

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.
2. USE LETTER QUALITY TYPE, NOT "DOT MATRIX" TYPE.

IDENTIFICATION DATA

A. Reporting A.I.D. Unit: Mission or AID/W Office <u>USAID/Belize-GDO</u> (ES# _____)		B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan? Yes <input checked="" type="checkbox"/> Slipped <input type="checkbox"/> Ad Hoc <input type="checkbox"/> Evaluation Plan Submission Date: FY _____ Q _____	C. Evaluation Timing Interim <input type="checkbox"/> Final <input checked="" type="checkbox"/> Ex Post <input type="checkbox"/> Other <input type="checkbox"/>
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D. Activity or Activities Evaluated (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report.)

Project No.	Project /Program Title	First PROAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
505-0026	Guidance and Placement Center	FY84	July 1988	80*	80*
*A.I.D. funding only initial Grant					

ACTIONS

E. Action Decisions Approved By Mission or AID/W Office Director Action(s) Required	Name of Officer Responsible for Action	Date Action to be Completed
1. Develop strategies to attract new Employers	K. ElAmin	Dec. 1988*
2. Conduct periodic surveys of employer needs	K. ElAmin (w/tech. asst.)	June 1989*
3. Technical assistance in career counselling and guidance	EPM/USAID	Sept. 1988*
4. Discuss subvention from Ministry of Labor	V. Aguet	Sept. 1988*
5. Add innovations and better materials in counselling sessions	B. Coleman (w/tech. asst)	Dec. 1988*
6. Develop placement follow-up system	K. ElAmin (w/tech. asst)	Dec. 1988*
7. Revise application form to include additional data	B. Coleman	June 1988
8. Enforce morning registration	B. Coleman	June 1988
9. Develop linkages with Labor Department YMCA	B. Coleman	July 1988
10. Revise position descriptions	V. Aguet	Sept. 1988*
	*During Project	Extension

(Attach extra sheet if necessary)

APPROVALS

F. Date Of Mission Or AID/W Office Review Of Evaluation: (Month) _____ (Day) _____ (Year) _____
(Feb. to) June 22 1988

G. Approvals of Evaluation Summary And Action Decisions:

Name (Typed)	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Officer/Director
	C. Franklin (Draft) D. Conroy	V. Aguet	Mary E.D. Tanamly A. Villanueva	Mosina H. Jordan
Signature	<i>Ed Conroy</i>	<i>V. Aguet</i>	<i>Mary E.D. Tanamly</i>	<i>Mosina H. Jordan</i>
Date	8/1/88	8.8.88	9/29/88	9/26/88

ABSTRACT

H. Evaluation Abstract (Do not exceed the space provided)

The project assists a Belizean organization to operate a Guidance and Placement Center (GPC) to enhance employment opportunities for Belizean youth. The project is implemented by the Council of Voluntary Social Services (CVSS) in Belize City. This final evaluation was performed in January 1988 by the Education Development Center, Inc. The purpose was to determine the effectiveness of the activity in meeting career counselling and job placement goals for youths, and to outline recommendations regarding possible future activities in the job placement area.

The main findings and conclusions are:

- The GPC has registered 1,383 unemployed persons, placed 178 job seekers, enabled 124 other registrants to find jobs on their own, and provided 1,022 counselling sessions and 1,383 guidance meetings.
- GPC has contributed to unemployment reduction in the targeted age group to a certain degree.
- Management of the project by CVSS could have been more effective in terms of delegation of operational matters to the GPC and providing technical assistance.
- Collection of client service fees has improved recently but fell far short during the first two years.
- Two alternative organizations capable of managing this activity exist but it is unlikely either would be interested.
- GPC will be able to recover only 20-30% of its operating costs from clients and will depend on government subventions and others for the remainder of the budget.

The Evaluators recommended that GPC:

Improve the design and delivery of services, develop strategies to increase the number of youth served at the Center, improve communications between the GPC staff and CVSS staff and Board, provide training and technical assistance in youth career counselling and job placement for GPC staff, actively implement the current fee system and collection, and obtain other funding sources.

Lessons learned are that placement of unemployed youth is difficult and the organization and fiscal management of a social service project needs careful attention. An expectation of self-sufficiency for such a center is unrealistic.

COSTS

I. Evaluation Costs

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds
Name	Affiliation			
Lan T. Pho,	Evaluation Coordinator	22 p/d	\$8771	PD+S
Ines E. Sanchez,	Belizean Evaluator			

2. Mission/Office Professional Staff

Person-Days (Estimate) 8

3. Borrower/Grantee Professional

Staff Person-Days (Estimate) 20

AID EVALUATION SUMMARY - PART II

SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)
 Address the following items:

- | | |
|--|-----------------------------|
| • Purpose of evaluation and methodology used | • Principal recommendations |
| • Purpose of activity(ies) evaluated | • Lessons learned |
| • Findings and conclusions (relate to questions) | |

Mission or Office:	Date This Summary Prepared:	Title And Date Of Full Evaluation Report:
USAID/Belize	June 12, 1988	Final Evaluation of Project Jan. 26, 1988 505-0026 Guidance and Placement Center

1. Purpose of Activity - Approximately 70% of the population of Belize is under the age of eighteen and unemployment among this age group is very high. Many school leavers are unable to find employment because they are unaware of available opportunities. Unrealistic student aspirations also prevent them from being gainfully employed. This grant provided support for the effective job placement of Belizean young adults. The first step toward this goal was the establishment of a Vocational Guidance and Placement Center under the auspices of the Council For Voluntary Social Services (CVSS) to do the following:
 - a) To provide a job placement service for young adults.
 - b) To help young persons think realistically about their choice of employment.
 - c) To help young persons plan their careers and to execute these plans according to their interests, abilities and capabilities.
 - d) To give advice and information which will assist individuals in choosing, preparing, entering and progressing in an occupation.

2. Purpose of Evaluation - This was a final evaluation to determine the effectiveness of the activity in achieving objectives, to determine whether the activity should be continued and if there should be any modifications.

3. Findings and Conclusions - The Evaluation found that the Guidance and Placement Center (GPC) was the only agency in Belize providing a comprehensive package of counselling for job market entry and placement services. Tangible benefits have been achieved including the registration of 1,383 unemployed persons, placement of 178 job seekers, facilitation of 124 others to find jobs on their own, provision of 1,022 counselling sessions, and 1,383 guidance meetings. GPC has contributed to the reduction of unemployment in the targeted age group but the actual amount cannot be calculated because there was no baseline data on the target group. The evaluation team believed the organizational structure of CVSS hindered the efficiency of GPC and that CVSS lacks the experience to provide technical guidance in the employment counselling and job placement for youth. Collection of fees from clients and employers fell short during the first two years but is operating now and should be enforced.

The team recommended that if a follow-on project with CVSS is considered, the scope and objectives be modified according to the outcomes of the job market survey for youth employment. They also believed that GPC should be independent from the administrative system of CVSS and that the staff be trained to improve technical and administrative performance. GPC will not be financially self-sufficient, they stated, and 70-80% of the budget must depend on funds raised from government subventions and other grants. They identified two agencies who might undertake similar programs in Belize but did not believe either were ready to start guidance and placement for youths.

The primary lesson learned is that development of a job placement and guidance center as a social service activity requires considerable time and effort. The GPC is providing counselling and placement for young adults but the operation could be strengthened with staff training and technical assistance. The center cannot become self-sufficient financially, however, and a subvention should be sought from the Belizean Ministry of Labor if the operation is to continue after USAID assistance is completed.

S U M M A R Y (Continued)

ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation, if relevant to the evaluation report.)

1. Final evaluation report.
2. Statement of work (Attachment 1 to PIO/T 505-80006).
3. Letter from Executive Director CVSS dated February 16, 1988, commenting on Evaluation Report.

COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

The General Development Office of USAID/Belize believes that the contractor, Education Development Center, carried out the scope of work satisfactorily. In a short time the evaluators gathered a lot of information, accurately assessed the situation and made many good recommendations for strengthening the program. In several areas, particularly in Task 9 regarding possible follow-on USAID activities and key questions D.4 and D.5, the rationale and discussion to support the evaluators' recommendation was not developed adequately. Specifically, the discussion of revisions for a follow-on project was extremely brief and lacked substantive detail on which an amended grant could be developed. The evaluators also did not describe the capabilities of other organizations who might be considered for possible provision of services.

USAID/Belize has had to contract with additional persons to develop some of these details which has been time-consuming and cause delays. Several sections of the report were also unclear.

The comments of the Council of Voluntary Social Services are attached as Item 3. In the case of financial aspects of the operation, CVSS noted that they were not discussed with them. CVSS also noted ambiguities in the language and the lack of supportive evidence to justify several conclusions. CVSS believed the report was subjective and that the evaluators should have had more time to develop a knowledge of the project and its activities.

USAID/Belize has agreed in principle to amend the project to extend it for three more years and add funds (U.S.\$30,000 in FY88). An amendment to the project is being designed which will lead to a grant amendment.

S U M M A R Y (Continued)

USAID MISSION, BELIZE
Project No. 505-0026

Final Evaluation of USAID/Belize
Project No. 505-0026

Guidance and Placement Center

Prepared by

Lan T. Pho and Ines E. Sanchez

Belize, January 26, 1988

EDC International Programs
Education Development Center
55 Chapel Street, Newton, MA 02160, U.S.A.

This evaluation was conducted under the Purchase Order No. 505-0000-0-00-8043 from the United States Agency for International Development, Mission in Belize, Central America.

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BASIC PROJECT IDENTIFICATION DATA

1. Country: Belize
2. Project Title: Pilot Guidance and Placement Center
3. Project Number: 505-0026, Grant
4. Project Dates:
 - a. First Project Agreement: August 30, 1984
 - b. Final Obligation: FY84 \$80,000 Planned and Actual
 - c. Project Assistance Completion Date (PACD):
Original: December 31, 1987
Revised: February 29, 1988 ————— July 31 ?
5. Project Funding:
 - a. A.I.D. Bilateral Funding: Grant
Obligated: \$80,000
Disbursed (liquidations and advances) as of
September 30, 1987: \$61,605
 - b. Other Major Donors: none
 - c. Non-A.I.D. Contribution from Recipient Organization:
Planned: \$50,000
Actual as of September 30, 1987: \$28,000

TOTAL: \$130,000
6. Mode of Implementation: Grant: advance/liquidation system
7. Project Design:
Recipient, Council of Voluntary Social Services, and
USAID/Belize
8. Responsible Mission Officials:
 - a. Mission Director: Neboysha R. Brashich,
A.I.D. Representative
 - b. Project Officer as of March 1985:
Mary Ellen Duffy Tanamly,
General Development Officer
9. Previous Evaluation (Mid-term Assessment): June, 1986

FINAL EVALUATION OF USAID/BELIZE PROJECT NO. 505-0026

GUIDANCE AND PLACEMENT CENTER

January 26, 1988

EXECUTIVE SUMMARY

1. Name of Mission: USAID/Belize

2. Purpose of Activities Evaluated The Grant Agreement for Project 505-0026 was signed August 30, 1984, granting US\$80,000 to the Council of Voluntary Social Services (CVSS), a Belizean umbrella organization, to operate a Guidance and Placement Center (GPC) to enhance employment opportunities for Belizean youth. The revised Project Assistance Completion Date is February 29, 1988. The objectives of the project are: (1) to provide a job placement service for young adults; (2) to help young people think realistically about their choice of employment; (3) to help young people plan their careers and to execute these plans according to their interests, abilities and capabilities; (4) to give advice and information which will assist individuals in choosing, preparing for, entering and progressing in an occupation.

The GPC operates under the direction of the CVSS Executive Board and Executive Director. It is located in the CVSS office and has a staff of four people: Coordinator/Vocational Guidance Counsellor, Job Placement Officer, Assistant Job Placement Officer and Clerk/Typist. GPC also receives advice and direction from the Citizens Advisory Committee composed of educators, employers, and government social service personnel.

3. Purpose of Evaluation and Methodology Used

The final evaluation of the Project will determine the effectiveness of the project in meeting career counselling and job placement goals, and will outline recommendations regarding possible future USAID activities in the job placement area. The methodology includes the collection and analysis of project data within the context of the current economical and social conditions of Belize. Data was collected from observing project activities, meetings and interviews with people who are directly or indirectly related to the project, reviewing project documents, and evaluating project accomplishments.

4. Findings, Conclusions and Recommendations

(a) Benefits of GPC

Findings and conclusions:

- GPC is the only agency in Belize providing a comprehensive package of career planning, employment guidance and counselling, and job placement for young job seekers. The tangible and verifiable benefits *have been* *189?* are to register 1,383 unemployed persons; place 178 job seekers; enable 124 other registrants to find jobs on their own; and provide 1,022 counselling sessions and 1,383 guidance meetings. The intangible benefits include energizing the educational and social changes to support the preparation of the future young labor force in Belize.

Recommendation:

- It is recommended, however, that GPC review and identify ways to improve the design and delivery of the mandated services to its targeted client.

(b) Reduction of Youth Unemployment

Findings and Conclusions:

- To a certain degree GPC has contributed to unemployment reduction in the targeted age group.

Recommendation:

- GPC should make, plan and develop strategies to increase the number of youth served by the Center, since presently only 58% of GPC registrants are within the targeted age group. This can be done by promoting GPC visibility among the targeted population -- e.g., attending youth activities and primary school fairs, and linking with other voluntary agencies servicing youth.

(c) Effectiveness of CVSS

Findings and Conclusions:

- The analysis of expected project outcomes and project actual accomplishments indicates that CVSS has not managed the project effectively. CVSS lacks expertise in employment counselling and job placement for youth. Its rigid three-tier hierarchy (GPC Coordinator, CVSS Executive Director, CAC and the CVSS Board) hinder the efficiency of GPC as an employment service provider.

Recommendations:

- Initiation of a direct line of communication between GPC, the management staff and the CVSS Board will foster initiative and improve the performance of the Center. The GPC staff need training and technical assistance to compensate for the lack of experience in youth career counselling and job placement.

(c) Fee Collection

Findings and Conclusions:

- Capability to collect client service fees during the first two years of the project falls far short of expectation due to the lack of a reasonable fee schedule and billing system.

The GPC staff needs to (1) be up-front and straight forward with clients about fee collection, (2) review and update billing system frequently, and (3) ensure that fee collection is properly recorded and accounted for.

(d) Statement of Goals, Objectives, Outputs

- If there is a follow-on project with CVSS as the recipient organization, the statement of goals and objectives should be modified according to the outcomes of the job market survey for youth employment. GPC should be independent from the administrative system of CVSS. An efficient management structure for GPC needs to be set up and the staff trained to improve technical and administrative performance.

(e) Financially Self Supporting

GPC, as a social service provider within the socio-economic constraints of Belize, will not be financially self-sufficient. Providing it functions up to expectation during the next two years, GPC will be able to recover only 20-30% of its operating costs from client fees. The remainder of the budget will have to depend on funds raised from government subventions, international organizations and private foundations.

(f) Alternate Recipient Organization

The Ministry of Labor/Employment Exchange and the Belize Institute of Management appear to be the two most viable organizations capable of managing GPC. However, it is not likely both organizations will be interested in managing the follow-on project. Nevertheless, the possibility is worthy of follow-up.

5. Lessons Learned

The design and implementation of a project dealing with a social service needs to be reviewed carefully. Expectation for self-sufficiency is unrealistic. The placement of unemployed youth continues to be a problem and a socio-economic concern for many developed countries. Since 1968 the U.S. Government has placed a great amount of federal resources to finance several training-for-employment programs through various program designs and implementation -- including the Comprehensive Employment Training Act (CETA) and the Job Training Partnership Act (JTPA). The former was not a successful program; the latter may have a better chance, thanks to the partnership linkage between public and private sectors. ✓

ACKNOWLEDGMENTS

The authors of this report would like to express their gratitude to the Executive Director of CVSS, Mrs. Velda Aguet; the Project Staff: Mr. B. Coleman, Coordinator; Mr. Kaleem El Amin, Placement Officer; Miss Sherlyn Gabourel, Assistant Placement Officer; Miss Desiree Kelly, Clerk/typist; and all those persons who so kindly gave of their valuable time for interviews and assisted the authors during their evaluation. We would like to record all the names of persons who assisted us but space does not allow this; however, we would like to thank the following individuals, in particular:

Mrs. Marion Marsden, Assistant Manager, Belize Distributors
Mr. Arkel Brown, Labour Commissioner
Mr. Leopold Balderamos, Belize Chamber of Commerce & Industry
Mr. J. Nembhard, Chief Education Officer, Ministry of Education
Dr. Santos Mahung, Director, Belize Institute of Management
Mr. William Tillett, Chairman, CVSS Board of Directors
Mr. Hallet Moody, President, CVSS Board of Directors
Mrs. Myrna Manzanares, Member of Citizens Advisory Committee
Mr. Anthony Castillo, Member of Citizens Advisory Committee
Miss Carla Flowers, Client
Miss Jacqueline Carter, Client
Mrs. Cynthia Franklin, staff of USAID
Mrs. Silvia Merchant, Secretary/Typist

I.

