</u>
TOTAL	100.0	2,399	572	1,211	4,142

3. Budget Limitations

As set forth in Attachment 1, the costs for this Grant Agreement, except as A.I.D. may otherwise agree in writing, may not exceed \$500,000 during the period of the Grant through July 31, 1984.

The Grantee, within the total amounts available for expenditure for any year of Grant activity, shall not vary any line item within a Specific Project Element up or down by more than 15%.

The total amount for any Specific Project Element may not be varied without the prior approval of A.I.D.

MONITORING PLAN

The process of monitoring the Project involves the monitoring of each element of the Project, as well as the monitoring of the Project as a whole. The four elements of the Project to be monitored are:

- the processing of sub-grants for funding;
- the execution of sectoral and other workshops;
- the provision of management and technical assistance to PVOs; and
- monitoring the Project as a whole, including, in addition to monitoring Project elements, the provision of appropriate procedures for periodic reporting on the Project's status to USAID/J.

A. Monitoring of Project Elements

To monitor PVO requests for grants to fund sub-projects, the VSD Office will maintain a log, which indicates the status of each request for a grant at each step in the funding process, from the initial submission of the grant request to the disbursement of funds for the sub-project.

1. Workshops

For each workshop, records will be maintained by the VSD Office on the number of PVOs signing up for the workshop, the number attending, and the reaction, a brief questionnaire will be completed by each participant prior to the end of each workshop. The cost of each workshop, including

VSD Office costs from time sheets and expense reports, will also be identified for comparison with the budgeted costs for the workshop. For the purpose of providing a baseline for project evaluation (see Section VII, Evaluation Arrangements), the records for each workshop will also indicate the size of each PVO's membership and certain data about each PVO's membership, in general.

2. Recordkeeping and Evaluation Processes

The VSD Office will maintain records by PVO and by the nature of technical or management assistance provided, its costs, and the benefits received. Similar records, based on the monthly time sheets for the VSD Office staff, will be kept on requests for assistance provided directly by the VSD Office staff. These records will document the demand for and utilization of these services by PVOs.

For each sub-project funded, there will be a prefinancing baseline analysis made for evaluation purposes, as well as an identification of the elements to be monitored over the implementation period. For example, in a PVO sub-project for a skills training program for 20 participants per training period, the outputs to be monitored might include:

- the number of graduates per training period;
- the number of graduates placed in jobs;
- the costs per training period;
- the flow of funds into the sub-project; and
- the timing of, and documentation for, sub-project disbursements. The PVO implementing the sub-project will provide the VSD Office with quarterly written reports on the status of the sub-project. In addition, when the sub-project is for more than one year, the sub-project will be visited at least once annually by the VSD Office Director.

B. Project Monitoring

Quarterly Project monitoring will consist of aggregating by minicomputer the data of the sub-projects and the other Project elements. This information will provide the basis for monitoring the overall Project, and will also provide a detailed quarterly status report by sub-project, including the source and use of funds, and fund balances by sub-project.

During the initial stages of the Project, the VSD Office Director will meet with designated USAID/J representatives to discuss prior month activities. USAID/J will receive a written quarterly status report for the quarter and for the year to date. At the end of each year, a summary report will be prepared by the VSD Office, which will include a detailed description of the Project's work during the year.

To summarize, Project monitoring will be achieved by monitoring each Project element and by providing timely oral and written reports on the Project and its elements to USAID/J.

B. EVALUATION ARRANGEMENTS

Evaluations of the Project will be carried out at various stages of project implementation and at the end of the project period. The customary quarterly reviews for the purpose of rebudgeting project funds and the annual evaluations to determine the Project's success will be done by the VSD Grants Committee in consultation with the GOJ and USAID/J. The major focus of project evaluations will be on the achievement of overall project purposes and outputs. The evaluation will focus on:

1. the project itself, as an entity; and
2. the sub-projects financed vis-a-vis the project's planned goals and objectives achieved.

Measurement criteria and indicators of project achievement are detailed in Annex B (Logical Framework). An overall mini-project evaluation will be carried out between the 18th and 24th month. During the fifth and final year of the Project, a major in-depth evaluation, including a survey of the participating PVOs, will be carried out to determine the need, if any, for a follow-on Project.

It is anticipated that the GOJ, through its appropriate Ministries, will cooperate fully in project evaluation. USAID/J will also participate in all project evaluations and will assist in the selection of project evaluation teams. A total of US\$100,000 has been provided in project funds for evaluation, of which about one half will be spent on the end of Project evaluation.

