

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

JAMAICA

**STRENGTHENING THE NON-GOVERNMENTAL ORGANIZATION
(NGO) COMMUNITY**

(TC9710220)

PLAN OF OPERATIONS

This document was prepared by the project team consisting of: Michael McLeod (RE3/SC3), Project Team Leader; Clark Sand and Karen Astudillo (RE3/OD6); Maki Ueyama (RE3/SO3); Everett Allen (COF/CJA); Juan Carlos Perez-Segnini (LEG); and Mercedes Rochac (RE3/SC3).

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BASIC SOCIOECONOMIC DATA

For basic socioeconomic data, including public debt information, please refer to the following address:

<http://www.iadb.org/RES/index.cfm?fuseaction=externallinks.countrydata>

ABBREVIATIONS

CBO	Community-based organizations
CDB	Caribbean Development Bank
CIDA	Canadian International Development Agency
CVSS	Council of Voluntary Social Services
DFID	Department for International Development
GOJ	Government of Jamaica
HRD	Human resource development
JSIF	Jamaica Social Investment Fund
NGO	Non-Governmental Organization
NPEP	National Poverty Eradication Program
PEU	Project Execution Unit
PTAC	Program and Technical Assistance Committee
USAID	United States Agency for International Development
UWI	University of West Indies
UWJ	United Way of Jamaica

**Strengthening the Non-Governmental Organization
(NGO) Community**

(TC9710220)

Executive Summary

Requester:	Government of Jamaica		
Executing agency:	Council of Voluntary Social Services (CVSS)		
Amount and source:	IDB: (FSO)	US\$	630,000
	Local:	US\$	<u>57,550</u>
	Total:	US\$	687,550

Financial terms and conditions: Non-reimbursable

Terms:

Execution Period:	36 months
Disbursement Period:	42 months

Objectives: The objective of the program is to enable participating NGOs to operate more efficiently and effectively. Through capacity building, structured training and the enhancement of a resource center for greater network opportunities, the program will allow clients of NGOs to have access to better services. This in turn will assist NGOs to help achieve national goals of poverty reduction and sustainable development.

Description: To achieve the program's objective, the proposed activities of this operation will provide organizational development and institutional strengthening, human resource development, and further develop an information and documentation center.

1. Component I: Organizational Development and Institutional Strengthening (US\$145,170)

This component will provide technical assistance to NGO boards and secretariats to improve their capacity to provide effective leadership and support services to facilitate change and development in the sector, and to enable NGOs to plan strategically and organize efficiently.

2. Component II: Management Training Courses for NGO Sector (US\$159,250)

This component aims to provide management training to some 25 staff members from NGO boards and secretariats and some 225 NGO volunteers so that they are able to manage their organizations and deliver services more effectively.

3. Component III: Information and Documentation Center (US\$126,560)

Through this component, the operation will assist in the further development of the existing Information and Documentation Center which is located at the CVSS site so that it can better serve as a repository of information produced by and about CVSS members and non-members.

Environmental/ social review:

The program will strengthen the institutional capacity of the NGO community. Therefore, no direct negative environmental or social effects are foreseen. However, during project execution, efforts will be made to have a balanced participation of men and women in the various training activities of the project (paragraphs 2.5, 2.7 and 2.11).

Benefits and beneficiaries:

The direct beneficiaries of the project will be staff members of NGO boards and secretariats and NGO volunteers. These beneficiaries will receive training that will enable them to provide effective leadership, strategic planning, and organizational development in their NGOs. The benefits of the project will be a strengthened NGO community that can efficiently and successfully help achieve the country's development objectives. Indirectly, socially and economically disadvantaged Jamaicans will be the main beneficiaries of this project.

Risks:

The NGO sector is comprised of very disparate groups at different levels of sophistication and capacity. Therefore, there is the risk that the **activities planned under the project will not meet all the needs of the entire NGO community**. However, this risk can be mitigated by periodically evaluating and making the necessary adjustments to the training activities during project execution so that they respond to the most pressing needs affecting the majority of stakeholders. Mechanisms have been developed to ensure close collaboration between project partners during the execution of the project. A program of ongoing assessment/evaluation involving frequent stakeholder feedback has been established to ensure that the project maintains its relevance.

The second risk involves the **sustainability** of the project. Since the main thrust of the project is to impart one-time management training to board members and volunteers, the sustainability of the project's benefits can be seriously affected after the life of the grant. This risk can be mitigated by assisting CVSS to establish a training facility that will utilize the methodology of "train-the-trainers" in order to facilitate sustainability. Furthermore, the financial resource mobilization consultant, who will be contracted as part of component I, will have among his tasks: the development of mechanisms to achieve an inflow of funds

(including the offering of services for sale at the Information and Documentation Center) so as to contribute to the financial sustainability of the project's benefits as well as to ensure that the fund-raising skills are adequately covered in the training activities carried out under component II.

**Bank's country
and sector
strategy:**

The proposed project was included in the Country Paper for Jamaica (GN-2025 August 7, 1998) as well as in the Country Strategy Update dated May 23, 2002. This operation is fully consistent with the Bank's strategy for Jamaica, which includes as its objectives, improvements in the sustainability and quality of social services and poverty eradication.

**Special
contractual
conditions:**

Conditions precedent to first disbursement: the creation and staffing of the Project Execution Unit with the CVSS (paragraph 3.3).

