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DIRECTORY & ASSESSMENT
GRENADIAN PRIVATE VOLUNTARY ORGANIZATIONS (PVOS)

by

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for

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The views and interpretations expressed in this report are those of the author and should not be attributed to the Agency for International Development.

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EXECUTIVE SUMMARY

The PVO universe of Grenada numbers over 125 organizations that are diverse in size, interest and purpose, expertise and management capability, bases of support, status and influence, and in their modes of operation.

Grenadian PVOs are broadly distinguished into development and welfare organizations, the great majority associated with the latter. Within welfare PVOs focus is on the poor primarily, but not exclusively. Principal efforts are associated with traditional acts of mercy: feeding, clothing, emergency care and shelter, counselling. They are, generally, unaware of funding opportunities and in-kind resources beyond traditional ones. They receive their monies locally through very small donations -- frequently from members and friends. Some few welfare PVOs dedicate themselves to interests which cut across social and economic boundaries, such as youth character formation, recreation, cultural advancement and special interest education (astronomy, the performing and visual arts, historical societies.

The eleven principal development PVOs focus their programming on more macro type development efforts, in the sense understood by most development specialists. Such organizations are funded from abroad: from the USA, Canada, Great Britain, Holland, West Germany, Sweden and Belgium. Their areas are in business development grants and credits, agricultural and vocational training, health, family planning,

informal education, women's advocacy, children/youth & families.

The great majority of PVO volunteers belong to a socio-economic class that ranges from middle-lower to upper-upper. These view those citizens of the lower and lower-lower socio-economic classes as their intended and/or actual beneficiaries.

Data collected suggest that the majority of PVO volunteers feel friendly towards the USAID presence in Grenada, but there, nevertheless, exists varying degrees of annoyance/anger, misinformation and misunderstandings with respect to USAID resources, development intentions and development methods. A sore point for several development PVOs is the USAID relationship with small community action groups (CAG) through its SDAF grants program -- a relationship which is felt to place USAID in competition with Grenada PVOs. This generalized good will towards US development intentions has the potential to be utilized in the cause of Grenadian development through collaboration and coordination with USAID and other international development agencies. The general good will of Grenadians also presents USAID with an opportunity to correct misinformation about AID's work and development plans.

Larger development PVOs appear to have good management capabilities. However, there appears to be normally high

levels of misunderstanding regarding policy formulation by both board members and staff personnel. Among smaller welfare PVOs the line between policy formulation and administration is very obscure, primarily because there is no paid staff to carry out board decisions. Policy makers are also program administrators and those who carry out the simplest tasks.

There is little or no effort by either welfare or development agencies in coordinating programming efforts. The problem has come to be recognized by some leaders within the Grenadian welfare PVO sector. One PVO, the Grenadian Welfare League (GRENWELL) has recently been established (1985) to address the issue, but to date has not become active. A development PVO, the Council of Churches of Grenada: Development Fund Committee (CCGDFC) is also interested in addressing the coordination problem among development and welfare PVOs. CCGDFC has a wide support network, a board of directors of recognized and influential community leaders from church, business and government sectors, as well as significant financial resources. Its treasurer offered to contribute to the costs of funding a PVO coordinating and training project with USAID.

RECOMMENDATIONS

1. Retain PVO Specialist position currently being filled by Mrs. Aline Noble.
2. Establish working relations with PVO executives and board members for information exchange purposes.

3. Establish an ad hoc PVO Information Exchange Committee consisting of Development PVO board members and directors, and including the founders of the Grenada Welfare League.
4. Fund an 18 month PVO Information exchange Project within the organizational structure of the CCGDFC, to consist of the following:
 - a) six workshops for information exchange on various development topics;
 - b) honoraria for six featured speakers;
 - c) a part-time (50%) coordinating secretary.
5. Develop policy which will allow qualified Grenadian development PVOs to administer SDAF grants currently being administered by USAID/Grenada. .
6. Radically simplify SADF application forms and control procedures so as not to intimidate applicants.

(See detailed recommendations)

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I wish to express my appreciation to the government of Grenada for the opportunity to study the development and welfare efforts of their nation's private voluntary sector. At the Ministry of Social Affairs and Women's Affairs I especially need to thank Thelma Phillips.

Within the PVO sector I need to thank the executives, staff and board members -- as well as other concerned Grenadians -- who graciously allowed me to intrude into their lives and busy schedules to answer what must have seemed like endless questions about their work within Grenada's PVO agencies. In that regard, I especially want to thank Mrs. Eileen Byer, Mrs. Theodora Adams and Mr. Franklin St. Paul of the Grenada Council of Churches for their generous assistance.

As I went about my work it soon became clear that the human development and welfare efforts provided by the Grenadian PVO sector are widespread and significant for the continued development of their beautiful country.

At USAID/Grenada I need to express my thanks to Ms. Patty Buckles (who requested that this study be undertaken) and to Mrs. Aline Noble for their generous help in getting the research underway and for their support throughout its duration. At USAID/LAC/Washington I thank Paul Maguire for the opportunity to do the study. It permitted me an

entry into a culture rich beyond expectation. It would please me greatly if this report proves useful to them.

INTRODUCTION

This directory was compiled at the request of USAID/Grenada to USAID/LAC Bureau in Washington. The scope-of-work was described as follows:

"The scope-of-work calls for an Inventory/Directory and an institutional analysis of Grenadian PVOs engaged in development assistance.

A. Inventory/Directory

The contractor will provide a detailed written report to USAID staff and to LAC/DP on all PVOs surveyed. The survey will provide a description of each PVO, including its legal status, purpose, objectives, plans, membership, geographic location, achievements, and current activities. The format of the report will consist of an executive summary, table of contents, findings, recommendations and appendices of informants interviewed.

B. Institutional Analysis

In addition, the contractor will analyze each PVO's administrative, financial and management capabilities. Based on the above mentioned inventory and the institutional analysis, the contractor will make specific recommendations to the USAID staff for follow-on technical assistance that can be rendered to Grenadian development agencies on a continuing basis. The contractor will be responsible for providing an oral briefing to the government of Grenada and to USAID officials who deal with PVOs

on selected issues related to the findings, analysis and recommendations of the assessment effort."

Methodology

The methodology utilized to compile the directory and assess the agencies' management and financial capabilities was as follows:

- 1) the compilation of broadly defined PVO names from
 - (a) USAID/Grenada files
 - (b) CCG and member church files
 - (c) Grenada Credit Union League files
 - (d) MOL/C Dept. of Cooperatives files
 - (e) Directory of British Commonwealth Organizations
 - (f) 1983 TAICH Regional Directory: Central America and the Caribbean
- 2) thirty-one (31) loosely structured personal interviews lasting from approximately 30 minutes to over 3 hours with PVO staff and board members, civil servants, benefactors and beneficiaries, businessmen, clergy and other concerned persons;
- 3) thirteen (13) more formally structured interviews with PVO directors. An initial questionnaire was field tested upon arrival in Grenada and revised, as per the appended form (Appendix VI). To the extent possible, responses were compared against other information received on that same subject matter from other sources.
- 4) analysis of annual, project and financial reports of the larger development PVO agencies;

5) review of PVO lists regarding activities, funding, staffing and networking with five principal informants: Madams Byer, Adams, Simpson and Phillips, and Mr. Roy DeFrietas.

While most of the interviews took place in St. George's, five field trips were taken to project sites: New Life Organization, Palmiste; St. Patrick's Missionary Society, Guoyave; Grenfruit Women's Cooperative, Grand Roy; Queen's Park Rangers CAG, Queen's Park; Kennedy And Queen Elizabeth childrens' homes, Richmond Hill and Tempe, and to the Guoyave cooperative fishing projects.

1. AID DEFINITION OF PVO

The understanding of PVO utilized in this report is based on a widely accepted general definition. "General" is stressed because AID's definition is not spelled out in detail. At least two AID documents discuss PVOs: the September 1982 policy paper "Private & Voluntary Organizations" from the Bureau for Program and Policy Coordination, and an April 1984 booklet entitled "The AID-PVO Partnership: Sharing Goals and Resources In The Work Of Development". The policy paper offers no definition, as it is, primarily, interested in discussing the policy context of the U.S. Government's long and fruitful relationship with PVOs in the United States. The 1984 booklet states that PVOs are "non-profit organizations which receive some portion of their annual revenues from the private sector" ... "and receive voluntary contributions of money, staff-time, or in-kind support from the general public.

In dealing with United States PVOs, essential features of AID's working definition have always been legal incorporation and tax-exempt status. These are requirements not only of the U.S. Government, but of the vast majority of private sector funding organizations as well. Such requirements are needed in order to establish a legally binding relationship by both parties to an agreement. However, such legal requirements are not necessary for

a private and voluntary group of people to act as a PVO.

There are thousands of PVOs working in every state of the U.S. A very great number of them are not legally incorporated, and this because most PVOs operate without formal and legal agreements with another party from whom it receives operating funds in the form of grants. They, rather, operate without large sums of money, but with, relatively, small contributions -- usually collected in the form of dues and small fundraisers (bake-sales, raffles, BINGOs) from the general membership and a limited public-at-large.

The most important resource of many communities and neighborhoods around the world is the volunteered service of private citizens. These form both named and unnamed (de facto) organizations. In time, with success and the growth of membership to handle a greater demand for a particular service, these groups formalize their organizational existence by incorporating and obtaining tax-exempt status. Some of the most famous social action organizations in the western world developed in such a manner: Boy and Girl Scouts, YM and YWCA, Salvation Army -- as well as many other religious and secular groups which dedicate themselves to many different kinds of human service.

The above remarks are relevant for Grenada. AID/Grenada

has collaborated with the development efforts of numerous small incorporated agencies, as well as with unincorporated "community action groups" (CAG). The greater part of the Special Activities Development Fund (SADF) monies has been disbursed to such groups.

2. THE GRENADIAN PVO SITUATION

The Grenadian PVO universe is a heterogeneous one, diverse in interests and causes, legal status, size, expertise, management capability, financial resources, bases of support, community influence and modes of operation.

PVOs have a long history in Grenada, especially within church related organizations. The YWCA was founded in Grenada soon after it was incorporated in England in 1855. Other church groups have maintained charitable and welfare efforts for just as long, adapting themselves as needs demanded and resources permitted. Businessmen and civil servants have also been involved on the Island through Rotary, Lions and JACEES type groups. All such organizations have come in and out of existence since the mid nineteenth century -- soon after the abolition of slavery in the West Indies.

Grenadians have developed a very strong tradition for private and voluntary organizations, and many people are

actively involved in the Island's large number of PVOs. The interests of these organizations cover a wide range of social, cultural and educational interests.

According to informants, Grenadian PVO organizations maintain a tradition of pride and independence. These traits were viewed both negatively and positively. In the negative sense a tradition of independence often impedes collaboration with other agencies; in the positive sense it prevents Grenadian PVOs from being easily used and/or manipulated by external pressure groups. It was said that the former PGR government spent a great deal of effort on these organizations in its attempt to win over their members, and control its leadership and activities. It was also said that the same reaction developed against other external pressures by previous governments and, not infrequently, by the leadership of those churches to which they were affiliated.