INTRODUCTION

Belize is a small, developing country in Central America, with an area of 8,664 square miles. Belize has a coastline extending nearly 200 miles with numerous cayes and the longest barrier reef in the western hemisphere. The estimated population is 170,382, and some 51,000 people live in the Belize District. About 34% of the population is between the ages of 10 and 24. The total population is roughly 51% male and 49% female.

The economy of the country is based mostly on sugar, citrus, marine products, bananas and timber. The Government has declared tourism as number one priority on the short-term development plan, and agriculture number one on the long-term development plan. The Government and the quasi-government bodies are the largest employers in the country, followed by business and commerce. Trade and industries are sizeable employers, with agriculture next. The country is well served by primary and secondary schools. The primary school course is of 8 years duration and the secondary school course is 4 years. On an average, about 60% of the annual primary school leavers go on to secondary school, but only a small percentage of these proceed to higher learning. The school system has traditionally emphasized academic areas of learning, but over the past decades there have been concerted efforts to widen the curriculum by introducing technical and vocational subjects. Technical/vocational education has now been made a priority in the education system.

With more and more young people entering the job market, there is a scarcity of new jobs and the unemployment rate is increasing. Belize City experiences a rate of unemployment over 16%. In addition, there is what can be called an acute "labor contradiction syndrome". Many job-seekers are unemployable because they lack the required skills for the jobs. Others look down on some jobs, (especially agriculture) or do not want to leave home, even if this means unemployment. Thus, many people are without jobs because of lack of skills and the reluctance to move away from the city. This "labor contradiction syndrome" is more acute among job-seekers in the city and towns than it is in the rural area. The level of job aspiration among young people is very high and often unrealistic. Most high school graduates are reluctant to accept entry-level jobs. In the meantime, they have no special skills or previous work experience required for clerical or technical employment. They have very little knowledge of the job market; they do not know where to go or what to do to find a job. Until career planning and occupational counselling is made an integral part of the high school and primary school curriculum, there is a need for a center to provide guidance, counselling, and placement for school leavers and young job-seekers.

II.

DESCRIPTIVE COMPONENTS

A. Project Description

1. Purpose. On August 28, 1984, the Agency for International Development Mission to Belize (USAID/Belize) granted the Council of Voluntary Social Services (CVSS) the sum of \$80,000 to provide support for a program in guidance, counselling and placement services to young Belizeans between the ages of 14 and 21.
2. Objectives. The Project conceived the establishment and operation of a Guidance and Placement Center with four broad objectives:
 - a. To provide a job placement service for young adults;
 - b. To help young people think realistically about their choice of employment;
 - c. To help young people plan their careers and to execute these plans according to their interests, abilities and capabilities;
 - d. To give advice and information which will assist individuals in choosing, preparing for, entering and progressing in an occupation.

GPC came into operation in August 1984 with the appointment of Mrs. Jewel Quallo as the Coordinator/Vocational Guidance Counsellor and, later on, Mr. Rodney Davis as the Placement Officer for the Project. By July 1985, the full staff had been appointed, and in November of that year the Citizens Advisory Committee was appointed, putting the full advisory and

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administrative structure in place. However, a set-back was experienced with the resignations of the Coordinator (Mrs. Quallo) on June 15, 1987 and the Placement Officer (Mr. Davis) in February 1987. A new Coordinator (Mr. B. Coleman) was appointed on August 17, 1987, and with the appointment of a new Placement Officer (Mr. Kaleem El Amin) and an Assistant Placement Officer (Miss Sherlyn Gabourel), the staff is full strength again.

3. Scope of Services. In fulfillment of stated objectives, GPC has undertaken the following activities:

- Registration of the unemployed youth
- Guidance and counselling courses for the registered job seekers
- * -- Contacting employers to inform them of GPC and find out about their job requirements
- Placing clients in jobs
- Conducting workshops for teachers in counselling and guidance

The GPC staff responsible for carrying out these activities consists of a Coordinator, a Placement Officer, an Assistant Placement Officer and a Clerk/typist. As of December 31, 1987, 1,383 unemployed persons have registered with the Center, 189 have been placed in a job and the Center has contacted 294 employers.

4. Client Profile. In order to better match the job applicant's qualifications with the employment requirements, it is necessary to assess the needs of the client on both sides -- job-seeker and employer. The closer the match, the more effectively GPC can serve its clients. Since 1985, no needs assessment has been conducted; therefore, the next step of how to meet those needs efficiently has not been determined. Based on available data from GPC, the following section is an attempt to draw a composite profile of the job-seeker and the employer.

✓
✓

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Job-Seeker Profile

Forty-four job-seeker files were reviewed at random. The average age of clients reviewed is 25 years: 23 clients are between 14 and 21 years, and the remainder are between 22 and 63 years. This means that about 51% of the clients in this sample are within the age range of the Project. Of the 36 files that have a record of the clients' education, 17 had primary school education. In this recorded sample, therefore, 51% of the clients have completed, or have some form of, secondary education.

The Guidance Placement Center categorizes jobs as:

- Managerial
- Technical/professional
- Clerical
- Salesperson
- Craft person
- Semi-skilled
- Unskilled

The definition of unskilled is "A client who has completed primary education and two years of secondary education, but has never worked." According to this definition, of the 44 clients reviewed, 25 (57%) would be classified as unskilled. The definition of semi-skilled is "A client who has completed primary education or up to one year of secondary school, and who has 2 or 3 years experience in a particular field, or a client who has completed high school but has never worked." Using this definition for a semi-skilled person, the sample shows that 19 (43%) fall

in this category. When the total number of clients (1,383) is analyzed, 50% fall under the category of semi-skilled and 36% fall under unskilled. The figures obtained in the sample do not contradict those of the total clientele as the record in the files simply states the education of the registrants is at the level of primary or secondary. No distinction was made as to whether they had any previous work experience which could have altered the figures. Additional review of the clients' background reveals that a young job-seeker at the age of 18 to 20 is also a single parent with one or two children. He/she often comes from a low-income family and lives within the 5-mile radius of Belize City. The individual may have low self-esteem, lack of good communication skills, is not interested initially in further education, but is eager and willing to work.

A complete listing of the 44 job-seeker files is presented in Appendix I. GPC has not made the effort to evaluate client files to determine the common characteristics of the job-seeker it serves. This profile will be most beneficial to the Coordinator in the selection of training materials and in designing the counselling session. Furthermore, the Placement officer needs to know his client's qualifications to effectively match them with the job requirements.

Employer/User Profile

Thirty employer/user files selected at random were reviewed. GPC referred registrants to 28 of these employers. Eighteen employers hired applicants referred by the Center. From this sample 64% of the employers

hired people referred by the Center. New hires fall under the following categories:

Technical/professional	- 1
Clerical	- 3
Salesperson	- 1
Craft person	- 1
Semi-skilled	- 6
Unskilled	- 5

A typical profile of the 294 employers contacted by GPC shows that employers who have job openings for semi-skilled workers are mostly small industries or catering services with an average of 5 to 20 employees. The types of job order requests from the 176 employer/users can be categorized as follows:

-- Technical and Trade	-	12%
-- Clerks, sales clerks, shop assistants	-	28%
-- Messenger, Janitors	-	10%
-- Domestic, House workers, Restaurants	-	25%
-- Secretarial/Accounting/Typists/Teachers	-	25%

A typical employer often wants the job order to be filled as soon as possible, and his/her work plant is within the 5-mile radius of the City. He/she is willing to pay a salary range from Bz\$60-\$150 per week and will provide promotion opportunity for educationally qualified and efficient workers. A complete listing of the 30 employer job orders reviewed is presented in Appendix J.

5. Physical Facilities. GPC shares the office facilities with CVSS. The office was first located at 56 Regent Street, but was moved to 14 Cemetery Road on February 15, 1987.

Housed on the ground floor of a two-storey concrete building, GPC has a Conference Room, Utility Room, three enclosed cubicles (used as

offices), a waiting space and an area used by the Clerk/typist with a book-shelf and a cupboard. The ceiling is very high, giving enough airspace, but making the lighting poor at times. The rooms are well-ventilated but rather noisy when the school next-door is at recess.

It would seem the accommodations are not the best. Each cubicle is used by more than one officer, making privacy impossible and the rooms cramped. However, maximum use is made of available space and since the building is located in a geographically strategic area, the Center is readily accessible to clients, employers and others. Toilet facilities for male and female staff members are available.

There are enough desks and chairs for the staff, an adequate conference table with chairs and a blackboard, and sufficient storage cabinets. GPC has purchased the equipment specified in the Agreement. In addition, before they were stolen, the Center had access to CVSS equipment: TV, VCR, and video camera. A duplicating machine (Gestetner) is also available. The building is secured with burglar bars; nevertheless a thief (or thieves) broke in during December 1987 and stole the aforementioned CVSS equipment. Security could be a problem in this building. ✓

6. Other Organizations Providing or Planning to Provide Training and Placement Services

Educational Institutions

Before GPC was established some educational institutions provided (and still do, albeit on an ad hoc and incidental basis) some form of guidance, counselling and placement services for their students. The

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Belize Technical College, Belize Vocational Training Centre and the Belize Youth Development Center are the main providers of service. Students receive guidance from their teachers, especially during the last year of their courses. When students graduate, the principal, or individual teachers, use their contacts with friends among employers to assist. In September, the Belize Vocational Training Centre introduced a compulsory course called "Employability Skills" as part of its curriculum. This will provide guidance and counselling for the students in the center.

Labor Exchange

For many years now the Labor Department, Ministry of Labor, has been running a Labor Exchange Service in Belize City and in the district towns. The function of the Labor Exchange is to register job-seekers and have information for employers who approach the Exchange. The service is free to employers and job-seekers. From January 4-18, 1988, ten job-seekers registered. Many of the job-seekers registering at the Exchange are unskilled. Whenever an employer requests people with skills not registered with the Exchange, a notice is put on the radio inviting interested candidates to come to the Labor Exchange at a specified time. The prospective employer picks up the job-seekers and takes them for an interview. If an employer's requests can be found among the registered, then such registrants are advised to present themselves to the employer in an interview. Whether an applicant is hired or not, the employer is requested to notify the Labor Exchange in writing. The Exchange no longer advertises itself; it is there if people want to use it.

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Institutions Planning to Introduce Guidance/Counselling Placement

The Young Mens' Christian Association under its Executive Director, Mr. Rodney Davis, is making plans to provide Guidance/Counselling and Placement as part of its service to youth. This association is in a strong position to do so, since Mr. Davis was the former Placement Officer in the Guidance and Placement Center.

The Training for Employment and Productivity Project of the Ministry of Education has called for plans to introduce a formal course in employment guidance and counselling in all secondary schools as part of the curriculum. This is a long-term undertaking and will take time to implement.

B. Project Accomplishments

Since GPC officially opened its office in May 1985, it has provided career guidance and counselling and job placement to more than 1,300 unemployed registrants without any interruption. This record alone is an achievement for a service provider, the first of its kind in Belize. The project accomplishments will be further analyzed using data collected during this evaluation. An analysis of the responses compiled from 50 interview questionnaires (5 current employers/users of GPC services, 18 GPC clients/job seekers, 5 selected members of the CVSS Board, 3 CAC, 11 representatives of collaborating institutions including officials from the Ministry of Labor and the Ministry of Education, 3 other individuals and 5 GPC staff) indicates that over the past two years GPC has established its visibility as a youth career guidance and employment placement service provider in both the public and private sectors.

Appendix E presents a complete listing of all persons interviewed including full names, titles and identifying information. Highlights of the interviews are summarized and presented in Table I.

In addition, GPC has successfully created awareness among the public and private sectors of the need for career planning, development counselling, and job placement for youth. The total population of Belize District is estimated at 50,800. The youth population between the ages of 10 to 24 accounted for 34% (or 17,272) of the total population. The rate of unemployment for the total population of Belize City is 16.1%. Unemployment among school leavers and high school early withdrawals is believed to be double the number of unemployed adults. Thus, Belize City should really serve approximately 5,527 young job seekers/job changers.

1. A Summative Evaluation of GPC Accomplishments. Table II summarizes GPC accomplishments in four areas; (a) registration of clients/jobs seekers, (b) provision of career guidance and counselling to registrants, (c) provision of employment placement services, and (d) fee collection.

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what found?

TABLE I
SUMMARY OF SELECTED RESPONSES FROM THE INTERVIEW QUESTIONNAIRE
(N=50)

1. How did you know of GPC?	Newspapers	<u>3</u>
	Radio	<u>2</u>
	Word of Mouth	<u>26</u>
	Other	<u>19</u>
2. How long did you know GPC?	Less than one year	<u>19</u>
	One to two years	<u>11</u>
	More than two years	<u>18</u>
3. How well do you know GPC goals and services?	Very well	<u>11</u>
	Fairly well	<u>20</u>
	A little	<u>20</u>
	Not at all	<u>--</u>
4. Do you support these goals and services?	Yes	<u>48</u>
	No	<u>--</u>
5. Do you think GPC should continue to provide services?	Yes	<u>51</u>
	No	<u>--</u>
6. What have been the three most significant accomplishments of GPC? Responses from Board/CAC Members, Staff of GPC	a. Counselling	<u>7</u>
	b. Placement services to clients	<u>7</u>
	c. Workshop information	<u>4</u>
7. In what efforts/activities/services has GPC been least successful?	a. Could not place unskilled clients	<u>2</u>
	b. Failed in collecting fees.	<u>3</u>
	c. Failed in selling itself	<u>1</u>

8. Other Recommendations - Board/CAC Members, Staff of GPC, Employers:

a. Set up income-generating activities	6
b. Advertise aggressively	<u>4</u>
c. Screen clients properly and gain credibility of employees	3
d. Client in specific job skills	<u>2</u>
e. Systematic follow-up of clients after placement	1
f. Give counselling in schools	<u>3</u>
g. Attract clients with higher level of education and skills	2
h. Have autonomy in day-to-day administration of GPC	<u>1</u>

9. Comments:

"I will use the Center because it saves me time and money when hiring new employees."

I will use the Center to help a good cause. Supply of labor is greater than job vacancies."

Employees who have used the Center were generally satisfied. They will spread the word among business community.

Two collaborating institutions suggested that subventries be requested from Ministries of Labor and Education.

10. In what ways can GPC become self-financing?

No one could recommend anything to make the Center completely self-sustaining; but the following suggestions were made to make the Center partially self-sustaining:

-Engage in income-generating projects	9
-Subvention from Government	<u>5</u>
-Raise fees to all clients	2
-Provide professional placement service	<u>1</u>
-Cater to wider range of prospective employees	2
-Fund-raising	<u>2</u>
-Charge fee for training in other institutions	<u>3</u>

11. Alternative Organization

Those answering "No"	17
Ministry of Labor-Exchange	<u>5</u>
Ministry of Education	1

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Peace Corps	2
Chamber of Commerce	2
Council of Chamber	1
BIM	1
Belize Technical College	1
Youth Development Center	1
Y M C A	1

12. Other Remarks

- a. The need for GPC to identify and prepare job applicants for placement with special industries.
 - Banking Industry:
 - teller, bookkeeper, office clerk
 - Contact person: Tilitiana Lagos, Assistant Manager/Personnel, Atlantic Bank
 - Tourism (Restaurants/Hotels) Industry:
 - Contact person: Mr. Mike Panton, Manager, Chateau Caribbean Hotel
- b. The need for GPC to recruit managerial, technical and professional candidates for retailing and service-providing industries:
 - Contact: Mr. Ernesto Vasquez, Vice president, Sales Angelus Press, Ltd.

