

<b>AGENCY FOR INTERNATIONAL DEVELOPMENT</b> <b>PROJECT DATA SHEET</b>	<b>1. TRANSACTION CODE</b> <input type="checkbox"/> A = Add <input type="checkbox"/> C = Change <input type="checkbox"/> D = Delete	<b>Amendment Number</b> N/A	<b>DOCUMENT CODE</b> 3
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<b>2. COUNTRY/ENTITY</b> Jamaica	<b>3. PROJECT NUMBER</b> 532-0085
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<b>4. BUREAU/OFFICE</b> LAC	<b>5. PROJECT TITLE (maximum 40 characters)</b> VOLUNTARY SECTOR DEVELOPMENT PROJECT
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<b>6. PROJECT ASSISTANCE COMPLETION DATE (PACD)</b> MM DD YY 07 31 88	<b>7. ESTIMATED DATE OF OBLIGATION</b> (Under 'B.' below, enter 1, 2, 3, or 4) A. Initial FY 83 B. Quarter 4 C. Final FY 85
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8. COSTS (\$000 OR EQUIVALENT \$1 = J\$2.70)						
A. FUNDING SOURCE	FIRST FY 84			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	427	175	602	2000	1000	3000
(Grant)	( 427 )	( )	( 602 )	( 2000 )	( 1000 )	( 3000 )
(Loan)	( )	( )	( - )	( )	( )	( )
Other U.S.						
1.						
2.						
Host Country		303	303	-	2222	2222
Other Donor(s) PVOs	-	72	72	-	572	572
<b>TOTALS</b>	427	550	977	2000	3794	5794

9. SCHEDULE OF AID FUNDING (\$000)									
A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) EH	769B	920				500		1620	
(2) FN	769B	920				-		575	
(3) HE	769B	920				-		575	
(4) SD	769B	920				-		230	
<b>TOTALS</b>						500		3000	

<b>10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)</b> 610 790 031 070 590 635	<b>11. SECONDARY PURPOSE CODE</b> 610
<b>12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)</b> A. Code PVON PVOU BRW BIW BF B. Amount 702 400 423 900 575	

**13. PROJECT PURPOSE (maximum 480 characters)**

The purpose of the Project is two-fold: (1) to strengthen the institutional capacity of PVOs and, thereby, enable them to competently deliver development assistance; and (2) to assist a minimum of twenty PVOs to improve their viability as development organizations and, simultaneously, enable them to attract and efficiently utilize funds from worldwide donors.

<b>14. SCHEDULED EVALUATIONS</b> Interim MM YY MM YY Final MM YY 07 84 07 85 09 88	<b>15. SOURCE/ORIGIN OF GOODS AND SERVICES</b> <input checked="" type="checkbox"/> 000 <input type="checkbox"/> 941 <input checked="" type="checkbox"/> Local <input type="checkbox"/> Other (Specify)
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**16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a \_\_\_\_\_ page PP Amendment)**

<b>17. APPROVED BY</b> Signature:  Title: Lewis J. Reade Director, USAID/Jamaica	<b>18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION</b> MM DD YY 06 10 83
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PROJECT PAPER  
VOLUNTARY SECTOR DEVELOPMENT (VSD)  
532-0085

EHRD  
USAID/J  
KINGSTON, JAMAICA

May 27, 1983

VOLUNTARY SECTOR DEVELOPMENT PAPER

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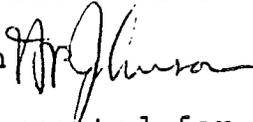
LIST OF ACRONYMS

CVSS	The Council of Voluntary Social Services
GOJ	Government of Jamaica
AID	Agency for International Development
PVO	Private Voluntary Organization (refers to both U.S. based PVO and indigenous)
USPVO	A PVO that is based in the U.S.
IPVO	A PVO that is indigenous to Jamaica
Project	The Voluntary Sector Development Project
VSD Office, or VSDO	The Voluntary Sector Development Office which operates the Project
Sub-project	A PVO Program which is funded by a grant from the Project
USAID/J	United States A.I.D. Mission in Jamaica
US\$	U.S. dollars
J\$	Jamaican dollars

JUL 19 1983

ACTION MEMORANDUM FOR THE ACTING ASSISTANT ADMINISTRATOR (LAC)

FROM: LAC/DP, Henry Johnson



Action: Your approval is requested for a grant of \$3,000,000 from the FAA Section 103-106 appropriations to the Council of Voluntary Social Services (CVSS) in Jamaica for the Voluntary Sector Development project (No. 532-0085). It is planned that a total of \$500,000 will be obligated in FY 1983.

Discussion: The purpose of the project is to strengthen the institutional capacity of the CVSS to expand its role in the voluntary sector in Jamaica. It is expected that through the CVSS a minimum of twenty PVOs (sub-grantees) will receive support under this activity and enable them to improve their viability as development organizations. The project envisions the establishment of a Voluntary Sector Development Office (VSDO) within the CVSS to implement the project, with an expatriate recruited to head the VSDO for at least the first two years of its operation.

An essential focus of the project will be the sub-projects carried out by the sub-grantees. Fully 71% of the total project costs will be devoted to this component of the project. Sub-projects will focus on agricultural production, maternal/child health and family planning, day care and pre-school education, and vocational training. A total of ten PVO workshops and five conferences will be held to increase the PVOs' capability to design and implement development projects, and to become more self-sustaining through effective planning and fund-raising.

Project beneficiaries include the CVSS and the several PVOs receiving assistance. Many urban and rural Jamaicans will benefit from the sub-projects. The total cost of the project is estimated to be \$5.77 million, with A.I.D. providing \$3.0 million in grant funds, the Government of Jamaica \$2.2 million, and the PVOs themselves \$.57 million in cash or in-kind contributions.

The Project Paper was reviewed at the DAEC meeting held on June 24, 1983. To comply with Section 611(a) of the FAA, the project purpose has been clarified to reflect more explicitly the institution building focus of the project. Other sections of the project paper were revised to reinforce this amended purpose. Additional changes incorporated into the project paper as a result of the DAEC review include the following:

- (1) the USAID/Jamaica Director or his designee will have final approval responsibility for all sub-project grants;
- (2) all indigenous sub-grantees must be registered as PVOs with USAID/Jamaica;
- (3) project sub-grantees can either be indigenous or U.S. PVOs, but an earmarking of funds for U.S.

PVOs was deleted from the project; and (4) an explanation was added that the decision to cover a portion of local costs from the U.S. dollar contributions was reached only after extensive discussion with the GOJ and agreement by the GOJ to make available \$2.2 million equivalent rather than the full \$4.5 million that would have been required to cover all local costs.

An Initial Environmental Examination (IEE), recommending a negative determination, was approved by the LAC Chief Environmental Officer.

Justification to Congress: An Advice of Program Change was sent to Congress on July 14, 1983; obligation of funds can be incurred on July 29, 1983.

Recommendation: That you sign the attached Project Authorization.

Attachment: as stated.

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY  
AGENCY FOR INTERNATIONAL DEVELOPMENT  
WASHINGTON D C 20523

ASSISTANT  
ADMINISTRATOR

PROJECT AUTHORIZATION

Name of Country: Jamaica  
Name of Entity: Council of Voluntary Social Services  
Name of Project: Voluntary Sector Development  
Number of Project: 532-0085

1. Pursuant to Sections 103-106 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Voluntary Sector Development project for Jamaica involving planned obligations of not to exceed Three Million United States Dollars (\$3,000,000) in grant funds ("Grant") over a five-year period from date of authorization, subject to the availability of funds in accordance with the AID OYB/allotment process, to help in financing foreign exchange and local currency costs for the project. The planned life of the project is five years from the date of initial obligation.

2. The project ("Project") consists of providing assistance to strengthen the institutional capacity of the Council of Voluntary Social Services ("CVSS") to expand its role in the voluntary sector in Jamaica.

3. The Project Agreement, which may be negotiated and executed by the officer to whom such authority is delegated in accordance with AID regulations and Delegations of Authority, shall be subject to the following essential terms and covenants and major conditions, together with such other terms and conditions as AID may deem appropriate.

a. Conditions Precedent

(1) Prior to any disbursement, or the issuance of any commitment documents under the Project Agreement, CVSS shall, except as AID may otherwise agree in writing, furnish to AID, in form and substance satisfactory to AID:

VII

A. Evidence that a Project Director and supporting administrative staff have been selected and are ready to begin working in the Voluntary Sector Development ("VSD") Office of CVSS;

B. Evidence that CVSS has obtained the services of a full time Project Accountant, and supporting administrative staff to support the VSD Office and the Project;

C. An Operational Plan, criteria for the selection of Sub-Grantees for sub-projects, as well as a statement on how CVSS will administer these sub-projects and a model Sub-Grant Agreement;

D. Evidence that the Board of Directors of CVSS has the necessary authority to enable it to direct and implement the Project and has given the VSD Office necessary authority to act as its agent; and

E. Evidence that CVSS will be able to import commodities for the project duty free.

(2) Prior to any disbursement, or to the issuance of any commitment documents under the Project Agreement, to finance any sub-project, CVSS shall, except as AID may otherwise agree in writing, cause to be furnished to AID, in form and substance satisfactory to AID:

A. a signed copy of the Sub-Grant Agreement and the implementation plan for each sub-project; and

B. a comprehensive list of the types of goods and services that will be procured under such sub-project and the mechanism of procurement.

*Emmanuel Brown*

Acting Assistant Administrator  
Bureau for Latin America  
and the Caribbean

July 27, 1983  
Date

Clearances:

GC/LAC:RBMeighan RM/G Date 7/1/83  
LAC/CAR:JFrancis JF Date 7/1/83  
LAC/DP:HJohnson HJ Date 7/12/83

GC/LAC:GMWinter GM 632-9248 7/18/83

*VIII*

I. PROJECT RATIONALE AND DESCRIPTION:

A. Summary

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

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

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

4. Summary Project Description: As indicated in the Log Frame (see Annex B), the five-year goal of the Project is to contribute to the overall economic recovery of Jamaica at the grass roots level through self-help development projects implemented by PVOs. The Project's purpose is two-fold: (i) to provide the opportunity for selected PVOs to help the poor to participate in the economic recovery of Jamaica; and (ii) to assist at least twenty PVOs to become viable development organizations able to attract and utilize development funds from worldwide donors.

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

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

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

Various project analyses have pointed out that while there is a high level of PVO activity in Jamaica, and PVOs are institutionalized as a way of life in Jamaica (see Section I.B, Background), the mechanism for the exchange of information among PVOs is weak. In addition to contributing to the efficient use of VSD Office staff time, workshops and conferences will enable the PVOs to discuss their program activities and to learn from other participants, including 30J officials, how to improve their programs and to coordinate their activities with each other. Only PVOs participating in the Project's workshops will be eligible to receive grants to do sub-projects.

While the Project is designed for participation, primarily, by local PVOs (IPVOs), it is also open to U.S. PVOs. Grants for PVO sub-projects will be primarily in four development areas: agriculture, day care and basic schools, vocational training, and health. Of the U.S. \$2,398,816 available for sub-projects, US\$400,00 is designated for U.S. PVOs and US\$1,998,816 is designated for IPVOs. Since the success of the Project is heavily dependent upon the quality of PVO participation, PVOs will be selected using tight selection criteria (see Section V.A Technical Analysis).

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

Table I. Project Summary Costs  
(US\$ 000's)

<u>Element</u>	<u>PVOs</u>	<u>AID</u>	<u>GOJ</u>	<u>TOTAL PERCENT</u>	
VSD Office		206	410	616	10.6
PVO Workshops		245	-	245	4.2
Technical & Managerial Assistance to PVOs		150	84	234	4.1
CVSS	-	-	546	546	9.4
Sub-Projects	<u>572</u>	<u>2399</u>	<u>1182</u>	<u>4153</u>	<u>71.7</u>
	572	3000	2222	5794	100.0

Each element of the Project is discussed in detail at Section I.D, Project Description.

6. Project Development Committee:

- OHRD - Dr. Raymond SanGiovanni, Co-Chairman
- EHRD - Yvonne Johnson, Co-Chairman
- A/ECON - Larry Bailey
- PDD - Dennis Darby
- FOD - John Jones
- CONT - Charles Warren
- Consultants - Charles Patterson
- David Knight
- Paul McGuire

B. Background:

1. Overview: This project constitutes an A.I.D. strategy for helping PVOs in Jamaica to deal with the problems of economic growth among the constituency of the PVOs, the poor of Jamaica. Currently, the A.I.D. Mission to Jamaica is implementing six Operational Program Grants (OPGs) to PVOs: to "PVO Limited" for Rural Services Development for Special Children, to "Operation Friendship" for Population and Family Planning, to "Operation Friendship" for Skills Training, to the "Partners of the Americas" (Jamaica/Western New York Partners) for technical consultancies, to the "Pan American Development Foundation" for micro-business extension services and credit, and to the "Small Businesses Association" for institutional development. This number of OPGs, while consistent with that of recent years, is below that of such other regional Missions as Honduras, Guatemala, and Costa Rica, which at times have in excess of ten current OPGs to PVOs. Nevertheless, USAID/J involvement in the design and implementation of PVOs has placed a burden on USAID/J which it is anticipated that this project will help to relieve.

To place the Project in proper perspective, it is appropriate to describe each of three PVO-related factors: the long-standing and socially-accepted nature of PVO activity in Jamaica, and the current unmet needs of PVOs; the concern and willingness of USAID/J to develop a financing mechanism, "the Project," to address PVO needs relevantly; and the existence of PVOs and PVO programs sufficient in size and scope to justify the scope of this Project. This description is based on a six-month survey of PVOs by Boston College in 1970, the 1976 directory of local PVOs updated on a periodic basis by CVSS, the 1982 FAICH directory of US PVOs working in Jamaica (see Annex H, pages H-4 to H-5), on-site inspection of selected PVOs, interviews with local PVO leaders, and a review of relevant USAID/J files.

2. Voluntary Agencies in Jamaica: At least 30 IPVOs have been operating in Jamaica for over a quarter of a century. Several of these PVOs have their origins in early burial schemes to finance funeral expenses and in other voluntary associations for cooperation, such as the early building societies. Others are branches of International Youth Organizations, such as the Boys Brigade and YMCA. All these organizations have a long record of service. Over the years, the GOJ has identified many PVO programs as worthy of continued financial support, and today several PVOs are funded in a meaningful manner by a GOJ grant, or "subvention" (see Annex F, Government Subventions to Voluntary Agencies). Current GOJ subventions to PVOs approximate J\$8,000,000 per year.

In 1970, Boston College (BC), in cooperation with the inter-denominational Church Committee for West Kingston, made a survey of PVOs in Kingston to determine the nature of the PVOs, the types of programs currently available and the groups they serve. This survey has been the only one available for reference in the development of this Project Paper. However, it is generally agreed that most of the survey findings remain true today and, therefore, are relevant both for the historical perspective on PVO services and as a guide for the future direction of these programs. For the 57 PVOs surveyed, there were a total of 402 programs, or an average of seven programs, and 85 percent had education programs. Where more than one type of program was used, the preferred combination was for direct service and education. The preference for direct service and education is valid today. This is illustrated by the skills training programs of PVOs, which in most instances contain a significant component of remedial education to provide participants with the communications and computational skills necessary to fully benefit from the skills training. PVOs in health provide education in family planning and other family life skills, in addition to the provision of direct clinical services. The PVOs approach their programs with flexibility and do not assign themselves the use of a single method or a narrow range approach. For example, since the late 1970s, PVOs have significantly increased their efforts to implement income-generating, skills-training projects to respond to the unemployment and under-employment of their clients.

The needs for assistance by PVOs to their clients identified in 1970 by the BC survey still exist today:

"In response to questions concerning the greatest needs in the corporate area of Kingston-St. Andrew and in the rural areas of Jamaica, agencies answered in keeping with specific programs foci and social welfare needs. Of the 55 agencies responding, 31 noted the greatest need in the corporate area to be in relation to employment (lack of jobs, lack of counseling and employment training services), 16 stated that lack of education was the major corporate problem, 7 agencies each noted family planning and family life education and housing to be major problems, and 5 agencies noted lack of activity specifically for youth as the most pressing Corporate Area need."

Twenty-three of the 55 agencies responding noted the pressing problems in the rural areas to be different from those mentioned in the corporate area. Ten of the 23 agencies noting unique rural problems mentioned the corollary of the noted corporate area problem. In other words, if an agency mentioned education as the great corporate need, employment was mentioned as the greatest rural need, and vice versa. In relation to the greatest rural needs mentioned by the remaining 13 respondents, the following were mentioned: agricultural (land) development (8); and increased utilities and facilities such as electricity, water, housing utilities, roads and medical care (health) facilities (5). The methods of obtaining these desired services are seen as necessitating cooperative efforts between all levels of organizations, both governmental and PVO.

To fund needed services, considerable energy of the IPVOs is spent on fund-raising activities, particularly by those agencies which receive less than half their funds from the GOJ. Of the 45 agencies in the survey that were not totally funded by GOJ, 34 engaged in between three and eight different types of fund raising efforts per year, including receipt of in-kind donations, membership fees, sale of items, advertising fees, ticket sales, bingo parties and interest on investments, etc. The PVOs worry about stability of funding because a reduction in the level of funding can result in program deletion or dilution. Stability in funding--over time--however, could result in appreciable future growth in the quality and/or amount of service provided.

To operate the PVOs, on average, there are five volunteers for each paid staff person. Of the volunteers, about one-third have professional training or backgrounds as businesspersons, teachers, clergy, doctors, lawyers, social workers, or nurses. In relation to the demand for services, in 1970, 47 of the 55 agencies which responded to the BC survey indicated that the demand for services exceeded their ability to deliver services adequately. Today, the PVOs experience a similar excess of demand over supply of services; good intentions and good programs fail for lack of funding. Valuable PVO program staff resources are excessively diverted into the areas of publicity and

fund-raising. One major skills-training PVO has over 1,000 qualified applicants per year, but can accept only 120. A major girls's school has demand island-wide for three schools, each serving 200 or more girls, but to date has only been able to establish only one school in Kingston. A PVO generally recognized as a significant provider of health service island-wide is retrenching to Kingston for lack of funding, yet the unmet demand for its services remain.

Presumably, other agencies fill the void. However, the 1970 survey concluded, with respect to coordination between and among PVOs and between PVOs and government, that there was no discernible pattern to assure that on a coordinated basis the needs of the PVOs' clients were being met. Taken as a group, there is little convergence of their efforts, which would indicate individual rather than group influence as a force to effect present or future program development.

The BC survey developed the following impressions about the characteristics of the PVOs' clients.

- a. Responding agencies did not show preference for giving service to persons with any particular status within the family, but saw both family heads and family members in about equal proportion. There was a trend toward a higher proportion of women than men being seen.
- b. Clients were distributed throughout the under-age-45 groups.
- c. The majority of adult clients were unskilled, unemployed, under-educated (primary or less education), and financially responsible for one to six other people.
- d. The majority of the clients had lived in the Kingston-St. Andrew corporate area for a year or longer, and resided more than a mile from the agency to which they went for service.

The households in which the clients lived had the following characteristics.

- a. A significant majority of the family heads were female, unemployed or under-employed, and earning less than \$14 per week (with a modal number of less than \$7 per week).
- b. The family size averaged about six people, with the family head being financially responsible for them.
- c. The majority of family heads had a primary school, or less, education, and were unskilled.

This client group, or target population, is representative of those on whom PVOs focus today, with at least three visible changes: (a) services to older persons have increased, especially in housing; (b) an increased emphasis has been placed on basic schools for young children, including related day-care services;

and (c) a need has been generated for the creation of institutions geared to skills training for the teenage population.

Another observation of the survey also remains relevant today: "There is little indication that agencies plan together or that agency personnel, as a group, have patterns of association which would enable them to influence social policy. However, there currently is a need felt, on the part of some respondents, for coordination in planning and funding efforts." This need was reconfirmed in November, 1980 by the response of PVOs to a questionnaire evaluating a three year grant to CVSS (see Administrative Analysis, Annex E (v), at page 5).

3. USAID/J Assistance to PVOs--A Funding Gap: Since 1976, USAID/J has operated a special Development Assistance Fund (SDAF) to provide up to about US\$10,000 per grant to qualified PVOs. In fiscal year 1983, the budget for SDAF is US\$150,000, plus J\$100,000, or an amount adequate to fund approximately 20 small PVO requests. For years (i.e., 1979 to 1982), SDAF has received between 100 and 150 requests each year from PVOs for assistance, many of which exceeded the \$10,000 USAID/J-established limitation per PVO on funds per SDAF grant. Of the PVOs funded each year, many (approximately 10 to 20) who did an excellent job of utilizing prior SDAF funds are in need of the next step in funding, i.e., something between the US\$10,000 of SDAF grants and the US\$250,000 set as the minimum Mission OPG. USAID/J, like most other USAID Missions, is not currently staffed to meet these requests for funding. Consequently, the PVO is unable to receive further USAID/J financing and assistance to facilitate its institutional and program growth.

Examples of what this funding gap means are evident from the list of PVOs that were funded by SDAF. SDAF gave \$10,000 to a school farm for boys to purchase and install a fully equipped meat processing plant. Now that the freezer has been installed and other equipment obtained, the PVO is looking for approximately J\$100,000 to finance an additional water storage tank and the construction of a farm building among other items. SDAF gave \$5,000 to a girl's home skills training project to purchase sewing machines and accessories. Upon inspection, it is apparent that more adequate housing facilities for the girls are necessary. The SDAF gave US\$10,000 to provide materials for a combined basic schools project covering a limited number of basic schools for children 3 to 6 years of age. Another phase of this program is being prepared for implementation, subject to funding by the sponsoring PVO. Each of these activities requires funding in the range of US\$10,000 to US\$250,000.

4. PVO Programs and Budgets: Annex H, at page H-3, lists 70 local PVOs that have significant development programs at the current time. A summary of the number of IPVOs by program by sector and by total budget is presented in the two tables on the following page.

Table IISummary of Number of IPVOs by Sector

<u>Sector</u>	<u>Number of IPVOs</u>
Agriculture	16
Health	15
Vocational Training	35
Handicapped	7
Social Services	7
Day Care and Pre-school	23
TOTAL	<u>103</u>

(Note: The total exceeds 70, since a PVO may work in more than one sector.)

Table IIISummary of IPVOs by Average Annual Budget

<u>Budget Size (000'sJ\$)</u>	<u>Number of PVOs</u>
0-100	46
100-400	17
400 and over	7
	<u>70</u>

In addition, the 1982 TAICH Directory (see Annex H) identified at least 23 U.S. PVOs working in Jamaica whose annual budgets for work in Jamaica exceed US\$4,000,000. Further, these two listings do not represent all PVOs in Jamaica. It is estimated that there are approximately 200 PVOs in Jamaica that are doing a significant amount of development.

C. Project Rationale

1. Mission Strategy: The overall Mission strategy at this time includes provision for a well-rounded program of USAID/J initiatives in areas such as basic skills training, a number of agricultural activities (including education, planning and marketing), primary health care and a variety of private sector initiatives. This project is a priority for Jamaica at this time because it complements, and does not duplicate, current USAID/J efforts. Through this project, and the assistance provided to the private voluntary sector, basic needs of the poorer classes will be met.

The Project is fully consistent with the intent of Congress as expressed in the Foreign Assistance Act, that the majority of A.I.D.'s development projects should provide quick, measurable benefits to the needy. The IPVO community of Jamaica can do this through the funding made available from the Project.