**Exceptions to
Bank policy:**

None

I. FRAME OF REFERENCE

A. Socioeconomic framework

- 1.1 Structural adjustment and liberalization policies implemented by the Government of Jamaica (GOJ) since the early 1980s in response to economic crises and fiscal imbalances have created major challenges for the provision of social services. Even as poverty increased in the country, Government policies resulted in decreased social services. As a result, the Government has been unable to address some of these challenges through government-funded programs. Thus, non-governmental organizations (NGOs) have been called upon to fill this void.
- 1.2 The Government of Jamaica in its National Poverty Eradication Program (NPEP) Action Plan identified NGOs and community-based organizations (CBOs) as entities on which it will rely to ensure the successful implementation of its top priority social development program.
- 1.3 In Jamaica, NGOs have been providing services in health, education, welfare, environmental protection and conservation, agriculture, small business enterprise, community work, and other areas of social development at least since the late 1800s. They have assisted in setting up schools, child-care facilities and orphanages. They have successfully partnered with the government and pioneered methodologies in rural and community development, which have been modeled in other countries. NGOs have provided advocacy and networking for successful interventions in health in such areas as diabetes, cancer and HIV/Aids. These services have been delivered by indigenous as well as overseas-based organizations that differ in strength, complexity, efficiency and impact. NGOs have complemented the initiatives of other sectors and, in many instances, have paved the way for the intervention of government and the private sector in social development. The strength of Jamaican NGOs lies in their commitment to the empowerment of grassroots communities, as well as their understanding of the needs of the social and economically disadvantaged.
- 1.4 NGOs have embraced a more developmental approach to social development, as opposed to a welfare-oriented approach. For example, NGOs have experimented with various innovative and non-traditional approaches to resource mobilization and skill development in an effort to develop more efficient and effective services, to maintain their relevance in the Jamaican environment and to respond more efficiently to the changing needs of their clientele. Generally perceived as non-partisan entities with altruistic motives, NGOs have earned the trust of the Jamaican people who recognize them as willing to address their needs and to voice their concerns. Thus, the government and the donor/lender community actively seek NGOs to engage in partnerships to achieve poverty reduction. Some donor/lender agencies which support NGOs, through financing and technical assistance and which have gained from the expertise of NGOs, include the Canadian International Development Agency (CIDA), United States Agency for

International Development (USAID), Department for International Development (DFID) and the United Nations System. The work of NGOs contributes significantly to ensuring the social stability of the Jamaican society and NGO knowledge of “grassroots culture” makes them critical partners in any poverty reduction efforts. This demand, however, has grown to exceed the ability of the NGOs to respond adequately to the needs of their constituents.

B. Challenges and opportunities in the NGO sector

1. Challenges

- 1.5 Although NGOs have made significant contributions to social development in Jamaica, they are constrained in meeting the increasing needs of their clientele efficiently and effectively. For example, some NGOs have inadequate institutional and organizational systems and processes; insufficient financial and program accountability; weak or non-existent personnel policies and accounting procedures; inefficient fund-raising approaches; lack of training programs for their board members and volunteers; and insufficient capacity to plan strategically.
- 1.6 Furthermore, some NGOs do not demonstrate sufficient capacity to network within and outside of the NGO sector. For example much of the printed information generated by NGOs is barely available to other NGOs, researchers, social and economic planners, and the general public. Some information that is available can only be accessed through inefficiently managed in-house records and outdated data management programs.
- 1.7 In an effort to strengthen the capacity of the NGOs, an IDB technical cooperation funded through the Swedish Trust Fund (ATN/SG-6372-JA) was used to carry out institutional strengthening of NGOs. An organizational assessment was completed in September 1998 and an overall Strategic Plan, which included a Financial Sustainability Plan¹ and Operating Guidelines, was finished in 2000. These two activities served to highlight the critical areas that require attention: leadership and management training, management accountability, fundraising, personnel policy, financial reporting and outreach.

2. Opportunities

- 1.8 In response to the above, the Council of Voluntary Services, the Caribbean Development Bank (CDB), and the University of the West Indies (UWI) have joined efforts to strengthen the sector through various activities.

¹ This Plan is based on a close relationship between the Council of Voluntary Services (CVSS) and the United Way of Jamaica (UWJ). The latter was created by the CVSS, as a separate legal entity, to assist the NGO sector in Jamaica to access funds. Both organizations share the cost of a joint Secretariat and a Memorandum of Understanding guides operations. They also share joint operational committees and have representatives on each other's boards. While the UWJ as a funding agency does not give preferential treatment to the members of CVSS, it is a facility to which members have access. Apart from this critical partnership with UWJ, other elements of the Plan include forging key alliances with other organizations, accessing resources through projects, collecting annual membership fees, income generation activities and identifying other opportunities through their Fundraising Committee.