TABLE II

SUMMARY OF CUMMULATIVE PROGRESS REPORTS

From May 29, 1985 to Dec. 31, 1987

<u>Type of Service</u>	May 29, 85 - Dec 31, 86	Jan 1, 87 - Dec 31, 87	May 29, 85 - Dec 31, 87
			<u>TOTAL</u>
<u>Clients/Job seekers</u>	905	478	<u>1,383</u>
Age: 14 -21	557	254	811
Over 21	348	224	572
<u>Guidance & Counselling Service</u>			
Received Guidance	905	478	1,383
Received Counselling	657	365	1,022
<u>Placement Services</u>			
Employers Contacted	271	364	307
Office Visits	140	154	294
Employers Using Service	124	52	176
Request to Fill Vacancy	190	118	308
Job Placements	120	79	179
<u>Fee Collection</u>			
Registration Fee	\$ 612	\$ 150	\$ 762
Placement Fee	220	161	381
Employer	313	210	523
Total Fee	\$ <u>1,145</u>	\$ <u>521</u>	\$ <u>1,666</u>

a. Registration of Clients. Initially, registration was carried out all day, each weekday. Since the rescheduling of staff in March 1987, registration hours are limited to 9:00 — 12:00 noon. This schedule enables GPC staff to conduct office visits with employers in the afternoon on a regular basis. The total number of registrations amounted to 1,383 as of December 31, 1987. However, the total number of registrations includes approximately 41% or 572 job seekers of age over 21, thus the number of the targeted population served is only 811.

b. Provision of Career Guidance and Counselling Services. A guidance meeting is normally a one-on-one session when a job seeker first walks into the GPC office. He/she may be assisted in filling out an application form, and asked about his/her other qualifications and job expectations. A registrant receives a quick orientation about work ethics, the world of work, etc., and is then scheduled for counselling sessions. The counselling sessions are conducted twice a week for clients registered during the week. On an average, each client is scheduled to attend three counselling sessions; however, records indicate that many clients receive more than three weeks or six counselling sessions. The number of sessions attended by each registrant depends on his/her interest in getting a job and the time waiting for a job opening. As of December 31, 1987, GPC has provided 1,383 guidance meetings and 1,022 counselling sessions to registrants.

c. Provision of Placement Services. Placement services provided by GPC include employer contact, office visits, preparation and referral of the client for job interviews, and placement

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follow-up. Since its inception, GPC has contacted 307 employers and made 294 visits to employer offices or plants. Out of the 307 employers GPC contacted, 176 became users who have placed one or more requests for applicants. The number of employer requests or employer job orders amounted to 308. GPC was able to refer and place 179 clients. Some employers placed a job order and did not call back for more services, other employers continue to rely on GPC for job applicants. There are 27 current and frequent users of GPC placement services. A complete list of frequent users is presented in Appendix K.

d. Fee Collection. Client fees are composed of three categories:

- \$2 registration fee regardless of job category preferred. Fee is collected at the time of registration.
- \$10 placement fee regardless of job category placed. Fee is collected when a client receives his/her first paycheck. No fee is charged for a temporary placement.
- A schedule fee for the employer, and a billing system were developed and approved by CVSS Board in the latter part of 1987.

GPC SCHEDULE FEE FOR EMPLOYERS
(in Belize Dollars)

	<u>Temporary</u>	<u>Permanent</u>
Messenger	15.00	25.00
Semi-skilled	20.00	35.00
Domestic, Laborer		
Skilled Craftsmen	30.00	45.00
Clerical	25.00	40.00
Salesman	35.00	50.00
Managers	50.00	70.00
Engineer	45.00	65.00

Prior to the approval of the employer fee schedule, placement fees for employers were set at one-half of the weekly salary of the newly placed employee; there was no billing system in place and very few employers paid their fees. According to the new billing procedure, a bill is sent to the employer about two weeks after placement. GPC sent 14 bills to employers in December 1987, and ten of the employers paid their bills within three weeks. Total fees collected since inception amounts to Bz\$1,666, including \$762 for registration fees, \$381 for client placement fees and \$523 for employer fees.

.e. Provision of Other Services. In addition to career guidance and counselling and job placement, GPC also developed and conducted workshops for school teachers and other service-providing organizations. GPC staff also attended Career Day and fairs, and gave presentations at meetings of civic institutions. These activities provided training for the trainers, created public awareness of the needs for employment, counselling and job placement for youth, and gave GPC visibility with the public. As of December 31, 1987, GPC has conducted 38 workshops, attended 1 seminar and had booth/displays at 4 job fairs.

2. Comparative Analysis of GPC Accomplishments. There are five verifiable objective indicators listed in Appendix I of the Grant Agreement between USAID/Belize and CVSS. They are intended to be used to measure the accomplishments of GPC.

- a. Youth unemployment rate (including school leavers and job changers) to be decreased by end of:

<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
1%	3%	6%

- b. Increase of income of youth:

<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
5%	5%	10%

- c. Training and retraining services (including apprenticeships) in terms of clients:

<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
25	100	200

- d. Establish clientele using services of placement officer/counsellor:

<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
300	500	1,000

- e. Job placement targets:

	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
Unskilled	70	130	150
Skilled	25	60	135
Tech/Prof.	5	10	15
Total	100	200	300

a, b + c
Indicators 1, 2 and 3 are ambiguous and impossible to verify.

The evaluators took the liberty to disregard these indicators and presented a comparative analysis of GPC accomplishments using Indicators 4 and 5. Since GPC officially started to provide services in June 1985, and the funded budget was designed for a two-year operation, the actual achievements will be compared with the targeted project outcomes for Year 1 and Year 2.

<u>Indicator</u>	<u>Actual</u> <u>Achievements</u>	<u>Targeted</u> <u>Achievements</u>	<u>+ Over Achv.</u> <u>- Under Achv.</u>
1) Number of clients using GPC services	1,383	800	+583 +73%
2) Job placement	179	300	-121 -40%

As indicated above, the total number of clients served by GPC includes 572 job-seekers over age 21; therefore, the actual unemployed youth between the ages of 14-21 using GPC services are 811. GPC has exceeded achievement of this objective by 11 clients.

The number of actual job placements falls short of 121, or 40% of the targeted placements. The job market for youth in Belize City and the lack of experience in employment placement of the GPC staff have prevented the Center from achievement of this objective. On the other hand, GPC career guidance and counselling services have increased the capability of the clients and enhanced their opportunities of getting jobs on their own. A survey carried out by the GPC Placement Officer in December 1987, of 420 clients who received guidance and counselling services, indicated that 125 or 30% of these clients had been able to find jobs on their own. GPC capability to collect service fees is far short of expectation. Given the more realistic new fee schedule, GPC should be able to collect the following fees:

<u>Types of Fees</u>	<u>Expected Collection</u>	<u>Actual Collection</u>
Registration Fee: \$2 x 1,383	\$2,766	\$762
Placement Fee: \$10 x 179	1,790	381
Employer Fee: \$25 x 189	4,725	523
Total	\$9,281	\$1,666
	(82% short of expectation) ✓	

3. Cost Effectiveness Analysis of GPC Achievements. The following analysis is based on the assumption that total GPC operating costs since its inception is US\$80,000:

- a. Cost per client registered: $\$80,000 \div 1,383 = \57.85
- b. Cost per actual placement: $\$80,000 \div 179 = \446.92
- c. Cost per guidance and
counselling session: $\$80,000 \div (1,383+1,022) = \33.26

There are other intangible achievements that GPC has generated which cannot be measured by cost analysis. Some of these achievements are:

- a. Created a network of unemployed youth who are willing to come to the Center for assistance
- b. Generated public awareness of the acute need for career guidance and job placement services for young people
- c. Enhancement of employment opportunities for youth
- d. Influenced the perception of first-time workers about the world of work, thus placing them on the right track toward productivity and self-sufficiency.

These social values cannot be measured in terms of money, yet they have a profound impact on the future human resources of Belize.

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C. Project Management

1. Management Structure. The management structure of GPC involves the CVSS Board, the Citizen Advisory Committee (CAC), the CVSS Executive Director (ED) and the GPC Coordinator. A list of CVSS officers, Board of Representatives and staff is presented in Appendix L. A list of CAC members and GPC staff is presented in Appendix M. The recipient of USAID/Belize Grant No. 505-0026 is CVSS. The Board is responsible for setting policies and objectives governing the management of GPC. Figure 1 presents the GPC organization chart and its relationship to CVSS.

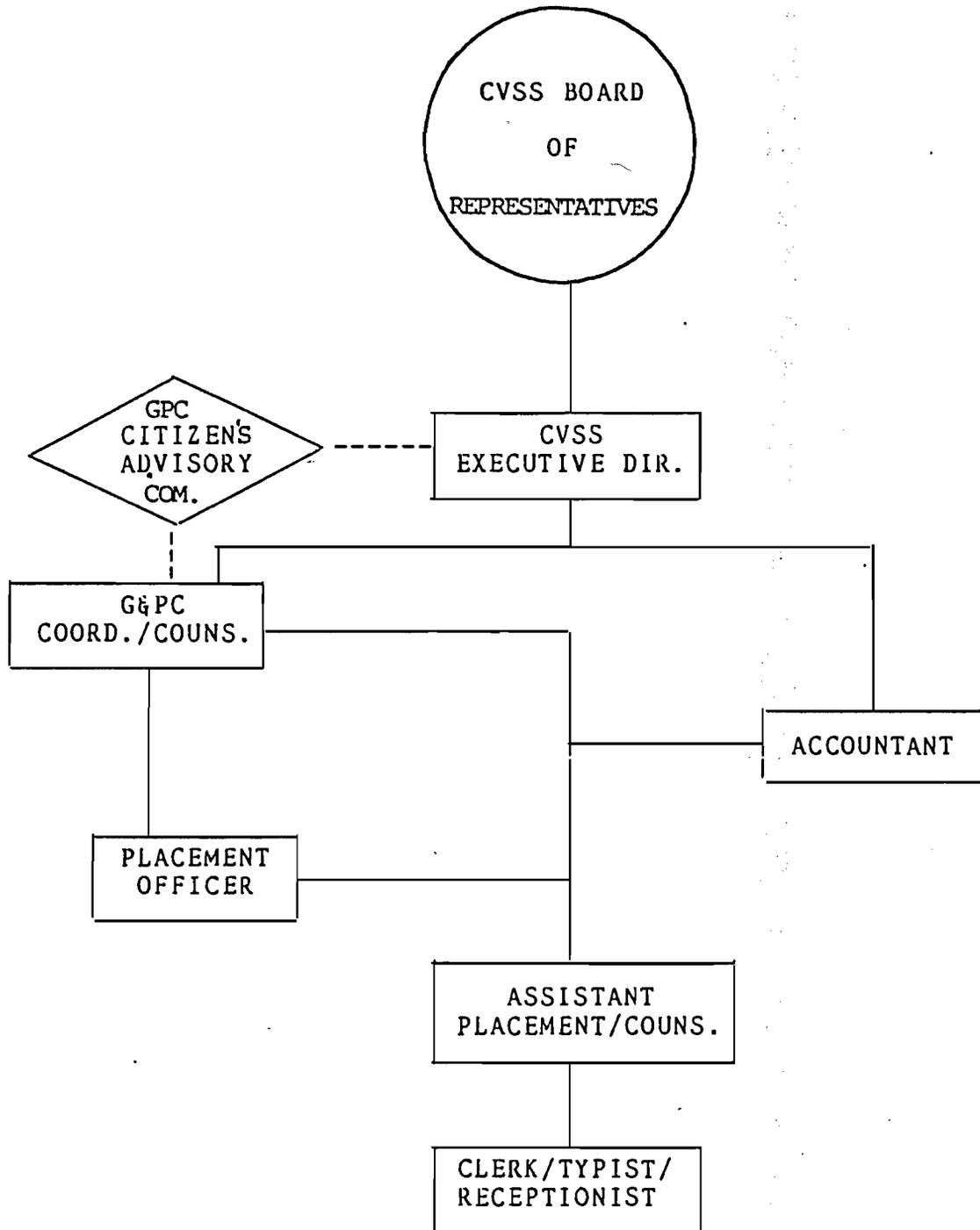
unusually

The Board designated an ED to oversee the operation of GPC; however, minutes of the Board meetings and interviews with CVSS ED and other GPC staff lead the evaluators to believe that in many instances approval from the Board is necessary for the day-to-day operations of GPC. An example of GPC activity which required Board approval is the development of a training and apprenticeship syllabus and the implementation of workshops for teachers, clients and students. In addition to the Board, the CAC is often consulted and at times actually approves the implementation of various GPC project activities which are within the guidelines of GPC goals and objectives. Thus, some program activities of GPC are subjected to three tiers of approval -- the ED, the CAC and the CVSS Board -- before they can be implemented. This formal structure often prevents GPC from implementing mandated activities in the timely manner expected from any employment placement agency.

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Figure 1
GPC Organizational Chart



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--Four years of experience as a Meteorological Officer, Grade IV, for the Belize National Meteorological Service.

Job Description:

--Assist the Coordinator in preparing clients for placement and actually placing all clients. Specific duties include programming, client support and training.

c. Assistant Placement/Counselling Officer: Ms. Cherlyn

Gabourel was hired on January 12, 1988, when the new position was approved.

Qualifications:

--Belize Technical College, two years studying commercial courses.

--9 months of experience in office work with Crown Agent, Keith Hamilton Security Office and Joe Erales.

Job Description:

Assist the Coordinator/Counsellor and Placement Officer in all assignments related to employment counselling and job placement.

d. Clerk/Typist/Receptionist: Miss Desiree Kelly was hired on April 1, 1987 to replace Mrs. Pott who resigned GPC due to illness.

Qualifications:

--Belize Technical College, two-year certificate in the Commercial Course.

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--Three-months' experience as receptionist at Belize International Hotel and Apartment.

Job Description:

Assist the Coordinator, Placement Officer and Assistant Placement Officer as assigned. Responsible for the secretarial, clerical and receptionist operations of the Center. Perform other secretarial and clerical assistance to CVSS, on the average of one day per week.

All job descriptions were recently revised and are presented in Appendix G.

.The GPC staff members have adequate formal education as required for their positions. They also appear to be sensible and highly motivated and are willing to take new responsibility. The Coordinator and the Placement Officer developed new training programs, a new billing system, and new fee schedules for GPC.

The major short-coming of the GPC staff is the lack of training and working experience with career guidance and job placement for unemployed youth. None of the CVSS Officers or the Director of affiliated member organizations has experience relating to youth employment placement and counselling. Thus, GPC staff cannot look to CVSS for direction or assistance with the programmatic activities.

In general, the career counselling materials available at the Center are adequate. The resource library contains more than 160 books, manuals and handbooks on youth guidance and counselling.

Procedures were established for the CVSS ED to meet monthly with GPC staff to discuss and plan activities to be carried out during the month. However, the Coordinator often has to consult the ED on a daily basis on management matters which are within his line of responsibilities, e.g., supervising and evaluating staff performance, approving staff vacation time and employer office visits, and purchasing office supplies.

A formal evaluation of the staff performance system has not been established. The evaluators were informed that evaluation forms and procedures were recently developed, but they were not made available.

2. Qualifications and Performance of GPC Staff. Except for the Placement Officer (PO) who has been with the Center for almost one year, other staff members are fairly new. The Coordinator was employed on August 17, 1987; the Assistant Placement Officer started employment on January 12, 1988, after one month volunteer services; and the Clerk/typist began working in April 1987.

Qualifications and job descriptions for each staff member are summarized as follows:

- a. Coordinator - Vocational Guidance Counsellor: Mr. Basil Coleman was hired on August 17, 1987 to replace Mrs. Jewell Quallo who resigned GPC to under take a new assignment with the Belize Family Life Association.

Qualifications:

--B.Ed. at University of Calgary, Canada, including transfer of credits from 3 years of Teacher Training at Mico Teacher's

College in Jamaica and 1 year of Advance Teachers' Program at University of London, Institute of Education in London, England.

--24 years of experience as principal of primary schools in Toledo District, Belize City, and Junior Secondary School No. 2 in Belize City.

--7 years as Education Officer in the MOE.