3. PVOs AND SOCIO-ECONOMIC CLASS CONSIDERATIONS

In the course of meeting with representatives of PVOs, the impression soon surfaced that we were not dealing with the poorer people of the Island. The Grenadian poor were discussed, fundamentally, as beneficiaries of PVO programs rather than as those who are actively involved in their own development. From a membership and

leadership point of view, the PVO universe of Grenada appears to be dominated by a sector of the population that is affluent, relative to the "poorest of the poor".

Several informants, questioned about this, agreed. PVO volunteers, as well as agency staff, were said to be principally recruited from the socio-economic middle and upper classes. The generalization included rural residents who became involved in the improvement (development) and welfare efforts of their communities. It was maintained that this was expected of the more fortunate/affluent members of a community, i.e., that they extend a helping hand to those in less fortunate circumstances. Exactly such a principle is held by the vast majority of development and welfare organizations around the world. In Grenada the context most frequently suggested as the means used to assist the poor was the churches, i.e., church-related PVOs.

Contact with rural community action groups (CAGs) was not sufficiently in-depth to either confirm or deny the above contention -- that those most actively involved in rural self-help were the more affluent. Rural peoples of developing countries generally appear "poor" to western observers, and this because wealth and poverty are almost always interpreted unconsciously, and according to the signs and symbols of one's own society, which society is, generally, believed to be superior in every respect. The more disciplined observer understands, of

course, that signs and symbols of western culture are not valid standards against which to measure any one person's standing in a rural community of the developing world.

On the other hand, there is a great deal of literature by social scientists and PVO staff members (such as the SERVOL organization in Trinidad) describing the efforts of many poor peoples, who are poor by their own standards, going about the work of their own development. Here too, church-related PVOs are frequently involved. However, even in such development efforts the role of outside leadership by persons outside of that socioeconomic class needs to, at least, be called "significant", if not "dominant". Parallel situations exist in Grenada.

4. IMPLICATIONS OF A MIDDLE/UPPER CLASS DOMINATED PVO UNIVERSE FOR AID/GRENADA

Those persons most active in PVO organizations were, with very few exceptions, persons who appeared to be supportive of the U.S. intervention in Grenada. They not only welcomed the U.S. presence, but indicated a willingness to actively collaborate with AID's grassroots development projects of the SDAF type. This was maintained by some informants while at the same time expressing dissatisfac-

tion with AID's policy on those SDAF grants. Closer collaboration with Grenadian PVOs would benefit AID/Grenada in, at least, the following ways:

1) It would relieve the burden of what was said to be a heavy workload on AID staff responsible for relating to PVO and CAG organizations. As will be seen below, there are numerous Grenadian PVOs which have the professional administrative skills to adequately handle the required tasks of making and supervizing grants to community based organizations.

2) It would enable AID/Grenada to pay closer attention to the wider utilization of Grenadian PVOs in the cause of Grenada's development. One informant remarked that AID's apparently sudden interest in Grenada's private agencies struck some of them as a bit strange, given what was interpreted to be a general lack of interest in PVOs in the past. Some believed that AID did not regard the Grenadian PVO sector as a significant one with respect to Grenada's development, and for that reason did not see fit to consult, coordinate and collaborate with it. AID's direct relationship with small community action groups (CAGs) was taken as a signal of this kind of an attitude by AID. It also signified that AID was a competing group in the work of grassroots development: i.e., one other organization with its development projects.

By allowing such unintended signals to go unchecked, AID/Grenada leaves itself vulnerable to the kind of annoying

and damaging criticism typified by a recent (week of July 22) letter from a member of Grenada's Parliament complaining about AID/Grenada's handling of AID requirements for for a SDAF grant to his CAG constituents. It would appear that if Grenadians were managing SDAF grants, they could handle such requirements and complaints much more easily: with less damage to AID's public image and with reduced potential for confrontation, misunderstanding and antagonism between AID/Grenada and its SDAF grantees.

3) AID's active collaboration with Grenadian PVOs would present it with an excellent PR opportunity to relate with those Grenadian development workers who are in close and direct contact with what appears to be an important sector of the country's poorest populations, which were consistently said to be loyal to the memory of Maurice Bishop, and of what they have come to believe his revolution stood for. AID staff appears to be largely distanced from that population sector. And while that distance is unavoidable to an extent, it frequently tends to be interpreted negatively: to a degree that this observer believes is excessive and avoidable.

In utilizing the PVO sector of Grenada in a manner suggested above, AID/Grenada could establish an important sign/symbol that it is, indeed, concerned about -- and working with -- Grenadian grassroot development workers on behalf of the poor; that AID has confidence and trust in them. Careful attention needs to be paid to what activity is

interpreted symbolically and how it is interpreted.

5. CLASSIFICATION OF PVOs

Grenadian PVOs appear to be distinguished by most professional development workers of Grenada (as they are by most of their professional counterparts worldwide) into two general types: welfare/charitable PVOs, and development PVOs. It is primarily the latter which, probably, most professional development workers believe results in the on-going improvement of a community and of the quality of life of its citizens.

Those of the sixty PVO agencies (Appendix I) which were identified as development PVOs consist of between six and eleven of the largest PVO agencies in the country (v. following chapter). Some of these eleven were said by some informants to be welfare rather than development agencies. In other words, there is no consensus on which agencies are truly development agencies.

Cooperatives, credit unions and schools are, clearly, held to be part of a genuine development effort, as are those development projects being undertaken by community-action-groups -- especially when (again, in the minds of many development professionals) they are working with the support and technical assistance of the larger recognized

PVOs. (Schools have not been included in the Directory because of their easy identification.)

Welfare/charitable PVOs are frequently seen as representing "hand-out" or "stop-gap" measures: as in the (now famous) example of giving someone a fish rather than teaching him/her how to fish. Such efforts are, very frequently, disparaged by those who consider themselves to be development professionals. There are many such welfare/charitable agencies in the first part of the Directory: Salvation Army, Saint Vincent DePaul, Missionaries of Charity, and other religious groups; handicapped and foster children's homes; homes for the aged and mentally infirm. There are also youth PVOs (Boy and Girl Scouts), athletic and recreational clubs, historical societies, special interest educational groups, etc.

There are important development professionals who dislike the manner in which the development/welfare distinction has been made. Outside of a theoretical context it is difficult to agree on the value of concrete programs, projects and agencies: i.e., whether a given project or program of a welfare/charitable agency, such as curing the sick, feeding the hungry, burying the dead, has a significant development effect: or whether those programs of development PVOs (e.g., those which teach fishing, small business management, public health, or tourist related activities) almost always result in development. Such

questions cannot be resolved here. However, they are relevant to the discussion, as most Grenadian PVO volunteer workers (who, usually, are not development professionals) would be confused by the distinction. Many such volunteers share a definition with a development school of thought that does not theoretically distance itself from welfare efforts, but suggests that development takes place when many different people do many different things in many different places.

In Grenada the development/welfare distinction, with respect to PVO agencies, roughly coincides with one that is more widespread among non-professionals, namely a big/small classification. A common feature which, usually, distinguishes big from small agencies is foreign grants. All development/big agencies except one (GRENCRAFT) receive grants from foreign agencies and foundations to undertake specific development projects and/or programs.

Regarding the bigger PVOs, differences of opinions were expressed about whether or not, and the extent to which, some agencies are doing development work. One MOH official expressed the opinion that a prominent, "big", PVO was not effecting development in Grenada, because it was working too closely with established banks and their lending policies. Another development worker (another professional), referring to that same agency, maintained that it was "the only truly development agency in the country".

6. PROFILES: MAJOR GRENADIAN PVOs

Of the PVOs identified, only the following were associated by informants with formal development programming:

Adventist Development & Relief Agency
 Agency for Rural Transformation
 Chamber of Commerce
 Council of Churches / Development Fund Committee
 GRENCRAFT
 Grenada Planned Parenthood Association
 Grenada-Save-The-Children
 National Development Foundation
 New Life Organization
 University of West Indies: Department of
 Extra-Mural Studies
 Saint Patrick's Missionary Society

All except GRENCRAFT receive virtually all operating funds from abroad. GRENCRAFT, originally established by the Bishop Government under the Ministry of Social Affairs, is included as a PVO because the agency is in the process of being privatized as a private not-for-profit. It operates without any government subsidies.

6.1 ADRA/GRENADA (Adventist Development & Relief Agency)

Annual Budget: Approx. US\$ 45,000.

Funding Sources: ADRA International, Miami, Fl (primarily)
 Fe. 3 for Services (secondarily)

Programming: a) modern dental office with two operatories for general public
 b) dental education
 c) Oral Surgery Program for MOH at National Hospital

Staff: 4 full time, plus Adventist Church volunteers

Founded: 1985

Management & Financial Capability: The ADRA office appears to be a typical U.S. dentist's office. It is headed by a Doctor and Mrs. Flaiz of Portland, Oregon. Patient records and financial accounts are handled according to generally accepted practices, and the guidelines laid down by their U.S. Mission headquarters. Audits are done by ADRA International, Miami.

Beneficiaries: General Public

6.2 ART (Agency for Rural Transformation)

Annual Budget: Approx. EC\$ 2,500,000.

Funding Sources: Information was refused. Secondary data sources indicated that they included, at least, grants from the following countries: Germany (Bread-For-The-World), Holland, Canada.

Programming: ART does not operate its own programs. It, rather, appears to be a brokering/technical assistance/ombudsman type operation, through which international development funding agencies channel their monies into specific programs, within both the private and public sectors. These were identified as follows:

- a) Maribeau Agricultural Training School, MOH EC\$ 1,200,000.
- b) Seedling Center, EC\$ 150,000.
- c) Concord and New Hampshire Marketing and Supply Centers, EC\$ 200,000.
- d) Handicraft Development, EC\$ 244,000.
- e) Peanut Farming, EC\$ 150,000.
- f) Agricultural Cooperative Support, EC\$ 100,000.
- g) Auto Mechanic Education, EC\$ 250,000.
- h) Farmworker Health Program, EC\$ 200,000
- i) Technical Assistance, including small TA grants of up to EC\$ 1,000.

Staff: 4 full time, plus volunteers

Founded: Began working in 1981; incorporated 1985

Management/Financial Capability: The ART administration

appears to be a professional one. Staff includes a full-time accountant; annual audits are performed by Coopers & Lybrand (Grenadian/U.S. firm). ART was said to have established close working relationships with public and private sector agencies: MOA, MOH, GRENCRAFT, farmer and youth organizations. It also has a strong social marketing program via radio and press advertising, through which the programs and agencies funded by ART are publicized. Management-by-objectives and long-range planning were described as essential components of ART's management practices.

Beneficiaries: Marginalized agricultural workers. ART is now beginning to focus on women and youth issues.

