

OPERATION FRIENDSHIP VOCATIONAL SKILLS TRAINING
PROJECT NO. 532-0070

Evaluation of the First Year of the Project
(August 31, 1979 - August 30, 1980)

Introduction

The Operation Friendship Vocational Skills Training Project is a highly important and critical project for two reasons:

- (1) The vocational skills, in both trade skill and service skill areas, being provided to some 700 young men and women of Kingston, is a key element in Jamaica's, Operations Friendship's and AID/Jamaica's efforts to bring economic and social benefits as well as peace to western Kingston where extreme poverty and violence presently exist.
- (2) The attempt to institutionalize within Operation Friendship the technical skills and financial capabilities to continue providing training to 150 men and women a year in the areas of trade, service and life skills represents one of AID's major efforts to strengthen indigenous PVOs. (See AID Director Bennett's Report to Congress - Appendix A).

Realizing the importance of a strong, comprehensive evaluation system to assist in project success, Operation Friendship, the Overseas Education Fund (OEF) and AID/J has developed and implemented the following evaluation procedures:

- (1) Planned in-depth annual evaluations to be jointly undertaken by Operation Friendship and AID/J with on-site assistance from the Overseas Education Fund.
- (2) Quarterly reports prepared by Operation Friendship and shared and discussed with AID/J and OEF.
- (3) Weekly conferences between the Operation Friendship Project Co-ordinator and the AID/J Program Officer.
- (4) Training and consultation in evaluation technology provided by OEF to the Project Co-ordinator to competently implement project evaluation activities (this training has occurred not only because of OEF/OF's belief that evaluation should be participatory, but also because potential violence in the area occasionally

makes it inadvisable for an outsider to carry out project evaluation activities.

This end of year 1 evaluation is based upon data gathered from project documentation comprised of:

- (a) interviews with Operation Friendship and AID/J staff as well as project participants
- (b) on-site visits at Operation Friendship
- (c) project documentation including quarterly reports, correspondence and records.

The Evaluation Report will be presented as follows:

- I. Findings (Targets Measured Against Year 1 Results)
- II. Recommendations
- III. Redesign of Projects/Targets for Years II and III
- IV. Workplan for Year II

I. Findings

Targets for Year 1 (as determined and approved by AID/J and Operation Friendship in October, 1979).

Target #1

8 students graduating from a 2-year Auto Mechanics Program;
15 trainees completing first year of program.

Finding

Target met as planned.

Target #2

10 students graduating from 2-year Woodwork Program;
10 trainees completing first year of program.

Finding

11 graduated from second year of program; only 5 trainees in first year of program as only 5 chose this area and additional recruitment was not undertaken to fill remaining spots.

Target #3

8 graduates of 2-year Metal Work Program; 12 trainees completing first year of program.

Finding

8 graduates completed second year of program;
1 trainees completed year .

Target #4

16 graduates of 6-month Industrial Sewing Program.

Finding

12 graduated from a 9-month program in May.

Target #5

75 graduated from the two-year Service Skills - General Education Program; 75 are completing first year of program.

Finding

64 graduated from program; 52 completed first year. Less students than planned for (list reason(s)).

1. Many students do not come to school regularly or arrive on time. Those students who do not come regularly and are not punctual cannot be graduated.
2. Violence prevented some students from coming into the area where the Community College is located.

Target #6

A minimum of 225 people will have received life skills training.

Finding

(total at Darling Street and 75 at Bell Road) received training in one or more of the "life skills" - family life education, employment counselling, money management, and health/nutrition education. Self-confidence, problem solving, leadership skills, etc, will be incorporated into the program during year 2.

