

PID FNR 340

PART ONE: COMPLETE EACH BLOCK FOR BOTH NEW ASSISTANCE/ACQUISITION AND MODIFICATION ACTIONS

3. Contract/Agreement Number:

521-0182-A-00-5061-00

4. Contractor/Recipient Name:

OVERSEAS EDUCATION FUNDS INTERNATIONAL

5. Organization Symbol:
OEF

6. Project Title:

Factory Worker's Center

7. Project Officer's Name:

P. McDuffie

8. Organization Symbol:
OPVD

9. Requisitioning

Document ID No: PIO/T 521-0182-3-50101

19. Budget

Plan Code: LESA-85-25521-KG13

10. TYPE OF ACTION:

- A. New Acquisition/Assistance
- B. Continuation of activities set forth in a contractual document
- C. Revision of work scope/purpose of award

A

20. Country or Region of Performance: Haiti

11. Amount of this PIO/T:

U.S. \$ 767,000

21. Total Estimated Cost of the Contractual Document:

U.S. \$ 767,000

12. Amount Obligated/ Subobligated/ Deobligated by this Action:

U.S. \$ 767,000

22. Amount of Non-Federal Funds Pledged to the Project:

U.S. \$ 200,760

13. Cumulative Obligation:

U.S. \$ 767,000

23. Effective Date of this Action:

08 / 02 / 85

14. This Action Funded Through:

07 / 31 / 88

24. Estimated Completion/ Expiration Date:

07 / 31 / 88

15. Date Contractual Documents Signed by AID Official:

08 / 02 / 85

25. Contractor DUNS Number:

16. Incrementally Funded Contract:

No

26. Consultant Type Award: No

17. Host Country/ Counterpart Inst. (Univ. Contracts)

N/A

27. Number of Person Months: (PASA/RSSA only) N/A

18. Campus Coordinator: (Univ. Contracts)

N/A

28. Number of Persons: (PASA/RSSA only) N/A

29. Negotiator's Typed Name:

R. Webber

30. Negotiator's Signature:

R. Webber

31. Date Signed:

09 / 30 / 85

32. Contract/Grant Officer's Organization Symbol:

RCO

33. Contract/Grant Officer's Signature:

R. F. Webber

34. Date Signed:

09 / 30 / 85

PART TWO: COMPLETE EACH BLOCK FOR NEW ASSISTANCE/ACQUISITION ACTIONS ONLY

35. CONTRACT TYPE:

- A. Fixed Price (Specify: FFP, FPRD, FPEPA, FPI)
- B. Cost Reimbursement (Specify: CR, CPFF, CS, CPAF, CPIF)
- C. IQC & Requirements Contracts
- D. Other

B

37. SUBJECT TO STATUTORY REQUIREMENT:

- A. Walsh-Healey Act, Manufacturer*
 - B. Walsh-Healey Act, Regular Dealer*
 - C. Service Contract Act (U.S. ONLY - Guards, Maintenance, Laborers)
 - D. Davis-Bacon Act (Construction)
 - E. Not subject to Walsh-Healey; Service Contract or Davis-Bacon Act (Most AID Contracts)
- * Equipment, Supplies, Materials, and Commodities