6.3 CHAMBER OF COMMERCE

Unable to interview. The Chamber has developed a long-range development strategy centering on the privatization of agricultural and fishing industries, as well as marketing and hotel facilities, much of which came under state control during the Bishop Government. (Cf. Dec. 1983 Report of Interagency Team on Commercial and Private Sector Initiatives, Annex D, "Statement on Grenada by Chamber of Commerce".)

6.4 CCGDFC (Conference of Churches/Development Fund Committee)

Annual Budget: Approx. EC\$ 75,000. Data incomplete. This amount does not seem to include the budget of the Development Fund Committee (the development arm of the CCG) but of the administrative section.

Funding Sources: Caribbean Council of Churches (CCC); local churches and individuals.

Programming:

- a) Youth Vegetable Farm Project
- b) Guoyave Day Nursery
- c) Crochu Meat Products
- d) Butler Agricultural Cooperative

- e) St. Andrew's Community Workshop
- f) Aubrey Bakery Cooperative
- g) Mirabeau Agricultural School
- h) Sauteur's Sewing & Handicraft Center

Staff: 1½ full time equivalent, plus volunteers throughout the three islands, most of whom are clergy. All CCG development committee volunteers were said to be very involved in those projects supported by CCGDFC.

Founded: 1959; incorporated 1969.

Management/Financial Capability: Financial records follow traditional accounting practices. Executive Secretary is regarded, primarily, as a community/church leader. The more administrative functions are the responsibility of the secretary. There appears to be a close working relationship between the two staff persons and committee members.

Beneficiaries: poorest sector of the population.

6.5 GRENCRAFT (Grenada National Institute for Handicraft)

Annual Budget: EC\$ 652,278.

Funding Sources: Sales

Programming: Grencraft markets the artifacts of approximately 500 of the 3000 Grenadian craftsmen.

Staff: 15

Founded: 1981; incorporated same year.

Management Capability: Appears to be highly professional. Staff includes a full-time accountant; annual audits are conducted, and close working relationship is maintained with Board of Directors and finance committee. Staff responsibilities include market research to determine product designs, packaging, new products, export lines, etc. Close coordination is maintained with Ministry of Tourism and international tour programs.

Beneficiaries: Grenadian craftsmen

6.6 Grenada Planned Parenthood Association

Annual Budget: EC\$ 210,000; down from 237,000 in 1984, 386,000 in 1983.

Funding Sources: International Planned Parenthood Federation (IPPF), New York City -- through USAID funding.

Programming:

- a) Medical and Clinical, EC\$ 67,684.
- b) Community Education, EC\$ 11,424.
- c) House Visitations, EC\$ 55,708. (includes distribution of medications and devices).
- d) Project Support, EC\$ 23,081.
- e) Administrative, EC\$ 52,183.

Staff: 23

Founded: 1964, not yet incorporated.

Management/Financial Capability: Appears highly professional: full-time accountant; annual audit. All job slots have detailed job descriptions.

Beneficiaries: General Public -- but said to be primarily for the poor who cannot afford private physicians.

6.7 Grenada-Save-The-Children (GRENSAVE)

Annual Budget: EC\$ 483,143.

Funding Sources: Canada-Save-The-Children, EC\$ 255,432; IAF, EC\$ 330,615. CCGDFC, EC\$ 15,000. USAID/Grenada (SDAF Grant) EC\$ 8,000. (Funding years do not coincide with fiscal year.)

Programming:

- a) community child care
- b) small business development
- c) community education
- d) integrated community development
- e) youth development

Founded 1963 by British Save-The-Children; incorporated 1985

Management/Financial Capability: appears to be highly professional: full-time accountant,

annual audit, weekly and daily work planning; management by objectives, and an excellent annual report.

Beneficiaries: Youth & Families / Rural Poor

6.8 NDF (National Development Foundation of Grenada, Ltd.)

Budget: US\$ 724,000 -- over a 3 year period, '85 to '87.

Funding Sources: Total Amount from USAID through Pan American Development Foundation. NDF is expected to raise an additional EC\$ 100,000. locally, through individual and corporate membership donations. Significant funding is expected from (1) The Foundation for International Training (FIT), and from (2) Inter-American Foundation.

Programming: Small business loans. By mid July '85 (first seven months of program) 54 loans had been made. They expect to make 90 by year's end. Loans to women are far below what was expected. Loans have been made to individuals and cooperatives (furniture makers, auto mechanics, shoe makers and leather workers).

Staff: 7 full time; includes one Peace Corp Volunteer.

Founded: October 1984 by PADF; incorporated 1985.

Management Capability: As a new agency there is dependency on PADF for policy, administrative, and personnel procedures to the extent that Grenadian law permits. Executive Director appears highly professional. A close working relationship has been established with a local bank which processes all loans for a 4.5% administrative fee for each loan processed.

Beneficiaries: Lower income persons and organizations desirous of becoming business men and women -- who have never previously received a commercial loan.

6.9 NEWLO (New Life Organization)

Annual Budget: No figures for 1985; EC\$ 100,000. for 1984.

Funding Sources: MISEREOR (W.Germany); Conference of Churches/Grenada and private benefactors.

Programming: Education of secondary school drop-out and primary school leaver -- between the ages of 16 to 23. The course of studies is 18 months. Specializations offered include carpentry, masonry, plumbing, electrical installations, auto mechanics, painting and maintenance (men's section); straw crafts, sewing, healthcare, food and nutrition, day care and nursery school teaching (women's section). The school housed 80 resident students during 1984-85.

Staff: 14; includes 4 part-time instructors.

Founded: 1983; incorporation underway.

NEWLO was founded in reaction to complaints about a previous program on the same site and similar in scope, named the Pope Paul Center. According to informants, the previous center was regarded by the Catholic bishop and other leading CCG leaders as too supportive of the Maurice Bishop Government, and of leftist political and theological ideologies. A principal goal of NEWLO was to reorientate youngsters away from leftist ideologies of any kind, including religious ones. According to the director, the program was unsuccessful in that attempt: "it just wasn't workable". The NEWLO program is modeled on the well known Trinidadian program named SERVOL.

Management Capability: NEWLO appears to lean heavily on the Catholic Church and CCG for financial management needs. The Director is an experienced educator and also acts as accountant and budget officer. The Associate Director was a political prisoner of the Bishop Government for 4½ years. There appears to be an excellent boarding school type atmosphere at NEWLO. It is well run, well disciplined and friendly. An annual audit is done by Cooper & Lybrand.

Beneficiaries: Elementary and Secondary School leavers and drop-outs.

6.10 UNIVERSITY OF WEST INDIES: DEPARTMENT OF
EXTRA MURAL STUDIES

Budget: Information not disclosed

Funding Sources: Major part of operating funds is received from the University of West Indies. Allocation decisions are made at the main Jamaica campus. The following grants supplemented the 1985 UWI allocation: GOG, EC\$ 6,000; USIS, US\$ 2,000; Johnson Publications, US\$ 2,000; Music Society of Grenada, EC\$ 1,440.

Programming: Main teaching areas are in management and the social sciences. Other programs include: Library, Performing and Visual Arts, Public Lectures, Music Program, Tutorials, and logistical and technical assistance support for Grenadian clubs and councils.

Staff: 6 full time (includes Peace Corp Volunteer/Librarian); 4 part time professors.

Founded: Early 1950s; incorporated 1960.

Management Capability: appears to be highly professional in both business administration and academe.

Beneficiaries: secondary (high school) seniors (primarily) preparing for Cambridge Entrance Exams (similar to US College Entrance Exams); civil servants and clerical/administrative type employees for the improvement of management skills; the general public for continuing education and the arts.

6.11 ST. PATRICK'S MISSIONARY SOCIETY

Budget: Not Available

Funding Sources: Mission Headquarters in U.S. (NJ)
Catholic Dioceses of Ireland
German Catholic Bishops (MISEREOR and
ADVENIAT)
Oxfam/England

Programming: Small Business Development
Community Development
Cooperatives

Credit Unions
 Leadership & Management Training
 Preventive Health
 Health Education
 Elderly Care

Staff: 11 full time, plus parishioner volunteers.

Founded: 1958

Management Capability: No information; person interviewed was not a member of the administrative staff.

7. VOLUNTEER INVOLVEMENT IN GRENADIAN PVOs

Interviews with staff and board members suggested that some major Grenadian PVOs share a common problem with PVOs in many other countries of the western world, namely that the same PVO is frequently spoken for by several voices of authority, sometimes at odds with one another: of the administrator, of formulated board policy (the documents themselves), and of individual board and other staff members, who interpret what they believe board policy is, or should be, with respect to a particular issue.

The problem is a difficult one, and exists even in well endowed and prestigious PVOs whose board of director members are comprised of persons with significant business, government and other PVO experience. A fortiori, it becomes a much more troubling problem when boards of directors and staff members have had little or no training and experience in matters of policy formulation and management -- which is generally believed to be the case in a

very great number of PVOs worldwide.

In one Grenadian case, a senior staff person of a PVO maintained that his agency could not in good conscience collaborate with USAID in development programs and projects. He maintained that their own and AID's development ideologies and policies were at odds and irreconcilable. A board member of that same agency denied that the staff person's statement reflected board policy. On the contrary, he held that the agency's formulated policy would welcome the opportunity to collaborate with AID.

Another PVO volunteer worker, who knew of that particular agency's criticism of the AID/Grenada Office, suggested that the refusal to collaborate was in reference to AID's Special Development Assistance Fund (SDAF) projects, which many had come to believe were politically motivated (to establish good will) rather than for inherently sound development expectations. It was that sort of collaboration with AID that the agency was not especially interested in pursuing. Still another informant suggested that the reason had basically to do with what that particular staff person had come to believe was a put-down by AID of his own offer to AID of collaboration, and of all Grenadian PVOs who had been working in the Grenadian development effort long before USAID appeared on the scene.

What appeared to be happening in the case just described is that there was no specific policy formulated at the

board level with respect to that particular issue, i.e., collaboration with other agencies. The board member was unaware of the other reasons expressed by informants. Like many PVO volunteers, this particular board member was a very busy businessman. As such he was, very possibly, much too busy to become deeply involved in the daily occurrences which affect an agency and its policies.

PVO volunteers, generally, join boards of directors for a wide range of reasons. Many do so because they believe it to be a duty to one's community. In becoming so involved, they discharge a moral and humanitarian obligation and are publicly recognized for doing so. Status and prestige are also important reasons of joining a PVO as a board member (or general member) -- especially if the agency is highly regarded in a community's agency pecking order and counts among its board members some of the most important and wealthiest people in the community.

In smaller PVO organizations, which make up the vast majority of Grenadian PVOs (including cooperatives) there are many more grey areas in policy-administrative picture. The reason for this is that most small Grenadian PVOs do not have paid staffs. The work of such organizations is carried on by the members themselves, who share board duty responsibilities at regular and short intervals of, usually, one year periods.

