**JAMAICA**
**INFORMATION AND COMMUNICATION TECHNOLOGY PROJECT (JA – 0116)**
**COMMUNITY OUTREACH PROGRAM**

**OPERATIONS MANUAL**
***Draft***

**Kingston, Washington and Rome**
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# Community Outreach Program of Information and Communication Technology Project (JA 0116)

## OPERATIONS MANUAL

## I. INTRODUCTION

The goal of Jamaica's Information and Communication Technology Project (JA 0116) is to increase productivity, diversify exports and create employment in order to accelerate economic and social development. The **purpose** of the project is to increase the use of ICT in the private and public sectors through well-targeted interventions. The project consists of 4 components:

(a) strengthening of the Ministry of Industry, Commerce and Technology (MICT);

(b) introducing E-government (Government online) in key agencies to improve efficiency in the public and private sectors;

(c) Support for expanding Internet access in low-income communities outside Kingston (**Community Outreach Program**) and enable low-income individuals to gain access to ICTs and benefit from their use; and

(d) augmenting human capital in ICT.

This Operations Manual contains the rules and procedures for the execution of the Community Outreach Program of Jamaica's ICT Project. It includes a description of Community Outreach Program, the responsibilities of the Executing Agency, the Project Manager - Director General of the MICT and the various contractors that will be hired and entrusted with assisting the MICT in implementing various parts of the program, and the rules and procedures that will be followed in awarding subsidies and small grants provided by the program.

The Manual reflects the formal loan contract between the Government of Jamaica and the Inter-American Development Bank. Nothing in this manual alters the rights and obligations of the parties specified in the loan contract.

The Operations Manual will be in effect for the duration of the ICT Project. If the Government of Jamaica or the Bank consider it necessary to introduce specific changes to the manual, those must be agreed to in writing by both parties.

The Operations Manual must be made available to all ICTU and Executing entity staff and, upon request, to communities and other program participants.

# II. OVERVIEW OF THE OUTREACH PROGRAM

There is presently very limited access to the Internet by citizens, particularly in areas outside Kingston. The objective of the Community Outreach Component is to enable low-income people to gain access to the **opportunities** that the Internet opens up for communicating, learning, identifying employment and income generating activities and improving community welfare.

The following table summarizes the principal elements comprising the Outreach Program and their cost and source of funding.

| | | Outreach Component Cost | | |
|---|---|---|---|---|
| | | TOTAL US$ 000 | | |
| | | IADB | GOG/ Beneficiaries | TOTAL |
| 1 | CAP Sites Establlishment | 462 | 438 | 900 |
| 2 | Network Software | 100 | | 100 |
| 3 | Promotion & Networking Workshops | 19 | | 19 |
| 4 | Training | 526 | 203 | 729 |
| 5 | Practice and Development Scholarships | 346 | 346 | 691 |
| 6 | Mgmt. and tech. Assistance to communities | 949 | 0 | 949 |
| | TOTAL COMPONENT COST | 2402 | 987 | 3388 |

There are two kinds of limitations preventing Jamaican citizens from benefiting from the opportunities offered by the Internet. One refers to physical access to the technology – the hardware, software and connectivity. If there are no affordable facilities within his reach, the citizen cannot use the Internet. A second set of barriers relate to lack of education, training, cognitive abilities and even cultural predisposition to use the technology. The Outreach Program seeks to address both kinds of limitations. It will finance an expansion in Jamaica's telecenter network as well as the capacity of students and people in rural communities to profit from these telecenters.

The Outreach component will provide for an expansion in telecenter facilities in hard to reach – commercially unprofitable rural areas and marginal low-income urban communities. As shown in the table above, the first element of the program will provide US$ 462,000 investment to help establish 60 telecenters throughout rural communities.

To address the second set of limitations, other elements (i.e. items 2 through 5 in the cost table) of the Community Outreach Program will provide additional support (approx. US$ 1.2 million) in the form of training of beneficiaries and practice vouchers to enable communities to apply ICTs to further their development.

The cost of implementing the program and providing technical assistance to communities is estimated at US$ 950,000.

## II. CAP Site Establishment Targets

Appendix A presents a list of towns outside Kingston, denominated by the Statistical Institute of Jamaica, Special Population Areas. The table also includes population by town, according to the 1990 Census, as well as the location of branches of public libraries, sponsored by the Jamaica Library Service. The location of libraries is important, because branch libraries are expected to be frequent local partners contributing the locale as well as staff to operate the telecenters.

