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CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE Special Development Activities Program			2. PROJECT NUMBER 538-0005	3. MISSION/AID/W OFFICE RDO/C
5. KEY PROJECT IMPLEMENTATION DATES			4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) 538-81-02	
A. First PRO-AG or Equivalent FY 72	B. Final Obligation Expected FY	C. Final Input Delivery FY	6. ESTIMATED PROJECT FUNDING A. Total \$ 300,000/yr B. U.S. \$ 300,000/yr	7. PERIOD COVERED BY EVALUATION From (month/yr.) FY 1977-FY 1980 To (month/yr.) Date of Evaluation Review June 15, 1981
8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR				

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., a/gram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
<p>Pre-existing cooperatives and skills training programs, when led by a competent and dynamic local individual, involving young men or unmarried women with children, and engaging in an appropriate productive activity have the greatest socioeconomic development impact. SDA-type projects will have a positive impact to the extent that they involve those who are already in a position to help themselves.</p> <p>To effectively maximize the development impact of the Program, therefore, more efforts should be made to identify and involve dynamic, competent local individuals in recipient groups. PCV's should participate in supportive rather than leadership modes. Projects generating income as the result of informal employment should be recognized as having significant development potential. Generally speaking, successful socioeconomic development projects should build on success rather than compensate for failure.</p>		

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS			10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT	
<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify)	A. <input checked="" type="checkbox"/> Continue Project Without Change	
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	<input type="checkbox"/> Other (Specify)	B. <input type="checkbox"/> Change Project Design and/or	
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify)	<input type="checkbox"/> Change Implementation Plan	
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P		C. <input type="checkbox"/> Discontinue Project	

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles)		12. Mission/AID/W Office Director Approval	
Mark Waldman, CP/IDI Darwin Clarke, SPS Terrence F. Liercke, Program Officer		Signature <i>W.B. Wheeler</i>	
		Typed Name W.B. Wheeler, Mission Director	
		Date	

TABLE OF CONTENTS

	<u>Page No.</u>
I. Introduction	1
II. Methodology	2
A. Purpose of Evaluation	2
B. Impact Criteria	3
III. Data: Site Visit Reports	4-37
IV. Interpretation	38
A. Introduction	38
B. Impact of Development	38
1. Direct	38-40
2. Indirect	40-41
C. Elements of Success	41-42
D. Conclusions	42
<u>Annexes</u>	
I. List of SDA Grants, 1972-1981	
II. List of Grants, by Country	
III. SDA Authority: Manual Order 1323.1.1	
IV. FY 1980 SDA Evaluation PES	
V. Response to PES	
VI. Employment Generation in the Eastern Caribbean: The Informal Sector	
VII. List of Site Visits	
VIII. Project Cycle Forms: SDA Grants	
IX. Compilation of Results Interviews	

I. Introduction

The Special Development Activities (SDA) Program is a highly flexible bilateral program providing grant funds to low-income community groups, cooperatives, and other non-profit institutions, including government ministries. Funds are used for the purchase of commodities, in support of small scale, rapidly disbursing activities that in a broad sense improve economic and/or social conditions at the community or village level. ~~The maximum size of a grant is US\$25,000.~~ Project recipients are expected to provide cash or in-kind contributions of at least 25 percent of project cost. The SDA Program is managed by a professional Foreign Service National attached to the RDO/C Program Office, and projects are reviewed by a Committee composed of Regional Peace Corps staff, U.S. Embassy political/economic officers, I.C.A. officers, and chaired by the RDO/C Program Officer. The Mission Director authorizes each project.

The SDA Program began in the Eastern Caribbean in FY 1972, when 14 projects were obligated for a total program cost of \$40,000. From that year until 1976 only Barbados, due to its independent status, participated. In 1976, however, the LDC's were added to the Program as a result of their achieving Associated Statehood. ~~In FY 1979 program funding was increased to an annual total of \$300,000.~~ Annex I lists all RDO/C grants, by year, as of January 1981. Annex II lists SDA grant totals by country.

Authority for the SDA Program derives from Manual Order No. 1323.1.1, dated February 13, 1969 (Annex III). The Order created the SDA Program authority in order to implement activities outside the structure of the Mission's established ~~projects and without reference to goals sectors of concentration,~~ or other elements of country assistance strategy. The Mission Director has authorizing authority delegated to him so that individual projects can be implemented without prior AID/W approval.

The breadth of the Manual Order and the composition of the Committee responsible for reviewing potential projects assure a wide variety of Program objectives and thus projects. Political, public relations, social and economic objectives may be achieved through the use of the SDA Program. This is particularly important in a regional program covering a group of island nations which receives bilateral aid from other donors.

II. Methodology

A. Purpose of Evaluation

In June 1980, RDO/C carried out an in-house evaluation of the implementation of the SDA Program (Annex IV). Its conclusions were mainly concerned with the internal structure of the Program and its relationships with recipient governments and organizations. The evaluations recommendations are currently being studied and implemented. An internal RDO/C response to the evaluation appears as Annex V.

In late 1980, AID received a study performed by two University of Florida anthropologists, Gary and Rosemary Brana-Shute, entitled "The Unemployed of the Eastern Caribbean: Attitudes and Aspirations." This analysis of target group attitudes was the first one of its kind RDO/C has carried out. It raised significant questions concerning segments of the labor force outside the scope of orthodox employment generation efforts and suggested that in the Eastern Caribbean there can be significant development gains from small projects. (See Annex VI, "Employment Generation in the Eastern Caribbean: The Informal Sector").

~~The SDA Program in the Eastern Caribbean is now one of the~~ largest AID SDA Programs in the world. If justified, additional funding could also materialize under expected FY 1982 ESF funds which are aimed largely at private sector assistance in the Eastern Caribbean. Many of the ministries and organizations under consideration as potential recipients are very similar to those which have received SDA grants; many of the activities being targetted are those the SDA Program has emphasized.

~~For the above reasons~~ it was decided to focus this evaluation on the development impact of the SDA Program. While recognizing the important political and public relations objectives of the Program, RDO/C felt that a deeper understanding of and refinement in the achievement of this objective warranted the full attention of the Mission.

Therefore, the primary objective of this evaluation is to ascertain, to the greatest extent possible, the short and long-term impact on the development process of those SDA projects which have apparent development potential. The result of the evaluation will not be limited to simple counting of successes and failures but will rather be an identification of the elements of project success as an on-going management tool for achieving further gains. The major quantifiable variables, of course, are productive employment generated, either self or for others, and income flows. Other less tangible indicators of a positive impact are increases in levels of education, organization and discipline, in their personal and social manifestations. These characteristics, at the individual and group level, are assumed to be at the core of any successful process of socioeconomic development.

B. Impact Criteria

Twenty-eight projects in six countries were chosen for site visits (Annex VII). They were chosen as a representative cross-section of SDA projects by size and type, and as having apparent development potential.

The direct indicators of a positive development impact are increases in participant income, either as the result of direct participation in the project, as in the case of a cooperative, or as the outcome of productive efforts flowing from participation in the project, as in the case of a skills training program. Employment increases are easily quantifiable when they occur in a formal setting but are less so when seasonal, part-time and self-employment factors enter the picture.

The indirect and less quantifiable variables are no less important as indicators of a positive development impact. They may be viewed as investments in human capital. Changes in individual and group behavior, the various manifestations of increased levels of education, organization and discipline, are perhaps more important in the long run than increases in income and employment. These include but are not limited to individual and group self-confidence, an improved self-image, and strengthened self-discipline. These are, particularly in the private sector, critical to individual or group success. Managerial, technical and entrepreneurial capabilities are functions of education, organization, and discipline.

Despite the difficulties involved in quantifying changes in these variables, in-depth interviews with project leaders and participants can be expected to yield sufficient information for conclusions to be drawn. The subjective and anecdotal nature of this data does not compromise its quality as an indicator of socio-economic development impact.

Antigua Ministry of Education - Boys Training School \$5,625

Dennis Bowers, Jimmy Knowles

The objectives of this project are (1) to provide a maximum of self-sufficiency for the school and (2) to provide a rehabilitation training program for inmates. This project was initiated by PCV Lyle Altringer in conjunction with the principal of the school, Mr. Dennis Bowers. The project appears to be going well and to be achieving its objectives. AID funds were used for ~~fencing, cement, wire,~~ and other agricultural infrastructure building materials.

Twenty-seven boys between the ages of 9 and 18 who have committed minor offences are resident at the school. The boys organized and operate the agricultural and other trade (masonry/carpentry) activities after receiving the relevant training. Each boy spends a probation period in agriculture ~~and~~ then in the other areas. The principal has indicated that the boys are very interested in agriculture. Each boy is given a plot to cultivate and is responsible for selling the produce. He is encouraged to save a portion of the proceeds which is kept in a savings account by the principal. The money saved will be given to him when he leaves the school. A small amount is deducted as pocket money. Recently farmers in the ~~country~~ have been showing interest in the activities of the school.

To date, five (5) boys have been placed in jobs in carpentry/masonry. This is an example of the interest which the community has expressed in the work of the school. It also demonstrates that the school is making progress in rehabilitating wayward youths into the society. The SDA ~~assistance~~ has evidently enabled the school to implement a program with high quality output. It has resulted in a strengthening of the institutional capacity of the school to carry out the program. In addition, the project has enabled the school to effect substantial savings of approximately \$500 per month (the monthly food bill is \$200). The principal expects that further savings will be effected when the animal farm component of the project is expanded later in the year.

Antigua Ministry of Education/Agricultural Curriculum \$5,186

Dr. Whitfield Harris, Miss Allison Warner, Miss James

The purpose of this project was to assist the Ministry in implementing an Agricultural Science curriculum in primary and secondary schools. It was implemented with the assistance of PCV James Sedlacek, Supervisor of Agricultural Education. Materials purchased with SDA funds were utilized in each of the government's primary and secondary schools. Materials were aids to the teachers of the agricultural syllabus and supplemented the text book recently introduced into the schools. Agricultural Science is presently taught in nearly all the post primary and secondary schools on the country.

This AID assistance appears to have strengthened the science teachers ability to teach the subject. Teachers were interviewed at Jennings Primary and Secondary schools. They stated that prior to the input of teaching aids they had no reference to help in the preparation and planning of these lessons. These teachers also consider that the aids gave the subject additional relevance.

Teachers found the children to be more enthusiastic about learning the subject as they are better able to teach and explain with the use of the aids. At each of the schools mentioned above students per class average 30.

One constraint which appears to be evident is that there is not much land for practical applications. In addition there is the water shortage problem which is peculiar to Antigua. These constraints are likely to inhibit full teaching of the curriculum. For example, a Jennings Secondary School, despite the water problem, applications are fairly successfully demonstrated in agriculture. There is no space available for teaching animal husbandry, poultry raising, etc.

One final observation is necessary. There seems to be a lack of qualified resource persons to teach the agricultural subjects at both the primary and secondary levels. Thus some schools will profit more than others. Also since the PCV has left the Ministry there has been no organized refresher course or further evaluation workshops for teachers.

Dominica Agricultural Marketing Board

P.O. Box 115

Roseau, Dominica

R.K. Shukla, Adviser on Agricultural Marketing,

Ph 2557 Commonwealth Fund for Technical Cooperation

C.S. Joseph, Marketing Manager

The Dominica Agricultural Marketing Board (AMB) began to operate in 1966 with the purpose of collecting locally grown products for regional and extra-regional export. It operates a center in Roseau and one in Portsmouth.

The AMB facilities were entirely destroyed during the recent 2 hurricanes; they have yet to be completely restored. In addition to its export operations the AMB operates a retail market where families or individuals can market their produce. In the period of reconstruction AMB could not have resumed operations as quickly and efficiently without the AID-provided platform scales, stapling machines, and small scales. Likewise, it could not continue to operate without this equipment.

Due to the hurricane-induced shortage of produce, the first export shipment in 1980 occurred in February. Twenty shipments were made during 1980, with a monthly average of 13,300 lbs of produce. Total exports of produce totalled 172,000 lbs, with a gross income to AMB of EC\$178,000.

<u>Exports</u>	<u>Lbs (000's)</u>
Pumpkins	65
Bananas	35
Limes	28
Plantain	21

	<u>number (000's)</u>
Coconuts	43.3
Mangoes	35

All shipments were for the United Kingdom market. In 1980 the retail operation marketed 474,000 lbs of produce, valued at EC\$177,000.

Of the gross proceeds AMB receives 15% plus the cost of processing, boxing, etc. Farmers receive about 50% of the f.o.b. cost of exports. The fraction received by those engaging in retail marketing is roughly 85%.

One of the major constraints is the lack of regular and frequent shipping services. The Board could expand considerably if, for example, there was a regular weekly call by a 200-300 ton ship. Existing services are every two weeks.

cc: Bill Baucom, CEA

Dominica Ministry of Home Affairs

Trickle Up Program

US\$1,000

Mr. Norris, Permanent Secretary

Mrs. Barzey, Contact

The TUP is now moving forward. Previous delays were ~~due to hurricane damage and the primary responsibility~~ for the program being placed at the Permanent Secretarial level. Mr. Christopher Acton, a VSO (U.K.) working with the Small Business Program, now has responsibility for the program. He spends much of his time travelling in rural areas and thus can identify, implement and monitor individual projects. Mr. Acton has identified five potential projects, including a sewing program for 12 school leavers, a woodworking program, a vegetable plot, a plantain chips making scheme, and a banana flour bakery. The projects should begin in the next few weeks, and the \$500 advance check, still in Government of Dominica files, should be cashed at that time.

Mrs. Barzey felt that the \$100, although small, was ~~sufficient to start some projects.~~ The initial payment of \$10 is far too small, however, and she and Mrs. Charles convinced the Leets to change to a \$50 payment. She liked the TUP concept and felt it offered people the opportunity to use their skills productively.

cc: ~~William Wheeler, DIR~~
Terry Liercke, PROG

Marigot Education Council
Community High School, Marigot

\$5,000

Martin Roberts, Chairman

The purpose of this grant is to assist the Council in the development of secondary level programs in agriculture, woodworking and carpentry, and home economics. The programs are all carried out as a part of the high school curriculum. The children range in age from 13-16, and for the most part live after graduation in the Marigot area, where their families own land. Most family plots are 10-14 acres in size and funds are being spent primarily on tools and equipment.

The agriculture program is just starting, with 25-30 students, divided into groups and learning to grow sweet potatoes, corn, or green vegetables. Sweet potatoes currently sell for EC\$3 per lb, and corn is also expensive. These crops can be sold at the Agricultural Marketing Board market. The local farmers do not grow their own greens, which they then must purchase in Roseau. The local diet is heavily oriented to bananas, yams and dasheen.

The woodworking and carpentry program is focussing on completing the new school building. There is no teacher as such, but the school is hoping for assistance in the next school year from a retired teacher and woodworker who lives in Marigot.

~~The home economics program will include cooking, sewing, and dress-making. Both boys and girls are learning sewing, as there is a garment firm expanding into the Marigot area and the school hopes to place some of the students with this company.~~

The school is generally interested in helping the students form cooperatives; in all the programs mentioned above the instruction is oriented towards local employment, both full and part-time. When the new building is completed the school will have space for expanded workshops and will begin offering summer courses to help students earn cash. The school has begun an "attachment", or apprentice program, in which students are attached part-time to the hospital dispensary, the fire service, etc., and work there after graduation. Martin Roberts is a well educated and highly motivated individual and his presence increases the chances of success of this project.