Evaluation of the Project will require examination of (1) the PVO sub-projects and the level and quality of PVO participation in the Project and (2) the project itself as a whole, with all the detailed components. Data for both project and sub-project baselines will be collected systematically in connection with the Monitoring Plan (see Section IV). The baselines will be used to measure the Project's success in meeting its objective of benefitting 250,000 people over the five year life of the Project, and in meeting other project objectives.

In view of the potential complexity of the Project from the evaluation perspective, the Project will retain the services of a specialist in this area to design an appropriate monitoring and evaluation system, especially with respect to the formulation of relevant and feasible baselines. US\$25,000 has been provided for this work, in addition to the \$200,000 for the evaluations themselves.

C. FINANCIAL AND OTHER REPORTING

1. Financial Reporting shall be made as set forth in the Standard Provisions to the Grant.
2. Other Reporting

1. Conditions Precedent to First Disbursement of Funds

Prior to the first disbursement under the Grant, or to the issuance by A.I.D. of documentation pursuant to which disbursement will be made, the Board of Directors of the CVSS, as the Grantee, will, except as the Parties may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D.:

- (a) Evidence that a Project Director and supporting administrative staff have been selected and are ready to begin working in the VSD Office;
- (b) Evidence that the CVSS Office has obtained the services of a full time Project Accountant, and supporting administrative staff to support the VSD Office and the Project;
- (c) An opinion of counsel acceptable to A.I.D. that this Agreement has been duly authorized and/or ratified by, and executed on behalf of, the Grantee, and that it constitutes a valid and legally binding obligation of the Grantee in accordance with all of its terms;
- (d) A statement of the name of the person holding or acting in the office of the representative of the Grantee, and of any additional representatives, together with a specimen signature of each person specified in such statement;
- (e) An Operational Plan and criteria for the selection of PVO Sub-Grantees for sub-projects, as well as a statement on how the Grantee will administer these sub-projects;
- (f) Evidence that the Board of Directors of the CVSS has the necessary authority to enable it to direct and implement the project and has given the VSD Office necessary authority to act as its agent; and
- (g) Evidence that the VSD Office will be able to import commodities for the Project duty free.

(h) Evidence, in form and substance satisfactory to A.I.D.,

(i) that the Government of Jamaica has initially provided to CVSS a contribution of One Million Jamaican Dollars (J\$1M) to the Project from the counterpart local funds generated from the Fifty Million United States Dollars (US\$50M) Caribbean Basin Initiative (CBI) Supplemental Balance of Payments Loan, No. 532-K-018.

(ii) that the Government of Jamaica has entered into a binding agreement to provide, on a periodic basis, Six Million Jamaican Dollars (J\$6M), over the Life of the Project, from the counterpart local funds generated from the Fifty Million United States Dollars (US\$50M) CBI Balance of Payments Loan, in a manner to assure timely and effective implementation of the Project.

2. Condition Precedent to Disbursement of Funds for PVO Sub-Projects

Prior to any disbursement for sub-grants, or to the issuance by A.I.D. of documentation pursuant to which disbursement will be made for any sub-project to be conducted by a participating PVO, the PVO, through the VSD Office, will, except as the Parties may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D.:

(i) a Grant Agreement and implementation plan for each sub-project; and

(ii) a comprehensive list of the types of goods and services that will be procured under each sub-grant and the mechanism of procurement.

3. Special Covenants

The CVSS Board will carry out the following covenants to the best of its ability:

(i) seek authority to establish a bank account, domestic or foreign, in which to keep foreign exchange donations, contributions, or other monies provided for the purposes of the CVSS Board; and

(ii) seek tax exempt status for foreign contributions in their home countries.

G. TITLE TO PROPERTY

Title to all property financed by A.I.D. under this Grant shall vest in the Grantee, and, with regard to property financed by A.I.D. as part of sub-projects, title to all such property shall vest in the sub-grantees.

H. AUTHORIZED GEOGRAPHIC CODE

The authorized geographic code for procurement of goods and services under this Grant is AID Code 000, THE UNITED STATES OF AMERICA and JAMAICA, except as A.I.D. may otherwise agree in writing.