This information has formed the basis for the setting of targets for the Community Outreach Program.

| Estimated No. of Towns (SPAs) in 1990 by size, and Target No. of CAPs | | | | |
|---|---|---|---|---|
| | Towns | | Targets | |
| <1000 | 8 | 0% | | 0 |
| 1000 - 2000 | 36 | 20% | | 7 |
| 2000 - 3000 | 37 | 40% | | 15 |
| 3000 - 5000 | 23 | 60% | | 14 |
| 5000 - 10000 | 23 | 70% | | 16 |
| 10000 - 30000 | 5 | 80% | | 4 |
| > 30000 | 5 | 80% | | 4 |
| Total | 93 | | | 60 |
| years = 5 | CAPs per year: | | | 12 |

During first 2 years of the program, the CAPI's promotional focus will be on towns with over 3,000 people. Some smaller towns may nevertheless be able to establish sustainable telecenters; their population may be more densely situated, better organized or more interested in ICTs. Also, some marginal communities of Kingston may qualify; e.g. because they are low income and have not seen the establishment of a cybercafe or other telecenter facility in their neighborhood.

## III. Software Development

The project's software developments will include: a Community Outreach network portal, software to manage and administer the practice voucher system, and software to facilitate time use accounting and billing by the telecenters.

The Community Outreach network portal is particularly important. It is to be developed and maintained by the Project's CAPI in its own hardware and server facilities, and should:

i)    enable distance learning and training of telecenter users and telecenter staff;

ii)   enable remote fixing of common problems from project headquarters in Kingston;

iii)  facilitate networking amongst telecenters within the network and other community development initiatives in Jamaica;

iv)   facilitate the engagement of institutions (e.g. Jamaica Library Service) in the production of content that is of practical value to telecenter users;

v)    enable users (persons and institutions) to establish their own mail account and easily set up and maintain their own web page with local community or personal content (maximum of 10 Megabytes per user).

The software solution for tracking and administering practice vouchers should be easy to implement and administer, and provide for fairness and transparency.

All software developed under this project should be based on open source non-proprietary software license and development environment. It should be user friendly and have adequate documentation to enable new users to get up to speed in its operation swiftly. Once developed, project software should be made available **as is** for use by telecenter and cybercafe users **world wide** everywhere.[1]

## IV.    IMPLEMENTATION ARRANGEMENTS

### The Community Access Program Implementing Institution (CAPI)

The Community Outreach component will be outsourced to an experienced NGO or private firm, to increase effectiveness and also to reduce political pressure on government during the process of awarding of establishment grants, training and support to community initiatives using ICTs.

Telecenters best function when they are managed locally by enthusiastic leaders-operators who are in tune with community needs. Telecenters are unfortunately also highly susceptible to political interference, yet nothing could be more detrimental to their sustainability than governmental meddling in CAP site selection or day-to-day operations. **The separation of implementation of the CAP from direct Government management is part of the program's design effort to mitigate this risk.** Other implementation guidelines incorporated into the Community Outreach Operations Manual will help mitigate this risk and further enhance the telecenter sustainability. For example, if a CAP fails to reach its objectives the institution will be required to return the equipment. This has been the practice under the UNDP sponsored Sustainable Development Network, but would be nearly impossible to accomplish if it were managed directly by Government.

An experienced NGO or private firm will be selected to become the CAP implementing institution (CAPI) through a formal tender process. The CAPI will be responsible for managing (with a staff to number 4 professionals) the Community Outreach component for a period of 5 years.

The functions and responsibilities of the implementing institution include the following:

1    Putting in place the administrative procedures and develop an open process for the establishment of CAPs, and awarding and managing complementary community support, user training and practice subsidies, following the criteria specified in this Operations Manual.

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[1] The use of open software for common office applications (i.e. word processing, spreadsheet, data base management) is not required but is encouraged. Open software is being successfully used in at least one significant telecenter program (www.telecentros.sp.gov.br)

2	Installing a monitoring and technical support mechanism to help communities install and achieve telecenter sustainability and carry out supplementary activities in a fair and transparent manner.

3	Developing community awareness, giving technical guidance to communities aspiring to establish a CAP site, and selecting the most viable proposals.