Target #7

Following staff hired:

- a) Project Co-ordinator
- b) Placement Counsellor
- c) Senior Instructor
- d) Production Supervisor
- e) Instructors in new trade skill areas
- f) Instructors for service skills and life skills training
- g) Project Secretary
- h) Social Worker

Finding

a,b,c,d, and g were hired. Hiring of e delayed until summer, 1981 until building and equipment for new trade skills area in place. Responsibilities of f will be subsumed by Placement Counsellor, Community College Principal, and Project Coordinator. Responsibilities of h, Social Worker, have been well-handled by a social worker and five social work students.

Target #8

A comprehensive training program for staff to improve quality of operations and instructions.

Finding

- a) A training strategy and plan was developed (see Appendix B)
- b) All trade skills instructors received training in the following areas: instructional techniques and methods, communications, management and job safety
- c) Project Coordinator received training in quality control, personnel management and wood technology
- d) Plans were developed to utilize personnel from the GOJ Bureau of Standards to train students in woodwork and production supervisor in shop organization and management
- e) Production Supervisor and Senior Instructor received three-week supervisory course
- f) Plans developed for implementation of "life skills" training for 1981
- g) Project Secretary scheduled to receive communications training in fall, 1980
- h) Project Coordinator conducted training for instructors as well as arranged training for staff

Target #9

Improved curriculum/training materials in auto-mechanics, woodwork, industrial sewing, metal work, service skill and life skill areas.

Finding

TRADE TRAINING:

The ongoing trade skills areas of Woodwork, Machine Shop Practice, Auto-mechanic and Industrial Sewing had a successful year. A review of the syllabus was undertaken in order to meet the needs of the immediate environment.

WOODWORK:

- (i) The syllabus for both the first and second year students was completed.
- (ii) A new storage room was created by the students who improved the entire area by adding a tool storage cabinet.

AUTO-MECHANIC:

During the period September to December 1979, this section experienced much difficulty due to the lack of proper organisation, supervision and competence of the Instructor. Some tools were lost and both theory and practical sessions were behind schedule.

However, the section was reorganised, new systems introduced and this resulted in significant achievements in terms of progress with the syllabus as well as decline in the loss of tools. At the end of the year this section earned a total of \$3,795.00.

INDUSTRIAL SEWING:

This programme is a joint venture between Operation Friendship and the Jamaica Council of Churches.

Twenty-four students have completed the course during the year; however, one batch of students stayed for nine months instead of the usual six months, in order to complete the course. Several items including khaki suits, children dresses, pillow cases, kitchen towels, window curtains and oven gloves were produced.

ASSOCIATED SUBJECTS:

These include Communication Skills, Technical Drawing, Mathematics and Family Life Education. All the trade skills areas participated. The only exception is, that Industrial Sewing are not engaged in Technical Drawing.

Instructors were asked to plan their practical classes in terms of projects, as it is felt that the project method could assist both instructor and students in obtaining and developing the relevant skills. It was also felt that the second year students were better able to gain from working on projects after they have benefitted from the practical and theory classes during the first year.

Target # 10

Placement Program opportunities for trade skill and service skill graduates. 70% employed within three months of graduation.

Finding

A Placement Officer was appointed as of March 1, 1980. All twenty-seven (27) second year students were sent out in industry for three weeks to obtain job experience. The table below show the industry/company where students obtained job experience.

Table 1 - Showing where students obtained work experience:

Industry/Company	Auto-Mechanic	Woodwork	Machine Shop Practice	Total
Uni Motors	3	-	-	3
Kingston Industrial Garage	3	-	-	3
Operation Friendship	2	2	2	5
Jamaica Railway Corp.	-	-	3	3
Toolmaker's Institute	-	-	3	3
Ramdial's Engineering Works	-	-	1	1
Thompson's Furniture Co.	-	3	-	3
Winged of Life Furniture Mfg. Co.	-	3	-	3
Production Systems	-	2	-	2
Incraft	-	1	-	1
TOTAL	8	11	8	27

Also seventeen (17) of the twenty-seven second year students have been placed in jobs. Below is a table showing how many students are placed and the industry/company.