E

36. ADVANCE:

- A. No Advance
- B. Advance Non-FRLC
- C. Advance FRLC

C

38. Country of Manufacture: Haiti

ENTERED
NOV 08 1985
STAT. Section

39. CURRENCY INDICATOR: A. U.S. Dollar B. Local Currency C. Combination D. Unfunded	45. LABOR SURPLUS AREA PREFERENCE: <input checked="" type="radio"/> Labor Surplus Area A. No Preference B. Tie Bid Preference C. Total Set Aside D. Not a Labor Surplus Area Preference Award
40. SUBCONTRACTS: Is There a Provision for a Subcontract? (Contracts only) NO	46. Number of Bidders Offering Items or Services of Foreign Content: N/A
41. TYPE SERVICE: A. Training of Participants B. Technical Assistance to Host Country (Program, Project related except A&E Services) C. A&E Services D. Construction E. Research F. Technical Services to AID (other than training; usually operating expense) G. Training Service for AID H. Equipment, Materials, Supplies, Commodities I. Translation Service	47. TYPE OF BUSINESS: <input checked="" type="radio"/> A. Source: Non-U.S. and Used Outside U.S. & Possessions <input type="radio"/> B. Source: Non-U.S. and Possessions (Foreign Purchases Used Inside U.S.) (If U.S. Source, complete C through Q) <input type="radio"/> C. Firm — Profit Making & PSC's <input checked="" type="radio"/> Non-Profit Organizations <input type="radio"/> D. Private Educational Organizations <input type="radio"/> E. Hospitals <input type="radio"/> F. Research Institutions, Foundations, and Laboratories <input type="radio"/> G. Other <input checked="" type="radio"/> Private Voluntary Organizations <input type="radio"/> H. U.S. Registered <input type="radio"/> I. U.S. Non-Registered <input type="radio"/> J. Foreign <input checked="" type="radio"/> State/Local Government <input type="radio"/> K. Educational Institutions <input type="radio"/> L. Hospitals <input type="radio"/> M. Research Organizations <input type="radio"/> N. Other <input type="radio"/> O. International Agricultural Research Organizations <input type="radio"/> P. Public International Organizations <input type="radio"/> Q. U.S. Cooperatives
42. CONTRACT/AGREEMENT SOURCE: A. U.S. Contractor/Grantee B. Non-U.S. Contractor/Grantee C. Combination of A & B	48. Women Owned Business? NO
43. SELECTION PROCEDURES: A. Formally Advertised B. Negotiated Price Competition, General Procedure C. A&E D. Ed. Inst. and/or Int'l. Research E. Collaborative Assistance F. Predominant Capability G. Unsolicited Proposal H. Procurement to be Performed by the Contractor in Person I. Sole Source J. Impairment of Foreign Policy Objectives K. 8(a) Selection <input checked="" type="radio"/> Grant/Cooperative Agreement <input type="radio"/> L. Competitive <input type="radio"/> M. Noncompetitive <input type="radio"/> N. Small Business Set Aside <input type="radio"/> O. Overseas Procuring Activities <input type="radio"/> P. Institution Building/Strengthening	49. TYPE AWARD: <input checked="" type="radio"/> Small Business <input type="radio"/> A. Not Set Aside <input type="radio"/> B. Partial-Set Aside <input type="radio"/> C. Total Set Aside <input type="radio"/> D. Personal Service Contract <input type="radio"/> E. Individual Non-Personal Service Contract <input type="radio"/> F. U.S. Government <input type="radio"/> G. University <input type="radio"/> H. Other Non-Profit Organizations <input type="radio"/> I. Large Businesses
44. TYPE OF AMERICAN OWNERSHIP: <input checked="" type="radio"/> Minority A. Asian/Pacific Islander B. Black American C. American Aleuts or Eskimos D. American Indian E. Hispanic F. Other (Specify) _____ <input type="radio"/> G. Non-Minority	



UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT

MISSION TO HAITI

BEST AVAILABLE DOCUMENT

August 2, 1985

For U.S. MAIL:

USAID / HAITI

Department of State
Washington, D.C. 20520

For INTERNATIONAL MAIL:

USAID / HAITI

P.O. Box 1634
Port-au-Prince, Haiti, W.I.

Ms. Emily DiCicco
Director of Program Planning
OEF International
2101 L. Street, N.W. Suite 916
Washington D.C. 20037

Dear Ms. DiCicco:

SUBJECT: Cooperative Agreement No. 521-0182-A-00-5061-00
Non-Governmental Support III, Input No. 7

Pursuant to the authority contained in Section 531 of the Foreign Assistance Act of 1961, as amended, the Agency for International Development (hereinafter referred to as "AID") hereby provides to OEF International (hereinafter referred to as "OEF" or "Recipient") the sum of Seven Hundred Sixty Seven Thousand Dollars (US \$767,000) to provide financial assistance for the purpose of establishing a Factory Worker's Center in the metropolitan area of Port-au-Prince, Haiti. Activities and programs of the Factory Worker's Center will focus on improving the socio-economic conditions of participating workers using a self-help approach as more fully described in Attachment II, entitled "Program Description".

This Cooperative Agreement is effective and obligation is made as of the date of this letter and shall apply to commitments made by the Recipient in furtherance of program objectives through the estimated completion date of July 31, 1988.

This Cooperative Agreement is made to the Recipient 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, the Program Description; Attachment 3, the Standard Provisions; and Attachment 4, Assurance of Compliance; which have been agreed to by your organization.

Please sign the original and ^{FIVE} ~~seven~~ ^{5 RW} (7) copies of this letter to acknowledge your acceptance of this Cooperative Agreement, and return the original and ~~six~~ (6) copies to this office.