EXCLUDED STANDARD PROVISIONS

1. The following Standard Provisions are inapplicable to this Agreement:
Numbers 8A., 8B., 9B., 15B., 15C.

PROJECT DESCRIPTION

A. Project Proposal: This Project proposes that a US\$3,000,000 grant be authorized to assist in the creation and funding of a Voluntary Sector Development Office (VSD Office) to operate the Voluntary Sector Development Project (the Project) as the agent of the CVSS Board of Directors. The Project will provide management and technical assistance to the CVSS, the VSD Office, and Private Voluntary Organizations (PVOs) as well as funding to carry out selected PVO sub-projects in areas of critical development need to approximately 20 selected private voluntary organizations.

B. Grantee: CVSS is a registered PVO and is Jamaica's only local association of PVOs. CVSS was established in 1940 and today has 52 member organizations with a total of 2,000 paid staff and 8,000 volunteers. The CVSS Board of Directors has been selected as the Grantee because of its ability to contribute positively to the success of the Project in a manner compatible with the program of CVSS.

C. Sub-Grantees: Over the five-year life of the Project, the VSD Office will process sub-grants to specified registered sub-grantees. The sub-grantees will include the PVOs who are designated to carry out specified PVO programs (sub-projects), and other contractors whose services are necessary to ensure the success of the Project.

D. Summary of Project Description: The five-year goal of the Project is to contribute to the overall economic recovery of Jamaica at the grass roots level through self-help development projects implemented by PVOs. The Project's purpose is to strengthen the institutional capacity of the CVSS to help PVOs provide appropriate development assistance. The sub-purpose is to assist a minimum of 20 PVOs to improve their viability as development organizations and simultaneously enable them to attract and efficiently utilize funds from worldwide donors.

The Project will accomplish its purpose through the successful implementation and operation of the VSD Office. The VSD Office represents a new approach to the efficient and effective provision of A.I.D. funds and managerial and technical assistance to PVOs. The concept is that A.I.D. will make one grant for the entire Project to The Board of Directors of CVSS and that the VSD Grants Committee of the VSDO will make sub-grants to the Project's PVO participants. The sub-grants will be primarily to fund PVO sub-projects in the development areas of agriculture, vocational training, day care and basic schools, and health, which are currently the areas of greatest PVO program activity. This approach will relieve A.I.D. of the administrative burden to processing the sub-grants. The VSD Office will use a micro-computer, owned and operated by the CVSS, to maintain the accounting records for all sub-grants.

The VSD Office will operate with a six-person staff: a Director, two Program Associates, two Programmers, and a Project Secretary. For the first two years of the Project, the Director will be an expatriate. In addition to administering the office, the Director will have two key responsibilities: (i) to assist CVSS and the participating PVOs to become financially self-sufficient; and (ii) to train a Jamaican national to become the Director and to operate the VSD Office. At the end of two years, the expatriate Director will be replaced by a Jamaican designated by the Board of Directors of CVSS, with USAID/J concurrence.

The two Program Associates will be responsible for the day-to-day implementation of the Project's two components: (i) the provision of non-financial assistance to PVOs through workshops, conferences, etc.; and (ii) the provision of financial assistance through the processing, funding, and monitoring of sub-grants to PVOs. The full-time staff of the VSDO will be assisted by CVSS staff, and other qualified parties, e.g., professional facilitators for the workshops and consultants for the provision of management and technical assistance to PVOs and PVO sub-projects.

Various project analyses have pointed out that, while there is a high level of PVO activity in Jamaica, and PVOs are institutionalized as a way of life in Jamaica, the mechanism for the exchange of information among PVOs is weak. In addition to contributing to the efficient use of VSD Office staff time, workshops and conferences will enable the PVOs to discuss their program activities and to learn from other participants, including GOJ officials, how to improve their programs and to coordinate their activities with each other. Only PVOs participating in the Project's workshops will be eligible to receive grants to do sub-projects.

While the Project is designed for participation, primarily, by local PVOs (IPVOs), it is also open to U.S. PVOs. Grants for PVO sub-projects will be primarily in four development areas: agriculture, day care and basic schools, vocational training, and health. Since the success of the Project is heavily dependent upon the quality of PVO participation, PVOs will be selected using tight selection criteria.

End of Project Status

By the end of the Project, the following conditions will exist:

- Institutionalizing within CVSS the capability to help PVOs provide appropriate development assistance;
- A minimum of forty development officers will be trained (on-the-job training) in project selection, planning, design, implementation and evaluation;

- A minimum of twenty IPVOs will be functioning on their own and be able to attract and use funds from worldwide donor agencies; and
- Ten to fifteen continuing self-supporting, self-help projects (sub-projects) will be established at the grass root level to benefit the poorest of the poor.