- 1.9 The Council of Voluntary Social Services, the largest and soundest umbrella organization in Jamaica and the executing agency for this proposed technical cooperation (see paragraphs 3.1 and 3.2), has implemented a comprehensive program of institutional strengthening, organizational development, human resource development, and infrastructure development of the existing Information and Documentation Center to improve information management and dissemination. The existing Information and Documentation Center currently serves a limited function as a repository of books. Under the proposed program, the Center would shift toward providing information electronically so that users would have access to the Jamaican NGO Database as well as the Internet for retrieving and sharing information on a number of subject matters.
- 1.10 A Caribbean Development Bank (CDB) grant for the Establishment of a Management Training Program for NGOs was signed on July 12, 1999. The objective of the technical cooperation is to improve the management of NGOs in the region through the enhancement of the professional and managerial skills of personnel who serve the NGO sector. The partners in this technical cooperation are the CDB, the CVSS and the University of the West Indies (UWI). A management training program was developed and implemented under this program. The program includes modules on project cycle management, financial management, human resource management and communication. Ten training modules have been developed for delivery over a two-year period. Five modules were completed over two semesters on a pilot basis in Jamaica and the last five modules were completed by December 2002, with exams scheduled for mid-February 2003. It is planned that the course eventually will be made available to the NGO sector throughout the Caribbean sub-region.
- 1.11 The proposal for the development of the training was cleared by the academic boards of three UWI campuses (Jamaica, Trinidad and Tobago and Barbados) and experts contracted from the NGO community developed the actual modules, which were in turn reviewed by the Board of Continuing Studies. Informal feedback on the courses and their implementation has been positive. No formal evaluation of these training modules and their implementation has yet been carried out given the fact that they were only recently completed. However, CVSS is now in the process of engaging an evaluation consultant, with support from the CDB, to conduct a formal evaluation that is expected to be completed by April, 2003. In addition, an Internal Management Audit has been done by the Academic Advisory Board of UWI in which there was a general consensus on the relevance of the training program.
- 1.12 CVSS is committed to a comprehensive reform program in order to modernize its approach as a sustainable organization that provides effective support to its members and ultimately attain greater developmental impact. The three specific objectives of the CVSS reform are: (i) assisting NGOs to access funding and develop proposals; (ii) providing relevant information to members; and (iii) strengthening the capacity of CVSS to provide training in NGO management.

Through the proposed operation, the IDB will provide substantial inputs within the broader framework of CVSS's comprehensive reform program.

C. Bank support for the NGO sector in Jamaica

- 1.13 NGOs have participated as stakeholders in the design and development of several Bank-financed projects in Jamaica, particularly environment projects (South Coast Sustainable Development Feasibility Study - JA-0112). They have participated as executing agencies (Caribbean Coastal Area Management in Fisheries Management in the Portland Bight - ATN/CP-6673-JA); assisted as support institutions for community mobilization, identification of beneficiaries and training (Women's Construction Collective in Non-traditional Training of Women -ATN/MH-5523-RG); and partnered with the Bank in channeling resources and expertise to sectors with limited resources (Jamaica Computer Society Education Foundation in Computer Aided Technology and Training Program ATN/MH-4849-JA). The proposed technical cooperation project would serve to complement the aforementioned initiatives in the sense that it will strengthen the role and capacity of NGOs to design project proposals, access resources and manage interventions in marginalized communities.
- 1.14 In support of improving the delivery of social services and the reduction of poverty in Jamaica, the Bank co-financed the GOJ's Social Investment Fund (JSIF) (1005/OC-JA). The JSIF, which was established to finance community-based initiatives in economic, social and physical infrastructure, has been a major component of the GOJ's poverty eradication thrust. The JSIF has given special attention to developing a working relationship with the CVSS and other NGOs in rural and urban communities in order to reach the most socially and economically disadvantaged groups. The JSIF-NGO activities are yet another way in which the goals of community empowerment and poverty reduction are to be achieved. Although this Bank-funded operation has recently come to completion, the work of the JSIF will continue with support from other donor agencies. Given the JSIF's mandate and the relationship that has already been established with the NGO community, the proposed technical cooperation project can be expected to expand the level of participation in the program of those NGOs working in the poorest communities and to facilitate greater access to JSIF resources by these same communities.
- 1.15 There are three additional initiatives in Jamaica with strong NGO links, two of which have already been approved and are in the early stage of execution, and a third, that is in the 2003 pipeline. The first is the Jamaica Citizen Security and Justice Program (1344/OC-JA). Under this program, six NGOs will be selected to deliver a menu of services including: dispute resolution (in community and schools), community mobilization, addressing issues of domestic violence, parental counseling and dealing with drug addiction. The second initiative is the Kingston Urban Renewal Project (ATN/SF-7635-JA) in which the Executing Agency, the Kingston Restoration Company, an NGO, will train and collaborate with community-based organizations to mobilize communities for visioning

exercises, identify short-term projects for community improvement and identify eligible recipients of grants for improvement of housing stock and upgrading of sanitary conveniences in inner-city communities. The third, a Youth Development Program (JA-0119), currently in the design phase, is expected to include NGO strengthening activities and their participation during project execution in helping to channel targeted services to “unattached youth”.

D. Bank’s country and sector strategy

- 1.16 The proposed project was included in the Country Paper for Jamaica (GN-2025 August 7, 1998) as well as in the Country Strategy Update dated May 23, 2002. This operation is fully consistent with the Bank’s strategy for Jamaica, which includes among its objectives, the improvement of the sustainability and quality of social services and poverty reduction. The project is also consistent with the mandates of the Eight Replenishment and the Bank’s efforts towards modernization of the state and strengthening of civil society. The proposed project was included in the Non-reimbursable Technical Cooperation Program for 2002 submitted for consideration of the Programming Committee of the Board (GN-2197-5). Taking into account the Bank’s past and current experience working with NGOs in Jamaica, and with the joint GOJ-IDB effort to further involve civil society in the development effort, the proposed project will serve to build on the foundation that has been established. At the same time, the project is expected to complement well the Bank’s ongoing and planned program of support in the country.