Table 2 - Analysis of Student Placement up to Aug. 1980:

Industry/Company	Trade		Skill	Sections	
	Machine Shop	Wood work	Auto-Mechanic	Industrial Sewing	Total
Mayfair Furniture Co.	-	2	-	-	2
Incraft	-	2	-	-	2
Ultramed Furniture Co.	-	2	-	-	2
Production Systems	-	2	-	(6)	8
Davon Corp.	-	-	-	*	*
Jamaica Railway Corp.	1	-	-	-	1
Odeon Auto Centre	-	-	1	-	1
Private Individual	-	-	-	*	*
Exchange Programme	1	-	-	-	1
TOTAL	2	8	1	6	17

(*) Six students from the Industrial Sewing Section were placed at Production Systems, they were soon laid off due to the lack of raw materials. Of these six students that have been laid off, two of them shown by * are now placed one each at Davon and Private Individual respectively.

Therefore 63% of the 27 Trade Skills graduates were employed within three months of graduation.

_____ graduates of the service skill program were employed by August, 1980.

Target #11

Sales of Operation Firendship Products would be J\$150,000 during year.

Finding

At the end of the first year the following were achieved:

Wood Production	\$ 145,125.00
Woodwork Training	\$ 13,000.00
Auto-mechanic	\$ 3,795.00
Machine Shop Practice	\$ 996.00
Industrial Sewing	----
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TOTAL	\$ 162,896.00
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The first Open Day was planned for June 25, 1980 with the theme as "Training for Production". All the sections displayed a variety of products. The presentation was said to be of a fairly high standard and as a result it is hoped that this will become an annual event.

Target #12

A marketing plan for internal and export sales will be developed.

Finding

A preliminary draft has been completed. A final marketing plan will be developed following the Project Coordinator's discussion with marketing resources in the U.S. in September, 1980.

Target #13

Curriculum developed in the new trade skill areas.

Finding

Due to the nine month delay in the construction of a new building to house new trade skill areas, equipment has not been ordered

or new instructors hired. Operation Friendship determined that the best time for curriculum to be developed is summer, 1981.

Target #14

New building constructed for new trade skill areas.

Finding

The plans for the building of the new classroom block to accommodate the new trade skills areas were completed and approved by ~~our~~ local authorities during the first quarter and U.S.AID/J Consulting Engineer, Mr. Tibor Nagy.

- (i) U.S.AID/J contracts officer reviewed the contract between Operation Friendship and the consulting engineers.
- (ii) Cost estimates, soils tests and electrical drawings were completed and approved.
- (iii) Tenders were issued/sought by the consulting engineers.
- (iv) Total funding for construction was obtained.

Operation Friendship consulting engineers have developed the following activity schedule:

- (i) Tenders are due to be returned on 22nd September, 1980.
- (ii) Date for opening of tenders in the presence of Operation Friendship and U.S.AID/J on 29th September, 1980.
- (iii) Tenders will be reviewed on 30th September, 1980.
- (iv) Contract will be issued on 9th October, 1980.
- (v) Construction is due to commence two weeks after the contract is issued.

Building construction is approximately nine months behind schedule.

This therefore sets back one year the implementation of the new trade skill areas.

Target #15

Equipment for auto-mechanics, woodwork, industrial sewing and metal-work will have been upgraded and/or replaced. New equipment will have been added as necessary.

Finding

All three present trade skill sections have been plagued with a lack of sufficient tools and equipment. A list of equipment, tools and accessories was developed for the ongoing trade skills areas as early as November 1979, and sent to U.S.AID/Jamaica. This list was finally completed and sent to AAPC, INC. during April, 1980. The delay was due to the fact that Operation Friendship did not know U.S.AID's procedure of ordering equipment from overseas. AAPC INC. is now purchasing the equipment as listed and the latest Status Report reveals that they should arrive by December 31st, 1980.