E. Specific Project Elements:

(i) The VSD Office:

The VSD Office element is aimed at the Project's need to provide an implementing agency for the Project.

The establishment of the VSD Office as an autonomous unit operating under the direction of the Board of Directors of CVSS will be an output of the Project. It will be the lead agency responsible to USAID/J, the CVSS Board, and to the PVO community for the successful implementation of the Project. The VSD Office will be able to administer a much greater number of PVO grants than USAID/J staff could otherwise handle. It will put together twenty or more PVO sub-project grants, ranging in size from US\$10,500 to a maximum of US\$500,000 each, and will be charged with the task, for each sub-project, of monitoring the PVO selection criteria, sub-project criteria, and sub-project design, implementation and evaluation.

The VSD Office will be the project implementation unit for the Project, as the agent of the CVSS Board. The VSD Office will have a six-person staff: a Director, two Program Associates, two Programmers, and a Project Secretary. For the first two years of the Project, the Director will be an expatriate. In addition to administering the Project the Director will have two key responsibilities:

- (1) to greatly improve the fund-raising capability of CVSS; and
- (2) to train staff to operate the VSD Office. At the end of two years, the expatriate Director will be replaced by a Jamaican appointed by the CVSS Board.

The two Program Associates will be responsible for the day-to-day implementation of the Project's two components:

- (1) the provision of technical assistance to PVOs through workshops, conferences, etc; and
- (2) the provision of financial assistance through processing, funding and monitoring of sub-grants to PVOs.

The Program Associate in charge of the workshops will be assisted by two Programmers (or Field Representatives), who will help provide "on hands" technical assistance.

The full time staff of the Office will be supplemented by CVSS staff and by other qualified parties, such as professional facilitators for the workshops and consultants for the provision of management and technical assistance to PVOs and to PVO sub-projects. The VSD Office will use a micro-computer, owned and operated by CVSS, to maintain the accounting records for all sub-projects, a procedure currently operating very successfully in the U.S. for a group of 100 U.S. PVOs.

The VSD Office will have three main responsibilities:

- (1) coordinating the provision of, or directly providing, management and technical assistance to the PVOs;
- (2) processing all PVO proposals for funding, and monitoring, evaluating, and preparing reports on all sub-projects; and
- (3) institutionalizing within CVSS fund raising capabilities similar to those of the United Givers Fund and United Way.

Overall responsibility for the Project's sub-project fund will rest with the VSD Grants Committee, composed of members appointed by the Director of the VSD Office, in collaboration with members of the Board of CVSS. They will make funding decisions (grants and contracts) and reallocate resources as required. USAID/J will assign an A.I.D. Project Officer to undertake Mission monitoring of the Project. He or she will be appointed as an ex-officio member of the VSD Grants Committee. The USAID/J Director will approve all sub-projects to be funded.

(ii) The PVO Workshops:

This component focuses on the need to provide technical and managerial assistance to PVOs in an efficient manner, which leverages the use of VSD Office staff time. It is anticipated that the Program Associate for non-financial assistance will coordinate the workshops with CVSS and the participating PVOs, but that the workshops themselves will be designed and delivered by professional facilitators (see Annex E (v) Administrative Analysis). Each year during the life of the Project two one-week workshops will be held. In the first year, "vocational training" and "agriculture" will be highlighted; in the second year "health" and "day care and pre-school education" will be emphasized.

The annual sector workshops will address four PVO needs for technical assistance:

- assistance in determining whether or not to undertake a specific sub-project;
- assistance in determining how best to carry out a specific sub-project;
- assistance in solving technical problems that occur during the implementation of a sub-project; and
- assistance in solving technical problems that result from the unique characteristics of a particular PVO, or the environment in which it works.

PVO skills training programs are now in operation for various types of agricultural production, e.g., goat-raising, butchering, and cheese-making, and tailoring, metal-working, wood-working, automotive repair, small appliance repair, hair-dressing, and various types of crafts activities. It is clearly impossible to determine the precise need for each category of personnel, and it is even difficult to determine the precise number of personnel that are being trained in each category each year. A considerable amount of analysis has been done, however, on the demand and supply within various categories of the labor market by GOJ, USAID/J and other donors, and this information needs to be shared with the PVOs on a regular basis. Similarly, there are proven strategies for carrying out each type of sub-project, and many PVOs are successfully employing them. There is, however, no established mechanism for sharing this information with other PVOs that are seeking to initiate, expand, or improve the same type of sub-project.