II. THE PROGRAM

A. Objective

- 2.1 The objective of the program is to enable participating NGOs to operate more efficiently and effectively. Through capacity building, structured training and the enhancement of a resource center for greater network opportunities, the program will allow clients of NGOs to have access to better services. This in turn will assist NGOs to help achieve national goals of poverty reduction and sustainable development.

B. Description

- 2.2 To achieve the program’s objective, the proposed activities of this operation are designed to provide organizational development and institutional strengthening, human resource development, and an enhanced information and documentation center.

1. Component I: Organizational Development and Institutional Strengthening (US\$145,170)

- 2.3 This component will provide technical assistance to NGO boards and secretariats to improve their capacity to provide effective leadership and support services to

facilitate change and development in the sector, and to enable NGOs to plan strategically and organize efficiently.²

- 2.4 To achieve organizational development, CVSS will contract a team of three consultants to conduct organizational analysis, strategic planning and to provide guidance on how to establish appropriate and efficient systems of management and accountability including appropriate project evaluation methods. In addition, the consultants will train CVSS/United Way of Jamaica Volunteers in diagnostic review and institutional assessment methodology (see TOR in Annex IV).
- 2.5 It is estimated that some 40 Board and/or Secretariat members from selected organizations (including eight persons from the CVSS/United Way of Jamaica (UWJ) Secretariat) will benefit from the technical assistance provided in this component. Participants will be selected based on the following criteria: (i) member of NGOs/CBOs which are active CVSS members in good financial standing; (ii) officers and/or volunteer committee members; (iii) preference given to those members without access to other training sources; (iv) preference given to those with greatest demonstrated needs; and (v) candidates must commit to implement an action plan upon completion of training. In addition, to the extent possible, gender balance will be taken into consideration in the selection of participants in the organizational development and institutional strengthening activities. Services will be provided on-site, in the NGOs where they will receive practical, hands-on assistance in applying new knowledge to their operational and programming procedures, and will include assistance with activities such as the development of personnel policies and financial reporting systems. In order to ensure the sustainability of the training activities, the training consultants will be required to develop a manual for the workshops in each of the areas and furthermore, some participants in these workshops will be identified as potential trainers for conducting workshops under the practical program in component II in an effort to “train-the-trainers” (see paragraph 2.12) and will be provided with additional training for that purpose.
- 2.6 The services of a financial resource mobilization specialist will be engaged to carry out three objectives: first, to assist CVSS and selected NGOs in developing fund-raising skills in order to provide resources to finance NGO project activities; second, to ensure that these same fund-raising skills are adequately covered in the training activities (see component II); and third, in order to facilitate the sustainability of the Information and Documentation Center (see component III) this specialist will prepare a business plan for the Center and the Information Officer will be responsible for its implementation. By the end of the execution period, the Center should have generated sufficient revenue to offset at least 50% of the Center’s third year operating costs (see TOR in Annex IV).

² The activities of this component will be directed to NGOs/CBOs affiliated with CVSS, given its role as executing agency and the limited amount of resources available. Nonetheless, it should be pointed out that many of the NGOs affiliated with CVSS are also affiliated with other umbrella organizations active in Jamaica, which is likely to provide a spillover effect.

2. Component II: Management Training Courses for NGO Sector (US\$159,250)

- 2.7 This component aims to provide management training to some 25 staff members from NGO boards and secretariats and some 225 NGO volunteers so that they are able to manage their organizations and deliver services more effectively.³
- 2.8 Surveys taken from the members of CVSS have indicated that management training in services delivery is one of the most immediate NGO needs and is an area in which CVSS should provide more assistance to strengthen and advance the work of NGOs. The response of agencies to CVSS management training workshops over the years has been very positive. The participation has been good and participants have rated the information as relevant and useful and indicated that they would benefit from further information on the subject.
- 2.9 The project will provide access to two training programs: (i) an academic program developed by the CDB/UWI, which is now being implemented (see paragraph 1.10), and (ii) a practical adaptation of the CDB/UWI training, which is to be developed as part of this technical cooperation.
- 2.10 The CDB/UWI academic program consists of ten modules. Under this technical cooperation, consultants will be contracted to provide academic training based on the curriculum designed by the CDB/UWI program (see course outlines in Annex VI). Trainees would be selected from among Jamaican NGOs based on transparent selection criteria and with a gender focus so as to have a balanced representation in the student body.⁴ Due to the high cost of this training (ten modules at a total cost of the equivalent of US\$1,000 per person), partial scholarships may be provided to some trainees on a sliding scale in order to permit those who could otherwise not afford the training, to participate in the program.⁵ Scholarship assistance will be less for participants from NGOs which are in a position to pay. This financial aid will be funded through this operation.
- 2.11 The second training program would be a practical adaptation of the CDB/UWI designed modular program. This practical training program will be developed for those persons who play key roles in their organizations and require management training, but lack the qualifications necessary for participation in the academic program. It is estimated that some 225 persons will be trained as part of this second training program. Efforts will be made to have a balanced representation

³ Training under this component will be open to any and all NGOs/CBOs in Jamaica. Trainees will be selected using guidelines that will ensure that both genders are equally represented.

⁴ In addition to the general criteria applicable to all training under this component, in the case of the academic training, UWI School of Continuing Studies admission criteria must also be fulfilled.

⁵ The following criteria apply to the awarding of scholarships for academic training: (i) NGO ability to support the student or not; (ii) students' personal resources; (iii) level of commitment to serve in the NGO sector upon completion of training; and (iv) minimum of 10% will be given to inner-city applicants.

of men and women among the trainees.⁶ Stipends would be provided to assist the trainees with some of the costs associated with attending the workshops.