Dominica Ministry of Agriculture
Division of Forestry
Mr. Gregoire, Division of Forestry
Howard Simonin, Peace Corps
Anthony Plummer, Trainee

\$5,700

The purpose of this project is to provide seed money for small scale fish farming. The Division of Forestry has used AID funds for four small (1/40 acre) ponds of nile tilapia, and has convinced four farmers, including one in the Carib Reserve, to start ponds.

Each small pond yields approximately 50 lbs. of fish each 6 months; an acre would yield 2000 lbs. The price of fish in Dominica is controlled at about \$2 per lb. The fish can be ~~fed rabbit feed and coconut meal or can thrive on certain~~ common vines, termites and other insects, and kitchen scraps. Land and daily labor are the major investments; the Ministry will help dig the pond and provides PVC pipes for drainage and intake purposes.

The farmers ponds are fairly successful, especially the one in the Carib Reserve. The fish are growing at a good rate and will soon be harvested. All these farmers approached the Division after hearing about the ponds; the Division has not yet begun a significant extension attempt. It hopes to find land owners willing to try a larger commercial operation.

This project would fail quickly without the presence of the PCV; it badly needs a strong local leader to carry it on after the PCV leaves and to mobilize local interest in fish farming. Mr. Plummer could become such an individual but is perhaps too young right now.

FISH FARMING IN DOMINICA

Raising freshwater fish in ponds can provide a new and profitable crop for farmers. A fish pond can supply the farmer and his family with fresh fish and also give him enough extra to sell in the market or to his neighbours. Fish are an excellent source of protein in the diet and raising fish in Dominica will help the country reduce its dependence on imported sources of protein.

Raising fish is also relatively easy and inexpensive. It is not necessary to have an expensive concrete pond, and the feed for the fish is easily available and cost little or nothing.

WHAT IS NEEDED

A constant supply of fresh clean water is needed for raising fish, and with Dominica's many rivers and streams this is usually no problem. However, it is important that the small spring or stream does not run dry during the year.

A good location on which to build a pond is essential to successful fish farming. A good location is one that is relatively level or gently sloping and having a clayey soil. Clayey soil are well known for their ability to hold water. The soil should stick together when a ball of the soil is thrown into the air.

The best fish to raise in tropical countries is the Nile Tilapia (Tilapia nilotica). This tilapia is different from the one which was brought to Dominica 20 years ago. Nile Tilapia were brought to Dominica in December 1979 and are now available to farmers interested in raising this fish. They grow quickly, are easy to manage, reproduce quickly, are resistant to disease, and eat many different kinds of plants and inexpensive feed.

BUILDING THE POND

A good size for a fish pond is about 30 feet on each side and a good water depth is 3 feet. It is best if the pond is built alongside or near to a small stream because water can then be easily diverted into the pond when needed. It is not good to have water flowing continually through the pond.

A drain pipe and overflow are important parts of the fish pond. To harvest the fish it is best to drain the pond, so the pond must be built with this in mind.

RAISING THE FISH

The secret of fish farming success is to stock the pond with only a certain number of fish. A pond 30 feet on each side for example should be stocked with 200 baby fish. If there are too many fish in the pond they will be too crowded and will not grow.

As with raising rabbits, chickens

or other animals, the most important thing is feeding the fish every day. Tilapia eat many different things and the farmer can feed them termites, woodants, pawpaw leaves and spoiled fruits, French grass (Zea grass), potato leaves, tomato leaves, and most kitchen wastes. They also eat coconut meal and most pelleted animal feeds.

Another important part of raising fish is fertilizing the pond, just as the farmer fertilizes his bananas. This helps the small plants in the water to grow and gives the fish more food to eat. It is best to have water in the fish pond that is green rather than clear, and fertilizer or manure will help make the water green.

After about 6 months the farmer should be able to harvest his fish which will then be between $\frac{1}{2}$ pound and one pound a piece. His pond will therefore supply him with between 100 and 200 pounds of fish which he can then eat, smoke, or sell in the market or to his neighbours. He will also have in the pond hundreds of baby Tilapia which he can save to restock his pond and sell to his neighbours to help them start fish farming.

Raising tilapia in ponds can therefore provide protein rich food for people and also give the farmer a new way to raise money.

Home Industries Cooperative

Old Market, Roseau, Dominica, Phone 3207 \$16,000

John Riviere, President

Robert Schwoeffermann, Jr., Manager, (Peace Corps)

The Home Industries Cooperative (HIC) is composed of 18 registered members and a number of apprentices, all between the ages of 15 and 27, who produce home and office furniture. All products are sold locally. AID funds were provided for a planer, a radial saw, and a shaper, of which only the former has arrived.

The planer has increased the quantity and quality of the work; in January 1981 it added EC\$200 to HIC revenues. In addition, it has reduced transport costs by \$150-200 per month and planing costs by \$350 per month. The average member receives EC\$150 per week. Six members have left to work in construction or do their own work. Sales last year totalled an estimated \$184,000, and an increase to \$250,000 is expected in 1981. This is a significant increase from 1976, when gross sales totalled \$18,084. Of the 1980 gross, about \$60,000 was paid in wages, and \$70,000 to \$90,000 was paid for local materials. If the Coop can move into a larger building it will be able to expand its operations still further; presently 20% of the floor space is used for storage.

The products are of very good quality. They include office desks and chairs, dining room sets, couches with matching chairs, beds, and folding cribs for small children. With the new tools the line will expand to include moulding for framing and houses, and tiles.

Bioche Multi-Purpose cooperative (Dominica)	
Bioche Village	\$5,000
<u>Ambrose Hilton, Executive Secretary</u>	<u>\$18.79</u>

The purpose of this grant is to supply 2 canoes, 2 outboard motors, a refrigerator, and net materials to this cooperative. The Coop has 23 members, who earn about EC\$50 a week from their fishing. The Coop sells the fish, deducts the cost of storage and transport, and splits the profit down the middle with the fishermen. Our grant increased the number of men who could fish at anyone time as well as the size of their catch.

Bioche is a small village and the fishing is "fair". It is not far from Roseau but portions of the West Coast Road are in terrible condition. The Cooperative claims it needs a larger refrigerator for storage and a vehicle to transport the fish to a wider market. The Coop refrigerator did not have fish in it when I visited, however.

This Coop did not appear to be very highly motivated. It was in operation, and members were deriving income from their participation, but it does not appear to be a strong vehicle for significant further increases in income.

Montserrat Ministry of Education, Health & Welfare \$3,600

Mrs. Lily Puchey, Miss Ruby Wade

The project has as its main objective (1) the implementation of a training program for unskilled and semi-skilled youth in woodcraft industries, and (2) the establishment of a viable cooperative among the participants. (3) The grant purchased tools and equipment.

The project suffered a setback when the PCV attached to the program returned to the U.S. However, with the assistance of a retired U.S. citizen resident in the country, steps have been taken to get the program moving again. About six (6) youths are being trained in the program in woodcraft and handicraft on a full time basis and one on a part-time basis. There seems to be a problem in maintaining interest among trainees and the turnover has been rapid. Evidently, youths do not regard the income they receive from sale of items produced as adequate to keep them producing on a full time basis. The extent of the market for their products depends on the seasonal tourist trade and this is not always high. For this reason the viability of a cooperative among the participants is in doubt. Also the turnover of youths has resulted in an unstable business venture. Mrs. Puchey considers more equipment and funds to purchase raw materials as necessary to ensure a viable business. Still however, ~~the youths~~ interviewed agreed that with the tools purchased and the training received they were able to acquire skills to which they would not have been exposed without the program.

Montserrat Theatre Group

\$8,300

Miss Irene Bramble, Miss Ruby Wade

The purpose of this project was to establish a national centre for cultural and creative activities with a view to stimulating the development of cultural activities and promoting community educational programs. The project involves the construction of an auditorium to seat 300 persons. The building though not yet completed is already being used by many groups.

The centre is used daily by various cultural and community groups in the country. Since its construction greater interest of the members of the community has been stimulated. This is evident by an increased willingness to support activities at the centre through attendance at functions held there and an increase in the contributions received by the centre. Also most members of the community (both organizations and individuals) often expressly welcome the establishment of the centre.

The usage by groups has increased considerably. More shows and concerts are staged by an increasing number of dramatic and musical groups, churches, schools and other community groups. Since the establishment of the centre the number of groups or organizations carrying on cultural activities has increased from four (4) to twenty-five (25). Accordingly, the centre has enabled the stimulation of different cultural activities - dance, drama, singing, poetry and creative writing. In addition training activities are being undertaken in such areas as doll-making and photography with a particular emphasis on youth. The ladies of two groups, drama and singing, expressed the opinion that the quality of performances has improved considerably due to regular weekly practice which now takes place at a central spot. It would appear therefore, that the project is succeeding in making an impact on the cultural and social life of the country and as the major meeting place for the community in enabling maximum participation by the public.

Montserrat- Chief Minister's Office

US\$6,800

Carter James, J. Jeffers

The purpose of this project is to strengthen the capacity of the public relations section of Government of Montserrat to implement a series of educational and community oriented programs. The programs are to be designed to encourage and promote self-help development efforts. The project involves the purchase of audio visual equipment for the sections. Equipment purchased was delivered one year after it was ordered. However, there appears to be some ~~momentum in moving ahead~~. Reasons given for the delay in implementing the programs are the late delivery of equipment and the training period required for its use.

The Commonwealth Fund for Technical Cooperation (CFTC) adviser Carter James has affirmed that the equipment has significantly contributed to an increase in the technical capacity of the section. In addition with the training of personnel in the section there will be an ongoing capability to implement meaningful programs.

The plan is for the section to form the basis of the proposed Montserrat National Information Service. ~~Programs are being developed~~ in such areas as Women's Affairs, Agriculture, Industry, and Caribbean Affairs. In April an agricultural promotional program should commence. The aims of this program will be to encourage the people of Montserrat, particularly the young, to become involved in agricultural production. Industrial profiles are also being developed, including dialogue in a feed-back program. Because of the delays in the implementation of the project, impact on the community cannot yet be ascertained.

Nevis: St. John's Young Women's Outreach

US\$1,000

Mrs. Lorna Howell, Organizer

This project, which will be completed in August, 1981, is an experimental attempt by Mrs. Howell to work with young women in a rural area who are not part of the network of church groups to "educate them for all of life". AID funds were used for building materials, equipment for ham curing and sewing equipment.

After attending a seminar on women's issues in Antigua given by a Sister Evangeline, Mrs. Howell determined to begin this project. The building work is not complete, and the electricity has not been installed, so the project is not yet functioning at full capacity.

There are ten regular members of the group, and often 16 to 18 attend meetings. The women, aged 14-35, learn cooking, sewing, crafts, specialty food preparation, like ham curing, and hear lectures on health, child care, and family planning. About half of the women are married and most have children. The group was functioning prior to the AID grant but several of its activities were the direct result of the support.

Rather than focus on one major activity she is spreading her efforts to make sure there is something for everyone's interest and also to pursue her broad approach. She is beginning to implement a ham curing course because villagers often ~~slaughter a pig, sell all the meat, and then must buy theirs at the market.~~

To date, the group's efforts have focussed on for-home use. Mrs. Howell is moving towards production for sale. A cake sale is planned, and the ham curing will be used to generate income at Easter and Christmas.

The group here did not appear as well organized or as far along in the development of an economic aggressivity as those in St. Kitts. The group is at an earlier stage of development however, as well as an earlier stage of project implementation.

Mrs. Howell mentioned having great difficulty with AID's disbursement procedures, especially when things had to be purchased from other islands. I suggested that she try to develop someone in the government who would be willing to buy the materials and send the invoices to AID for reimbursement.

Nevis Handicraft Society

US\$14,820

Miss Maude Crosse

The Nevis Handicraft Society has about 125 members, 60 percent of whom are active, 20 on a full time basis. The retail shop the Society operates sells woodwork, shellcraft, baskets, men's and women's clothing, crocheted articles, and a variety of other handicrafts.

An active artisan can earn EC\$200-400 a month, and sometimes considerably more. The shop takes a 10 percent commission. It also sells shares in the Society and pays a dividend of 2½ percent at the end of the year. More women than men participate, and they are of all ages. The Society is building itself up slowly so as to be able to assure retailers a steady flow of output. There is room for considerable expansion, especially in those crafts, like pottery and sewing, that can be centralized and thus subjected to better organization.

The pottery workshop in Newcastle is being organized by a local volunteer, Ms Jackie Chenoweth. She is an experienced potter and highly motivated. She is now instructing six trainees in the traditional Nevisian style of pottery. Nevis has its own clay and glazing materials, so these can be found locally. Half the income of the trainees goes to the pottery; Ms. Chenoweth receives no income.

The trainees are almost all women, a situation that is expected to change when instruction using pottery wheels begins. They range in age from 16-41.

Because pottery-making was unprofitable for so long it has become a low status occupation. Local attitudes are slowly changing, however, as the pottery is in a nice new building, output is beginning to be sold, and artisans are beginning to make money. Ms. Chenoweth has brought her own equipment from the U.S., and is constructing a unique coconut-fueled kiln.

While the trainees are now making relatively simple items, they are moving towards more complex pots, using the wheel, and Arawak-style glazes. Ms. Chenoweth, who has travelled throughout the islands, feels that there is a substantial market, in Nevis and in the nearby islands, for the output of about 30 full-time potters.

This would include pottery for tourists, items for hotels and local home use, and tiles for decoration and construction. She emphasized that Nevis has been the traditional source of high quality Caribbean pottery, that all materials can be found locally, and that the major constraints to increased production at this time are the lack of trained potters, now being solved, and some equipment, like clay mixers and kilns, which are required for more efficient commercial operation. In addition, while the existing wiring to the building is adequate for light equipment it will not carry enough current for heavier use and would have to be adapted for more equipment.

Another project that will soon be started by the Society is a women's sewing project. Miss Crosse's aunt is renting the Society a portion of her small boutique for use as a training and work space. Machines and tools have been ordered, and soon nine (9) students, six (6) younger and three (3) older, will begin a three-month training course. All will work part-time, and after being trained will have access to the machines to make clothing which will be sold in the Society's store.

The project plans to focus on simple sports wear, without duplicating anything else produced locally. The clothing would be sold in Nevis and St. Kitts. There is a local demand, in hotels and homes, for curtains and slip covers; Miss Crosse is considering producing these as well.

A well-trained local seamstress can make two men's shirts a day. There is a lady now producing 10 per week. After all costs are deducted the seamstress makes a profit of EC\$10 per day.

Another project is training boys in wood-working, soon to be started in a portion of a coconut fiber weaving facility, which is being organized by Mr. Majeed, sent to Nevis by the Commonwealth Secretariat. The training program will start in June or July with 10 boys.

General Discussion with Mrs. Marjorie Morton (ph 521)
of the Ministry for Nevis Affairs (Joseph Parry,
Permanent Secretary)

Mrs. Morton felt that, although there were some problems with the way AID pays its monies, most local merchants accepted the situation fairly easily. One small problem with the SDA Program in general is that people here, when just starting a group, often do not have money for even a small cash contribution.

She felt that the "Trickle Up" Program, which has 9 projects on the island including crafts and vegetable growing in the secondary schools, is hampered by cash advances that are too small to initiate anything (\$30). The full \$100 is also insufficient to do anything but make a small beginning. Some money, however, is better than none. The TUP appears to work best in the schools, as a part of the existing program of studies.