The third type of technical assistance need involves the technical problems that occur during the implementation of a project. Some of these can be addressed and solved in a workshop; the majority of these needs, however, are best addressed in individual assistance sessions with the staff of the specific IPVOs (see (3) below). The two Field Representatives of the VSD Office will be important factors in providing such assistance. The same is true of the fourth category of technical needs, i.e., assistance in solving technical problems that result from the unique characteristics of a particular organization, or the environment in which it works.

The annual sector workshops will also focus on the major functions of management assistance:

- assistance in the performance of the functions that comprise program or project planning;
- assistance in the performance of the functions that relate to overall organizational planning.

- assistance in the functions that relate to decisions regarding the organization of the work that has been planned;
- assistance in the improved performance of staffing and staff maintenance functions;
- assistance in the functions that represent good direction and control of programs and projects;
- assistance in financial accounting for control of programs and projects; and
- assistance in improving the fund-raising capabilities of each PVO obtaining Project Funding for a sub-project at the local, national and international level.

Improvement in the performance of these functions of management will result in continually improving sub-project and program performance.

The functions of institutional and project planning must be related to the types of technical information required for the precise purpose and feasibility of a particular project, as well as the critical and common components of each type of sub-project. Therefore, assistance in institutional and project planning must be provided during the same workshop which provides technical information on the feasibility of such projects. In addition, advice regarding the organizing, staffing, and directing of sub-projects included within the planning for the sub-projects can provide some assistance in assuring good sub-project implementation performance.

There are a number of donor organizations that are providing or would provide funds for sub-projects to be carried out by the IPVOs. Many of these funding organizations are of foreign origin, but have offices in Jamaica. The majority of them send representatives to Jamaica periodically, although some of them simply receive, review, and fund projects through correspondence. The information on who these organizations are, which type of programs they fund, and their guidelines on project funding is not widely known among the IPVOs. This project will contribute to the spread of this information.

(iii) Provision of Individual Technical and Managerial Assistance to PVOs:

Not all the technical and managerial assistance needs of the PVOs can be met in the workshops. In anticipation that the needs for individual technical assistance may exceed the physical resources for such services contained in project, the VSD Office will be staffed with two Field Representatives, whose primary function will be to provide such services.

In addition, the VSD Office will maintain information on other sources of technical and managerial assistance within the private sector, the GOJ, and among the PVOs themselves, and referrals will be made to these sources of assistance, as required. To fund these referrals, the Project has allocated US\$150,000 and J\$226,800 for the five year Project period.

(iv) CVSS

The CVSS will provide overall logistical and financial administration for the VSD Office, including accounting services, and coordinate the activities of its PVOs members with the Project.

The CVSS will obtain the necessary permission from the GOJ to import commodities for the Project, and its related sub-projects, duty-free, and it will process all requests for commodities in accordance with customary A.I.D. procurement guidelines. CVSS will also co-sponsor the workshops and coordinate project issues between PVOs and the GOJ, as may be required. CVSS will develop, over the five-year period, fund-raising capabilities which will enable the organization to carry on after the Project Assistance Completion Date.

(v) PVO Sub-Projects

The sub-projects to be carried out with the assistance of Project funding represents the way that the PVO's clients will benefit directly from the Project. It is intended that the Project will fund at least 20 sub-projects over the five year life of the Project. The sub-projects will be in the areas of agriculture, skills training, day care and pre-school education, health and maternal/child care. Of the foreign exchange available for sub-projects, it is estimated approximately 25 percent will be used for agriculture, 25 percent for health, 40 percent for skills training, and 10 percent for other types of development sub-projects. For purposes of summarizing the total costs of the sub-projects, the GOJ contribution has been allocated in a similar manner. It is estimated that about 10 percent of sub-project monies will be spent on technical assistance.

Funding of Specific Projects

All sub-grantees must be registered with USAID/J.

The funding of PVO sub-projects is the major financial activity of the project. Also, a majority of the staff resources financed by the project will be devoted to the processing of proposals and the monitoring and evaluation of sub-projects, once funded. Every effort will be made to ensure that the processing of proposals, the review of them, and the monitoring and evaluation of funded projects will be done in as expeditious and business-like fashion as possible.

The first activity under this component will be to prepare guidelines for the funding of sub-projects. These guidelines will consist of:

- a description of the purpose of the grants for sub-projects;
- the requirements that a voluntary agency must meet if it wishes to be considered for a sub-project; and
- requirements regarding the content of proposals and the way in which they are presented, and a description of the procedure used for processing used for processing, review and notification.