Job Description: Responsible for setting up and operating GPC under the direction of the CVSS Board and the Executive Director. In addition to providing guidance and counselling, the coordinator will liaise with schools and employers in order to carry out the goals of the center. Specific tasks include programming client support, training and administration.

- b. Placement Officer. Mr. Kaleem El Amin was hired on February 16, 1987 to replace Mr. Davis who resigned GPC to undertake a new assignment with the YMCA.

Qualifications:

--Two years study at the Arabic Language Center, University of Riyadle in the Saudi and 1 year studying communication and broadcasting at the Mohamed Ibn Saud University.

--Three years of experience as Director of the Friendship Youth Association in charge of the international exchange programs in the Caribbean, Canada and the U.S.

Although many books are outdated and not appropriate for clients with limited formal education, several others are good resource materials. Some of the good reading materials include "What Color is Your Parachute?" by Bolles; "What Are You Going To Do?" by Ridway; "The One-Minute Manager" by Blanchard; "The Job Finder's Kit"; and the "Employability Skills Series".

The exercises selected to use in group counselling sessions are appropriate for career guidance, but they are not specifically designed for young job-seekers. The method of delivery used is strictly lecture. There were ten job-seekers attending the counselling sessions observed. Three participants have been in training for two weeks and they were given the same exercise on how to fill out an application form for the third time. Four participants had been employed twice previously. The evaluators were told there were plans to divide participants into smaller groups of the same age and similar educational background. However, it is undetermined when small group counselling will be conducted. Other counselling sessions include viewing of slide and video tapes, showing employer plants/offices and role-playing a job interview. The video equipment belonging to CVSS was stolen in December 1987 and has not been replaced. Samples of training materials used in counselling sessions are presented in Appendix H.

Placement records indicate that there were 308 job order requests as of December 31, 1987, but only 179 positions were filled. Although some of the requests were cancelled by employers,

the following reasons were used to explain the low rate of positive placements:

- job orders were to be filled as soon as possible;
- difficulty in reaching applicants for job interview: some had no telephone, others lived too far from the Center; the telephone line at the Center was too busy or out of order; funds allocated for transportation to clients or to employers were not available when needed;
- applicants were reluctant to go for job interviews outside of Belize City;
- available and interested applicants did not match job requirements.

3. Administrative Procedures and Filing System. There has been a lag in the performance of several administrative tasks at GPC since the changing of staff. The application forms provide sufficient personal data and preferences of the applicant. However, it was not designed for any follow-up activity other than the job interview record. There are no assessment records kept on applicants when they first register, and no follow-up assessment after counselling. Classification of registrants was not updated, and the definition of each category is ambiguous and not appropriate for the qualifications of applicants. The Placement Officer and his Assistant have made some improvement to the registrant file -- one-third of the file was updated in November 1987, and the filing system is now based on alphabetical order of the surname and numerical order of the registration number.

Employer records are kept in three separate systems -- Employer Job Order Register, Record of Employer Visits, and Employer Correspondence File. There has not been an up-date of employer records since inception, and none of the filing systems gives complete information on each employer. A list of client records reviewed and samples of client forms

are presented in Appendix I. A list of employer job orders reviewed and samples of forms used in employer files are presented in Appendix J. The accounting system and financial file had been a great concern of the Project Officer at USAID/Belize over the past year. Financial records were neither updated nor accurate. Requests for advances were often submitted late, incomplete and inaccurate. Thus, advanced money was often delayed and had a negative impact on the operation of the Center. An accountant from Castillo and Tillet Chartered Accountants Firm has been hired on a part-time basis to set up an accounting system and a chart of accounts for GPC, separate from the CVSS system. This accounting system has been reviewed and accepted by USAID's Controller. The Accountant is coming one or two days a month to work with the CVSS Executive Director to keep the system updated and to make reconciliation as required.

III.

CONCLUSIONS AND RECOMMENDATIONS

- A. In what ways have the GPC guidance and counselling activities been beneficial to young job seekers?

Conclusion A: GPC is the only agency in Belize providing a comprehensive package of career planning, employment guidance and counselling and job placement for young job seekers. The tangible and verifiable benefits are to register 1,383

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unemployed persons, to place 178 job seekers, to enable 124 other registrants to find jobs on their own, and to provide 1,022 counselling sessions and 1,383 guidance meetings. The intangible benefits include the energizing of educational and social changes to support the preparation of the future young labor force in Belize.

Recommendation A: Review and identify ways to improve design and delivery of each of the five services GPC provides.

A.1. Registration of unemployed youth

-- Revise application form to include the following sections:

CVSS says revised

client assessment

training recommendation

placement follow-up

-- Strictly enforce registration time from 9 A.M. to noon on weekdays.

CVSS = try it

A.2. Guidance and counselling sessions for the registrants

-- Identify and group registrants according to education, previous work background, and employment preference.

CVSS try it

-- Select, and prepare counselling materials according to registrant needs and level of understanding.

c -- Be more innovative in conducting counselling sessions using role play, games, small group discussion, resource persons, etc.

CVSS agree

d -- Refer registrants who need skill training to appropriate training institutions.

information of career choices needed a profiles needed b

GPC get another programs of schools

A.3 Contact employers to promote GPC services and assess employment needs.

CVSS
after

- Revise and centralize employer/user record system
- Develop marketing strategies to attract new employers
 - prepare promotional kit including new GPC brochure, profile of "outstanding" job seekers, highlight letters of support from current employers/users, highlight GPC achievements, etc.
 - enlist CVSS Board and CAC members who have connections in the business community to get GPC staff beyond the "gate-keeper" of "hard-to-reach" potential employers/clients
- Invite prominent businessmen/prospective user to join CAC
- Develop and conduct periodic surveys of employer needs * *CVSS sample staff*
- Develop linkages with Labor Department/Employment Exchange, YMCA, and the Belize Youth Development Association to find ways of collaborating and getting support from these organizations.

Consultant >

A.4. Referral and placement of job seekers

CVSS
open list
and do
need staff

- Select 'best-match' job seekers for employment referral only.
- Develop system of contacting job seekers as soon as a job order comes in.
- Develop and implement placement follow-up system.

-- Contact the banking and tourism industries which are very much interested in GPC placement services, to see how GPC can better serve them. See Appendix E for more detail.

A.5. Conducting workshops for teachers in counselling and guidance

-- Develop linkages with the Ministry of Education/Teacher Training and the USAID-funded Training for Employment and Productivity Project to collaborate in developing and conducting workshops in counselling and guidance.

issue for audit

-- Teacher training workshops in counselling should be postponed until recommendations listed in Section A.1, A.2, A.3, and A.4 are implemented.

CVSS don't agree

-- Any other services or activities GPC wishes to engage in will be secondary to A.1, A.2, A.3, and A.4 above.

B. Has the Center contributed significantly to the reduction of unemployment in the 14-21 age group?

agreement youth but age 14 to 25

Conclusion B: To a certain degree GPC has contributed to the reduction of unemployment in the targeted age group.

Recommendation B: Make plans and develop strategies to increase the number of youth served by the Center. At the present time only 58% of GPC registrants are within the targeted age group. This can be done by promoting GPC visibility among the targeted population -- attending youth activities and primary school fairs, and linkages with other voluntary agencies servicing youth.

different goal and purpose goal: improve employability of youth 14-25 not those of

educ. educ + job skills to reduce unemployment with...

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C. Assess the Effectiveness of CVSS in implementing the project.

1. How does CVSS, the recipient organization, manage the project?

Conclusion C.1: CVSS has not managed the project effectively.

- C.1.(a) CVSS cannot provide the technical assistance the GPC staff needs, i.e., expertise in career guidance, counselling and job placement for youth.
- C.1.(b) CVSS administrative procedures are too rigid; Project staff was not given authority and flexibility to carry out assigned responsibilities in the daily operation of the Center -- hiring, supervising, and evaluating staff performance; and planning/conducting Project activities.

Recommendation C.1

- C.1.(a) ^{Further develop the} ~~Initiate~~ a communication channel enabling the GPC staff to seek technical advice directly from selected members of the CVSS Board/CAC members.
- C.1.(b) Provide ^{more} technical assistance in career guidance and counselling and job placement for youth. BIM, Belize Peace Corps and the TEP Project can assist in identifying and selecting a consultant/volunteer who has developed and managed a similar center (preferably in Central America or the Caribbean region) to re-design the management structure and administrative system, improve the quality of counselling and placement service, promote GPC visibility,

CVSS
Admin

not
effec.

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and attract more employers/users. The consultant/volunteer will also provide technical training to GPC and CVSS staff. This is short-term technical assistance and should be implemented as soon as possible.

- C.1.(c) ^{continue to} Solicit advice and assistance from the existing network of collaborating institutions. (See Appendix N for a complete list of collaborating institutions.)
- C.1.(d) Assist GPC staff in getting technical training available in Belize and the region.
- C.1.(e) Request accountant from Castillo & Tillett to train GPC staff in maintaining and up-dating GPC accounting system.

2. What is the present fee collection system and what funds have been generated by this system? What problems have been encountered in collecting fees? Why?

Conclusion C.2

- C.2.(a) There was no fee collection system prior to the one developed, approved and implemented in the latter part of 1987. The current fee collection system appears to be reasonable and easily implemented. As of December 31, 1987, total fees collected amounted to \$1,666 which, based on the current fee system, is approximately 82% short of the amount GPC could have been collecting.

C.2.(b) Evidence reveals a poor fee collection system and billing procedure. The previous GPC staff was reluctant to collect fees.

Recommendations C.2

C.2.(a) Continue to be up-front and straight forward with clients (registrants and employers/users) about the established fee system. Continue implementation of current fee collection system and follow-up with billing procedures.

C.2.(b) Review fee schedule and up-date it periodically. Ensure that all fee collection is recorded and accounted for properly.

D. If there is a follow-on project (with CVSS as the recipient organization) designed to improve job market awareness, career planning, job placement, and productivity of youth in Belize --

1. What changes are needed in the statement of goals, objectives, and measurable outputs?

Recommendation D.1

The statement of goals and objectives should be modified to include referral and training of trainers. If the measurable output is the same as "Objectively Verifiable Indicators" presented in Appendix I of Grant No. 505-0026, then remove Indicators 1 and 2 regarding decreased unemployment rate and

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increased youth income; rephrase Indicator 3 to explain training and retraining service; leave Indicators 4 and 5 as they are. Add measurable outputs regarding the number of registrants receiving guidance and counselling services and the number of sessions provided. The distinction between guidance services and counselling services as a measurable output is irrelevant.

2. What should be the CVSS management structure?

Recommendation D.2

GPC will be more effectively managed if it is as independent as possible from the CVSS management structure, providing the GPC Coordinator is qualified and capable of managing the Center. The title of this position will be changed to GPC Director or GPC Manager. GPC will be an affiliated member of the CVSS.

Implications
- added burden
- cushion of funding from CVSS
- not possible

3. What changes are needed in the Center's operations with regard to staffing, programs and activities?

Recommendation D.3

GPC operations with regard to staffing remain the same; however, the job descriptions for each position should be

revised to clarify responsibilities, authority, communication and reporting system. Programs and activities will be modified according to the outcomes of the client (job seeker and employer/user) survey and/or needs assessment.

4. Taking the recommended changes into consideration, how can the Center finance its operations so that it is self-supporting by the end of the follow-on project?

Recommendation D.4

- . Since the targeted population is hard to place, the majority of placements will be on the level of unskilled or semi-skilled labor. The clients need guidance counselling and additional training; the Center will not be able to manage its operation with income generated solely from client fees. By the end of the follow-on project it may be able to recover 20-30% of its operating costs through client fees. The Center will have to rely on Government subventions and other donors for the remaining 70-80% of its budget. Both the Ministry of Labor and the Ministry of Education are sympathetic and will consider a subvention in exchange for GPC services useful to the Ministries. Other funding sources can be identified among international organizations and private foundations. CVSS should also be able to assist GPC in its fund raising effort.

Try to get subvention from MoE

- E. Aside from CVSS, what other organizations/institutions in Belize should be considered as possible vehicles for provision of the relevant services? Give the pros and cons of each alternative that is listed.

Recommendation E

The two most viable organizations in Belize which can be considered as possible vehicles for provision of the relevant services are the Ministry of Labor and the Belize Institute of Management.

- E.1. The Ministry of Labor currently provides a limited registration service for employers and job seekers of all ages through its Employment Exchange. There is an Employment Exchange desk in each district in Belize. It is questionable, however, whether the Ministry of Labor is interested in providing a complete package of guidance, counselling and placement for youth. The possibility is worthy of follow-up.
- E.2. The Belize Institute of Management is capable and interested in managing the GPC. However, its priority at the present time appears to be strengthening its capability in management development and training for the private sector.

not to be used

APPENDIX A

Attachment I
PIO/T 505-0000-3-80006
Page 1 of 5 Pages

STATEMENT OF WORK

A. Objective: To conduct the final evaluation of USAID/Belize Project No. 505-0026. The project provides grant assistance to the Council of Voluntary Social Services (CVSS), a Belizean PVO umbrella organization, to operate a Guidance and Placement Center (G&PC). The evaluation will determine the effectiveness of the project in meeting career counselling and job placement goals, and will outline recommendations regarding possible future USAID activities in the job placement area.

B. Background: The Grant Agreement for Project 505-0026 was signed August 30, 1984, obligating US\$80,000. The revised Project Assistance Completion Date is February 29, 1988.

The purpose of the grant is to provide support for the effective job placement of Belizean youth, through the establishment and operation of a Guidance and Placement Center. The objectives of the project are: (1) to provide a job placement service for young adults; (2) to help young persons think realistically about their choice of employment; (3) to help young persons plan their careers and to execute these plans according to their interests, abilities and capabilities; (4) to give advice and information which will assist individuals in choosing, preparing for, entering and progressing in an occupation.

The Guidance and Placement Center operates under the direction of the CVSS Executive Board and Executive Director. It is located in the CVSS office and has a staff of three people: Coordinator/Vocational Guidance Counsellor, Job Placement Officer and Clerk/Typist. In addition, there is a voluntary Citizen's Advisory Committee, composed of educators, employers, and government social service personnel.

C. Tasks:

1. Review all project documents, including, but not limited to, the project agreement, implementation letters, correspondence, quarterly reports, and financial reports/records.
2. Evaluate all data from CVSS concerning accomplishments to date.
3. Conduct interviews with project personnel, CVSS officers, members of the G&PC Citizen's Advisory Committee, and appropriate private sector and government personnel to evaluate their recommendations and comments concerning the project.

4. Conduct interviews with Center clients, both job seekers and employers who have used the services of the Center. (NOTE: Most, if not all, interviews will be held in Belize City itself; taxis will be needed.)
5. Evaluate progress made toward objectives and outputs.
6. Evaluate the management capability of CVSS as the recipient organization.
7. Evaluate all financial data of CVSS and the project to determine the adequacy of project funding.
8. Using conclusions based on the above, assess the relevance and impact of the project, with particular attention paid to the issue of financial sustainability of the Center.
9. Make recommendations regarding possible follow-on USAID activities in career counselling and job placement.

D. Key Questions to be Addressed in Final Report:

1. In what ways have the Project's guidance and counselling activities been beneficial to young job seekers?
 - 1a. Who are the clients of the Guidance and Placement Center? In addition, give a profile of the typical job seeker and typical employer using the Center's services.
 - 1b. What services does the Center provide? How does the Center determine the needs of the clients and work towards meeting those needs?
2. Has the Center contributed significantly to the reduction of unemployment in the 14-21 age group?
 - 2a. Is there a need for this Center in Belize?
3. Assess the effectiveness of CVSS in implementing the project:
 - 3a. How does CVSS, the recipient organization, manage the project? What are the organizational roles and responsibilities? What procedures are used regarding setting policy, setting objectives, evaluating performance, making decisions regarding personnel matters, supervising staff, and daily operation of the Center?

3b. What is the present fee collection system and what funds have been generated by this system? What problems have been encountered in collecting fees? Why?