Four 4
RW

Sincerely Yours,



Richard Webber
Agreement Officer
USAID/Haiti

ACKNOWLEDGED:

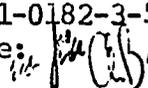
By: 

Date: 6/5/85

Attachments:

1. Schedule
2. Program Description
3. Standard Provisions and Alterations dated 11/84
4. Assurance of Compliance

Fiscal Data:

Project Number: 521-0182, Sub-project No. 7
Appropriation: 72-1151037
Allowance: LESA-85-25521-KG13
Total Grant Amount: \$767,000
Amount Obligated: \$767,000
PIO/T No.: 521-0182-3-50101
Funds Available:  CONT
Date:

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SCHEDULE

A. Period of Agreement

1. The effective date of this Cooperative Agreement (CA) is the signature date by the Agreement Officer as shown on the cover letter and the estimated completion date is July 31, 1988.
2. Funds obligated hereunder are available for program expenditures from the effective date of this Agreement until the estimated completion date.

B. Amount of Agreement and Payment

1. The total cost of the Cooperative Agreement is \$767,000 as shown in "C" below, "Financial Plan".
2. Payment will be made to the Recipient in accordance with procedures set forth in Attachment 3 (Alterations) 7A entitled "Payment-Letter of Credit".

C. Financial Plan

1. The following is the Financial Plan for this Agreement. Revision to this plan shall be made in accordance with the Standard Provision entitled "Revision of Financial Plans":

<u>Cost Element</u>	<u>Obligated Amount</u>
a. Salaries	\$ 226,404
b. Fringe Benefits	83,770
c. Consultants/Contracted Services	117,949
d. Travel	46,098
e. Space	11,100
f. Training, Workshops, Conferences	6,000
g. Other Direct Costs	22,650
h. Equipment and Construction	68,000
i. Overhead	<u>185,029</u>
Total AID Contribution for this Agreement	\$767,000
Total Other Contributions:	\$200,760

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2. The recipient may not exceed the obligated amount set forth above, nor may the recipient adjust the cost for any individual line item by more than 15% of such line item, unless prior written approval is provided by AID.

D. Conditions Precedent to Disbursement

Except as AID may otherwise agree in writing, prior to any disbursement or the issuance of any commitment documents under the Cooperative Agreement, the Recipient shall demonstrate, in form and substance satisfactory to AID, adherence to the following Conditions Precedent.

1. Conditions Precedent to Initial Disbursement

- A) Evidence of an accounting system satisfactory to AID to be used in the management of AID funds.
- B) Evidence that a Project Director acceptable to AID has been identified and recruited in conformance with written selection criteria and a position description.
- C) Evidence that a portion of the Industrial Park (SONAPI) medical clinic or other appropriate facility is available to house the Factory Women's Center with terms acceptable to AID.
- D) Evidence that OEF has submitted required documentation to the Government of Haiti for registration as a Private Voluntary Organization.

2. Conditions Precedent to Disbursement of Funds Prior to Commencing Phase III

- a. Selection criteria and job descriptions for the Project Training Coordinator and Research Coordinator have been approved by AID and individuals acceptable to AID have been nominated.
- b. Long-term project staff are trained and functioning satisfactorily in adherence to work plans approved by AID.
- c. Key programs and services to be provided by the Factory Women's Center have been identified by Project staff and approved by AID.
- d. Training curricula and materials have been designed.
- e. The research component's methodological framework has been approved by AID and is established and functioning.

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E. Reporting and Evaluation

1. The Recipient shall submit the following reports:

a) Technical Reports: The Recipient shall submit Quarterly Status Reports, in triplicate within 15 days of the completion of each quarter, to the Private and Voluntary Development Officer, USAID/Haiti.

b) Annual Reports: The Recipient shall submit annual reports, in triplicate within 30 days of the completion of each year, to the same address.

c) Final Report: The Recipient shall submit a final report, in triplicate within 45 days of the expiration of the Agreement to the same address.

d) Financial Reports: The Recipient shall submit to the AID Controller all reports required under the Standard Provision entitled "Payment - Federal Reserve Letter of Credit (FRLC) Advance.

Technical reports shall contain a narrative of Recipient activities undertaken with respect to the Agreement, quantitative and qualitative assessments of progress, or lack thereof, toward Agreement objectives, discussions of implementation issues and problems that have arisen during the course of the quarter, and an implementation plan for the next quarter.

Annual reports will contain a narrative per requirements of the technical reports but in a broader context with assessments, conclusions and recommendations from a yearly perspective. The first and second annual reports will also include a work plan for the succeeding year.

The final report will synthesize information from prior reports and provide a quantitative and qualitative assessment of the total project as measured against purpose, objectives, and goal.