Nevis Craft Cooperative

US\$1,325

Michael Brookes, President
Ashley Liburd, Treasurer
Mary Kent Bailey, Peace Corps Volunteer

The Craft Cooperative was started in 1977 by a Peace Corps Volunteer. It earned EC\$2,000 in its first year and now grosses more than EC\$16,000, sometimes selling more than \$4,000 ~~in a single month.~~ (November '80 EC\$3,862; December '80 EC\$4,585; January '81 EC\$4,205.) There are 30 senior members and a number of junior members. Most work at crafts part-time; about four devote all their time to this work. Most members are men; about 6 are women. The products include pottery, baskets, shell crafts, bamboo and wood carving, traditional musical instruments, leather work, and coconut fiber products. The Coop has a retail store in Nevis and exports to St. Kitts, St. Martin, and Barbados.

Senior members sell directly to the Coop, and younger members sell on commission, the Coop receiving 10%. Individual income varies widely, from \$100 to as much as \$1,000 a month. The most successful artisans average \$400 a month. In Nevis, \$400-600 per month is a good income, and teachers earn \$600-900 per month. Most sales are to tourists, but the Coop is considering producing for hotels and home use. The Coop has received US\$10,000 from the Inter-American Foundation for its training program in traditional crafts, which AID refused to fund.

There is a junior crafts program in two local schools, and the students give the Coop 10% sales commission with an additional 10% set aside for badly needed tools. The junior artisans are receiving managerial as well as crafts experience and are expected to provide the moving force for the Coop in the near future. The Coop has become a focal point for the development of local pride, as people see the newly expanded facilities, read the Coop Newsletter, and see the income generated by independent and creative work.

The major limitation to further growth is the number of artisans. This is one reason for the junior program.

Note: Mary Kent Bailey was involved in a couple of "Trickle Up" projects, which she says worked very well. Each one occurred in a school setting and involved 12 students who learned basketry over a three month period. The baskets are being sold by the Coop, which gets 10%, and another 10% goes for tools.

National Council of Women - Craft Sewing Program
St. Kitts - US\$5,000
Mrs. Anne Liburd, Organizer-

The purpose of this project is to generate income and provide employment for unemployed rural women. It also helps them develop a sense of independence and self-worth. AID has provided this ongoing group with sewing machines, other craft tools, and building materials for their retail outlet.

From 20 to 30 women participate. They are mostly young but lately a few older women have been attracted as well. The women meet to work together every Monday and work at home as well. Most are school dropouts, have young children, and are unmarried. St. Kitts law forces a father to provide only EC\$5 a week per child for child support, so many women with several small children are left in desperate situations.

The women now average about EC\$40 per week during the tourist season, which runs from November to April. The May to October portion of the year produces less income. One woman works daily in the small retail outlet as a salesperson; she earns EC\$50 per week. The store has a sign in front identifying it as a U.S. AID Project. The women make plant hangers, scarves and plaques. They are investigating making more complex items and have gotten support from a North Carolina women's group in the form of an individual to come and teach clothing design and fabrication.

The women's income results in improved child nutrition because the mothers can now buy a more balanced diet and an enhanced sense of self-worth because they can now earn income because of a skill as opposed to domestic or agricultural work. They have a strong preference for self-employment and, in any case, could not leave their children alone all day to take other work. For the first time they are able to do something for themselves by themselves. Some of them have been selling some of their work to another outlet, a boutique in an expensive hotel, thus making even more money. A few have had friends or relatives come to them to buy special items, and thus have made a small reputation for themselves.

Mrs. Liburd has given the group a "management training course", which included simple book-keeping. She feels that the women are capable of making more complex items, and that they will succeed if they choose things the tourists want. The group seems well on its way to being self-sustaining, in particular by beginning to advertise in the hotels and shops, and by educating the taxi drivers about the retail shop. Mrs. Liburd is thinking

of moving the group towards becoming a cooperative. She is a forceful individual with a strong commitment to helping low income women. She was very positive about the beneficial impact of providing women opportunities for self-employment.

The group was in existence prior to the AID grant but did not have a good retail outlet or enough equipment, specifically sewing machines, to employ all the members. AID's grant produced an expansion of their operation, both in production and marketing, and a significant increase in the quality of their products.

St. Kitts

February 18, 1981

I had a conversation with Mrs. Anne Liburd on a variety of topics. I asked her if she had heard of the "TRICKLE UP" Program. She had spoken with the Leets when they visited St. Kitts. She said that while she didn't want to refuse any money, the US\$30 the Leets left as an advance for each project was far too small to get anything moving, and she doubted if \$100 was of much use in initiating a project.

She thought an Island Coordinator for the SDA Program would be a good idea. Due to the politicization of all government jobs, however, she strongly suggested that the Coordinator should not be in the government. In this way the tendency to focus all funds on one segment of the population or a single geographic area could be avoided. Mrs. Liburd is not a member of the currently dominant political group.

She commented positively on our support of the prison fishing project (FY 1979-\$3500). She had spoken to a man who was in prison for 16 years and was attempting to find work as a fisherman after participating in the project.

St. Kitts 4-H Organization - Rabbit Project

US\$7100

Basil Henderson - Organizer

Alicia Breton - Peace Corps Volunteer

~~The purpose of this project is to teach children aged~~ 12-18 (mostly boys) how to raise rabbits. Rabbits are already raised on the island and there is a commercial rabbitry that exports meat and skins to St. Martin (commercial price of-- meat is (\$2.50 per lb). Mr. Liburd, who runs the operation, has helped the project and will probably buy rabbits from project members, as he cannot now fill his demand. Most of the rabbits, however, will probably be consumed in the home or sold in the village.

Only two cages are in use due to difficulties in finding the proper wire for the bottoms. Ms. Breton has finally arranged ~~to get the wire mesh on her own~~, and once it arrives the cages will quickly be built. Because she encountered difficulties in getting local merchants to bill AID, she got the Ministry of Education to buy materials and then bill AID. Three children are now participating; 40 will take part when the cages are completed.

The participants are aged 12-18 and still in school. Many of them have animals like chickens, goats and sheep at home, so the animal husbandry skills have an application beyond the project. One or two of the participants are already raising a few rabbits.

Rabbit meat is not the most popular meat, but its similarity to chicken and low price make it attractive. There is some interest in introducing rabbit raising into the primary schools.

Ms. Breton, who will leave the island in August, is aware of the necessity of making the project self-sustaining and is trying to find some local individuals to lead and check on the rest of the participants. The project, at this stage, appears to depend entirely on her presence. The 4-H Organization leadership will have to become more active in the maintenance of this project if it is to survive beyond her departure. Local interest has diminished to some extent as a result of the delays in acquiring wire mesh, but Ms. Breton feels that there is still sufficient support for the project to succeed. Mr. Liburd, who runs the commercial operation, is willing to give technical assistance. This kind of project can help provide food, particularly protein, and a limited income on a year round basis in a heavily seasonal economy.

Sadlers Youth Group, St. Kitts

US\$5068

Tabernacle Community Group

US\$5102

Mrs. Ann Wigley, Family Life Educator

Both these projects have the same purpose, which is to provide education in a variety of skills to young women to allow them to become more independent while earning some income. AID has provided stoves, refrigerators, sewing machines, craft materials and cooking implements. The Sadlers group has about 50 young women in it and the group in Tabernacle has 25. Women enter and leave constantly. Most are young, but a few older women have joined the Sadlers group. Most of the Sadlers (about 45) have children, but only six are married. The rest have men "visiting". Some of the women work part-time in the fields.

The men pay legally required child support of about EC\$5 per child per week more often during crop season, but when the work slacks off so do the payment. Thus, many women, often with five or more children, have very little money since they cannot leave the children for long.

The Sadlers group is run by a President, who is a nurse at the local Health Center, and a Secretary. Mrs. Ann Wigley helps out and gives advice, but she wants the group to be self-sustaining. The same situation prevails in the Tabernacle group.

The women meet twice a week to learn home-making, including food preparation, sewing, and crocheting. In addition, to dishes for home consumption they make various jellies, preserves, pickled foods, and cakes which they sell. When they use the AID-provided facilities for this, they pay for the gas. They make pillows, towels, petticoats, and children's clothes. Some of these are sold on the village at a substantial saving compared to similar items sold in stores. They make ice in the refrigerator, sell it to the workers in the fields, and split the profit between the center and the saleswomen.

The women, some of whom don;t have ovens, sometimes use the center's facilities to cook for home use. They pay for the gas. This has proved popular with their men, who for the most part approve of the group. If they didn't approve, they would not let the women participate.

The women's income from their efforts in the group is irregular and no estimates of average income were available. Many of them had little or no cash income prior to the development of the group, however. The Sadlers group has just gotten a request

-2-

from a store at the airport for 25 hand towels. The women will get the profit, and the basic cost will revert to the ~~group for further activities.~~

All the AID-purchased equipment was in use, clean and well-kept, and subject to constant observation to prevent breakage or theft. This was becoming complicated in Tabernacle, however, because efforts to restrict the use of equipment to group members to prevent breakage have resulted in the group being asked to leave the place where it has been operating. Mrs. Wigley suggested AID support for building a center to house the equipment for both groups. The Sadlers group rents space in a house for \$20 per month.

Some of the women have progressed far enough to begin teaching others crocheting, cooking, etc. Mrs. Wigley suggested that a few of the outstanding women could use small grants to start little businesses for themselves. Mrs. Wigley also suggested that boys' programs in agriculture would be very valuable.

One very positive aspect of this sort of work, Mrs. Wigley noted, is the effect it has on home life as compared with having a job in Basseterre. If a woman is employed in Basseterre she must get up very early, take the bus to town, leaving her children, who often don't get breakfast for lack of preparation time. She is not there at noon when her man returns for lunch, nor is she home in time to prepare a good dinner. She gets home after dark too late for many chores. Part-time work, or local work organized on a flexible basis, helps the women at home.

St. Lucia Ministry of Communications & Works
La Guerre Access Road

\$4,444

Oliver Scott, Chief Engineer, Gregoire Desire, Works Foreman,
E. Cumberbatch, Agricultural Extension Officer

The purpose of this project was to provide an access road in the rural area of La Guerre Babomean, thus enabling small farmers to increase the cultivation of their lands and to more efficiently market their produce.

The road, originally an established footpath, was widened by the Ministry using Government funds and in-kind contributions of the community. USAID funds were utilized to purchase materials for surfacing and drainage. The initiative for effecting these improvements was taken by the community of farmers in the area who together donated the land and provided the labor for the necessary excavations. The road has been maintained by the Ministry and is still usable. However, it needs to be paved in order to allow better maintenance.

The road has evidently improved the infrastructure in the area. It has enabled better and easier access to the main road. The Ministry has confirmed that USAID assistance ~~was timely and useful and enabled the improvements to be effected.~~ In fact, the Ministry officials emphasized that although the road was necessary it was not considered a high priority competitor for scarce government funds, and would therefore most likely not have been completed without this USAID assistance. About 25 farmers (10% of whom are on-farm residents) operate in the area and use the access road. Farm size ranges from 2-5 acres, almost completely ~~planted in bananas.~~ Total population served is approximately 150 persons.

Farmers interviewed without exception asserted that the access road has enabled them to substantially increase their output and their incomes, thereby enabling them to experience a better quality of life. For example, farmers indicated that before the road was made usable their produce was taken from the fields to the main road by laborers where it was collected by truck. When it rained this could not be done. This made their operations costly and sometimes unprofitable. They thus then tended to be part-time farmers. With easier access the trucks now move closer to the farms to collect produce, or to deliver planting materials. In this way greater amounts are collected at one time and labor expenses are reduced. They have increased the number of stems reaped every two weeks, and the farmers now have a greater incentive to cultivate more land and to become full time farmers. One farmer indicated that his earnings have increased from between \$150.00 and \$300.00 every two weeks, to \$350.00 and \$.00.00 for the same period. This increase he felt was due to increased output marketed with greater regularity more than price changes.

Dennery Secondary School - Solar Heating Project \$400
St. Lucia

Mr. Luke Dirrard, Principal
Mr. Moses Justin, Industrial Arts Teacher

The purpose of this project was to construct a Solar Heating unit in order to supply hot water to the home economics classes at the school, provide training for the industrial arts students and to serve as a model to the community for the use of alternative energy. The unit was constructed by the students under the supervision of PCV M. Hendricks. PCV Hendricks has since returned to the U.S. but has passed on manuals to the Industrial Arts Teacher for use in the school. The unit received damage during Hurricane Allen and has been out of operation since that time. There are no immediate plans to repair the unit due to Ministry funding constraints and the need to pay attention to the more pressing problem of repairing the school building.

In terms of impact it is not clear to what extent the objectives of the project have been achieved. Because the unit is not in operation the Home Economics classes do not benefit from the use of hot water. Also the industrial Arts students are not receiving training in either the construction or maintenance of such a unit. In this connection, it appears that such training is not a high priority in the school's curriculum. This leads one to believe that since PCV Hendricks departure interest in this area has lagged. If this is the case it must be regarded as an example of how a PCV originated project is likely not to succeed unless commitment to the project is fully shared when the idea is conceptualized by others who are expected to carry on the project after the PCV's departure.

Nevertheless the construction of the unit appears to have provided an appropriate basis (manuals were prepared by the PCV) for teaching Industrial Arts. As regards awareness in the community, an exhibition was held and handouts distributed. However, it is unlikely that one demonstration has resulted in any significant impact in the community.

Maynard Hill Youth Association
Castries, St. Lucia

\$3,000

Mr. Peter Josie, Mr. Anthony Modeste &
five (5) residents of the district

The aims of the project were to (1) improve the system of garbage disposal in the Marchand/Maynard Hill area and thereby decrease the potential health hazards and (2) to foster a communtiy spirit among youth.

The project involved the construction of concrete refuse containers at five (5) points along Maynard Hill in Marchand, a most densely populated (approx. 7000) district in Castries. Prior to the construction of the containers, garbage was dumped indiscriminately along the road. In the absence of a daily collection service, garbage used to be heaped in great piles, thus creating a health hazard as well as an unsightly spectacle. In addition drainage became a problem whenever it rained.

With the construction of the containers the residents are able to dispose of their garbage more regularly and systematically. Those residents interviewed indicated that they became more aware of the need to keep the area clean and are conscious of the difference made in the appearance of the street. They see the need for more containers in other areas of Marchand where similar garbage disposal problem obviously exists. They express the willingness to remove the aura of "slum" from the district.

The community involvement, particularly by the youth in this project, was very strong and the project has stimulated enthusiasm for the provision of more facilities. Groups at various points clear the drains when they become blocked as a result of heavy rains.

Public health personnel have also given lectures on health standards, etc. Since this effort the Maynard Hill Youth Association has undertaken other social activities such as the formation of a Barbethall Football team. There also seems to be a desire for them to perform more tasks for the benefit of the community at large.

St. Lucia Association for Retarded Children

US\$8,000

Miss Mary Charles, Miss Patricia Charles

The objective of the project is the provision of skills training programs to the handicapped to enable them to obtain productive employment.

The project involves the construction of a building and the purchase of equipment for the establishment of a vocational center. The center is intended to be an extension of the Dunnotar School for Mentally and Physically Handicapped children. Since the building is only three quarters completed the project has yet to start achieving its objectives. It is hoped that the Center would provide training for 45 handicapped young adults in the areas of domestic service, furniture manufacturing and laundry services. As a result of the USAID contribution, CIDA has agreed to provide assistance for the laundry facilities and the government has decided to set up a committee to develop a general program designed to rehabilitate the handicapped into the society.

St. Lucia Society for the Deaf/School for the Deaf \$4,200

Mrs. Patricia Charles, Ms. Cynthia Weekes

This project has as its objectives (1) the expansion of educational and hearing programs at the School for the Deaf and (2) increasing the capacity for identification, treatment and remediation of auditory disorders among St. Lucians.

Implementation of the project has been delayed due to some difficulties experienced in purchasing commodities. However, implementation is expected to be completed in the near future.