The arrival of equipment for the ongoing trade skills areas will mean a tremendous revitalisation of each section. It is expected that students and instructors morale will be lifted as there will be more and better tools with which to work.

Ordering of equipment for the new trade skills areas has started. The final list should be ready by November, 1980. An order for equipment for the new trade skills areas will be placed as soon as Operation Friendship can obtain the relevant PIOC Forms from U.S.AID.

In September, 1980, the Project Coordinator received training and developed contacts with U.S. trade skill equipment distributors which facilitated Operation Friendship's capability in the ordering of equipment.

Target #16

Equipment for new trade skill areas ordered

Finding

Orders have been delayed for reasons identified above, i.e., new building not yet constructed; difficulties in equipment ordering.

Target #17

Manpower survey completed for new trade skill service areas.

Finding

Comprehensive survey completed by Quince Francis in Fall, 1979.

II. RECOMMENDATIONS

1. Quick and full efforts must be taken to a) complete construction of the new building, b) order equipment and c) secure motor vehicle
2. Operation Friendship should acquire equipment purchasing capability and assume such responsibility.
3. AID support/backup team should be involved and available to AID Program Officer.
4. Set time-limits (7 - 14 days) should be given to respond to items submitted to AID/J for approval. Items requiring AID approval should be specified.
5. Present communication system should be maintained.
6. Life skills training should be expanded and integrated in service skill and trade skill programs.
7. A detailed training plan should be developed for instructors and staff for budgetary and program planning reasons.
8. A comprehensive marketing strategy needs to be developed. Marketing consultants and contacts will be necessary to enable OF to become successful in marketing its products.
9. Project Coordinator should receive ongoing consultation/training in vocational school management.
10. A U.S. Agent(s) should be available for minor, urgent equipment needs.
11. Funds should be provided to OF as a quarterly advance rather than as a reimbursement.
12. In general, more trust and autonomy should be provided to Operation Friendship.

111. TARGETS FOR YEAR TWO (September 1, 1980 - August 31, 1981)

1. 40 graduates from four present trade skill areas, 40 completing the first year of the two-year program.
2. 75 graduates from the two-year service skills/general education program; 75 completing the first year program.
3. Development of a life skills training curriculum; a minimum of 225 trainees receiving life skill training.
4. New building constructed for new trade skill areas.
5. Curriculum developed in new trade skill areas; new trade skill instructors employed.
6. Well-trained, effective instructors in all skill areas.
7. Continued comprehensive, effective training program for instructors.
8. Effective Placement/Counselling program; 75 per cent employed within three months of graduation.
9. Equipment operational and sufficient in present and new trade skill areas.
10. Sales of Operation Friendship products and services at J\$225,000 during year.

TARGETS FOR YEAR THREE (September 1, 1981 - August 31, 1982)

1. 60 graduates from new trade skill areas.
2. 60 graduates from four present trade skill areas; 40 completing the first year of the two-year program.
3. 75 graduates from two-year service skills/general education program; 75 completing the first year of the program.
4. A minimum of 300 trainees receiving life skills training.
5. Well-trained, effective instructors in all skill areas.

6. Comprehensive, effective training program for instructors.
7. Effective Placement/Counselling program; 80 per cent employed within three months of graduation.
8. Equipment operational and sufficient.
9. Sales of Operation Friendship products and services at J\$275,000 during the year.
10. Vocational skills project self-sufficient.