In such agencies it will be found that every one is in-

volved in policy formulation as they are all involved in managing the business of the agency. A common practice appears to be that the entire membership attends regularly scheduled board meetings, with the elected officials for the year presiding. Presiding, then, is the distinguishing characteristic of board of director members in many such (small) Grenadian PVOs. The general members of these kind of agencies do everything that needs to be done, including the financing of their own programs with personal donations and cake-bake type fundraisers. In other words, there is not the strict division of work as in larger agencies. Members of such small PVOs are, at the same time, policy makers, administrators and fundraisers: yet have never had the opportunity to receive any training or information in those areas.

8. COORDINATION AMONG GRENADIAN PVOs

The notion of coordination was perceived differently by PVO persons. With two exceptions (PVO staff persons) it was widely held that Grenadian PVOs do not coordinate their activities with other development or welfare agencies. The most that appears to be done in some few cases (CCG, GRENSAVE, ART) is the same person (always a well known person in the community) serving as a member of two or more boards.

Informant responses varied when questioned about the con-

sequences of not working together or coordinating activities with other PVOs working within that same general service area. Some readily admitted that the absence of a coordinated approach to Grenada's development was not an ideal situation and that it needed to be done; but that there was no real mechanism available on the Island to make that coordination take place.

Others, however, did not see the lack of coordination as a significant problem. These suggested that their agencies focused on a particular human service area which did not easily allow for close coordination with other agencies. The making of business loans and dental services were pointed to as examples.

Smaller welfare type PVOs, such as the Salvation Army, St. Vincent DePaul Society and the very popular (and highly publicized in the world press) Missionaries of Charity -- as well as numerous other church groups -- do not coordinate their efforts primarily because they have not seriously done so in the past. Church related groups are, in many respects, constrained to work within certain guidelines laid down by their respective denominations and religious traditions. And while distinctions are not usually made in giving assistance to the needy, they are very frequently made in deciding (or not) to coordinate with other agencies. Several informants attributed the lack of coordination to a long tradition of independence, in PVO operations, from other groups.

In this regard it is worthy of note, that while the Salvation Army and St. Vincent DePaul directors both sit on The Board of Directors of the Council of Churches, and work closely together in that context, they, nevertheless, do not collaborate outside of that context. Their very similar welfare services (used furniture and clothing; emergency health, shelter and food) are not coordinated.

The problem of uncoordinated programs by welfare/charitable PVOs has become the particular area of concern of a newly created PVO named the Grenada Welfare League (GRENWELL). The founders of this agency, (which is not yet active) hope to bring about the coordination of the services provided by Grenada's welfare type agencies.

A principal reason given for establishing the agency was to reduce what they had come to believe was an excessive amount of welfare cheating, i.e., a person going to more than one welfare PVO for assistance. The establishing of an agency for that purpose was strongly criticized by several informants. These maintained that the cheating accusation was much overstated: that "yes" there were some few persons going from agency to agency for emergency provisions, but that what any "beggar" receives in Grenada is always a pittance of what is really needed. An a fortiori argument was used with respect to poor Grenadian families.

Regarding development PVOs, there is no agency, in existence or planned, to facilitate the coordination of the

larger agencies. There is, however, significant interest among the members of the Council of Churches' Development Fund Committee. This committee is comprised of influential community leaders which include members of the civil service and business communities and church leaders of the larger denominations. The CCGDFC, according to one of its members, is most interested in working together with USAID in attempting to bring about coordinated development efforts. The spokesman for the CCGDFC was confident that the Committee would be willing to cofinance, with USAID, a series of lectures and seminars on development related topics.

CONCLUSIONS AND RECOMMENDATIONS

Grenada's PVO universe of more than 125 organizations can be distinguished into two general categories, development and welfare.

WELFARE

The vast majority of Grenadian PVOs are welfare agencies, but "welfare" in a very broad sense, as they include organizations relating directly to those poor in immediate and emergency type of need situation. This category also includes informal education, the arts and other cultural advancement groups; it includes businessmen's organizations such as Rotary, Lion's and JACEES, as well as youth character-formation type groups, such as Boy and Girl

Scouts, Leos (Lion's International youth program), etc.

Grenadian welfare PVOs involve hundreds of people as direct service providers, and many more as beneficiaries. Their public welfare services are made available in a largely uncoordinated way. As a group of agencies Grenadian PVOs have a very long tradition, dating back to the early 19th century, when the YWCA was founded soon after the abolition of slavery.

The Grenadian PVO tradition is a strongly independent one and is prone to resist external pressures whether from government, other agencies and, sometimes, their own church authorities. Also said to sometimes resisted are groups, but usually individuals, who attempt to participate in the agency as service providers against the wishes of a significant number of members: i.e., some informants suggested that some welfare PVOs maintain a kind of closed membership that tends to limit participation as regular service providers to certain kinship groups.

The great majority of Grenadian PVOs are financed by Grenadians themselves through membership dues, church subventions and local fundraisers -- one of several indications that the general membership of PVO organizations is not drawn from the poorest of the poor.

DEVELOPMENT PVOs

The above described welfare type PVOs are regarded as an important sector of Grenada's social work, and cannot be

dismissed as insignificant with respect to development. In fact, however, these are not the type of PVO organizations that AID has traditionally considered appropriate for collaboration. The logistics of doing so would be difficult and the pay-off questionable at best.

Larger PVOs, those organizations this report classifies as "development" PVOs, are significantly different from welfare PVOs. Development PVOs are of more recent origin. With one exception they are funded by foreign governments and foundations. The exception is dependent on sales, mostly to foreign tourists. These undertake the kind of projects which AID has traditionally supported, i.e., intended to have long-term economic development results. They are, moreover, organizations which employ competent managers, what appears to be well trained staffs and knowledgeable board-of-director members.

COORDINATION

The lack of coordination among both types of PVOs was mentioned as a problem by numerous informants. The Grenadian Welfare League (GRENWELL) was established to address that problem, primarily as it exists among those welfare agencies most directly concerned with relief and emergency situations. As indicated, the logistics of attempting to coordinate welfare PVOs is difficult.

The generalized lack of collaboration and coordination extends to development PVOs. AID/Grenada has seen the

need to foster collaboration and coordination among Grenadian agencies, and between them and AID/Grenada. In early 1985 funds were obligated to underwrite the costs of an initial meeting/conference of Grenadian PVOs, but which was delayed until the completion of this study.

Efforts to encourage coordination and collaboration among development PVOs will also be difficult, and this because of a tradition of independence and of a de facto competition for programming funds from what appears to be a rather limited universe of only the better known funding sources. However, given the relatively low number of development PVOs, a collaboration and coordination attempt would meet far fewer logistical problems and could promise results, i.e., coordinated program planning, fundraising, project evaluations, training, etc.

Some resistance can be expected from an AID led effort to bring about coordination and collaboration. AID's involvement, then, needs to be carefully understated. It should not publicly appear to be the principal leader.

RECOMMENDATIONS

1. Retain the recently established position of PVO specialist within AID/Grenada operations, currently in Ms. P. Buckles' portfolio (position currently filled by Mrs. Aline Noble). This person's work responsibility should include the task of developing a network of development

PVO senior staff and board member persons on a professional and personable (semi-social) basis, i.e., in the context of a regular luncheon schedule.

This is being suggested because there is presently little opportunity for AID/Grenada personnel to meet professionally with Grenadian development workers. And while Grenadians also have little formal opportunity to meet with their counterparts from other agencies, they do have many informal and indirect opportunities to exchange and/or receive information about each others projects, funding, problems, etc.

Given Grenada's relatively small population, the society of development workers is also small. Members of the development community tend to know what is going on in each others organizations, and what development priorities and problems each has for different areas of the country. It would be helpful to the AID/Grenada Office (to any AID office) to have that kind of information available which reflects the points of view of professional Grenadian development workers. Such information could serve as an excellent check on AID staff views of development priorities and problems in the country.

2. Fund an 18 month Development PVO Information Exchange Project, consisting of the following:

a) A minimum of six Information Exchange Conferences on various development related topics, such as

policy formulation, needs assessments, motivation and involvement problems and techniques, fundraising and grantsmanship, etc. Topic possibilities are many. However, it is recommended that specific choices be made by an ad hoc steering committee comprised, primarily, of Grenadian development PVO executives and board members and (secondarily) of appropriate civil servants and an AID representative.

b) Honoraria for qualified lecturers during the series. Again, the choice of speakers should be made by the aforementioned steering committee. To the fullest extent possible, the speakers should be development specialists. Appropriate AID staff should attend these once every four month sessions. It needs to be stressed, that the honorarium's principal signification is to honor a speaker for his/her contribution to the Grenada development effort.

c) Provide funding for a part-time (50%) Coordinating Secretary position. This person should be a local hire and someone who is relatively well known to the Grenadian PVO community. The choice, again, needs to be made by the ad hoc steering committee.

3. Make an appropriate grant to the Grenada Council of Churches' Development Fund Committee (CCGDFC) to hire the Coordinating Secretary, pay speaker honoraria and other conference related expenses. The CCGDFC, through its

treasurer, Mr. Franklin St. Paul, indicated that CCGDFC would be willing to pay a share of the expenses involved in such a project. That share could be discussed in terms of a 25% cash match on a US\$ 5,000 (five-thousand) grant, plus donated office space. An 18 month budget might be as follows:

Salary (Coordinating Secretary)	\$150/mo	x 18	=	\$2700
Honoraria	\$ 50	x 6	=	300
Conference Hall Rental (UWI)	\$ 50	x 6	=	300
Lunch & Refreshments (catered)	\$200	x 6	=	1200
Telephone	\$ 56 "	x 18	=	1008
Printing	\$			200
Postage & Paper Supplies	\$			300
Transportation (public)	\$			192
				6200
	TOTAL US\$			6200

Two PVOs, one welfare the other development, have expressed an interest in acting as the PVO coordinating body: The Grenadian Welfare League (GRENWELL), and the CCGDFC. GRENWELL was recently established by prestigious and recognized community leaders. It is incorporated but is not yet active. Moreover, its purpose was expressed, primarily, in terms of coordinating welfare/charitable type organizations, rather than development agencies. The CCGDFC, on the other hand, has as its specific purpose the coordination of the development efforts of the Country's CCG member churches. And while it is doubtful that CCGDFC has succeeded in coordinating the efforts of the principal church sponsored welfare and development projects (NEWLO, St. Patrick's Missionary Society, Salvation

Army, St. Vincent DePaul, Missionaries of Charity, etc.), a possibility exists of laying the groundwork for such an effort on the basis of the influence of CCGDFC board members, approximately half of whom also sit on the boards of development agencies. Moreover, CCGDFC has established an important network of rural-based volunteers (with significant influence relative to their neighbours) that stretches throughout the three islands in the persons of its clerical and lay leaders. Many of these persons were said to be regularly called upon to oversee, evaluate and, on occasion, trouble-shoot problems with respect to specific CCGDFC funded projects.