4. If there is a follow-on project with CVSS as the recipient organization, designed to improve job market awareness, career planning, job placement, and productivity of youth in Belize,
 - a. What changes are needed in the statement of goals, objectives, and measurable outputs?
 - b. What should be the CVSS management structure?
 - c. What changes are needed in the Center's operations with regard to staffing, programs, and activities?
 - d. Taking the recommended changes into consideration, how can the Center finance its operations so that it is self-supporting by the end of the follow-on project? (This is a crucial question and, in addressing it, careful consideration must be made regarding the length of time that additional USAID assistance would be required.)
5. Aside from CVSS, what other organizations/institutions in Belize should be considered as possible vehicles for provision of the relevant services? Give the pros and cons of each alternative that is listed.

E. Timeframe and Reporting: This evaluation will be conducted in Belize over a two-week period, preferably January 11-22, 1988. A summary of findings and recommendations will be discussed with project personnel and USAID on January 20, and the final report will be due January 22, 1988. A six-day work week is authorized for the first week. USAID/Belize will review the report to determine if it is complete, thorough, and technically acceptable. If any major changes or addenda are required, the firm will respond within ten working days after receiving USAID/Belize comments. Payment will be authorized upon approval of the General Development Officer.

The final report must have the following sections:

- Basic Project Identification Sheet (to be provided by USAID/Belize)
- Executive Summary: No more than two pages (outline attached)
- Table of Contents, indicating corresponding pages of report
- Body: This section should not exceed 25 typewritten pages (double-spaced) and should include: brief description of

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country context for the project, findings, conclusions and recommendations. There should be a clear distinction made between findings (evidence and analysis), conclusions (interpretation of findings and best judgments based on this interpretation) and recommendations. Answers to the key questions should be incorporated into the body.

--Summary of Conclusions and Recommendations: These should be short and succinct, with subheadings related to the key questions posed in the Statement of Work.

--Appendices: These are to include, at a minimum, the following:

- a. Copy of the Statement of Work for the evaluation;
- b. List of original project objectives and status report on progress indicators as of December 31, 1987;
- c. Description of the methodology used in the evaluation, including schedule of activities completed;
- d. Bibliography of documents consulted;
- e. List of persons interviewed, including full names and titles or identifying information.

F. Resources Required: USAID/Belize will negotiate a fixed-price contract (purchase order) with an education consulting firm. That firm will prepare a report on the final evaluation of Project 505-0026 by providing the following resources:

1. Evaluation Coordinator: One consultant from U.S. education consulting firm with at least five years experience in private sector guidance counselling and/or job placement services. Experience in conducting evaluations is essential. Familiarity with A.I.D. policy, regulations, and procedures would be beneficial.

The Evaluation Coordinator will participate in selection of Belizean evaluator and will contact him/her immediately after the contract is awarded so as to coordinate work plans. S/He will be responsible for determining the methodology to be used, collaborating with the Belizean evaluator in setting a work schedule, implementing work plans, and ensuring that the final report is written and typed in a timely and an accurate manner.

2. Belizean Evaluator: One consultant to be hired locally with experience in education, training, the private sector and/or non-governmental organizations. Knowledge of the employment situation in Belize is required. Prior experience and demonstrated ability in interviewing and report-writing is essential. The Belizean Evaluator will be responsible for logistical arrangements, including making all necessary appointments and identifying part-time secretarial

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assistance. S/he will work with the Evaluation Coordinator in conducting the evaluation and in preparing the final report.

USAID/Belize will provide CVs of at least two qualified individuals to the U.S. education consulting firm as soon as the contract is awarded. The firm, with participation of the Evaluation Coordinator, will be responsible for negotiating a contractual agreement with one of the candidates and will immediately inform USAID/Belize.

3. Secretary: Part-time secretarial assistance of a very high caliber will be required to type the report. USAID/Belize, CVSS, and the Belizean Evaluator will identify qualified secretary before evaluation begins. Cost of supplies and photocopying should be included in bid, under "Secretarial Assistance" line item.

APPENDIX B

LIST OF ORIGINAL PROJECT OBJECTIVES
AND
STATUS REPORT ON PROGRESS INDICATORS AS OF DECEMBER 31, 1987

I. Objective

- a. To provide a job placement service for young adults.
- b. To help young persons think realistically about their choice of employment.
- c. To help young persons plan their careers and to execute these plans according to their interests, abilities and capabilities.
- d. To give advice and information which will assist individuals in choosing, preparing, entering and progressing in an occupation.

II. Status Report on Progress Indicators as of December 31, 1987

1. General Information

Total No. of Registrants	1383 M	599 F	784
No. of Registrants this month	16 M	9 F	7
No. of Permanent Employment			1201
No. of Temporary Employment			182
No. of Registrants Paid			381
No. of Employer Placement Fee Paid			17
No. of Employee Placement Fee Paid			38

2. Age of Registrants: 14-21 yrs.	811
Over 21	572

Level of Education:

No. of Primary Sch.	746
Secondary Sch.	548
Post Secondary	89

Category of Registrants:

Managerial	9
Prof. & Tech.	46
Clerical	185
Sales	13
Skilled Craftmen	46
Semi-Skilled	656
Unskilled	426
No. of Disabled Persons	2

3. Guidance/Counselling Services

No. who received counselling	1022
No. who received guidance	1383
No. trained	0
No. retrained	0
Workshops	38
Seminar	1
Job Fairs	4
No. of Citizens Advisory Committee Meetings	30
No. of Pre-Vocational Testing	0

4. Placement

Total No. of Placements	179
Temporary	83
Permanent	96
No. of Employers Contacted	307
No. of Employers using the Service	176
No. of Office visits	294
No. of Job analysis	0
No. of Plant analysis	0
No. of employer requests to fill vacancies	308
No. of people placed as apprentices in Organizations	1

APPENDIX C

EVALUATION METHODOLOGY AND

SCHEDULE OF ACTIVITIES COMPLETED

I. EVALUATION METHODOLOGY

The methodology used in this evaluation includes the collection and analysis of project data within the context of current economical and social conditions in Belize.

A. Data Collection

The following methods were used to collect data:

1. Reviewed and verified 17 sets of records and files available at USAID/Belize office and GPC office. A complete list of project documents reviewed is presented in Appendix D.
 2. Conducted 50 interviews with seven different group of individuals:
 - . 5 Project staff including CVSS Executive Director, GPC Coordinator/Counsellor, GPC Assistant Placement Officer/Coordinator, and GPC Clerk/Typist/Receptionist
 - . 5 Members of CVSS Board including Chairman and Vice-Chairman of the Board
 - . 3 Members of GPC's Citizen Advisory Committee, including President of CVSS
 - . 5 GPC employer/user clients from the business community
 - . 18 GPC job-seekers/clients, including 3 individuals who were placed by GPC and who have been on the job for more than three months
 - . 11 Representatives of GPC collaborating institutions, five of these representatives are also users of GPC placement services
 - . 3 Other individuals, including the past GPC Coordinator and Placement Officer.
- A complete list of names, titles and identifying information of the interviewees is presented in Appendix E.
3. Conducted/attended 4 meetings with USAID/Belize Representative, General Development Officer, GPC Project Officer and GPC Project staff.
 4. Observed one group-counselling session and three individual guidance meetings at GPC.

B. Data Analysis

Data collected from reviewing project documents were verified with the USAID Project Officer and GPC staff and cross-checked with interview notes. All interviews were recorded on five different interview questionnaires.

Samples of interview questionnaires are presented in Appendix F. All data collected were tallied and analyzed (1) to determine in what ways GPC services have been beneficial to young job-seekers; (2) to assess the effectiveness of CVSS in implementing the project; (3) to determine whether there should be a follow-on project with CVSS as the recipient organization; (4) to propose changes that will improve project design and implementation; (5) to study the feasibility of financial self-support for the Center; and (6) to consider other existing organizations in Belize as follow-on project implementors.

II. SCHEDULE OF ACTIVITIES COMPLETED

<u>Date</u>	<u>Description</u>	
Wed. 1/13	. Reviewed available project documents	LP
	. Confirmed Belizean evaluator, Mr. Ines Sanchez	
	. Discussed evaluation protocol & proposed work plan	LP & IS
	. Identified secretarial service	IS
Thu. 1/14	<u>AM</u> . Working meeting with GDO and PO:	LP & IS
	. Briefing meeting with USAID Representative, General Development Officer, and Project Officer to address major concerns of the evaluation	
	. Review project documents available at USAID	LP
	<u>PM</u> . Meeting with GPC staff (CVSS Executive, GPC Coordinator/Counsellor, Job Placement Officer, Asst. Job Placement Officer):	
	-discussed objectives of evaluation	
	-confirmed evaluation methodology	
	-identified evaluation data, i.e., materials to be reviewed, people to meet/interview, places to visit/observe, etc.	
	. Drafted evaluation questionnaires and observation guidelines	LP
	. Reviewed project data from CVSS with emphasis on clients' files and observation of GPC facilities	IS
	. End-of-day team meeting	LP & IS
Fri. 1/15	. Interviewed GPC project staff	LP & IS
	. Meeting with selected members of CVSS Board	
	. Verified and evaluated project data, especially data presented in Program Performance Quarterly Reports	LP
	. Continued to review clients and employers' files	LP & IS
	. Observed individual guidance session for new registrant	LP & IS
	. End-of-day team meeting	LP & IS

Sat. 1/16	. Reviewed findings	LP
	. Reviewed project document available at USAID	LP
	. Finalized interview questionnaires and observation guidelines	LP
Mon. 1/18	. Interviewed:	LP & IS
	-CVSS officers and selected members of CAC	
	-Collaborating organization: BIM personnel	
	-GPC clients: job seekers (current, employed and unemployed), employers (current users and prospective users)	
	. Individual discussion with CVSS' Exec. Director and GPC staff on issues regarding management structure, administrative policies	LP & IS
	. End-of-day team meeting	
Tue. 1/19	. Observed group counselling session	LP & IS
	. Continued to interview job seekers and employers/users (Angelus Press) collaborating organizations: BEIPU, Belize Youth Development Center	
	. End-of-day team meeting	
Wed. 1/20	. Interviewed:	
	-collaborating/linkage organizations: MOE, MOL, All Saints Primary School	LP & IS
	-Employers (Atlantic Bank, Chateau Caribbean; Santos Diaz & Sons)	
	. Continued to review project documents available at USAID	LP
	. End-of-day team meeting	LP & IS
Thu. 1/21 &	. Reviewed and analyzed findings	LP & IS
	. Verified and discussed linkages between TEP project and GPC and some major concerns on project performance and evaluation findings with Project Officer	LP
	. Interviewed at St. Catherine's Academy, Belize Peace Corps	LP & IS
	. End of day team meeting	
Fri. 1/22 AM	. Interviewed CARE	
	. Drafted evaluation report	
	. Oral presentation of evolution and recommendations to USAID and GPC staff	LP & IS
PM	. End-of-day team meeting	LP & IS

Sat. 1/23	. Prepared final draft of evaluation report	LP & IS
Mon. 1/24	. Presented final draft of evaluation report	LP & IS
	. Debriefing meeting with USAID Representative, General Development Officer and Project Manager	LP & IS

LIST OF PROJECT DOCUMENTS REVIEWED

A. Official Documents

1. Project Agreement
2. Conditions Precedent
3. Project waivers
4. Project Implementation Letters
5. Belize Abstract of Statistics 1987
(Central Statistical Office, MOED)

B. Correspondence

6. Correspondence Chron for FY 86, 87 and 88 at USAID
7. Correspondence files since inception of GPC

C. Working Files at USAID

8. Procurement
9. Reports
 - 9.1. Quarterly Program Reports from CVSS/GPC
 - 9.2. Controller Pipeline Report
 - 9.3. Mid-term Assessment Report, June 1986
 - 9.4. Site Visit Reports
 - 9.5. Reports on non-A.I.D. contributions
10. General
 - 10.1. Media exposure
 - 10.2. CVSS newsletter, "CONNECTION"
11. Financial
 - 11.1. Financial information: budget, revisions, and working papers
 - 11.2. Financial reports and requests for advances: FY 85-86, FY 87-88

D. Working Files at GPC

12. Clients' files
 - 12.1. Job-seeker file
 - 12.2. Client registration book
 - 12.3. Employer correspondence file
 - 12.4. Record of employer's site visits
 - 12.5. Employer job order register
 - 12.6. Fee collection - cash book
13. Guidance and counselling materials
14. Workshop syllabus
15. Employer placement fee - promotional materials billing procedures
16. Training materials in resource library
17. Minutes of Citizen Advisory Committee meetings

APPENDIX E

LIST OF PERSONS INTERVIEWED

NAME	TITLE	ORGANIZATION
GPC Project Staff		
1. Mrs. Velda Aguet	Executive Director	Council for Voluntary Social Service
2. Mr. Basil Coleman	Coordinator/Counsellor	Guidance & Placement Centre
3. Mr. Kaleem El-Amil	Placement Officer	Guidance & Placement Centre
4. Miss. Sheryl Gabourel	Asst. Placement Officer	Guidance & Placement Centre
5. Miss. Desiree Kelly	Clerk/Typist	Guidance & Placement Centre
Employers/Users		
1. Miss. Lilliana Lagos	Asst. Manager/Personnel Manager	Atlantic Bank, Belize City
2. Mr. Ernesto Vasques	Vice President, Sales	Angelus Press Ltd., Belize City
3. Miss. Marione Marsden	Assistant Manager	Belize Diistributors Ltd.
4. Mr. Ricardo Diaz	Manager	Santos Diaz & Sons, Belize City
5. Mr. Mike Panton	Manager	Chateau Caribbean Hotel
Clients/Job Seekers		
1. Miss. Carla Flowers	Cashier	Belize Distributors Ltd.
2. Miss. Lois Sheran	Clerk	Angelus Press Ltd., Belize City
3. Miss. Peggy Garnett	Sales Clerk	Pastry Delight
4. Miss. Patricia Hall	Job Seeker	19 Years - registered
5. Mr. Bryan Brown	Job Seeker	29 Years - registered
6. Miss. Rhandine Gillett	Job Seeker	18 Years - registered
7. Mr. Charton Rodriguez	Job Seeker	18 Years - registered
8. Miss. Loveta L. Smith	Job Seeker	22 Years - registered
9. Mr. George Myvett	Job Seeker	61 Years - Registered
10. Miss. Mildred Ortiz	Job Seeker	21 Years - registered
11. Miss. Jacqueline Carter	Job Seeker	21 Years - registered
12. Miss. Beverly Sutherland	Job Seeker	23 Years - registered
13. Mr. Norman Dominga	Job Seeker	23 Years - registered
14. Mr. David Sutherland	Job Seeker	30 Years - registered
15. Miss. Joycelin Miller	Job Seeker	23 Years - registered

LIST OF PERSONS INTERVIEWED

NAME	TITLE	ORGANIZATION
16. Mr. Robert Tillett	Job Seeker	20 Years - registered
17. Miss. Barbara T. Gibson	Job Seeker	18 Years - registered
18. Miss. Rosalind Fitzgibbon	Job Seeker	25 Years - registered

Collaborating Institutions

1. Mr. Leopold Balderamos	Secretary	Belize Chamber of Commerce & Industry
2. Sr. Maria Caritas	Principal	St. Catherine's Academy - High School
3. Mr. Arkel Brown	Labour Commissioner	Ministry of Labour
4. Miss. Yolanda Anderson	Clerk - Labour Exchange	Ministry of Labour
5. Dr. Santos Mahung	Executive Director	Belize Institute of Management
6. Mr. Edward Hughes	Director	Peace Corps - Belize
7. Mr. William Twomey	Consultant	Florida Association of Voluntary Agencies for the Carribbean FAVA/CA
8. Mr. J. Nembhard	Chief Education Officer	Ministry of Education
9. Mr. Kimball Kennedy	Technical Advisor	Belize Export & Investment Promotion Unit
10. Miss. Linda Tucker	Principal	All Saints Primary School
11. Mr. Harold Godfrey	Principal Education Officer	Ministry of Education
12. Mr. Frank Brechin	Country Director	CARE International Belize
13. Mr. R. Pitts	Executive Director	CARE International Belize

C.V.S.S. BOARD OF DIRECTORS

1. Mr. Hallett Moody	President
2. Mr. William Tillett	Chairman
3. Mr. Oswald R. Sutherland	Member
4. Mrs. Beatrice Kingston-Smith	Member
5. Mr. Lawrence Vernon	Member