The guidelines are meant to be helpful for all concerned. They will save the voluntary agency time, as well as save the time of VSD Office staff. Most importantly, the guidelines on proposal content will be written in such a manner as to provide instruction, if required, in the preparation and presentation of a sub-project.

The VSD Grants Committee will be set up simultaneously with the establishment of the guidelines for the funding of sub-projects. The Grants Committee will be comprised of the VSD Office Director and a committee selected by the CVSS, as well as the Project Officer of USAID, who will serve in the capacity of an ex-officio member of the Committee. The Grants Committee will select the sub-grantees and appoint a Project Committee for each sub-project.

Proposals for sub-project grants will be logged in as they are received, and check-lists will be used to analyze whether the applicant agency meets all grant program qualifications and the proposal is sufficiently complete to meet the requirements for funding consideration. The agency will be notified immediately if it does not meet the stated requirements.

Once an agency meets the program requirements and the proposal is sufficiently complete for consideration, the proposal will be scheduled for review by the Grants Committee. Grants Committee members will receive all proposals one week prior to the meeting of the Committee. The Grants Committee will meet at the end of the fifth month of the first project year, and every two months thereafter. The last meeting of the Committee during the five year life of the Project will be scheduled so that, to the extent possible, the last sub-projects to be funded under this project can be fully executed, monitored, and evaluated during the five-year time frame of this project.

Notifications of the decisions of the Grants Committee will be provided in the week following the Committee Meeting. All sub-projects will be monitored and evaluated in accordance with the monitoring and evaluation plan for the sub-projects.

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Criteria for Selecting Participating PVOs

In view of the fact that the Project is dependent for its success on PVOs not as yet selected, it is not possible to spell out in detail all of the activities, costs, or expected results in advance of Project implementation. Therefore, to ensure the technical feasibility of the Project, it is necessary to have good selection criteria for determining which PVOs and which sub-projects will be included in the Project.

a. All PVOs: Any PVO participating in the Project will:

(i) be required to have the potential to develop a capacity to design, identify and assess the feasibility of the sub-projects that they plan to administer. Staff must be experienced and capable of managing programs after they receive training; and

(ii) submit for examination the collective experience in related or similar activities of its Board of Directors (or its equivalent Advisory Board), and its staff. The information should be in sufficient detail so that a reasonable and accurate judgement can be made relative to the PVO's ability to manage the proposed sub-project.

The PVO will also be required to have in place, or to develop, a system of monitoring and evaluation so that problems arising during sub-project implementation may be recognized and addressed before they take on major proportions.

b. IPVs: An IPVO participating in the Project must:

(i) be registered with USAID/J and be able to produce valid, current, evidence that it is a bona fide not-for-profit organization, according to the laws governing such organizations within Jamaica; and

(ii) have been in existence and operating for a least two years.

c. U.S. PVOs: Participating U.S PVOs must:

(i) be registered with AID/W;

(ii) be in partnership (or have made other satisfactory arrangements) with an IPVO that meets the criteria of items a. and b. above;

(iii) have been in existence and working in Jamaica for a period of two years, unless this requirement is waived by U.S.A.I.D.

2. Criteria for Selecting Sub-Projects

The following prioritized criteria constitute the sole guide for approval of individual sub-projects under the Project. Approved sub-projects must:

- a. have a component of skill training or remedial education education, which is linked to an existing demand for particular skills;
- b. help bring about one or more of the following changes in community target groups:
 - increased capacity of communities and target groups to plan and execute self-help local development projects;
 - reduced rates of unemployment and under-employment;
 - increased agricultural productivity per unit of land through small farm, labor intensive agriculture;
 - improved extension services which respond to farmers' needs;
 - procedures for marketing and processing of agricultural products in which women play a major role, and which directly affect incentives for improving agricultural production;
 - reduced infant mortality;
 - improved sanitation;
 - controlled population growth; and/or
 - enhanced women's economic opportunities;
- c. directly improve the lives of the communities and target groups, especially the rural or urban poor;
- d. have a replication potential;
- e. encourage and bring about local participating and financial support;
- f. be directed by people who are competent administrators;
- g. be administratively and financially feasible; and
- h. have the potential to become self-financing over the life of the sub-project, either through income from the sale of sub-project outputs or by attracting funding from other donors, or both. (This last criteria applies particularly to income generating sub-projects).