An ideal situation might be to utilize both GRENWELL and CCGDFC, and such a possibility should be explored. This is recommended because GRENWELL is interested in working within the welfare area, which will include PVOs such as the Red Cross, YWCA, Salvation Army, Missionaries of Charity, etc., and such agencies cannot be dismissed as being irrelevant for the Nation's development. Positing such a signal would be a bad mistake.

4. development policy and guidelines which will allow qualified Grenadian development PVOs to administer SADF grants currently being administered by AID/Grenada personnel. There are several reasons for this:

a) It will relieve AID/Grenada personnel of the responsibility for the day-to-day tasks of administering such a program, which comprises approximately 90

applications, of which about 50 have been funded. This represents a considerable level of work for a staff that appears to be overworked. The reason why AID/Grenada requested assistance for the PVO Directory Project was said to be an excessive workload which prevented the work of compilation and analysis. There is every indication that numerous Grenadian development PVO agencies have the capability and integrity to manage such a task at least as well as an overworked AID/Grenada staff.

b) It will give AID/Grenada staff persons an excellent means of on-going contact with Grenadian private sector development professionals for information exchange purposes.

c) It will give AID an important Public Relations tool. PR, with respect to PVO development professionals, appears to have been neglected. One reason for this is an overworked staff; another appears to be a generalized attitude that places little importance in PR on a personal level. In the view of one AID informant, PR is the responsibility of USIS, not USAID. In the opinion of this observer, there are important levels of misunderstanding and anger by Grenadian PVO leaders -- who are fundamentally good-willed towards the U.S. presence on the Island -- that is excessive and largely avoidable. A sensitivity and appreciation for Grenadian development efforts, and some public expression of that appreciation, needs to be better developed.

5. Radically simplify SADF application forms. These forms were specifically pointed to by two PVO directors as (a) too difficult, and (b) indicative of USAID insensitivity to Grenadian development agencies. An examination of completed SADF application forms in the AID/Grenada Office clearly indicates that most applicants do not complete the application form as requested. All questions are not answered, or are answered poorly, yet a significant number -- some supported by additional spoken information -- are approved for funding. The present application forms are not serving a good purpose. They are too long and too difficult, and have come to be regarded as a negative sign of U.S. insensitivity: in this case of the low level of literacy which many poor Grenadians have.

38A

APPENDIX I

DIRECTORY

OF

GRENADA

PRIVATE VOLUNTARY ORGANIZATIONS (PVOs)

D I R E C T O R YGRENADAPRIVATE VOLUNTARY ORGANIZATIONS (PVOs)

ADRA/Grenada (Adventist Development & Relief Agency)
 Church Street, St. George's
 Tel. 1588 & 2488
 c/o T.S. Flaiz, D.M.D.
 *Dental Office; Dental Education; Nutrition; Credit Union;
 Oral Surgical Program, MOH

Adventists Pathfinders Association
 Church Street, St. George's
 Tel. 2737
 c/o Mrs. Rono Findlay

Agency for Rural Transformation (ART)
 Scott Street, St. George's
 Tel. .
 c/o Mr. Lenox B. Campbell, Secretary General
 * Cooperatives; Agricultural Development; Training &
 Marketing, Auto Mechanic Education; Agricultural Workers
 Healthcare; Craft Development; Technical Assistance.
 Collaborates with MOH, MOE, MOA, MOL/C

Anglican Brotherhood
 Anglican Diocesan Office
 Church Street, St. George's
 Tel. 2424
 c/o Mr. T. Bedeau

Anglican Mothers' Union
 Anglican Diocesan Office
 Church Street, St. George's
 Tel. 2752
 c/o Mavis Fletcher

Boy Scouts
 Belmont, St. George's
 Tel. 2059 & 2118
 c/o Leslie Pierre, The Voice, Hillsborough St.

Cadrora Home for the Aged
 La Fillette, St. Andrew's
 Tel. 7322 & 3461
 c/o Mr. Orlean John, Minister of Education

Catholic Men's League
 Catholic Chancery
 Church Street, St. George's
 c/o Mr. Ronnie Mauricette

Chamber of Commerce
 Deco Building
 Tempe, St. George's
 Tel. 2937
 c/o Jenni Killam, Executive Director

Conference of Churches/Grenada
 Knox House
 Grand Etang Road, St. George's
 Tel. 2436
 c/o Mrs. Elieen Byer, Executive Secretary
 Mrs. Theodora Adams, Secretary
 **Agricultural Development; Cooperatives; Day Care;
 Community Education; Crafts Development

Girl Guides (Girl Scouts)
 Woolrich Road, St. George's
 Tel. 2037
 c/o Mrs. Sybil Archer, Lowther's Lane, St. George's

Grand Anse Home for the Aged
 Grand Anse, St. George's
 Tel. 4223
 c/o Agnes Pascall, Matron
 Doctor Dennis Radix

Grenada Arts Council
 Tyrell Street, St. George's (UWI)
 Tel 2451
 c/o Patricia Bethany

Grenada Credit Union League
 Church Street, St. George's
 Tel. 2903
 c/o Mr. Percival G. Burke, Credit Union Development Officer
 **umbrella agency for all credit unions

Grenada Civic Awareness Organization
 St. George's
 Tel. 2046
 c/o Mr. Enid Charles, Chairman
 **Voter registration

Grenada Food and Nutrition Council
 Mitchell's Lane, St. George's
 Tel. 2773
 c/o Mrs Maria Noel, Upper Lucas Street, St. George's

Grenada National Institute of Handicraft (GRENCRAFT)
 Melville Street, St. George's
 tel. 2655
 c/o Ms. Sharon Holas, Manager
 ** Crafts Development; Design; Exhibitions and Marketing

Grenada Planned Parenthood Association
 Scott Street, St. George's
 Tel. 2636 & 3341
 c/o Mr. Winston Duncan, Executive Director
 ** Provides Education, Counselling and
 Contraceptive Services

Grenada Red Cross
 Lucas Street, St. George's
 P.O. Box 221
 Tel. 1483
 c/o Mr. Simon Charles

Grenada Save-The-Children (GRENSAVE)
 Granby Street, St. George's
 Tel. 2448
 c/o Joan Purcell, Executive Director
 ** Provides Scholarships, Day Care Services, Parent/Fam-
 ily Education, Small Business Development,
 Cooperatives, and Community Education. Works
 closely with several ministries.

Grenada Society for the Deaf
 St. George's
 c/o Mrs. Beryl Woodroffe, Grand Anse, St. G., Tel. 4539
 Mr. G.T. Pilgrin, Archival Ave., St. G., " 2559
 Ms. Phyllis Osborne, Church St. St. G., " 2111

Grenada Welfare League (GRENWELL)
 c/o Doctor Barry Rapier, President Tel. 2055
 Mr. A.D.R. Taylor, Deputy Pres. " 3165 & 2046
 ** Association of Grenadian PVOs in Welfare Service

Hamilton Home for the Aged
 Lucas Street, St. George's
 Tel. 2538
 c/o Annie Hughes
 ** Self-Care Home for the Elderly

Hillarion Home for the Aged
 St. Patrick's
 Tel. 9214
 c/o Joachine St. John
 Caryle John (MOE: Tel. 2737 & 3461)

Hill View Home forthe Aged
 Gouyave, St. John's
 c/o Lloyd L Noel, President

International Women's Club
 Upper Lucas Street, St. George's
 Tel. 2664
 c/o Mary Anne Wood

JACEES
 Scott Street, St. George's
 Tel. 2500
 c/o Vivianne Steele, Lucas Street, St. George's

Kennedy Home For The Children
 Richmond Hill, St. George's
 Tel. 2697
 c/o Thelma Simpson (Noah's Arcade, St. George's)

Legion of Mary
 Catholic Chancery
 Church Street, St. George's
 c/o Ms. Gloria Payne

Leo Club (Youth Branch of Lion's International)
 Paddock, St. George's
 Tel. 4539 & 2363
 c/o Everette Woodruffe

Lion's International / Club of Grenada
 Paddock, St. George's
 Tel. 4539 & 2363
 c/o Everette Woodruffe

Methodist Women's League
 Tel. 3347
 c/o Mrs. Linda Perrotte

Methodist Men's Fellowship
 c/o Israel Ventour

Methodist Youth Council
Tel. 2340
c/o Agatha Gittens

Missionaries of Charity
Jules Street, St. George's
c/o Mother Superior
Bishop Sydney Charles
** House to House Visiting/Needs Assessment; Emergency
Assistance; Children's Day Care; Parent/Family
Education; Informal Young Women's Education

Music Society of Grenada
Grand Anse, St. George's
Tel. 4414
c/o Mr. Arthur Thompson, President

Music Teachers Association
Grenville, St. Andrew's
Tel. 2541
c/o Mrs. Lotti Branch

National Children's Home of England/Grenada
Lucas Street, St. George's
c/o Mrs. Vivian Coombe
** Youth Development

National Cooperative Development Agency (no information)

National Development Foundation of Grenada, Ltd.
11 Halifax St., St. George's
Tel. 3343
c/o Mr. Chasley Bishop, Executive Director
** Small Business Development Loans

National Youth Organization (no information)
c/o Ministry of Education

New Life Organization (NEWLO)
Palmiste, St. John's
Tel. 8532 & 2999
c/o Sr. Reina Loe-Sack-Sioe, Director
Mr. Teddy Victor, Associate Director
** Vocational Education; Skill Training for School
Droup-Out Youth: both young men and women

Night Sky Club
 Grand Anse, St. George's
 Tel. 4484
 c/o Mr. Wilfred A. Redhead
 ** Astronomy

Presbyterian Women's Guild
 Knox House
 Grand Etang Road, St. George's
 c/o Mrs. Eileen Byer

Productive Farmer's Union (No Information)

Queen Elizabeth Home for Children
 Tempe, St. George's
 c/o Beryl C. Sylvester, Matron
 A.O. Payne, Pres., Grenville St., St. George's Tel. 2154
 Gordon Renwick Church St. St. George's " 2479

Roman Catholic Family Planning Group
 Tel. 2985 & 4515
 c/o Doctor Desmond Noel

Rotary Club Grenada East
 P.O. Box 22
 Grenville, St. Andrew's
 Tel. 2046 (at Julien & Company)
 c/o Mr. Monroe

St. John's Ambulance Brigade
 Mt. Parnassus, St. George's
 Tel. 3068
 c/o Patrick McLeish

St. Patrick's Missionary Society
 St. Peter's Presbytery
 Gouyave, St. John's
 Tel. 8255
 c/o Rev. Oliver Leavy, S.P.S.
 ** Small Business Development; Community Development;
 Leadership and Management Training; Self-Help
 Programs; Preventive Health and Health Education;
 Credit Unions

St. Vincent DePaul Society
 Church Street, St. Georges
 Tel. 2304 c/o Mr. Milton Gabriel
 ** Emergency Assistance; Food & Clothing; Furniture; Medical

Salvation Army
 Upper Grenville St., St. George's
 Tel. 3299
 c/o Lt. Zoyans Morency
 ** Evening Shelter; Emergency Assistance; Food, Furniture
 and Clothing

Society of Friends of the Blind
 14 Church St., St. George's
 Tel. 2442
 c/o Marie-Joe McIntyre, Lance Aux Epines, St. G. Tel. 4504

Tamarind Dance Group
 Carenage, St. George's (Meets at UWI)
 Tel. 2138
 c/o Mrs. Pamela Douglas

Tufton Hall Home for Boys
 Victoria, St. Mark's
 c/o Father Malligan

Union of Catholic Mothers
 Catholic Chancery
 Church Street, St. George's
 Tel. 3136
 c/o Mrs. Yolande Bain

University of West Indies (UWI)
 Department of Extra Mural Studies
 Tyrell Street, St. George's
 Tel. 2451
 c/o Mrs. Beverly Steele
 ** Degree Programs in Business Administration/Management;
 Sociology and the Arts.