G&PC CITIZENS ADVISORY COMMITTEE

1. Miss. Myrna Manzanares Member
2. Mr. Ivan Flowers Member
3. Mr. Anthony Castillo Member

OTHERS

1. Mr. Harold Flowers Programme Officer
2. Mrs. Jewel Quallo Director
3. Mr. Rodney Davis Executive Director

C. V. S. S.
Belize Family Life Association
Past Coordinator of G&PC
Young Men's Christian Association
Past Placement Officer of G&PC

SAMPLES OF QUESTIONNAIRES

1. Questionnaire for Interview Guides for CVSS Board
& CAC Members
2. Questionnaire for Interview Guides for GPC Staff
3. Questionnaire for Interview Guides for Collaborating
Organizations
4. Questionnaire for Interview Guides for Job Seeker/Changer
Client
5. Questionnaire for Interview Guides for Employer Client

QUESTIONS FOR INTERVIEW GUIDES
FOR EMPLOYER CLIENT

I. INTERVIEW OBJECTIVES: _____ DATE: _____

II. INTERVIEWEE'S DATA

NAME: _____ AGE _____ SEX: M F
RESIDENCE OF BELIZE CITY: YES ___ NO ___ WHERE _____

II. AWARENESS AND ASSOCIATION WITH G&PC

A. General Questions for Interview

1. How did you know of G&PC? Newspaper _____ Radio _____
Words of mouth _____ Other _____
2. How long did you know G&PC? _____
3. How well do you know G&PC's goals and services?
Very well _____ Fairly well _____ Little _____
4. Do you support these goals and services? Yes ___ No ___
Why not? _____
Can you proposed other goals and services? _____

B. Specific Questions for Employer Client

1. Is your company is a current user of G&PC's services?
If yes, name address, and telephone number of your Co.

2. How long has your company been a user of G&PC services?

3. Would you rate G&PC services EXCELLENT _____ GOOD _____
ACCEPTABLE _____ LESS THAN DESIRABLE _____, explain _____

What are your recommendations to G&PC to improve its
services? _____

4. How many employees did your company hire as a result of
referral from G&PC? _____
5. Would you consider these employees better workers than
the YOUNG employees you hired directly? Yes ___, in what
way they are better employees? _____

6. Will you continue to ask G&PC to refer applicants to you?
Yes ___ No ___, why not _____

7. Have you paid G&PC a placement fee? Yes ___ How much?
_____. If the answer is no, why not _____

8. Would you recommend other companies to use G&PC's
services? If the answer is yes, list name of companies
you would recommend _____

III. OTHER REMARKS

QUESTIONS FOR INTERVIEW GUIDES
FOR JOB SEEKER/CHANGER CLIENT

I. INTERVIEW OBJECTIVES: _____ DATE: _____

II. INTERVIEWEE'S DATA

NAME: _____ AGE _____ SEX: M F
RESIDENCE OF BELIZE CITY: YES ___ NO ___ WHERE _____

II. AWARENESS AND ASSOCIATION WITH G&PC

A. General Questions for Interview

1. How did you know of G&PC? Newspaper _____ Radio _____
Words of mouth _____ Other _____
2. How long did you know G&PC? _____
3. How well do you know G&PC's goals and services?
Very well _____ Fairly well _____ Little _____
4. Do you support these goals and services? Yes ___ No ___
Why not? _____
Can you proposed other goals and services? _____

B. Specific Questions for School Leavers, Job Seekers/Changers

1. Are you a current registrant with G&PB? Yes ___ Since _____
Why did you register with G&PC? _____

What kind of services have your receive? Employment
orientation/career planning _____
Job counselling _____
Job placement _____
Job referral and have not been employed ___ Why not? _____

If G&PC got you a job, when? _____
Name of job and name of company _____

Do you like you job? Yes ___ Why? _____

If no, why not? _____

Do you think you can get this job without G&PC's assistance?
Yes ___ No ___
Did you pay a registration fee to G&PC? Yes ___ How much? _____
No ___ Why not? _____
Do you think all job seekers should pay a registration fee
to G&PC? Yes ___ How much? _____
No ___ Why not? _____
Do you think G&PC should continue to provide services to
school leavers, job seekers/changers? Yes ___ No ___
Why not? _____

2. Would you rate G&PC's services EXCELLENT ___ GOOD ___
ACCEPTABLE ___ LESS THAN DESIRABLE ___. Explain why
the services is less than desirable _____

What are your recommendations to G&PC to improve its
services? _____

3. Would you recommend your friends and relatives to
register at G&PC for job counselling and job placement?
If yes, give some names _____

4. Do you think G&PC should continue to provide services
to school leavers, job seekers/changers? Yes ___ No ___
Why not? _____

III. OTHER REMARKS

In what ways have G & P C been beneficial to you ?

QUESTIONS FOR INTERVIEW GUIDES
FOR COLLABORATING ORGANIZATIONS

I. INTERVIEW OBJECTIVES: _____ DATE: _____

II. INTERVIEWEE'S DATA

NAME: _____ AGE _____ SEX: M F

RESIDENCE OF BELIZE CITY: YES ___ NO ___ WHERE _____

II. AWARENESS AND ASSOCIATION WITH G&PC

A. General Questions for Interview

1. How did you know of G&PC? Newspaper _____ Radio _____
Words of mouth _____ Other _____
2. How long did you know G&PC? _____
3. How well do you know G&PC's goals and services?
Very well _____ Fairly well _____ Little _____
4. Do you support these goals and services? Yes ___ No ___
Why not? _____
Can you proposed other goals and services? _____

B. Specific Questions for Collaborating Organizations

1. How long has your organization been collaborating with G&PC? _____ In what capacity? _____
2. Name, address, and telephone number of your organization

3. Do you support G&PC's goals and services? If yes, how?

If the answer is no, why not? _____
4. Do you think G&PC should continue to provide services to school leavers and job seekers/changers? Yes ___ NO ___
Why not? _____
5. Can you suggest name of an organization you think can provide better employment counselling and job placement than G&PC? _____
6. Why do you think this organization can do a better job than G&PC? _____

III. ACCOMPLISHMENT AND IMPACT OF G&PC

A. What have been the two to three most significant accomplishments of G&PC?

1. _____

2. _____

3. _____

B. In what efforts/activities/services has G&PC been least successful?

1. _____

2. _____

3. _____

C. What are your recommendations for G&PC to improve its services?

D. Propose concrete ways which G&PC can use to become self financed or does not have to rely on USAID grant

E. Other remarks

QUESTIONS FOR INTERVIEW GUIDES
FOR CVSS BOARD & CAC MEMBERS

I. INTERVIEW OBJECTIVES: _____ DATE: _____

II. INTERVIEWEE'S DATA

NAME: _____ AGE _____ SEX: M F

RESIDENCE OF BELIZE, CITY: YES ___ NO ___ WHERE _____

II. AWARENESS AND ASSOCIATION WITH G&PC

A. General Questions for Interview

1. How did you know of G&PC? Newspaper _____ Radio _____
Words of mouth _____ Other _____

2. How long did you know G&PC? _____

3. How well do you know G&PC's goals and services?
Very well _____ Fairly well _____ Little _____

4. Do you support these goals and services? Yes ___ No ___
Why not? _____
Can you proposed other goals and services? _____

B. Specific Questions for CVSS Board and CAC Members

1. How long have you been serving on the Board/Committee?

2. Are you actively involved with G&PC activities? If yes ___
In what capacity? _____
How? _____
If the answer is no, why not? _____

3. Would you like to be more actively involved with G&PC
activities? If yes, in what capacity _____
How? _____
If the answer is no, why not? _____

4. Do you think G&PC should continue to provide services
to school leavers and job seekers/changers? Yes ___ No ___
Why not? _____

5. Can you suggest name of an organization you think can
provide better employment counselling and job placement
than G&PC? _____

6. Why do you think this organization can do a better job
than G&PC? _____

III. ACCOMPLISHMENT AND IMPACT OF G&PC

A. What have been the two to three most significant accomplishments of G&PC?

1. _____

2. _____

3. _____

B. In what efforts/activities/services has G&PC been least successful?

1. _____

2. _____

3. _____

C. What are your recommendations for G&PC to improve its services?

D. Propose concrete ways which G&PC can use to become self finance or does not have to rely on USAID grant

E. Other remarks

QUESTIONS FOR INTERVIEW GUIDES
FOR G&PC STAFF

I. INTERVIEW OBJECTIVES: _____ DATE: _____

II. INTERVIEWEE'S DATA

NAME: _____ AGE _____ SEX: M F
RESIDENCE OF BELIZE CITY: YES ___ NO ___ WHERE _____

II. AWARENESS AND ASSOCIATION WITH G&PC

A. General Questions for Interview

1. How did you know of G&PC? Newspaper _____ Radio _____
Words of mouth _____ Other _____
2. How long did you know G&PC? _____
3. How well do you know G&PC's goals and services?
Very well _____ Fairly well _____ Little _____
4. Do you support these goals and services? Yes ___ No ___
Why not? _____
Can you proposed other goals and services? _____

B. Specific questions for G&PC Staff Only

1. How long have you been a staff of G&PC? _____
2. Who is your supervisor? _____
3. Who are you supervising? _____
4. Give a brief description of your responsibilities _____

5. List some of your major achievements with G&PC _____

6. List some suggestions that can help you to do your job better _____

7. Do you think G&PC should continue to provide services to school leavers and job seekers/changers? Yes ___ No ___
Why not? _____
8. Can you suggest name of an organization you think can provide better employment counselling and job placement than G&PC? _____

III. ACCOMPLISHMENT AND IMPACT OF G&PC

A. What have been the two to three most significant accomplishments of G&PC?

1. _____

2. _____

3. _____

B. In what efforts/activities/services has G&PC been least successful?

1. _____

2. _____

3. _____

C. What are your recommendations for G&PC to improve its services?

D. Propose concrete ways which G&PC can use to become self finance or does not have to rely on USAID grant

E. Other remarks

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APPENDIX G

GPC STAFF JOB DESCRIPTION

1. Coordinator - Vocational Guidance Counsellor
2. Placement Officer
3. The Assistant Placement/Counselling Officer
4. Clerk/Typist/Receptionist

Job Description

Coordinator - Vocational Guidance Counsellor

The Coordinator Vocational Guidance Counsellor will familiarize himself/herself with the range of occupations available in Belize so as to equip himself/herself with information to transmit to his clients. The counsellor will work closely with schools since the Guidance Centre will draw a large proportion of its clients from this source. The Vocational Guidance Counsellor will formulate programmes related to guidance and counselling within the educational context. The Vocational Guidance Counsellor will also be involved in administrative and training issues and must be flexible to respond to these needs accordingly. He/She must collaborate with the Board of the Council of Voluntary Social Services in determining policy and carrying it out. He must be committed to the ideals of guidance and counselling and understand fully the circumstances peculiar to the service in Belize and support the Board of CVSS in its efforts to achieve maximum efficiency.

The VGC has the responsibility of efficiently operating and expanding the Vocational Guidance Centre under the direction of the Board and the Executive Director. Other than providing guidance and counselling, he/she will liaise with Schools in order to effectively carry out the goal of the Centre. The VGC should, therefore, be able to relate to people, and should preferably possess professional qualifications and experience in career guidance and counselling. Some administrative skill in career guidance would be an advantage.

In terms of component elements, the VGC's position may be specifically described as follows:

PROGRAMME

The Vocational Guidance Counsellor is delegated the responsibility for effectively managing the Vocational Guidance Centre under the direction of the Board and Executive Director.

- (a) Assist in the development of projects which emphasize the Vocational development of the young adult in Belize in collaboration with existing educational/vocational institutions and employers.

- (b) . Schedule guidance sessions both collectively and individually.
- (c) Establish good relationship with employers to determine their needs in terms of type of labour needed.
- (d) Liaise with schools with the aim of developing a career education programme.
- (e) Undertake the preparation of programme documents (e.g. project plan etc)
- (f) Prepare and implement workshops for teachers, clients and students.
- (g) Under/^{take}the preparation of the Quarterly Report in conjunction with the Placement Officer and Executive Director.

Client Support

The Coordinator Vocational Guidance Counsellor will be responsible for providing guidance and counselling to all clients who avail themselves of the service. The VGC will:

- (a) Set up appointments so that his/her clients will be able to discuss in confidential atmosphere his ambitions, career hope etc.
- (b) Work with individuals clients to resolve any educational or vocational needs.
- (c) Provide the necessary materials, resources to the clients so as to enable them to make suitable choices.

Training

The VGC will work with CVSS in designing modules for the training of ancillary staff of the Centre. The Coordinator will work with consultants and resource persons to organize, prepare and facilitate workshops/^{for}clients and target groups identified.

Administration

The VGC will be responsible for the day to day administration of the Centre. He will be responsible for the direct supervision of the Placement Officer and other staff persons attached to the Centre.

The VGC will work closely with CVSS to achieve its goals.

General

The Vocational Guidance Counsellor must be a professional with the motivation and the will to initiate activities and carry out tasks without constant supervisions. He/She must be able to relate well with clients, employers, parents and teachers as well as member of the support staff. He must have the capacity for programme planning and implementation and should be able to utilize such skills as analyzing and finding solution to problems, personnel supervision and office administration.

Job Description

Placement Officer

General Duties

The Placement Officer will be responsible for the placement of all clients, and helping with established yearly goals and objectives as outlined. This will require the following skills.

interviewing, testing, job analysis, job promotion, familiarity with training resources and understanding of youth and their aspirations. It will be necessary to make varied employer visit and contacts, school consultations, utilize training facilities be familiar with the business and labour conditions and development of new industries.

Specific Duties

Under the direct supervision of the Centre Coordinator perform the following activities and engage in such other related work as assigned from time to time.

Programming

1. Contact all employers and other employment resources like Rotary, Lions, and Chamber of Commerce to promote experience and inexperience job clients.
2. Visit plants offices and other employment sites for new jobs. Evaluate and report on these visits.
3. Keep in close contact with Ministry of Labour, Ministry of Economic Development, and other government employing agencies, including quasi-government bodies, e.g. Water and Sewerage Authority, Belize Electricity Board, so as to keep abreast of new labour trends and development plans.
4. Visiting employers in preparation for employment of present and future clients.
5. Participating with Vocational Guidance Counsellor in programme planning.
6. Participating in other committee with programming potential.
7. Establishing criteria for screening job application.
8. Assist in the development and implementation of workshops approved by the Citizens Advisory Committee.

Client Support

1. Visiting employers and maintaining discussion with manager, training officer etc.
2. Maintain statistical record of service offered by the Centre on a quarterly basis.
3. Testing and evaluating to match individual to job demand.
4. Placement of clients into suitable employment and visit those clients already employed to find alternative employment should they desire to do this.
5. Assist clients with information about available training facilities and technical resources.
6. Work with Vocational Guidance Counsellor in planning and conducting job conferences, career day and other workshops related to occupational guidance.
7. Briefing Guidance Counsellor on issues which require his/her intervention.

Training

The Placement Officer will work with the Vocational Guidance Counsellor in devising training for clients and will be expected to participate in some of these training schemes.

1. Refer clients to training centre for training or retraining of skills
2. Assisting the Vocational Guidance Counsellor in planning and designing training programme.

General

Assist in the preparation and production of Quarterly Report in collaboration with the coordinator.

Job Description

The Assistant Placement/Counselling Officer

General Duties

The Assistant Placement/Counselling officer will be responsible for assisting in Placement activities training, and generally helping the Coordinator-Counsellor and Placement Officer in achieving yearly goals and objectives. This requires the following skills.

Interviewing testing, job analysis, job promotion, familiarity with training resources and understanding of youth and their aspirations. It will be necessary to assist in training, and to be familiar with the business and labour community. It is important to be aware of client resources and skill and employer demands as well as labour condition and development of new industries.

Specific Duties

Under the direct supervision of the centre's Coordinator and placement officer. The A.P.C.O. should perform the following activities.

1. Conduct interviews with clients on a daily basis.
2. Provide clients with information about available training facilities and technical resources.
3. Responsible for assisting in guidance and counselling session collectively and individually.
4. Conduct and plan in consultation with G.P.C. staff, job conferences, career days and other workshops related to occupational guidance.
5. Responsible for assisting with the preparation of visual aids, handouts for workshops and training sessions.
6. Maintain records on each client to facilitate continuity and follow up.
7. Responsible for the selection of clients for placement in consultation with supervisors.
8. Responsible for assisting with the compilation of the centre statistics.
9. Secure clients for job opportunities.