The Project is consistent with the priorities and directions of the 1984 CDSS, which states on page 33 that "...a non-institution-specific PVO project will be implemented during the plan period to provide immediate, field-level response capability to PVO proposals." This procedure conforms with the September 1982 A.I.D. Policy Paper on PVOs, which recommends that PVO concerns be addressed in the CDSS. The fundamental objective of the Project, the strengthening of the institutional capacity of PVOs, coincides precisely with the institutional development priority established by USAID/J for delivering developmental assistance.

2. Basic Human Needs and Economic Recovery Objectives in Jamaica: There is a critical need for development in Jamaica, development both to meet human needs objectives and development to meet economic recovery objectives. This Project responds to both types of objectives. It meets human needs objectives through the provision of more services to the needy, e.g., health services, day care, and assistance to the handicapped. It meets economic recovery objectives by providing more skills training for employment, combined with relevant remedial education, and through the implementation of agricultural projects that increase food production.

3. GOJ Efforts: During the past year, the GOJ has continued to make significant contributions toward meeting the needs of its neediest citizens for social service assistance. Representative of GOJ's recent efforts are the identification of over 200 new jobs, the use of a family planning answering service to provide counseling to 4,600 persons, and the expansion of the National Vocational Rehabilitation Service to serve 700 disabled persons annually. The GOJ recognizes that the creation and maintenance of a favorable environment for development requires its close co-operation with national and international PVO agencies. For example, the GOJ provides J\$8,000,000 annually in subventions (grants) to major IPVOs to assist their work in the agricultural sector, and to supplement funding for programs with the disabled, the illiterate, and the unskilled. The GOJ is assisted by the private sector through the provision of capital, employment, skills training, technology, and management know-how.

4. The Role of the Project: Although the GOJ, A.I.D., other bilateral and multilateral donors, the private sector, and PVOs are already working in many critical areas to meet Jamaica's development needs, these resources will not be capable of meeting the full need for development in the foreseeable future--especially among the most unfortunate, the rural and the urban poor. To help the poor to benefit from development, and to help achieve the most favorable environment for development, it is necessary that more PVOs in the private and voluntary sector become stronger institutions--capable and committed to meeting the needs of the poor. The ability of an increased number of PVOs, primarily IPVOs (but also U.S. PVOs), to serve more poor

people in the critical areas of need will create an immediate short-term response to the development problems of Jamaica, as well as create a long-term improved capacity within the country to handle the problems of development. The Project, through the creation of the VSD Office, will provide A.I.D. with the opportunity to provide a number of smaller grants, and related technical and managerial assistance, to selected IPVOs and certain U.S. PVOs who have the current commitment and capacity to expand and strengthen their development programs.

In addition, the funding made available through the Project will enable selected IPVOs and certain U.S. PVOs to implement sub-projects providing quick, measureable benefits to the needy. The training in actual project selection, planning, design, implementation and evaluation provided to the IPVOs by this Project will help them to become more active, more self-sufficient, and more effective participants in the development process. Their participation will help ensure that the grass roots, where the poorest (both rural and urban) are more likely to be found, are included in the growth process of development. By strengthening the PVOs, the PVOs in the private sector will be able to do for the needy what the commercial and business elements of the private sector can do for the middle and upper classes.

Through the Project, it is intended that the overall economic recovery of Jamaica will be enhanced by directly and indirectly increasing the quality of life for a minimum of 250,000 poor people. They are currently unable to partake of economic growth due to lack of opportunity and skills.

#### D. Project Description

##### 1. Synopsis of Log Frame

##### a. Project Goal:

The goal of the Project is to contribute to the overall economic recovery of Jamaica at the grass roots level through self-help development projects implemented by PVOs.

##### b. Project Purpose:

The purpose of the Project is two-fold: (1) to strengthen the institutional capacity of PVOs and, thereby, enable them to competently deliver development assistance; and (2) to assist a minimum of twenty PVOs to improve their viability as development organizations and, simultaneously, enable them to attract and efficiently utilize funds from worldwide donors.

##### c. End of Project Status:

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

- A minimum of forty development officers will be trained (on-the-job training) in project selection, planning, design, implementation and evaluation;
- A minimum of twenty IPVOs will be functioning on their own and be able to attract and use funds from worldwide donor agencies; and
- Ten to fifteen continuing self-supporting, self-help projects (subprojects) will be established at the grass root level to benefit the poorest of the poor.

## 2. Project Focus

The Project will strengthen the capacity of PVOs, primarily IPVOs, to improve their development programs in areas that have an important impact on satisfying basic human needs and, thus, contribute to Jamaica's economic recovery. The Project will strengthen the ability of PVOs:

- to prepare their clients for real and relevant jobs through skills training combined with appropriate remedial education;
- to improve their clients' ability to participate productively in the revitalization of the agricultural sector of the economy;
- to involve their clients in good health and family planning and practices;
- to increase the availability of day care services for their clients; and
- to help the handicapped and the orphaned.

The activities of the PVOs, which the Project assists, will collectively represent the resulting strengthening of the PVOs' capacity to do good development programs in areas of development need. Substantial Project resources of both time and money will be directed toward developing the necessary PVO institutions required for skills training, remedial education, agriculture, day care, health and rehabilitation.

## 3. Project Design:

### a. Overview

The Project is designed to achieve its objectives by focussing on five basic elements:

- the VSD Office;
- the PVO workshops;
- technical and managerial assistance to individual PVOs;
- the CVSS; and
- the PVO sub-projects.

These five elements are interrelated and mutually supportive, and all must be addressed if the PVOs are to develop a sound program for strengthening their institutional capabilities. Additional detail is provided below to indicate the nature of the activities within each of the principal elements of the Project.

b. Elements:

(1) The VSD Office:

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

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

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

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

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

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

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

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

The VSD Office will have three main responsibilities:

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

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

Chart I on page 15 summarizes the organizational relationships among CVSS, the VSD Office, the A.I.D. Project Officer, and the VSD Grants Committee. The chart also details the organization of the VSD Office and shows its relationship to the participating PVOs within the CVSS.

The budget for the VSD Office element is cited in Tables IV and IV A.

TABLE IV

Budget for the VSD Office Component  
(In Thousands of U.S. Dollars)  
(J\$1 = US\$2.70)

<u>Item</u>	<u>A.I.D.</u>	<u>GOJ</u>	<u>TOTAL</u>
1. Personnel	112,500	264,570	377,070
2. Equipment	18,000	24,000	42,000
3. Office Operations	30,000	27,000	57,000
4. Housing	28,800	-	28,800
	<u>189,300</u>	<u>315,570</u>	<u>504,870</u>
5. Contingency @ 5% yearly	9,466	15,773	25,245
	<u>198,766</u>	<u>331,349</u>	<u>530,115</u>
Inflation @ 10% compounded	7,418	78,575	85,993
	<u>206,184</u>	<u>409,924</u>	<u>616,108</u>

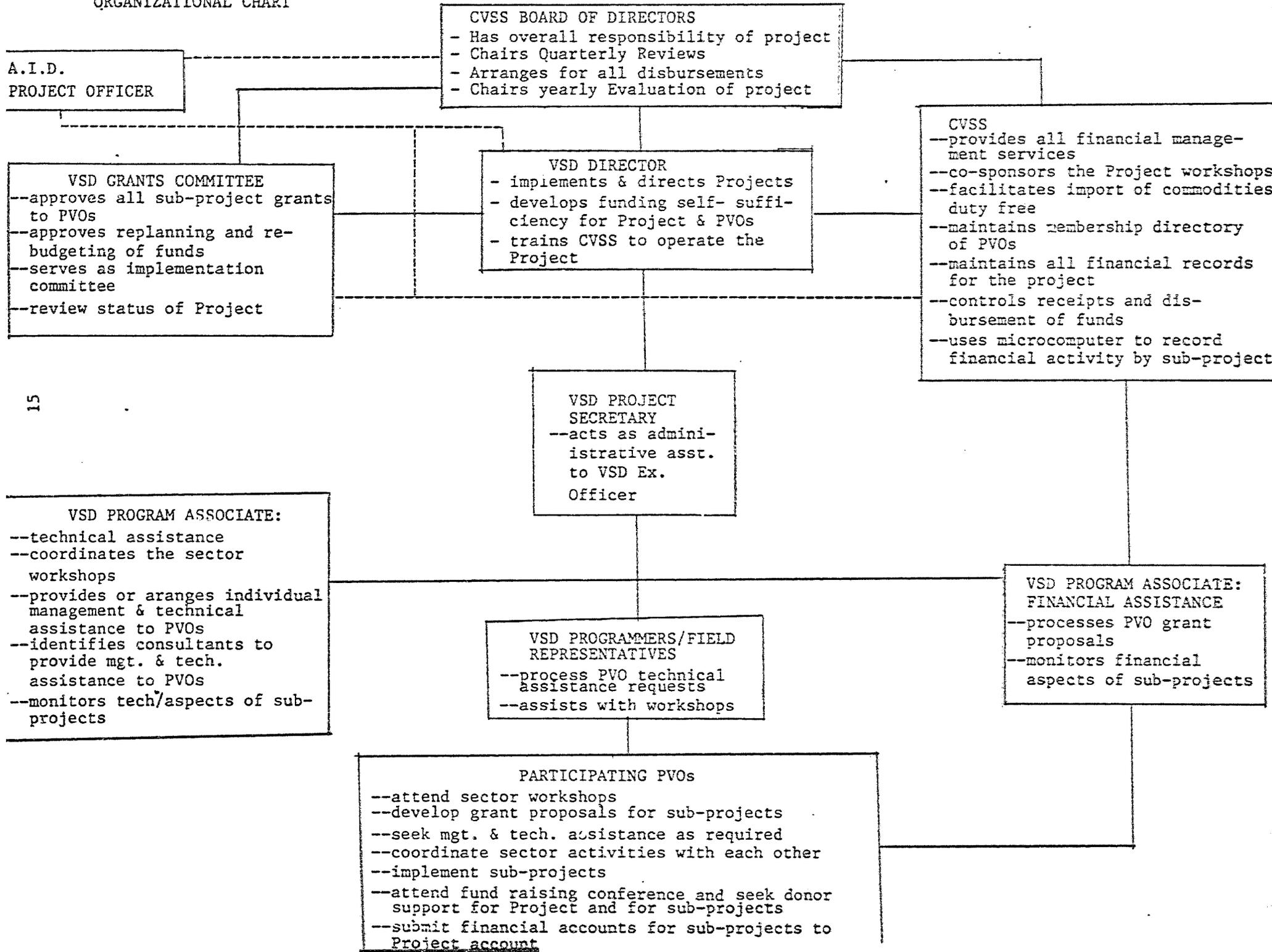
TABLE IV A

(Thousands of U.S. Dollars)

<u>VSD/AID</u>	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>	<u>AID TOTAL</u>	<u>GOJ TOTAL</u>	<u>VSD TOTAL</u>
Personnel	56,250	56,250				112,500	264,570	377,070
Equipment	18,000					18,000	24,000	42,000
Office Operations	30,000					30,000	27,000	57,000
Housing	<u>14,400</u>	<u>14,400</u>				<u>28,800</u>		<u>28,800</u>
	118,650	70,650				189,300	315,570	504,870
Contingency - 5%	<u>5,933</u>	<u>3,533</u>				<u>9,466</u>	<u>25,779</u>	<u>25,245</u>
	124,583	74,183				198,766	331,,349	530,085
Inflation @ 10% compounded		<u>7,418</u>				<u>7,418</u>	<u>78,575</u>	<u>85,993</u>
Total	124,583	81,601				206,184	409,924	616,108
<u>VSD/GOJ</u>	<u>YEAR 1</u>	<u>YEAR 2</u>	<u>YEAR 3</u>	<u>YEAR 4</u>	<u>YEAR 5</u>	<u>GOJ TOTAL</u>		
Personnel	33,216	57,841	57,841	57,841	57,831	264,570		
Office Operations	5,400	5,400	5,400	5,400	5,400	27,000		
Equipment	<u>4,800</u>	<u>4,800</u>	<u>4,800</u>	<u>4,800</u>	<u>4,800</u>	<u>24,000</u>		
	43,416	68,041	68,041	68,041	68,031	315,570		
Contingency - 5%	<u>2,171</u>	<u>3,402</u>	<u>3,402</u>	<u>3,402</u>	<u>3,402</u>	<u>14,779</u>		
	45,587	71,443	71,443	71,443	71,433	331,349		
Inflation @ 10%		<u>7,143</u>	<u>15,000</u>	<u>23,573</u>	<u>32,859</u>	<u>78,575</u>		
Total	45,587	78,586	86,443	95,016	104,292	409,924		

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ORGANIZATIONAL CHART



15

A.I.D.  
PROJECT OFFICER

CVSS BOARD OF DIRECTORS  
 - Has overall responsibility of project  
 - Chairs Quarterly Reviews  
 - Arranges for all disbursements  
 - Chairs yearly Evaluation of project

VSD GRANTS COMMITTEE  
 --approves all sub-project grants to PVOs  
 --approves replanning and re-budgeting of funds  
 --serves as implementation committee  
 --review status of Project

VSD DIRECTOR  
 - implements & directs Projects  
 - develops funding self-sufficiency for Project & PVOs  
 - trains CVSS to operate the Project

CVSS  
 --provides all financial management services  
 --co-sponsors the Project workshops  
 --facilitates import of commodities duty free  
 --maintains membership directory of PVOs  
 --maintains all financial records for the project  
 --controls receipts and disbursement of funds  
 --uses microcomputer to record financial activity by sub-project

VSD PROJECT SECRETARY  
 --acts as administrative asst. to VSD Ex. Officer

VSD PROGRAM ASSOCIATE:  
 --technical assistance  
 --coordinates the sector workshops  
 --provides or arranges individual management & technical assistance to PVOs  
 --identifies consultants to provide mgt. & tech. assistance to PVOs  
 --monitors tech/aspects of sub-projects

VSD PROGRAMMERS/FIELD REPRESENTATIVES  
 --process PVO technical assistance requests  
 --assists with workshops

VSD PROGRAM ASSOCIATE: FINANCIAL ASSISTANCE  
 --processes PVO grant proposals  
 --monitors financial aspects of sub-projects

PARTICIPATING PVOs  
 --attend sector workshops  
 --develop grant proposals for sub-projects  
 --seek mgt. & tech. assistance as required  
 --coordinate sector activities with each other  
 --implement sub-projects  
 --attend fund raising conference and seek donor support for Project and for sub-projects  
 --submit financial accounts for sub-projects to Project account

(ii) The PVO Workshops:

This component focuses on the need to provide technical and managerial assistance to PVOs in an efficient manner, which leverages the use of VSD Office staff time. It is anticipated that the Program Associate for non-financial assistance will coordinate the workshops with CVSS and the participating PVOs, but that the workshops themselves will be designed and delivered by professional facilitators (see Annex E (v) Administrative Analysis). The workshops will consist of a series of four annual workshops, one in each major program sector. These will respond to common PVO needs for information on sub-project components; provide assistance in planning, organizing, staffing, and directing and controlling sub-projects; and respond to the needs for information of various donor organizations.

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

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

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

For example, the Clifton Vocational Training Center (in Kingston)

now conducts training programs in dress-making, tailoring, and upholstery. It wishes to start a training program in wood-making, and another in crafts. The manager intends to visit the very successful training program in wood-working conducted by Operation Friendship (in Kingston). He saw an article in the newspaper on a crafts program being carried out by the Tabernacle Church in Buxton (St. Ann Parish), and has heard that the Woburn Lawn Cooperative (St. Thomas Parish) is carrying out training programs in wood-working and crafts. He does not know of any other vocational training programs being carried out by PVOs, although several more exist. A workshop on vocational training programs (with several sessions on each type of program) will dramatically enhance the sharing of technical information on the feasibility for each type of program (supply and demand), and on the common and critical components of each type of program.

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

The Project has sufficient resources to carry out workshops each year in each of the four sectors of PVO programming, i.e., agricultural production, maternal/child health and family planning, day care and pre-school education, and vocational training.

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

- assistance in the performance of the functions that comprise program or project planning;
- assistance in the performance of the functions that relate to overall organizational planning;
- assistance in the functions that relate to decisions regarding the organization of the work that has been planned;
- assistance in the improved performance of staffing and staff maintenance functions;
- assistance in the functions that represent good direction and control of programs and projects;
- assistance in financial accounting for control of programs and projects; and

-- assistance in improving the fund-raising capabilities of each PVO obtaining Project Funding for a sub-project at the local, national and international level.

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

(iii) Institutional Planning and Fund-Raising:

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

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

There is a need to share information on how to make sub-projects as self-financing as possible. The cost of this element of the Project, see Table V for costing details, is based on ten workshops and five conferences over the five year life of the Project at estimated average costs per meeting. The costs for participant attendance at the meetings will be paid for by the Project. These costs are consistent with or, in the case of the fund raising conferences, less than those recently quoted to USAID/J by various professional facilitators. However, the estimates are reasonable if one entity (such as the United Givers Fund or United Way) is used as the facilitator for all the meetings, due to the savings achieved through elimination of mobilization costs.

TABLE V

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

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

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

Not all the technical and managerial assistance needs of the PVOs can be met in the workshops. In anticipation that the needs for individual technical assistance may exceed the physical resources for such services contained in project, the VSD Office will be staffed with two Field Representatives, whose primary function will be to provide such services. In addition, the VSD Office will maintain information on other sources of technical and managerial assistance within the private sector, the GOJ, and among the PVOs themselves, and referrals will be made to these sources of assistance, as required. To fund these referrals, the Project has allocated US\$150,000 and J\$226,800 for the five year Project period.

(v) CVSS:

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

The CVSS will obtain the necessary permission from the GOJ to import commodities for the Project, and its related sub-projects, duty-free, and it will process all requests for commodities in accordance with customary A.I.D. procurement guidelines. CVSS will also co-sponsor the workshops and coordinate project issues between PVOs and the GOJ, as may be required.

TABLE VI

Summary of CVSS Costs  
(Stated in US\$000) (US\$1 = J\$2.70)

Directory Maintenance and Project Communications	\$ 60,000
Remodelling Office	74,074
Staff Travel	50,000
Office Rental	60,000
Workshop Assistance	100,000
Project Accountant	75,000
CVSS Director's Allowance	<u>18,500</u>
	437,574
Contingency at 5%	<u>21,879</u>
	459,453
Inflation at 10% compounded	<u>86,857</u>
	<u>546,310</u>

See Table VI A on page 21 for a more detailed breakout of Table VI's totals.

(vi) PVO Sub-Projects

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

TABLE VII

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

<u>Item</u>	<u>%</u>	<u>A.I.D.</u>	<u>PVOs</u>	<u>GOJ</u>	<u>TOTAL</u>
1. Agriculture	24.0	575	143	328	1,046
2. Health	24.0	575	143	328	1,046
4. Skills Training	42.0	1,019	229	424	1,672
5. Other (SDA)	<u>10.0</u>	<u>230</u>	<u>57</u>	<u>131</u>	<u>418</u>
TOTAL	100.0	2,399	572	1,211	4,182

TABLE VI A

CVSS BUDGET

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

(vii) Summary of Project Costs by Component:

By combining the cost for each element of the Project, the whole cost of the Project is analyzed into its component parts:

TABLE VIII

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

<u>Component</u>	<u>PVOs</u>	<u>A.I.D.</u>	<u>GOJ</u>	<u>TOTAL</u>	<u>PERCENT</u>
VSD Office		206	410	616	10.6
PVO Workshops		245	-	245	4.2
Technical and Managerial Assist- ance to PVOs		150	84	234	4.1
CVSS	-	-	546	546	9.4
Sub-projects	<u>572</u>	<u>2399</u>	<u>1182</u>	<u>4153</u>	<u>71.7</u>
TOTAL	<u>572</u>	<u>3000</u>	<u>2222</u>	<u>5794</u>	<u>100.0</u>

This summary shows that approximately three-quarters of the Project's funding goes for PVO sub-projects. The particular combination of components selected for the Project helps to ensure that the Project is properly run, that funds are accounted for, that PVOs receive adequate technical and managerial assistance, and that the sub-projects are adequately designed, implemented, and properly funded.

## II. COST ESTIMATE AND FINANCIAL PLAN

The financial plan utilizes local currency to leverage the U.S. dollar component of the project. A.I.D.'s dollar contributions to the various functional accounts were assigned on the basis of current levels of IPVO activity in each sector category and the priority development areas selected for Project emphasis. The costs of the Project are projected against current IPVO costs over a protracted period.

Each of these points, including a discussion of recurrent costs, is discussed in detail in the sections which follow below. The detailed budget appears at pages 28 through 31. It details both foreign exchange and local currency requirements by items and major category of expenditure.

### A. Use of Local Currency

Not all the costs of the Project can be covered from local currency. Dollar costs will be incurred for sub-projects requiring a dollar component of funding, such as for U.S. PVO overhead or to acquire technical assistance, commodities or other resources from outside Jamaica. For instance, the VSD Office will require dollars for expatriate salaries, housing allowances, and vehicle costs.

For each dollar that A.I.D. contributes to the Project the GOJ will contribute two Jamaican dollars. For the five year term of the Project, the GOJ will contribute a total of J\$6,000,000. At the parallel market rate of J\$2.70 to US\$1.00, this represents a U.S. dollar equivalent of \$2,222,222.

A.I.D.'s contribution is \$3,000,000 instead of the \$5,000,000 proposed in the PID because of the generous contribution of local currency financing provided by the GOJ. Only \$400,000 of the \$3,000,000 may be used for the funding of U.S. PVO sub-projects, and only up to a maximum of one-third of the A.I.D. funding may be used for local currency financing.

In summary, the effects of increased use of local currency are: to reduce A.I.D.'s contribution from \$5,000,000 to \$3,000,000, a reduction of 40%; to provide balanced funding of the Project between U.S. dollars and Jamaican dollars; and to enable the project's life to be extended an additional year to five years.

### B. Allocation of A.I.D. Funding to Functional Accounts

Currently, the Mission has in its budget US\$1.5 million of the US\$3 million necessary to fund the Project for its five-year life. However, it is all contained in the EHRD functional account. Modification within the USAID/J OYB will be required to realign the funding within the functional account requirements

cited in Table IX. The allocations contained in Table XI are based on the current relative levels of IPVO program activity, as summarized in Annex H, and the substantive development areas assigned priority by this project.

Table IX

Allocation of A.I.D. Funding by Functional Account  
(In U.S. Dollars)

<u>Account</u>	<u>Perct.</u>	<u>Amount</u>	<u>Foreign Assistance</u> <u>Act Section</u>
ARD & N	25.0	750,000	103
PN	12.50	375,000	104
HE	12.50	375,000	108
SDA	10.00	300,000	106
EHRD	40.00	1,200,000	105
TOTAL	100.00	\$3,000,000	

At the time a sub-project is approved, its funds will be allocated by functional account(s) based on its program content.

C. Recurring Costs

One of the goals of the VSD Office is the permanent institutionalization of the Project's substance by the end of its five year life. Such full, permanent institutionalization will mean that the CVSS and its members will have achieved full funding self-sufficiency. Such funding self-sufficiency would be realized by attracting broader donor support, through contributions of monetary support and by other means.