A major problem which the project faces is the lack of an audiologist and speech trainers. This problem has been created by the departure of the PCV attached to the school.

This has evidently inhibited progress towards the attainment of a major goal of the project which is to ~~increase the schools' capacity~~ for identifying deafness.

There are three trained teachers who use the equipment but the audio testing required further training. Thus the equipment is not being utilized for the fullest benefit of the community.

These defects highlight the need to have in place the necessary counterparts to PCVs in order to ensure an ongoing capability on a project. This project has potential for a direct impact on the community in terms of the identification and through remediation, the reduction in the totally deaf population. In order to initiate the program the school is seeking assistance to carry out an assessment of the total population.

However, it is questionable whether the School for the Deaf without substantial assistance from Government can achieve a successful outreach program. Efforts are being made to obtain more government assistance to strengthen the school's capability particularly in respect of trained personnel.

St. Vincent Calliaqua Day Nursery
(P.O. BOX 776, Kingstown, St. Vincent)

US\$6,969

Sheila Regis (ph 84286)

The Calliaqua Day Nursery has about 50 children aged 6 months to 5 years. The mothers pay a nominal fee of EC\$1 per child per week. The Nursery provides basic health care and a balanced diet as well as 7am-4pm supervision. The children would otherwise be left to a grandmother or other relatives, or possibly a neighbor, who often have several other children to care for. Sometimes the mothers would simply not be able to work and, since they are for the most part unmarried, their situation would in that case be very difficult. ~~The mothers work for the most part as low-paid~~ domestics or hotel workers. Prior to the grant the Nursery had less than half the space and very little equipment for food preparation, play, or other aspects of day care. It could not be kept in a very sanitary condition, and staff and children all shared the same facilities.

The Nursery has benefitted from a very high level of community participation and an active supervisory committee which pays dues to support one of the attendants. The community perceives the Nursery as helping solve the social problem of child care rather than as focussing on an essentially women's issue. Behind the Committee is Mrs. Shelia Regis, a retired New York City public school teacher. ~~She has been the main~~ organizer of the effort to upgrade the nursery, and is hoping to help with some other nurseries, and perhaps work on an employment service. She has approached the Government of St. Vincent (GOSV) for assistance with this, but they have not been interested, as such an organization would result in diminished opportunities for patronage.

This project would have succeeded without AID participation, but not to the same extent. Its longer run impact on development is the result of more optimal rates of early child development, which result in enhanced mental, emotional, and physical capacities.

St. Vincent Lions Club
(C/o Haddon Hotel, Kingstown)

US\$5,500

Leonard O. Primus, President
Muriel Frank, President, St. Vincent Lioness Club
T. Van Keane, Associate Peace Corps Director,
Windward Islands

This project involves the purchase of power tools for woodworking program being carried out at the Lions Club Fountain Workshop in rural St. Vincent. About 15 children at a time, aged up to 19, are involved in the program. They now produce craft items which are sold to tourists. The center and the individual share the gain. The power tools, along with a new location for the workshop, will result in an expansion of the program, both in size and type of product.

There is a definite demand for woodworkers. Many are self employed and thus earn a variable and irregular income; a new worker in an established enterprise can expect EC\$40 a week on the average. Once the power tools arrive and are in use, the Lions feel they can get various government ministries to sponsor boys in the program; these would then work for the ministries upon completion of their training.

The girls learn crafts and several of them have demonstrated considerable skill. Boys and girls learn some management skills, and one of the girls now manages the shop. These children are from large, low-income families, and have a primary education. Their work gives them a sense of social acceptability, responsibility, and self-esteem, all of which will be enhanced by the arrival of the power tools, which will increase the variety of products as well as the quantity they can make. The income the children earn lessens the economic burden on their families.

The Lions have applied for a Peace Corps Volunteer to help lay out the workshop and administer the Program. In addition to the need for that individual's technical knowledge, woodworking is not a high status occupation and therefore a good deal of encouragement and counseling are required to maintain a high level of interest.

St. Vincent Girls' High School, Kingstown

US\$900.00

Norma Keizer, Headmistress (ph 61307)

This grant was for the purchase of art supplies like easels, painting knives, palettes, a pantograph, and a brush washer. Art is a required subject during the girls' first two (2) years in school; the parents are asked to purchase their supplies during that period. The AID-purchase equipment is reserved for the roughly twenty (20) older students who annually take art as a major course. Through the help of a Peace Corps Volunteer, Patrick Nucifora, the school now has a separate room where the artists can work and/or display their efforts.

The market for creative art is relatively undeveloped here, but the very existence of the art course and the efforts of the Art Society are producing a change. Many of the girls work at home part-time doing sewing or smocking. One of them has begun making and selling macrame and her example is affecting the others. Mrs. Keizer feels that the girls need to develop more initiative so they can market their work. (I suggested that perhaps one or two students in the management program could gain some marketing experience by selling the art on commission). There is, she suggested, a local market for original art as well as the obvious one created by tourism. One of the teachers now makes a sizable second income with his painting, receiving as much as EC\$500 per canvas.

The school views art as "therapy", that is, as a way of learning self-confidence, self-discipline, and self-expression. The girls are responding very positively to the experience of learning to create something with their hands. More formal study in art is being added to the present course in order to give the girls a stronger background and also to make the course more attractive.

St. Vincent Liberty Lodge Boys' Training Centre US\$10,000

Julian Ferdinand, Deputy Director

Located about 2 miles from Kingstown, the Centre is a residential facility for 25 pre-delinquent boys aged 8-16. Some were living on the streets before coming to the Centre; most have no formal education. At the Centre they receive instruction in agricultural methods, poultry raising and animal husbandry, woodworking and basic literacy. The Centre was until recently run by the Police; Mr. Ferdinand is the first civilian to supervise the program. He has been there 3 years. The government and the business community provide some assistance to the Centre.

The woodworking program has been going on for 3 years using hand tools only. Even with this limitation the Centre has been able to develop a potentially very profitable operation supplying office chairs and a few tables to government. The power tools, which will result in greatly enhanced efficiency as well as a broader range of products, have been ordered and paid for but have not arrived. There is an artisan who trains the boys, who mostly prefer to take their work home to their families to prove they are learning a skill.

Mr. Ferdinand has observed marked personality changes in the boys as a result of learning a socially acceptable skill and their enhanced self-esteem. He prefers to keep the program small and focussed on the boys rather than on turning out the maximum number of chairs, tables, etc.

A few of the boys have been placed in government- and private workshops, but the Centre prefers the government because the pay, at least at first, is better. Boys with real skills have no difficulty finding jobs. Some of the boys, often those with no academic successes, have very high manual skills and learn woodworking very rapidly.

Starting salary for a boy in a government workshop is about EC\$180 per month; a private concern pays about EC\$120 and often wants one or more months of free labor as an "apprenticeship". Those boys who go into construction can earn \$300-400 per month if they work weekends and holidays, but this is irregular income and depends on the availability of work.

There is a Peace Corps Volunteer working at the Centre as a social worker and teacher of reading and writing. If another volunteer arrives, the Centre is considering a small day program in woodworking. Working with power tools requires much more supervision, however, and the Centre does not want to expand its program to the point where it loses its strong personal impact on each boy.

St. Vincent Organization for Rural Development US\$5,084

Calvert Layne - General Secretary
Hartford Abraham - Treasurer

P.O. Box 827, Kingstown

The purpose of this grant was to provide fertilizer for a revolving scheme, tools, and seeds to farmers in areas damaged by the Soufriere eruption. There was no estimate available of the total amount of fertilizer this scheme has enabled farmers to use, but ORD has certainly been successful, as fertilizer is now widely used and ORD is aggressively organizing the farmers in rural areas. The scheme is particularly important since the free fertilizer that has been provided by various donors since the eruption will soon cease to arrive.

Estimates of farm income were also unavailable, since an extremely unsteady and fragmented market does not result in steady flows either of output or income. Another facet of the situation is the large number of gardeners tilling very small own account plots. This too makes estimates of income produced by AID's project almost impossible.

The tools AID provided are being used, however. The Georgetown Farmers Union, with 150 members, is using AID-provided hoes, and other tools are rented for a very nominal fee on a daily basis. Estimates of the number of farmers using AID-provided seed, tools, or fertilizer run from 1100-1400, to which must be added those individuals who have backyard gardens. The educational programs which have accompanied the AID-provided items have reached many more people.

The Organization for Rural Development has begun a womens' group and is working to get all the arrowroot farmers to plant corn, which can be raised on the same land and would provide a local substitute for the 60,000 pounds of corn meal imported annually. Generally, the eruption and subsequent hurricane have had the beneficial impact of inducing more organization of farmers groups and a greater flow of information on agricultural subjects and development. In the case of this grant AID has aided a highly motivated and competent group which would have assisted the recipients anyway but which was able to do much more because of our support.

IV. Interpretation

A. Introduction

The broad conclusion of this evaluation is that small grants for the purchase of commodities, made to community development and other non-profit groups, can have a significant and cost effective impact on the socioeconomic development process at the community level. The SDA Program, therefore, ~~should be understood~~ as a flexible and effective agent for change in the small island economies of the Eastern Caribbean.

B. Development Impact

Of the twenty-eight (28) projects analyzed, fourteen (14) were complete and fourteen (14) still in progress. Six (6) had a Peace Corps Volunteer (PCV) in a central position and five (5) had one in a supporting role. Ten (10) had a significant direct development impact, eight (8) had an indirect impact, and thirteen (13) had little or no impact on development. Seven (7) were organized and run by a strong and highly motivated local leader. (See Annex 1X).

1. Direct

The following projects generated substantial income for their participants, or were in the process of doing so. Dominica Agricultural Marketing Board, Dominica Home Industries Cooperative, St. Kitts Saddlers and Tabernacle groups, St. Kitts National Council of Women, Nevis Craft Studio, Nevis Handicraft, St. Vincent Liberty Lodge Boys' Training School and Lions Club training program, and the St. Lucia Ministry of Communications access road project.

Coherent baseline data on pre-project income was generally unavailable, but it was still possible to conclude that the projects had generated increases in income. In addition, increases in personal income result in multiplier effects as the income increases circulate through local communities. These are particularly strong because of the low level of personal saving characteristics of these communities.

The St. Kitts National Council of Women craft sewing program benefitted from a grant of \$5,000* which was used for construction materials for a retail outlet, sewing machines and other craft tools. The result was increased productivity and marketing capacity. The program now generates about \$13,300 annually to twenty-five (25) women, for an average annual income of \$532. The women work part-time and would not otherwise have much income, as they are not available for full time formal employment.

In Nevis, the thirty (30) senior members of the Craft Cooperative annually earn about \$33,000. AID provided

* All figures are in \$US

the Cooperative with \$1,325 for renovations and improvements in their retail outlet, which is now almost twice its previous size, allowing the marketing of more goods.

The Nevis Handicraft Society has about 20 full time members. These earn \$75-\$150 per month. No figures were available for the larger group (40-60) of part-time members. The pottery program, which is just starting, and for which AID provided materials for a building as a part of its \$14,820 grant, shows great promise as a source of income for an estimated potential thirty (30) full time potters.

In St. Vincent, the Liberty Lodge Boys Training School and the Lions Club are both developing woodworking programs. The Liberty Lodge group, which is using only hand tools at the moment, is already making a profit by selling chairs to the government. In St. Vincent a beginning woodworker earns about \$67 per month; if between them the two programs can place 2 boys per year for 5 years, they could earn a total of \$20,100 assuming no raises and a ten-month workyear. AID has granted \$10,000 to Liberty Lodge and \$5,500 to the Lions Club, in both cases for the purchase of power tools.

In Dominica, the Home Industries Cooperative had gross sales of US\$68,148 in 1980 and expects \$92,592 in 1981, an increase of \$24,444. The first piece of \$16,000 of AID-supplied equipment, a planer, reduced costs by \$2,444 per year-while increasing output and quality. The average member earned \$916 in 1980, a hurricane year; there are 19 members of the Cooperative and a smaller number of apprentices who of course earn less.

In St. Lucia the provision of an adequate access road, costing US \$4,444, resulted in increases in the income of twenty-five (25) farmers. With allowance for seasonal variations this increase is estimated to be \$27,780 annually or \$1,111 per farmer.

The St. Kitts Sadlers and Tabernacle women's groups produced irregular income gains for about seventy-five (75) women. These rural women are mostly unmarried with children and are unavailable for full time employment in Basseterre. Almost anything they earn through participation in the project is an increase in their personal disposable income.

SDA grants are facilitative in nature. They do not pay labor costs, which are usually provided by in-kind recipient contributions. In addition, there are often materials which the recipient groups can purchase or otherwise obtain on their own. Without these grants, however, most of the activities could not have occurred, and none of them would have succeeded to the extent they have. SDA grants can be the major factor in project success despite not being the only source of support.

Employment gains due to SDA grants fall into two broad categories: formal and informal. Increases in formal employment occur when individuals are placed in full-time positions, either in recipient groups, private businesses, or government. Increases due to SDA grants are not very large in the successful projects. Most of the members of the cooperatives were already working in the groups, and the AID grants served to increase their productivity, marketing capacity, and income. The woodworking training programs in St. Vincent and the Nevis Handicraft Society pottery program have the potential for formal employment generation. Most employment gains in these projects, however, were informal in nature.

Informal employment is self-employment in micro-business, often on a part-time and/or seasonal basis. It is one of the dominant patterns of employment in the Eastern Caribbean (See Annex VI). Successful SDA projects generated substantial income as the result of informal employment in various crafts, sewing, cooking and food preparation projects. Skills training programs like woodworking can result in life-long informal employment as individuals combine crafts, work on construction sites, and independent contracting. The same may be said of sewing programs; women may work full time for a garment company and may later or in a different season work part time on their own. In the West Indian cultural context both formal and informal employment are important.

2. Indirect

The indirect impact of SDA projects on the development process is complex and inherently not quantifiable. It can be viewed as investments in human capital, both in individuals and groups. Such investments result in higher levels of managerial, entrepreneurial and productive skills, an enhanced sense of confidence and self-worth, and a greater capacity for self-discipline. All of these behavioral and perceptual characteristics are necessary for individual and group participation in socio-economic development. The best examples of a strong indirect impact are the St. Kitts Saddlers, Tabernacle and craft sewing women's groups, and the Liberty Lodge Boys Training School in St. Vincent.

Several of the leaders of recipient groups observed marked behavioral and perceptual changes in group members as the projects progressed. These effects were especially evident in the skills training programs for youth and the craft/sewing cooperatives for women.

In development one cannot take for granted the will to improve. Many people accommodate themselves to poverty. The result is often indifference, skepticism, or even resistance to the risks associated with economic improvement. The successful SDA projects are combatting this resistance by offering participants an enhanced earning capacity and the opportunity to provide a good or service of value to the local community. The personal

pride and social status that are the direct result of these are powerful stimulants to productive efforts. There is, in addition, a "demonstration effect" in the communities.

The Nevis Handicraft Society is preparing to "spin off" a pottery cooperative. The Marigot Education Council in Dominica is planning to get in touch with the Home Industries Cooperative for assistance in its woodworking training and in the organization of a cooperative. The Calliaqua Day Nursery in St. Vincent is serving as a model for community involvement in other day care centers, and their organizer has been asked to participate in self-help projects elsewhere on the island.

C. Elements of Success

One of the purposes of this evaluation was to elucidate the characteristics of SDA projects which have had a significant direct and/or indirect development impact. The type of project, of course, is one of the most important factors. A grant of funds to a society for the deaf for the purchase of audio equipment would not be expected to have such an impact, while a grant to a skills training program would.