10. Maintain and up keep G.P.C. library.
11. Perform any other assignment from time to time.

9/6

Job Description

Clerk/Typist/Receptionist

The Clerk/Typist/Receptionist will be responsible for the secretarial clerical and receptionist operation of the Guidance and Placement Centre. She will assist the Coordinator and Placement Officer in any other way assigned in establishing yearly goals and objective of the Centre.

Specific Duties

A. Secretarial

1. Type all correspondence, report, minutes etc.
2. Operation of Cestitner, photo copy and scanner machine under the supervision of C.V.S.S. secretary.
3. Screen calls and scheduling appointments for Coordinator, Placement Officer (Clients and Employers).
4. Maintaining filing system of correspondence, reports, minutes, form etc.
5. Register Clients.
6. Supervise circulation of G.P.C. Correspondence brochure, form etc.
7. Responsible for entering registrants in register,
8. Compile monthly statistics using the data collected.

Purchasing Supply

9. Supervise and assist in ordering office supplies.

Other

10. Secretarial and clerical assistance at Committee meeting and training workshops. C.V.S.S.
11. Perform any other assignment from time to time.

Education and Experience requirement

Preference shall be given to candidate with High School Diploma, Secretarial qualification and some knowledge of bookkeeping is required, also basic knowledge of office procedure.

APPENDIX H

SAMPLES OF MATERIALS USED IN COUNSELLING SESSION

1. Curriculum Vitae (outline)
2. Resume.
3. My personal Preferences and Characteristics
4. Some question frequently asked by employers
5. An Exercise on Job Aptitude and Skills
6. Job Search

Curriculum Vitae (outline)

NAME (block capitals) _____

ADDRESS _____

AGE: _____ DATE OF BIRTH _____

If under 21, give name and address of parent and guardian _____

NAME AND ADDRESS OF SCHOOL DATE FROM TO

Details of Examinations taken:

NAME of EXAMINATION DATE SUBJECT Pass ~~or~~ fail
or Grade

Any other qualification not stated above _____

Hobbies or interests _____

NAME of Clubs or organizations of which you have been a member _____

NAME and address of two referees and their occupations

1. _____
2. _____

RESUME

Personal Information

Name _____
Address _____
Telephone No. _____
Date of Birth _____
Height _____ Weight _____
Social Security No. _____
Marital Status _____

Employment objective

Work Experience/History

(a) By job

List each job seperately. Start with the most recent one and work back ward. For each job list:

Date of employment

Name and Address of employer nature of the business position you held.

Describe your job

Special job dutics
Scope of responsibility

(b) List the functions

Education

(If strong point, put before work history)

List formal education, given

- high school and or other course of training
- Dates of graduation or school leaving
- certificates
- Major and minor subjects and other courses related to your job goal
- scholarships and honours

Military experience (if any)

Volunteer work

Name of organization
Position held
Work done

Interest and activities

- Knowledge of foreign language
- special skills eg typing, ability to operate special equipment

References - give names positions and addresses of three persons who have direct knowledge of your work competences. List teachers who are familiar with your school work.

Personal Information

Name _____

Address _____

Telephone No. _____

Date of Birth _____

Height _____ Weight _____

Social Security No. _____

Marital Status _____

Employment objective

Work Experience/History

(a) By job

List each job separately. Start with the most recent one and work back ward. For each job list:

Date of employment

Name and Address of employer nature of the business position you held.

Describe your job

Special job duties
Scope of responsibility

(b) List the functions

Education

(If strong point, put before work history)

List formal education, given

- high school and or other course of training
- Dates of graduation or school leaving
- certificates
- Major and minor subjects and other courses related to your job goal
- scholarships and honours

Military experience (if any)

Volunteer work

Name of organization
Position held
Work done

Interest and activities

- Knowledge of foreign language
- special skills eg typing, ability to operate special equipment

References - give names positions and addresses of three persons who have direct knowledge of your work competences. List teachers who are familiar with your school work.

My personal Preferences and Characteristics

1. Place a check by the words that you think are appropriate to complete the statement: I am a person who -

- | | |
|-----------------------------------|--|
| _____ enjoys being a leader | _____ enjoys experimenting with ideas |
| _____ enjoys helping people | _____ enjoys creating new procedures |
| _____ enjoys teaching people | _____ enjoys explaining ideas |
| _____ enjoys working with data | _____ enjoys operating machines |
| _____ enjoys computing figures | _____ enjoys handling tools, instruments |
| _____ enjoys preparing charts | _____ enjoys producing products |
| _____ enjoys sharing feelings | _____ enjoys outdoor sports |
| _____ enjoys an artistic hobby | _____ enjoys physical activity |
| _____ enjoys the beauty of nature | _____ enjoys test of strenght |

2. Review items that you checked above. Write a summary statement to describe your dominant characteristics.

3. Read each pair of statements. Place a check by one statement in each pair which best describes your personal preference.

- | | |
|--|---|
| _____ I prefer to work alone in most situations. | _____ I prefer to work with others in most situations. |
| _____ I need a quite environment to do my best work. | _____ I can work in a noisy environment without losing concentration. |
| _____ I like to be given the freedom to make mistakes. | _____ I like to have my work checked periodically to make sure I'am on the right track. |
| _____ I prefer to work indoors, asa rule. | _____ I prefer to work outdoors, as a rule. |
| _____ I like to work on a regular schedule; for example; 9 a.m - 5p.m. | _____ I like to work irregular hours. |

- _____ I prefer the security of a weekly paycheck.
- _____ I can accept the uncertainties of working for commissions.
- _____ I like opportunities to give leadership or direction to others' work.
- _____ I like to be part of a work group in which each person share some responsibility.
- _____ I enjoy a work environment that is neat, calm, orderly.
- _____ I enjoy a work environment that is casual, exciting, changeable.
- _____ I like to work at my own rate of speed.
- _____ I like to work under prescribed time limits.

4 . Review the statements that you checked. Write a summary statement to describe your dominant personal preferences.

Above exercise taken from "WHERE DO I GO FROM HERE" -

By Dette Soldwedel
University of North Florida

Some questions frequently asked by employers__

1. What are your long range and short range goals and objectives, when and how did you establish these goals and how are you preparing yourself to achieve them?
2. What specific goals, other than those related to your occupation, have you established for yourself for the next 10 years?
3. What do you see yourself doing five years from now?
4. What are your long range career objectives?
5. What are the most important rewards you expect from working?
6. Why did you choose the career for which you are preparing?
7. How do you plan to achieve your career goals?
8. Which is more important to you, the money or the type of job?
9. What do you consider to be your greatest strengths and weaknesses?
10. How would you describe yourself?
11. How do you think a friend who knows you well would describe you?
12. What motivates you to put forward your greatest effort?
13. Why should I hire you?
14. What qualifications do you have that make you think that you will be successful in this job?
15. What do you think it takes to be successful in an establishment like ours?
16. In what ways do you think you can make a contribution to our company?
17. What qualities should a successful worker possess?
18. What two or three accomplishments have given you the most satisfaction? why?
19. What subjects did you like best and why? what subject you didn't like and why?
20. Do you have plans for continued study?
21. Do you think that your grades are an indication of your academic achievement?
22. In what kind of a work environment are you most comfortable?
23. What have you learned from participation in extra-curricular activities?
24. How do you work under pressure?
25. What do you know about the job?
26. Why did you decide to seek a position with this establishment?
27. What two or three things are most important to you in your job?
28. What major problem have you encountered and how did you deal with it?
29. What have you learned from your mistakes?

An Exercise on Job Aptitude and Skills

Statements
Section 1

- a) I like using and looking after tools, utensils, instruments or machinery
- b) I like working with my hands on something useful
- c) I like finding out about things by experiment or research
- d) I like to help people with animals or maintenance problem
- e) I like work were I am given the opportunity to work upon my own initiative.
- f) I like learning things of a practical nature which will be of use to me later in life.

Total for Section 1

Section 11

- a) I like getting things done orderly and efficiently.
- b) I like providing information and advice for others.
- c) I like subject which involve writing, thinking memorizing or reasoning
- d) I like to be clean and smart in appearance.
- e) I like to work indoors.
- f) I like finding out about the business world

Total for Section 11

Section 111

- a) I like to work out doors.
- b) I like working with materials or objects rather than books
- c) I like doing things in co-operation with others.
- d) I like travelling.
- e) I do-not like keeping fit and healthy.

Total for Section 111

Instructions: on page 2.

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Section IV

- a) I like making beautiful or artistic things
- b) I like to produce things which others can use and enjoy
- c) I like working with my hands
- d) I do not mind working irregular hours.
- e) I am patient and like things produced accurately.
- f) I like to get on by my own effort or ability

Total for Section IV

Section V

- a) I would enjoy providing a service for others.
- b) I like helping others with their problems
- c) I like to listen and give advice to others.
- d) I like meeting lots of people.
- e) I would enjoy talking whilst worked.
- f) I would not mind working irregular hours.

Total for Section V

Instructions

Give yourself 3 marks if the statement is a lot like you.

- " " 2 " " " " " true of you.
- " " 1 " " " " " a little like you.
- " " 0 " " " " " not like you.

Self and Others

What are you like?

<u>On the whole you</u>	<u>Your assessment</u>		<u>Partner's assessment</u>	
	Yes	No	Yes	No
1. Get depressed easily	---	---	---	---
2. Are friendly	---	---	---	---
3. Get angry quickly	---	---	---	---
4. Are easily hurt	---	---	---	---
5. Have a good sense of humor	---	---	---	---
6. Are lively	---	---	---	---
7. Speak your mind	---	---	---	---
8. Are shy	---	---	---	---
9. Are nervous	---	---	---	---
10. Are honest	---	---	---	---
11. Prefer to spend time on your own rather than with others	---	---	---	---
12. Are confident	---	---	---	---
13. Are boastful	---	---	---	---
14. Are kind	---	---	---	---
15. Are intolerant	---	---	---	---

<u>You</u>	<u>Your assessment</u>		<u>Partner's assessment</u>	
	Yes	No	Yes	No
1. Are good at telling jokes	---	---	---	---
2. Are good with your hands	---	---	---	---
3. Are able to get on well with different types of people	---	---	---	---
4. Are good at written English	---	---	---	---
5. Show initiative	---	---	---	---
6. Keep your head in a crisis	---	---	---	---
7. Are good at Maths	---	---	---	---
8. Can concentrate	---	---	---	---
9. Are good at sport	---	---	---	---
10. express your opinions clearly	---	---	---	---
11. Grasp things quickly	---	---	---	---
12. Are good at persuading others about something	---	---	---	---
13. Can handle difficult people well	---	---	---	---
14. Work quickly	---	---	---	---
15. Tend to think carefully before you say or do something	---	---	---	---

JOB SEARCH

1. Getting ready

- Time for Job Search
- Social Security Card - take birth certificate
- Personal fact sheet

2. Leads

- Talk with friends, family members, teachers, neighbours, people you meet.
- Visit businesses and work sites
- Check newspaper ads
- Talk with former employers
- Check employment agencies/private and public
- Government Establishment office
- Check with community organizations.

Personal Fact Sheet

Name _____ Marital Status: Married, Single
Address _____ Widowed, Divorced
Phone No _____ Separated
Social Security No. _____

Work History

Job Title

Employers Name and full address Phone No

Date started

Interest and activities

Hobbies, activities, community interest, organizations.

References - give at least 2 asked permission.

Include - Complete name

Occupation

Full Address

Phone No

Ask- Teacher Counsellor minister

Doctor, friend of parents

No relatives

Use friends ONLY if they have worked and have a good record.

3. Making Contact

- 3 ways a -- Personal visit
- b -- Letter of application
- c -- Phoning about

a Before you visit

- dress in the right way for the job
- Go by yourself - don't take a friend or relative
- be prepared to be interviewed on the spot or to fill out an application form.
- Practice your interview skills, take, along social security card, and personal fact sheet.

Role Play

- What to say when you ask for a job
- Writing a letter of application
- may send a copy of your resume
- Letter must be easy to read, neat, to the point.

Steps to follow

- Type or write letter, sign by hand
- Use plain white paper of regular size 8 1/2 X 11
- Write or type on one side only.
- Be sure spelling and grammar are correct.
- Address letter to a particular person, by name, if you can. If not, address envelope to personnel manager and begin your letter with

"Dear Sir, or Dear Madam"

- Make sure address has no mistakes.
- Keep the letter short and to the point. About a page
- Be sure that your letter contains this information:
the name of the job you want, how you heard about it.

Information to show you qualify for the job. Describe education, training, and experience you have that is important for the job. Keep it short. Use resume for details

Why you want the job and how it will help your career.

At least one reference. Offer to list more.

Interviewing for the job

When? Sometime as they meet you.

Most times after you fill out an application form.

Common practice - a few days later.

Tips for a successful interview

- Have your resume or personal fact sheet ready.
- Know something about the establishment that you are going to interview with.
- Make a list of question to ask the interviewer.
- Go to bed early night before interview.
- Dress appropriately for the job you are interviewing for.
- Plan to go alone.
- Take a pen, pencil, paper to take directions or notes.

Also remember

- Plan to go early - about 10 minutes.
- Be pleasant and mannerly - tell receptionist, who you are why you are there and time your appointment is scheduled, sit and wait patiently.
- Decide in advance what to say about yourself and how to say it.
- When called in, greet interviewer by name if you know it, if (he) offer to shake hands - firm steady grip don't sit until you are asked.
- Let interviewer take in discussion.
- Keep eye contact.
- Try to stay calm during interview.
- Don't chew gum or smoke.
- Watch interviewer for sign that the interview is over.
- Thank interviewer and ask when you can expect to hear whether you've been hired.

APPENDIX I

LIST OF CLIENT'S RECORD'S REVIEWED
AND
SAMPLES OF CLIENT'S FORMS USED

(The following list is compiled from information on 44 Registrant Application Forms selected by random from the Client's File.)