One of the selection criteria for PVO sub-projects is that the sub-project, prior to approval for funding, be designed so that it has a minimum of unfunded recurring costs. Also, the annual Project conferences on fund raising are intended to show PVOs how to raise other donor funds for PVO sub-projects. The Project, as budgeted, will not have funds to cover recurring costs for sub-projects beyond its initial five years. If the PVO sub-projects fail to finance their recurring costs, unless the Project itself receives additional donor support, the sub-projects will starve for lack of funds.

The Project contains a mechanism to finance the recurring costs of the VSD Office, i.e., about \$250,000 per year. For the five year life of the Project, all support costs will be covered out of Project funding, as budgeted. In addition, each sub-project that is approved will be expected to contribute eight percent (8%) of the total funding that it receives to the VSD Office from the local currency portion of the funding. This sum of eight percent will be used to promote the Project Support Costs Reserve

Fund of approximately US\$572,000 equivalent, which represents 13 percent of the total budgeted sub-project costs of US\$4,181,000. The Reserve Fund will be an interest bearing account that will be used to finance the recurring costs of the VSD Office after the Project Assistance Completion Date.

In the aggregate, the effect of this procedure is three-fold.

1. Participating PVOs are made aware of VSD Office costs.
2. The total amount of sub-project funds contributed to the reserve fund will be the equivalent of US\$572,000, which represents approximately 13 percent of the total amount of sub-project funds of US\$4,152,804.
3. A reserve fund is established to cover the recurring costs of the VSD Office for a period of time after the end of the Project's five year life, i.e. to help maintain this new institution in the PVO sector.

Should the eight percent grant administration fee be insufficient to fully cover the support costs of the VSD Office, it is intended that the PVO participants in the Project be assessed from time to time for amounts sufficient to cover the remaining support costs. The combination of the sub-project grant administration fee plus, as necessary and feasible, membership assessments will provide sufficient funding for a continuation of the operation of the VSD Office beyond its initial five-year term. Such continuation also requires sufficient fund raising, PVO participant interest in continuing meaningful sub-project grant funding, good sub-projects, and the continued interest of CVSS.

The continued financially sound funding of the VSD Office, as demonstrated through the establishment of this Reserve Fund, together with the continuation, as appropriate, of management assistance and training efforts for PVOs will ensure the existence of a continued capacity to provide technical assistance training and other support to the entire PVO community for an indefinite period of time beyond the five year life of the Project.

#### D. Detailed Project Budget

The detailed five year Project Budget is found at pages 28 through 31, Table X. The budget lists the costs in U.S. dollars of each line item, details the foreign exchange and local currency required by line item, and shows, by year and major budget category, how much foreign and local currency will be utilized over the five year life of the Project.

The total project cost is US\$5,794,222, of which US\$1,641,418 will be used for the costs of administrative, technical, workshop, and other support. The remainder, US\$4,152,804 will

support PVO sub-projects. Of the total cost, A.I.D. will contribute US \$3 million, the GOJ will provide J\$6,000,000 and PVOs will contribute the local currency equivalent of \$572,000 in cash, or in kind donations of services and materials. The PVO contribution represents almost 24 percent of the A.I.D. US dollar component for sub-project funding of U.S. \$2.4 million.

The administrative costs represent the costs of the VSD Office, including salaries and the cost of services provided to the project by CVSS. The funds for CVSS to cover their costs of services to the Project amount to US\$546,310.

The VSD Office salary cost of US\$337,070 provides for a six-person staff. The VSD Office will be headed for the first two years by an expatriate Director who will receive a salary of \$45,000 per year and a housing allowance of \$1,200 per month. For the remaining three years of the Project, the office will be headed by a local hire Director. Supporting the Director will be a five-person staff consisting of two Program Associates, two Programmers (Field Representatives), and a project secretary.

The CVSS Office will be refurbished as part of the Project. A micro-computer for use by both CVSS and the VSD Office, and two vehicles for use by the VSD Office, will be purchased from project funds. The CVSS costs also include a provision for contingency at 5 percent for each of the 5 years of the project, and 10 percent inflation compounded annually. CVSS costs also include the salary for the Project Accountant, \$75,000 at \$15,000 for 5 years; the cost of other services provided to the VSD Office of \$362,574; and a provision for inflation and contingency of \$108,736. The sum of US\$285,000 is to be paid to CVSS in quarterly advance installments to cover the costs of directory maintenance and project communications, staff travel, workshop assistance and the Project Accountant. Included in this amount is an annual allowance to the CVSS Executive Director of US\$3,700 equivalent. The costs of the VSD Office and CVSS, combined, represent 20 percent of total project costs.

Other support costs include \$479,000 for various technical and management assistance contracts or grants. A local hire VSD Office Director will be recruited at the start of the second year of the Project. He/she will work as counterpart to the expatriate Director with a view to assuming the later's role at the end of the second year of the Project. One of the Project's Program Associates, if proven competent, could be promoted to the position of the local hire Director at the start of the second year of the Project, and a new person recruited to fill that post. Any financial costs incurred in this process will be covered from contingency funds.

The cost of support of VSD sub-projects, \$4,152,804, represents grants to PVOs to do individual sub-projects in development areas. It is estimated that approximately 20 sub-projects will

be funded during the five-year life of the Project. The schedule of sub-project grants by year for both US dollars and for Jamaican dollars is shown in Table XI on page 32.

The schedule of sub-project grants by year shows that while the major incidence of sub-grants occurs in Operational Years 2 and 4, the grants are rather evenly spread. The project start up and commodity costs fall in the first year of the Project, while the VSD Office and CVSS costs are incurred over the life of the Project.

Table X

Project Budget

(US\$1 = J\$2.7)

A. VSD OFFICE

I. <u>Salaries</u>	<u>Cost in US\$</u>	<u>Currency Required</u>	
		<u>US\$</u>	<u>J\$</u>
1. Expatriate VSD Director @ US\$45,000/year 2 person/years - Allowance @ 25%	90,000  22,500	90,000  22,500	
2. Local hire, VSD Director @ US\$790/month 4 person years - Allowance @ 50%	37,920  18,960		102,384  51,192
3. Local hires, 2 Program Associates @ US\$700/month Allowances @ 50%	84,000 42,000		226,800 113,400
4. Local hires, 2 Field Reps. @ US\$462/month 4 person years Allowance @ 25%	44,352  11,088		119,750  29,938
5. Local hire, Project Secretary @ US\$350/month Allowance @ 25%	21,000 5,250		56,700 14,175
Subtotal Salaries of VSD Office	377,070	112,500	714,339
III. <u>Vehicle and Shipping:</u>			
One time start up	18,000	18,000	
Subtotal	18,000	18,000	

Table X (Cont'd)

	<u>Cost in US\$</u>	<u>Currency Required</u>	
		<u>US\$</u>	<u>J\$</u>
III. <u>Vehicle Operations and Maintenance:</u> @ US\$200/month for each of 2 vehicles for 5 years			
Subtotal	24,000		64,800
IV. <u>Housing - Expatriate:</u> Executive Director US\$1,200/month for 2 years			
Subtotal	28,800	28,800	
V. <u>Office Operations:</u>			
Furniture	15,000	15,000	
Supplies, telephone, cable, printing, utilities, @ US\$450/month	27,000		72,900
Micro-computer (one time start up cost)	15,000	15,000	
Subtotal Office Operations	57,000	30,000	72,900
Subtotal VSD Costs	504,870	189,300	852,039
Contingency @ 5%	25,245	9,466	42,602
Inflation @ 10% compounded	85,993	7,418	212,153
Total VSD Office	616,108	206,184	1,106,794

Table X (Cont'd)

B. CVSS

<u>CVSS Costs:</u>	<u>Cost in US\$</u>	<u>Currency Required</u>	
		<u>US\$</u>	<u>J\$</u>
1. Directory Maintenance and Project Communications	60,000		162,000
2. Remodeling Office	74,074		200,000
3. Office Rental	60,000		162,000
4. Staff Travel	50,000		135,000
5. Workshop Assistance	100,000		270,000
6. Project Accountant	75,000		202,500
7. CVSS Director's Allowance (5 years)	18,500		49,950
	<hr/>	<hr/>	<hr/>
	437,574		1,181,450
Contingency @ 5% yearly	21,879		59,073
	<hr/>		<hr/>
	459,453		1,240,523
Inflation @ 10% compounded	86,857		234,514
	<hr/>		<hr/>
Total CVSS	546,310		1,475,037

Table X (Cont'd)C. MGT & TECHNICAL ASSISTANCE

	<u>Cost in US\$</u>	<u>Currency Required</u>	
		<u>US\$</u>	<u>J\$</u>
1. Workshop Facilities	245,000	245,000	—
2. Mgt. & Technical Assistance by Consultants	234,000	150,000	226,800
Subtotal	479,000	395,000	226,800

D. SUB-PROJECTS

1. A.I.D.	2,398,816	2,398,816	—
2. GOJ	1,181,988		3,191,368
A.I.D. & GOJ	3,580,804	2,398,816	3,126,569
IPVO Contribution	572,000		1,544,400
Subtotal Sub-projects	4,152,804	2,398,816	4,735,768
Total Project Costs	5,794,222	3,000,000	7,544,400

TABLE XI

Schedule of Utilization of Funds By Year

<u>FIRST OPN YEAR - OBLIGATIONS</u>	GOJ/US US\$	GOJ J\$
Sub-projects	398,816	291,369
Management & Technical Assistance Con. & Workshops	79,000	26,800
PVO Local Contribution		
- 25% of AID Project Cost		194,400
VSD Costs	118,650	105,611
VSD Contingency	5,933	5,258
VSD Inflation	-	-
CVSS Costs		369,290
CVSS Contingency		18,465
CVSS Inflation	-	-
	<hr/>	<hr/>
	602,399	1,011,219
<hr/>		
<u>SECOND OPN YEAR - OBLIGATIONS</u>		
Sub-projects	500,000	725,000
Management & Technical Assistance Con. & Workshops	79,000	50,000
PVO Local Contribution		
- 25% of AID Project Cost		337,500
VSD Costs	70,650	186,607
VSD Contingency	3,533	9,330
VSD Inflation	7,418	39,187
CVSS Costs		203,040
CVSS Contingency		10,152
CVSS Inflation		21,409
	<hr/>	<hr/>
	660,601	1,582,225
<hr/>		
<u>THIRD OPN YEAR - OBLIGATIONS</u>		
Sub-Projects	500,000	725,000
PVO Local Contribution		
- 25% of AID Project Cost		337,500
Management & Technical Assistance Con. & Workshops	79,000	50,000
VSD Costs	-o-	186,607
VSD Contingency	-o-	9,330
VSD Inflation	-o-	47,025
CVSS Costs		203,040
CVSS Contingency		10,152
CVSS Inflation		44,861
	<hr/>	<hr/>
	579,000	1,613,515

TABLE XI (Cont'd)

	GOJ/US US\$	GOJ J\$
<u>FOURTH OPN YEAR - OBLIGATIONS</u>		
Sub-projects	500,000	725,000
PVO Local Contribution		
- 25% of AID Project Cost	79,000	337,500
Management & Technical Assistance Con. & Workshops	-o-	50,000
VSD Costs	-o-	186,607
VSD Contingency	-o-	9,330
VSD Inflation		57,327
CVSS Costs		203,040
CVSS Contingency		10,152
CVSS Inflation		70,354
	<hr/>	<hr/>
	579,000	1,649,310
<hr/>		
<u>FIFTH OPN YEAR - CONTRIBUTIONS</u>		
Sub-projects	500,000	725,000
Management & Technical Assistance Con. & Workshops	79,000	50,000
PVO Local Contractor		
- 25% of AID Project Cost		337,500
VSD Costs	-o-	186,607
VSD Contingency	-o-	9,330
VSD Inflation	-o-	68,614
CVSS Costs		203,040
CVSS Contingency		10,152
CVSS Inflation		97,890
	<hr/>	<hr/>
	579,000	1,688,133
<hr/>		
PROJECT TOTALS FOR THE FIVE YEARS	3,000,000	7,544,400

### III. IMPLEMENTATION PLAN

#### A. Responsibilities for Project Implementation

Project implementation will be the responsibility of the VSD Office in coordination with CVSS. For sub-projects carried out by participating PVOs under the Project, the VSD Office will have responsibility for providing assistance in project design and preparation, monitoring and evaluation. Responsibility for overall A.I.D. Project monitoring and backstopping will be assigned to a USAID/J Project Officer from the Education and Human Resources Division. A joint VSD/CVSS/USAID Project Implementation Committee will meet quarterly to review progress and problems based upon information contained in comprehensive quarterly reports, which will be prepared by VSD/CVSS staffs on a reporting format to be provided by USAID/J.

The VSD Grants Committee will retain responsibility for the final approval of all sub-project grants for the duration of the project. However, USAID/J will review the grants on a post facto basis to assure compliance with the standards and priorities established for sub-grants by the Project, before providing A.I.D.'s second and subsequent quarterly advances of funds to the VSD Office for making such sub-project grants.

#### B. Financial Management

USAID will make disbursements directly to the VSD Office based upon approved requests for advances of funds to meet the currency costs of goods and services included in the approved Project Budget, including funds for making sub-project grants to PVOs. Such advances may not exceed 90 days' estimated expenditure. Expenditures must be properly reported in form and substance acceptable to A.I.D. before further advances can be approved.

#### C. Procurement Plan

As indicated throughout this paper, a principal objective of the Project is to assist in establishing a strong, self-sustaining, private voluntary sector in Jamaica. Consistent with this objective, it is important that IPVOs, as well as the central organizations (CVSS and the VSD Office) achieve and obtain competency in commodity and service procurement procedures in order to assure the effective long term operation of the institutionalization goals of the Project.

Accordingly, to foster this experience, particularly in IPVOs, grantee (host country) contracting procedures will be employed, with A.I.D. involvement generally limited to guidance in establishing initial procedures, to post facto monitoring of procurement operations, and to providing advice in particular problem areas. The A.I.D. guidance role, of course, will be

relatively greater in the early stages of the Project, and decline as VSD, CVSS and the IPVOs acquire more experience. Training guidance and assistance will be provided to VSD and CVSS personnel, particularly to the VSD Program Associate for Sub-projects, so that these organizations will be able to provide ready assistance to IPVOs, when needed.

Procurement under the sub-projects is expected to consist almost entirely of small commodity transactions carried out under traditional grantee procedures consistent with the small value procurement guidance contained in Chapter 3 of A.I.D. Handbook 11.

Similarly, the very limited A.I.D.-financed commodity procurement for VSD and CVSS is expected to encompass only two cars, a micro-computer, and office furniture. Similarly, these transactions should fall within the ambit of the small value procurement procedures.

Informal competitive procurement, which is the private sector norm, will be emphasized to the extent prudent and permissible, especially for sub-grantees. Although no such transactions are planned, advance A.I.D. approval will be required for all A.I.D.-financed commodity contracts in excess of US\$70,000.

Technical assistance services will be procured under host country contracts with the CVSS. It is expected that the services of the long term VSD Office expatriate Director will be provided under a personal services contract. The services of short term trainers and advisors may also be procured under such personal services contracts; however, the feasibility of acquiring some or all of this short term assistance under a contract, or some type of ordering agreement with an appropriate organization, will be considered.

No A.I.D.-financed physical works are contemplated under the Project, with the possible exception of minor participation in office remodeling for the CVSS, and the possibility of providing a portion of low-cost minor renovations or construction under sub-projects. The latter small value work will be obtained from local sources and is not suitable for international solicitation. The project will emphasize the use of traditional Jamaican contracting techniques for such work, to the extent that compliance exists with the intent of the guidance contained in Chapter 2 of Handbook 11.

All procurement requirements and guidelines will be addressed in the initial implementation letters issued by USAID/J. Cost estimates and procurement schedules for the commodities to be purchased by CVSS and VSD and for technical assistance services are presented in Table VI and Table IV, respectively.

#### D. Project Plan of Work

The Plan of work for the Project consists of a narrative description of the five major components of the Project, followed by a chart which describes the activities (and their schedules) for a typical project year.

The five components of the plan of work for the Project are:

- the technical, management, and "indirect" financial assistance workshops to be held each year in each major sector or area of PVO programming;
- the annual fund-raising conference for all voluntary agencies;
- the individual assistance that will be provided to voluntary agencies expressing continued need for technical and management assistance;
- the referrals of PVOs to other sources of technical and management assistance, and the funding of these referrals; and
- the funding of specific sub-projects.

1. Workshops and Conference: There will be four workshops held each year, one for each of the four major areas of voluntary agency programming. These four areas are agricultural production, maternal/child health and family planning, day care and pre-school education, and vocational training. In addition, there will be one conference on fund-raising each year.

The tasks for carrying out each workshop and the conference are the same. They are, identification of participants, and workshop or conference design; identification of resource personnel, materials development and logistical set-up; workshop delivery; and workshop evaluation. It will take two months to carry out all tasks for each workshop and for the conference. All tasks for each workshop will be carried out in consecutive two-month periods, beginning with the third month of each project year. All tasks for the conference will be carried out during the final two months of each project year.

The workshops will be designed after the participants have been identified, so that the design will conform to the specific needs of the agencies that will be attending. It is, however, possible to describe the general content of the workshops as they are currently envisioned. Each workshop will be approximately one week long, and it will be a long week. Approximately 2 1/2 days will be devoted to providing technical assistance to PVOs in the selection of projects and the determination of the common and critical components of each type of project. Approximately 2 1/2 days will be devoted to planning out the project that represents

a PVO's next best step in initiating new work, or in expanding or improving existing work. Approximately 1/2 day will be devoted to the distribution of information on donor sources, discussing needs of individual PVOs for follow-up assistance, discussing the possibilities for coordination among the voluntary agencies operating in the program area (and the mechanisms for doing so), and evaluating the results of the workshop.

a. Projection Selection: The 2 1/2 days devoted to project selection and the determination of critical project components will consist of a mix of panel presentations and group problem-solving sessions. The panel presentations will be used to convey information that will be useful in project selection. For each sector workshop held, there will be information on what the GOJ is doing, what the private sector is doing, what various voluntary agencies are doing, what the best guesses are on supply and demand in the labor markets that are relevant to voluntary agency programs, and what the best continuing and future role for voluntary agencies might be. Group problem-solving sessions will be used to determine what the common and critical components are for each type of project, given the precise purpose of each type of project.

b. Project Planning: The 2 1/2 days on project planning will be broken down into five 1/2 day sessions, each of which will address a specific step in the planning process. The five steps (or groups of functions) will be:

- determining needs for follow-up assistance, coordination among the agencies, evaluation of workshops, and dissemination of information on donor agencies;
- determining the rationale for the project, i.e., assessing the needs of the specific population to be addressed by the project, assessing resources, and assessing conditions and constraints in the working environment;
- setting goals and objectives for the project;
- preparing a plan of work for the project (activities, tasks, and their schedules); and
- determining the costs of the project (determining organizational units, assigning tasks to them, assigning tasks to individuals, determining the amount of time required to complete them, computing personnel costs, computing all other costs), and revising goals, objectives, and the plan of work, as required, to conform to available resources.

It should be noted that this approach implies assistance in the practice of many of the organizing and staffing functions, as well as in preparation for the future practice of the directing and controlling functions. The plan for the project is also a

plan for how the project will be organized, staffed, and directed and controlled. Each of the sessions on project planning will consist of a brief practice of the relevant functions in plenary, followed by an immediate application by voluntary agency staff to the projects that they are planning.

The half day spent on donor information, determining the needs of PVOs for follow-up assistance, coordination among the agencies, and workshop evaluation will consist of one plenary session.

c. The Fund-Raising Conference: The fund-raising conference will be fully and finally designed in the eleventh month of each project year. In effect, however, it will be designed bit by bit throughout the project year. Each workshop, individual assistance session, and referral will produce some information that will be helpful in designing the conference.

The conference will take approximately one week, and time will be equally devoted to increasing the self-financing component of all projects, general fund-raising strategies and techniques, and increasing the donation of in-kind contributions. Information on donor sources (prepared as workshop "material" and passed out during the workshops) will also be available for distribution during the conference.

The conference will consist of a mix of panel presentations and group problem-solving sessions, with the emphasis on the latter. Sessions on preparing fund-raising plans may be added, if the utility of doing so becomes apparent throughout the course of the project year.

## 2. Individual Assistance

The scheduling of individual assistance sessions will begin after the first workshop, and priority will be given to organizations that participate in the first and subsequent workshops. Much of the individual assistance will be, in effect, follow-up assistance. The major exception will be the provision of individual assistance to organizations that wished to attend a workshop relevant to their work, but were, for some reason, unable to send representatives.

Individual assistance sessions may take anywhere from one-half day to two days, if the assistance consists of following up work already done in a workshop. If it consists of duplicating much of the work already done in a workshop, it may take as many as three or four person-days. In other cases, it may require regular monthly or quarterly visits by a Field Representative in order to assure that an activity is carried out most effectively. Since the majority of individual assistance will be provided to PVOs who have participated in the conferences, the average length of such services (and required resources) is estimated to be approximately 1 1/2 person-days.

### 3. Referrals

Referrals to other sources of assistance will be made when others are clearly more capable of doing the work, or when the amount of time required exceeds project resources. It is not in the interest of the VSD Office to duplicate the work of other organizations.

All referrals to other sources will be reviewed to see what actually resulted. This will be done in order to determine whether the assistance was actually secured and provided, and whether the assistance met the required need. This will influence the way in which referrals are made in the future.

### 4. Funding of Specific Projects

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

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

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

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

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

Proposals for sub-project grants will be logged in as they are

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

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

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

#### 5. Staff and Plan:

Table XII details the staffing plan for the VSD Project Staff. The staff will consist of the Director, two Program Associates, two Programmers (Field Representatives) and a Staff Secretary. Consultants will also be available for use by the staff, on an as needed basis.

a. Program Associates: One Program Associate will be responsible primarily for workshops, group assistance, and individual assistance and referrals. It is anticipated that requests for individual assistance and referrals will flow from the workshops. Assisting the Program Associate will be two Programmers. Their main task will be to establish a direct link at the workshops with individual organizations that have made specific requests for technical assistance, process their requests, and, with the help of the Program Associate, identify and supply the relevant technical assistance needed. Funding for this will be a local cost to the project. Peace Corps Volunteers could also be used in this area, although no direct provision is made for them in this project.

The other program associate will be responsible for the sub-projects, i.e., grant processing, procurement assistance, monitoring, and evaluation. The Programmers (Field Representatives) will assist the Program Associate provide PVOs with "hands on" assistance for sub-project implementation.