~~Existing cooperatives, craft groups, or skills-training programs~~ have a greater chance of success than do new ones. These recipients, for the most part, have members already committed to the activity in question. Pre-existing activities, for the same reason, may have a better chance than new ones.

The size of the grant is not a major factor in determining whether or not the project succeeds. It can affect the degree of achievement, for example, the size of the increase in group income. When the activity is well chosen, however, and the participants are committed to it and working hard, the size of the grant is of secondary importance.

The primary determinant of project success is the participation of a competent and highly motivated local leader. Most projects that had a significant development impact had a local individual serving as the driving force behind the group. The ~~three~~ St. Kitts women's projects, the Liberty Lodge project, the Nevis Craft Society and the Calliaqua Day Nursery benefit from such a person. Where the group leader is less dynamic, as in the case of the Nevis St. John's Women's Outreach project and the Lions Club woodworking project, the groups do not experience as much success as do similar projects with stronger leaders. When the activity is economically somewhat marginal, the presence of such an individual assumes even greater importance.

The potential development impact is further enhanced by the presence of a Peace Corps Volunteer (PCV) to assist a dynamic group leader. However, when the PCV is the driving force behind the project the chances for success diminish. This is true even in the case of economically viable projects. The primary

danger, of course, is the departure of the PCV; related to this is the sense, on the part of the recipients, that the project is being done for them. The 4-H rabbit raising project in St. Kitts and the Forestry Division fish pond project in Dominica suffer from this problem. They cannot be said to be failures, but neither are they succeeding. When the PCV's involved leave the projects will face critical situations unless other PCV's or local individuals move into a leadership role. The Home Industries Cooperative and the Nevis Craft Society are examples of successful PCV involvement in a supporting role.

It was impossible to ascertain the long run potential of even the most successful projects. They are self-sustaining for the immediate future. The continued involvement of a dynamic leader, however, will be a critical factor in their continuing success.

D. Conclusions

Pre-existing cooperatives and skills training programs, when led by a competent and dynamic local individual, involving young men or unmarried women with children, and engaging in an appropriate productive activity have the greatest socioeconomic development impact. SDA-type projects will have a positive impact to the extent that they involve those who are already in a position to help themselves.

To effectively maximize the development impact of the Program, therefore, more efforts should be made to identify and involve dynamic, competent local individuals in recipient groups. PCV's should participate in supportive rather than leadership modes. Projects generating income as the result of informal employment should be recognized as having significant development potential. Generally speaking, successful socioeconomic development projects should build on success rather than compensate for failure.

REGIONAL DEVELOPMENT OFFICE/CARIBBEAN

List of Special Development Activity Grants Approved

Symbols used to differentiate between types of projects

Cul	:	Cultural Development
Y/Com	;	Youth and Community Development
Han	:	Development of the Handicapped
H/M	;	Health/Medical Development
Ed	:	Educational Development
Ag/Fis	:	Agriculture/Fisheries Development
Coop	:	Cooperative Development
WID	:	Women in Development
CAT	:	Category

List of Special Development Activity Grants Approved

Project No.	Grantee	Purpose		Amt. US\$	Cat.
1972			14 Projects Approved US\$40,000.00		
538-01-72	<u>BARBADOS</u> Dance Theatre	To construct a building for the Dance Theatre		5,000.00	Cul
538-02-72	Black Rock Community Center <u>BARBADOS</u>	To Construct a Community Center		10,000.00	Y/Com
538-03-72	<u>BARBADOS</u> Yachting Youth	To purchase 2 boats to learn youth the art of Sailing		452.00	Y/Com
538-04-72	<u>BARBADOS</u> Association for Mentally Retarded Children	To purchase equipment for a handicraft workshop for the Mentally Retarded		3,300.00	Han
538-05-72	Mental Hospital Sheltered Workshop <u>BARBADOS</u>	To construct a Cafeteria		1,000.00	Han
538-06-72	Ministry of Health <u>BARBADOS</u>	To purchase educational equipment for a day care center		3,700.00	...
538-07-72	Creative Hands - YWCA <u>BARBADOS</u>	To expand activities at a Day Care Center		1,500.00	Y/Com
538-08-72	Thelma Vaughn Memorial Home <u>BARBADOS</u>	To purchase a Bunk bed for the Home		89.00	Y/Com
538-09-72	Southend Consumer Cooperative <u>BARBADOS</u>	To expand training activities of the Coop		1,500.00	Coop
538-10-72	Ministry of Education - Val Rosa Club <u>BARBADOS</u>	To initiate a skills training program		700.00	Y/Com
538-11-72	St. Christopher Cultural Association <u>BARBADOS</u>	To implement a Vocational training program		1,000.00	Y/Com
538-12-72	Ministry of Education - Indian Ground Youth Group <u>BARBADOS</u>	To implement a Vocational training program		2,500.00	Y/Com

List of Special Development Activity Grants Approved

Project No.	Grantee	Purpose	Ant. US\$	Cat
538-13-72	Ministry of Education - Youth Camp <u>BARBADOS</u>	To establish a Youth Camp	2,259.00	Y/Com
538-14-72	Mental Hospital Sheltered Workshop <u>BARBADOS</u>	To establish a workshop for the Rehabilitation of Inmates	1,000.00	H
1973			5 Projects Approved US\$10,000.00	
538-01-73	Mental Hospital Sheltered Workshop <u>BARBADOS</u>	To establish a workshop for the Rehabilitation of Inmates	500.00	Han
538-02-73	<u>BARBADOS</u> Youth Enterprises	To establish a skills training program	2,500.00	Y/Com
538-03-73	YWCA <u>BARBADOS</u>	To establish a skills training program	400.00	Y/Com
538-04-73	National Cooperatives Organization of <u>BARBADOS</u>	To construct a Cold Storage Unit	1,800.00	Coop
538-05-73	National Cooperatives Organization of <u>BARBADOS</u>	To purchase Deep freeze for the Coop.	4,800.00	Coop
1974			4 Projects Approved US\$25,000.00	
538-01-74	<u>BARBADOS</u> Youth Enterprises	To establish a skills training program	5,000.00	Y/Com
538-02-74	<u>BARBADOS</u> Association for Mentally Retarded	To cover the cost of training 2 teachers	2,500.00	Han
538-03-74	Creative Hands - YWCA <u>BARBADOS</u>	To establish a training program	2,500.00	Y/Com
538-04-74	Ophthalmic Assistant Training Program <u>BARBADOS</u>	To purchase equipment to diagnose eye disease	15,000.00	H/M

List of Special Development Activity Grants Approved

Project No.	Grantee	Purpose	Amt. US\$	Cat.
1975		5 Projects Approved US\$20,000.00	600.00	FD
538-02-75	Trents Northern Youth Group <u>BARBADOS</u>	To establish a technical training program	3,500.00	Y/Com
538-01-75	Ministry of Education <u>BARBADOS</u>	To purchase supplies for Geography and Social Studies Programs	600.00	ED
538-03-75	Salvation Army <u>BARBADOS</u>	To construct a Community Center	2,500.00	Y/Com
538-04-75	<u>BARBADOS</u> Boys Scouts Association	To purchase a printing press	900.00	Y/Com
538-05-75	Ministry of Health - QEH <u>BARBADOS</u>	To purchase equipment for the Hospital	12,500.00	InvM
1976		9 Projects Approved US\$21,954.00		
538-1Q-001-76	<u>BARBADOS</u> Ministry of Education	To purchase Art supplies for Government Schools	870.00	ED
538-1Q-002-76	Tans-G-Toc Coop <u>DOMINICA</u>	To purchase equipment for packaging Vegetables and fruit	5,444.00	Ag
538-1Q-003-76	Village Polytechnic, Meru <u>DOMINICA</u>	To establish a skills training program	3,703.00	ED
538-1Q-004-76	St. KITTIS Technical College	To purchase equipment for a Refrigeration Course	1,137.00	ED
538-1Q-005-76	Vini Folk West Indies Limited <u>ST. VINCENT</u>	To purchase 2 projectors for a training program	1,200.00	ED
538-5-01-76	St. Martin School <u>DOMINICA</u>	To purchase typewriters for a training program	4,000.00	ED

List of Special Development Activity Grants Approved

Project No.	Grantee	Purpose	Ant. US\$	Cat
5-538-02 - 76	Vieux Fort Library Committee <u>ST. LUCIA</u>	To purchase Resource material for a library	2,000.00	ED
5-538-03 - 76	<u>BARBADOS</u> Ministry of Education	To purchase material for an Educational Resource Center	1,600.00	ED
5-538-05 - 76	National Nutrition Center <u>BARBADOS</u>	To purchase material to assist slow Learners	2,000.00	H/M
1977			11 Projects Approved US\$49,974.00	
538-77-001	<u>BARBADOS</u> Agricultural Society	To purchase machinery for washing and packaging Vegetables	5,037.00	A
538-77-002	Sewing Craft Program, <u>DOMINICA</u>	To purchase sewing machines for a skills training program	5,000.00	Y/Com
538-77-003	Ministry of Health <u>St. LUCIA</u>	To purchase equipment for a Water quality Lab.	4,380.00	H/M
538-77-004	Ministry of Education & Culture <u>ANTIGUA</u>	To purchase typewriters of a training program	5,000.00	ED
538-77-005	Ministry of Finance <u>ST. VINCENT</u>	To assist with the establishment of a data processing dept.	5,000.00	ED
538-77-006	<u>ST. VINCENT</u> Craftsmen	To purchase machinery for a craft sewing operation	1977-\$5555 1978-\$1000 1979-\$417.31 6,972.31	Y/Com
538-77-007	Kingstown General Hospital <u>ST. VINCENT</u>	To purchase EKG machine to measure hypertension	5,000.00	M/H
538-77-008	The Agape AME Church Center <u>BARBADOS</u>	To establish a day care center	5,000.00	Y/Com
538-77-009	<u>DOMINICA</u> Fisheries Cooperative	To purchase small repair tools for the Coop.	5,347.00	Coop

List of Special Development Activity Grants Approved

Project No.	Grantee	Purpose	Amt. US\$	Cat
538-77-010	Millsborough School Library Carriacou <u>GRENADA</u>	To purchase resource material for the school library	200.00	Ed
538-77-011	Caribbean Conservation Center <u>BARBADOS</u>	To purchase material for an environmental educational program	4,455.00	Ed
1978			19 Projects Approved US\$74,999.50	
538-78-001	Marigot Hospital <u>DOMINICA</u>	To assist with repairs to the hospital	5,000.00	H/M
538-78-002	<u>DOMINICA</u> Blood Bank Service	To establish a Blood Bank	5,000.00	H/M
538-78-003	Barbuda Council	To expand the services at the Barbuda Hospital, US\$5,000.00 Project was withdrawn, not obligated		
538-78-004	Nurses Training School/Ministry of Health <u>ST. VINCENT</u>	To defray cost of training allied health personnel	4,100.00	H/M
538-78-005	Ministry of Agriculture <u>BARBADOS</u>	To implement a home economic training program, US\$5,400.00 Project was withdrawn, not obligated		
538-78-006	<u>BARBADOS</u> Association of Rehabilitation Therapists	To purchase orthopedic aids.	1,091.00	H/M
538-78-007	Women in Action <u>BARBADOS</u>	To defray cost of a seminar on the role of women.	4,975.00	WID
538-78-008	PARFIDS/Parent Education for Development <u>BARBADOS</u>	To implement an educational program for parents	5,000.00	Y/Com
538-78-009	Project Hope <u>BARBADOS</u>	To establish a model school for handicapped children	5,000.00	H/dn
538-78-010	Child Health Committee <u>BARBADOS</u>	To establish a resource center for children	4,563.00	Y/Com

List of Special Development Activity Grants Approved

Project No.	Grantee	Purpose	Ant. US\$	Cat
538-78-011	<u>BARBADOS</u> Council for the Handicapped	To establish an educational program for the handicapped	5,000.00	Han
538-78-012	<u>BARBADOS</u> Mothers' Union	To construct a recreation center for the children	5,000.00	Y/Com
538-78-013	Resource Center <u>ANTIGUA</u>	To establish an educational resource center	6,000.00	Ed
538-78-014	Department of Extra Mural Studies <u>ANTIGUA</u>	To develop a program in Home Economics and Child Care	2,663.00	Ed
538-78-015	Child Care Board of <u>BARBADOS</u>	To establish a Mobile Center for slow learners	5,000.00	Y/Com
538-78-016	<u>ANTIGUA</u> Silston Library	To expand Library Services	1,865.00	Ed
538-78-017	<u>DOMINICA</u> Rotary Club Psychiatric Unit	To establish a psychiatric unit	5,000.00	M/H
538-78-018	St. Martins' School <u>DOMINICA</u>	To expand vocational guidance activities	2,700.00	Ed
538-78-019	<u>DOMINICA</u> Community High School	To establish a ceramics/pottery making program	4,000.00	Ed
538-78-020	<u>BARBADOS</u> Heritage Publications Trust	To assist with publication of the Trust	1,000.00	Cul
538-78-021	<u>BARBADOS</u> Soroptimist International (see also 538-79-06)	To construct a senior citizens village	1,042.50	Y/Com

List of Special Development Activity Grants Approved

Project No.	Grantee	Purpose	Ant. US\$	Cat
-1979			41 Projects Approved US\$199,970.56	
538-79-01	<u>St. Vincent</u> Lions Club	To construct a workshop for the handicapped	10,000.00	Han
538-79-02	<u>St. Vincent</u> Central Water Supply	To purchase equipment for a chlorination plant	4,667.00	Han
538-79-03	<u>Barbados</u> Psychiatric Hospital	To establish a plant nursery for inmates	4,227.00	Ag
538-79-04	<u>Grenada</u> Birch Grove Comm. Center	To construct a Community Center	5,000.00	Y/Com
538-79-05	<u>St. Vincent</u> Marriaqua Hospital	To purchase beds for a community Hospital	5,000.00	H/M
538-79-06	<u>Barbados</u> Soroptimist International	To construct a Senior Citizens Village (See 538-78-21)	3,957.50	Y/Com
538-79-07	<u>Barbados</u> Govt. Industrial School	To purchase a walk in deep freeze unit	5,000.00	Y/Com
538-79-08	<u>St. Vincent</u> Vinyl Folk West Indies	To purchase machinery for a leather manufacturing industry	4,800.00	Y/Com
538-79-09	<u>St. Vincent</u> Calliaqua Day Nursery	To expand the range of services at a day care nursery	5,000.00	Y/Com
538-79-10	<u>St. Vincent</u> Lion Hill Train Sch.	To implement training program for unemployed women	5,000.00	...
538-79-11	<u>Dominica</u> Ag. Marketing Board	To expand the facilities at the Marketing Board	5,000.00	Ag
538-79-12	<u>Dominica</u> Min of Comm/Works (Water)	To improve the water supply system in Calibishie	10,000.00	H/M