- 2.12 The CVSS, together with consultancy services (see TOR in Annex IV), will develop and coordinate this practical training program, which will address several areas of NGO management. Prior to receiving training, NGOs will be assisted to complete diagnostics of their specific needs. Some priority areas of training would include management of information systems, voluntarism, entrepreneurial development, resource mobilization and utilization and project development. Primary activities will include conducting training workshops and providing pre and post workshop hands-on services to agencies to ensure assessment of organizational needs and effective utilization of new information. Qualified volunteers will provide the practical training. The volunteers will receive preparatory training themselves (“train-the-trainers”) from the consultants contracted under component I (see paragraph 2.5). The program would cover transportation and other out of pocket expenses incurred by the volunteer trainers.

3. Component III: Information and Documentation Center (US\$126,560)

- 2.13 Through this component, the operation will assist in the further development of the existing Information and Documentation Center so that it can better serve as a repository of information produced by and about CVSS members and non-members. The Center is located at the CVSS site and currently provides limited service as a repository of books. The Center currently offers no videos, diskettes, promotional materials or access to the Jamaican NGO Database or the Internet. As a result of the program, this Center will make available a collection of documents, training manuals, videos, diskettes, promotional/educational material such as posters, brochures and other handouts relating to the work of NGOs and CBOs. The Center will also facilitate access to the Jamaican NGO Database established by the CVSS.⁷ Users will have access to the Internet for retrieving and sharing information on a number of subject matters, including NGO and CBO activities in Jamaica and overseas.
- 2.14 The Center will establish links with local libraries and documentation centers, as well as local and international electronic information networks. The Centers’ cataloguing system will facilitate access to reference stock in other local documentation centers and libraries.
- 2.15 While the Documentation Center will be both paper and electronic, there will be a shift toward providing information electronically. The Center will operate as a multi-media clearinghouse, with focus on providing locally available information.

⁶ The following criteria apply to the practical training: (i) volunteer/professional staff in any Jamaican NGO/NBO; (ii) not less than one year as full time staff member in NGOs/CBOs (previous employment included) or not less than two consecutive years as volunteer; and (iii) demonstrated interest or experience in workshop subject area.

⁷ Some 262 organizations were surveyed under ATN/SG-6372-JA, of which 215 were eligible for inclusion in the database.

- 2.16 As previously mentioned (see paragraph 2.6) it is envisaged that the Center will be run as an income-generating activity thereby contributing to the sustainability of the program. While the Business Plan to be developed will provide for comprehensive resource mobilization activities, one of the means expected to generate funds would be the offering of Internet, photocopying and faxing services at a cost to the users, including the downtown business community. Although the cost of the Information and Development Officer will be financed out of program resources during the execution period, the training consultants contracted under Component I Organizational Development and Institutional Strengthening will train CVSS staff/volunteers to support the Information and Development Officer, with a view to ensuring sustainability of the Center beyond the execution period.

C. Cost and financing

- 2.17 The Bank will provide US\$630,000 on a non-reimbursable basis from the Fund for Special Operations that will cover expenses relating to the three components of the project, as well as some administrative and project evaluation expenses.
- 2.18 The CVSS input of US\$57,550 will be an in-kind commitment and will cover the accommodation of the Training Center, the accommodation of the Information and Documentation Center, and volunteer hours given by members of the Program and Technical Assistance committee (PTAC), who will oversee and participate in the project. Annex II shows a detailed budget for this operation. A summary budget is presented below.

Table 2.1
Summary Budget (US\$)

PROJECT BUDGET	IDB	CVSS	TOTAL
1. Component I: Organizational Dev. & Institutional Strengthening	145,170		145,170
2. Component II: Management Training Courses for NGO Sector	122,200	37,050	159,250
3. Component III: Information & Documentation Center	106,060	20,500	126,560
4. Project Execution	206,120		206,120
5. Evaluation	10,000		10,000
6. Financial audits	9,000		9,000
5. Contingencies	31,450		31,450
TOTAL	630,000	57,550	687,550

III. PROGRAM EXECUTION

A. The executing agency

- 3.1 The executing agency for this operation will be the Council of Voluntary Social Services (CVSS). CVSS is the oldest and largest umbrella NGO in Jamaica. It

was established in 1940 as a coordinating body and support mechanism for NGOs involved in social development, to ensure their ongoing development and to strengthen their service delivery. Its mission is to bring together, on a permanent basis, voluntary social service organizations for consultation, planning and action. The development of the human resource capabilities of its membership and other members of the sector are the primary focus of the CVSS. The CVSS currently has 82 members.

3.2 The Bank has selected CVSS as the most appropriate entity to perform the duties of executing agency for this project. CVSS is not the only umbrella organization serving NGOs which provide social services (there are two others) but it is the only one with island wide representation in all 14 parishes. Furthermore, in addition to having the largest membership base, it is the only NGO umbrella organization with a sustainable Secretariat, which is shared with the United Way of Jamaica, the principal NGO fundraiser (see Organizational Chart in Annex VIII). Finally, the Bank's relationship with CVSS goes back to the 1990's when it successfully served as the executing agency of ATN/SG-6372-JA (see paragraph 1.7). Having undergone an organizational assessment and initial institutional strengthening measures under the aforementioned technical cooperation, it is the logical choice to be the executing agency in this continuation of the Bank's investment in strengthening the NGO community in Jamaica.