Table XII

Distribution Of Activities by Staff Persons

	1	2	3	4	5	6	7	8	9
I. PROJECT SET-UP									
1. Project Staffing	$\frac{1}{4}$	$\frac{1}{1}$	$\frac{3}{4}$	$\frac{4}{4}$					1st yr. only
2. Logistical Set-Up	6	1	6	1	2	2	3		1st yr. only
II. WORKSHOPS AND CONFERENCES									
1. Identification of participants	1	5	5		5				
2. Workshop or confernece design	2	5	10	5	5			C	
3. Identification of Resource Personnel	1	5	5	2½	2½				
4. Materials Development	2	5	10		10			C	
5. Logistical Set-Up	2	5	10				10		
6. Delivery	4	5	20	5	10	11	5	C	
7. Evaluation of Results	1	5	5	2½	2½				
III. INDIVIDUAL ASSISTANCE 12 days	25		7½		7½			C	
IV. REFERRAL & FOLLOW-UP ½ day	25		2½		2½				
V. GRANT PROCESSING									
1. Preparation & distribution of guidelines	4	1	4	2	2	4		C	1st yr. only
2. Set-up grant Committee	2	1	2	2					1st yr. only
3. Processing of proposals	2	20	40	10	15	30	15		
4. Grant Committee Meetings 1½ days		4	1	½	½	1			Expands by 50% in 2nd/5th yrs.
5. Notification of decisions	1	4	4		2	4	2		Expands by 50% in 2nd/5th yrs.
6. Project Monitoring	3	10	30	10	15	30	5	C	
7. Project Evaluation	2	10	20	2½	10	20	7½	C	
VI. PROJECT MONITORING, EVALUATION & REPLANNING									
1. Project Monitoring 2 dys	12	5	1½	2½	2½	1½			
2. Annual Evaluation	2	2	4	1	2	2	1		
3. Planning of New Year	4	1	4	NA	NA	NA	NA		2nd-4th yrs only
4. Reporting	2	2	4	1	2	2	1		Expands by 50% in 2nd/5th yrs.
-----									
A. 1st Year Totals (per details above)			300½	50½	98	101½	50¾		
B. 2nd Year Totals (per yr. in total only)			300½	47	99¾	104	50		

KEY TO HEADINGS

- |                                        |                              |
|----------------------------------------|------------------------------|
| 1. UNIT (weeks unless otherwise noted) | 5. Project Associates        |
| 2. No. of times done in year           | 6. Programmers (Field Reps.) |
| 3. Total Weeks per year                | 7. Secretary                 |
| 4. Project Director                    | 8. Consultants               |

SUB-HEADING OVER COLUMNS 5-8: Distribution by Staff Person  
Year One

9: Description of Changes, if any in Time by task for years 2-5.

b. The Staff Secretary: The Staff Secretary, through the provision of customary secretarial services, will be assisting in both setting up the workshops and in maintaining control over the sub-project. The secretary will also receive training in the operation of the mini-computer, especially the word processing functions of the computer. Provision for this time is made under I.2 "Logistical Set-up" in Table XII.

c. Office Director: The Director will supervise the staff of the VSD Office and assist them with the design and delivery of the workshops. In addition, he will organize and establish all fund-raising efforts, direct the processing of grants, and initiate procedures for the monitoring and evaluation of sub-projects.

The entire project staff will participate in project monitoring, annual project evaluation and reporting, and in planning for the operation of the VSD Office. To allow for customary vacation and holiday periods, each staff member is assumed to work 46 weeks a year, or a total of 276 person weeks per year. Table XII, column three, shows that the total person weeks for the first year will be 300 1/2, or 24 1/2 weeks in excess of available staff time. Similarly, in the two subsequent years, required project time slightly exceeds staff time available. This excess can easily be covered by the use of consultants. Areas where consultants will be of help are indicated by a "C" in the consultants column in the Table. They include workshop design, preparation of materials for use at workshops, e.g., a list of funding sources and sources of direct commodities assistance, and in the design of a good monitoring and evaluation system.

The distribution of time by staff persons is indicated in detail for the first year only, since changes in such distribution among years are minimal. For example, the project staffing and logistical set-up time occurs in the first year only, while replanning time is necessary in the second and third years only. Such changes in total time by work plan component are described in the "Description of Changes" column.

The Table XII Budget indicates that a six-person staff is adequate at project "start up", but not excessive to accomplish the plan of work, and that the distribution of tasks among individual staff persons is equitable.

Although not indicated in the staffing plan, the Project will have one or more roles for Peace Corps Volunteers, if any are available to assist the Project or the PVO sub-projects. The roles in the Project for Peace Corps Volunteers would include certain types of management and technical assistance to the PVOs, assisting PVOs with the implementing of sub-projects, and the monitoring and evaluating of sub-projects on behalf of the VSD Office, depending on the background of the volunteer. It is intended that any Peace Corps Volunteers assigned to the Project would participate in the sector workshops in order to obtain the contextual framework needed to relate to the PVOs participating in the Project.

Chart II lists the major activities of each component of the project and gives schedules for them, where appropriate, for a typical project year. Activities which do not take place in each of the five project years are noted as such. Some activities relating to monitoring and evaluating the components of the project, and the project as a whole, are as noted and scheduled. The monitoring and evaluation of all aspects of the project is discussed in detail in Section IV, Monitoring Plan, and Section VII, Evaluation Arrangements.

#### E. Project Replication

The establishment of the VSD Office mechanism through the Project is intended to streamline grant funding procedures for PVOs and to lead, eventually, to more effective planning and project implementation of PVO activities, with less input of USAID/J staff time. As such, the mechanism, including procedures and forms, may have potential for replicability in other USAID missions for streamlining assistance to PVOs.

As the lead Project element, responsible both to the USAID Mission and to the IPVO community for the successful implementation of the project, the VSD Office will administer a greater number of OPG/PVO type projects than USAID/J could otherwise staff.

CHART II

Plan of Work for a Typical Project Year

BEST AVAILABLE

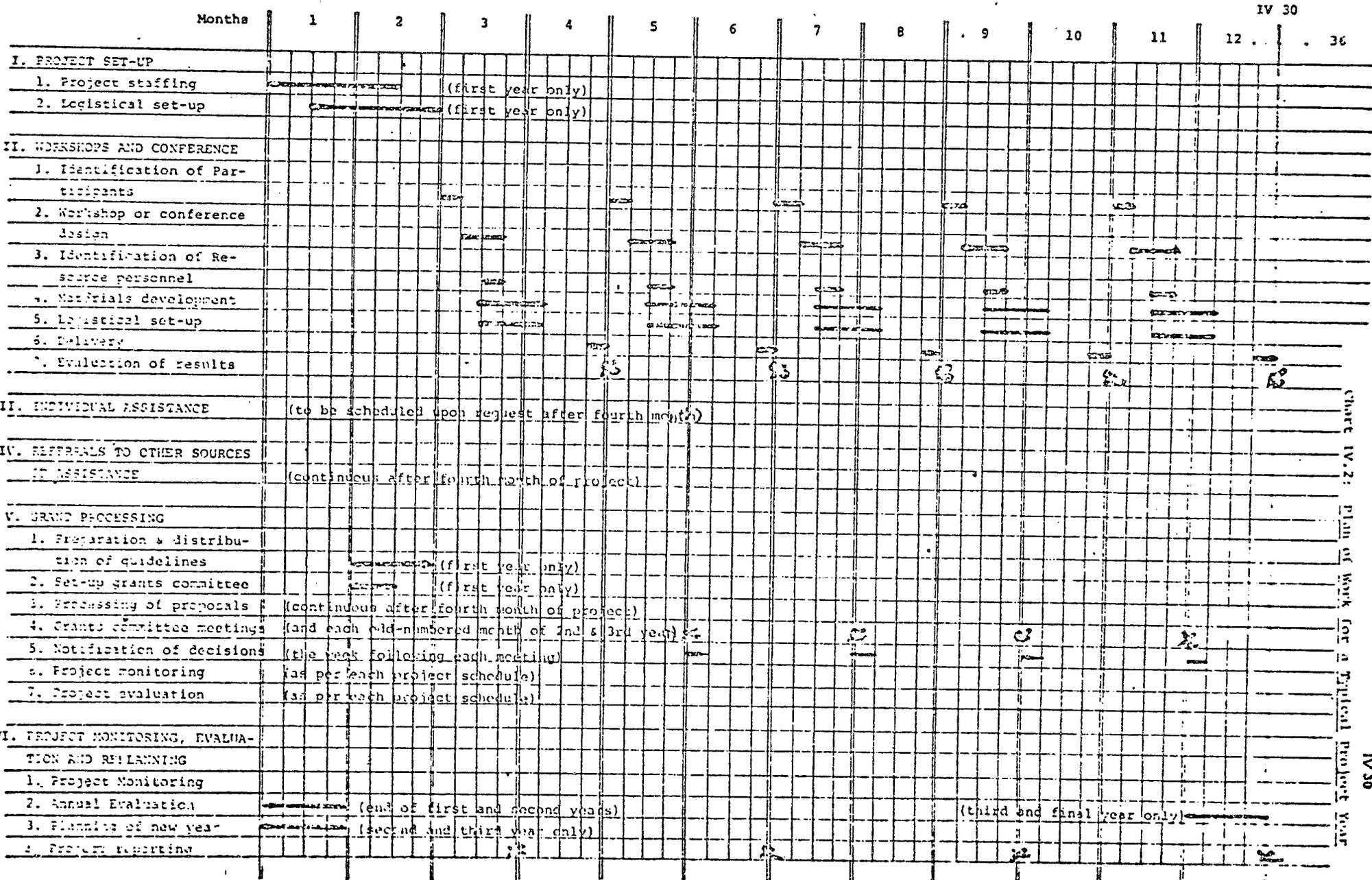


Chart IV.2: Plan of Work for a Typical Project Year

#### IV. MONITORING PLAN

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

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

##### A. Monitoring of Project Elements

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

##### 1. Workshops

For each workshop, records will be maintained by the VSD Office on the number of PVOs signing up for the workshop, the number attending, and the reaction of the PVOs to the workshop. To document the PVOs' reaction, a brief questionnaire will be completed by each participant prior to the end of each workshop. The cost of each workshop, including VSD Office costs from time sheets and expense reports, will also be identified for comparison with the budgeted costs for the workshop. For the purpose of providing a baseline for project evaluation (see Section VII, Evaluation Arrangements), the records for each workshop will also indicate the size of each PVO's membership and certain data about each PVO's membership, in general.

##### 2. Recordkeeping and Evaluation Processes

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

For each sub-project funded, there will be a prefinancing baseline analysis made for evaluation purposes, as well as an

identification of the elements to be monitored over the implementation period. For example, in a PVO sub-project for a skills training program for 20 participants per training period, the outputs to be monitored might include:

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

#### B. Project Monitoring

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

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

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

V. SUMMARIES OF ANALYSES

A. Technical Analysis

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

1. Criteria for Selecting Participating PVOs

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

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

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

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

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

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

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

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

(i) be registered with AID/W;

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

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

## 2. Criteria for Selecting Sub-Projects

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

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

Annex E (i) Technical Analysis, discusses in detail how the selection criteria interrelate with other elements of the Project to ensure the technical feasibility of the Project. In summary, the analysis concludes that the Project is technically feasible because, among other reasons:

- the tight selection criteria will ensure the selection of both good participating PVOs and good sub-projects;
- the provision of workshops designed and delivered by professional facilitators will enhance the technical feasibility of the sub-projects, as will the provision of other management and technical assistance to PVOs; and
- the review of PVO proposals for funding by the VSD Grants Committee will be another check on their technical feasibility.

#### B. Financial Analysis

Annex E (ii), Financial Analysis, discusses the cost of the Project, and determines that the costs are reasonable.

Approximately 92 percent of Project monies for sub-project grants and related grant administration go directly to fund the sub-projects. The cost of grant administration is 8.6 percent of grant and grant administration funds, a percent which compares favorably with that of efficient grant-making U.S. PVOs.

The costs per PVO for various types of technical and managerial assistance range from about \$600 for the five-day sector workshop to \$260 for the five-day funding conference. A sector workshop anticipates an attendance of 30 PVOs, whereas the fund raising conference will accommodate 50 PVOs. (See Table V on page 19.)

Total Project funding is sufficient to fund approximately 20 sub-project grants totalling US\$4.15 million over five years. The level of funding is consistent with the Project's objectives of making approximately 20 grants of between \$10,500 and \$500,000 each for sub-projects over the five-year project period.

No financial rate of return is calculated for the Project, since the sub-projects are not known at this time and the benefits from several types of sub-project, e.g., good health and better education, etc., are not usually quantifiable in financial terms.

In summary, the conclusion that the Project is financially feasible is based on the reasonableness of the Project costs per grant and per PVO, and on the adequacy of the proposed Project amount to fund the intended number of sub-project grants. Using both these tests, the Project is financially feasible.

### C. Economic Analysis

The Economic Analysis at Annex E (iii) discusses in detail the qualitative benefits of certain PVO activities by sector, and provides certain cost data for these activities, as provided by the PVOs and other sources. The examples used in the analysis are existing PVO programs of the types which would fit under the Project's criteria for sub-project selection. The use of existing PVO programs for analysis is necessary because the specific sub-projects to be funded under the Project are not known at this time, and because it is desirable to demonstrate the economic feasibility of PVO programs in a concrete way where possible.

An economic rate of return for the Project as a whole is not determined, in part because many of the Project benefits--good health and better education, etc.--are not easily expressed quantitatively. However, the qualitative analysis of benefits by development sector clearly suggests a favorable economic return for the Project.

In addition, for one large skills training PVO, a quantitative economic analysis is performed to show that this 15-year old PVO activity now has a measurable and very favorable (5.99) benefit/cost ratio. A similar calculation is performed for one farming component of a well established and well respected rural boy's home, with a similar result. The data used for the calculations are figures obtained through extensive discussion with the Executive Directors of both PVOs.

The large skills training program, for example, has as its target population youths, both male and female, who have a background of poverty. They are youths who have limited communications and computational skills and who, without extensive remedial education, would be unable to benefit from skills training. They have been rejected by all the traditional institutions involved in education and skills training. Without this PVO program, their opportunities are bleak; the failure of similar youth to get into this type of program is most unfortunate for them, and in the larger sense, unfortunate for society as well. This program, over a maximum of three years per youth, allows these 120 youths the chance to learn a job skill, together with the related life skills, and communications and computational skills necessary to function successfully in the skill and in society. The program has consistently placed 60 percent of its graduates, as advanced apprentices with local companies, at initial starting wages of J\$50 to \$100 per week.

The other large PVO used for the quantitative economic analysis has as its target population boys between the ages of 8 to 18, who are assigned to the boys' home by the Family Court. Initially, the purpose of the home was solely to house the boys, a purpose which in the early years of the school proved frustrating in itself due to the boys' lack of discipline. For a

time, the school was closed. Education of the boys was to be done by the local schools, a hope which proved unrealistic. Generally, the boys have the level of education of a first grade student, yet--because of their chronological ages--were placed into sixth grade classes or higher. Predictably, the boys dropped out of school.

Next, the school developed its own educational program for the boys with a small, farm labor component to instill in the boys discipline and a sense of responsibility, and to provide the home with some food. The problem with this approach was that the boys had no place to go when they left the school at age 18. They were a little smarter in many ways than when they entered the school, but were without sufficient knowledge or economic resources to qualify and to compete for employment outside the school.

Today, fortunately, an answer may be at hand. With broad international donor support and encouragement, the home has begun implementing a diversified agricultural scheme, which has a well thought out and tested marketing approach. The scheme provides for profit-sharing for the boys who elect to participate in the program. Based on the success of the program to date, it is anticipated that if a boy stays in the program for seven years, he will have sufficient resources and knowledge to buy his own two to three acre farm, and the boys' home will provide the marketing organization for his output. It is submitted that this PVO program, although it also passes quantitative economic analysis, has a certain compelling qualitative appeal as well.

Other PVO programs are discussed in qualitative terms only in the economic analysis. The first of such PVOs is a small skills training center for dressmaking, upholstery, and tailoring, located in a very needy area of Kingston. Of its 33 teenage students, many travel several miles or more by bus to attend. Most of these students do not have the money for both lunch and the bus, but, of the 33 students, only one has dropped out (due to pregnancy). For the students, despite often empty stomachs and the related glazed stares, this program is their only chance to learn a remunerative skill. This program is recognized by its local sponsor as a needed PVO program, but to date it has only twelve graduates. They are, generally, self-employed. Therefore, this activity does not yet lend itself to meaningful economic analysis.

After qualitatively discussing PVO programs by sector, the analysis reviews the distribution of Project resources by sector and concludes that it is an optimal allocation and, of such allocations, the most responsive to the demand for PVO services.

The analysis concludes with the broad rationale for the support of PVO programs:

1. they marshal additional resources for socio-economic development;
2. they complement governmental programs by working where government does not, or meeting needs not met by governmental programs;
3. they have a flexibility which permits them to undertake new programs or develop new, more useful program strategies;
4. they represent a people's response to solving their own problems and are, therefore, by their presence an expression of a developed society; and
5. the existence of PVOs in a society is an example of pluralism, which is a healthier, more efficient social structure.

In conclusion, the economic analysis contains a brief qualitative statement as to the desirability of PVO programs from an economic benefit/cost viewpoint. The impression which the analysis intends to convey is that the economic benefits of the Project are probably at least equal to its cost over a period of time probably longer than the initial Project life, and, furthermore, that the commitment of resources to the Project will result, as current PVO programs demonstrate, in measurable quantitative benefits in several development areas which will favorably exceed the cost of these benefits in terms of Project resources.

#### D. Social Soundness Analysis:

There is a very extensive network of well established private voluntary organizations in Jamaica. With such groups, a very small amount of outside funding can stimulate greatly increased levels of activity that provide benefits to Jamaica's poorest citizens. All PVOs are currently hindered by economic constraints, such as shortages of funds, lack of foreign exchange, and problems of transportation and communication.

Most PVOs are unable to attract employees of a desired quality because of the lack of funds, and because they are located in areas where the crime rate is high. The Project will enable such PVOs, nonetheless, to improve their administrative skills and, thereby, strengthen themselves as institutions. The sub-projects that will be financed through the Project will provide direct benefits to the poorest of the poor in rural and urban Jamaica. Over the five-year period of the project, a minimum of 20 projects will be financed. With both good client support and good community and government support, the sub-projects will positively impact the beneficiaries, the PVOs and the Project in a socially sound manner.

Current IPVO programs are consistent in sectoral areas with those which the Project intends to finance through sub-projects. These

programs are generally well received and very much needed by the PVO's clients. Accordingly, it may be anticipated that the funding of sub-projects which expand PVO programs in the selected development areas of current IPVO activity will continue to impact the client beneficiaries of these sub-projects in a positive manner.

E. Administrative Analysis:

The Administrative Analysis (Annex E (v)) discusses the qualifications of CVSS and the appropriateness of its relationship with the VSD Office, USAID/J, and the participating PVOs for maximizing the administrative feasibility of the Project. The analysis reviews in detail the formal evaluation of CVSS' first grant from USAID/J, a US\$249,000 grant for the period from September 1977 through September 1981. As a result of this review, additional elements have been included in the Project in order to strengthen CVSS' and the VSD Office's capabilities to carry out the Project. With the inclusion of these additional elements, as recommended by the evaluation, the Project becomes administratively feasible for implementation.

For the five-year life of the A.I.D.-assisted project, CVSS will:

- perform all the financial management functions of the Project;
- co-sponsor and help with the organization of the Project's sector workshops and fund-raising conferences, through its role as a coordinator between PVOs and the GOJ;
- facilitate the duty free import of commodities for the Project and its related sub-projects by obtaining a waiver from the GOJ, and process all requests for such commodities in accordance with customary A.I.D. procurement guidelines;
- maintain basic and current information on PVOs operating in Jamaica;
- select a representative from the CVSS for the VSD Grants Committee; and
- help to coordinate the activities of the Project with all IPVOs, PVOs, and USPVOs.

The VSD Grants Committee will make all funding decisions and have the responsibility for final approval of all sub-project grants.

The professional workshop facilitators and the Programmers will provide well designed and delivered sector workshops and conferences, which will relate precisely to the participating PVOs' needs and, thereby, strengthen CVSS' co-sponsorship role in this area.

In summary, the relationships between CVSS, the VSD Office and the other elements of the Project, in terms of an appropriate division of responsibilities and duties, ensures the success of the VSD Office as Project Grantee, and the administrative feasibility of the Project.

VI. CONDITIONS AND COVENANTS

The standard conditions precedent to initial disbursement will apply. These involve the designation of official VSD Office representatives, the provision of specimen signatures, and the provision of a legal opinion confirming the validity of the Grant Agreement.

As further Conditions Precedent to disbursement of A.I.D. funds, the Board of Directors of CVSS will submit to A.I.D., or inform A.I.D. in writing that:

- a Project Director and supporting administrative staff have been selected and are ready to begin working on the VSD Office;
- the CVSS Office has obtained the services of a full time Project Accountant, and supporting administrative staff to support the VSD Office and the Project;
- an Operational Plan and criteria for the selection of PVO Sub-Grantees for sub-projects, acceptable to A.I.D.
- evidence that the Board of Directors of the CVSS has the necessary authority to enable it to direct and implement the project and has given the VSD Office the necessary authority to act as its agent for Project implementation; and
- evidence that the VSD Office will be able to import commodities for the Project duty free.

The following special Conditions Precedent to disbursement for sub-project sub-grants will apply:

- A.I.D. approval will be obtained on each grant agreement and implementation plan for each sub-project; and
- A.I.D. will be advised of the types of goods and services to be procured under each sub-project grant, and the mechanism for procurement.

Finally, the following covenants will be accepted by the Grantee.

- Authority will be sought from the GOJ to establish a bank account, either foreign or domestic, in which to keep foreign exchange donations, contributions, or other monies provided for the purposes of the CVSS Board.
- Tax exempt status will be sought for foreign contributions in their home countries.

## VII. EVALUATION ARRANGEMENTS

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

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

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

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

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

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

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ACTION: AID 8 INFO: AMB DCM POL ECON. RF/13

FMSECSTATE WASHDC  
TO AMEMBASSY KINGSTON PRIORITY 5131  
BT  
UNCLAS STATE 311824

AIDAC

E.O. 12356: N/A  
SUBJECT: PID REVIEW OF JAMAICA VOLUNTARY SECTOR PROJECT  
NO. 532-0085

PID REVIEW OF SUBJECT PROJECT WAS HELD ON OCTOBER 21, 1982. THE BASIC CONCEPT OF THE PROJECT, TO DEVELOP A MODEL FOR EXPANDED SUPPORT, ESPECIALLY TO INDIGENOUS PVO'S WITH MINIMAL USAID STAFF SUPPORT, WAS ENDORSED. SUCH A MODEL COULD BE VERY HELPFUL FOR REPLICATION IN OTHER MISSIONS. HOWEVER, BECAUSE OF THE NUMBER OF UNRESOLVED ISSUES, MISSION IS REQUESTED TO SUBMIT THE PP TO AID/W FOR REVIEW AND APPROVAL. IN PREPARING THE PP, MISSION SHOULD SPECIALLY ADDRESS THE FOLLOWING:

(1) PROJECT RATIONALE - PP SHOULD ELABORATE ON AND MORE PRECISELY DEFINE RATIONALE OF PROJECT AND WHERE IT FITS WITHIN OVERALL MISSION STRATEGY. WHY, FOR EXAMPLE, SHOULD THIS PROJECT BE A PRIORITY FOR JAMAICA AND PARTICULARLY AT THIS TIME? TO WHAT EXTENT SHOULD PROJECT BE AIMED AT MEETING ECONOMIC RECOVERY OBJECTIVES AS OPPOSED TO BASIC HUMAN NEEDS OBJECTIVES?

(2) PROJECT FUNDING - CONSIDERING THAT THE MAJORITY OF COSTS UNDER THIS PROJECT CAN BE FUNDED FROM LOCAL CURRENCY, USAID IS URGED TO FURTHER CONSIDER LOCAL CURRENCY GENERATION FROM ESF CASH TRANSFERS AND PL 480 AS ALTERNATIVE SOURCES OF FUNDING, FOR PROJECT ACTIVITY COSTS. A STRONG JUSTIFICATION WOULD BE NEEDED IF THESE LOCAL CURRENCY SOURCES ARE NOT A VIABLE ALTERNATIVE FOR MOST OF THE PROPOSED PROJECT FUNDING.