4	Providing continuous feedback to the ICT Project Manager on progress and obstacles encountered during implementation, regarding CAP site selection, establishment and operation.

5	Imparting technical and managerial training to operator-managers, and to trainers that are eventually entrusted with training in the individual CAP sites.

6.	Manage the development - through a combination of project staff and outsourcing - of key software required by the project.

The selection of the CAPI will be carried out by the MICT, based on the demonstrated experience of bidding institutions to satisfactorily carry out the Community Outreach component functions. Table 1 specifies the criteria and relative weights proposed for selecting the winning bid.

**Table 1 - CAPI Selection Criteria and Weight Scheme**

| 1 | Suitability and qualifications of Outreach Staff Team | 15% |
|---|---|---|
| 2 | Experience and qualifications of the institution to carry out the Outreach component. | 10% |
| 3 | Institutional and staff knowledge/experience of Jamaican context, and engagement of national institutions – public and private – in the proposal submitted. | 10% |
| 4 | Strength of proposal approach to set up CAPs as self-financing institutions, that are supportive of social and community development, and is consistent with specifications set out in this manual. | 20% |
| 5 | Quality and sustainability of software/hardware solution proposed for managing and supporting 60 telecenters distributed throughout the country. | 10% |
| 6 | Technical strength of proposal regarding the training of telecenter administrators and users. (Types of training to be offered, conditions of training, selection of trainees, distance education platform used, etc.) | 12.5% |
| 7 | Proposed methodology for awarding and monitoring the use of training and scholarship grant awards. This includes software  (selection and award process, support to communities in the development of their projects and applications, fostering of networks) and hardware aspects (use of cards, pins, vouchers). | 12.5% |
| 8 | Strength of proposal for monitoring and reporting on progress, problems and impact in a timely, transparent and reliable fashion, and in accordance with the IDB Loan Document – Logical Framework. | 10% |

## CAP Site Selection Process

**Selection criteria**

Some institutional and service restrictions apply. Every proposal submitted for consideration by the CAPI **must certify that the following necessary conditions are met**:

i)     Proposals for the establishment of a CAP site may be presented by a lead institution, which may be an NGO, a local public service agency (public library, local school, community center) or a local business leader. A local agency of the executive branch of government may participate in the partnership, but may not be the lead institution submitting the proposal. A determinant of the quality of the proposal is the extent to which it incorporates as partners several local and reputable NGOs, firms and institutions. But the ultimate responsible party must be a single firm, NGO or agency. A local branch of a large national institution may be the lead agency (e.g. school, post office or a branch library), provided that financial and administrative management is local. Monies collected should be managed locally.

ii)    No telecenter establishment (e.g. cybercafe, library with Internet connected computer lab) is already found within 2 km. of proposed CAP site.

iii)   The proposal must provide a minimum level of service (e.g. 40 hours of operation per week, of which 20 must be evening and weekend hours).

iv)    The proposal must clearly recognize that the equipment support provided by the Community Outreach program belongs to the program during the first three year that the site is in operation; and that it may be taken away by the CAPI if the conditions of service are not fully met or if an inappropriate use of the facilities takes place.

Once these necessary conditions are met, the selection of sites will be based on the application of the criteria and relative weights to CAP site establishment proposals specified in Table 2.