IV. WORKPLAN - YEAR TWO

September

1. Project Coordinator - Training/Consultation/Visits in U.S. for Vocational Training Management, marketing, equipment purchasing, life skills
2. Project Coordinator - OEF consultant complete annual evaluation
3. Continue training in auto-mechanics, wood work, metal work, and industrial sewing
4. Continue training in service skill areas (throughout year)
5. Ongoing training for instructors and other project staff

October

1. Construction of new building begins (6-8 months) completed by April/May 1981
2. Ordering of equipment for new building (for installation in summer, 1981)
3. U.S. marketing consultant develops U.S. marketing strategy
4. Prepare Placement Strategy for graduates; identify job placements, job counselling (ongoing)
5. Contracts selected for construction
6. Hire Sewing Supervisor
7. Industrial sewing students graduate

November

1. Submit Marketing Plan to AID/J

December

1. Quarterly Report with AID

January, 1981

1. Marketing trip to U.S.; check-up on equipment to be purchased

February

1. Industrial sewing trainees graduate
2. Life skills training workshop
3. Midyear evaluation by OEF consultant

March

1. Prepare job descriptions for instructors in new trade skills areas. Preliminary work on a curriculum (final curricula prepared by new instructors when hired in July - August)
2. Quarterly report with AID/J

April

1. Begin recruitment of instructors for new trade skills training areas
2. Additional life skills curriculum developed, with OEF consultation

May

1. New building completed

June

1. Equipment installed in building

July

1. Graduation of trade skill and service skill students

August

1. Hire instructors for new skill areas
2. Complete development of curriculum in new trade skill areas
3. Annual Evaluation - with OEF consultant, submit annual report
4. Present detailed implementation plan, training plan and budget for year three of project

OPERATION FRIENDSHIP

PROJECT NO. 532 - 0070

DATE OF PROJECT: September 1, 1979

SEMI-ANNUAL EVALUATION

Targets for Year II

(Sept. 1, 1980 - Aug. 31, 1981)

Status as of March 12, 1981

Plans for remaining 6 months of
Year II: Comments

1. 40 graduates from the 4 present trade skill areas
2. 40 students complete 1st year of two-year program in trade skills
3. 40 graduates from 2-year service skills/Community College program; 50 complete 1st year.
4. Development of and Implementation of comprehensive life skills program for all students at Darling street (90) and at Bell Road (82 during project year II)

1. 13 in Machine Shop
12 in Auto-mechanics
3 in Wood production (2nd year)
18 in Industrial Sewing
 (9 months program only)
46 graduates
2. 11 - Auto Mechanic
12 - Machine Shop
13 - Wood Production
36 Completing 1st year
3. 40 - in 2nd year
50 - in 1st year

4. Plans completed for developing curricula, materials, and resources for following life skill areas:
 - a) Functional Literacy and math
 - b) Health and Nutrition education
 - c) Communications, leadership and group skills
 - d) Employment seeking, entrepreneurship
 - e) Money management, budgeting
 - f) Self-confidence, motivation
 - g) Family life - parenting, child care, etc.
 - h) Use of leisure time - culture sports
 - i) Work attitudes - discipline
 - j) Moral values, national & civic pride

1. Expect 46 to graduate in July; Wood production low because 5 students left after 1 year since they were already able to find employment; plans to award 1-year certificate as well as 2-year certificate.
2. Expect 36 to complete 1st year in July.
3. Expect 90 to complete 2nd and 1st year programs in July; Approximately 10 students drop out between 1st and 2nd year because of employment, pregnancy and political violence.
4. Workshop in April involving OEF consultant and 8 Operation Friendship staff to develop and complete the life skills program. Life Skill Co-ordinator will manage and co-ordinate the overall implementation/training in these areas.

Life Skills handbook will be written and ready for use by year II

Targets for Year II	Status as of March 12, 1981	Plans for remaining 6 months; Comments
5. Construction of New Trade Skill building to house 3 new Trade Skill areas.	5. Contract awarded; construction begun in January, 1981. Present delays due to lack of cement.	5. Construction should resume in April; if so, building will be completed by July - August.
6. Curricula developed for 3 new Trade Skills	6. Curricula being developed in the areas of small appliance repair/electronics and refrigeration/air conditioning with assistance from Vocational Training Development Institute (VTDI); Curricula for lithography yet to begin.	6. Operation Friendship is seeking to identify consultant from U.S. to develop lithography curricula; Expect curricula for all three areas to be completed by August 1981
7. Employment of Instructors in 3 new areas of lithography, refrigeration/air conditioning and electrical appliances. Employment of Sewing Supervisor	7. Sewing Supervisor employed in Fall, 1980; Operation Friendship has requested Peace Corps to recruit skilled instructors for 3 new trade skill areas; these 3 peace corps volunteers would, in turn, train 3 Jamaican counterparts to assume instructor position upon Peace Corps departure.	7. Contingency plans will be developed if Peace Corps is unable to deliver as planned.
8. Continued upgrading of project staff through training.	8. Project Co-ordinator - 2 weeks training in U.S. in September in vocational education technology, management and marketing. Placement Counsellor - 2 weeks training in Placement counselling. Project Instructors - in-house training in instructional techniques, motivation, etc. Training supervisor - course on supervision and Job Instruction.	8. Continued professional training as needed: Secretarial training for Po Project Secretary; Greater emphasis on in-house team building training to improve the dynamics of walking together.

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Targets for year II	Status as of March 12, 1981	Plans for remaining 6 months; Comments
9. Employment of 75% of Trade Skill graduates within 3 months of graduation.	9. All graduating students are placed at employable locations during their training so as to develop work awareness and attitudes as well as impress potential employers; approximately 80% of Year I graduates have become employed; Placement Counsellor continues to work with graduates until all employed (even if 6 - 12 months after graduation).	9. Placement Counsellor expects to be able to achieve 75% target; Wood Production graduates are easiest to find employment for whereas Auto mechanics graduates are most difficult for whom to locate employment.
10. Development of employment program for Darling Street graduates in Service Skill areas.	10. Principal and Instructors at Darling Street have attempted to identify positions and assist graduates in areas of nursing, shop assistants, etc. No comprehensive program yet.	10. Graduates of Darling Street do not have the employable skills as Bell Road graduates; however, they need to earn income. Employment counsellor will set up training program so that students have employment seeking skills. As time permits, employment counselling and placement will be provided.
11. Equipment ordered and in place for present trade skill areas.	11. Equipment has been ordered through IAD/AAPC. Delays have been lengthy. Some wood production equipment has arrived.	11. Hopefully, all ordered equipment will be installed before August, 1981.
12. Equipment ordered and installed for 3 new trade skill areas.	12. Equipment has been ordered for the Air Conditioning/Refrigeration and electrical appliance areas. Equipment has been identified for lithography, but two additional firms needed to be identified before ordering could proceed.	12. In order for this equipment to be installed by August, 1981, AID/AAPC will need to move expeditiously.

Targets for Year II

Status as of March 12, 1981

Plans for remaining 6 months; Comments

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|--|---|--|
| 13. Sales of Operation Friendship Products and services will total J\$225,000 during Year II | 13. Sales as of March 1, 1981 were J\$80,898. Production meetings are held weekly to discuss production of the past week. | 13. Operation Friendship will be developing additional measurements such as profits, costs, etc. |
| 14. Marketing Plan for Operation Friendship will be developed and tested. | 14. Much discussion and analysis has been done in Jamaica and U.S. over past 6 months. Present direction seems to be that of focusing major effort within Jamaica with supplementary efforts in CARICOM and U.S. Both wood products and cards/books will be marketed. Operation Friendship shop has been opened in Kingston. Special ways of reaching out to international community and tourists are being planned. Production capability can be greatly expanded. | 14. Successful marketing will be dependent on improved quality of wood product. Ongoing training and quality control will continue. Marketing Officer will be employed during next 6 months to expand wood products market in Jamaica. Vehicle will become necessary to carry out marketing efforts. |
| 15. Regular financial and programmatic reports will be made. | 15. Quarterly reports made to AID; Regular meetings between Johnson and Kettle. Semi-annual evaluations. | 15. Support from AID has been excellent and very cooperative. |