(3) PROJECT IMPLEMENTATION - PP SHOULD CLARIFY AND ELABORATE ON THE ROLE AND FUNCTION OF THE VOLUNTARY SECTOR DEVELOPMENT OFFICE. IS IT INTENDED TO SERVE SIMPLY AS AN ADJUNCT OF THE USAID AND GET MISSION STAFF OUT OF THE DAY TO DAY DESIGN AND IMPLEMENTATION PROCESS? OR WILL IT BE "INSTITUTIONALIZED" IN SOME FORM TO CARRY ON AFTER THE PROJECT HAS TERMINATED? WHY CANNOT CVSS, WHICH HAS RECEIVED PRIOR USAID SUPPORT, BE UTILIZED TO CARRY OUT THIS PROJECT? IF NOT, HOW WILL A VSD OFFICE OR OTHER ALTERNATIVE ACHIEVE CAPACITY TO CONTINUE TO PROVIDE TECHNICAL ASSISTANCE, TRAINING AND OTHER SUPPORT TO THE PVO COMMUNITY AFTER THE PROJECT IS COMPLETED? WHAT WILL BE THE RELATIONSHIP OF THE OFFICE TO INDIGENOUS PVO'S? TO U.S. PVO'S?

(4) ACTIVITY SELECTION CRITERIA -- PP SHOULD DEVELOP CRITERIA WHICH CLOSELY REFLECT PROJECT OBJECTIVES AS

SPECIFIED IN THE PROJECT RATIONALE. FURTHER, WHAT CRITERIA SHOULD BE USED TO DETERMINE U.S. PVO ELIGIBILITY IN THE PROJECT DEVELOPMENT FUND?

(5) FUNCTIONAL ACCOUNTS - PID REFERS TO POSSIBLE ACTIVITIES IN AGRICULTURE, FAMILY PLANNING, NUTRITION, EMPLOYMENT GENERATION, ETC., PP SHOULD CONSIDER WHETHER ALLOCATIONS FOR; ALL FUNCTIONAL ACCOUNT WOULD BE NECESSARY FOR FUNDING OF CONTEMPLATED PVO ACTIVITY.

(6) PROJECT IS ITS POTENTIAL FOR REPLICABILITY IN WHOLESALING ASSISTANCE TO PVO'S. PP SHOULD ELABORATE ON HOW THIS PROJECT WILL LEAD TO STREAMLINE GRANT FUNDING PROCEDURES TO PVO'S AND EVENTUALLY TO MORE EFFECTIVELY PLANNED AND PROJECT IMPLEMENTATION WITH LESS INPUT OF USAID STAFF TIME.

(7) ACTIVITY FUNDING LEVELS - IT IS RECOMMENDED THAT THE PP SHOULD CONSIDER LIMITING THE MAXIMUM AMOUNT FOR ANY ONE PVO ACTIVITY TO DOLS 500,000. SHULTZ

BT

#1824

UNCLASSIFIED STATE 311824

## PROJECT DESIGN SUMMARY

## LOGICAL FRAMEWORK

Project Title and Number: Voluntary Sector Development 532-0085

Life of Project - From FY1983 to FY 1988

Total US Funding \$3,000,000

Date Prepared: January 10, 1983

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTION						
<p>Program or Sector Goal: To contribute to the overall economic recovery of Jamaica at the grass-root level through self help development projects by PVOs.</p>	<p>Measures of Goal Achievement: As a result of the project there will be an improvement in the quality of life for at least 250,000 people living in selected poverty targets.</p>	<p>Each individual sub-project will be required to establish baseline data for the target group relating to disposable income, skill level, health and family size. Percentage of possible improvement will be a part of the project design function.</p>	<p>Assumption for achieving goal targets: Favorable political, economic climate for economic growth during life of project. No major natural disaster strikes the island during life of project.</p>						
<p><u>Project Purpose:</u> 1. Provide opportunity for selected PVOs to assist the poor to participate in the economic recovery of Jamaica. 2. To assist at least twenty IPVOs to become viable development organizations able to attract and utilize development funds from world-wide donors.</p>	<p>End of Project Status: a) Minimum of forty development officers trained (on-the-job training) in project selection, planning, design, implementation and evaluation. b) Minimum of twenty IPVOs functioning on their own and able to attract and use funds from worldwide donor agencies. c) Ten to fifteen continuing self-supporting, self-help projects at the grass-root level benefitting the poorest of the poor.</p>	<p>Project evaluations. Survey of sub-projects. Quarterly reports from the VSD Project Manager. GOJ Statistics.</p>	<p>Assumption for Achieving purpose: IPVOs can get non-profit status. IPVOs can keep staff from emigrating. Political interference with IPVOs is kept to minimum. USAID/J policies &amp; IPVO policies do and continue to coincide. USAID/J grants stimulate rather than substitute for PVO money-raising.</p>						
<p><u>Outputs:</u> Institut on Building through: 1. establishing VSD Project management center and providing guidance, selection, recommendations, and funding. 2. Systematized accounting &amp; reporting via micro-computer. 3. Assistance, training, planning, budgeting, purchasing, implementing. 4. Number of participating PVOs. 5. Number of sub-projects begun. 6. Number of sub-projects completed.</p>	<p>Magnitude of Outputs, Manager and three or four person staff, Approximately four 5-day training sessions per year during life of project. Micro-computer in place. Numbers to be determined,</p>	<p>Quarterly reports, Training records, Quarterly reports,</p>	<p>Assumption for achieving outputs: No political interference or unusual economic disaster. PVOs collaborate with USAID project management. Realistic targets are determined.</p>						
<p><u>Inputs:</u> 1. Technical assistance for management, fund raising, and for training through workshops and printed materials. 2. Short term participant training to meet special needs of the sub-projects 3. Commodities will include vehicles, a microcomputer, office equipment and supplies. 4. Services, wages, salaries. 5. Travel, per diem, administration. 6. CCJ will provide \$7,544,400 in local currency. 7. Other local inputs, in kind and/or financial.</p>	<p>Implementation Target: Expenditures: FY 83-88</p> <table data-bbox="556 1274 1081 1421"> <tr> <td>OPG</td> <td>\$3,000,000</td> </tr> <tr> <td>PVO cost sharing of the dollar costs of the sub-projects (calculated at 25%)</td> <td>U.S. \$572,000</td> </tr> <tr> <td>GOJ</td> <td>J\$ 6,000,000</td> </tr> </table> <p>Inventories, Participation &amp; involvement of recipients and volunteers.</p>	OPG	\$3,000,000	PVO cost sharing of the dollar costs of the sub-projects (calculated at 25%)	U.S. \$572,000	GOJ	J\$ 6,000,000	<p>Project proposals from IPVOs and subsequent grant agreements signed with USAID/J, Micro-computer reports (Quarterly and Annual). Micro-computer records. Annual Evaluations</p>	<p>Assumptions for providing inputs: AID continues to receive funding from Congress. IPVOs continue their own giving and fund raising and participation. Locals participate in planning and making inputs.</p>
OPG	\$3,000,000								
PVO cost sharing of the dollar costs of the sub-projects (calculated at 25%)	U.S. \$572,000								
GOJ	J\$ 6,000,000								

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b. ISDCA of 1981, Sec. 725(b). If ESF is to be furnished to Argentina, has the President certified that (1) the Govt. of Argentina has made significant progress in human rights; and (2) that the provision of such assistance is in the national interests of the U.S.?

N/A

c. ISDCA of 1981, Sec. 726(b). If ESF assistance is to be furnished to Chile, has the President certified that (1) the Govt. of Chile has made significant progress in human rights; (2) it is in the national interest of the U.S.; and (3) the Govt. of Chile is not aiding international terrorism and has taken steps to bring to justice those indicted in connection with the murder of Orlando Letelier?

N/A

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## 5C(2) PROJECT CHECKLIST

Listed below are statutory criteria applicable to projects. This section is divided into two parts. Part A. includes criteria applicable to all projects. Part B. applies to projects funded from specific sources only: B.1. applies to all projects funded with Development Assistance Funds, B.2. applies to projects funded with Development Assistance loans, and B.3. applies to projects funded from ESP.

CROSS REFERENCES: IS COUNTRY CHECKLIST UP TO DATE? HAS STANDARD ITEM CHECKLIST BEEN REVIEWED FOR THIS PROJECT?

NO

YES

### A. GENERAL CRITERIA FOR PROJECT

1. FY 1982 Appropriation Act Sec. 523; FAA Sec. 634A; Sec. 653(b).

AID/W has submitted Congressional notification

(a) Describe how authorizing and appropriations committees of Senate and House have been or will be notified concerning the project;

(b) is assistance within (Operational Year Budget) country or international organization allocation reported to Congress (or not more than \$1 million over that amount)?

NO

2. FAA Sec. 611(a)(1). Prior to obligation in excess of \$100,00, will there be

YES

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(a) engineering, financial or other plans necessary to carry out the assistance and (b) a reasonably firm estimate of the cost to the U.S. of the assistance?

3. FAA Sec. 611(a)(2). If further legislative action is required within recipient country, what is basis for reasonable expectation that such action will be completed in time to permit orderly accomplishment of purpose of the assistance? No legislative action required.
4. FAA Sec. 611(b); PY 1982 Appropriation Act Sec. 501. If for water or water-related land resource construction, has project met the standards and criteria as set forth in the Principles and Standards for Planning Water and Related Land Resources, dated October 25, 1973? (See AID Handbook 3 for new guidelines.) N/A
5. FAA Sec. 611(e). If project is capital assistance (e.g., construction), and all U.S. assistance for it will exceed \$1 million, has Mission Director certified and Regional Assistant Administrator taken into consideration the country's capability effectively to maintain and utilize the project? N/A

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9. FAA Sec. 612(b), 636(b);  
FY 1982 Appropriation  
Act Sec. 507. Describe  
steps taken to assure  
that, to the maximum  
extent possible, the  
country is contributing  
local currencies to meet  
the cost of contractual  
and other services, and  
foreign currencies owned  
by the U.S. are utilized  
in lieu of dollars. N/A
10. FAA Sec. 612(d). Does  
the U.S. own excess  
foreign currency of the  
country and, if so, what  
arrangements have been  
made for its release? NO
11. FAA Sec. 601(e). Will  
the project utilize  
competitive selection  
procedures for the  
awarding of contracts,  
except where applicable  
procurement rules allow  
otherwise? YES
12. FY 1982 Appropriation Act  
Sec. 521. If assistance  
is for the production of  
any commodity for export,  
is the commodity likely  
to be in surplus on world  
markets at the time the  
resulting productive  
capacity becomes  
operative, and is such  
assistance likely to  
cause substantial injury  
to U.S. producers of the  
same, similar or  
competing commodity? N/A
13. FAA 118(c) and (d).  
Does the project comply  
with the environmental  
procedures set forth in  
AID Regulation 16? Does N/A

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the project or program take into consideration the problem of the destruction of tropical forests?

14. FAA 121(d). If a Sahel project, has a determination been made that the host government has an adequate system for accounting for and controlling receipt and expenditure of project funds (dollars or local currency generated therefrom)?

N/A

## B. FUNDING CRITERIA FOR PROJECT

### 1. Development Assistance Project Criteria

a. FAA Sec. 102(b), 111, 113, 281(a). Extent to which activity will (a) effectively involve the poor in development, by extending access to economy at local level, increasing labor-intensive production and the use of appropriate technology, spreading investment out from cities to small towns and rural areas, and insuring wide participation of the poor in the benefits of development on a sustained basis, using the appropriate U.S. institutions; (b) help develop cooperatives, especially by technical assistance, to assist rural and urban poor to help themselves toward better life, and

(c) and (d)--  
significantly

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otherwise encourage democratic private and local governmental institutions; (c) support the self-help efforts of developing countries; (d) promote the participation of women in the national economies of developing countries and the improvement of women's status; and (e) utilize and encourage regional cooperation by developing countries?

b. FAA Sec. 103, 103A, 104, 105, 106. Does the project fit the criteria for the type of funds (functional account) being used?

YES

c. FAA Sec. 107. Is emphasis on use of appropriate technology (relatively smaller, cost-saving, labor-using technologies that are generally most appropriate for the small farms, small businesses, and small incomes of the poor)?

YES

d. FAA Sec. 110(a). Will the recipient country provide at least 25% of the costs of the program, project, or activity with respect to which the assistance is to be furnished (or is the latter cost-sharing requirement being waived for a "relatively least developed" country)?

YES

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e. FAA Sec. 110(b).

Will grant capital assistance be disbursed for project over more than 3 years? If so, has justification satisfactory to Congress been made, and efforts for other financing, or is the recipient country "relatively least developed"? (M.O. 1232.1 defined a capital project as "the construction, expansion, equipping or alteration of a physical facility or facilities financed by AID dollar assistance of not less than \$100,000, including related advisory, managerial and training services, and not undertaken as part of a project of a predominantly technical assistance character.

NO

f. FAA Sec. 122(b). Does the activity give reasonable promise of contributing to the development of economic resources, or to the increase of productive capacities and self-sustaining economic growth?

YES

g. FAA Sec. 281(b).

Describe extent to which program recognizes the particular needs, desires, and capacities of the people of the country; utilizes the country's intellectual resources to encourage

N/A

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institutional development;  
and supports civil  
education and training in  
skills required for  
effective participation in  
governmental processes  
essential to self-government.

2. Development Assistance Project  
Criteria (Loans Only)

N/A

- a. FAA Sec. 122(b).  
Information and conclusion  
on capacity of the country  
to repay the loan, at a  
reasonable rate of interest.
- b. FAA Sec. 620(d). If  
assistance is for any  
productive enterprise which  
will compete with U.S.  
enterprises, is there an  
agreement by the recipient  
country to prevent export  
to the U.S. of more than  
20% of the enterprise's  
annual production during  
the life of the loan?
- c. ISDCA of 1981, Sec. 724  
(c) and (d). If for  
Nicaragua, does the loan  
agreement require that the  
funds be used to the  
maximum extent possible for  
the private sector? Does  
the project provide for  
monitoring under FAA Sec.  
624(g)?

3. Economic Support Fund  
Project Criteria

N/A

- a. FAA Sec. 531(a). Will  
this assistance promote  
economic or political

6.37

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stability? To the extent possible, does it reflect the policy directions of FAA Section 102?

- b. FAA Sec. 531(c). Will assistance under this chapter be used for military, or paramilitary activities?
- c. FAA Sec. 534. Will ESP funds be used to finance the construction of the operation or maintenance of, or the supplying of fuel for, a nuclear facility? If so, has the President certified that such use of funds is indispensable to nonproliferation objectives?
- d. FAA Sec. 609. If commodities are to be granted so that sale proceeds will accrue to the recipient country, have Special Account (counterpart) arrangements been made?

# COUNCIL OF VOLUNTARY SOCIAL SERVICES

National Committee of the International Council on Social Welfare

1 Musgrave Avenue  
Kingston 10, Jamaica, W.I.

President:  
THE HON. CARLTON ALEXANDER, O.J.

## PATRONS

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Mr. L. Hall  
Vice-Chairman:  
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THEIR EXCELLENCIES THE MOST HONOURABLE  
SIR FLORIZEL GLASSPOLE, O.N., G.C.M.G., C.D.  
AND THE MOST HONOURABLE LADY GLASSPOLE

Telephone 92-76280  
Cable: COVOLSER

April 10, 1983

Dr. Raymond San Giovanni  
Education & Human Resources  
Office  
USAID/Jamaica  
c/o Embassy of the United States of America  
2 Oxford Road  
KINGSTON 5

Dear Dr. San Giovanni,

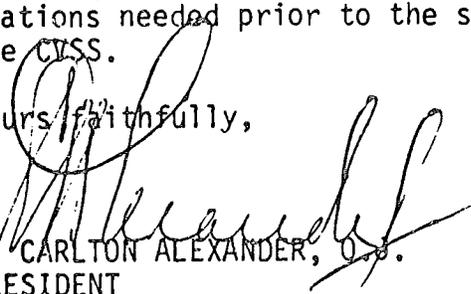
RE: USAID/Jamaica Voluntary Sector Development Project.

The CVSS requests the assistance of the United States Agency for International Development in a Voluntary Sector Development Project in Jamaica.

It is understood that the project document is being refined by consultations between officers of the USAID Mission in Jamaica and CVSS.

This request is without prejudice to any further discussions and negotiations needed prior to the signing of any loan or grant agreement by the CVSS.

Yours faithfully,

  
S. CARLTON ALEXANDER, O.J.  
PRESIDENT

SCA/par

Annex E. (i)Technical Analysis:

The technical feasibility of the Project depends on the quality of PVO participation in the Project. The quality of PVO participation in turn depends upon the PVOs selected to participate and the success of the PVOs in completing the Project. The success of the Project will be technically feasible because of the selection criteria used to select both participating PVOs and sub-projects, the use of consultants to provide needed technical assistance, the participation of PVOs in sector workshops, and the thoughtful input of the VSD Office, CVSS, and the VSD Grants Committee into good PVO sub-project design. Each of these four components of technical feasibility is discussed in some detail below.

As summarized at Section V.A (page 47), the Project relies on tight selection criteria, both for selecting participating PVOs for the project and for choosing sub-projects to be carried out by PVOs, to ensure the technical feasibility of the Project. As indicated, in Table II, (page 8), there are many PVOs in Jamaica who are working in development at this time, that would qualify for this Project. To qualify, the PVO preferably must demonstrate its ability to carry out sub-projects of a similar or greater size than the one or ones for which funding is being requested under the Project.

Where the PVO meets this criterion, and the other selection criteria, but the PVO's sub-project appears to require technical assistance, such technical assistance will be provided within the

funding of the sub-project grant. There are many consultants, both local and expatriate, who can provide technical assistance, and the VSD Office will maintain a current list of such individuals and organizations.

The first need for technical assistance will be for the professional facilitation of the sector workshops. Good workshops do not just happen, but must be designed and delivered with care and competence. The workshops are fundamental to the success of the Project, since the workshops provide the basis for sector planning of PVO sub-projects and for the networking of PVOs. With proper facilitation of the workshops, the networking of PVOs which will begin to occur as early as the first year of the Project, will enhance the technical feasibility of the sub-projects. For each development sector, such as vocational training, a sector workshop or workshops will be held where PVOs working in the sector can share their experiences and then decide collectively and individually what the "next best step" is for each PVO and for the PVOs working together in a sector. In addition to the professional facilitators, technical assistance in the workshops will also be provided by the representatives of the PVOs and by appropriate GOJ ministries and interested private sector businessmen's associations, as required, to ensure that the sub-projects and PVO activities remain consistent with other components of the economy. The workshops will thereby improve the access of PVOs to relevant GOJ and private sector technical assistance. This type of workshop approach to programming sub-project monies means that the programming can be bottom up from the PVOs themselves and from the interests of the PVOs constituencies. The PVOs know best the needs of their members and their capabilities, and interests. The PVOs know

Annex (i)

what they have done, what they would like to do and the problems they face in doing their work. A collective sharing of this experience will enhance the PVO's awareness of their need for technical assistance on a sub-project and provide the PVOs with realistic goals and objectives for sub-project design.

Finally, each sub-project identified for funding must be approved for funding by the VSD Grants Committee, based on the recommendation of the VSD Office and CVSS. The VSD Office in preparing the sub-project proposal for recommendation will work closely with the PVO to develop a realistic baseline for the sub-project and to identify the need for technical assistance and the capable source or sources for such assistance. CVSS currently has a similar capability to that of the VSD Office. The sub-projects will then have been double checked for technical feasibility prior to going to the VSD Grants Committee. The VSD Grants Committee will be composed of members appointed by the Director of the VSD Office in collaboration with members of the CVSS Executive Committee/Board. The A.I.D. Project Officer will be appointed as an ex-officio member of the VSD Grants Committee. The input of these individuals to the Grants Committee will provide a final check on the technical feasibility of the sub-project, prior to funding.

During the period of the sub-project, the VSD office will monitor the sub-project closely through quarterly written reports from the PVO, telephone conversations and on-site inspections. Implementation problems requiring additional technical assistance will be identified and resolved in a timely manner.

In summary, the design of the Project has identified and included the necessary and sufficient components for technical feasibility of the Project.

## E. PROJECT ANALYSES

### (ii) Financial Analysis:

The Financial Analysis of the Project is used to determine that the costs of the Project are reasonable in relation to the purpose of the Project, to analyze the costs of each component of the Project, and to conclude as to the financial feasibility of the Project. However, as is customary with many projects which have as their beneficiaries, PVOs, and especially in this instance where the PVOs and related PVO sub-projects are not identified until after implementation of the Project, it is not possible to state a financial rate of return for the Project since many of the intended benefits of the Project, such as good health, improved education, etc., are not quantifiable in financial terms. To the extent that these benefits are relevant for economic analysis, they are addressed in Annex E (iii) Economic Analysis.

Also, the Project must consider the problem of recurrent costs. The known recurrent costs are the costs for the operation of the VSD Office. The unknown recurring costs are those for the sub-projects. It can be anticipated, based on prior PVO experience, that some good PVO sub-projects will either attract other donors to pick up the recurring costs or will develop some amount of self-financing to cover a portion of the recurring costs or both. Other sub-projects will have been started and completed during the five-year Project period and therefore will not have recurring costs. The remaining sub-projects, in the worst case, will starve for lack of funds. The resolution of the recurring cost question then, lies in the selection of the sub-projects. Clearly, the Project itself has no money to cover recurring costs for sub-project. Therefore, the Project can only fund sub-projects which at the time of funding appear to have the potential to attract follow-on funding from other donor sources, promise to be able to achieve a measure of self-financing, or will be completed during the five-year life of the Project. Sub-projects, if any, with high recurrent costs, such as sub-projects with buildings or other commodities requiring annual maintenance, will receive special scrutiny and, absent assurances regarding the funding of recurring costs, cannot be permitted to proceed for funding under this Project. For example, if the alternative is building a new building or leasing an existing structure for the sub-project, the preference will be for a lease, so that

the sub-project, may be terminated without recurring costs to the PVO if the sub-project is unfunded after the initial five-year Project period. A more interesting issue is what happens if the Project is funded as a Project for another five-year term. Does the Project have a duty to first cover the unfunded continuing recurring costs of the sub-projects funded during the first five-years before it funds new sub-projects? Rather than answer the question at this time, the Project will proceed with the approach of only funding sub-projects during the first five years which are anticipated not to result in un-funded recurring costs to the Project during its second five years. Any other approach would only involve an increasingly untenable string of assumptions.

For the VSD Office, average costs of operation are approximately US\$123,000\* per year. To provide for about two to three years recurring costs for the VSD Office, each subproject will contribute to the VSD Office, in local currency, 8% of the total sub-grant received. This will be paid from income by the project through sale of goods or fund-raising, during the five-year life of the Project. These funds will be placed in an interest-bearing account. At the end of the initial five-year Project period, this account will contain about the equivalent of US\$572,000 plus interest. This amount will cover at least two years more of recurring costs for the VSD Office after the initial five years but will not be sufficient to provide any money for sub-projects. The approach of funding the Project and then letting the Project monies accumulate at interest for two years prior to any disbursement of sub-project funding and then just disbursing the interest annually, while it would lead to the immediate financial self-sufficiency of the Project for many years, cannot be used due to current regulations by AID for the use of U.S. dollars.

- a) Reasonableness of Project Costs: The total costs for the Project by element are summarized below:

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\* VSD Total for 5 years as per Table iva page 14 US\$616,108. For 1 year average is  $\frac{\text{US\$616,108}}{5} = \text{US\$123,000}$ .

TABLE E (ii)-1

SUMMARY OF TOTAL PROJECT COSTS BY ELEMENT & FUNDING SOURCE

<u>Component</u>	(US\$ 000's)		(Stated in US\$ @ J\$2.70 = US\$1.00)		
	<u>PVOs</u>	<u>AID</u>	<u>GOJ</u>	<u>Total</u>	<u>Percent</u>
VSD Office	-	206	410	616	10.6
PVO Workshops	-	245	-	245	4.2
Technical & Managerial Assistance to PVOs	-	150	84	234	4.1
CVSS	-	-	546	546	9.4
Sub-projects	572	2,399	1,182	4,153	71.7
<b>TOTAL</b>	<b>572</b>	<b>3,000</b>	<b>2,222</b>	<b>5,794</b>	<b>100.0</b>

\*Includes IPVO contribution  
of \$572,000.

Detail on annual budgets for IPVOs is sketchy but will be measurably improved by CVSS through its directory maintenance component of the Project. For U.S.PVOs in Jamaica, the budgets reported to TAICH totalled more than \$4 million per their March 1982 TAICH directory. GOJ subventions to IPVOs for 1982 were J\$8 million or about US\$4.5 million. So total known financial resources available to PVOs were at least \$8.5 million. The total cost of the VSD Project stated in US\$ is \$5,794,000 for five years or on average \$1,158,800 per year. US\$1,158,000 represents 20% of US\$5.7 million so that the funding of the Project represents a slightly more than 20% increase in the financial resources made available to PVOs, at best.

The funding of this Project is reasonable when related to the Project purpose of funding PVO sub-projects in a way which contributes to the strengthening of the PVOs and their programs. The Project has the financial resources to increase PVO program activity in a meaningful but not excessive manner.

b) Analysis of Project Cost by Component: Funds for the VSD Office are US\$616,108 (see detail at page 13). Funds for CVSS to cover their cost of services to the Project is US\$546,310 as summarized by CVSS:

(Stated in 000's US\$1.00=J\$2.70)

Item

(1) Directory Maintenance and Project Communications . . . . .	\$ 60,000
(2) Remodelling Office . . . . .	74,074
(3) Staff Travel . . . . .	50,000
(4) Workshop Assistance . . . . .	100,000
(5) Project Accountant . . . . .	75,000
(6) Office Rental . . . . .	60,000
(7) CVSS' Director's Allowance . . . . .	18,000
Contingency at 5% . . . . .	21,879
Inflation at 10% compounded . . . . .	86,857
TOTAL	546,310

VSD Office costs, based on an analysis of the staffing plan (see page 41), represent the costs of providing non-financial assistance, US\$377,070, and the administrative cost of grants, US\$238,938.

The alternative of contracting with a U.S.PVO to perform all the tasks of the VSD Office and CVSS would be comparable in cost but not as efficient geographically. There are no institutions within the IPVO community which could handle all the tasks of the VSD Project at this time, without the VSD Office staff, and outside management and technical assistance.

TABLE E (ii)-2.

VSD OFFICE COST PER ORGANIZATION BY TYPE OF ACTIVITY

<u>Activity</u>	<u>Weeks per year</u>	<u>Total Cost</u>	<u>No. of PVOs</u>	<u>Cost per PVO</u>
Workshops	2	\$36,000	30/week	\$600
Conference	1	13,000	50	260

Cost Summaries: For 1 year \$75,414 )\*\*  
For 5 years \$377,077)

The above Table takes the VSD Office cost for five years for non-financial assistance US\$377,070, and analyzes 1/5th of this amount - US\$75,414 - by activity to determine the annual cost per PVO for the services rendered by the VSD Office, other than grant making. To determine the total annual cost per PVO for workshops and conferences, it is necessary to combine the applicable costs of the VSD Office, CVSS, and the professional workshop facilitators.

TABLE E (ii)-3  
Summary of Workshop and Conference Costs,  
at Estimated Average Cost Per Meeting

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

These are the costs against which the benefits received by the PVO would be measured. For example, if an IPVO received a \$40,000 grant as a result of information received at the Project's fund-raising conference, the \$587 cost per PVO would appear quite favorable, an over 65 to 1 financial benefit/cost ratio. Obviously, problems of attribution exist as to who was responsible for the IPVO receiving the grant. Through evaluation of the workshops, follow-up on referrals, and preparation of a cost-benefit sheet on each project of individual assistance, the office will be able to determine the financial benefit/cost ratio of each service provided.

In addition to the VSD Office costs for individual technical and management assistance, the Project provides \$245,000 for additional assistance to PVOs individually in these areas. Estimating that each effort will cost on average \$1,000, the Project will provide for 245 additional assistance efforts over five years.

The VSD Office administrative cost of the grants is \$238,938 over five years and the number of grants to be made is estimated at about 20, for a cost of \$11,946 on average. In addition, CVSS costs of about \$546,310 or

the equivalent of approximately US\$27,000 per grant will be incurred for certain duties related to the grants, including the duty free import of Project commodities, operating the "pass through" mechanism for Project funds, and serving as the Project Grantee, etc. Grant monies for the Project are \$4,153,000, which when divided by 20 grants results in an average grant size of \$207,650 approximately over five years. VSD Office costs and CVSS costs per grant are subtracted from this amount of grant monies per grant to arrive at the net total of the average grant - \$191,038. Grant administration costs per grant, \$16,612 reflects the 8% deducted on an average from each grant made. This ratio is consistent with that of well-managed U.S.PVOs and shows that about 92% of the total monies used for grants and grant administration in the Project will go directly to the funding of the sub-projects.

c) Financial Feasibility of the Project: In terms of adequate funding of the Project, the Project is funded with the resources to make 20 medium-sized grants to PVOs for sub-projects. The cost of making the grants is reasonable and the costs of non-financial assistance per PVO are also reasonable. The sub-projects to be selected will be ones which are anticipated to have a minimum of unfunded recurring costs at the end of the five-year Project period. To ensure the financial soundness of each sub-project, when a potential sub-project is identified, the sub-project will be analyzed using least cost analysis. Given that it is desirable that the need to be met by the sub-project should be met, is the sub-project's design the least-cost-way of meeting this need? Are the unit costs for the sub-project reasonable in relation to unit costs for similar projects. Does the sub-project appear to have a reasonable chance for long-term self-sufficiency through inputs of volunteer time, in-kind contributions, and donor assistance through fund-raising? Is the total cost of the sub-project reasonable in relation to the required inputs for the sub-projects? The answers to these types of questions will provide a good feel as to the financial soundness of the sub-project to meet the defined needs.

The combination of adequate Project funding and careful sub-project selection using least-cost-criteria will ensure the financial feasibility of the Project.

## E. PROJECT ANALYSES

### (iii) Economic Analysis:

There are two problems which prevent the performance of a full economic analysis of the Project:

- a) The sub-projects that will be funded by grants made to PVOs under the Project are as yet unspecified, by Project design. The purpose of the Project itself is to provide a facility for responding to Project proposals submitted by PVOs, processing those proposals in a manner which ensures their completeness and responsiveness to funding criteria, funding those which are deemed to make the best contribution to the development of the country, and carefully monitoring and evaluating their progress. The analysis of the extent to which sub-projects contribute to the economic growth of the country will be part of the sub-project review process and cannot be performed in the absence of the actual Project proposals.
- b) Several types of sub-projects that will be funded under the Project-- pre-school education and health, among others, do not submit to economic analyses. Their economic as well as social benefits are well-accepted; it is simply too difficult to honestly calculate the stream of benefits that derive from such projects in monetary terms.

The most feasible approach to addressing the first problem is to use the approach generally used for evaluating agricultural credit or 'on-lending' projects. Typical sub-projects of the type to be funded under the Project will be described and quantitative economic analyses or evaluations of these will be performed in the few instances where possible.

The second problem will be addressed by using qualitative analyses to evaluate those sub-projects for which benefits cannot be computed in monetary terms. In addition, qualitative analyses will be given for the proposed distribution of Project funding among the various sectors and for the funding and development of the voluntary sector as a whole.

The types of sub-projects are discussed in the order of magnitude in which resources have been allocated to them. Sub-section A consists of an analysis of vocational training and day care centers: two major IPVO activities that would be eligible for funding under the Education and Human Resources Development component of the grant (40% of the grant total). Sub-section B consists of an analysis of types of Agricultural and Rural Development and Nutrition activities (25% of grant funds). Sub-section C consists of a discussion of Population (12½%) and Health (12½%) activities. No discussion will be made of the Special Development Fund sub-project activities which comprise the of grant funds.

Sub-section D consists of a brief rationale for the distribution of funds among the various categories of activities, and Sub-section E consists of a brief analysis of the Social Utility of IPVO activities.

All monetary amounts are given in Jamaican dollars.

(iii) Economic Analysis:

A.1 Vocational Training:

A minimum of 35 PVOs are currently operating vocational training programs. These programs are complementary to the GOJ's H.E.A.R.T. program in vocational training; and to the Skills Development Project (No.532-0083) currently being prepared by this Mission. The participants in the voluntary agency programs generally do not meet the educational standards set for applicants to the H.E.A.R.T. program nor those envisioned for the Skills Training Project. The voluntary agency can accept any applicant who appears to have a sincere desire to diligently prepare himself or herself for employment, with sufficient remedial education.

There are two major components to any IPVO Vocational Training Program: the training program for a particular vocation, and the provision of counseling and guidance that is satisfactory to the development of satisfactory work habits. In addition, most provide some form of placement service and many provide training in literacy and basic math.

This sub-section of the Economic Analysis of the Project consists of analyses of the Vocational Training Programs of the two IPVOs. The first is the largest and what is generally accepted as the most complete and successful of the Vocational Training Programs run by PVOs. The second is an analysis of the program of Clifton Vocational Training Center, an extremely small program run in large part by volunteer effort. They represent the extremes in size and scope that can be encountered in these programs.

The first training program is located in Western Kingston. The population which they serve has the following characteristics:

- a) Approximately 40% of the young men and 60% of the young women (ages 16 through 24) are unemployed.
- b) The unemployed youth have no marketable skills; there is a severe limitation of vocational training institutions; and the low educational level of the unemployed youth and the cost of fees and transportation make it extremely difficult, if not impossible, for these youth to enter other vocational training institutions.
- c) The majority of the unemployed youth are school drop-outs who cannot read, write, or do basic math.

The training program has facilities to handle a maximum of 152 trainees at a time. They receive over a thousand applications a year, and must reject the great majority of them. The typical characteristics of their training program are given in the following table:

TABLE E (iii) 1CHARACTERISTICS OF A LARGE PVO VOCATIONAL TRAINING PROGRAM

<u>Type of Training</u>	<u>Duration</u>	<u>No. of Graduates per year</u>
Auto Mechanics	2 years	12
Woodworking	2 years	12
Metal Working & Machine Operation	2 years	12
Industrial Sewing	6 months	20
Appliance Repair & Electrical Installation	1 year	20
Air Conditioning	1 year	20
Cosmetology	1 year	20

A new class of 12 trainees for the two-year programs in auto mechanics wood-working, and metal working and machine operation commences each year. The addition of these 36 first-year trainees to the 116 listed in the table brings the total to the 152 trainees noted above.

The annual costs of conducting the training are given in Table E (iii) 2. Costs of capital (building and equipment) have been annualized so as to permit an economic analysis of a single year's output of trainees. The costs of the physical plant have been amortized over a 20-year period; the costs of major equipment (lathes, industrial sewing machines) over a 10-year period; and the costs of other equipment, tools, and a vehicle over a 5-year period.

TABLE E (iii) 2

ANNUAL COSTS OF A MAJOR PVO VOCATIONAL TRAINING PROGRAM

<u>Operating Costs</u>	(J\$000's)	(US\$000's)
<u>Salaries</u> (No. of staff given in parentheses)		
Management & Administration (5) .....	117.0	42.24
Supervision of Production (3) .....	99.0	35.74
Training Staff (10) .....	179.0	64.62
Remedial Education & Life Skills (4) .....	105.0	37.91
Counseling & Placement (2) .....	60.0	21.66
Maintenance & Security (2) .....	18.0	6.50
<b>Total Salaries</b> .....	<b>578.0</b>	<b>208.67</b>
<u>Consultants</u> (Jamaican)	62.5	22.56
<u>Utilities</u>	21.0	7.58
<u>Vehicles and Other Maintenance</u>	21.0	7.58
<u>Training Fees</u> (Courses)	15.0	5.42
<u>Supplies and Materials</u>	170.0	61.37
<u>Annual Costs of Capital</u>		
<u>Building</u>	6.0	2.17
<u>Vehicle</u>	2.0	0.72
<u>Major Equipment</u>	11.7	4.22
<u>Other Equipment</u>	11.7	4.22
<b>Average Annual Costs</b> <sup>2</sup>	<b>898.9</b>	<b>324.51</b>

An analysis has been performed of costs and benefits of the annual volume of training done by the program. The results are given in Table E (iii) 3.

- c) The major costs of the program are the costs of the training and the provision of physical facilities for training without the program. The major benefits are the sales of goods and services produced during training and the increase in productivity which the trainees are likely to achieve once they have obtained gainful employment.

TABLE E (111) 3:

ECONOMIC ANALYSIS OF A LARGE PVO VOCATIONAL TRAINING PROGRAM

US\$ (000)

Years	Cost of Training	Gross Costs	Present Worth (13%)	Sales of Goods	Increase in Output after Training	Gross Benefits	Present Worth (13%)
0	324.20	324.20	324.20	416.4		416.4	416.40
1					177.8	177.8	157.35
2					322.2	322.20	252.20
3					322.2	322.20	223.20
4					322.2	322.20	197.52
5					322.2	322.20	174.80
6					322.2	322.20	154.69
7					322.2	322.20	136.89
8					322.2	322.20	121.14
9					322.2	322.20	107.21
10					322.2	322.20	
			324.20				1,941.40

$$\text{Benefit-Cost Ratio} = \frac{1,941.40}{324.20} = 5.99$$

(iii) Economic Analysis:

A.1. c)

To facilitate the analysis, trainees in the two-year program are treated as if they received both years of training in a single year. (There are, of course, two groups in training in each of these and this convention, given discounting, results in over-stating second-year training costs). This procedure has been adopted because records of sales of goods and services are not kept by training group. The annual output of trained persons is therefore 152.

Without training, it is estimated that trainees may earn US\$361.00 per year in the casual labor market or the various types of "underemployment" available to them. It is estimated that the average graduate will earn US\$18.05 per week in an apprenticeship position of approximately nine months, and US\$36.10 per week thereafter. Three months are estimated for job search. It is this differential between pre-training wages and post training wages which is taken as the measure of benefit of the skills training.

Only 60% of the graduates are conservatively estimated to find jobs in the vocations for which they have been trained. No salary at all is computed in the benefit stream for the other 40% of the graduates. They are most likely to find jobs at some lesser wage in another vocation, but this cannot be directly attributed to the program.

Gross costs and benefits are discounted at 13.4%, since this rate is the average cost of money in the Jamaican economy at the time of this writing. The benefit cost ratio of an annual output of trainees is 5.99, and the internal economic rate of return of the program is extremely favorable.

The second training program is an example of a small PVO vocational training program. It was established to serve the same population addressed by the first training program in another poor area of Kingston. It is managed by an independent Board of Directors, and students are accepted on a non-denominational basis.

The program provides training in dress-making, tailoring, and upholstering. All training courses are one-year in duration, and the intent is to train individuals for self-employment in each of these three professions. There are presently about 33 students in training: 16 in dress-making, 12 in tailoring, and 5 in upholstering. Training takes place in a building that costed US\$10,830 to build, in 1976.

The training program will shortly be expanded to 40 students, due to recent expansion of the building. An upper floor and improved amenities were added to the building at a cost of US\$ 33,935. The Canadian government contributed US\$10,469 toward these construction costs, and the rest was provided by members of the local sponsoring organization through contributions and fund-raising efforts. The Canadian government has also provided US\$3,610.000 for equipment, and USAID/J has provided a similar amount in the form of seven sewing machines and some cash.

## (iii) A.1 c)

The Center is staffed by 6 persons: a Project Manager, an Assistant Manager, 3 teaching staff, and a secretary. The Project Manager, the Assistant Manager and the secretary are volunteers. The teaching staff are each paid US\$144.40 a month, and receive the net income from the sales of goods produced during the training (sales less the cost of supplies and materials).

The income of the graduates varies greatly, depending upon their skills and how hard they are willing to work. Also, the annual income for self-employed persons in these three professions as a whole varies greatly. No quantitative economic analysis is appropriate since the program has only 12 graduates to date.

The project is, however, indicative of how most voluntary agencies begin their programs through voluntary efforts, donations, and fund-raising benefits. This generally results in a favorable internal financial return in the early years, even though the standard and quality of output (and of benefits) may be less than what is eventually achieved as a result of greater experience. This may not, of course, be true of the internal economic return, if one values the voluntary contributions at their market prices.

As the projects grow in size and success, they attract the attention of donors and begin to rely more heavily on paid staff. Concurrently, they adopt more formal management procedures in project choice, design, control, and monitoring; and the success of their work is further enhanced - until after 15 years they may approach the size and economic variability of the first program described above.

A.2 Day Care:

The IPVOs operate a number of programs generally referred to as day care centers. They are pre-school programs for children from four months to six years of age. Their major benefits are that they:

- provide a nutritional diet to children during the years when they are most "at risk";
- provide intellectual stimulation and some formal education to children during some of their most formative years; and
- permit mothers to work and at the same time know that their children are adequately taken care of during their working hours.

There is no standard cost for the services provided by the day care centers. Costs vary depending upon the costs of the facilities, the number of staff, their salaries, costs of food, and the extent to which formal pre-school education is provided.

(iii) A.2 Day Care

One PVO has operated four schools over the past several years (approximately 30 children per school). They have calculated their costs to be US\$10.11 per week per child, or approximately the US\$10.83 per week minimum wage. The PVO provides a complete program for these costs. They feed the children breakfast immediately after they arrive at the school; the children also get lunch as well as a meal before they leave for home. They also provide an extensive program of pre-school education. In addition, 80% of all children in the program come from households headed by single working women who generally work as domestics at J\$18.05 per week. The PVO charges the parent US\$2.17 per week for day care. It is impossible to quantify the benefits from these day care centers. It has been estimated that 8.2% of all children in the country are severely malnourished (those falling into Classes II and III of the Gomez classification<sup>3</sup>). Some children falling into these classes or who might have fallen into these classes are enrolled at the day care centers. There is therefore some reduction in the costs of hospitalization of malnourished children that results from the programs of day care centers. It is difficult, however, to calculate both the costs of hospitalizing such children and the reduction in the number of hospital cases that are averted.

Usually, day care centers have toys, games, and supervised play. Most have some formal pre-school education. This intellectual stimulation at an early age has a recognized benefit, but, again, it is not one that can be computed.

Finally, it is also difficult to compute the extent to which the day care centers free mothers to participate in the labor force. Mothers can generally find a neighbor or family member with whom she can leave her children during the day--the widespread unemployment that exists means that there are a number of people at home during the day. The quality of care, supervision, and education is on average far greater in the day care centers than that which one finds in individual arrangements, otherwise there would be no demand for such centers. The difference cannot, however, be easily quantified nor expressed in monetary terms.

B. Agricultural Production

A minimum of 16 voluntary agencies are engaged in some form of activity aimed toward increasing agricultural production. The data that is regularly kept on most of these activities, however, is insufficient to permit economic analyses of them.

What will be presented in this sub-section is an analysis of one project on which sufficient data is kept as a brief description of another project. Together, they represent some of the diversity of activities of the IPVOs.

The first IPVO is a boys' home, one of at least three homes operated by IPVOs, to which homeless boys are sent by the Family Courts. The school provides housing for over 100 boys, and its purpose is to provide them with a home and formal education until they are 18 years of age.

(iii) B. Agricultural Production

The school also operates an intensive vegetable garden on a one-acre plot of land which produces approximately 46,000 pounds of vegetables a year. Approximately 100 pounds per day of vegetables are consumed at the school, and the rest is sold to a local supermarket.

Table E (iii) 4 on the following page gives estimated yields and sales prices received by the IPVO, by type of vegetable. The annual value, at sales price received by the PVO for quantities sold, of the total crop is approximately US\$14,801, or about US\$0.32 per pound.

The costs of producing the annual crop are given in Table E (iii) 5 which follows. Labor provided by the boys is costed at the rate of US\$16.24 per week - the cost of housing a boy for one week. It cost US\$18,000 to construct a cistern for the vegetable plot. The costs of the cistern have been entered as US\$902.52 based upon the assumption that it will have a useful life of 20 years.

TABLE E (iii) 5Annual Costs of Vegetable Production

	Thousands of Dollars	
	J\$	US\$
Labor (416 person-weeks X J\$ 45.00/week)	18,720	6,933
Management and Supervision	6,000	2,222
Seeds	1,150	426
Insecticides	2,700	1,000
Fertilizer (compost)		
Transport (share of vehicle and maintenance)	2,700	1,000
Cistern (pro-rated annual share)	2,500	926
	<u>33,770</u>	<u>12,509</u>

The benefit-cost ratio, calculated from the point of view of the school, is extremely favorable. The school would have to pay at least US\$16,245 at retail for the quantity of vegetables it consumes. They now produce that amount at a cost of less than US\$3,610, and they derive an income from the sale of the surplus vegetable production of several thousand dollars.

TABLE E (iii) 4

ESTIMATED YIELDS FROM ONE-ACRE INTENSIVE VEGETABLE FARMING  
PER GROWING PERIOD

Vegetable	Growing Time Days	No. of Beds	Output per Bed	Sale Price (per lb.)	
				J\$	US\$
Green Peppers	60	5	150	.60	0.22
Hot Peppers	90	4	80	.60	0.22
Cucumbers	50	4	120	.60	0.22
Zucchini	60	12	70	2.50	0.90
Beets	80	4	60	.70	0.25
Celery	100	2	60	1.50	0.54
Carrots	70	3	100	1.00	0.36
Okra	60	3	40	.60	0.22
Calaloo	50	6	200	.50	0.18
Pak Choi	75	6	100	.50	0.18
Pumkin	90	7	140	.80	0.29
Egg Plant	60	3	80	.60	0.22
Broccoli	70	4	80	.60	0.22
Cauliflower	60	2	120	2.50	0.91
Lettuce	50	7	80	1.50	0.54
Green Beans	80	7	10	.80	0.29
Cabbage	80	6	120	.60	0.22
Tomatoes	60	6	100	.50	0.18

NOTE: Actual growing times and crops planted vary.

For this analysis, conservative estimates of 46,000 lbs. of vegetables grown per year and an average weight sales price to the supermarket of US\$0.32 per lb., has been used.

## E (iii) B.

The benefit-cost ratio calculated from the point of view of society is also favorable. The wage for casual agricultural labor is approximately US\$25.27 per week. The US\$16.25 maintenance cost for the boys is probably an accurate shadow wage for their labor. The school uses labor-intensive practices (composting for fertilizer and watering with sprinkling cans) to minimize costs and to give some practical farming experience to as many boys as possible. As such, the benefit-cost ratio is 14,801/12,119, or 1.22.

The school also produces 700 chickens every ten weeks. This yields approximately 2,500 lbs. of dressed chicken with a market value of US\$0.54 per lb., or US\$1,354.00. The costs of production are US\$0.40 per lb.