List of Special Development Activity Grants Approved

Project No.	Grantee	Purpose	Ant. US\$	Cat.
538-79-13	Dominica Meat Producers Association	To purchase machinery for a pig raising project	3,033.00	Ag
538-79-14	Dominica Min. Comm. Dev. "Trickle-up"	To provide monetary incentive for a pilot Development Project "Trickle-up"	1,000.00	Com
538-79-15	St. Lucia Nat. Trust	To assist with the restoration of Pigeon Island	5,000.00	Com
538-79-16	St. Lucia Vieux Fort Sports Council	To construct a Sport Complex	11,111.00	Com
538-79-17	St. Lucia Danery Secondary School	To construct a model Solar Water Heating Unit	400.00	Ed
538-79-18	St. Lucia rural Road Construction	To surface an access road for Marketing Agricultural Producers	4,444.00	Com
538-79-19	Antigua Ministry Health/Child. Ret.	To renovate the children's ward, for Mentally Retarded	4,487.00	H/M
538-79-20	Antigua Min. of Ed/Ag Science	To establish an Agri-Science Curriculum for Junior Secondary Schools	5,186.00	Ed
538-79-21	Antigua Buckley Village Comm Dev.	To renovate a building for the establishment of a Comm. Center	5,000.00	Com
538-79-22	Antigua Her Maj. Prison Swine Proj.	To establish a swine project at the prison	5,000.00	A
538-79-23	Montserrat/Minis. of Comm. & Works	To assist with the construction of a rain shelter	2,222.00	Com
538-79-24	Montserrat/Audio Visuals project	To purchase audio visual equipment for a Training program	5,000.00	Ed
538-79-25	Dominica Ministry of Social Govt/Comm	To purchase equipment for Community Centers	5,000.00	Com

List of Special Development Activity Grants Approved

Project No.	Grantee	Purpose	Amnt. US\$	Cat
538-79-26	St. Kitts Sports Facility	To construct a hard court facility for youth	6,628.00	Con
538-79-27	St. Kitts Tabernacle Comm. Group	To implement a craft training program for unemployed women	5,000.00	Con
538-79-28	St. Kitts Saddlers Youth Group	To establish a craft sewing operation for women	5,000.00	Con
538-79-29	St. Kitts Council of Women	To establish a craft sewing operation for women	5,000.00	WID
538-79-30	St. Vincent Organ. for Rural Dev.	To assist with the rehabilitation of small farm units	5,000.00	Ag
538-79-31	Barbados Agricultural Society	To expand the marketing facilities of the Society	5,000.00	Ag
538-79-32	Barbados St. Philip Health Center	To implement a health educational program	1,000.00	M/H
538-79-33	Antigua Ministry of Education typewriters	To purchase typewriters for an educational training program	5,000.00	ED
538-79-34	Grenada Society of Friends for the Blind	To purchase equipment for diagnosing eye diseases	6,301.75	H/M
538-79-35	Antigua Boys Training School	To expand livestock production unit at school	5,625.00	Ag
538-79-36	Antigua - Remedial Maths	To establish a remedial maths resource center	5,000.00	ED
538-79-37	Antigua - Remedial Reading Center	To establish a remedial reading resource center	3,500.00	ED
538-79-38	Gingerland High School P.T.A. Coop. <u>NEVIS</u>	To construct a building to be used as the school canteen	4,614.00	Comm.

List of Special Development Activity Grants Approved

Project No.	Grantee	Purpose	Amt. US\$	Cat
538-79-39	St. Kitts - Prison Fishing Project	To implement a fishing project at the prison	3,500.00	Ag.
538-79-40	Barbados - Psychiatric Hospital	To establish a child guidance clinic	4,000.00	M/H
538-79-41	St. Kitts - Min. of Nevis Affairs-Sewing Project	To establish a training program for unemployed women	4,850.00	Com
1980		53 Projects Approved US\$300,000.00		
538-80-01	St. Vincent Lions Club	To establish a Craft Training program	5,500.00	Com
538-80-02	St. Lucia Youth Guidance Project	To purchase tents for a Youth Guidance Project	5,000.00	Com
538-80-03	St. Lucia Min. of Education Curriculum Dev. Cen.	To establish a curriculum development center at Castries	5,000.00	Ed
538-80-04	St. Lucia Min. of Educ. Curriculum Dev. Center	To establish a curriculum development center at Choiseul	5,000.00	Ed
538-80-05	St. Lucia Society for the Deaf	To purchase equipment for the School for the deaf	4,200.00	Han
538-80-06	St. Vincent Min. Of Educ. Girls High School	To purchase supplies for a commercial art course	600.00	Ed
538-80-07	St. Kitts-Nevis Min. of Health, Educ., Loc. Ser.	To implement an agricultural science program	5,000.00	Ed
538-80-08	St. Lucia Maynard Hill Youth Association	To construct refuse containers for improving garbage disposal	3,000.00	Com
538-80-09	Antigua Min. of Education Typewriters	Increase in SDA grant No. 538-79-33	229.45	Ed

List of Special Development Activity Grants Approved

Project No.	Grantee	Purpose		Amt. US\$	Cat
538-80-10	Montserrat Theatre Group U.W.I. Auditorium	To construct an auditorium at the University		8,300.00	Cul
538-80-11	Dominica Marigot Educational Council	To implement an educational training program		5,000.00	Ed
538-80-12	Dominica Ministry of Agriculture-fisheries Div.	To implement a pilot fish-farming project		5,700.00	F1a
538-80-13	Dominica St. Martins School	Increase in SDA grant 538-78-18		63.61	Ed
538-80-14	Chief Minister's Office-Monsterrat	Increase in SDA grant 538-79-24		1,800.00	Ed
538-80-15	Barbados Chamber of Commerce-Black Belly Sheep project	To assist in transporting Black Belly Sheep to St. Vincent		2,835.82	Ag
538-80-16	Antigua Ministry of Educ./Remedial Maths	Increase in SDA grant 538-79-36		652.15	Ed
538-80-17	Barbados-National Organisation of Women:	To implement a training program in food preservation		6,000.00	WID
538-80-18	St. Vincent-Calliaqua Day Nursery	Increase in SDA grant 538-79-09		1,969.47	Com
538-80-19	Montserrat-Min. of Ed. Health Welfare	To implement a wood craft training program		3,600.00	T/Com
538-80-20	St. Vincent Liberty Lodge Boys Training School	To implement a wood craft training program		10,000.00	Ed
538-80-21	Bloche Multipurpose Coop Soc. Ltd, Dominica	To expand services of the fishing Coop.		5,000.00	F1a
538-80-23	Barbados Child Health Committee	Increase in SDA grant 538-78-10		21.21	Com

List of Special Development Activity Grants Approved

Project No.	Grantee	Purpose	Amt. US\$	Cat
538-80-22	Antigua Min. of Agriculture and Supply	To rehabilitate fishing industry in Antigua and Barbuda	25,000.00	Fis
538-80-02	St. Lucia-Youth Guidance Project	Increase in SDA grant 538-80-02	34.64	Com
538-80-24	Dominica-Harlem Progressive Movement	To construct a public toilet-bath facility	5,000.00	Com
538-80-25	St. Vincent Organisation for Rural Dev.	Increase in SDA grant 538-79-30	84.18	Ag
538-80-26	Antigua Boys Training School	Increase in SDA grant 538-79-35	1,900.00	Ag
538-80-27	St. Kitts: Saddlers Youth Group	Increase in SDA grant 538-79-28	68.00	Com
538-80-28	St. Kitts. Tabernacle Community Group	Increase in SDA grant 538-79-27	102.53	Com
538-80-29	Dominica. Home Industries Coop.	To expand woodcraft manufacturing industry	16,000.00	Coop
538-80-30	Barbados Association for the Correction of Learning Disabilities	To expand services of the center	8,100.00	--
538-80-31	St. Kitts 4H Organisation	To implement a rabbit raising project	7,100.00	Ag
538-80-32	Antigua State College/Department of Engineering	To implement a pilot wind-driven energy project	3,000.00	Ed
538-80-33	St. Vincent Dasant Village Community	To establish a hotel training program	4,900.00	Ed
538-80-34	Barbados: St. Philip League of friend, St. Philip District Hospital	To construct a ramp for the St. Philip District Hospital	5,000.00	Com

SDA APPROVALS

<u>PROJECT NO.</u>	<u>PROJECT TITLE</u>	<u>PURPOSE</u>	<u>AMOUNT \$s</u>	<u>CATEGORY</u>
538-80-35	Nevis: Nevis Handicraft Coop. Soc.	To establish a craft training center	14,810.00	Coop.
538-80-36	Dominica Blood Bank	Increase in SDA project 538-78-002	1,120.88	H/M
538-80-37	Nevis: Nevis Craft Studio Coop.	To expand the facilities of the Coop.	1,325.00	Coop.
538-80-38	Dominica Blood Bank	Increase in SDA project 538-78-002	700.47	H/M
538-80-39	Antigua: Remedial Maths resource Center	Increase in SDA project 538-79-36	84.78	Ed.
538-80-40	Dominica Agricultural Marketing Board	Increase in SDA project 538-79-11	181.82	Ag.
538-80-41	Antigua: Prison Project	Increase in SDA project 538-79-39	41.18	Ag.
538-80-42	Dominica: Forestry Division Utilization Section	To purchase saws to be used in the timber industry	5,000.00	Ag.
538-80-43	Antigua: Buckley Com. Dev. Core Group	To expand the Community Center and to introduce skill training programs	6,000.00	Y/Com.
538-80-44	Montserrat: Rotary Club of Montserrat	To establish an experimental Agricultural/Trades School	6,100.00	Ag.
538-80-45	Dominica: UWI Extra-Mural Studies	To assist with efforts to reconstruct the University Center	10,000.00	Ed.
538-80-46	St. Vincent: Union Island Sports Dev. Committee	To assist with the establishment of a Sports facility	5,000.00	Y/Com.
538-80-47	Barbados: Amateur Radio Society of Barbados	To purchase equipment to improve the internal and external communication capability.	16,000.00	Y/Com.
538-80-48	St. Lucia Association for Retarded Children	To establish a vocational training center for the handicapped	8,000.00	Han.

List of Special Development Activity Grants Approved

Project No.	Grantee	Purpose	Amt. US\$	Cat.
538-80-49	Dominica Psychiatric Unit of Princess Margaret Hospital	To assist with the establishment of therapeutic programs	US\$ 1,500	Med.H
538-80-50	St. Lucia: Ministry of Agriculture	To purchase equipment for small farmers	5,000	Ag
538-80-51	St. Lucia: Ministry of Agriculture	To develop a small honey production unit among rural youths	2,300	Ag
538-80-52	Montserrat: Min. of Health, Welfare - Shamrock	To establish a court facility in Shamrock	5,000	Y/Com
538-80-53	St. Lucia: Laborie Fishermen's Cooperative	To expand the marketing facilities of the Cooperative	15,000	Ag/Coop
538-80-54	Nevis Fishmen's Cooperative	To expand the marketing facilities of the Cooperative	10,000	Ag/Coop
538-80-55	Nevis St. John's Young Women Outreach Group	To implement a ham-making course	1,000	Y/Com
538-80-56	Nevis: Min. of Nevis Affairs - Library Project	To establish a library facility for Senior students	10,000	Ed
538-80-57	Dominica: St. Joseph Garment Cooperative	To expand the sewing craft operation	5,000	Coop
538-80-58	St. Vincent Girl Guides Association	To establish a sewing craft operation	5,000	Y/Com
538-80-59	Barbados: National Organisation of Women	To assist with the implementation of a newspaper project	5,041.46	WD
	Gun Labels	To better indentify US funded equipment	33.35	

Regional Development Office/Caribbean
List of Special Development Activity Grants Approved

Project No.	Grantee	Purpose	Ant. US\$	Cat
538-81-01	St. Vincent Girls High School	Increase in SDA grant 538-80-06	374.38	Ed
538-81-02	Antigua: Min of Education/Ag.Science Curriculum	Increase in SDA grant 538-79-20	84.00	Ag
538-81-03	Antigua: Friends of English Harbor	To establish a Craft Skill Training Program	25,000	Y/ com
538-81-04	Nevis: Ministry of Nevis Affairs	To improve the water supply system in Maddens	7,500	H/M
538-81-05	Nevis: Ministry of Nevis Affairs	To improve the water supply system in Butlers	10,000	H/M
538-81-06	St.Kitts: Cayon Community Health Group	To establish a pre-school/Day Care Center	6,000	Y/Com
538-81-07	Nevis: Boy Scouts Association	To implement a pilot agricultural skills training program	1,500	Y/Com
538-81-08	Barbados: Ministry of Health	To assist with the purchase of dental film for an educational program	362	H/M
538-81-09	Nevis: Nevis Craft Studio	Increase in SDA grant 538-80-37	540.50	Y/Com
538-81-10	Montserrat: Ministry of Health "Carrs Day"	To establish a Court Facility in Shamrock	8100	Y/Com
538-81-11	Montserrat: Ministry of Agriculture	To establish a honey production unit	2800	Y/Com
538-81-12	St.Lucia, Ravine Chabot Development Association	To establish	6200	Y/Com
538-81-13	Barbados Association for Parents of the Handicapped	To assist with the development of a Children's Development	5000	Han
538-81-14	Nevis: Ministry of Nevis Affairs	To implement a Tick Eradication Program	17,400	Ag

REGIONAL DEVELOPMENT OFFICE/CARIBBEAN
NUMBER AND VALUE OF APPROVED SDA PROJECTS ANNUALLY, BY COUNTRY

(FISCAL YEARS 1972 - 1980)
(US\$)

COUNTRY	YEAR	FY 72	FY 73	FY 74	FY 75	FY 76	FY 77	FY 78	FY 79
ANTIGUA		-	-	-	-	-	1 5,000.00	3 10,528.00	8 38,798.00
BARBADOS		14 40,000.00	5 10,000.00	4 25,000.00	5 20,000.00	3 4,470.00	3 14,492.00	10 37,671.50	6 23,184.50
DOMINICA		-	-	-	-	3 13,147.27	2 10,347.00	5 21,700.00	5 24,033.00
GRENADA		-	-	-	-	-	1 200.00	-	2 11,301.75
MONTserrat		-	-	-	-	-	-	-	2 7,222.00
ST. KITTS/NEVIS		-	-	-	-	1 1,137.00	-	-	7 34,592.00
ST. LUCIA		-	-	-	-	1 2,000.00	1 4,380.00	-	4 20,955.00
ST. VINCENT		-	-	-	-	1 1,200.00	3 15,555.55	1 5,100.00	7 39,884.31
TOTAL		14 40,000.00	5 10,000.00	4 25,000.00	5 20,000.00	9 21,954.27	11 49,974.55	19 74,999.50	41 199,970.56

PREPARED BY: PROGRAM OFFICE 08/22/80

REGIONAL DEVELOPMENT OFFICE/CARIBBEAN

NUMBER AND VALUE OF APPROVED SEA PROJECTS ANNUALLY BY COUNTRY
(FISCAL YEAR 1972-1980)
(US\$)

COUNTRY	YEAR	FY 80	CUMULATIVE \$					
ANTIGUA	3	36,907.56	15 91,233.56					
BARBADOS	6	40,162.49	56 214,980.49					
DOMINICA	9	60,266.78	24 129,494.05					
GRENADA	---	---	3 11,501.75					
MONTserrat	4	24,800.00	6 32,022.00					
ST. KITTS/NEVIS	7	49,405.53	15 85,134.53					
ST. LUCIA	8	52,534.64	14 79,869.64					
ST. VINCENT	6	35,889.65	18 97,629.51					
TOTAL	43	300,000.00 ^{*2}	151 741,898.88					

1* Does not include 16 Prior Year approved proj. .ts
2* (INCLUDE US\$33.35 RE: PAYMENT FOR GUM LABELS/AID DECALS)

REGIONAL DEVELOPMENT OFFICE/CARIBBEAN
NUMBER AND VALUE OF APPROVED SDA PROJECTS ANNUALLY, BY COUNTRY

(FISCAL YEARS 1972 - 1980)
(US\$)