Vine Vivai - La Grande Dance Troupe (Meets at UWI)
 Tel. 2541
 c/o Miss Arlene Delves

Vision Theatre (Meets at UWI)
 Tel. 2541
 c/o Mr. Bosco Samuels

YWCA
 Corner Scott & Tyrrel St., St. George's
 Tel. 2849
 c/o Jacquelyn Cornwall, Tyrrel St., St. George's
 Phyllis Osborne, Church St., St. George's Tel. 2122

COOPERATIVES

(Contact person for all cooperatives: Mr. Oliver Benoit
of the Ministry of Labor, Division of Cooperatives)

Broken Fingernail Production Cooperative
Mt. Moritz, St. George's
Tel. 1573
c/o Mr. Urban Neckles

Chantimelle Furniture Production Cooperative
Chantimelle, St. Patrick's
c/o Mr. Michael Pascall

Fontenoy Fishing Cooperative
Fontenoy, St. George's
c/o Mr. John Jones

Grenada Banana Cooperative Society
Scott Street, St. George's

Grenada Cocoa Association
Scott Street, St. George's

Grenada Cooperative Nutmeg Association
Scott Street, St. George's
Tel. 2117

Grenada Minor Spices Association
Central Market, St. George's

Grenada Printing Cooperative
Hillsborough Street, St. George's
c/o Diana Gibbs, Secretary

Grenada Taxi Association
The Carenage, St. George's
Tel. 2414
c/o Mr. Stanley Roberts

Grenada Tourist Vendors Association
The Carenage, St. George's
Tel. 2872
c/o Tourist Bureau Office

Grenfruit Womens Cooperative
 Palmiste, St. John's
 Tel. 8430
 c/o Ms. Judy Williams

Herbs & Greens Agricultural Production Cooperative
 Bylands, St. Andrew's

JAMS Handicraft Cooperative
 Perdmontemps, St. David's
 c/o Sherman Byan, Production Manager

Sand Pebbles Restaurant No. 1
 The Carenage, St. George's
 Tel. 2688
 c/o Curtis Calliste

Sand Pebbles Restaurant No. 2
 Halifax Street, St. George's
 Tel. 2688
 c/o Cecil Mark

Saint Andrew's Woodworking Cooperative
 Sendall Street, Grenville, St. Andrew's

Saint Patrick's Womens Sewing Cooperative
 Lane Street, Sauteurs, St. Patrick's

Tivoli Young Worker's Cooperative
 Tivoli, St. Andrew's

United Worker's Agricultural Production Cooperative
 Pearls, St. Andrew's

CREDIT UNIONS

(Contact person for all CREDIT UNIONS is Mr. Percival G. Burke, Credit Union Development Officer of the Grenada Credit Union League: the umbrella agency for all Grenadian Credit Unions.)

Grenada Cooperative Nutmeg Association Credit Union
 Scott Stree, St. George's
 Tel. 2117 & 2714
 c/o Vita Gittens

George Huggins Credit Union
 The Carenage, St. George's
 Tel. 2031
 c/o Ian Thompson
 ** For employees of the G.F.Huggins Co. (Approx. 300 members)

Grenada Public Service Credit Union
 Church Street, St. George's
 c/o Seon Alexander
 ** For government employees

Grenada Teachers Credit Union Cooperative
 The Carenage, St. George's
 c/o Samuel Britton
 ** For school teachers

Richmond Hill Credit Union
 Richmond Hill, St. George's
 c/o Francis Gellineau
 ** For government employees of Richmond Hill Complex

Grenada Seaman & Waterfront Workers Credit Union
 The Carenage, St. George's
 c/o Eric Pierre
 ** For seaman and waterfront workers

Royal Grenada Police Credit Union
 Grand Etang Road, St. George's
 c/o Roy Raymond
 ** For Grenada policemen

St. George's Communal Credit Union
 Church St., St. George's
 c/o Jeffrey Gilbert
 ** For the general public

Seventh Day Adventists' Credit Union
 Church Street, St. George's
 Tel. 2488
 c/o George Andrews
 ** For church members only

CREDIT UNIONS OUTSIDE OF ST. GEORGE'S

Birchgrove Credit Union
Birchgrove, St. Andrew's
c/o Claudius Pierre

Crochu Credit Union
Crochu, St. Andrew's
c/o Ms. Valda Fraser
** General Public

Grenville Credit Union
Grenville, St. Andrew's
c/o Roy Richardson
** General Public

Hermitage Credit Union
Hermitage, St. Patrick's
c/o Emerson Murray
** General Public

Marlmount Credit Union
Marlnount, St. David's
c/o Luisa Mack
** General Public

Perdmontemps Credit Union
Perdmontemps, St. Andrew's
c/o Dennis Greenich
** General Public

River Sallee Credit Union
LaTaste, St. Patrick's
c/o Simon Charles
** General Public

St. Mark's Credit Union
Victoria, St. Mark's
c/o Michael Phillips
** General Public

St. Patrick's Credit Union
Sauteurs, St. Patrick's
c/o George Mack
** General Public

Tivoli Credit Union
 Tivoli Post Office, St. Andrew's
 c/o Percival G. Burke
 ** General Public

Vincennes Credit Union
 Vincennes, St. David's
 c/o Julien Ogilvie
 ** General Public

COMMUNITY ACTION GROUPS (not formal PVOS)

Belle Isle Community Working Group
 Belle Isle, St. David's
 c/o Vernon Houston
 ** Road Repair; Community Center; Health Education

Berrot Community Council
 Perdmontemps, St. Andrew's
 c/o Cyprian Baptiste
 ** Road Repair; Water Supply; Community Center;
 Recreational Field Repair

Brizan Development Group
 Brizan, St. George's
 c/o Ovington Sandy

Carriacou Improvement Committee
 Hillsborough, Carriacou
 c/o F. Bullen, President
 L. Cromwell, Secretary
 ** Clearing of Ponds

Corinth Community Development Council
 Corinth, St. David's
 Tel. 6352
 c/o George Joseph
 Dumbar Antoine
 ** Steel Bridge Construction (one completed; one in progress)

Cove Management Committee
 LaTaste, St. Patrick's
 c/o Crispin Warren

Diego Piece Road Repair Group
Diego Piece, St. Mark's
c/o Mr. Japal
** Road Repair

Forde Community Center Development Council
Forde, St. Andrew's
c/o Clarence Alexander

Four H School Project
Botanical Gardens, St. George's
c/o Leroy St. Bernard
** Islands-wide 4 H Agricultural Ed Projects

Grand Mal Community Working Guild
Grand Mal, St. George's
c/o Cuthbert Baptiste
** Community Center

Grandville Vale / New Hampshire Community Council
New Hampshire Post Office
c/o Sunny Mitchell
** Road Repairs; Community Center; Refurbish St. Luke's
Primary School; Community Ed Program; Home Eco Group

Happy Hill Sports & Cultural Club
Happy Hill, St. George's
c/o A.P. Hood
** Community Center

La Borie (Road Top) Road Development Committee
St. Paul's
Tel. 2947
c/o Cuthbert Sylvester
** Road Repairs

La Mode Community Development Group
St. George's
c/o Mr. Noel
** Refurbishing of Community Center

Mama Cannes Development Group
Mama Cannes, St. David's
c/o Mr. Mason (Works with telephone company)
** Electrification

Morne Jaloux Community Development Group
Morne Jaloux, St. George's
c/o James Parks
** Rehabilitation of Community Field

Mt. Granby Community Improvement Group
Mt. Granby, St. John's
c/o Augustus Thomas
** Refurbish Community Center

Post Royal Community Development Group
Post Royal, St. Andrew's
c/o Mr. Wall
** Road Repairs

Quarry Roads Resident Association
Tempe, St. George's
c/o Ernest Marshall
** Road Repairs

Queen's Park Rangers Community Club
River Road, St. George's
Tel. 1561
c/o Alister Romain
** Road Repairs; General Development; Electricity

Rose Hill Community Development Council
Rose Hill, St. Patrick's
c/o Prescott Swan, President
Laurie Williams
** Community Center: Recreational Field Upgrade

St. Patrick's Development Committee
Sauteur's, St. Patrick's
Tel. 3598 & 2181
c/o Kenny Lalsinah
Dennis Thomas

St. Paul's Child Care Committee
St. Paul's Street, St. George's
Tel. 3252
c/o Maureen Magnusson
** Child Care

Unity of Grenada
 Unity Temple
 Tanteen, St. George's, P.O. Box 237
 Tel. 5240 & 2012
 c/o Garth Sothwell, Chair
 Marjorie Garvey, Secretary

Veteran's Club
 Marion St., St. George's
 Tel. 3423 / 2029 / 2031 / 2232
 c/o Elliot Bishop
 Charles A. George
 Lawrence Holder

Westerhall Sports Club
 Westerhall, St. David's
 c/o Velma George
 ** Community Development

INTERNATIONAL PVOS

British Development Division (BDD)
 Barbados
 Tel. 426-2190 & 429-7179
 c/o J. Edward
 ** Relief and Financial Assistance

British Executive Services Overseas (BESO)
 116-119 Pall Mall, London SW1Y 5ED
 Tel. 01/8391-1233
 ** Management Education and Training

Brother's Brother Foundation
 P.O. Box 6067, Pittsburg, PA (USA) 15211
 c/o Luke Hingson, Executive Director
 ** Immunization Projects. Supplies food, seeds, farm tools
 and insecticides, medical supplies and teaching
 materials.