<u>Reg.#</u>	<u>Name</u>	<u>Age</u>	<u>Sex</u>	<u>Education</u>	<u>Date Registered</u>	<u>Job Title</u>
1.	51 Dora Solis	18	F	H. Sch. Diploma	31/05/85	Bookkeeper Summer Job
2.	89 Dwight T. Hulse	17	M	"	17/06/85	Bookeeper
3.	112 Lynsford Claren	18	M	"	20/06/85	Welding
4.	141 Brian Mencias	20	M	"	02/07/85	Public Officer
5.	201 Bernard Cayetano	15	M	-	25/07/85	Construction
6.	333 Eva F. Cayetano	19	M	Primary	21/10/85	Hotel Job
7.	449 George A. Garbutt	27	M	Primary	13/01/86	Any Job
8.	542 Ronald Cattouse	21	M	High School	15/04/86	Draftman
9.	661 Wayward Habet	14	M	Primary	27/06/86	Messenger
10.	736 Michael Burgess	24	M	Primary	28/06/86	Security/Mason /Painter
11.	777 Francis Fairweather	17	M	Primary	10/10/86	Postman
12.	854 Derek Saldivar	27	M	High School	01/12/86	Sales Clerk
13.	917 R. Douglas Steven	17	M	Primary	12/01/86	Mechanic
14.	1079 Joe Manzanero	30	M	High School	03/04/86	Driver
15.	1379 Vernon E. Wade	20	M	Primary Ed.	20/10/87	Bookkeeper
16.	1247 Ed Cherrington	19	M	Primary	No Record	Messenger
17.	1291 Yolanda Gonzales	28	F	Primary	15/09/87	Waitress
18.	1338 Cora E. Gabourel	18	F	High School	30/10/87	Clerk
19.	1223 Carol Gill	15	F	Primary	06/07/87	Domestic
20.	1388 Ethel Mae Betson	27	F	Primary	04/01/87	House Work
21.	1387 Ermine Thomas	49	F	Primary	04/01/87	Maid
22.	776 Deborah Cutkelvin	18	F	High School	08/10/86	Secretary
23.	877 Florence Davis	54	F	Primary	04/12/86	Domestic
24.	1245 Hortence Usher	17	F	High School	27/07/87	Sales
25.	1074 Angelita Allen	39	F	Primary	31/03/87	Domestic
26.	1392 Althea E. Meyers	27	F	Nursing Ed. at BELCAST	07/01/88	Clerical/Cashier
27.	1389 Patricia S. Hall	19	F	No Record	04/01/88	Clerk
28.	589 Serra Harris	32	F	No Record	04/14/86	Clerk
					Remark: Scheduled for job interview 25/08/86 - Did not show up.	
29.	1026 Jaqueline Simon	20	F	St. John's Clg. in Commercial	03/17/87	Office Work
30.	487 Norma McFarlin	40	F	No formal ed.	12/02/86	House Work
31.	509 Julie Mary Young	23	F	No Record	05/03/86	Bookkeeping
32.	584 Mariam Palacio	28	F	Primary School	09/06/86	Any Job
33.	1024 Arthur Welch	22	M	No Record	03/17/87	Any Job
34.	1354 Ian A. Ysaquirre	17	M	Belmopan Comp. School	11/03/87	Security or Art work

35.	528	Philip R. Baliaser	23	M	Primary School	07/04/86	Security or Sales
36.	749	Michael P. Gladden	17	M	High School	08/15/86	Cabinet Work
		Remark: Employed 01/06/87 by Di Creole (Job Order 193)					
37.	807	Anthony Blair	27	M	St. John's Clg.	11/13/86	Guard
38.	928	Maton Garb	47	M	2 years of tech. education	01/11/87	Security Guard or shop clerk
39.	1078	Raymond K. Petzold	24	M	St. Michael's School	04/03/87	Acct. Job

CLIENT'S RECORD

<u>Reg.#</u>	<u>Name</u>	<u>Age</u>	<u>Sex</u>	<u>Education</u>	<u>Date</u> <u>Registered</u>	<u>Job Title</u>
40.	1099	Orlando Burgress	30	M	No Record	04/13/87 Cook
41.	1200	Douglas Carr	18	M	Bz. Technical College	10/09/87 Office Clerk Tourism
42.	1379	Vern White	20	M	St. John's Clg.	10/20/87 Processing
43.	503	Antonio Ricalla	63	M	No Record	03/03/86 Workman
44.	622	Clarence Richard	17	M	Primary	10/06/86 Any Work

APPENDIX K

LIST OF FREQUENT EMPLOYERS/USERS

1. Airport Camp
2. Angelus Press
3. Anglican Cathedral College
4. Atlantic Bank
5. Belize Bank Employers
6. Belize Book Shop
7. B.D.F. Maritime Wing
8. B.E.I.P.U. Belize Export & Import Promotion Unit
9. Belize Distributors
10. Belize Glass Shop
11. Belize Scout Association
12. Belize Teachers College
13. Bradley's Custom Brokerage
14. CARE Belize
15. Chetumal
16. Department of Women Affairs
17. Extra Mural Department
18. Labour Department
19. Marios Pastry
20. Merton
21. Nile Restaurant
22. Oxa Batteries Factory
23. Santos Diaz and Sons
24. Save-U Supermarket
25. Universal Custom Brokers
26. University Center
27. Y.M.C.A.

APPENDIX L

A LISTING OF CVSS OFFICERS, BOARD REPRESENTATIVES
AND OPERATIONAL STAFF

Officers

<u>Mr. Hallet Moody</u> Permanent Secretary, Home Affairs Trustee, Public Service Union Chairman, Civil Service Credit Union Supervisory Committee	President
<u>Mr. William Tillett</u> President, St. John's Credit Union Secretary, Credit Union League Permanent Secretary, Ministry of Defense Trade unionist before 1987 (Deputy Registrar of Lands) Draughtsman	Chairman
<u>Mr. Lawrence Vernon</u> Librarian Serves several voluntary bodies in the capacity of treasurer	Vice Chairman
<u>Ms. Lyma Betancourt</u> Business Administration	Treasurer
<u>Ms. Dawn Flowers</u> Member, Blood Donor Assoc. Blood Bank Technician	Recording Secretary

Board Representatives

<u>Mr. Joel Arnold</u> President, Boy's Brigade Teaching musician, CVSS resource person for audio-visual equipment	<u>Mrs. N. Tucker</u> Girls Guide Commissioner Teacher, CVSS (resource person in visual aids development) Teachers' Diploma
<u>Mr. O. Sutherland</u> President, Assembly of and for Persons with Disability Retired Civil Servant Magistrate Policeman	<u>Major Robateau</u> Salvation Army Project Writer
<u>Ms. G. Bowden</u> President, Wesley Women's League	<u>Mrs. A. Brown</u> Member of Ebenezer Women's High school teacher. (qualified)

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Mr. Ray Usher
President, BNYC
Asst. Registrar
Magistrate Court

Mrs. Hercelett Moody
President, Church Women United
Teacher (qualified)

Mr. Leo Garel
President, St. Vincent de Paul

Ms. P. Cayetano
Belize Family Life Association
High school teacher

Mrs. E. Middleton
Executive Director, BIB
Social worker

Mr. Rudy Juan
Executive Director (BARD)
Farmer

Ms. D. Neal
Scout Association
Social Mental Health Nurse

Ms. V. Sabal
(Alternate)
Obligation Society
Teacher, Housewife

Mr. G. Matthews
Belize Christian Co Rep
Community Worker

Mr. R. Pitts
Executive Director
CARE
Social Worker (qualified)

Mr. R. Davis
YMCA Executive Director

Mrs. B. Kingston. Smith
President, YWCA
Teacher (qualified)

PRIDE Belize
(Rep alternate)
Psychiatrist
Teacher

Mr. William Hoy
Executive Director, Red Cross

Mr. N. Hyde
President, Blood Donor
Public Relation BTL

BOWAND
(Alternate)
Teachers, Dramatist
Self-employed businessman
Persons

Mr. L. Lindo
National App Technology

Ms. Mariano
Black Cross Nurse
Lab Technician

Staff

Ms. Velda Aguet
Executive Director

Volunteer
Public Relation/Fund Raising

Mr. Harold Flowers
Program Officer

Volunteer
Clerk/Typist (vacant)

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WHO WE ARE

The Council of Voluntary Social Services is an umbrella agency for the private social service and development agencies of Belize. We were founded in 1959. Since 1980 we have had a full time executive director and a suite of offices on the second floor of 56 Regent Street, across from the Wesley School. Most people know us by our initials, CVSS.

WHY WE EXIST

From the beginning, our constitution has contained the following statement of purpose: "The Council exists to bring together on a permanent basis voluntary social service organizations of Belize, in order to secure a comprehensive view of relevant problems and needs, and to mobilize resources for action". The scope of our activity has expanded greatly in recent years, but our purpose remains unchanged.

WHAT WE DO

To accomplish our purpose, we:

Study and assess the social service and development needs of Belizean society.

Encourage our member agencies to coordinate their resources in meeting these needs.

Seek material support for the work of the voluntary sector from our own community and from external funding agencies.

Sponsor the development of new programs, and new agencies when necessary, to meet new needs.

Inform the community about the voluntary sector through publication of a quarterly newsletter, CVSS CONNECTION.

Recognition of the volunteers who do much of the work of the voluntary sector.

--Maintain liaison with appropriate agencies of government, with the International Council on Social Welfare, in which we represent Belize, and with other international bodies.

--Operate a library for the use of our member agencies and anyone else interested in social welfare and development topics.

GUIDANCE CENTRE

CVSS, with financial assistance from USAID, operates a Career Guidance and Job Placement Centre. The Centre counsels young persons on career choices and training, and seeks to match applicants with jobs listed by local employers. Fees are charged for these services.

GOVERNANCE

Each member agency names one representative to our Board of Directors, which meets monthly. Four sub-committees, which can enlist non-Board members, deal with personnel, program and projects, finance and fund-raising, and public relations. Our officers are elected to one-year terms at the Annual Meeting of the Council. Staff members are appointed by the Board.

HOW TO APPLY

Any voluntary organization active in social service or development work is invited to apply for membership in CVSS. Application forms can be obtained from the Council's office at 56 Regent Street, Belize City, or by writing to CVSS at P.O. Box 435, Belize City, or by calling 3712.

FUNDING:

- * Belize Council of Churches for a book/stationary store.
- * YWCA renewal and furnishing guest rooms at their home.
- * Belize Agency for Rural Development (BARD) to begin a citrus nursery.
- * CVSS Beautification Committee.
- * Workshops for member agencies

FACILITATED:

- * Gifts for Belize City Hospital Blood Donor Service and Belize Teachers College.
- * Environmental Health Project-Florida Association of Voluntary Agencies for Caribbean Area (FAVA/CA) and Belize City
- * Communications workshop by FAVA/CA.

SPONSORED:

- * A CVSS national conference on the theme, "Strengthening the Family".
- * Workshops on Institutional Development, Project Development and Public Relations.

JOINTLY SPONSORED:

- * An AH-HA workshop & follow up
- * Two 3-day conferences on youth and drug prevention.

PUBLISHED:

- * Four issues of the newsletter, CONNECTION, a tabloid funded by the Inter-American Foundation in Roslyn, VA.

Pride Belize
St. Vincent De Paul Charities
Obligation Society. Dangriga

Belize Agency for Rural Development

Belize Assembly of/for Persons
With Disabilities

Belize Blood Donor Service

Belize Boys Brigade Council

Belize Council of Churches

Belize Family Life Assoc.

Belize Federation of Women

Belize Girls Brigade Council

Belize Girls Guide Assoc.

Belize National Appropriate
Technology Council

Belize National Youth Council

Belize Organization for
Women and Development

Belize Red Cross Society

Belize Union of Students and
Youth

Black Cross Nurses Assoc.

Breast is Best League

CARE, Belize

Church Women United

Ebenezer Women's League

Heroes Stadium Physical and
Cultural Sporting Club

The Salvation Army

Scout Association of Belize

Wesley Women's League

Young Women's Christian Assoc.

Young Men Christian Association

CVSS PERSONNEL SERVED ON:

- * National Council for Disability Rehabilitation.
- * National Women's Commission.
- * Belize Urban Development Corporation.
- * Belize Child Survival Project.
- * Belize Nutrition Communications Network
- * Belize Community Development Corporation, Ltd.

THE COUNCIL OF VOLUNTARY
SOCIAL SERVICES

14 Cemetery Road, Belize City
P.O.Box 435
Belize, Central America
Tel: 02-3712

CVSS is a member of the
International Council on
Social Welfare (ICSW)

February, 1987



COUNCIL
of
VOLUNTARY
SOCIAL
SERVICES

GENERAL
INFORMATION

APPENDIX M

GUIDANCE & PLACEMENT CENTRE

Citizens Advisory Committee

- | | |
|-----------------------|---|
| Mr. Hallet Moody, Jr. | - Chairman (President of CVSS and Atg. Permanent Secretary, Home Affairs) |
| Mrs. Myrna Manzanares | - Lecturer, Belize Teachers College |
| Mr. Ivan Flowers | - Superintendent. Vocational Training Centre |
| Mr. Herbert Bradley | - Businessman, (Custom Broker) |
| Mr. Ray Usher - | - Public Officer. Presently posted at Registry |
| | - President Belize National Youth Council |
| Rev. Otto Wade | - Superintendent, Ebenezer Circuit of Methodist Churches |
| Mr. Anthony Castillo | - Supervisor, Youth Development Centre, Rockville |
| Mr. G.W. Johnson | - Labour Inspector; to be replaced because he now lives in Belmopan and works in Belize City and finds it difficult to attend meetings. |
| Mr. Nivod Bhojwani | - Businessman; to be replaced because he is seldom in country. |

Staff

- | | |
|-----------------------|---------------------------------|
| Mrs. Velda Aguet | Executive Director CVSS |
| Mr. Basil Coleman | Coordinator, GPC |
| Mr. Kaleem El-Amin | Placement Officer, GPC |
| Miss Sherlyn Gabourel | Assistant Placement Office, GPC |
| Miss Desiree Kelly | Clerk/Typist, Receptionist, GPC |

GUIDANCE &
PLACEMENT
CENTRE



56 Regent Street - P.O. Box 435 - Belize City - Belize - Tel. 3712

For further information,
contact:

Ms. Jewel Quallo,
coordinator, G.P.C.*
C.V.S.S. 56 Regent St.
P.O. Box 435
Belize City, Belize
tel. 3712

*G.P.C. is a service
agency of the Council
of Voluntary Social
Services.

GUIDANCE

AND

PLACEMENT

CENTRE

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What is the
Guidance and
Placement
Centre ?

-G.P. C. is an agency,
funded by USAID, con-
cerned with young
Belizeans seeking to
enter the job market.



What does the
Centre do ?

-G.P.C. provides gen-
eral services, such as:
School consultations,
Workshops, Self-em-
ployment opportunities,
and Labour Market
Surveys.



What does the
Centre offer
Employers?

-G.P.C. offers Job Anal-
ysis, Referral of Workers,
Employee Selection and
Special Recruitment.

APPENDIX N

COLLABORATING ORGANIZATIONS IN BELIZE

<u>Name of Organization</u>	<u>Nature of Collaboration</u>	<u>Date of Last Contact</u>
1. Peace Corps	Volunteers placement at CVSS. Orientation sessions for Peace Corps volunteers on CVSS	August 1987
2. FAVA/CA	Technical assistance in training. Donation of material goods	1/18/88
3. Chamber of Commerce	Representation on Citizen Advisory Committee of GPC	On-going '89
4. Dr.Lizano (PRIDE)	Member organization of CVSS; coordinates conferences, workshops, seminars for youth	December 1987
5. Home for Girls	Discussion on GPC aims and objectives	August 1987
6. Belize Youth Assoc. for the Unemployed (BYAU)	GPC assisted in their training	July 1985
7. CARE	Plan to assist with the training of GROWTH staff in Career Counselling	December 1987
8. BIM	CVSS participated in the formation and organization of BIM	1985
9. Pallotti High School	GPC participates in Career Day at Pallotti	March 1987
10. CUSO Newfoundland/Bze	Exchange programme of people between Canada and Third World Countries (Belize)	September 1986
11. Belize Youth Development Center	Representation on Citizen Advisory Committee	January 1988

- | | | | |
|-----|---|--|-----------------|
| 12. | Belize National Youth Council | Representative on Citizens Advisory Committee; CVSS coordinated training for youth | January 1988 |
| 13. | Belize Family Life Association | Executive Director is a resource person of GPC | December 1987 |
| 14. | YMCA | Placement of client; General Secretary is a resource person of GPC | November 1987 |
| 15. | Ministry of Health | GPC & CVSS participate in health workshops conducted for youth | February 1987 |
| 16. | Listowel Fair/
Listowel Boys | Participate in Career Day | May 1987 |
| 17. | Base Boys & Girls Program of Chamber of Commerce and Ministry of Home Affairs | Counselling placement of base boys and girls | May 1987 |
| 18. | Belize Continuation School | Participate in Career Day | May 1987 |
| 19. | Bliss Institute | Venue of GPC Career Day | September 1987. |
| 20. | Belize Vocational Association | Past coordinator GPC was member of association | May 1987 |
| 21. | Port Loyola Community | Participate in Training programme for youth | December 1987 |
| 22. | Belize Rotary Club | Orientation on the aims and objectives of GPC | July 1987 |
| 23. | Wesley College | Participate in Career Day | June 1987 |
| 24. | Belmopan Comprehensive School | Participate in Career Day | June 1987 |

COLLABORATING ORGANIZATIONS ABROAD

- | | | |
|--|---|---------------|
| 1. Florida A & M University | Service Placement for Coordinator for training in Counselling and Guidance | June 1987 |
| 2. Broad Jamaica, Women Bureau | Coordinator visited for orientation/familiarization | February 1986 |
| 3. University of the West Indies Placement Service Extra Mural Dept. | Coordinator visited for orientation and familiarization | February 1986 |
| 4. MEED Project (Micro computer & Electronics for Education of the Disabled) University of Miami | Placement officer visited for orientation and familiarization while in training | March 1987 |
| 5. Jewish Vocational Center in Miami | Placement officer visited for orientation and familiarization of their testing procedures | March 1987 |

COLLABORATING ORGANIZATIONS - INTERNATIONAL

- | | | |
|--|--|-----------|
| 1. Pan American Health Organization (PAHO) | Participate in seminars and workshops | May 1987 |
| 2. Health Education & Community Participation Bureau (HECOPAB) | Participate in training sessions and workshops | July 1987 |