**Table 2: Criteria for Selection and Scoring of CAP Site Proposals that Meet Minimum Necessary Conditions**

| | | |
|---|---|---|
| **1** | **Institutional viability of the proposal: strength and experience of lead institution and demonstrated ability to follow through with development initiatives in which it gets involved.** | **40%** |
| | i) Has the lead institution been in operation for at least a year? | 10% |
| | ii) Does the lead institution have a record of service recognized within the community? | 10% |
| | iii) Number and experience of other institutions (ideally there should be at least 3) partnering with the lead institution, each making a concrete substantial contribution to the costs of operating the CAP site (e.g. staff, money, other inputs), and each with its own constituency, as a means of aggregating demand and commitment to success of the initiative? | 10% |
| | iv) The proposal will identify the makeup of a "local council or local ICT development committee" that will help select beneficiaries of training grants and practice and development scholarships. This local council will be made up in part of partner institutions, but may also include other reputable members of the community. Does the make up of this local council incorporates fair, respected and trusted members of the community? | 10% |
| **2** | **Financial viability of business plan.** Is the projected cash flow positive after the 3rd year and based on realistic assumptions? | **20%** |
| | Does the CAP site establishment plan show clear efforts to generate revenue from service fees? | 5% |
| | Does business plan show clear efforts to keep its costs commensurate with resources available and service efficiency? | 5% |
| | Does the CAP site proposal show a positive cash flow projection after the third year in operation? Are the assumptions about services, costs and revenues, underlying cash flow projections realistic? | 5% |
| | Are key management decisions (e.g. purchase of materials) vested on local administrators? Are revenues managed by the local administrator, to meet costs as they arise? | 5% |
| **3** | **Community Development Plan** | **15%** |
| | The proposal must include a concrete plan to serve community development needs. This plan may be based in part on project support, but will be judged primarily on the extent to which it demonstrates a clear understanding of community needs and a realistic assessment of how ICTs may contribute to improve community welfare. | 5% |
| | The proposal must describe in detail the kinds of beneficiaries it will target for user training scholarships and user vouchers available under project sponsorship in order to promote local development. | 10% |
| **4** | **Adequacy of counterpart contribution** | **25%** |
| | Adequate locale (centrally located, close to schools or businesses or community centers)? | 10% |
| | The proposal must specify the community contribution to the project. This will include the locale, the basic furniture, and other materials and equipment. Does the proposed contribution for each of the partners demonstrated a concrete commitment to the CAP's success? | 10% |
| | Characteristics of the town proposed: e.g. relatively large town, not yet being served and location of cap site to achieve spatial balance.* | 5% |

\* No special consideration will be given to geographic distribution of proposal during the first 2 years of project implementation. Later on, it may be given some weight, provided that sustainability is not compromised.

**The CAP site selection process**

The CAP site selection process may be described in terms of the following 5 stages.

> **Stage I** A date will be fixed for submission of proposals for the establishment of CAP sites. The program and deadline will be advertised in the project's official website, as well as more broadly, in local newspapers and in official government and unofficial community websites.
>
> **Stage II** A three month period will be granted after announcement of submission deadline, for on site discussion with communities, promotion of project objectives, and preparation of CAP site proposals.
>
> A Community Access Program launching workshop would be undertaken every year. The first couple of years, these workshops would serve the purpose of disseminating program objectives and inviting proposals from communities. Gradually, the focus of the workshop would change, from promotion to facilitation and the exchange of experiences amongst CAP site staff and operators.
>
> **Stage III**. The CAPI will make a first cut (selection) amongst the written proposals it receives for CAP sites. A score will be given to each of the proposals presented to the CAPI. Those proposals that do not meet the minimum necessary requirements will receive a grade of zero, while the remaining will be scored based on the relative weights presented in Table 2. The results of this first cut in the evaluation process, the scorecard for every telecenter that sent in a written proposal, will be posted on the program's web page no later than 15 days after the submission deadline.
>
> **Stage IV.** The first cut will enable the identification of those proposals with a minimum score of 60%. Either all of the proposals scoring over 60% (as long as these are 30 or fewer) or the 30 proposals with highest score will be selected for further scrutiny during the second cut.
>
> The proposals will then be subjected to an onsite evaluation to confirm that the affirmations in the written proposals are valid and to further refine the assessment of proposals leading to a final selection of about 9-15 sites per year, depending on implementation capacity as determined by the CAPI. The results of this second cut will be a written evaluation completed for each of the 30 or fewer proposals selected during the first cut.
>
> Ideally, many of the proposals that did not make it through the second cut would nevertheless be encouraged to strengthen their submission (following the recommendations specified in the written evaluations) and present an improved proposal for consideration the following year.
>
> The written evaluations of the proposals appraised during the second cut, will be published online in the Community Outreach program's website.

The CAPI will keep the project Manager and the Project Steering Committee informed of progress in the selection process as well as with regards to other project activities.

## V. TRAINING AND PRACTICE AND DEVELOPMENT SCHOLARSHIPS

The pricing policy for services rendered by the telecenters will be determined by the CAPI. A uniform pricing policy is probably warranted throughout all centers in the system, but flexibility should be built into the policy, so that special promotions and arrangements may be made locally, for different services or for use at different hours of the day, even if this local practice is at variance with overall prices at other telecenter sites.