Carr Foundation
 10350 Wyton Drive, Los Angeles, CA (USA) 90024
 c/o Omar John Fareed, M.D., President
 ** Supports health programming; radio and TV health education

Cooperative Development Foundation of Canada (CDF)

c/o Ruth Anne Mitchell
 ** Credit Union Support

Canadian University Services Overseas (CUSO)
 150 Slater St., Ottawa, Ontario K1P 5H5
 c/o Robin S. Wilson
 ** Canadian Volunteers

Darien Book Aid Plan, Inc.
 1926 Post Road,
 Darien, Connecticut 06820
 Tel. 203/655-2777
 c/o Edward R. Tinsley, President
 ** Donates Books & Magazines

Environmental Research Projects
 P.O. Box 208
 Narragansett, RI 02882
 Tel. 401/789-5133
 c/o D.T. Goodwin, Executive Director
 ** Designs Educational Materials on Marine Life;
 Conducts Workshops, Research and Demonstration Projects

Farrallones Institute
 15290 Coleman Valley Road
 Occidental, CA 95465
 Primary & Public Health; Energy; Housing

Girl Guides Association
 17-19 Buckingham Palace Road
 London SW1W OPT
 Tel. 01/834-6242
 c/o Mrs. Lysia Whiteaker
 ** Young Girls Education; Character Formation

Inter Pares - Canada
 205 Pretoria Avenue
 Ottawa, Ontario K15 1X1
 c/o Mr. Rim Broodhead
 Mrs. Jean Christi
 ** General Development; Small Farmers and Craftsmen

Inter-American Bank
 Trinidad
 Tel. 662-5510
 c/o Henri Scoville-Semper
 ** General Development

Island Resources Foundation
 P.O. Box 33, Road Hook Center
 U.S. Virgin Islands 00802
 Tel. 809/775-3225
 c/o Edward L. Towle, President
 ** Appropriate Technology

Lion's Club International
 International Association of Lions Clubs
 300 22nd Street
 Oak Brook, IL 60570
 c/o Robert Cywinski, Manager of Program Development
 ** Disaster Relief; Ag Programs; Training; Cottage Industries; Health and Rehabilitation Programs

MATCH
 401-171 Nepean
 Ottawa, Ontario K2P 0B4
 c/o Sharon Sholzberg-Gray, Executive Director
 ** Women's Development Issues

National Children's Home of England
 Caribbean Regional Offices
 P.O. Box 83 BH
 St. Michael's, Barbados
 Tel. 429-5632
 c/o Virginia Uembery, Eastern Caribbean Representative

National Four H Council
 7100 Connecticut Avenue, N.W.
 Chevy Chase, MD 20815
 c/o Melvin J. Thompson, International Relations

Oxfam America
 115 Broadway
 Boston, MA 02116
 Tel. 617/247-3304
 c/o Michael Scott, Overseas Programs
 ** General Development

Oxfam Canada
 c/o Susan White
 ** Cooperatives; Women's Vocational Training; Health; Nutrition; Education; Youth Education

Oxfam Great Britain
 274 Banbury Road
 Oxford, Britain
 Oxford 56777
 Telex 83610
 c/o Brian Walker, Director General
 ** General Development

Pan American Development Foundation
 1889 F. Street, N.W.
 Washington, D.C. 20006
 Tel. 202/787-3969
 c/o Edward Marasciulo, Chief Operating Officer
 ** General Development & Small Business Development

Rädda Bärnen
 Swedish Save-The-Children
 Stockholm, Sweden
 c/o Gunilla Dryselius, Prograam Director
 Thomas Hilderbrand, Program Officer

St. John's Ambulance Association & Brigade
 1 Grosvenor Crescent
 London SMX 7EF
 Tel. 01/235-5231
 c/o P.A. Lingard, Director General
 ** Provides Volunteers; First Aid Education

St. Patrick's Missionary Society
 70 Edgewater Road
 Cliffside Park, NJ 07010
 c/o Rev. Derrick Byrne, S.P.S., Regional Director
 ** General Development

Save-The-Children-Fund / England
 157 Clapham Road, London SW9OPT
 TEL. 01/582-1414
 c/o Director General
 ** General Development (Emphasis on Children)

Scout Association
 Baden-Powell House, Queen's Gate
 London SW7 5JS
 Tel. 01/584-7030
 c/o D.J.C. Shelmerdine

Trickle-Up Program
 54 Riverside Drive, PHE
 New York, NY 10024
 c/o Glen Leet, Director
 Mildred Robins
 ** Very Small Business Development Grants of US\$ 100.
 for Groups of 5

Voluntary Services Overseas (VSO)
 9 Belgrave Square
 London SW1X 8PW
 Tel. 01/235-5191
 c/o David Collett, Director
 ** Provides Volunteers

War On Want
 467 Caledonian Road
 London N7 9BE
 Tel. 01/609-0211; Telex 24784
 c/o Mrs. Harry Dines
 ** Development; Relief; Research

WINROCK International
 Petit Jean Mountain
 Route 3
 Morrilton, AK 72110
 Tel. 501/727-5435
 c/o H.A. Fitzhugh
 ** Agricultural Research & Training

World Food Program
 Barbados
 Tel. 426-6253
 c/o Ihaan Khan
 ** Food Programs

PUBLIC SECTOR ORGANIZATIONS IN GRENADIAN DEVELOPMENT

Canada International Development Agency (CIDA)
 200 Promenade Du Portage,
 Quebec, Canada

The Caribbean Community & Common Market (CARICOM)
 Guyana
 Tel. 692-980
 c/o Eldon Mathurin

Caribbean Agricultural Research & Development Institute (CARDI)
 Cave Hill, Barbados
 Tel. 425-1334 & 5
 c/o G. Proverbs

Caribbean Development Bank (CDB)
 Barbados
 Tel. 51152
 c/o Bernard Yankey

Caribbean Epidemiology Center (CAREC)
 Trinidad
 Tel. 62 - 2294 / 3168 / 3277 / 3404 / 4261-2 / 4745
 c/o

Caribbean Examinations Council (CEC)
 Bank of Guyana Building, 3rd Floor
 Georgetown, Guyana
 Tel. 69-280 / 69-289; Telex GY 263
 c/o CARICOM
 ** Implements AID Regional Projects in Secondary Schools;
 Curricula Designs; Teaching, Training & Examination
 Programs

Caribbean Food & Nutrition Institute (CFNI)
 Tel. 78-338 / 76-661 ext. 389 & 390
 c/o PAHO/Jamaica

Caribbean Group for Cooperation in Economic Development
 (no information)

Caribbean Meteorological Institute (CMI)
 Barbados
 Tel. 425-1362
 c/o Mr. De Coucey

Caribbean Project Development Facility
 Barbados
 ** Identifies and Prepares Private Sector Investment
 Projects of Moderate Size

Commonwealth Fund for Technical Cooperation (CFTC)
 Commonwealth Secretariat
 Marlborough House
 Pall Mall, London SW1Y 5HX
 Tel. 01/839-3411; Telex 27678
 c/o Shridath S. Ramphal

Eastern Caribbean Common Market (ECCM)
Antigua
Tel. 21530
** Disaster Intervention; Preparedness

Inter-Agency Resident Mission (IARM)
Antigua
** Identification, Design, Execution of Development
Projects and Policies

Organization of American States (OAS)
Church Street, St. George's
Grenada
Tel. 2439 & 2847
c/o Director of OAS Office/Grenada

Pan American Health Organization (PAHO)
Barbados
Tel. 63-821
c/o Marvyn Henry
** Health; Water; Sanitation

APPENDIX IIPERSONS INTERVIEWED

Theodora Adams
Secretary
Conference of Churches/Grenada
St. George's

Rev. Patrick Alexander, O.P.
Pastor
Immaculate Conception Cathedral
St. George's

Douglas Andrews
Administrator
General Hospital, MOH
St. George's

Oliver Benoit
Cooperative Officer
Cooperative Department
Ministry of Labor and Cooperatives

Chasley Bishop
Executive Director
National Development Foundation
St. George's

Percival S. Burke
Credit Union Development Officer
Grenada Credit Union League
St. George's

Mrs. Eileen Byer
Executive Secretary
Conference of Churches/Grenada
St. George's

Lennox B. Campbell
Sec. General
Agency for Rural Transformation (ART)
St. George's

Keith Clouden
Sr. Coordinator
Community Development Division, MOH
St. George's

George Defrietas
Businessman
St. George's

Roy Defrietas
Inn Owner
Grand Anse, St. George's

Michele DeSouza, R.N.
Coordinator
Carlton House (Richmond Hill)
St. George's

Winston Duncan
Executive Director
Planned Parenthood of Grenada
St. George's

Leslie Elias
Staff Member
NEWLO

Veronica Ettienne
Attendant
Kennedy Home for Children
Richmond Hill, St. George's

T.S. Flaiz, D.M.D.
Field Director
ADRA (Adventist Development Relief Agency)
St. George's

Julius Forsyth
Registrar for Cooperatives
Cooperative Department
Ministry of Labor and Cooperatives
St. George's

Allan Francis
Brickmaker
Grand Anse, St. George's

Milton Gabriel
Director
St. Vincent de Paul
St. George's

Phyllis Gabriel
Secretary
St. Vincent de Paul
St. George's

Sharon Holas
 Manager
 Grencraft
 St. George's

Peter Jones
 Laborer
 Grand Anse, St. George's

Yvonne Julien
 Hotel Clerk
 St. George's

John Kelly
 High Commissioner
 British High Commission
 St. George's

Derrick Knight
 Barrister, St. George's
 (Former Senator 1968-1979)

Hilton Lee
 Businessman
 Guoyave

Sister Reina Loe-sak-sioe
 Director
 NEWLO
 Palmiste, Guoyave

Rev, Robert Lindsey
 Pastor
 Prebysterian Church
 St. George's

Shirley Mathlin
 Mental Health Coordinator
 Ministry of Health
 St. George's

Eugene McIntyre
 Businessman
 Grand Anse, St. George's

Frances O'Callahan
 Volunteer
 Irish Volunteers
 Guoyave

A. Patrick Phillips
 Fisherman
 Guoyave

Thelma Knight Phillips
 Ministry of Social Affairs & Women's Affairs
 St. George's

Herbert Preudhomme
 Former Deputy to Minister
 (To Gairy)

Joan Purcell
 Director
 Grensave
 St. George's

Doctor Barry Rapier, M.D.
 President
 Grenada Welfare League
 St. George's

Lydia Ross
 Hotel Clerk
 St. George's

Cletus St. Paul
 Taxi Driver/Owner
 St. George's

Franklin St. Paul
 Businessman
 Board Member of Conference of Churches
 and Agency for Rural Transformation
 St. George's

Thelma Simpson
 Management Committee Member
 Kennedy Home for Children
 Richmond Hill

Beverly Steele
 Director
 Univ. of West Indies/Grenada
 St. George's

Beryl C. Sylvester
Matron
Queen Elizabeth Home for Children
Tempe, St. George's

Roy Thomas
Staff
Richmond Hill Mental Hospital

Teddy Victor
Asst. Director
NEWLO
Palmiste, Guoyave

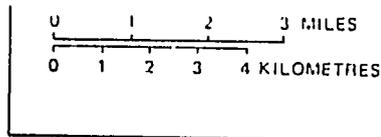
John Wilbeim, M.D.
Field Director/Grenada
Project HOPE
St. George's