3.3 A Project Execution Unit (PEU) will be created within the CVSS under the Chief Executive Officer. The PEU will be staffed by a Project Manager, Finance and Administrative Assistant and a Training Coordinator. The Project Manager, who will report directly to the CVSS Chief Executive Officer, will be engaged to ensure the proper administration of the project. Resource persons, such as organizational development consultants, management and program advisors, workshop presenters and information specialists will be recruited or contracted. To assist the Project Manager, a Finance and Administrative Assistant will be contracted whose duties will include internal coordination, liaison with the IDB, procurement, and the preparation of disbursement requests and financial statements in accordance with the Bank's norms. To assist in the execution of the HRD training programs, CVSS will contract a Training Coordinator. This Coordinator would work closely with the CVSS Programs and Projects Officer, so that once the program is concluded, that person would be in a position to assume the role of Training Coordinator thereby ensuring sustainability of the project after the life of the grant. It is important to note that in addition to their administrative functions, the PEU staff will provide critical technical assistance in the execution of program activities. In addition, the PEU will be responsible for the collection of data during the project execution period in order to facilitate the task of the evaluation consultant (see paragraph 3.12). See Annex III for the TOR of the Project Execution Unit (PEU) personnel. **The creation and staffing of the PEU within the CVSS will be a condition precedent to first disbursement.**

3.4 A Program and Technical Assistance Committee (PTAC) will serve as an advisory group for the project. This PTAC will be comprised of a limited number

of key stakeholders (approximately seven) drawn from the Executive Committee of the CVSS, the volunteer corps of the UWJ, representatives of CVSS member agencies, other associates in the NGO sector, representatives of the Government of Jamaica, the private sector and the academic community. The project will be based in Kingston, the nation's capital, where the large majority of NGOs have their bases, but appropriate action will be taken to involve stakeholders from the other parishes of Jamaica. The practical Management Training Courses (see paragraphs 2.11-2.12) are weighted towards reaching out-of-Kingston NGOs and community based organizations.

- 3.5 CVSS intends to implement this operation in conjunction with NGO partners, as well as partners from the business community, as it recognizes the importance of pooling resources to meet common goals and avoid duplication of services. The process of defining the specific roles of various partners began with a Logical Framework workshop on September 9-11, 1998, and is an evolving exercise. The main NGO partner will be the UWJ, which jointly owns with CVSS, the Coronation Buildings from which both organizations operate. The two organizations have already agreed to collaborate closely in providing services to the NGO sector and have formalized this in an official Memorandum of Understanding on December 12, 2000. The UWJ is considered the main partner because of the close operational relationship with CVSS and the fact that it is the principal fundraiser for the NGO sector, as described in paragraph 3.2. Other partners are the CDB (for the development of the management training modules) and the Environmental Foundation of Jamaica (for the development of a national registry of volunteers). Under the aforementioned Memorandum of Understanding, the CVSS contributes 35% towards the Secretariat's administrative budget.⁸ This 35% comes from special fund-raising activities, membership fees, fees for managing projects and subventions from the Ministry of Finance and the Ministry of Labour and Social Security.
- 3.6 In addition the CVSS is currently facilitating an initiative with the major umbrella organizations as a means of addressing some emerging development issues and maximizing the contributions of volunteers. Volunteers are very important to the NGO community, as most are only able to engage minimal staff. Thus they are the primary targets for providing the training in the practical workshops.

B. Program execution and administration

- 3.7 The PEU will be responsible for project execution as follows: (i) preparing and submitting disbursement requests to the Bank, as well as the corresponding justification of expenditures; (ii) maintaining adequate financial, accounting and internal control systems that allow the identification of the sources and uses of project funds, provides documentation to verify transactions, and permits the timely preparation of financial statements and other financial reports;

⁸ The CVSS operating budget for 2002 was the equivalent of US\$120,000. The 2003 budget is not expected to differ significantly from that of the previous year.

(iii) preparing and submitting periodic financial and accounting reports to the Bank; and (iv) maintaining an adequate disbursements and contracting supporting documentation filing system for eligible project expenditures.

3.8 The implementation of the project, which is expected to have a three-year execution period, would be carried out according to the following tentative work plan (see more detailed work plan in Annex V):

- a. The **first** year will focus on the Organizational Development and Institutional Strengthening of the CVSS board and secretariat (component I) and implementation of the HRD program (component II) on a small scale. The Information and Documentation Center (component III) will begin to provide expanded services.
- b. The **second** year will involve the institutional strengthening of the remaining NGOs scheduled to benefit from component I, as well as a review and continuation of the institutional strengthening process of the CVSS. Review of the HRD program (component II) and modifications, if necessary, will be carried out. Implementation will then begin on a more expanded HRD program. The development of the Information and Documentation Center will continue.
- c. The **third** year will involve the full implementation of the Human Resource Development training, further development of the Information and Documentation Center as well as an impact evaluation.

C. Procurement of goods and services

3.9 All selection and contracting of services and acquisition of goods and materials will be carried out in accordance with Bank procedures.

D. Execution and disbursement schedule

3.10 The project execution period will be 36 months and the disbursement period 42 months.

E. Monitoring and evaluation

3.11 Monitoring and supervision of the execution of the Technical Cooperation will be carried out by the Bank's Country Office in Jamaica in collaboration with RE3/SC3.

3.12 Within three months of the signature of the technical cooperation agreement, the Bank, using program resources, will contract a consultant to carry out an evaluation of the project (see TOR in Annex IV). This consultant will be responsible for the following activities: (i) establish baseline success indicators and review Logical Framework performance targets for the project; (ii) undertake a midterm review to assess overall progress vis-à-vis program work plan and performance indicators; (iii) identify problem areas and make recommendations for remedying same; (iv) analyze participant evaluations of training received;

(v) assess overall level of participation in the project; and (vi) undertake final evaluation within three months of project's termination. The PEU will be responsible for the collection of data during the project execution period in order to facilitate the task of the evaluation consultant.

- 3.13 Progress reports on the execution of the project will be presented to the Bank by the PEU within 30 days following the end of each semester. These reports will be prepared in accordance with the relevant rules agreed upon with the Bank.
- 3.14 The PEU will be responsible for carrying out participant evaluations of all the training provided under the program in components I (workshops) and II (academic training and practical training). The finding of these evaluations will be included and analyzed in the progress reports mentioned above and will be analyzed as one of the activities to be carried out by the evaluation consultant also mentioned above. CVSS has agreed to take into consideration the results of the aforementioned participant evaluations and to the extent possible, make adaptations, if necessary, in the training provided under the program.

F. Financial audits

- 3.15 The PEU will be responsible for keeping updated accounting records. Financial statements, audited by a firm of independent public accountants acceptable to the Bank, based on the terms of reference previously approved by the Bank, will be submitted during the program execution period. These audited financial statements will be presented within 90 days of the end of the corresponding fiscal year with the exception of the final statements, which will be submitted within 90 days of the last disbursement.

IV. BENEFITS AND RISKS

A. Benefits and beneficiaries

- 4.1 The project will strengthen the institutional capacity and delivery of services of NGOs, which in turn will benefit socially and economically disadvantaged Jamaicans.
- 4.2 The direct beneficiaries of the project will be staff members of NGO boards and secretariats and NGO volunteers. These beneficiaries will receive training that will enable them to provide effective leadership, strategic planning, and organizational development in their NGOs. The benefits of the project will be a strengthened NGO community that can efficiently and successfully help achieve the country's development objectives. Indirectly, socially and economically disadvantaged Jamaicans will be the main beneficiaries of this project.

B. Risks

- 4.3 The NGO sector is comprised of very disparate groups at different levels of sophistication and capacity. Therefore, there is the risk that the **activities planned**

under the project will not be able to meet all the needs of the entire NGO community. However, this risk can be mitigated by periodically evaluating and making the necessary adjustments to the training activities during project execution so that they respond to the most pressing needs affecting the majority of stakeholders. Mechanisms have been developed to ensure close collaboration between program partners during the execution of the project. A program of ongoing assessment/evaluation involving frequent stakeholder feedback has been established to ensure that the project maintains its relevance (see section on monitoring and evaluation paragraphs 3.10-3.13).

- 4.4 The second risk involves **sustainability**. Since the main thrust of the components I and II is to impart one-time technical assistance of management training to board members and volunteers, the sustainability of some of the project's benefits could be affected after the life of the grant. This risk has been mitigated by assisting CVSS to develop manuals, and to establish a training facility that will utilize the methodology of "train-the-trainers" in order to facilitate sustainability. In order to accomplish this, the training consultants contracted under component I will be required to prepare a training manual for each of the workshops, on the one hand, and on the other, participants in each of the workshops will be identified as potential trainers and receive additional training for that purpose ensuring that CVSS has a pool of trained volunteers capable of training others. Furthermore, the financial resource mobilization consultant, who will be contracted as part of component I, will have among his tasks: the development of mechanisms to achieve an inflow of funds (including the offering of services for sale at the Information and Documentation Center) so as to contribute to the financial sustainability of the project's benefits as well as to ensure that the fund-raising skills are adequately covered in the training activities carried out under component II.

C. Environmental and social impact

- 4.5 The project will strengthen the institutional capacity of the NGO community. Therefore, no direct negative environmental or social effects are foreseen. However, during project execution, efforts will be made to have a balanced participation of men and women in the various training activities of the project.

**STRENGTHENING THE NON-GOVERNMENTAL ORGANIZATION COMMUNITY
(TC9710220)**

LOGICAL FRAMEWORK

NARRATIVE SUMMARY	PERFORMANCE MONITORING INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
GOALS Enhanced capacity of Jamaican NGOs to engage in partnerships to achieve poverty reduction and sustainable development	NGO institutional, financial and technical capacity meets needs of constituents	Opinion survey of government and donor agencies	Economic and political conditions remain relatively stable
PURPOSE (OUTCOMES) Participating NGOs operate more efficiently and effectively	<p>By the end of the execution period:</p> <ul style="list-style-type: none"> At least 80% of participating CVSS NGOs meet targets of the CVSS Strategic Plan “Training of trainers” provides ongoing training capacity in participating NGOs At least 30% improvement in the level of financial resources mobilized by CVSS At least 20% improvement in fundraising capacities of selected NGOs CVSS generates sufficient revenue to cover at least 50% of Documentation Center operating costs 	Pre and post institutional assessment reports (Final evaluation)	<p>Stability and sustainability of participating NGOs encourages other NGOs to strengthen their own institutions</p> <p>Continued commitment and support of network of volunteers</p>
COMPONENTS (OUTPUTS) I. Organizational Development and Institutional Strengthening	<p>Diagnostic review:</p> <ul style="list-style-type: none"> Diagnostic reviews performed for 20 selected NGOs by the end of year one Minimum of 3 CVSS staff members/volunteers trained in institutional diagnostic review methodology by the end of year one <p>Institutional strengthening:</p> <ul style="list-style-type: none"> 20 staff members/volunteers trained in priority areas by the end of year two 40 staff members/volunteers trained in priority areas by the end of year two 	<p>Semiannual progress reports</p> <p>Midterm review</p> <p>Final evaluation</p>	Continued commitment and support of network of volunteers