Most of the chickens are consumed by the school itself. In addition, they produce pigs for their own consumption. The school has, however, recently launched an ambitious program under which they will produce and sell 15,000 broilers per year or 52,000 lbs. marketable chicken at US\$0.65 per lb., and 288 pigs or 37,440 lbs. of marketable pork at US\$1.08 per lb. They are also beginning fish farming, establishing a meat processing plant, and a retail outlet for their products. They will therefore be operating a program which trains boys and young men in various types of agricultural production: the butchering, packaging, and storage of meat products; and the successful operation of a retail store.

The second IPVO is a federation of local women's associations. Their major activity in agricultural and rural development consists of giving week-long seminars to members of local associations on a variety of topics: establishing and maintaining kitchen gardens; food processing and storage; family planning practice and contraceptive use; and aspects of maternal and child health. They also provide assistance to local member associations in establishing and maintaining 'basic' schools, since a number of 'basic' schools throughout the country are operated by their member associations. They also provide seeds to those attending the seminars on those occasions when they have received a contribution of seeds for that purpose.

The benefits of many of these activities are quantifiable. It is difficult, however, to attribute increases in vegetable production or changes in food processing or preservation to these seminars alone since the assistance is brief, primarily educational, and no adequate records of such increases in production or changes in processing or preservation are kept. The cost to the IPVOs of such seminars is modest, since extensive use is made of volunteers and Government extension agents.

The major institutional and economic advantage of the IPVO results from the fact that they are providing services to their own members. This reduces the cost of organizing the assistance and, presumably, the sense of loyalty and trust that the members have for the IPVO makes them more willing to change agricultural practices or adopt new methods of food processing and preservation. Also, those who have successfully adopted new practices or methods are willing to help other members to do the same. The major limitation of the IPVO is that it simply does not have the funds to launch a more significant program in agricultural production or food processing and preservation.

### C: Population and Health

The family planning services provided by the IPVOs may be classified into three categories:

- educational and promotional programs;
- educational and promotional programs in which some contraceptive services are provided; and
- traditional clinical services.

The multi-purpose seminars of the last IPVO discussed above are an example of the provision of educational and promotional services. Many voluntary agencies provide information on the nature and benefits of family planning as part of a program to address a variety of needs of a given population. In addition, many IPVOs provide information on family planning and contraceptive use as part of programs which have been organized for other purposes. For example, the 'life skills' or counseling components of vocational training programs are often used as an opportunity to provide information and counseling on family planning.

A rural program of an IPVO is an example of an essentially educational and promotional program which also provides some contraceptive services (the distribution of condoms). In this program, six persons in their late teens and early twenties provide education on family planning and contraceptive use to their peers in group settings (schools, clubs, and other gatherings of youth) and in individual counseling sessions.

Finally, those IPVOs with established maternal and child health services also provide family planning clinical services.

The benefits of family planning programs have been established in terms of savings that accrue to society from an averted birth. The annual savings per averted birth to the Jamaican society has been calculated in 1981 to be US\$780 during adulthood and US\$390 during ages from birth to 15 years<sup>4</sup>. In addition, it has been estimated that one birth is averted for every 8 contraceptive users<sup>5</sup>.

Data is not available on the extent to which the educational and promotional activities of the PVOs result in new contraceptive users. Nor is data available on the cost of these services. The number of women who drop out of vocational training programs is extremely low, but that is by no means an indicator of contraceptive use or of the results of educational efforts. It is likely, however, that given the size of the estimated benefit and the modest costs of the educational efforts that the benefit-cost ratio of such efforts is favorable.

Data on the costs of clinical services is more readily available, and indicates a favorable benefit-cost ratio for such services. One IPVO provides contraceptive services to approximately 1,500 women in its maternal and child health and well-baby clinics, and the cost of providing contraceptive services to a single woman is grossly estimated to be between US\$3.61 and US\$7.22 per woman. If the savings per averted birth noted above are taken to be the sole benefit, the benefit-cost of such services is extremely favorable.

(iii) C. Population and Health

The great majority of PVO services are limited to maternal and child health (including family planning) services. Another IPVO has clinical facilities opposite the Coronation Market in downtown Kingston, the area of highest population density in the country. They estimate that there are 400,000 persons living in the four square mile area in which their facilities are located. They have approximately 40,000 patient visits per year at this facility. The first IPVO clinic noted above, also located in downtown Kingston, has about 20,000 patient visits per year.

No detailed study of either of these programs was made for the purposes of this analysis. Review of recent monthly reports indicate that approximately half of all patient visits occur in the well-baby clinics, 10% in family planning clinics, 5% in pre-natal clinics, and the rest in immunization clinics. It is likely, however, that these distributions are distorted by the number of polio vaccinations provided in recent months due to a fear of widespread increase in the incidence of polio that occurred in the late summer and early fall of 1982.

A review of expenditure reports indicate that the cost of service may vary from US\$1.81 to US\$7.22 per patient visit, depending upon the type of service provided. If one could value the benefits of good health in monetary terms, it is most likely that the benefit-cost ratios of such services would be favorable.

D. Distribution of Funds under this Project

The Distribution of funding to be provided under the Project by sectors of development is based upon the current distribution of IPVO activities and the likely increase in those activities. The majority of funds are devoted toward increases in production (vocational training and agricultural development) because the PVOs, like everyone else in the country, have been concerned with the economic decline that had occurred in recent years. New organizations have been established to respond to needs such as vocational training. Existing organizations have added or expanded programs to respond to needs for contributing to increases in economic activity.

Were it possible to do an economic analysis today, of the programs of the voluntary agencies five years ago as well as their projected programs for the next five years, it is likely that one would see a gradual increase in the benefit-cost ratio of the programs as a whole. We also believe that the benefit-cost ratio of the distributions of funds proposed in the Project would be comparatively higher than other possible distributions--could such computations be performed.

E. Rationale for Continuing Support of PVO Activities

The rationale for supporting PVO activities in development is usually given as follows:

- a) PVOs marshal additional resources for socio-economic development.
- b) PVOs complement governmental programs by working where government does not or meeting needs not met by governmental programs.

## (iii) E.

- c) PVOs have a flexibility which permits them to undertake new programs or develop new, more useful program strategies.
- d) PVOs represent a people's response to solving their own problems and are therefore, by their presence, an expression of a developed society.
- e) PVOs' existence in a society is an evidence of a pluralism which suggests a healthy and efficient social structure.

All of these characteristics of the PVO rationale are present in Jamaica, and they do have some implications for a qualitative discussion of the benefits of supporting this Project which intends to develop the work of the PVO sector as a whole.

The rather impressive personal contributions that were made to start and to expand the small vocational training center discussed above in sub-section A.1, are indicative of the way in which IPVOs reallocate society's monies from personal consumption or investment to an investment in development. The monies are small in terms of the economy as a whole but they are, at least, significant. Also, there is no conclusive indication that the ten, one hundred, or one thousand dollars that an individual contributed to start a vocational training center would not have been invested in starting or continuing a personal business or some other investment. There is, however, some indication, given macro-economic rates of saving (and investment) and consumption, that a good portion of these personal contributions would otherwise have been spent on consumption.

PVOs complement governmental investments in development by serving those that are not served by government - this is demonstrated by nearly all types of PVO programs. Whether this has any economic meaning is not immediately clear. One could assume that the government makes the best investments in development and that if the government had further moneys at its disposal--for example, the moneys that go to the PVOs--that the Government would simply make further investments on behalf of the entire population it seeks to serve through the entire program that it seeks to achieve. This is not tenable, however, in the case of services such as family planning where there is a significant benefit-cost ratio but realization of achievement is slow. The PVOs, because of their constituency or their location, may be able to complement the services of the GOJ at reasonable cost and with good success. Also, if we were able to quantify the benefits of reduced crime and better social stability that may accrue from vocational training programs for those that do not have the qualifications to enter governmental or other traditional training programs, we might find that these programs have a benefit-cost ratio and rate of return equal to the other programs for more qualified applicants.

## (iii) E.

The flexibility of PVOs and their ability to develop new programs and new strategies are also in evidence in Jamaica. The start of family planning services, and the achievement of the social acceptance and promotion of them are due in large part to the work of IPVOs. (This has been the case in nearly all developed and developing countries). The IPVO operating the boys' home described in sub-section B above has been evolving a wholly new approach to housing and educating homeless boys and preparing them for productive roles in society. The initial suggestion to the boys' home administrators was that they simply house the boys and send them to local public schools for their education. The result was that 12-year old boys with first or second grade educational levels were put in 6th Grade and after some weeks they simply dropped out of school. The home then established its own school and its graduates now leave with at least a junior high school education. Since this education alone still did not equip the boys for ready employment, the school established an agribusiness which through growth will have more likelihood of doing so. The value of this evolutionary approach by PVOs in development work has considerable economic benefit. To the extent that PVOs make such contributions to the "research and development" of better social programs, they are further justifying their economic value to society.

The economic benefit of PVOs representing a people's response to their own problems is one of efficiency. If people organize themselves to respond to an economic or social problem and do so at exactly the same cost as Government would, there may be a saving because of the time period involved. If it takes longer to first petition the Government, raise the tax dollars, and then allocate them - an earlier investment made by the community itself will begin to accrue benefits at an earlier date.

Finally, the statement that a pluralistic society is a healthy, efficient society is a normative statement and is based upon the debate between those advocating a market economy and those advocating a command economy. There is, however, considerable evidence as to the inefficiency of monopolies in certain sectors of the economy. It may be more efficient to establish a governmental communications or transport monopoly, although this in itself is debatable, but it is not necessarily more efficient for government to establish a monopoly on health services or vocational training. In those cases where the financial rate of return is unfavorable but the economic rate of return is favorable, the PVO sector is the only 'competitor' to government, assuming that it is impractical or inefficient to subsidize business to undertake the services. Government has not as yet conclusively demonstrated that it makes the best investments and is the most efficient provider of services; nor have PVOs. It would appear, therefore, that for the foreseeable future there is considerable economic advantage to be gained from some diversity in the making of investments and the provision of services.

## SOCIAL SOUNDNESS ANALYSIS

Jamaica has a network of over 200 well established voluntary organizations of which at least 30 have been in operation for over a quarter of a century. In most instances, the pattern has been for the assistance programs of these organizations to precede that of the Government of Jamaica (GOJ) and the statutory bodies. The GOJ has identified many voluntary organizations, over the years, as worthy of continued financial support and today funds several of them in a meaningful way, through grants or subventions.

The social soundness of the project is viewed against the social soundness of the institutional strengthening of PVOs in Jamaica and the social soundness of the PVOs' sub-projects to be financed and the anticipated effect on the beneficiaries as well as how this project fits into the social milieu of voluntary organizations.

The majority of PVOs in Jamaica operate within a number of constraints, foremost of which is the financial constraint. There is little indication, as shown by the Boston study, that these voluntary agencies plan together or that they have patterns of association which would enable them to influence social or economic policy. There is now an obvious need for this and this project will enable these organizations to share information on how to make sub-projects as self-financing as possible and on how to do general fund-raising efforts, successfully. Assistance will also be provided through the planned workshops in institutional and project planning, as well as the organizing, staffing, directing and controlling of sub-projects within the sub-project plans themselves.

### Problems of PVOs

#### 1. Economic Constraints

All PVOs are currently hindered by the economic constraints of Jamaica (shortage of funds, lack of foreign exchange, problems of transportation and communication).

#### 2. Shortage of Professional Staff

PVOs are generally unable to hire sufficiently qualified staff or staff who can operate at efficient levels. They very often come behind private business and government in attracting employees, so do not have the quality of employees desired.

#### 3. Location of PVOs

A number of PVOs are located in areas where there is a lot of crime and have suffered adversely as a result of this. Added to this is the matter of transportation for PVOs that are located in rural areas. They lack elementary equipment such as pick-up trucks for the transportation of goods.

#### 4. Shortage of Equipment

Most PVOs lack basic equipment such as typewriters, file-cabinets, duplicating machines and none have microcomputers.

#### 5. Training Programs and Facilities

All PVOs have little experience, if any in matters of budgetting, planning, evaluating and implementing programs. In fact, not enough training has reached local PVOs in the areas of practical administration. The opportunities for training either through local workshops or through attendance at local institutions are few.

The sub-project funds provided under this project will assist the PVOs, not only with their funding concerns but with all the other constraints listed above. The project intends to fund sub-projects which provide direct benefits to the poorest citizens of Jamaica. A look at a typical client of an urban PVO for example, is indicative of the type of client that will be serviced by these sub-projects.

TABLE E(iv)-1

CHARACTERISTICS OF URBAN PVO CLIENT

<u>CATEGORY</u>	<u>CHARACTERISTIC</u>
1. Education Level	Primary School or Less
2. Number of Persons for whom Client is Financially Responsible	One to Six Persons
3. Family Status	Female, family head
4. Age	Under 45
5. Employment Status	Unemployed, or employed in unskilled job
6. Size of Household	Six persons
7. Weekly income	Less than J\$7/week

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Source: Survey of Voluntary Agencies, 1970, Boston College, p. 59 and 60.

For PVOs, such as the Jamaica Agricultural Society, whose focus of activity is farming, the profile of their typical member is representative of small farmers in general who work in the agricultural sector.

The agricultural sector is characterized by small farm production on marginal hillside. In the category of farmers who operate 1-10 acres, there are over 100,000 farmers or over 80% of total farmers. 90% of all farms are owner operated:<sup>2</sup>

"Constraints under which small farmers operate are many, including marginal hillside land; seasonal rainfall; lack of capital; insufficient and expensive labor; pests and diseases; small acreages; uncertain markets; lack of reliable marketing information; competitive imported foods; limited and expensive agricultural inputs; inefficient farming methods and limiting social standing.

"Social constraints are that farming is unattractive as an occupation, farmers are of low educational level and high average age at 55 years per the 1968 census. By and large, farmers are at the lowest end of the stratified Jamaican society, without access to scarce resources and influence. As a result, they feel powerless to effect change and perceive solutions as coming from outside, usually from the government.

"Efforts to introduce change in farm practices have concentrated on chemical inputs and new seed varieties. Adoption of these practices has been successful, providing the farmer can afford to purchase the inputs. More long-term technological changes such as soil conservation measures, new crop husbandry practices and rational farm management techniques have been less successful, due to several factors: low educational level, inadequate research and development, high cost factors and necessary long-term involvement. Farmers tend to view each crop as a single investment to be measured against cash received from sales of the products of that particular crop.

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2. USAID/J, Project Paper, Agricultural Marketing Development II Amendment, AID/LAC/P-065/1, p. 76-78.

"By using the traditional planting cycle and the multi-crop approach, the small farmer attempts to reduce his risks. Price variability as a result of gluts and shortages are expected and the innovative farmer will attempt to capture the opportunity for higher prices by planting one or two off-season crops and having an established relationship with two or three regular "higglers" to ensure that his produce goes regularly to market."

The profiles for urban PVO clients and for rural farmers suggest that the sub-projects implemented by PVOs will be responsive to the needs of the PVO clients if they focus on the needs of their clients in a way that ameliorates the effect of the constraints under which their clients work. In agriculture the goal of the sub-projects will be to make farming more attractive as an occupation both to small farmers, and to other rural PVO clients who, for example, wish to grow kitchen gardens for home consumption. The sub-projects will use good market intelligence and will address constraints such as the lack of rainfall and the lack of labor. An existing PVO project which addresses these concerns relevantly is an intensive vegetable farming program which uses labor from a local boys school, water from storage tanks, and markets its crops to the local supermarket for prices much higher than those offered by higglers.

For clients of PVOs who are not farmers, the sub-projects will provide improved health and child care sub-projects, skill training programs with remedial education, and day care facilities for working mothers. None of these sub-project categories represent a departure from existing PVO programs which have traditionally received wide acceptance from PVO clients.

Accordingly, it is anticipated that the social effect of the sub-projects on the poorest of Jamaica will be positive. Since the sub-projects will be implemented through existing PVOs, which have good community support, it is not anticipated that obtaining support for the sub-projects will be difficult at the community level, or at higher levels of government. With both good client support and good community and government support, the sub-projects will positively impact the beneficiaries, the PVOs, and the Project in a socially sound manner.

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## Administrative Analysis

The administrative feasibility of the Project depends upon the degree of cooperation and coordination which is achieved among CVSS, the VSD Office, USAID, and the participating PVOs. It is reasonable to expect that this cooperation and coordination will require constant well-intentioned efforts by each and all of the four parties. The qualifications of each of the four parties and the complementary, not competitive, relationship for the purpose of executing this Project, both suggest that the parties are well situated to achieve the desired levels of coordination and cooperation and that as the result the PVOs will receive maximum benefit from the Project. This analysis discusses the qualifications of CVSS and the appropriateness of its relationship with the other three parties for maximizing the administrative feasibility of the Project.

## CVSS

CVSS is Jamaica's only local association of PVOs. CVSS was established in 1940 and today is a 52 member organization with a total of 2,000 paid staff and 8,000 volunteers and a combined constituency in excess of 300,000 members. Both this Project and CVSS have as their main objective, to help the voluntary groups to coordinate their planning and to work in coordination with one another, which was the reason that CVSS was first established in 1940.

As early as 1944, CVSS was exploring the possibility of bringing United Way type giving to Jamaica. As prerequisite to such effort, CVSS sought from the GOJ relief from income taxes on donations to charities. In December 1976, the GOJ granted this request for certain charities, most of which were members of CVSS. In January, 1983, CVSS achieved an agreement in principle for the United Way of the United States to assist in the establishment of a similar program in Jamaica. Both these activities and the number of years which have been required for their development in Jamaica demonstrate the persistence of CVSS and the durability of CVSS.

CVSS has been directed since 1969 by Miss Elsie Sayle, O.D., Executive Director, who in September 1982, returned to Jamaica and CVSS from a year of intensive study in the United States under a USAID grant. The President of CVSS is the Honourable Carlton Alexander, O.J., and the Chairman of the Executive Committee is Mr. Larklin Hall. Both men are prominent business leaders in Jamaica and have been actively and personally involved in the programs of CVSS for many years. Mr. Alexander is Chairman of Grace Kennedy Limited and is Co-Chairman of the Bilateral Commission, with David Rockefeller, for improved economic relations between the U.S. and Jamaica. Mr. Larklin Hall is Manager of the Jamaica National Building Society.

The CVSS has within its membership and in its service a cadre of persons who are highly qualified in various fields. They serve as volunteers, as staff and in an advisory capacity. Within its total membership can be found the best of the voluntary organizations and the most significant developments that are occurring in the field of social work in Jamaica today.

The CVSS has and continues to have an important emphasis upon training, and short-term training through Seminars and Workshops is a regular part of the CVSS program. This emphasis is fully consistent with and complementary to, the workshop component of the VSD Project, since it will strengthen CVSS's activities not only in the training area but also in the area of developing sound PVO programs.

BEST AVAILABLE

Currently, 24 of CVSS's 52 member organizations carry out income-generating projects or are in the process of planning such programs. The Project has a criterion for selection of sub-projects that a preference will be given to those which indicate the ability of the sub-project to become self-financing over the life of the sub-project. The focus of CVSS member programs in this direction indicates a comparability of program between CVSS and the Project.

CVSS operates in three locations (Kingston, Montego Bay and May Pen) - on an annual budget of J\$1,000,000, of which J\$30,000 is provided by GOJ subvention. In 1983, the GOJ proposed that CVSS receive the entire subventions for all PVOs and that CVSS rather than GOJ allocate the subventions annually among its PVO members. The CVSS rejected this proposal as being unworkable.

The monetary size of the Project, over \$6,000,000 over a five-year period, represents a measurable increase in resources available to CVSS for use by CVSS, its member organizations and other PVOs. The project is so designed that the VSD Office will be the project implementation unit for the Project. It will act as a "semi-autonomous unit" within the CVSS, but reporting directly to the CVSS Executive Committee/Board during the life of the project. The VSD Office will have a six-person staff, a Director, two Program Associates, two Field Representatives and a Project Secretary. For the first two years of the Project, the Director will be an expatriate who in addition to administering the Project will seek to greatly improve the fund-raising capability of CVSS and train staff to operate the VSD Office.

The Director will work directly with two Program Associates who will be responsible for the day-to-day implementation of the Project's two components. These are; the provision of technical assistance to PVO's through workshops and conferences and the provision of financial assistance through processing, funding and monitoring of sub-grants to PVOs. Working with the two Program Associates will be two Programmers (or Field Representatives), who will help to provide "on hands" technical assistance.

#### The CVSS Unit

The full time staff of the VSD Office will be supplemented by the CVSS staff and by other qualified parties, such as professional facilitators for the workshops and consultants for the provision of management and technical assistance to PVOs and to PVO sub-projects. The VSD Office will use a micro-computer, owned and operated by CVSS, to maintain the accounting records for all sub-projects. The CVSS, will also provide overall logistical and financial administration for the VSD Office including accounting services, and coordinate the activities of its PVO members, with the Project.

The CVSS will have the responsibility of obtaining the necessary permission from the GOJ, to import commodities for the Project, and its related sub-projects, duty-free, and it will process all requests for commodities in accordance with customary AID procurement guidelines. As may be required, CVSS will also co-sponsor the workshops and coordinate project issues between PVOs and the GOJ.

Finally, the overall responsibility for the Project's sub-project fund will rest with the VSD Grants Committee, composed of members appointed by the Director of the VSD Office, in collaboration with members of the CVSS Executive Committee/Board. They will make funding decisions (grants and contracts) and reallocate resources as required. USAID/J will assign an A.I.D. Project Officer

to undertake Mission monitoring of the Project. He or she will be appointed as an ex-officio member of the VSD Grants Committee.

In addition to the GOJ subvention, CVSS has relied on international, including USAID, donor funding, fund raising events, and private sector corporate support to meet its budget requirements. From September 1977, through September 1981, CVSS was the recipient of a US\$249,000 USAID grant to (a) focus the social development services of voluntary organizations in Jamaica on the priority problems of unemployment, children/youth, and rural outreach and (b) to create the capability with the Council of Voluntary Social Services (CVSS) and some 10 - 20 selected member-agencies to plan, fund, implement, and evaluate progress jointly, thereby making more effective and efficient use of existing resources and increasing availability. In the final evaluation of the grant dated November 30, 1980,<sup>(1)</sup> the evaluator summarized as follows:

"7.04. As already been stated or implied throughout the Study the CVSS has met with several obstacles in its effort to perform in keeping with the Grant Proposals. Despite this, the research data reveal that the Council has the capability and willingness to provide such activities and services on an acceptable level of performance, given the time and resources, as recommended.

7.05. This evaluator strongly recommends that approval be given for the additional year of the life of the grant and for any further assistance that may become necessary thereafter".

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1. Social Development Service Delivery System, USAID/J 532-0055, Project Evaluation, November 1980.

The grant was extended for one year to its final end date of September 1981, in accordance with the evaluator's recommendation.

The subject on CVSS of the initial USAID grant to CVSS was summarized by the Evaluator at p. 34 of the evaluation.

"1.02 With regard to the role of the CVSS, the impression was made on the evaluator that a more favourable image and appreciation of the contribution of the CVSS resulted from two events. Firstly, the acceptance into the -

Membership of the International Union of Child Welfare

in November 1979, and, secondly, the fact that the CVSS was approached directly by the USAID/J to make application for a large grant - the subject of this paper."

"1.04 The poor image of the CVSS by both member organization and the public is gradually being replaced by one more acceptable and fitting to its role."

"1.05 The fear was expressed that the CVSS may pre-empt the position held by organizations by itself entering into service. This is a real responsibility due to two factors: there are those agencies willing to relinquish their responsibilities, and secondly, the CVSS is anxious to establish its raison d'entre and this is most obvious through "doing"."

Other comments by the Evaluator suggest the need addressed by this feasibility study, namely to include as a complement to CVSS, other components of managerial and technical assistance in the Project, as needed, to strengthen the Project and the capability of the Project Grantee, CVSS:

A. Workshops:

"3.12 The following quotation from one respondent justifiably sums up disjointed statements made by other respondents:

"Many persons attended Training on invitation, not to be left out. What is sometimes stated as materials to be dealt with eventually is not that what is expected.

For some a Course attended is not relevant to need, not practical, above the reach of many, as in the case of the Management Course."

Need to get competent organization already in the discipline of training to set up modules based on the expressed requirements of agencies. There is too much ad hoc approach, leading to overlapping and a watered-down presentation."

"3.13. Of the total number of member-organizations, 24 of them reported they had attended one or more of the Training Projects. A negative assessment of the training was arrived at from the data revealing that many persons who had attended Courses were unable to recall the title of the Course/Seminar and, excepting for two (2) organizations, no stated action had been introduced in organizations consequent on training. The evaluator can only deduce that this may be due to the choice of topics, lack of the motivational element integral to training, as also the level of educational achievement of some who attended advanced and sophisticated Courses."

This comment is addressed in the V.S.D. Project by providing a grant or contract to an individual, PVO or other qualified organization for the facilitation of Project workshops.

B. Fund Raising:

"4.04. Of those interviewed, 75% expressed hesitance in supporting the CVSS United Fund. It may be however, that there is still misunderstanding concerning the proposed modus operandi. It is suggested that further information sessions be had with the membership. However, in the light of the reactions from those interviewed, it seems advisable that the CVSS Fund-Raising exercise be the concern of those private persons who have agreed to sponsor the drive. The CVSS Council and Executive Committee would thus be excluded from direct responsibility for local fund-raising."

The Project provides for consideration of United Way as a possible subgrantee for technical assistance on United Way type fund-raising.

GOVERNMENT SUBVENTIONS TO VOLUNTARY AGENCIES1982/83Ministry of Social Security

Princess Alice Hostel	\$19,000
Salvation Army	35,700
CVSS	30,340
Jamaica Society for the Blind	20,000
Jamaica Federation of Women	6,000
Red Cross	8,000
Citizen's Advice Bureau	21,460
JAMSAVE	26,270
VOUCH	32,620
	<u>\$199,380</u>

Ministry of Agriculture

Jamaica Agricultural Society	1,590,000
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Ministry of Health

St. John's Ambulance Society	6,000
Anti T.B. League	6,000
Red Cross	1,800
Hyacinth Lightbourne Association	119,200

Parish Councils

Jamaica Agricultural Society	400
Ja. Assn. for the Deaf 20 + 50 + 20 + 30	120
Girl Guides Assn. 100 + 200 + 50 + 60 +	710
Jamaica Federation of Women 100	100
Ja. Cancer Society 1,000 + 50 + 100 + 90 + 50	1,290
Big Brothers	800
Girls Brigade	200
Hyacinth Lightbourne Ass. 2,000 + 300 + 60	2,360
Boys Brigade 200 + 100 + 100 + 60 + 200 + 200 + 50 + 30 + 50	990
VOUCH 2,000 + 2,000 + 100 + 40 + 50 + 5,000 + 100 + 100 + 200 + 100	9,690
Operation Friendship	1,000
Anti T.B. League 1,000 + 60 + 200 + 100 + 360 + 200 + 200 + 300 + 100 + 600	3,620
K.C.O.S.	800
YWCA 1,200 + 600	1,800

YWCA 1,200 + 500	1,350
JAMSAVE	1,000
Boys Town	3,000
St. John's Ambulance	200
Scouts 400 + 1,000 + 2,000 + 100 + 120 + 40 + 100 + 200 + 300	4,410
Salvation Army 1,000 + 100	1,100
Red Cross 1,000 + 100 + 100	1,200
Girls Town	2,000
Four H 1,000 + 300 + 200 + 200 + 200 + 100	2,000
	<u>\$40,000</u>

Total from Parish Council \$40,140

5. Ministry of Education

1. Salvation Army School for the Blind
2. Jamaica Association for the Deaf
3. Jamaica Association for Mentally Handicapped Children
4. YWCA School Leavers Institute
5. Operation Friendship

The total subvention given to these agencies by the Ministry of Education is in excess of three million dollars (\$3,000,000).

6. Ministry of Youth 1981/82

Boys Brigade	\$ 5,000
Girl Guides	5,000
Girls Town	50,000
Operation Friendship	10,000
YMCA	5,000
YWCA	5,000
Girls Brigade	5,000
4H Clubs	1,955,000

## ANNEX G

Job DescriptionsVSD Project DirectorSummary:

The Project Director is responsible for the staffing of the Project and carrying out the Implementation Plan as described in the Project Paper. He or she will also be responsible for directing and carrying out any required replanning of the Project. The Project Director will supervise all project staff and will actively participate in selected activities related to the carrying out of the workshops, conferences, and the funding of sub-projects. The Project Director is responsible for overseeing the monitoring and evaluation of all project components and sub-components and is directly responsible for the monitoring and evaluation of the Project as a whole. The Project Director will report to the CVSS Executive Committee/Board on a quarterly basis and more frequently with the VSD Grants Committee. The Project Director will be directly supervised by the CVSS Executive Committee/Board.

Specific Responsibilities:

1. The Project Director - under supervision, review, and approval of the CVSS Executive Committee/Board - will be responsible for hiring the two Program Associates, the Administrative Assistant/Secretary, the two Programmers and the Driver/Messenger.
2. The Project Director will meet with each staff member on a weekly basis to review assignments for the previous week, review actual performance, and set assignments for the next week.
3. The Project Director will supervise all workshops and conferences, and actively participate in the designs for them, the recruitment of resource personnel, the workshops themselves, and their evaluation.
4. The Project Director will review the results of all individual assistance sessions and referrals to other sources of assistance.
5. The Project Director will supervise the processing of all proposals and monitoring the evaluation of all sub-projects. In addition, he or she will actively participate in the preparation of the paper on proposal guidelines and will assist the Grants Committee as requested and required in their deliberations.
6. The Project Director will supervise the regular monitoring and evaluation of all project sub-components, components, and the project as a whole, and will be responsible for the preparation of quarterly reports (program and financial) which summarize all such information.

7. The Project Director will see that these quarterly reports are submitted to Project Committee members one week prior to their review by the Project Committee and will participate in the review of these reports by the Project Committee.
8. The Project Director will actively involve himself/herself in the development of the idea (being explored by the CVSS) of a United Way or Community Chest or United Givers' Fund method of fundraising and shall endeavor to establish by this method an annual fund drive for those PVOs under the CVSS umbrella.
9. The Project Director will be responsible for conducting the detailed replanning of years two and three of the Project and for the final report on the Project.
10. The Project Director will be responsible to the CVSS Executive Committee/ Board for overall supervision and guidance, but will be responsible to the VSD Grants Committee and the Project Officer for day-to-day technical guidance and supervision.
11. The Project Director will keep the Executive Director of the CVSS informed of his activities and work in close cooperation with her. During his first year he shall prepare a plan for and carry out a systematic preparation for the CVSS appointee to assume his role.

Qualifications:

The Project Director will be an American who has had considerable experience in working the IPVOs and providing technical and management assistance to them. He or she must also have had experience in managing development projects and working in developing countries.

It is essential that this Project Director will have had several years as the U.S. head of a national or international PVO and that he/she will have knowledge of the experience in fund raising by the Community Chest or United Way or the United Givers' Fund.

Project Associate for Non-Financial Assistance

Summary:

The Project Associate for Non-Financial Assistance will have major responsibility for coordinating non-financial assistance under the Project - the workshops, the conferences, the individual assistance, and the referrals to other sources of assistance carried out under the Voluntary Sector Development Project. In addition, he or she will be available, on rare occasions, to participate in the processing of proposals and the monitoring and evaluation of sub-projects as required. He or she will report to and be supervised by the Project Director.

### Specific Responsibilities:

1. The Project Associate will be responsible for identifying the participants for each workshop or conference, participating in its design and the preparation of materials for it, the supervision of all logistical preparation, participation in the staffing of it, and the preparation of the evaluation report.
2. The Project Associate will supervise the logging in of all requests for individual assistance, will personally provide much of this assistance, and will provide brief reports (on a standardized format) of the results of the assistance.
3. The Project Associate will make referrals to other sources of assistance with the advice and guidance of the Project Director. He or she will also follow up each referral and prepare brief reports of the results of the referral on a standardized format.
4. The Project Associate will prepare quarterly reports on the progress of each type of assistance for inclusion in the quarterly report of the project.
5. The Project Associate will also be available, on rare occasions, to participate in the processing of proposals and the monitoring and evaluation of sub-projects as required.
6. The Project Associate will participate in the preparation of a cost and benefit report which identifies the cost of each assistance effort and the benefits in improved program performance resulting thereafter.

### Qualifications:

The Project Associate/Funding will be a resident Jamaican with experience in the management of development programs, as well as experience in providing some aspect of technical and management assistance to such programs. He or she will possess good speaking and writing skills, and will also have good group leadership skills. His or her experience must also evidence a genuine concern for helping the poor and a deep interest in the success of self-help.

### Project Associate for Sub-Project Funding

#### Summary:

The Project Associate for sub-project funding will bear major responsibility for the processing of all proposals and for the monitoring and evaluation of sub-projects funded under this Voluntary Sector Development Project. He or she will also be available for staffing workshops and conferences carried out under the Project, and may, on rare occasions, provide some of the individual assistance. He or she will report to and be supervised by the Project Director.

### Specific Responsibilities:

1. The Project Associate will supervise the receipt and logging in of all proposals.
2. The Project Associate will be responsible for notifying all agencies as to whether or not they meet the requirements for sub-project funding and for insuring that all proposals are sufficiently complete for review by the Grants Committee.
3. The Project Associate will see that all proposals are sent to members of the Grants Committee one week prior to the meeting of the Committee.
4. The Project Associate will be responsible for seeing that all agencies are notified of the decisions of the Grants Committee one week after the meeting.
5. The Project Associate will supervise the implementation of all sub-projects through the receipt and review of reports in accordance with the monitoring and evaluation plans for the sub-projects. In addition, the Project Associate will visit the sub-project site at least three times during the life of the Project - soon after the Project is established, during the course of the Project, and toward the end of it.
6. The Project Associate will prepare quarterly reports (program and financial) on all sub-projects which describe progress under the plan of work and realization of goals and objectives and explain any variance thereof. These reports will be included in the quarterly report for the Project.
7. The Project Associate will also be available to staff all workshops and conferences and will be available to provide individual assistance, on rare occasions, as required.

### Qualifications:

The Project Associate/Funding will be a resident Jamaican with experience in development work and some financial management experience. His or her experience must also evidence a genuine concern for helping the poor and a deep interest in the success of self-help.

### The Programmers:

The two programmers will work directly with and will be supervised by the Project Associate/Funding and the Project Associate Sub-Project Funding. They will also work at the workshop level with PVO participants requiring specific technical assistance at the organizational level.

Specific Responsibilities:

1. The Programmers will assist with organization of workshops.
2. The Programmers will be available to all the participants at the workshops, registering the needs for technical assistance and advising on the types of assistance available.
3. The Programmers will, with the help of the Project Associates, process all requests for technical assistance, channel the requests to the appropriate organizations and make the final arrangements for the provision of these facilities.

Administrative Assistant/SecretarySummary:

The Administrative Assistant/Secretary will be responsible for much of the administration and all of the secretarial work of the project. He or she will report to the Project Director, and will receive general supervision and guidance from the Project Director. When his or her work pertains to the provision of assistance or the processing, monitoring and evaluation of sub-project grants, he or she will be directly supervised by the respective Project Associate.

Specific Responsibilities:

1. The AA/Secretary will bear major responsibility for the logistical set-up and all administration of the workshops and conferences.
2. The AA/Secretary will be responsible for logging in all requests that are referred to other sources and keeping a record on the result of each referral.
3. The AA/Secretary will be responsible for the logging in of all proposals and for the records regarding the status of them.
4. The AA/Secretary will be responsible for keeping a schedule on the receipt of all sub-project monitoring and evaluation reports.
5. The AA/Secretary will be responsible for scheduling all weekly staff performance meetings and the monthly project monitoring meeting.
6. The AA/Secretary will be responsible for the assembly of all quarterly project reports, as well as the annual and end-of-project report.
7. The AA/Secretary will be responsible for the typing and production of all documents relevant to the Project. At such times as bulk-typing may be necessary (for example, workshop materials), he or she will be assisted by a typist hired specifically for this purpose.

8. The AA/Secretary will be responsible for operating the word - processing functions of the mini-computer and for the preparation of the financial reports of the Project once they are set up,formatted, and "programmed" using Visicalc or some similar soft-ware.

Qualifications:

The AA/Secretary will be a resident Jamaican with experience in office management that requires scheduling, keeping logs, and some modest financial management such as the keeping of a petty cash account. He or she will also have good typing skills, literacy, organizational skills, and an interest in the work of the Project.

## ANNEX H-1

Current Major IPVO Activities

There are, by estimation of government and other sources, approximately 200 voluntary organizations in the country, the majority of which are doing some form of development work. The table which comprises the page H-7 is included at the end of this Annex H. This lists voluntary agencies that USAID/J has supported, has received requests from, has had some discussions with, or simply is aware of, because they do work similar to other IPVOs with which USAID/J is familiar. This is not a complete list of the IPVOs working in development. It is simply a list of the group with which USAID/J is familiar.

We do not feel that we can support all of them with this project, nor do we wish to do so. Also, we do not feel it is necessary or even wise to do an entire survey of the voluntary organizations prior to launching this project. Because the IPVOs identified to date are sufficient in number, size, and program to justify the size of our project and because prior to any expansion of the project, we will have had the opportunity to identify a more detailed list of voluntary organizations and their activities. We do feel that we have listed the majority of organizations currently doing most significant work in development. They represent a group which has the proven experience and commitment to expand their work with the support from this project and any other support that they may secure.

The purpose of the table, therefore, is to demonstrate our familiarity with that portion of the voluntary community which we propose to support through technical, managerial, and financial assistance. We also feel that the list sufficiently demonstrates a level of activity

outside of Kingston, in rural Jamaica, to show that this project can and will be effective in promoting and supporting the extension of activities throughout the country. Finally, we feel the table justifies the strategy of providing much of the technical, managerial, and indirect financial assistance through an annual series of workshops in each of the major program sectors - agriculture, health, day care and pre-school education, and vocational training.

#### Specific Notes on Table of Major IPVO Activities

The characterization of an IPVO's program in this table may or may not approximate the PVO's own characterization of its activities, and, accordingly, may or may not be complete and/or fully descriptive of the PVO's activities. Rather the table identifies those areas of an IPVO's activities which fit under the categories of the table, which are defined to be:

1. Agriculture: This category represents PVO efforts to develop the production, distribution and/or consumption of foods and produce, including member education in home economics and in the growing of country kitchens.
2. Health: Under this caption are included maternal and child care, family planning, and efforts to prevent and/or cure disease.
3. Day Care and Elementary School: This heading includes the training of child care teachers, the operation of day care centers, and the operation of various types of schools, predominantly "basic" schools, other than the high schools.

This chart provides a quick reference summary of the development assistance activities of the organizations included in this report. "PP" indicates a proposed program, a dot indicates a current program.

AGENCIES																
	Communications	Community Development	Construction, Housing & Planning	Cooperatives, Credit Unions & Loans	Economic & Development Planning	Education	Equipment & Material Aid	Food Production & Agriculture	Industrial Development	Medicine & Public Health	Nutrition	Population & Family Services	Public & Business Administration	Social Welfare	Women	Youth
Agricultural Teams							●									
American Red Cross						●										
Association for Voluntary Sterilization									●		●				●	
Brother's Brother Foundation						●										
Catholic Medical Mission Board						●			●							
Catholic Relief Services						●	●		●	●						
Church of God (Holiness)					●		●									
Church World Service		●				●	●									
Compassion International														●		
Dominican Sisters					●				●							
The Ford Foundation		●			●											
Franciscan Sisters of Allegany					●											
Friends United Meeting														●		
Goodwill Industries of America							●	●						●		
Helper Project International						●										
International Association of Lions Clubs						●										

Some US PVOS Working in Jamaica

This chart provides a quick reference summary of the development assistance activities of the organizations included in this report. "PP" indicates a proposed program, a dot indicates a current program.

AGENCIES	Communications	Community Development	Construction, Housing & Planning	Cooperatives, Credit Unions & Loans	Economic & Development Planning	Education	Equipment & Material Aid	Food Production & Agriculture	Industrial Development	Medicine & Public Health	Nutrition	Population & Family Services	Public & Business Administration	Social Welfare	Women	Youth
International Executive Service Corps													●			
Societies of Jesus		●				●		●								
W.K. Kellogg Foundation						●				●						
Lutheran Church in America						●										
Lutheran Church-Missouri Synod							●	●						●		
Marist Missionary Sisters						●				●				●		
Mennonite Central Committee						●			●	●				●		
Mennonite Economic Development Associates				●				●	●							
National 4-H Council						●										
Oxfam America			●													
Pan American Development Foundation			●			●			●	●						
Partners of the Americas						●			●	●				●		
The Pathfinder Fund							●					●				
People-to-People Health Foundation						●				●						
Salvation Army						●	●	●		●				●		
Seventh-Day Adventist World Service							●			●						



TABLE OF MAJOR IPVO ACTIVITIES

TYPE OF PROGRAM

GEOGRAPHICAL LOCATION

AVERAGE ANNUAL BUDGET (000's \$J)

PAGE 11-7

	TYPE OF PROGRAM										AVERAGE ANNUAL BUDGET (000's \$J)		
	AGRICULTURE	HEALTH	DAYCARE & PRE-SCHOOL	VOCATIONAL TRAINING	HANDICAPPED	SOCIAL SERVICES	KINGSTON	RURAL JAMAICA	0-100	100-400	400 & OVER		
VOUCH		X	X				X			X			
ST. JOHN BOSCO	X			X		X	X		X	X			
WILLIAMS FIELD TRAINING CENTER				X	X		X	X					
WORKSHOP FOR THE BLIND				X	X			X		X			
CARIBBEAN CHRISTIAN CTR FOR DEAF	X			X	X		X	X					
JAMAICA FEDERATION OF WOMEN		X		X		X	X	X					
JAMAICA WOMEN'S LEAGUE				X		X	X	X					
GIRLSTOWN				X		X	X	X					
OPERATION FRIENDSHIP		X	X	X		X	X	X		X			
FRIENDLY SOCIETIES PROGRAM				X		X	X	X					
WOBURN LAWN COOPERATIVE	X	X	X				X	X	X				
INSTITUTE FOR CULTURAL AFFAIRS	X	X	X	X			X	X	X				
TABERNACLE CHURCH				X			X	X	X				
METHODIST WOMEN'S LEAGUE				X		X	X	X	X				
MORAVIAN WOMEN'S LEAGUE		X		X		X	X	X	X				
JAMAICA HOME ECONOMICS ASSOCIATION	X			X			X	X	X				
HOPE VALLEY GOAT FARM	X			X	X		X	X	X	X			
SWIFT PURSCCELL SHOEMAKING CTR				X	X		X	X	X	X			
BETHEL UNITED BULLA PROJECT				X	X	X	X	X	X				
KIHANIS SKILLS CENTER				X	X	X	X	X	X				
BETHEL BAPTIST SKILLS TRNG PJT.				X	X	X	X	X	X				
CLIFTON VOCATIONAL TRAINING CTR.				X		X	X	X	X				
JONESTOWN CH OF GOD BASIC SCHOOL			X				X	X	X				
RAJACAB BASIC SCHOOL			X			X	X	X	X				
BAUGH POTTERY PROJECTS				X		X	X	X	X				
JAMAICA SAVE THE CHILDREN		X				X	X	X	X				
GLASS POLE CHILD CARE TRNG CTR			X			X	X	X	X				
YMCA	X			X		X	X	X	X	X			
YMCA	X	X		X		X	X	X	X	X			
SCOUTS ASSO. OF JAMAICA				X		X	X	X	X				
GIRL GUIDES	X		X	X		X	X	X	X				
BOYS BRIGADE	X			X		X	X	X	X				
JAMAICA SOCIETY FOR THE BLIND		X		X		X	X	X	X				
JAMAICA ANTI TUBERCULOSIS LEAGUE		X		X		X	X	X	X				
HANSEN HOME		X				X	X	X	X				
JAMAICA COUNCIL FOR THE HANDICAPPED			X	X		X	X	X	X				
MEDICHE CHEESE PROJECT	X						X	X	X				
JAMAICA AGRICULTURAL SOCIETY	X			X			X	X	X	X			
4H CLUBS	X			X			X	X	X	X			
MONA REHABILITATION CENTER		X			X	X	X	X	X	X			
JAMAICA FAMILY PLANNING ASSO.		X				X	X	X	X				
HYACINTH LIGHBOURNE ASSO.		X				X	X	X	X				
JAMAICA ASSO. FOR MENTAL HEALTH						X	X	X	X				
JAMAICA RED CROSS						X	X	X	X				
TIVOLI GARDENS COMPLEX				X		X	X	X	X				
HAVENDALE GRECHE			X			X	X	X	X				
ST. ANDREWS SETTLEMENT			X	X		X	X	X	X				
ST. VINCENT OF DE PAUL SOCIETY	X						X	X	X				
KELLY LAWSON TRAINING CTR	X						X	X	X				
ROPER CENTER						X	X	X	X				
RISING SUN YOUTH CLUB BASIC SCHOOL						X	X	X	X				
FLANKERS BASIC SCHOOL			X			X	X	X	X				
CAREY DISTRICT BASIC SCHOOL			X			X	X	X	X	X			
ALBION BASIC SCHOOL			X			X	X	X	X				
ST. PAUL'S UNITED CHURCH BASIC SCHOOL			X				X	X	X				
HANS PRESENT LEARNING CENTER			X				X	X	X				
COMMODORE BASIC SCHOOL			X			X	X	X	X				
JAMAICA ASSO. FOR CHILDREN WITH LEARNING DISABILITIES					X	X	X	X	X				
BRAETON-NEWTOWN BASIC SCHOOL			X			X	X	X	X				
ITAL-ISLAND-TRIPLE EYE PROJECT	X			X			X	X	X				
JACK'S HILL COMMUNITY CLINIC		X					X	X	X				
MOUNT PROVIDENCE BASIC SCHOOL			X				X	X	X				
WOMEN'S SELF HELP CENTER				X		X	X	X	X				
OBERLIN DAY CARE CENTER			X				X	X	X				
MONA COMMONS BASIC SCHOOL			X			X	X	X	X				
HANDEVELLE CULTURAL CENTER				X		X	X	X	X				
MOUNT PROSPECT BASIC SCHOOL			X			X	X	X	X				
DARLINGTON YMCA CENTER				X		X	X	X	X				
WOMER'S BANKRACRAFT SHOP SOCIETY				X		X	X	X	X				
PVO LIMITED					X	X	X	X	X				