COUNTRY	FY 72	FY 73	FY 74	FY 75	FY 76	FY 77	FY 78	FY 79
ANTIGUA	-	-	-	-	-	1 5,000.00	3 10,528.00	8 38,798.00
BARBADOS	14 40,000.00	5 10,000.00	4 25,000.00	5 20,000.00	3 4,470.00	3 14,492.00	10 37,671.50	6 23,184.50
DOMINICA	-	-	-	-	3 13,147.27	2 10,347.00	5 21,700.00	5 24,033.00
GRENADA	-	-	-	-	-	1 200.00	-	2 11,301.75
MONTSERRAT	-	-	-	-	-	-	-	2 7,222.00
ST. KITTS/NEVIS	-	-	-	-	1 1,137.00	-	-	7 34,592.00
ST. LUCIA	-	-	-	-	1 2,000.00	1 4,380.00	-	4 20,955.00
ST. VINCENT	-	-	-	-	1 1,200.00	3 15,555.55	1 5,100.00	7 39,884.31
TOTAL	14 40,000.00	5 10,000.00	4 25,000.00	5 20,000.00	9 21,954.27	11 49,974.55	19 74,999.50	41 199,970.56

PREPARED BY: PROGRAM OFFICE 08/22/80

REGIONAL DEVELOPMENT OFFICE/CARIBBEAN

NUMBER AND VALUE OF APPROVED SDA PROJECTS ANNUALLY BY COUNTRY
(FISCAL YEAR 1972-1980)
(US\$)

COUNTRY	YEAR	FY 80	CUMULATIVE				
ANTIGUA	3	36,907.56	15	91,233.56			
BARBADOS	6	40,162.49	56	214,980.49			
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MONTERRAT	4	24,800.00	6	32,022.00			
ST. KITTS/NEVIS	7	49,405.53	15	85,134.53			
ST. LUCIA	8	52,534.64	14	79,869.64			
ST. VINCENT	6	35,889.65	18	97,629.51			
TOTAL	43	300,000.00 ^{*2}	151	741,898.88			

1* Does not include 16 Prior Year approved projects
2* (INCLUDE US\$33.35 RE: PAYMENT FOR GUM LABELS/AID DECALS)

REGIONAL DEVELOPMENT OFFICE/CARICOM
 NUMBER AND VALUE OF APPROVED SDA PROJECTS ANNUALLY BY COUNTRY
 (FISCAL YEARS 1972 - 1980)
 (US\$)

COUNTRY	YEAR	FY 72	FY 73	FY 74	FY 75	FY 76	FY 77	FY 78	FY 79
ANTIGUA		-	-	-	-	-	1 5,000.00	3 10,528.00	8 38,798.00
BARBADOS		14 40,000.00	5 10,000.00	4 25,000.00	5 20,000.00	3 4,470.00	3 14,492.00	10 37,671.50	6 23,184.50
DOMINICA		-	-	-	-	3 13,147.27	2 10,347.00	5 21,700.00	5 24,033.00
GRENADA		-	-	-	-	-	1 200.00	-	2 11,301.75
MONTserrat		-	-	-	-	-	-	-	2 7,222.00
ST. KITTS/NEVIS		-	-	-	-	1 1,137.00	-	-	7 34,592.00
ST. LUCIA		-	-	-	-	1 2,000.00	1 4,380.00	-	4 20,955.00
ST. VINCENT		-	-	-	-	1 1,200.00	3 15,555.55	1 5,100.00	7 39,884.31
TOTAL		14 40,000.00	5 10,000.00	4 25,000.00	5 20,000.00	9 21,954.27	11 49,974.55	19 74,999.50	41 199,970.56

PREPARED BY: PROGRAM OFFICE 08/22/80

MANUAL ORDER

AGENCY FOR INTERNATIONAL DEVELOPMENT

Special Development Activity Authority	EFFECTIVE DATE	ORDER NO.
	February 13, 1969	1323.1.1
	TRANS. LETTER NO.	PAGE NO.
	12:161	1
SUPERSEDES		
M.O. 1323.1.1 (TL 12:84)		

I. Purpose

A. This manual order describes the scope and purpose of the Special Development Activity Authority and provides general guidelines on its administration.

B. The Special Development Activity Authority is a device for permitting designated Mission Directors to finance quickly and with a minimum of procedural red tape small constructive activities which will have immediate impact in the cooperating country.

other elements of country assistance strategy, to requests for assistance to small, constructive activities where such response will fall within the criteria of Section 211 or Section 251 of the Foreign Assistance Act of 1961, as amended, will have an immediate impact, and will advance U.S. objectives. Although A.I.D./W has not established a funding maximum for individual activities it is contemplated the "average" activity will not cost more than \$5,000.

II. Background

A. In March 1963, the Agency extended on a pilot basis a special funding authority to four Latin America Mission Directors (Chile, Ecuador, Guatemala, and Peru) permitting them to use up to \$50,000 of already available FY 1963 D7-type funds in support of small, high-impact activities.

B. On the strength of experience gained with the use of this funding authority, similar authority was extended on October 1963 to eleven additional Latin America Missions. The basic policy governing the administration of this authority was issued on December 28, 1964, as Policy Determination 25. This policy and procedures for its administration are incorporated in this manual order.

C. The Africa Bureau also experimented by extending to the U.S. Ambassador in Togo such authority for up to \$10,000 toward the end of FY 1964. In the first part of FY 1965 the Africa Bureau extended similar authority to several other countries and then in December to all countries in Africa though the limits were set at \$25,000 per country and not to exceed \$10,000 for any given project.

B. Frequently this can be done within the basic structure of current established projects. For example, under a road training project, trainees can construct, drain, or surface a section of road which is essential but has been virtually unusable during certain seasons. Within a vocational training project, sewing machines or other equipment can be made available for use by a community center or an adult education organization. Intermittent idle vehicle capacity of a construction project can be used to assist a school feeding program or to provide other services. Other examples will be suggested through alert and imaginative management of current project activity.

C. The SDAA may be used for special development activities projects which are not supportable within the structure of current established projects. Such projects are ones which are likely to generate public awareness and support for U.S. assistance efforts, particularly in their self-help aspects or promise to achieve, through their symbolic value, visibility and speed of execution, economic and social development benefits in terms of U.S. objectives of much greater value. Thus, the opportunity is provided to undertake projects of the type indicated above and others, possibly involving segments of the local population not normally reached directly by other formally established A.I.D. projects.

III. Objectives of the Special Development Activity

A. The Special Development Activity Authority permits authorized Mission Directors to respond immediately, and without reference to goal plans, sectors of concentration, or

IV. Delegation of Authority to Assistant Administrators for the Geographic Regions

A. Delegation

Assistant Administrators of the

1323.1.1	PAGE NO. 2	DATE February 13, 1965	TIME 12:16	A.I.D. ANNUAL ORDER
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Regional Bureaus are authorized to extend to Mission Directors and A.I.D. Representatives in all countries within their regions, as they deem appropriate, authority to use a total of up to \$50,000 of Development Grant funds annually for Special Development Activities. In aid-assisted countries where there is no Mission Director or A.I.D. Representative, the appropriate A.I.D. Assistant Administrator may delegate such authority to the Principal Diplomatic Officer. Designations extending this authority to a specific A.I.D. Mission or to a diplomatic officer must be in writing and be signed by appropriate Regional Assistant Administrator. A copy of such designations of authority should be prepared and sent to the Controller, the Assistant Administrator for Program and Policy, and the Executive Secretariat.

B. Documentation

A circular airgram issued by the Regional Bureaus can serve as such designation. Although separate funding will be provided for each fiscal year, it will not be necessary to reissue the designation annually unless changes are involved.

V. Limitations on the Use of the Special Development Activity Authority

A. Purpose and Funds

Use of the Special Development Activity Authority is limited to purposes authorized in Section 211 or Section 251 of the Foreign Assistance Act. Appropriations to be charged are: (1) Technical Cooperation and Development Grants or (2) Alliance for Progress Development Grants.

B. Documentation

1. Each designated Mission Director (or A.I.D. Representative) who has been delegated Special Development Activity Authority may enter into one or more Development Activities Agreements (not obligating a specific sum) with the cooperating country which will permit obligations by the Mission without the further approval of the government of the cooperating country. Alternatively, host-government clearance may be sought on each individual activity in which case the agreement could serve as an obligating document. The Development Activities Agreement may be of a general umbrella-type, covering a variety of individual activities. It should be assigned a number in order that the obligations and expenditures for the individual activities under it may be

collected in a consolidated report in the Quarterly Project Report (U-203). (See M.O. 756.1.8 - Quarterly Project Report U-203a and U-203b.) Individual obligations may be reflected in purchase orders, contracts, or any other appropriate documentation applicable to the individual transaction. A numbering system should be set up for individual subprojects or activities which will key into the number given to the Special Development Activity, and the related agreement or agreements. Evidence of the Mission Director's approval and the subproject or activity number should appear on each obligating document.

2. It is not possible to exempt activities under the special funding authority from all A.I.D. procedural and policy requirements, although these will be held to a minimum and prescribed only to assure orderly and efficient use of funds. Therefore the substance of the following Standard Provisions Annex (See Annex B to M.O. 1333.1 - Technical Assistance; Project Agreement Forms and Standard Provisions.) shall be made applicable to the Special Development Activities Agreements:

(L) - Funds introduced by A.I.D. shall be convertible into currency of the cooperating country at the highest rate which, at the time the conversion is made, is not unlawful in the cooperating country.

(M) - "A.I.D. shall expand funds and carry on operations pursuant to this ... (agreement) only in accordance with the applicable laws and regulations of the United States Government."

(N) - Rights of the two parties to observe operations carried out under the agreement.

(O) - Completion report required.

3. Some of the above policies and procedures are required to assure compliance with applicable statutory requirements. In addition, the provisions of Sections 110 and 111 of the 1965 Appropriation Act (and successor legislation reaffirming these provisions) must be complied with if applicable to the activities undertaken.

C. In implementing projects under the Special Development Activity Authority, the Mission should use available U.S.-owned local currencies to the extent practicable. Dollars may be used as required; however, where dollars are used to defray local costs, purchases of

A.I.D. MANU.	ORDER	TRANS. LETTER NO. 12:161.	EFFECTIVE DATE February 13, 1969	PAGE NO. 3	NO. 1323.1.1'
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local currency should be channelled through the USDO.

D. A.I.D. commodity and services contract source requirements in Chapter 1400 - Procurement Policies, Regulations, and Procedures, are also waived for projects under the Special Development Activity Authority.

E. Although compliance with the Small Business Notification procedures is desired to the maximum extent possible and wherever possible for U.S. source procurement, circumstances may warrant their waiver. Accordingly, authority is hereby delegated to persons authorized to obligate the funds provided under the SDAA to waive the Small Business Notification requirements of Section 502 of the FA Act upon a written determination of necessity.

F. The SDAA should not be used to support educational or other facilities used in significant part by U.S. employees.

VI. Frequency of Use and Funding of Special Development Activity Authority

A. Missions designated to use the Special Development Authority may use up to the amount authorized each fiscal year without prior A.I.D./W approval, but the amount used cannot exceed funds allotted as of that time. Normally, funding will be from funds already allotted to the Mission for project activities.

B. In the event the designated Mission desires to use the authority a second time in a fiscal year, or if an additional allotment of

funds is required, prior A.I.D./W approval will be necessary.

VII. Reporting

A. Each authorized Mission is required to submit a report on its use of the Special Development Activity Authority. The report which may be in airgram form and which may be one-time or quarterly will provide a description of the activities undertaken and the objectives served together with relevant funding data (e.g., obligations and expenditures), purpose, implementation plans, and progress. The reports shall be dispatched to A.I.D./W within 10 days following the close of the quarter in which the project under the Special Development Activity Authority was undertaken. The report should assess the impact of all such activities under way and upon their completion. Individual Regional Bureaus may specify alternative reporting requirements. However, the workload on reporting should be held to a minimum.

B. SDAA activities should be consolidated under a single project for U-203 and other controller reports and for E-1 purposes in the CAP. Interim reports may be filed as necessary for the purpose of obtaining an increase in the appropriate allotment expressly for the Special Development Activity Authority when it can be shown that constructive activities under the special funding authority have depleted funds needed for regularly approved program purposes or for special funding authority (i.e., beyond the \$50,000 stipulated in paragraph V. above) in any one U.S. fiscal year.

PD-AAG-016

538 0 005 00 15 01

UNCLASSIFIED CLASSIFICATION

PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-47

1. PROJECT TITLE Special Development Activities		2. PROJECT NUMBER 538-0005	3. MISSION/AID/W OFFICE RDO/C
5. KEY PROJECT IMPLEMENTATION DATES		4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY) 538-80-01	
A. First PRO-AG or Equivalent FY <u>Continuing</u>	B. Final Obligation Expected FY _____	C. Final Input Delivery FY _____	6. ESTIMATED PROJECT FUNDING A. Total \$ _____ B. U.S. \$ <u>1,275</u>
		7. PERIOD COVERED BY EVALUATION From (month/yr.) <u>October 1977</u> To (month/yr.) <u>September 1979</u>	
		<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION	

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR		
A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., program, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED

1. Mission will continue discussions to identify country coordinators in cooperation with the island governments in order to improve project identification, implementation, monitoring and evaluation.	Michael R. Taylor Peace Corps Directors	On-going
2. With cooperation and concurrence of the Peace Corps, identify Peace Corps Volunteers on each of the islands to counterpart the country coordinators in the efforts listed above.	Michael R. Taylor Terrence Liercke Peace Corps Directors	12/31/80

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS

<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____

10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT

A. Continue Project Without Change

B. Change Project Design and/or

Change Implementation Plan

C. Discontinue Project

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Name and Title)

Mr. Terrence E. Liercke -- Program Officer

Mr. Michael R. Taylor -- Program Specialist

12. Mission/AID/W Office Director Approval

Signature: *Robert B. Meinhart*

Typed Name: Robert B. Meinhart

Date: June 27, 1980

- 2 -

13. SUMMARY - During the period, January 1972 - September 1979, a total of US\$441,898.00 has been approved under the Special Development Activities (SDA) program to assist with the development of one hundred and eight (108) small scale development activities in Barbados and the LDCs. The major type of activities financed have been vocational training for unemployed youths, agriculture and fisheries development projects, development of the handicapped, the improvement of health systems and medical care, educational and cultural development projects, and women's affairs. The average size grant provided per activity is US\$5,000 and the normal period for project implementation was one year.
14. EVALUATION METHODOLOGY - The main objective of this Evaluation Report is to provide information about what has happened in regards to RDO/C's SDA program; and, in doing so, provide a management tool for improving planning and implementation of new and on-going SDA activities.
- The following steps summarize the process:
- (a) Identify program activities to date.
 - (b) Determine whether the program is reaching target group effectively.
 - (c) Identify major program deficiencies and problems.
 - (d) Determine whether existing procedures are sufficiently effective to allow efficient management of the program.
 - (e) Determine what new measures may be required to ensure greater efficiency of management.
- This evaluation has been based on information acquired from:
- (a) Project Completion Reports, prepared at the completion of each project.
 - (b) Discussions with grantees.
 - (c) General observations.
15. EXTERNAL FACTORS - A fundamental concept of the program is to provide assistance for the purchase of commodities for small scale community-based activities. At RDO/C, a significant portion of funding has been channelled through Government Ministries. In addition, because there is an extremely high rate of unemployment in the Caribbean, and having regard to the limited funding available, priority has been given to those projects, which upon implementation, would have the greatest development impact on the community, including employment and income creation.

16. OUTPUTS - The SDA program has no project paper to refer to. Therefore you cannot measure actual progress against projected outputs as in other projects. However, projected annual allotments have been fully obligated. Deobligations have been insignificant.

It would be difficult to list all the specific outputs from the 108 different projects of the SDA Program from 1972 - 1979. The Program has addressed the Foreign Policy goals of the Foreign Assistance Act, as well as serving its purpose of being a rapid source of funds for small high impact type projects.

17. PURPOSE - The purpose of the SDA program is to provide direct and quick assistance to communities or organizations which are developing and implementing small scale activities that will improve economic and/or social conditions at the local community or village level.

18. GOAL/SUB-GOAL - The major areas of activities in which sub-projects are approved are youth and community development, social welfare, agriculture and fisheries development, health, education and women's affairs.

The long-term goals of the program are (a) to promote economic development of less developed friendly countries and areas through the development of human as well as economic resources. (In accordance with Section 211, 251 FAA).

19. BENEFICIARIES - The intended beneficiaries of the project are the poor majority. U. S. assistance is provided to small scale activities generally to procure the goods or services that may be used to assist the poor to increase their standard of living or that would provide them with the skills to contribute in a positive manner to the development of their country. Because there is only a limited amount of funds available, priority has to be given to these activities which are income generating and/or employment creating and which upon implementation have the greatest development impact.

EXAMPLES:

- I. Barbados National Organization of Women - US\$6,000

USAID assisted with the implementation of the second phase of a training program for women in the utilization of local fruits and vegetables in order to provide them with skills to facilitate their own development and their participation in the development of the community. The course is conducted twice a year.

- II. Antigua Buckley Community Development Core Group - US\$5,000

USAID assisted in renovating an old building in the community for

- 4 -

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use as a community center. All renovations were implemented with self-help labor provided by the residents of the community. The center now provides facilities for skills training programs, a library service, and social activities for the residents of the community.

III. Barbados Psychiatric Hospital - US\$4,227

USAID assisted the Psychiatric Hospital with the establishment of a plant nursery in the rehabilitation unit of the sheltered workshop. The nursery provides therapy for some of the patients of the hospital, as well as training in a self-supporting income generating project.

19. A survey of all completed and on-going projects initiated between the period 1972 to 1979 was conducted in 1979 in the six countries where the program was established. Since then the program has been initiated in Montserrat. Of the thirty-six projects reviewed, most were successfully implemented and continue to serve the intended beneficiaries.

The survey revealed that although government ministries were aware of the SDA program there appeared to be a lack of awareness at the grass roots level. Consequently, fewer projects were initiated by community self-help groups. Nevertheless, community participation and self-help inputs were significant in the projects funded. Subsequent to the period under review more request for assistance have been forthcoming from community groups as a result of regular contacts by RDO/C staff and greater involvement of Peace Corps Volunteers with SDA projects. The projects having Peace Corps participation have been relatively successful. Peace Corps collaboration in the SDA program is greater than in any other USAID program and is clearly mutually supportive.

One further observation is worthy of mention. Since 1977 the SDA program has gained appeal in the IDCs and is being regarded as an important mechanism for channeling development assistance down to the poor communities. Also, a greater number of requests for amounts in excess of US\$5,000 is indicative of the increased interest, and reflects the fact that costs have been rising significantly since the commencement of this program in 1972. RDO/C has taken the initiative to increase the size of the maximum grant from US\$5,000 to US\$25,000. This was done in consultation with AID/W and in the belief that the objectives of the program would be better served by increasing the project ceiling (ref. 79 State 140352).

20. UNPLANNED EFFECTS - The program has not had any unexpected impact or change in the social structure, environment, or economic situation in the countries in which it has been implemented.
21. LESSONS LEARNED - Because the extent of RDO/C jurisdiction consists of eight separate regional countries, proper and efficient management of the programs both in terms of implementation and individual project evaluation has not been maintained. Undue delays have resulted some on

- 5 -

the part of the host country, some on the part of the Agency in communicating. It is recommended that an attempt should be made to establish resource personnel in each country which would assist in providing such services as project formulation and project design. Greater use of the Peace Corps volunteers would be an asset in this regard.

22. SPECIAL COMMENTS OR REMARKS - Same comment as 21.

Annex V
Page 1 of 9

SUGGESTIONS FOR IMPROVING THE MANAGEMENT, DIRECTION
AND DELIVERY OF THE SPECIAL DEVELOPMENT ACTIVITY (SDA) PROGRAM

Introduction

At the end of Fiscal Year 1980, the United States Agency for International Development, Regional Development Office/Caribbean had completed eight years of development financing through the Special Development Activity (SDA) program. During that period US\$741,900 was approved to assist with development of one hundred and sixty-seven (167) projects. The activities financed were small scaled (US\$5,000 average), community based and included, generally an ~~element of self help.~~ ~~USAID's financial input~~ afforded the respective groups or organizations, the opportunity to procure the hardware item or items necessary to ensure project implementation.

Unfortunately, a full scale evaluation^{1/} of the program has not yet been implemented. However, the general comment (word-of-mouth) voiced by the recipient countries is that the program is a good one; is responsive to the needs of the developing countries; is making a noticable impact among the poor communities and is contributing, in a positive way, to improving the economic and/or social conditions at the village level. But what about the future? Development is not a static process but a dynamic process. The principle, policy or approach that is acceptable today, may be out of date tomorrow. Whether it be the Government (planning agency), or the research institution, or the development financing agency, so long as the respective body is intimately involved in planning

^{1/}A full scale evaluation of the SDA program is scheduled for Fiscal Year 1981.

or shaping the path of development of a country and its people it must on an on-going basis, take the necessary steps to critically review its programs and policies so as to determine whether its plans, as postulated on paper, are achieving their desired objectives, in practice.

This paper, therefore, seeks in a hypothetical sense to review the role and function of the SDA program over the last eight years, to determine whether (to what extent) project goals have been achieved and, where possible, to make appropriate recommendations to improve the management and direction of the program.

A Review of the SDA Program

The SDA program is a bilateral program and, excluding emergency or disaster funding and PVO financing, is the only bilateral program administered by RDO/C. It therefore, provides a direct channel of finance between the US Government and the target group in the LDCs. It is free of the preconditions for disbursement of funds normally associated with other lending^{2/} programs of the Agency.

The main objective of the SDA program is to provide direct and quick assistance to communities or organizations which are developing and implementing small scale activities. Among the major types of activities^{3/} financed have been youth and community development; educational; skills training; health; medical; and agricultural projects. Over the last three years the

^{2/}The bulk of RDO/C financing in the Caribbean is through regional institutions - CDB, CARICOM and the UWI.

^{3/}Other types of activities financed include projects to assist with the development of the handicapped, cultural development and women's affairs.

size of the program has doubled from US\$150,000 to US\$300,000 and there has been some discussion (in house), of increasing the limit to US\$500,000. The demand for this type of financial assistance, which is free of interest and requires no repayment, has been overwhelming. This is evident by the large number of applications received. Unfortunately, the supply of program funds is limited, with the allotment being fixed annually in Washington. For this reason, AID in its review of individual activities, has found it necessary to give priority to those activities which are of a developmental nature, i.e. are production oriented; have the potential to create employment or generate income, and which, upon implementation will have the greatest impact on improving the economic and/or social conditions for the poor majority.

Prior to the commencement of fiscal year 1980, the maximum grant which may have been approved to a given activity was US\$5,000. The Agency, conscious of the tremendous strain being exerted on the economies of the region due to inflation, and the rising cost of energy took a decision to increase the maximum limit to US\$25,000. These two decisions are to my mind, the most significant decisions that have been made to the program in the recent past. For the recipient country, the increase in the size of the grant means that the requesting entity can now identify bigger and more meaningful projects. Alternatively the donor agency by giving priority to income and employment generating activities is showing that it is aware, and is attempting, in a meaningful manner to tackle the growing problem of high unemployment in the region.

How Can the SDA Program be Improved

There are essentially four fundamental aspects to the delivery and the management of the SDA program - project design

and development;.. project review/approval; project implementation and project evaluation. I shall consider each aspect separately.

1. Program Design and Development

Prior to FY 79 the approach generally employed by RDO/C for project development was one of sitting and waiting on groups within the recipient countries to submit applications for assistance. This approach was inappropriate for the following reason. At the time the program had not been promoted in the LDCs and relatively few community groups or non-profit organizations knew of the availability of this source of funding. In many instances only government ministries, and not all of them, knew anything of the program. The number of applications therefore submitted was small and the type of requests received were, in many instances, not in keeping with the thrust of the SDA program. e.g. requests for purchase of vehicles, payment of recurring expenditures, government budgetary support. Also most of the requests originate in the respective ministries of government.

Over the last two years RDO/C has initiated some changes in the delivery of the program. Officers from the Program Office have visited the LDCs specifically to meet with ministry officials and interested groups, to discuss the program and to assist them in submitting more appropriate projects.

We need, however, to intensify our promotional program to incorporate more cooperatives, youth groups, and 4-H organizations, to let them know about the program and to see in what way we can assist in finding productive employment for the youth. While I accept, that it would not be possible in the foreseeable future to develop a program free of Government involvement, I think that

greater emphasis should be placed on youth/community development programs. In this regard, there is a need to establish a fix time, say three or four days to be allocated to each of the recipient countries during the first quarter of each fiscal year or as soon as possible after additional allotment of program funds is made available. This would ensure that adequate funding is available for the most appropriate projects where the target group is the youth/community organizations, non-profit, non-governmental organizations. In addition, I think that all projects in excess of US\$15,000 should be visited by an AID officer before there are submitted to the SDA committee. US\$15,000 is approximately EC\$39,000. This is a sizable investment and at least our office has a commitment to the U.S. Government to ensure that project management is sound, that an implementation plan exist and that there is a good chance of the project being successfully implemented. Note, that this is not to suggest that the analysis of the project should be indepth, but rather, that a limited review should be undertaken.

2. Project Review

At present there is a committee review at least every two months, or monthly, as the need arises. The SDA committee comprises those members of staff of the Program Office, a representative of ICA, Peace Corps and the Political Section of the Embassy. A suggestion was made towards the end of FY 80 that its membership should be extended to include other Divisional Officers of AID. e.g. Health Officer, Agricultural Officer, Educational Officer.

I do not think that this is necessary at this time. When an application is submitted for SDA assistance which appears to have any relevance to our bigger programs, that application is first submitted to the respective Division for comment.

Two questions are usually asked: 1) Can the project be funded from the bigger program, and 2) if the answer is "no", the officer is asked to give his/her comments on the technical aspect(s) of the project.

3. Project Implementation

Project implementation is the sole responsibility of the grantee. Our office provides assistance either for prepayment of commodities purchased or for reimbursement of funds to the grantee. During FY 80 there were 16 requests for additional funding for approved projects. This represented 27% of the total number of projects approved, and US\$9,100 or 3% of the FY 80 allotment of funds. While some of the reasons were legitimate, I think that generally there is a lackadaisical approach on the part of some grantees to get their projects implemented.

We have attempted to prevent this problem by requesting that each grantee submit a six month report on each project. As an extension of this I think we should not allow extensions of inactive projects which have not been implemented one year after the effective period of the grant; unless there is a very creditable explanation.

As the program develops proper (efficient) internal management is going to be adversely affected if projects are not implemented promptly. In FY 79 and 80 approximately 80 new projects were developed. It is expected that at least 40 new projects would be developed in FY 81. It is therefore, imperative that the number of old projects being carried forward into each new fiscal year be kept to a minimum.

4. Program and Project Evaluation

As stated in the introduction, during the last eight years there has not been an internal evaluation/inspection of the SDA program. It is important that an indepth review be undertaken. This, would verify whether the present method of filing and control is adequate and whether a new approach is required.

The evaluation of individual sub-projects is an on-going process in the SDA program. It will be incorporated with officer's (Program Officers) travel schedules, but will be more concentrated during the third and fourth quarters of the fiscal year. The essential principle would not just be to review the project to certify that budgeted items were purchased by the grantee, but rather to critically assess the impact ~~which AID's input has made on the society;~~ and to make recommendations that would improve the delivery of the program and so make it more relevant to the beneficiaries.

Other Aspects to be Considered

1. Increase U.S. Visibility

Wherever possible an attempt should be made to utilize existing channels both U.S. and local to achieve the maximum U.S. visibility from our involvement in projects.

However, it would be necessary to carefully select the projects used so as not to be repetitive. In this regard, it is suggested that the following channels be consulted for their participation.

(a) U.S. Consulate in Antigua. The Consul General has agreed to assist in the program - namely through official representation at opening functions; and handing over of Treasury Checks.

(b) ICA - to assist with press releases for radio, TV, and newspapers in the recipient countries.

2. Staffing

As the SDA program develops, it is going to become necessary to increase the staff complement if efficient management is to be maintained. The present rate of growth of the program is forty (40) projects annually. Based on figures for FY 79 - thirty of the forty-one projects or 73% of the projects, still have balances outstanding (i.e. still need completion reports). Though a sizable number of them would be closed within the next month or so, if the present percentage is any indication of the number that may be carried forward at the end of FY 81, then it is going to be a serious strain on the existing staff complement.

However, this may be better assessed later in the fiscal year (end of third quarter) and a decision made at that time.

Summary

The following are the main suggestions for improving the SDA program:

- (a) That priority be continued to be given to projects which are income and employment generating.
- (b) That there be some limited analysis of projects in excess of US\$15,000.
- (c) That there be more frequent visits to the recipient countries, in particular, during the first quarter for project development and, during the third or fourth quarter for project evaluation.
- (d) That greater emphasis be taken to expand and incorporate the youth/community, non profit organizations, thereby reducing the

direct involvement of government.

(e) That the present composition of the SDA review committee be maintained.

(f) That the Agency take appropriate action to reduce the number of projects which expire the effective dates for completion ~~of project implementation~~, by more than one year.

(g) That the Agency urgently request an internal evaluation/inspection from Washington of the SDA program.

(H) That the Consulate in Antigua and ICA, Bridgetown be asked to assist with a program to increase the U.S. visibility from projects funded by the Agency.

The Special Development Activity Program should not be considered as a 'hand-out' program, but as an effective tool for development.

memorandum

DATE: March 2, 1981

REPLY TO
ATTN OF: Mark S. Goldman, CP/IDI

SUBJECT: Employment Generation in the Eastern Caribbean: The Informal Sector

TO: William B. Wheeler, DIR

THRU: Terrence F. Liercke, PROG

The creation of opportunities for productive employment in the private sector is one of the major goals of AID's strategy in the Eastern Caribbean. The private sector has different subsectors, however. Projects which are successful in generating employment in one of these subsectors may not work in others.

Recent anthropological research ^{1/} and an evaluation of the development impact of RDO/C's Special Development Activities (SDA) Program ^{2/} suggest that there is a substantial number of people in the Eastern Caribbean, particularly the LDC's, who are available for employment only as that term has meaning in the "informal sector".

The informal sector in the islands of the Eastern Caribbean is composed of large numbers of micro-businesses, usually single-person enterprises. An individual may participate in several of these businesses, simultaneously and seasonally. This pattern of occupational multiplicity is an economically and socially rational response to the cultural and economic pressures of life in the region. Thus, one person may do a little woodworking, may repair cars, sell jewelry to tourists, raise a few vegetables, and cut cane in season.

Research into the attitudes and aspirations of AID's target group in the Eastern Caribbean suggests that many individuals do not have to work to survive. As a member of large extended families which are often the recipients of remittances from family members living abroad, a young man may not have to take a job he feels is beneath him, or which asks him to change his pattern of life to too great an extent, or to take too great a risk. Living and eating with his family, he can get by.

In addition, family and community life in the Eastern Caribbean often impose on the individual the necessity of a significant number of daily or periodic social contacts. A person must keep up with the rapidly changing mosaic of family, community and national life.

^{1/} