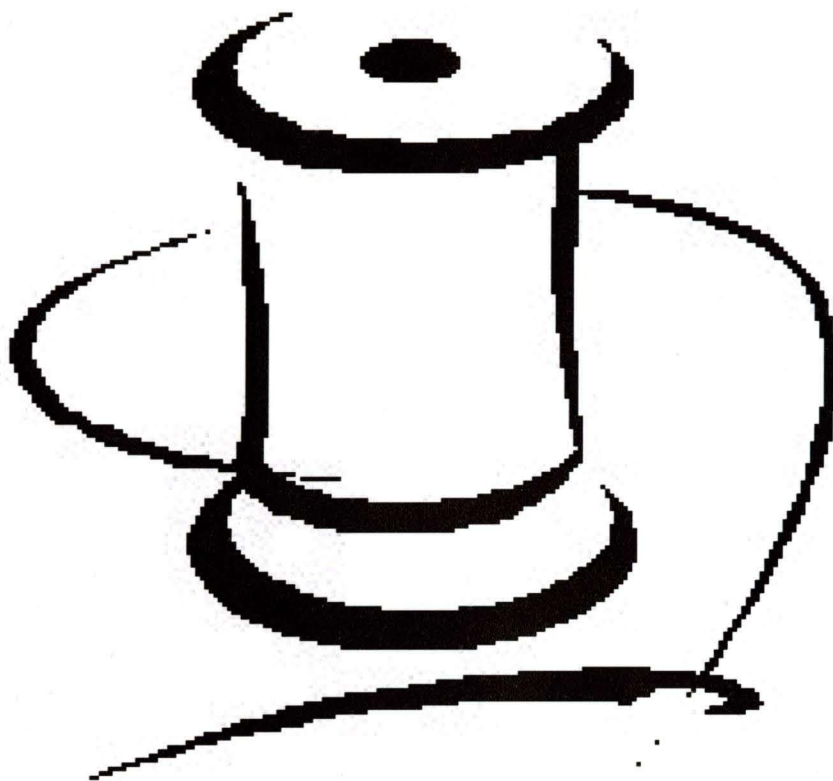


**ST. THOMAS TRADE ORGANIZATION
COOPERATIVE COMPANY**

**EMPOWERING YOUNG WOMEN
OF
ST. THOMAS**



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School of Community Economic
Development
Southern New Hampshire University

Submitted in partial fulfillment of
requirements of the M.S. in Community
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Abstract

THE MORANT BAY SEWING COOPERATIVE EMPOWERING WOMEN OF ST. THOMAS

By Nicola Shirley

“The purpose of this project has been to work with the Women’s Centre of Jamaica Foundation (WCJF), Morant Bay Outreach Centre, to establish a Sewing Cooperative with the teen mothers that are enrolled in the center. The teen mothers would be trained in garment construction and soft furnishing sewing projects to be sold in the community, the tourist market and overseas markets. The revenue generated from the sewing cooperative will be used to financially assist the teen mothers and to continue operating the cooperative as a successful, ongoing business. The Morant Bay Centre currently has 18 teen mothers attending its skills training programs. These young women and my organization, Edu-Tourism for St.Thomas, will be working closely with the WCJF head office to develop a comprehensive training plan that will assist in implementing the cooperative initiative. There has been fundraising in the United States by various Jamaican-American organizations as well as seeking support from various grants. The WCJF will also conduct fundraising events to provide funds to reconstruct the physical building at the Morant Bay Centre that was destroyed during the 2004 hurricane season. The sewing cooperative is the first of its kind in the parish, initiated and operated by the young women of the Morant Bay. The project is intended as a community empowerment project targeted to the young women by offering additional skills training, economic resources and a support system that will encourage their positive growth. The WCJF and Edu-Tourism will work with the teen mothers to develop their level of sewing skills. Edu-Tourism will develop a set of training modules to teach the women cooperatives principals, business development and financial literacy. All partners in the project will be involved in fundraising, assisting in implementation, monitoring and evaluation of the project at the WCJF Morant Bay Outreach Centre. The project is being evaluated based on the following measures (a) the increase in sewing knowledge and skill level, (b) the knowledge of cooperative principals and formation of a cooperative business structure, (c) the ability to exercise skills in financial literacy, (d) how empowered the young women feel from starting and operating a cooperative and the lessons they learned from the experience.”

Executive Summary

The St. Thomas Trade Organization Cooperative Company (TOCC) project was established to create an opportunity for teen mothers at Women's Centre of Jamaica Foundation Morant Outreach Centre to build capacity and generate revenue. The Women's Centre of Jamaica Foundation (WCJF) works with teen mothers to assist them in continuing their education and offering skills training. Edu-Tourism is working in conjunction with WCJF specifically in the Parish of St. Thomas to assist with various development projects of which establishing a sewing cooperative is one.

The Parish of St. Thomas is considered one of the poorest parishes in Jamaica due to historical biases, natural barriers and general poor economic conditions of the region. Edu-Tourism is working to assist to turn the tide in this neglected Parish. The sewing cooperative is one strategy to assist in generating employment, building capacity and generating revenue for younger members of the parish. The project consists of building skill levels, establishing a legal business structure and teaching about working cooperatively.

The cooperative is currently in the beginning stages of establishing the legal structure and business financial structure. The teen mothers are working directly with WCJF Morant Outreach Centre skill trainer to develop their skill level. It is estimated that by October 2006 the St. Thomas Trade Organization Cooperative Company will be in operation and the teen mothers will have built sufficient capacity to operate a successful cooperative business model. The recommendation of the WCJF and Edu-Tourism is to continue to create a supportive network of fabric artists, business professionals to assist the teen mothers in areas that they will need to further build capacity. Both organizations will need to continue to look for markets to sell their products that are produced and to continue to encourage high standards in all aspects of the cooperative development.

Needs Assessment

Edu-Tourism for St. Thomas is a U.S. based non-profit non-governmental organization working to bring people and communities together meeting the challenges of globalization one community at a time. The board of Edu-Tourism selected the parish of St. Thomas because this parish has been given the least amount of attention due to historical and cultural bias. The Capital of St. Thomas is Morant Bay and was an important port during slavery and in the subsequent years after the abolishment of slavery. In the post slavery years many of St. Thomas's plantation owners began a policy of subletting land to freed blacks to sharecrop. They would arrange for the contract to expire at the time when crops were about to be harvested and thus they would keep the entire harvest, leaving the sharecroppers in debt and beholden to the land owners. This policy and other repressive acts led to unrest among the black farmers/sharecroppers in St. Thomas. The unrest resulted in the Morant Bay Uprising of 1865. The uprising led to the hanging of Paul Bogle and William Gordon, the supposed leaders, and to the death of over 400 black people, 9 whites and the removal of the then Governor General of Jamaica. Since the uprising there has been an unofficial policy by the English Parliament to punish the parish of St. Thomas by giving little or no funds to further develop the parishes infrastructure, education or industry. The current Jamaican Parliament has consciously and unconsciously continued this policy of neglect even today.

There has been limited economic, educational and infrastructure development of this parish for decades. Jamaica is considered a third world nation with a GDP of \$3,900 US. per capita income and 19.7 percent of the Jamaican population falls below the poverty

line. Along with Jamaica's economic situation comes internal political conflicts, crime, unemployment, brain-drain, deteriorating infrastructure and recent natural disaster.

Population of Jamaica	2,680,029
GDP Per Capita Income	\$3,900 US
Population Growth Rate	.56% per year
Birth Rate (per 1000 people)	17.14 %
Fertility Rate (Babies born)	2.05
Infant Mortality Rate per 1000 babies born	13.17
Population Female 0-14 years	380,864
Population Female 15-64	859,174
Jamaica Unemployment Rate	15 %
Literacy Rate Female	89%
Literacy Rate Male	80.80%
St. Thomas Parish Jamaica	
St. Thomas Population	92,447
Labor force	39,700
Unemployment Rate (Oct 2003)	12.8%

*Statistical Data provided by Statistical Institute of Jamaica

Edu-Tourism for St. Thomas was formed in 2002 as a non-profit NGO to work specifically on the Parish of St. Thomas because it was the poorest parish in Jamaica. Edu-Tourism has selected 4 areas of focus: a bio-gas Sanitation Project, computerization of basic schools, the trail development of Chuna Chuna Trail in the Maroon Community and the Women Centre of Jamaica Foundation Morant Bay Outreach Centre for teen mothers. Women Centre of Jamaica Foundation has its head office in Kingston and has several outreach centers throughout the island. These outreach centers offer counseling, continuing education and skills training. I am currently the Vice Chair of Edu-Tourism for St. Thomas and the project leader for the Morant Bay Centre. Over the last two years myself and a number of undergraduate and graduate students from Temple University and West Chester University have been working with the staff and teen mothers of the center to evaluate the best course of action to improve the physical infrastructure, obtain equipment, and develop capacity so the teen mothers can become empowered. Out of our many discussions, surveys and formal interviews, the teen mothers requested a program that would allow them to learn how to make school uniforms and baby clothes that could be sold to the local community to generate much needed revenue.

Morant Bay has several institutions and church organizations that are currently working on community development projects. However, due to WCJF's primary focus on young teen mothers many institutions are not interested in partnering with the WCJF. The Morant Bay Outreach Center is very important to the Parish of St. Thomas because it is the only place the schools, health clinics and churches can send teen mothers to continue their education and also get access to pre-post natal care.

Jamaica is having a difficult time meeting the basic needs of its citizens and the issues of sex education and teen pregnancy are not one of the country's top priority. There are limited governmental welfare programs so people have had to fend for themselves and develop various ways to generate income. Therefore, it not surprising that the young women are interested in using their skills to start small business. In the United Nations 1997 report it found 60% of the 10 million children not in school in developing nations are girls. Many studies have linked the education of girls and financial stability to lowering of birthrate in many countries.

The St. Thomas parish council has expressed much interest in the implementation of this cooperative business for the teen mothers in the parish. They have been seeking ways to bring more jobs and employment solutions to their parish.

Problem Identification

Problem Statement:

The Women Centre of Jamaica Foundation has been mandated to conduct skills training at the Morant Bay Outreach Centre. Due to lack of funds, poor infrastructure, inadequate equipment and limited staff, the Centre has not been able to operate the skills training program with any efficiency. The teen mothers are considered a high-risk population due to education interruption, the potential for repeat pregnancies, the lack of training, un-preparedness for the job market and cultural stigmatism. The challenge for the WCJF and Edu-Tourism for St. Thomas is to generate revenue through fundraising efforts to purchase equipment and the necessary supplies for the skills training center. The second challenge is to establish a formal structure for the teen mothers to operate a sewing enterprise. The third challenge is to provide the appropriate training and support that will empower the teen mothers to have a sustainable business and generate revenues.

Projected Target Community:

The Women's Centre of Jamaica Foundation Morant Bay Outreach Centre and the Parish of St. Thomas, Jamaica

Stakeholders:

Teen Mothers

WCJF's Teen Mothers are the major and most important stakeholders in this project. This project has selected to place the teen mothers at the center of all the activities and planning. Often when working with host organizations the true recipients are marginalized and do not benefit from the program due to institutional bureaucracy. The teen mothers requested a program designed to help them start a sewing business. As stakeholders they are vested in successfully completing the project.

Women's Centre of Jamaica Foundation

WCJF's Kingston Head Office is interested in the project because they would like to have programs designed to empower the teen mothers. The head office has several outreach centers throughout Jamaica. Their focus is to rebuild and equip the Morant Bay Outreach Centre.

WCJF's Morant Bay Outreach Centre

The Morant Bay Outreach Centre is eager for the program because they are lacking equipment and a comprehensive plan for the teen mothers who are interested in skills training. These stakeholders are totally vested in having the program implemented and operating.

Edu-Tourism for St. Thomas

Edu-Tourism is very interested in implementing this program because it sees the need for the teen mothers to work cooperatively, develop their skills, and learn how to operate a business. Edu-Tourism feels they can assist to educate, empower and bring financial resources to these young women.

Project goal(s) in CED terms:

The project will be working with the teen mothers and the staff of the WCJF Morant Bay Outreach Center (the C) to develop a sewing cooperative that will construct garments for school children and soft furnishing that will be sold in the community, throughout the country or into international markets (the E). Through this work the teen mothers will gain skills, build capacity, learn how to operate a cooperative business and thus generate economic resources for themselves and a support system that will encourage their positive growth (the D).

Addressing the Problem:

There are hundreds of organizations that are studying and implementing programs around preventing teen pregnancy. WCJF and Edu-Tourism will be focusing on how to improving the quality of life of the teen once they have become pregnant in the Parish of St. Thomas. The sewing cooperative is a viable solution to address the issue of creating a business for the young mothers. The sewing cooperative will help the staff and young mothers pool their talents and resources to empower and build capacity of all the stakeholders.

Project Objectives:

The objectives selected for the Morant Bay Outreach Center are as followed:

1. Establish a physical skills training center for the staff and the young mothers. The center will have sufficient materials and equipment to conduct the skills training and workshops by January 2006
2. Establish a legal business organization for the sewing cooperative to operate. The legal structure will be established by June 2006
3. Increase the ability for the young mothers to generate more financial resources through financial literacy training.
4. Design and develop a comprehensive training program/modules to teach cooperative principals that will be able to be implemented in the Morant Bay Outreach Centre and other centre by January 2006.

Project Design

Review of the literature:

I have been working with the Women's Center of Jamaica Foundation (WCJF) in Morant Bay, Jamaica for over a year. The WCJF's mission is to provide a comprehensive program for teen mothers. The program allows the teen mothers to continue their education, offers counseling, skills training, pre and post-natal care, childcare for working mothers and young mothers returning to school. The teen mothers I worked with at the Morant Bay Center were interested in starting a sewing business where they would make baby clothes and uniforms for local schools. In our discussion about the starting a sewing business, the idea of using a cooperative model was mentioned. The teens were very interested in using a cooperative model for their venture. I received the assignment to research how cooperatives operate and the challenges of using this cooperative model.

My first mission was to find out exactly "What is a cooperative?" The Oxford Dictionary states a cooperative is cooperation, or a farm, a shop, or other business owned and run jointly by its members, with profits shared among them. The legal definition of a cooperative is an association which furnishes an economic service without entrepreneur or capital profit, and which is owned and controlled on a substantially equal basis by those for whom the association is rendering service. Packel (1947) A more modern view of a cooperative is a like-minded people working together, with a fair division of labor, a voice in how the business is operated and equal shares in dividends when they are distributed. Baily (2002)

Cooperatives have existed for centuries however most of the early ones were informal agreements made by a group of people. It was only in the mid 1700's that we start to see cases appearing in the English court referring to cooperatives. Packel (1947). Even into the 1950's America had little legislation on cooperatives. Even through the Farm Credit Administration, Cooperative Research and Service Division report of October 1945 indicates the United States had 17,368 farmer cooperatives with member's purchasing power of over five billion dollars. Packel (1947) Farming cooperatives are still very prevalent today in the United States.

Cooperatives have been used very successfully in India acting as a strengthening and empowering mechanism for rural Indians. India's National Dairy Development Board Annual Report of 2001-2002 notes that over 3,552 village cooperatives covering 45 districts and across 13 states. (National Dairy Development Board, 2001-2002. p11)

In Chad, cooperatives have been used to bring back stability to severely affected population. There has been a grass-roots associations working to assist the poor and ex-combatants in Chad to establish credit unions. One credit union network now has 15,000 members with over 1.5 million US dollars. Due to this form of cooperative more craft cooperatives can be developed using capital from the credit union. Millard (2002) In the Mindanao, Philippine cooperatives have been used to uplift the indigenous community. In the 1990's there was much conflict between the government and the Muslim rebels and these conflicts made it difficult for the islanders to conduct business. Once a cooperative was established, funded and technical training given the Muslim community became involved and started to make handicrafts. Since then there has been no fights between the government and the rebels. Millard (2002)

Studies of cooperatives in India shows Indian women that participate in cooperatives are more confident and will handle their duties more readily. They become the resource person in their community. Their education level improves, and they have more access to technology. The cooperative members take responsibility of the growth of the cooperative and develop new products and innovations. These women save more money and develop leadership qualities. Millard (2002) In 1992 the Canadian Worker Co-operative Federation was founded to act as a resource center and to address the growing need of the thousands of cooperatives being formed. The Federation conducts training seminars, a yearly conference and has even acted as a lobbyist for the government for a uniform method of viewing cooperatives. (The Canadian Worker Co-operative Federation Annual Report 1999-2000).

Many Canadians who formed cooperatives felt they had more job security, better buying power and more say in how the business was operated. The cooperative model gave them more opportunity to come up with creative solutions when problems arise in their business. Many of the Canadian cooperatives cited that forming cooperatives allowed them to stay

closer to home and help develop their own communities by using local labor. (The Canadian Worker Co-operative Federation Annual Report 1999-2000)

The National Dairy Development Board (NDDB) was established by the Indian government to assist in strengthening Dairy Cooperatives. The NDDB's found that getting rural Indian women trained was very important if they wanted the dairy industry to grow. The cooperative model was successful. NDDB used small workshops and 4 to 6 weeks training programs to get the rural women trained and organized into cooperatives. Millard (2002) They found that inviting the rural women to other seminars in neighboring regions was a very success training tool. Millard (2002) The women were more prepared and worked harder because they wanted to represent their community well. The NDDB found the use of films was a very successful tool for training rural women. In Guinea, some women in the dye cooperative were given scholarships to study abroad. The scholarships usually lasted a year and the women would return to teach new techniques to others in the cooperative. (International Development Research Centre 2004)

Cooperatives often have as many challenges as traditional commercial enterprises. They are faced with specific industry flux, issues in their national economies, and the day-to-day situations that arise in business. One of the challenges cooperatives face is working with the community. Often a cooperative is formed to fill an existing need or is an innovative solution to a problem. Many communities are accustomed to traditional economic models and are not sure how to support a cooperative model. This was just the case for Atikokan Fish Co-operative Inc. in Atikokan Canada. Atikokan was the world's largest open-pit iron ore mine and in 1970 the ore ran out and the mine closed and 1,000 local people lost their jobs. David Lindsay and a few friends noticed that the mine was filling up with water and came up with an idea of starting a fish farm. The community thought they were crazy and that no one would buy cold water farmed fish. Lindsay's group started business in 1989 and in 1996 formed a cooperative. In 1999 they were showing revenues of \$453,370. They had 3 members in the cooperative and hired 17 full and part time employees. The fish farm sells to Winnipeg, Toronto and New York. (The Canadian Worker Co-operative Federation Annual Report 1999-2000) Atikokan is a success story. However, many cooperatives still have issues of gaining community support, developing effective training models to fit their business model. Cooperatives often have

limited funds to give effective staff development, training, and conducting new field and market studies.

The best model I found to support the sewing cooperative model is Juan Pablo Sequando Sewing Cooperative in Honduras. The Sewing Cooperative consisted of 25-30 women of varying age groups. Most of these women poor and many were very poor and 90% were single parents. The cooperative was their main source of revenue. The cooperative was part of the Fair Trade movement and exported many of their handicrafts. The used their website to assist them in marketing and selling their items by doing this they were able to allow for custom ordering. <http://www.juanpablosegundo.org>

Many people think cooperatives are not a force in the modern economic framework but this is not true. There has been a growing emphasis on forming cooperatives. The National Cooperative Business Association (NCBA) notes that 750,000 cooperatives serve 730 million members. Then NCBA also notes that 29 cooperatives have annual revenue in excess of \$1 billion including such well-known names as Land O' Lakes, Inc and ACE Hardware. NCBA found that top 100 co-ops have combined \$117 billion in revenues. <http://www.ncba.coop> Cooperatives often work well as a business model because they are successful in small community projects and large multinational companies. Cooperatives allow local governance and can increase the success of not only short-term projects, but long term goals. They allow community members to become stakeholders in projects and thus assume a role in its development and create a communal vision. The cooperative model is an excellent model for the young women of WCJF Morant Bay Center to utilize consider for their sewing initiative .

Programs:

Edu-Tourism will work in conjunction with WCJF to develop a cooperative model for the skills training center in Morant Bay. The program will commence in January 2006 and will run for one year. The funding for the program will be derived from WCJF budget, joint fundraising of the WCJF and Edu-Tourism, Grants and donations from Jamaican living in the community and abroad.

Program Design:

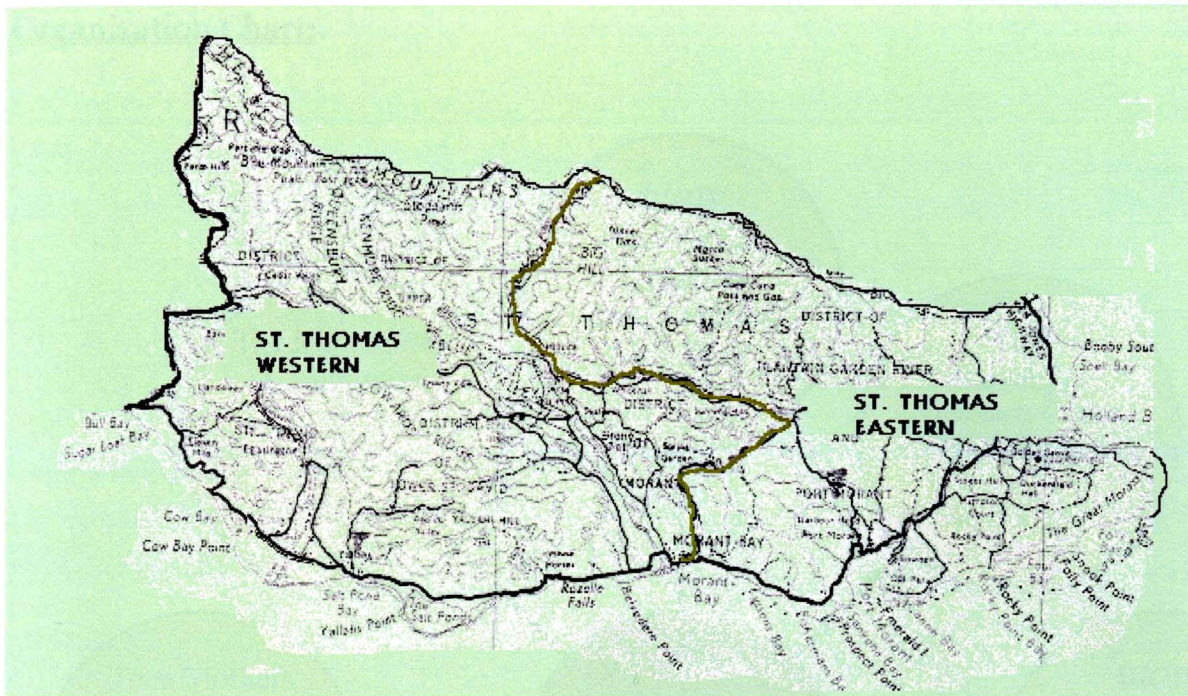
Workshops Dates	Skills	Business Development
January 2006	Garment Constructions Quilting	Selecting a name for business Research materials for Marketing Plan
February 2006	Garment Constructions Quilting	Developing Bylaws Developing Marketing Plan Financial literacy
March 2006	Garment Constructions Quilting and Design	Writing Business Plan Learning about Financials
April 2006	Garment Constructions Quilting Designing for the Market	Completing Business Plan Legal Incorporation of the Cooperative
May 2006	Garment Constructions Quilting Develop packaging for product	Develop markets for products Develop Cooperative and business
June 2006 to December 2006	Garment Constructions Quilting	Develop markets for products Develop Cooperative and business Take things to market

Participants:

The program currently consists of 8 teen mothers and will be capped at 15 participants.

Community role:

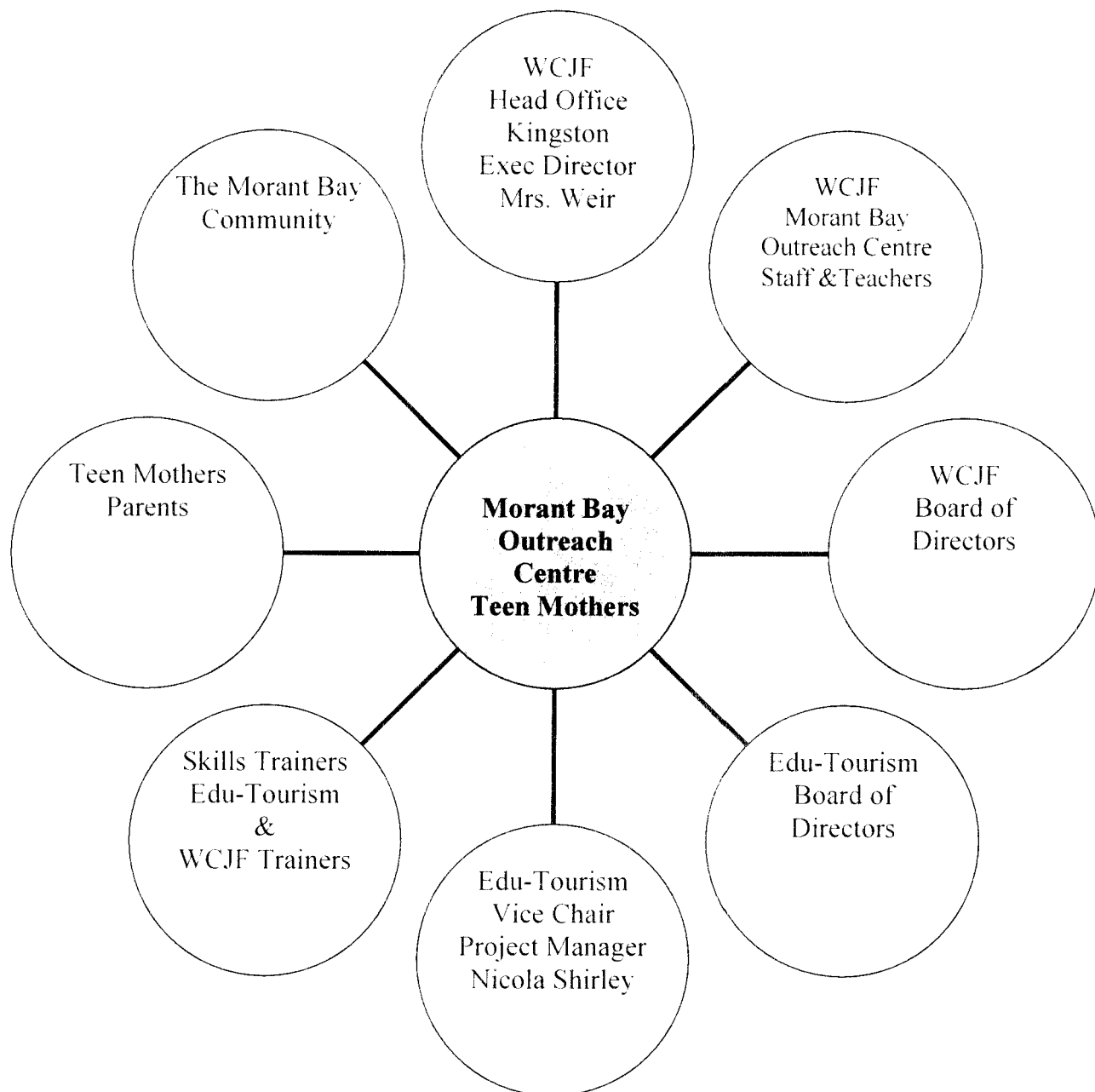
The community will play a significant role in the project. The business sector of the community will be asked to sell the uniforms that are produced. WCJF will be recruiting experienced seamstresses to be trainers in the program. Several community members will be assisting with the fundraising efforts and marketing the products of the cooperative. The St. Thomas Baptist Church has agreed to loan space to conduct workshops when the women's centre is not available.