2. Evaluation

Two independent, third party evaluations will be conducted during the life of the project. A mid-term evaluation will be scheduled to take place during the eighteenth month of the project's existence. The second evaluation will take place 4 months prior to the end of the project. OEF will be responsible for contracting independent consultants acceptable to AID for each evaluation. The proposed terms of reference for each evaluation will be submitted by OEF to AID for approval.

F. Audit

AID will assist OEF in arranging an audit, if considered necessary by AID, of the project by a local auditing firm.

G. Alterations and Additions to the Standard Provisions

1. In Attachment 3, Standard Provisions, delete the words "Grant" and "Grantee" wherever they appear and substitute in lieu thereof the words "Cooperative Agreement" and "Recipient".
2. Alterations in Grant, dated November 2984, are attached and made part of this Cooperative Agreement.
3. Of the attached Standard Provisions, the following are deleted: 7B, 7C, 10B, 13B and 13C.

H. Authorized Geographic Code

Except as AID may otherwise agree in writing, the authorized Geographic Code for the source and origin and the nationality of services under this Agreement is AID Geographic Code 941 and Haiti.

4

PROGRAM DESCRIPTION

I. Project Goal and Purpose

The project goal is to contribute to the expansion of employment in Haiti.

The purposes of the project are twofold :

1. Enable factory workers, especially women, to improve their socio-economic conditions by upgrading their skills, and their productivity as workers through a self-determination process.
2. Demonstrate to selected factories that upgrading the quality of the labor force will contribute to increasing factory productivity.

II. General Description

Unemployment and underemployment in Haiti results largely from the imbalance between the rapid growth of the urban labor force and the inadequate growth of productive urban employment opportunities. Haiti must expand its employment opportunities for its burgeoning urban population. The export-oriented light assembly industry has been targetted by the Government of Haiti as the most likely sector to be able to create thousands of jobs in a short period of time. Barriers which now hinder industrial growth must be removed. These barriers include insufficient financing mechanisms, inadequate infrastructure in many areas, and limitations in the labor force. The workforce demonstrates a low level of literacy, a lack of specialized skills, poor nutrition and health, and poor living conditions.

If Haiti is to expand employment, increase industrialization, and attract the kind of diversified investments which stimulate the country's development by increasing the value added per worker, the skills and quality of the labor force must be upgraded. Any program for the industrial labor force must initially focus on women, since women comprise 75 percent of the light assembly sector.

Page 2 of Attachment II

At present, human resources development and productivity are not receiving merited attention from factory owners in Haiti. According to studies undertaken by the World Bank and other organizations, the upgrading of workers' education, skills and living conditions is a need inherent to the process of industrialization in any country. The critical need and the potential for improving workers' socio-economic conditions and level of qualification has also been documented by the Haitian private sector.

During this three year project, OEF will establish and operate a Factory Worker's Center (FWC) serving factory workers and industries in the metropolitan area of Port-au-Prince. The project will initially focus on women workers but allow for the participation of male workers after the establishment of functioning programs specifically designed for women. The FWC will develop a comprehensive program of activities which will respond to the needs of factory women. The FWC will focus on improving the socio-economic status of women by upgrading their skills, their productivity as workers, and promoting a process of self-determination. The exact nature of the programs and activities to be offered by the project will be determined after FWC personnel have interacted with women factory workers and their needs and priorities are clearly identified.

III. Description of Activities

The specific activities and objectives of the Cooperative Agreement are as follows:

1. Establish a Factory Worker's Center

The project will accomplish its goal and purposes by establishing a Factory Worker's Center (FWC) which will initiate a selected set of activities directed towards improving productivity. The FWC will function as a catalyst, both delivering and brokering resources for employees and factories. It will promote the collaboration of other institutions in Haiti in order to expand the beneficiary population of these institutions.

The FWC will be established in a location accessible to its beneficiary population. In Year 1, the office of the Center will be housed in a leased portion of the SONAPI (Société Nationale des Parcs Industriels) medical clinic on another suitable location, where meeting space for small groups is available.

In Year 2 of the Project, the FWC will build its own facility, possibly on land in the SONAPI Industrial Park. This would be a simple building about 1200 square feet with a receptionist area, meeting rooms, possibly a medical examining room, and the director's office.

Training programs and meetings will also take place on-site in the factories, at the invitation of factory management.

2. FWC Programs

A basic premise of this project is that women can improve their socio-economic status by upgrading their skills and their productivity as workers if they are able to take charge of their own lives. The FWC will promote the process of self-determination whereby women workers are encouraged to identify their own priority needs and concerns. Low income women need certain human resource skills to enable them to overcome a sense of powerlessness and to confront obstacles which limit their options. Through dialogue with factory women and factory owners, these obstacles will be determined and specific programs identified. Although program and activity specificity is not possible prior to interaction between factory owners, women workers, and FWC personnel, the FWC will offer a "core" program and other possible programs as explained below.

The FWC will seek to transfer skills, knowledge and motivation and to measure the results of this transfer. Non-formal education, human resource development and industrial engineering will be combined in this program's approach. Throughout the project, training and research will be on-going activities.

An important aspect of this transfer of skills, knowledge and motivation will be the involvement of project beneficiaries as integral partners in the FWC. As women show signs of leadership and skill in assisting their fellow workers, they will be given extra training and responsibility as leaders, promoters or facilitators. Depending upon how the FWC determines the fee schedule of its activities, these leaders may or may not be paid project personnel.

A. Core Program

The FWC will offer a core program, approximately 12 hours of training in human resource development. The core program will be designed to promote the concepts of self-respect, self-determination, establishment of personal and on-the-job goals, plans of action, participatory learning, and transferring skills learned in the training program to real life. A handbook will be prepared as a tool for organizing groups of women to identify critical issues and problems in their lives and to do something about them.

B. Other FWC Programs

The FWC will offer services and programs to respond to needs as expressed and determined by factory women workers. This will require promoting a close dialogue with not only female workers but also with factory owners to ensure their support and participation. Possible types of programs include the following:

- micro enterprise development: planning and procedures, formation of solidarity groups, managerial skills training, "business-readiness" training, etc.

- vocational training: labor market survey, outreach and recruitment, hands-on training, job development.

- housing: coordinate efforts with other institutions for the participation of women workers in housing programs.

- work related health: pre-natal and post-partum care, family planning, provision of pharmaceuticals, nutrition programs, health referral services.

Services to be provided by the FWC will emphasize facilitating access to existing, established service programs rather than the creation of new ones. If there are deficiencies in existing programs which cannot be remedied it may be necessary for the FWC to establish new ones. However, the role of facilitating access to existing programs will be the preferred and, if feasible, primary route.

Throughout the project's life, the FWC will collect and disseminate information to women workers on the existence of institutions which provide services in health, training, credit and housing, as well as other areas which relate to their needs. This referral service will become an important means of reaching potential FWC members, as well as providing an on-going service for existing participants.

C. Training Materials

Adequate training materials will be developed or adapted to the Haitian factory context in the course of the project and translated into Creole. Materials produced by other public and private sector organizations will be evaluated and when appropriate integrated with OEF materials.

3. Participation in the Factory Women's Center

A. Factories

Given the pilot nature of the project, a limited number of factories and employees will participate in the initial activities of the FWC program. As a starting point, the project staff will explain and promote the program to managers and workers of approximately five (5) factories operating within or near the Industrial Park. It is expected that these factories will be among the ones that have expressed greatest interest in the program during the study and program design phase interviews.

Selection of the five factories to participate in the early stage of this project will be made by the project staff according to criteria which would include the following:

Expression of interest and commitment to the goal, purposes and approaches of the project and a willingness to contribute resources to the FWC by the management of the factory.

Location convenient to the FWC.

Mix of factories, to involve factories in different types of production (electronics, garment, baseballs, etc.) different ownership/management arrangements, and different styles of operation (piece rate vs. hourly rate, etc.).

During the first three years of the project, it is expected that 15 factories will benefit from the increased skills and productivity of a portion of their female work force. Once the FWC has established its program with the initial factories, additional factories will be encouraged to participate. Emphasis, however, will be given to the development of a replicable model and establishing a firm basis for replication efforts. All factories who participate in the FWC will contribute to the expenses of the program as "institutional members", with both in-kind and cash resources. The approach to this aspect will be developed by an Advisory Committee and Project Staff.

B. Other Institutions

Various collaborating institutions will also benefit from the program in that the FWC linkage will expand their activities to a broader clientele and help them to develop new training materials and approaches.

C. Women Workers

The participation of women workers in activities to be conducted by the project will be on a voluntary basis. Women workers will be invited by the FWC staff to participate in preliminary gatherings where they will be informed in more detail of the project objectives. Their comments, suggestions and recommendations will be solicited at all times to assure that programs and services respond to needs as expressed by the women.

Selection of the factory women to participate will be made by the Project staff, according to criteria which might include:

- Commitment of time and resources to the goal, purposes and approaches of the FWC.

Mix of women, to involve women from several types of factories, with both Haitian and American management, with varied personal backgrounds in terms of educational attainment, income levels, etc.

Preference for mothers who are the head of household.

A total of approximately 300 women will directly benefit from the first three years of the Factory Worker's Center. Many more workers could benefit from a health component, which may be included in the Project. It is anticipated that there will be overlap between the participants in several activities. For example, participants in a vocational training program might be candidates for a housing program.

Multiplying the direct beneficiaries by household members (300 X 6) yields 1,800 indirect beneficiaries for this program. Additional community members would be expected to benefit from income generating activities that will be encouraged if, as anticipated, women factory workers request these types of activities.

The women who participate in the FWC activities will also contribute to the cost of these services, through reasonable fees for services and membership dues, as well as their time and other in-kind contributions.

D. Male Workers

Although women workers are the primary target of this project due to their large proportion in the light assembly export sector and the more serious economic disadvantages they face, participation by male workers in FWC programs will be permitted. However, their participation will be allowed only after programs specifically designed for women are established and functioning. This should preclude men from dominating FWC programs.

4. Research and Evaluation

A research unit will be integrated into the FWC program and concentrate its activities on gathering and analyzing data in the following areas:

- Baseline studies on the female factory employee population;
- Monitoring of project progress with periodic reports;

- Productivity analysis, showing the impact of project activities on the productivity of workers;
 - Feasibility studies for new FWC programs;
 - Evaluations, mid-point and final.
- 3 The methodological framework for conducting project research and evaluation will take into consideration:
- A broad mix of indicators for personal, community and institutional gain as well as economic criteria;
 - Problem-solving and learning processes as tools for personal and programmatic development;
 - Sustainability and institutionalization of the project.

The evaluation procedure will include both formative and summative components. The formative evaluation will include feedback, monitoring and a mid-point evaluation. It will enable project staff and beneficiaries periodically to examine program implementation in order to identify successful aspects and areas for improvement or revisions. The summative or final evaluation will assess the institutional future of the FWC and the project's impact on the economic status of the program participants and provide recommendations for further project activities.

A Research Coordinator will be responsible for all research and evaluation activities. OEF, with the approval of USAID, will contract independent consultants for the mid-point and final evaluations and for the design of productivity studies.

A Research and Evaluation Committee will be formed to advise and assist the Project Research Coordinator and other staff members and consultants.

5. Implementation Plan

The activities to establish the FWC and its program will be implemented over a three year period with technical assistance from OEF. In general, all components of the program will function simultaneously and women workers will participate in a combination of activities depending on their needs.

The main areas in which training will be delivered, starting from the sixth month following project approval, will be on-going activities through the life of the program, incorporating newly-arrived participants as they apply for the program.

The basic phases of the project life are the following:

- * Phase II: The first 7 months of Year I will essentially be devoted to recruiting and training project staff, identification of initial FWC services and programs, and organizing the future activities of the Center. During this period, a detailed work plan for the first year of project activities and a general plan for Years Two and Three of project activities will be developed. Training curricula and materials will be designed in these months. The research design and plan will be formalized. Baseline data for the project will be collected during the first 6 months of project life. Project management and information systems and internal procedure manuals will be developed. Human resource training will be initiated during the same period and will remain on-going throughout the life of the project.

Phase III: In the second half of the first year, training programs in the various components will be initiated responding to the needs as expressed by women workers. New participants will be drawn into all activities of the program. In this phase, the FWC staff will engage in discussions with the appropriate people to design and construct a simple facility for the Factory Women's Center in full accord with AID procedures.

Phase I was proposal development and design under Cooperative Agreement No. 521-0192-A-00-1087-00, September 18, 1984 - February 16, 1985.

Phase IV: This phase encompasses the on-going FWC activities, with an increasing number of participants and factories and the revision of project training materials. At approximately month 18, a mid-point formative evaluation will be conducted and the project will be modified as necessary.

Phase V: The third year of the project will see the continuation and expansion of FWC activities and an increased number of beneficiaries and factories. Planning for the "weaning" process of OEF management and AID funding will be a priority of the FWC Project Director and staff. A final evaluation and project report will be prepared at the conclusion of the project.

6. Staffing

During the first month of the project, a woman residing in Haiti will be identified as the Director of the Factory Women's Center Project. The Project Director will be responsible for overall project management and implementation of all project activities, particularly those which relate to planning and coordination between trainers and collaborating organizations. This person will supervise all project staff.

A Project Secretary will handle all clerical responsibilities for the Project. A part-time Accountant will be responsible for maintaining project records and procurement of supplies.

A full-time Research Coordinator will be responsible for implementing the research component and a full-time Training Coordinator will be responsible for overall management and administration of training programs.

Technical consultants will be contracted on an individual basis or from private, national, and international research and training centers. These short and long-term contractors will provide technical services in areas identified to be priority areas of interest to women factory workers. These technical services could include productivity studies, evaluation, credit, enterprise development, and the design of training curricula and materials.

The Latin American/Caribbean Director (OEF/Washington) will supervise the Factory Worker's Center Project and will provide guidance and counseling to the Project Director. She will coordinate orientation activities in the United States, supervise the submission of all project progress and financial reports, and maintain necessary communications with AID/Washington and USAID/Haiti. Additionally, she will be responsible for organizing fund raising activities in the United States to generate cash and in-kind support to the FWC.

7. Advisory Committee/Board of Directors

An Advisory Committee will be formed in Haiti in order to obtain guidance concerning the project. This body will have four major functions:

- Advise on technical areas of the project;
- Assist in the development and review of training materials;
- Seek private funds to contribute to the project; and
- Educate Haitians and Americans about development projects such as this.

The Advisory Committee will be composed of representatives of the private sector and of the public sector and will be convened 2 to 3 times a year. Members of the committee will be available for individual consultations as needed.

The Advisory Committee will convert to an FWC Board of Directors when the FWC is established as a legal entity, duly registered with the Government of Haiti as a non-profit organization.

8. Institutionalization

OEF will pay special attention to the institutional future of the Factory Worker's Center. From project inception to conclusion, planning will be a major emphasis to ensure the sustainability of the organization and its activities. Care will be placed on structuring the FWC at project start-up so that its services are able to meet costs in an equitable and cost effective manner for project participants and employers.

IV. End of Project Status

- A. At the end of 3 years, the FWC will be a viable, independent, and privately operated entity as evidenced by:
- effective employer demand for FWC participation
 - employer contributions to FWC increasing
 - 15 participating factories
 - 10 PVOs providing institutional support
 - minimum of 300 participants have completed the FWC core program
 - participant share of costs in FWC activities increasing
 - funding from indigenous and foreign institutions and agencies increasing
 - establishment of an effective fund raising FWC component
- B. Approximately 15 factories will benefit from the increased skills and productivity of a portion of their work force as evidenced by:
- employee turn-over rates in factories decreasing
 - employee birth rate decreasing
- C. Approximately 300 women workers will directly benefit from the project as measured by:
- increases in household income attributable to the FWC program
 - number of women in factory supervisory positions increasing.

Once specific FWC service programs responding to the needs of women workers are identified, the end of project status for each activity will be agreed upon by OEF and AID and form part of this Agreement.

V. Substantial Involvement Understanding

- A. USAID/Haiti will review and approve all position descriptions, nominations and contracts for short and long-term technical assistance and consultancies, for positions involving a substantive role in project implementation.
- B. The recipient will obtain AID's approval before terminating any contracts for project personnel with a substantive role in project management and administration e.g. Project Director, Program Coordinators, (Research, Training, etc.) Accountant, etc.
- C. USAID/Haiti reserves the right to undertake periodic reviews of project performance and to suspend undisbursed allocations of funding if the objectives of the project as described above are not being attained. Written notice of any intention to suspend will be forwarded to OEF in order that it may undertake actions to redress the problems with the attainment of objectives.
- D. Annual work plans are to be approved by AID.
- E. USAID reserves the right to approve any proposal and subsequent workplan for programs or services to be provided by the Factory Women's Center under funding made available by AID.

VI. Financial Plan1. AID Estimated Total Project Costs

	Year I	Year II	Year III	Total
<u>SALARIES</u>				
Project Director-full time	\$20,000	\$22,000	\$24,200	\$66,200
Bilingual Secretary-full time	7,200	7,920	8,712	23,832
Training Coordinator-full time	15,000	16,500	18,150	49,650
Research Coordinator-full time	15,000	16,500	18,150	49,650
LAC Director (OEF/W)-20%	7,600	8,360	9,196	25,156
LAC Secretary (OEF/W)-20%	3,600	3,960	4,356	11,916
TOTAL SALARIES	\$68,400	\$75,240	\$82,764	\$226,404
FRINGE BENEFITS-37% X Salaries	\$25,308	\$27,839	\$30,623	\$83,770
<u>CONSULTANTS/CONTRACTED SERVICES</u>				
Technical Expertise in Training, Productivity, Employment, etc.	\$20,000	\$22,000	\$24,200	\$66,200
Evaluation 43 days X \$179/day		7,697	7,697	15,394
Translation, Accountant, Legal, Research Assistants, Auditor, etc.	9,000	9,900	10,835	29,735
Janitorial, laundry, messenger, etc.	2,000	2,200	2,420	6,620
TOTAL CONSULTANTS/CONTRACTS	\$31,000	\$41,797	\$45,152	\$117,949
<u>TRAVEL AND PER DIEM</u>				
<u>Airfare-Port-au-Prince/DC</u>				
Project Director	\$ 500		\$ 605	\$1,105
LAC Director	1,500	\$1,650	1,815	4,965
Consultants	1,000	550	605	2,155
OEF Controller	500			500
Evaluator	500		605	1,105
<u>Per Diem-Port-au-Prince-\$81/day</u>				
LAC Director-20 days/year	\$1,620	\$1,782	\$1,960	\$5,362
Consultants-30 days/year	2,430	2,673	2,940	8,043
Controller-6 days	486			486
Evaluator-43 days/year		3,483	3,483	6,966
<u>Per Diem-Washington-\$75/day</u>				
Project Director-15 days	\$1,125		\$1,361	\$2,486
<u>Ground Transportation:</u>				
Taxis	\$ 200	\$ 236	\$ 242	\$ 678
Vehicle Operation & Maintenance	3,500	3,850	4,235	11,585
Visa, airport taxes, etc.	200	220	242	662
TOTAL TRAVEL AND PER DIEM	\$13,561	\$14,444	\$18,093	\$46,098

<u>SPACE</u>	Year I	Year II	Year III	Total
Rent-Project Office (SONAPI)	\$6,000			\$6,000
Renovation (SONAPI)	2,000			2,000
Utilities (FWC Bldg.)		\$1,000	\$1,100	2,100
Maintenance (FWC Bldg.)			\$1,000	1,000
TOTAL SPACE	<u>\$8,000</u>	<u>\$1,000</u>	<u>\$2,000</u>	<u>\$11,100</u>
TRAINING, WORKSHOPS, CONFS.	<u>\$2,000</u>	<u>\$2,000</u>	<u>\$2,000</u>	<u>\$6,000</u>
OTHER DIRECT COSTS				
Supplies, office and training	\$2,000	\$2,200	\$2,420	\$6,620
Supplies, Medical	2,000	2,200	2,210	6,410
Printing and Duplicating	1,000	1,000	1,000	3,000
Telephone	1,000	1,100	1,210	3,310
Postage	1,000	1,100	1,210	3,310
TOTAL OTHER DIRECT COSTS	<u>\$7,000</u>	<u>\$7,600</u>	<u>\$8,050</u>	<u>\$22,650</u>
EQUIPMENT AND CONSTRUCTION				
Office Furniture	\$2,000			\$2,000
Office Equipment (incl. computer)	5,000			5,000
Medical equipment	3,000			3,000
Audio-visual equipment	3,000			3,000
Vehicle (mini-van)	15,000			15,000
FWC Bldg. Construction (1200 sq.ft.)		\$40,000		40,000
TOTAL EQUIPMENT AND CONSTRUCTION	<u>\$28,000</u>	<u>\$40,000</u>		<u>\$68,000</u>
TOTAL DIRECT COSTS	<u>\$183,269</u>	<u>\$209,920</u>	<u>\$188,782</u>	<u>\$581,971</u>
OVERHEAD COSTS-36% X Total Direct Costs Less Equipment & Constr.	\$55,897	\$61,171	\$67,961	\$185,029
TOTAL PROJECT COSTS TO AID	<u>\$239,166</u>	<u>\$271,091</u>	<u>\$256,743</u>	<u>\$767,000</u>

2. Project Contributions from Others

	Year I	Year II	Year III	Total
<u>CASH</u>				
Employer Membership-5,10,15x\$1000/y	\$ 5,000	\$10,000	\$15,000	\$30,000
Women's Memberships-50,100,150x\$1/y	50	100	150	300
Fees for Services-\$.50/consultation or course per 50,150,300 women	25	75	150	250
Donated airline ticket (PAP/DC)	500			500
Private Foundation Support	10,000	15,000	25,000	50,000
<u>IN-KIND CONTRIBUTIONS</u>				
Office Furniture, equipment & supplies	\$ 2,000	\$ 2,000		4,200
Medical furniture, equipment, suppl.	2,000	2,200		4,200
Vehicle operation & Maintenance	1,000	1,100	1,210	3,310
Factory management assistance- 5,10,15 x \$1,000/year	5,000	10,000	15,000	30,000
Women's assistance - 1 hr/week x\$.	1,000	2,000	3,000	6,000
Advisory Committee Services- 10 p x \$100/day x 4/yr.	4,000	4,000	4,000	12,000
Community Assistance/time and other institutions' collaboration	10,000	20,000	30,000	60,000
<u>TOTAL OTHER CONTRIBUTIONS</u>				\$200,760