Judy Williams
Director
Grenfruit Women's Cooperative

APPENDIX IIILIST OF ACRONYMS AND ABBREVIATIONSLIST OF ACRONYMS AND ABBREVIATIONS

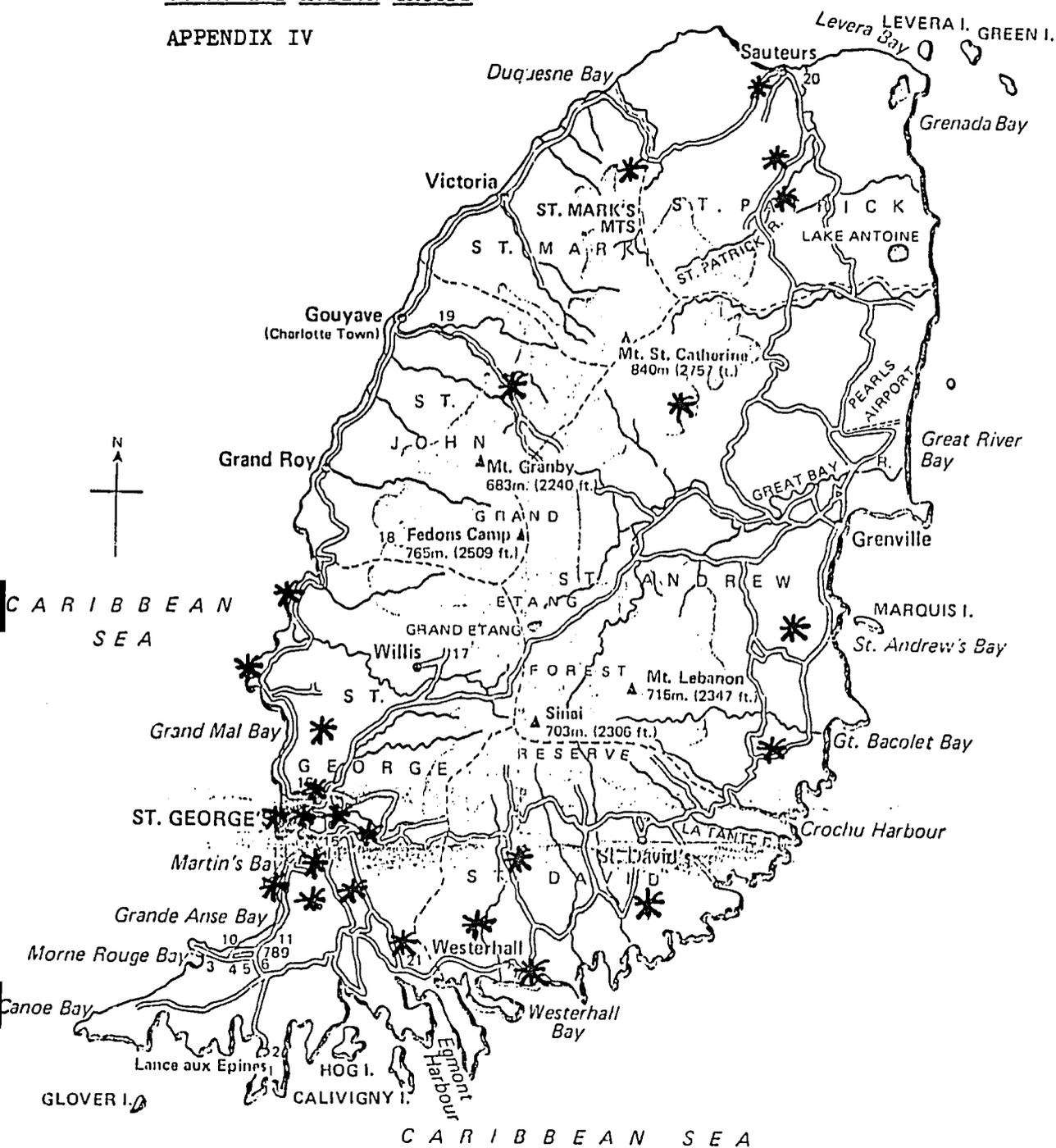
ADRA	Adventist Development & Relief Agency
ART	Agency for Rural Transformation
BDD	British Development Division
BESO	British Executive Services Overseas
CAG	Community Action Group
CARDI	Caribbean Agricultural Research & Development Institute
CAREC	Caribbean Epidemiology Center
CARICOM	Caribbean Community & Common Market
CCC	Caribbean Conference of Churches
CCGDFC	Conference of Churches/Grenada: Development Fund Committee
CCG	Conference of Churches/Grenada
CDB	Caribbean Development Bank
CDF	Cooperative Development Foundation of Canada
CFNI	Caribbean Food & Nutrition Institute
CFTC	Caribbean Fund for Technical Cooperation
CGCED	Caribbean Group for Cooperation in Economic Development
CIDA	Canadian International Development Agency
CMI	Caribbean Meteorological Institute
CPDF	Caribbean Project Development Facility
CU	Credit Union
CUSO	Canadian University Services Overseas
CXC	Caribbean Examination Council
ECCM	Eastern Caribbean Common Market
EEC	European Economic Community
FIT	Foundation for International Training
GNIH	Grenada National Institute of Handicraft
GRENSAVE	Grenada Save-The-Children
GRENWELL	Grenada Welfare League
IARM	Inter-Agency Resident Mission

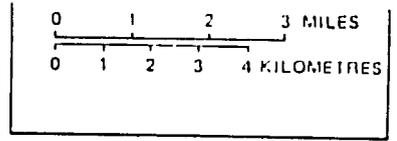
IPPF	International Planned Parenthood Federation
MOA	Ministry of Agriculture
MOE	Ministry of Education
MOH	Ministry of Health
MOL/C	Ministry of Labor & Cooperatives
NDF	National Development Foundation
NEWLO	New Life Organization
OAS	Organization for American States
PADF	Pan American Development Foundation
PAHO	Pan American Health Organization
PVO	Private Voluntary Organization
SDAF	Special Development Assistance Fund
SPMS	St. Patrick's Missionary Society
UNDP	United Nations Development Program
USAID	United States Agency for International Development
USPVO	United States Private Voluntary Organization
UWI	University Of West Indies
VSO	Voluntary Services Overseas
WCC	World Council of Churches



COMMUNITY ACTION GROUPS

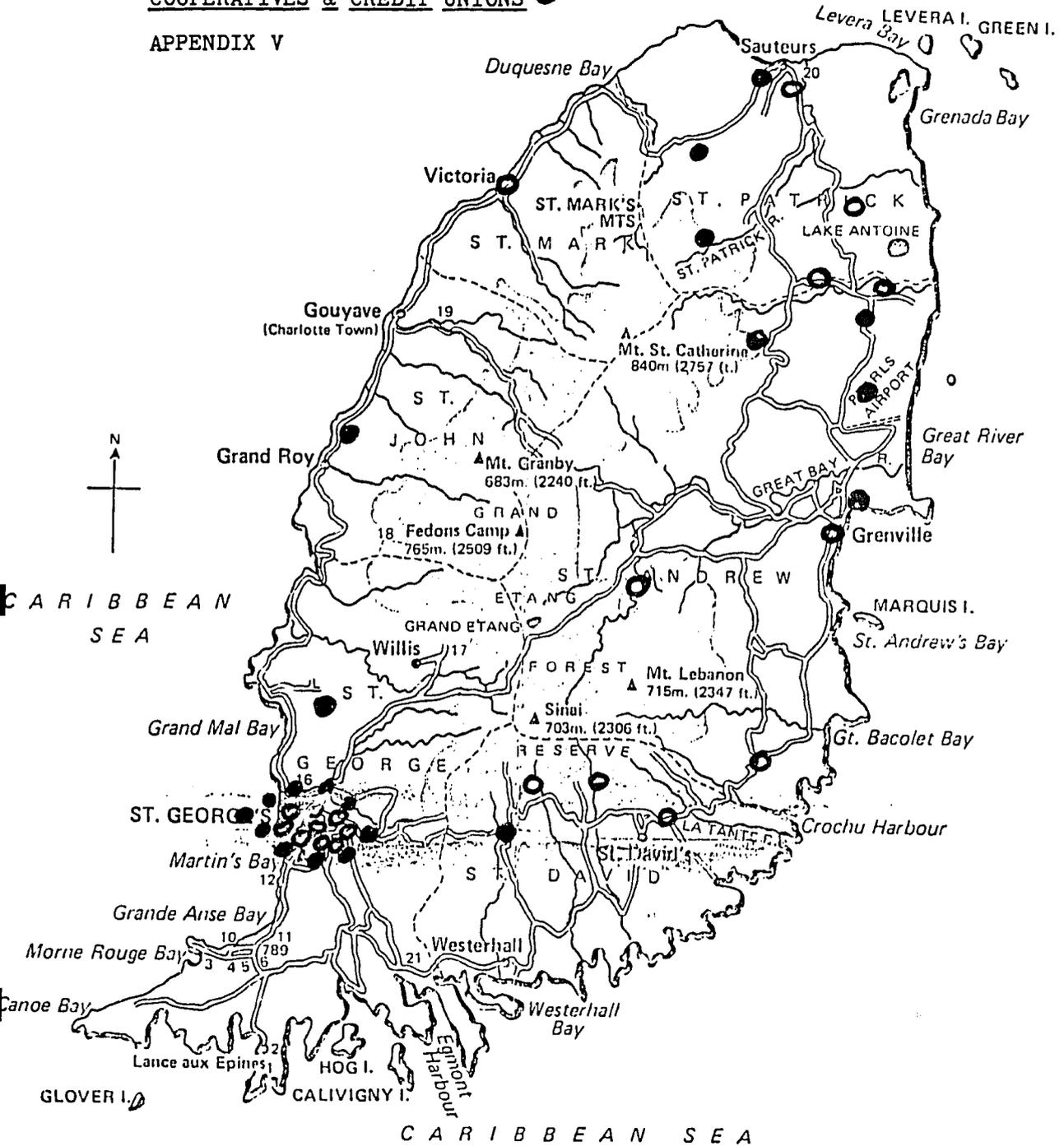
APPENDIX IV





COOPERATIVES & CREDIT UNIONS ○

APPENDIX V



4 a) Agency's 3 previous budget's:

Current _____ 1984 _____ 1983 _____

b) Present funding sources:

c) Does agency undergo an annual audit? _____

Firm name - _____

d) Does staff include an accountant? _____ (FT or PT)

If "No", who keeps financial records?

e) How does agency keep abreast of funding opportunities?

f) Proposals submitted during past 2 years?

g) Number of staff _____ (FT _____ PT _____)

5 a) Number of staff with university degrees _____

" " " secondary school _____

" " " primary school _____

b) Are written job descriptions available for:

Staff positions? _____ Board positions? _____

c) Are personnel policies in writing? _____

If "Yes", who wrote them? _____

When were they last revized? _____