Host Organization:

Women Centre of Jamaica Foundation and Morant Bay Centre
St. Thomas, Jamaica.

The WCJF is an innovator of change and has particular responsibility for promoting a new approach to the problems associated with teenage pregnancy, especially in the area of interrupted education. The WCJF focuses on continuing education, skills training and developmental counseling. WCJF hopes that the employment of these strategies will improve the young women's ability create or gain employment, continue education and become productive members of society and delay additional unwanted pregnancies.

Organization Chart:

Method:

A cooperative model will be designed to support the specific conditions and requirements of operating in Jamaica. Edu-Tourism has created a skills training program, financial literacy tools and cooperative training modules that are culturally and age sensitive for the project. Edu-tourism is collaborating with Nana Baakan to teach specific skills training components. The National Cooperative Bank has donated training materials for the cooperative development portion of the project. New Hampshire Community Loan Fund has been kind enough to give access to their financial literacy training program materials. The Philadelphia Sewing Cooperative will be conducting several fundraising events to assist in bringing this project to fruition.

Products & Outputs.

Products	Outputs
The completion of Sewing Training Manual	8-10 young women completed the skills training, cooperative training and financial literacy program
The Cooperative Training Manual	8-10 young women form and join the Sewing Cooperative
Tailored Financial Literacy Programs	8-10 young women open saving accounts and an increase in saving activities
One Finished Commissioned Quilt	The number of classes taught

See Appendices more information

Project Implementation

Objective	Activities	Staff Responsibility	Time	Resources	Status
Assist WCJF to establish a physical skills training center. Assist in Equipping the center with materials and equipment to conduct skills training and workshops.	Host a fashion show as fundraiser for WCJF Morant Bay Skills Center <ul style="list-style-type: none"> Establish Date and location of Benefit Design Print Materials to advertise the Benefit. Recruit Model and Volunteer Donation of clothes Write PR and create Ad copy Obtain donation from silent auction Obtain donation of food and beverages for Benefit Donation of DJ 	Edu-Tourism Board and Service Learning Volunteer.	May 2005-July 2005	Event Planner In-kind Donation of Space Donation of clothes, Beverages, food, DJ, PR, Graphic, clothes, and silent auction items Volunteers donation of time Edu-Tourism donation \$300	Completed
	Establish a Service Learning Group trip to go to Jamaica to assist in building the WCJF Morant Bay Center. <ul style="list-style-type: none"> Arrange for Air Transportation, Accommodation, Ground Transportation/ Arrange for WCJF staff to meet and work on physical site. Arrange for building material to be sent to the work site 	Edu-Tourism Board WCJF Project Manager	July 2005-August 2005	Travel Planner Carpenter Electrician Resources from Fashion Show Fundraiser Donation of Accommodation of Edu-Tourism House and Transportation	Completed

Objective	Activities	Staff Responsibility	Time	Resources	Status
Establish a legal business organization for the sewing cooperative.	Collect Sewing Machines and Equipment. Ship equipment to Jamaica to the WCJF.	Edu-Tourism WCJF Project Manager	July 2005- Dec 2005	Donation of funds for shipping by private donor. Volunteers	On going
	<ul style="list-style-type: none"> • Write PR for equipment • Send email about donation • Collect fabric, sewing machine and misc. sewing materials • Get machine to be serviced • Arrange to ship Sewing Machines • WCJF Clear equipment from Wharf 				
	Purchase Sewing Material for Skills Training class on Quilting	Edu-Tourism	Oct 2005 Jan 2006	Donation of \$200 from Nicola Shirley and Carol Robinson	Completed
	Membership Recruitment	Edu-Tourism	Jan 2005- Mar 2006	Bylaws	Completed
	<ul style="list-style-type: none"> • Hold meetings to recruit members • Establish positions in cooperatives • Establish Bylaws 	WCJF Morant Bay Center		Cooperative lecturer	
	Meeting with Lawyer to Legally establish cooperative	Edu-Tourism WCJF Morant Bay Center staff	Mar 2006- May 2006	Edu-Tourism donate funds for filing fees Lawyer	On going

Objective	Activities	Staff Responsibility	Time	Resources	Status
Increase Teen Mothers income earning ability with skills training and Financial Literacy	Conduct Skills Training Class on Quilting <ul style="list-style-type: none"> Teach Teen Mothers new skills-Quilting Have them construct wall hanging quilt for commissioned request 	Edu-Tourism WCJF Morant Bay Center staff	Jan 2006- June 2006	Skills Trainer Sewing Materials Commission Request	Completed
	Conduct Financial Literacy Classes <ul style="list-style-type: none"> Conduct a series of classes of personal finances, business development, marketing etc. 	Edu-Tourism WCJF Morant Bay Center staff	Jan 2006- June 2006	Financial Literacy training material	Pending
	Design a Line of Soft Furnishing for higher-end Tourism Market <ul style="list-style-type: none"> Bring in a artist designer to assist Teen to develop a line based on their experiences. 	Edu-Tourism WCJF Morant Bay Center staff	Jan 2006- June 2006	Artist Designer Sewing Materials	Pending June 2006
	Establish relationship with Fair Trade and Ten Thousand Villages other local and tourist markets so then can sell their products	Edu-Tourism WCJF Morant Bay Center staff	Jan 2006- June 2006	Service Learning Volunteer	Pending June 2006
	Establish Saving Accounts for Teen Mothers	Edu-Tourism WCJF Morant Bay Center staff	Jan 2006- June 2006	Resources from Commissioned work	Pending July 2006
Design Training program modules to teach cooperative principal	Create a Training Program to teach Cooperative Principal <ul style="list-style-type: none"> Research Cooperative Best Practices Find printed material and videos Compile material in module format 	Edu-Tourism and Service Learning Students	Jan 2005- Mar 2006	Service Learning Volunteer	Pending July 2006

Gantt Chart:

ID	Task Name	Duration	Start	Finish	Quar	Quar	Quar	Quar	Quar	Quar	Quar	Quar	Quar	Quar	Quar	Quar	Quar	Quar	Quar	Quar	Quar
101	MAKE AIR TRAVEL, GROUND TRANSPORTATION	7 days	Thu 7/14/05	Fri 7/22/05																	
102	ARRIVE IN JAMAICA	1 day	Mon 8/22/05	Mon 8/22/05																	
103	WORK ON PROJECT	5 days	Tue 8/23/05	Mon 8/29/05																	
104	PROJECT EVALUATION	4 hrs	Mon 8/29/05	Mon 8/29/05																	
105	DEPART JAMAICA	1 day	Tue 8/30/05	Tue 8/30/05																	
106	EDU TOURISM MORANT BAY SEWING COOPERATIVE	194 days?	Thu 9/1/05	Tue 5/30/06																	
107	SHIP SUPPLIES TO JAMAICA	19 days?	Mon 11/21/05	Thu 12/15/05																	
108	WCJF CLEAR THE SHIPPED EQUIPMENT FROM	2 days	Mon 12/19/05	Tue 12/20/05																	
109	DELIVER SUPPLIES TO SECURE LOCATION IN	1 day	Mon 12/19/05	Mon 12/19/05																	
110	MEET WITH ALL VOLUNTEER FOR TRAINING IN	25.25 days	Tue 12/6/05	Tue 1/10/06																	
117	MAKE AIR TRAVEL, GROUND TRANSPORTATION	7 days	Wed 12/7/05	Thu 12/15/05																	
118	ARRIVE IN JAMAICA	14 days	Tue 1/17/06	Fri 2/3/06																	
119	MEETING WITH WCJF HEAD OFFICE	2 hrs	Wed 1/18/06	Wed 1/18/06																	
120	MEETING WITH WCJF MORANT BAY OFFICE	3 hrs	Wed 1/18/06	Wed 1/18/06																	
121	SUPPLIES INSTALL IN MORANT BAY CENTRE	2 days	Thu 1/19/06	Fri 1/20/06																	
122	IMPLEMENT THE SKILLS TRAINING PROGRAM	7 days	Fri 1/20/06	Mon 1/30/06																	
123	IMPLEMENT THE COOPERATIVE TRAINING PROGRAM	7 days	Mon 1/23/06	Tue 1/31/06																	
124	IMPLEMENT THE FINANCIAL LITERACY PROGRAM	7 days	Mon 1/23/06	Tue 1/31/06																	
125	CONDUCT MONITORING/EVALUATION	10 days	Fri 1/20/06	Thu 2/2/06																	
126	FIRST MEETING OF MORANT BAY SEWING COOPERATIVE	3 hrs	Mon 1/30/06	Mon 1/30/06																	
127	COOPERATIVE GENERAL MEETING	105.25 days	Tue 1/3/06	Tue 5/30/06																	
150	PROJECT EVALUATION	1 day	Tue 1/31/06	Tue 1/31/06																	
151	EDU TOURISM SERVICE GROUP DEPARTS JAMAICA	1 day	Wed 2/1/06	Wed 2/1/06																	
152	MARKETS FOUND FOR COOPERATIVE GOODS	60 days	Tue 2/7/06	Mon 5/1/06																	

Staffing:**Morant Bay Project Manager**

Mrs. Marie Don Glover

The WCJF project manager is responsible for the physical establishment of the site, the staffing and the implementation of the programs. The Project Manager works in the Kingston office and makes regular visits to the centre.

Morant Bay Site Manager

Mrs. Charlene Black

The Morant Bay Outreach Centre Site Manager is responsible for the daily operation of the centre. The site manager performs the intake of any new applicants to the program. The site manager will conduct counseling as well as teach some of the skills training classes.

Skills Trainer & Art Designer

Mrs. Carol Robinson, Nana Bakaan, Mrs. Barrett

The skills trainers are responsible to work directly with the teen mothers in teaching garment construction, quilting and appliqué.

Skills Workshop Schedules:

Monday	Tuesday	Wednesday	Thursday	Friday
Orientation Group meeting 8:30AM-10AM	Skills Training 8:30AM-Noon	Lecture 8:30AM-10AM	Skills Training 8:30AM-11AM	Field Trip Or Guest Speaker 8:30-Noon
Lecture 10:15AM-Noon		Media Activity 10:15AM-Noon	Evaluations 11AM-Noon	
Lunch Noon – 1PM	Lunch Noon – 1PM	Lunch Noon – 1PM	Lunch Noon – 1PM	Staff Meeting Noon- 1PM
Workshop 1PM-2:30PM	Workshop 1PM-2:30PM	Workshop 1PM-2:30PM	Workshop 1PM-2:30PM	

*Payroll for WCJF staff will be for by WCJF. Edu-Tourism's skills trainers will be give an honorarium for participating

WCJF Morant Bay Sewing Cooperative	Monday	Tuesday	Wednesday	Thursday	Friday
WCJF Head Skills Trainer*	8am-3pm	8am-3pm	8am-3pm	8am-3pm	8am-1pm
WCJF Assistant Skills Trainer*	8am-3pm	8am-3pm	8am-3pm	8am-3pm	8am-1pm
Cooperative Teacher/Fascinator *	8am-3pm	Noon-3pm	8am-3pm	Noon-3pm	8am-1pm
Edu-Tourism Coordinator	8am-3pm	8am-3pm	8am-3pm	8am-3pm	8am-1pm
Edu-Tourism Service Learning Students/Practitioners	8am-3pm	8am-3pm	8am-3pm	8am-3pm	8am-1pm

in the project.

Budget:**WCJF Morant Bay Sewing Cooperative****Revenues**

US Fundraising	\$2,000.00
JA Fundraising	\$6,000.00 (Repair Building Completed)
Grants	\$1,000.00
In-Kind Donation	\$5,000.00
Total Revenues	\$14,000.00

Expenses

Payroll	\$1,000.00
Student Transportation	\$ 500.00
Equipment	\$1,000.00
Shipping/Taxes	\$1,000.00
Fabric	\$2,000.00
Misc. Sewing Materials	\$ 500.00
Transportation	\$ 800.00
Student Accommodation	\$ 800.00
Marketing/PR	\$1000.00
Office Supplies	\$ 500.00
Printing	\$ 800.00
Permit/Taxes	\$ 500.00
Training Materials	\$ 400.00
Postage	\$ 100.00
Repair/Maintenance	\$ 600.00
Total Expenses	\$11,500.00
Net Income/Loss	\$ 2,500.00

Sustainability

The revenues generated from sales of garment construction along with the net income should sustain the cooperatives. The cooperative will continue to write for grants to assist with continuing education and obtaining supplies.

Assumptions

- Payroll/Salaries
- Lead Skills Teacher & Assist. Skills Teacher will be given funds for their assistance with the program.
- The Skills Teacher will already be on staff by at the WCJF will be paid by WCJF Kingston Office
- Transportation stipend will be given to students who show the need.
- Income from cooperative will be used to pay for expenses and the net Income will be used as working capital for the year.

Project Implementation Report:

The Women's Centre of Jamaica Foundation Morant Bay Outreach Centre Project has thus far been a real challenge for the Edu-Tourism Organization. One of the major challenges is overcoming the negative and unproductive attitude which comes from the WCJF head office which is located in Kingston. This attitude is a major reason the parish of St. Thomas is in such poor condition. The parish is not a tourist destination or a major producer of exportable products and therefore receives limited resources and the citizens are not respected. Edu-Tourism has selected to work specifically with St. Thomas for this very reason and we realize it will take more than a few projects to erase centuries of neglect and negative attitudes.

Working internationally has been another challenge for Edu-Tourism. It has been very difficult to communicate with both WCJF sites due to lack of infrastructure and financial resources of the host organization. There is also the issue of cultural pace. Edu-Tourism is a US based organization used to working at a faster pace and Jamaica is often working on "island time." There is also a lack of communication between WCJF head office and Outreach Centre and this has proved to be very difficult for Edu-Tourism to complete the project.

The project was delayed due to lack of funds to repair the Morant Bay Outreach Centre's physical space since the Hurricane season of 2004. The Hurricane season of 2005 further delayed the repairs and implementation of the cooperative training. The last challenge has been getting the donated equipment shipped to Jamaica.

During January 23 to January 29 Edu-Tourism conducted its first of a series of workshops on establishing a cooperative as well as skills training. Equipment and materials were donated and taken to Jamaica by the project leader and skills trainer. Upon arriving to Morant Bay Outreach Centre we were informed that we would not be able to conduct the workshops at the center because the WCJF Kingston Office is waiting for board approval. Edu-Tourism has been corresponding

with WCJF Kingston Office for over a year and was very surprised that the Executive Director had not presented this program to the WCJF Board.

The January Workshop was held in St. Thomas Baptist Church. The teen mothers came to the Cooperative and Skills Training Workshop conducted by Edu-Tourism after they finished their classes at the Outreach Centre. There were 8 participants in the workshop. The young women were very excited about participating in the cooperative workshop. They were able to complete a patch quilt after taking the Quilting Workshop. They were given skills training homework and research to complete before the February Workshop.

Implementation Evaluation Plan & Reporting:

Program Notes:

The WCJF Morant Bay Sewing Cooperative Program has been very difficult to implement due to a heavy hurricane season in the Caribbean. The implementation will take place in January 2006.

Evaluation	Resource	Dates
Pre-Project Implementation	Focus Group	January 2006
Skills Training conducted by WCJF- capacity, attitude, timeliness and quality	Survey	January 2006
	Focus Group	
	Demonstration	
Edu-Tourism Skill Training	Survey, Focus Group	January 2006
Quilting Class	Demonstration, Journaling	
Edu-Tourism Cooperative Training	Survey, Focus Group	January 2006
	Journaling	
Edu-Tourism Financial literacy	Survey, Focus Group	February 2006
	Journaling	
If a cooperative structure is formed their sustainability, productiveness	Survey, Focus Group	February 2006-May 2006
Evaluation of Performance of host organization	Survey Focus Group	February 2006
Evaluation of Edu Tourism project implementation	Survey, Focus Group	March 2006

*There will be weekly evaluation conducted by the skills trainer and project coordinator. The evaluation will take the form of performance review of skills completed and the ability to implement the principals of cooperative business ownership. There will be production reviews.

Monitoring/ Evaluation

Logic Model

Goals/Objectives	Inputs	Activities	Outputs	Short Term Outcomes	Intermediate Outcomes	Long Term Outcomes
Equip Morant Bay Skills training center with 2 sewing machines and other sewing related equipment	Edu-Tourism board plan fundraising event. WCJF proposes plan for Ja government for funds	Edu-Tourism conducts fundraisers for donations of equipment and funds WCJF writes proposal to government for fund and submits proposal	Fundraiser generated funds and purchases 2 sewing machines and other sewing equipment WCJF is awarded funds to purchase equipment and repair skills center	Sewing Machine and Equipment is purchased and building is repaired Teen Mothers can begin skills training classes	Equipment is maintained Teen mothers have enough equipment to complete training. They are taught garment construction.	Equipment is maintained. Teen mothers can use the equipment and uses the equipment to generate revenue by selling garments constructed on the machine.
Increase Teen Mothers technical skill in garment construction	WCJF staff experienced in skills training Edu-Tourism brings experienced volunteers in fabric/design and other crafts Sewing equipment to complete products	Conduct 6 month in garment construction for teen mothers Conduct 2 workshops in fabric design and other craft/sewing skills with teen mothers and WCJF staff	Teen Mothers complete training program Teen Mothers displays garments and projects completed over the 6 months of garment construction	Teens have 6 months certification in garment construction. Teens have comprehensive knowledge about garment construction and can complete various garments	Teens continue to complete garments and improve their skills	Teens become experienced in garment construction and are able to sell there work.
Increase Teen Mothers ability to generate financial revenue	Edu-Tourism staff proposes cooperative training modules Projector, films, paper, Cooperative training kits, Classroom	Conduct Workshops with teen mother and WCJF staff about establishing a Cooperative business models	Teen Mother and WCJF completes workshop and establishes a Cooperative business model that will sell the garments/items that are constructed at the skills center.	The establishment of the cooperative business. Teen Mothers better understanding of cooperative business structure. They start to participate in the establishment of the business coop. Teen Mothers self-esteem rises because they are part of team and has positions as part of the cooperative	They work cooperatively to sell their products. They continue to learn how to operate a cooperative business	Teen Mother generate revenue by working together. Teen Mother gain better understanding of business. They have a rise in self esteem by working cooperatively.

Purpose:

The purpose for the evaluation of this project is to acquire formative and summative information to determine the value of introducing a cooperative business model, skills training and financial literacy to a group of teen mothers and to examine whether these inputs actually increase their ability to increase their revenue. The evaluation was of further significance because its findings were favorable in regards to its implementation in other centers in Jamaica. The evaluation was helpful in aiding the stakeholders to determine how well the project's objectives had been achieved in terms of outputs and outcomes. The ongoing evaluation will aid us in making corrective measures during the project to ensure a successful outcome. The evaluation will help inform how well the project has run as an enterprise.

Audience:

All the stakeholders have read the evaluation findings thus far. They will have the opportunity to examine the findings of the program once the process has been completed. The evaluation has also been made available to students and the faculty at Southern New Hampshire University as well as other interested agencies.

Length of Project:

The project has been in operation since August 2005 and will run until December 2006. The implementation started in January 2006 and during that time the cooperative business model was taught and implemented. In the June 2006 to December 2006 the business will be in operation. The evaluation process is being conducted during the entire process.

The evaluation (Outputs and Outcomes):**Outputs**

- Number of classes taught in cooperative principals
- Number to teen mothers that completed the Sewing Cooperative Trainings
- Number of teen mothers that became part of the Morant Bay Sewing Cooperative
- Number of teen mothers that completed the skills training
- Number of garments completed per month once the actual sewing cooperative starts.

Outcomes

- Increase skill level in garment construction
- New knowledge in cooperative principals
- Better attitudes about working together and more cooperatively
- Improved financial condition
- Expanded views of business models and opportunities
- New knowledge of how to establish other cooperatives in their communities

Decisions:

Who makes the decision in the evaluation process is very important. It is difficult to anticipate all the outcomes of the project implementation. However, in the spirit of cooperation all the major stakeholders will participate in the decision-making.

Questions:

The evaluation plan is designed to address key questions of the project and its implementation.

1. If given sufficient training, tools and equipment can the teen mothers and WCJF work cooperatively?

2. Can the teen mothers gain sufficient technical skills to successfully complete the garment constructions?
3. Will the implementation of the sewing cooperative model increase the teen mother's ability to generate financial revenue?
4. If this model is successful can this cooperative model be replicated to other WCJF Centre's?

Methods:

The evaluation plan consists of both formative and summative evaluation methods. The formative evaluation will be useful to examine the learning environment and the contextual learning process. The summative evaluation method will aid in examining the learning processes and learning outcomes.

1. Interview and Questionnaires

This will be used to obtain student and peer comments on the functionality and usability of the program being implemented. Interviews will be conducted with all the major stakeholders at the beginning of the implementation and subsequently at the end of the program.

2. Surveys

A survey will be conducted during the implementation of the program to get a quick assessment of the group.

3. Focus Group

This will elicit a range of reaction to the project from the teen mothers and other stakeholders. Focus groups offer a setting to examine the difficulties and challenges in a set forum. The focus groups will be conducted at important milestones of the project.

4. Reflective Journal

This will enable us to obtain the teen mothers interpretation of the process of understanding and learning. The teen mothers will be give a journal at the beginning of the project and will be asked to utilize the journal daily.

Sample:

The participants in the Morant Bay Sewing Cooperative will consist of 8-12 teen mothers, 3 teachers (skills trainer), 5 service learning students from Edu-Tourism and the project leader. The sample size of the group will be approximately 20.

Instrumentation:

During all phase of the evaluation process there will be a number to tools to collect data.

- A sign-in sheet for attendance
- Journals
- Video equipment/ Tape recorder if necessary
- Computer for data entry
- Surveys

* The WCJF will be conducting their own evaluation of the program and will bring in their own independent evaluator. The WCJF will be sharing their reports with Edu-Tourism.

Management Information Systems:

Edu-Tourism has donated a laptop computer to be utilized solely for the Morant Bay project. The laptop is equipped with Microsoft Projects, Excel and Word. Microsoft Project will be used to ensure that any changes to the project and be easily updated.

All participants in the program will be asked to sign a release for Edu-Tourism to release the organization from any damages or liability from participating in the program. All participants will also be asked to sign a release of information forms so that the information and findings can be shared with other parties in the future.

Performance Indicators:

The performance indicators will evaluate the rate of success of the implementation.

The indicators will be the following:

-
-
-
-
-
-

Sustainability Plan:

The WCJF Morant Bay Sewing Cooperative will continue its skills training program with Edu-Tourism participating directly in the program. The year of skills training and cooperative business training will enable the center to prepare the cooperative to compete for uniform contracts for September 2007 School Year. During the year of training the cooperative will have several small contracts to complete which will enable them to get some training in operating a cooperative business.

Field Observation:

After the initial three months of business training Edu-Tourism will be working daily with the centre. There will be monthly meetings and small workshops conducted to ensure that the teen mothers continue to get information and support in conducting the day to day operation of the cooperative.

Sustainability Elements:

The main element of sustainability that might affect the project would be natural elements such as hurricanes and the relocations of the productions site. Baring any natural disaster the WCJF will be able to sustain the program. They will have to make plans to move the program into a larger space in two to three years.

Sustainability Plan:

Edu-Tourism will be continuing to conduct fundraising events and write for grants to assist in sustaining the project. Once the training has been completed and business model is established the teen mothers will be producing garments and items to be sold to local and tourist markets. There has already been request for commissioned quilts. Proceeds from the sale of products will make the cooperative a successful venture.

Institutional Plan:

The WCJF is very excited about the cooperative model. We have designed this program in a modular fashion that each class built on the other in timely fashion that allows for the participant to understand each modules lesson. The Modules are interactive and people-friendly and speaks to the targeted age group. Once this project is tested and evaluated the

WCJF hopes to develop a training manual. They are hoping to implement this project in other regional skills centers. Edu-Tourism will maintain a long-term relationship with WCJF and will continue to secure technical assistance, skills trainers and funding to assist the sewing cooperative to grow and develop.

Results:

The objective of implementing a sewing cooperative at WCJF Morant Bay Centre has remained consistent. The major challenge faced by the stakeholders has been the record number of hurricanes in 2005. This weather condition delayed the construction of the WCJF Morant Bay Centre building and thus caused the teen mothers not to have a location to meet and have classes. The other challenge was the miscommunication between the Morant Bay Centre and Kingston head office. This caused further delay in implementing the sewing workshop at the newly constructed Morant Bay Outreach Centre site.

Despite the delays the project has been slowly implementing the skills and cooperative training to teen mothers. The enthusiasm of the teen mothers for the project has been wonderful. Edu-Tourism and WCJF feels the project will continue to be successfully implemented over the coming months. The teen mothers are already planning on establishing a site to officially operate the cooperative as a full business concern.

Conclusion:

Edu-Tourism is currently working with Kingston Head Office of the Women's Centre of Jamaica Foundation on incorporating the Sewing Cooperative into their academic calendar. There will be a Board Meeting with WCJF on April 14, 2006 to finalize this issue. WCJF is waiting on sewing machines and other equipment to be donated and purchased so the skills class can be properly equip. Edu-Tourism is also waiting for donated material to be shipped by Air Jamaica to the WCJF.

The teen mothers are currently meeting weekly to complete quilting projects and establish the cooperative model. Edu-Tourism has been working with various

quilting organizations in the US to create a support network of skilled quilters to assist in building capacity and fundraising for supplies.

The teen mothers are very excited about operating the cooperative business and are willing to take various classes to learn whatever is necessary to operate a successful business. During the summer 2006 each young woman will be taking additional classes in Math, English and Typing or Computer Science.

Recommendations:

The Edu-Tourism organization and WCJF needs to work closely on project and remember to focus on the most important aspect which is empowering the young women. Both organizations must continue to fundraise for the project and create opportunities for continuing education and training of the teen mothers.