NARRATIVE SUMMARY	PERFORMANCE MONITORING INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
II. Management Training Courses for NGO Sector	<p>Practical training:</p> <ul style="list-style-type: none"> Curriculum of all ten modules revised and adapted for practical training program by the end of year one 10 volunteer trainers will have been trained for practical training program by end of year one 100 NGO staff and volunteers will have successfully completed workshops under the practical training program by the end of year two 125 NGO staff and volunteers will have successfully completed workshops under the practical training program by the end of year three <p>Management training:</p> <ul style="list-style-type: none"> 25 selected staff receive Diploma in The Management of NGOs by the end of year three 	<p>Semiannual progress reports</p> <p>Midterm review</p> <p>Final evaluation</p>	<p>Continues commitment and support of network of volunteers</p>
III. Information and Documentation Center	<ul style="list-style-type: none"> The Documentation Center meets UWI standards for resource center to support the academic training program (including documentation, website and network linkages) within first six months of execution Approved business plan in place within first eighteen months of execution Team of at least 3 volunteers and 1 staff member of CVSS trained to operate the Documentation Center by end of second year of execution 	<p>Semiannual progress reports</p> <p>Midterm review</p> <p>Final evaluation</p>	<p>Public support and demand for the services of the Documentation Center materializes</p>

**STRENGTHENING THE NON-GOVERNMENTAL ORGANIZATION COMMUNITY
(TC9710220)**

DETAILED BUDGET

	IDB	CVSS	TOTAL
COMPONENT I	145,170		145,170
1.1 3 Institutional assessment/training consultants (Management Program Advisers) 210 days at US\$42.00 per hour	70,560		70,560
1.2 Workshops (Venue, resource materials, refreshments traveling)	7,500		7,500
1.3 Financial Resource Mobilization Specialist (Yr1 - US\$18,360; Yr2 - US\$19,830; Yr3 – US\$21,420)	59,610		59,610
1.4 Promotion and Advertising (US\$2,500 x 3 years)	7,500		7,500
COMPONENT II	122,200	37,050	159,250
2.1 10 modular Consultant Lecturers @ US\$2,200 per module	22,000		22,000
2.2 Curriculum Specialist/Trainer (20 days @ US\$42 per hour)	6,720		6,720
2.3 Volunteer Trainers Workshop (venue, resource material, refreshments, traveling)	10,000		4,000
2.4 Traveling and subsistence for volunteer trainers	10,000		10,000
2.5 Scholarships/subsidy re: NGO Management Training Course (25 students x US\$100 x 10 modules)	25,000		25,000
2.6 Scholarships re: modular workshops (material, lunch, transportation subsidy) 225 volunteers/staff x US\$100	22,500		22,500
2.7 Course books/resource material/trainers manuals/stationary supplies	9,000		9,000
2.8 Equipment (5 desk tops @ \$1,000 each) = US\$5,000; 4 laptops @ US\$1,500 each = US\$6,000; multi-media projector US\$4,800; UPS - US\$700; flip charts, easel – US\$480	16,980		16,980
2.9 Training room accommodation		37,050	37,050
COMPONENT III	106,060	20,500	126,560
3.1 Information and Development Officer (Yr1 - US\$16,000; Yr2 - US\$17,600; Yr3 – US\$19,360)	52,960		52,960
3.2 Librarian (32 days @ US\$200 per day)	6,400		6,400
3.3 Website and networking linkages (to include server fee and maintenance x 3 years)	10,000		10,000
3.4 Equipment for Information/Documentation/Business Center (to include: color copier - US\$20,000; scanner - US\$300, fax machine – US\$300; digital camera - US\$600; generator – US\$1,500	22,700		22,700
3.5 Promotion/Advertising (US\$3,000 x 3 years)	9,000		9,000
3.6 Stationary supplies (Support of start up of Business Center)	5,000		5,000
3.7 Accommodation for Info/Doc Center		18,000	18,000
3.8 Shelving & site preparation		2,500	2,500
PROJECT EXECUTION	206,120		206,120
4.1 Project Manager (Yr1- US\$24,860; Yr2 -US\$27,350; Yr3 - US\$30,080)	82,290		82,290
4.2 Administrative/Finance Assistant (Yr1-US\$10,500; Yr2-US\$11,550; Yr3-US\$12,700)	34,750		34,750

	IDB	CVSS	TOTAL
4.3 Training Coordinator (Yr1-US\$18,000; Yr2- US\$19,800; Yr.3-US\$21,780)	59,580		59,580
4.4 3 workstations (3 computers/3 printers/3 scanners)	4,000		4,000
4.5 Stationary supplies (US\$2,500 x 3 years)	7,500		7,500
4.6 Traveling/utilities and miscellaneous expenses (US\$5,000 x 3 yrs)	15,000		15,000
4.7 Insurance for equipment	3,000		3,000
EVALUATION	10,000		10,000
FINANCIAL AUDITS	9,000		9,000
US\$3,000 X 3 years	9,000		9,000
CONTINGENCIES	31,450		31,450
TOTAL	630,000	57,550	687,550