Telecenter sustainability is particularly difficult to achieve during the first few years of operation. It is during this period that the practical value of the telecenter is likely to be negligible, largely (albeit not exclusively) because potential customers are unfamiliar with the technology and have limited computer and Internet skills. To enhance the prospects of telecenter sustainability and the value of telecenter user experience, the Outreach program will provide two kinds of grant assistance to users of each telecenter during its first three years of operation: i) training; ii) practice and development scholarships.

## Training Awards

Each telecenter will be able to make use of a total amount of training resources, equivalent to  US$ 2,250 per year, or about 6,750 for the 3 year start-up period. It will be able to award these grants at its discretion, provided it follows the following rules:

i)  Training may be imparted by the telecenter or outsourced to third parties, with or without assistance from the Community Access Program Implementing Institution (CAPI). In any event, trainees will be required to fill out a questionnaire assessing the value of the training. These questionnaires will be reported on on a regular basis to the CAPI, which will in turn report to project authorities on the quality of training as assessed by traineees.

ii)  The scholarships may be awarded for use during the morning hours or in the evenings, depending on local needs and operating conditions, and the requirements of the person receiving the award. In general, it would be expected (recommended) that subsidized scholarships are redeemed during morning hours, when telecenter services by paying customers tends to be lowest. This will make it easier for telecenter operators to maximize their revenue flow stream and meet expenses. The ability to make use of the scholarship award during the morning hours may be a criteria built into the award selection process.

iii)  Recipients of practice and development scholarships will be required to make some kind of contribution to the total cost of training. For the most part, this contribution may be provided in cash, but on an exceptional basis, in kind. In general, the cost of training should be financed following the principle of 1/2  grant and 1/2 trainee.

**Practice and Development Scholarships**

Each telecenter will also be able to make use of a total amount of resources, equivalent to US$ 1,200 per year, or about US$ 3,600 for the 3 year start-up period. The purpose of these scholarships is to support the effective use of information and communication technologies by local NGOs and institutions in worthwhile community development projects or initiatives. Prototype examples of the kinds of "projects" that could be supported by these scholarships include:

> A school administrator hoping to train local school teachers or students in the use of ICTs for educational purposes.

> An individual or group of tourism related merchants (hotel owners, hoping to develop its own web page to attract tourism to their community.

> A group of young entrepreneurs that wish to set up their own web page to advertise their particular – e.g. web page design – skills.

> A group of farmers who want to look for information related to the exportation of a locally produced agribusiness product.

> A group of youngsters wish to make use of a football field, but need to request its use from a private enterprise or public agency that owns the field. The students want to put together a cohesive and well presented proposal, using word processing and spreadsheet applications. to justify their request and making provision for proper maintenance.

Each telecenter will be able to award these scholarships at its discretion, provided it follows the following rules:

i) The scholarships may be redeemed at the telecenter where it is awarded or at another telecenter within the system. The rules for sharing these awards between telecenters will be set by the CAPI, taking into consideration the needs and requirements of local telecenters. The means of verification – certificates, cards, pins or other instruments – at each telecenter site, for these scholarships will also be specified by the CAPI.

ii) The use of the scholarships may be provided either during the morning hours or in the evenings, depending on local needs and operating conditions. In general, it would be expected (recommended) that subsidized training is imparted during morning hours, when telecenter services by paying customers tends to be lowest. This will make it easier for telecenter operators to maximize their revenue flow stream and meet expenses.

iii) Each "scholarship" has been fixed at US$ 300/unit. Together with a similar counterpart contribution of US$ 300, the resulting US$ 600 would buy the equivalent of 15 hours of computer/Internet use, over a 10 month period. Actual amounts may vary depending on local needs.

iv) The pricing of training services may be set at the discretion of the local operator.

v)     Trainees will be required to make some kind of contribution to the total cost of training. This contribution may be provided in cash or in kind. In general terms, the cost of training should be financed following the principle of 2/3$^{rd}$ grant and 1/3$^{rd}$ trainee.

## General Requirements for Training and Project Awards

The policies for awarding of training and practice and development scholarships should be determined locally, by the telecenter operator, with guidance from the CAPI as well as from a "local council or local ICT development committee".

The Local Council should be made up of persons that are part of the institutional partnership responsible for telecenter management, as well as highly regarded members of the community (church leaders, teachers, business people – with no close ties to political parties). The purpose of the Local Council is not to review each individual application for grant or project subsidy, but rather to devise general guidelines on procedures for awarding these grants according to local community needs, and to oversee that these guidelines are subsequently followed.

The total allocation of subsidy awards (of both kinds) per telecenter for the 3-year start up period has been set as follows:

|  | **3 year total US$** |
|---|---|
| Training scholarships | 6,750 |
| Practice and development scholarships | 3,600 |
| Total | **10,350** |

Training and grant awards are not only a way of supporting IT skills development at the local level but are also a management instrument of telecenter operators. He or she is expected to use these awards to ensure sustainability and a positive cash flow. It will enhance the prospects for sustainability if the telecenter operator uses and distributes these subsidy awards wisely, to help his community and to build up the telecenter's clientele.

Within this spirit, the telecenter operator may make use of more than an ordinary share of a year's training-scholarship award allocation, but not more than about half the total share within any given year; e.g. no more than US$ 5,000 per year.

In practice, telecenter operators are likely to grant more on training scholarships during the first and second year of the program, as a means of introducing telecenter services to the community; and to grant more practice and development scholarships during years 2 and 3 than in year 1. Appendix B illustrates the way in which a "typical" or "prototype" telecenter might use his award resources in support of community development while also building up his telecenter clientele.

**Special Population Areas (excluding Greater Kingston) - Population, Libraries and Telecenters**

| | Pop. 1990 | Library | Telecenter |
|---|---|---|---|
| Cross Roads, St. Andrews | * | M | L |
| Liguanea, St. Andrews | * | | SDN |
| **St. Andrew - Towns** | **35684** | | |
| 1 AUGUST TOWN | 7392 | | |
| 2 STONY HILL | 8279 | F | |
| 3 GOLDEN SPRING | 4430 | | |
| 4 LAWRENCE TAVERN | 4042 | | |
| 5 GORDON TOWN | 1049 | | |
| 6 MAVIS BANK | 1757 | | |
| 7 BULL BAY, SEVEN MILES | 8735 | | |
| **ST. THOMAS** | **84415** | | |
| 8 MORANT BAY | 9788 | M | L |
| 1 PORT MORANT | 3022 | F | |
| 1 BATH | 2166 | | |
| 9 YALLAHS | 6976 | F | |
| 2 CEDAR VALLEY | 1674 | PT | |
| 2 EASINGTON | 2396 | | |
| 10 TRINITYVILLE | 2624 | | |
| 3 SEAFORTH | 4112 | | |
| 3 GOLDEN GROVE | 2794 | | |
| 11 DALVEY | 2641 | | |
| **PORTLAND** | **76514** | | |
| 12 PORT ANTONIO | 13520 | M | L |
| 13 BUFF BAY | 2626 | F | |
| 14 HECTORS RIVER | 1752 | PT | |
| 15 MANCHIONEAL | 2204 | F | |
| 16 MOORE TOWN | 2719 | | |
| 17 COMFORT CASTLE | 847 | | |
| 18 HOPE BAY | 1594 | F | |
| 19 LONG BAY | 979 | PT | |
| **ST. MARY** | **108633** | | |
| 20 PORT MARIA | 7319 | M | L, SDN |
| 21 ANNOTTO BAY | 5546 | F | |
| 22 ORACABESSA | 4288 | F | |
| 23 HIGHGATE | 5454 | F | |
| 24 RICHMOND | 1992 | PT | |
| 25 GAYLE | 3207 | F | |
| 26 ISLINGTON | 2899 | PT | |
| 27 LUCKY HILL | 750 | | |
| 28 RETREAT | 1893 | F | |
| 29 CARRON HALL | 1627 | | |
| 30 GUY'S HILL | 854 | | |
| **ST. ANN** | **149744** | | |
| 31 ST.ANNS BAY | 11142 | M | L |
| 32 BROWNS TOWN | 6788 | F | L-SDN |
| 33 OCHO RIOS | 9178 | F | |
| 34 CLAREMONT | 2161 | F | |
| 35 DISCOVERY BAY | 2348 | F | |
| 36 RUNAWAY BAY | 6493 | PT | |
| 37 MONEAGUE | 2884 | F | |
| 38 BAMBOO | 3755 | PT | |
| 39 ALEXANDRIA | 1697 | | |
| 40 WATT TOWN | 662 | PT | |
| 41 CAVE VALLEY | 1782 | | |

| | Pop. 1990 | Library | Telecenter |
|---|---|---|---|
| **TRELAWNY** | **71192** | | |
| 42 FALMOUTH | 8030 | M | L |
| 43 DUNCANS | 1900 | F | |
| 44 CLARKS TOWN | 3142 | PT | |
| 45 ULSTER SPRING | 1409 | | |
| 46 ALBERT TOWN | 3413 | PT | |
| 47 WAIT-A-BIT | 1714 | | |
| 48 WAKEFIELD | 2726 | PT | |
| 49 JACKSON TOWN | 1953 | | |
| 50 RIO BUENO | 1109 | | |
| **HANOVER** | **66830** | | |
| 57 LUCEA | 5455 | M | L |
| 58 HOPEWELL | 4329 | F | |
| 59 SANDY BAY | 4476 | | |
| 60 CASCADE | 1230 | | |
| 61 GREEN ISLAND | 1596 | F | |
| 62 DIAS | 1474 | | |
| 63 RAMBLE | 2040 | | |
| 64 NEGRIL | 1201 | | |
| **ST. ELIZABETH** | **145966** | | |
| 65 BLACK RIVER | 3810 | M | L |
| 66 SANTA CRUZ | 8173 | F | |
| 67 BALACLAVA | 2870 | PT | |
| 68 MAGGOTTY | 1366 | | |
| 69 LACOVIA | 3196 | | |
| 70 NEW MARKET | 2102 | | |
| 71 BULL SAVANNA, JUNCTION | 6946 | PT | |
| 72 NAIN | 2387 | | |
| 73 MOUNTAINSIDE | 1069 | PT | |
| 74 SOUTHFIELD | 2680 | F | |
| 75 NEWELL | 1790 | | |
| 76 MALVERN | 3288 | F | |
| 77 SILOAH | 2705 | | |
| **MANCHESTER** | **157559** | | |
| 78 MANDEVILLE | 40286 | M | L |
| 79 CHRISTIANA | 7286 | F | |
| 80 PORUS | 5098 | F | |
| 81 SPALDING | 684 | | |
| 82 MILE GULLY | 1628 | F | |
| 83 COLEYVILLE | 2158 | | |
| 84 WILLIAMSFIELD | 2809 | | |
| 85 NEWPORT | 2043 | F | |
| 86 PRATVILLE | 1212 | | |
| 87 CROSS KEYS | 2080 | PT | |
| 88 ALLIGATOR POND | 1564 | | |

| | Pop. 1990 | Library | Telecenter |
|---|---|---|---|
| **CLARENDON** | **212642** | | |
| 89 MAY PEN | 49618 | M | L |
| 90 CHAPELTON | 3958 | F | SDC |
| 91 FRANKFIELD | 3387 | PT | |
| 92 SPALDINGS | 2301 | F | |
| 93 LIONEL TOWN | 4752 | F | SDC |
| 94 RACE COURSE | 2600 | | |
| 95 HAYES | 8483 | | |
| 96 KELLITS | 2295 | F | |
| 97 MILK RIVER | 781 | | |
| 98 ROCKY POINT | 2755 | | |
| 99 MITCHELL TOWN | 1113 | | |
| 100 THOMPSON TOWN | 2019 | | |
| 101 MOCHO | 1265 | | |
| 102 CROFTS HILL | 3000 | | |
| 103 YORK PEN | 1354 | | |
| 104 KEMPS HILL | 1247 | | |
| 105 OSBOURNE STORE | 3407 | | |
| 106 ALSTON | 1792 | | |
| 107 JAMES HILL | 1864 | PT | |
| **ST. CATHERINE** | **371111** | | |
| 108 SPANISH TOWN | 110937 | M | L, SDC |
| 109 PORTMORE | 94326 | | 5C |
| 110 LINSTEAD | 14211 | F | |
| 111 OLD HARBOUR | 17854 | F | |
| 112 OLD HARBOUR BAY | 5450 | | |
| 113 BOG WALK | 8826 | F | |
| 114 EWARTON | 8803 | | |
| 115 GUYS HILL | 2316 | F | |
| 116 POINT HILL | 3663 | PT | |
| 117 LLUIDAS VALE | 2171 | | |
| 118 GLENGOFFE | 2093 | | |
| 119 RIVERSDALE | 2819 | PT | |
| 120 TROJA | 1529 | | |
| 121 ABOVE ROCKS | 3306 | | |
| **WESTMORELAND** | **127919** | | |
| 122 SAVANNA-LA-MAR | 16514 | M | L |
| 123 GRANGE HILL | 6537 | | |
| 124 DARLISTON | 1440 | | |
| 125 FROME | 900 | PT | |
| 126 NEGRIL | 5286 | F | |
| 127 LITTLE LONDON | 1865 | | |
| 128 PETERSFIELD | 2051 | F | |
| 129 WHITEHOUSE | 3162 | F | |
| 130 BETHEL TOWN | 2768 | F | |
| 131 WILLIAMSFIELD | 1018 | | |
| 132 BLUEFIELDS | 2564 | | SDN |
| **ST. JAMES** | **151945** | | |
| 51 MONTEGO BAY | 84636 | M | L, 2 SDN, 2 C |
| 52 CAMBRIDGE | 3420 | F | |
| 53 ANCHOVY | 3648 | F | |
| 54 MAROON TOWN | 2718 | PT | |
| 55 ADELPHI | 1499 | | |
| 56 JOHN'S HALL | 2251 | | |

M Main - Parish Library - Average hours of service = 40; In general, open Monday-Friday 9-7; Sat. 9 to 2 or 4 PM

F Full time branch library - Hours of service are similar to Main Parish libraries.

PT Part time branch library - Average hrs of service: 20 - 25. Open to public depending on demand, usually selected afternoons-evenings.

L Public Library telecenter       SDC Telecenter sponsored by Social Development Commission

C Cybercafe/Commercial telecenter       SDN Sustainable Development Network

* Urban area - part of greater Georgetown

**Basic 5-Computer Telecenter Investment and Operating Costs (US$)**

| Item | Quantity | Cost | Investment | Comments |
|---|---|---|---|---|
| **Furniture** | | | **1,465** | Community |
| Tables for computers | 5 | 170.00 | 850 | |
| Desk | 1 | 120.00 | 120 | |
| Chairs | 11 | 45.00 | 495 | |
| **Equipment** | | | **7,177** | |
| Computer - Pentium III | 6 | 930.00 | 5,580 | |
| Laser Printer | 1 | 505.00 | 505 | |
| UPS - 650 kva (Server) | 1 | 275.00 | 275 | |
| UPS - 1000va ( 3 w/stations) | 2 | 396.00 | 792 | |
| Surge Protectors | 2 | 12.50 | 25 | |
| **Software** | | | **0** | |
| Anti-virus | 6 | | 0 | |
| Downloadable Office Suite | 6 | | | |
| **Network** | | | **518** | |
| NIC | 6 | 0.00 | 0 | |
| UTP Cable - Level 5 | 250 | 0.25 | 63 | |
| Connectors RJ45 | 20 | 0.80 | 16 | |
| Surface Mount Boxes | 6 | 8.00 | 48 | |
| 16x25 Cable Trunking | 2 | 11.00 | 22 | |
| 25x38 Cable Trunking | 3 | 17.75 | 53 | |
| Hub Shelf | 1 | 22.25 | 22 | |
| 8 Port Hub | 1 | 294.00 | 294 | |
| **Internet Service** - Installation (phone) | 1 | 10.00 | 10 | **10** Cost from C&W |
| **Total Investment Cost** | | | **9,170** | |

| Operating Expenditure | Quantity | Price | US$ Monthly | Annual | Comments |
|---|---|---|---|---|---|
| Rent | 1 | 250.00 | 250 | 3,000 | Community |
| Dial-up telephone service + ISP | 1 | 166 | 166 | 1,993 | Community |
| Annual Replacement (Machines) | 0.5 | 990.00 | 41 | 495 | Community |
| Electricity, water, cleaning of facilities | 1 | 80.00 | 80 | 960 | Community |
| Personnel - Customer Service | 2 | 500.00 | 1,000 | 12,000 | Community |
| **Total Operating Expendtures** | | | 1,537 | **18,447.82** | |

| Note: machines are new and come with 3 year warranties - they do not need that much replacement | | | | |
|---|---|---|---|---|
| **Internet Service** - Installation | 1 | 1300.00 | 1,300 | **1,300** |
| Dedicated Line - DSL | 1 | 700.00 | 700 | 8,400 |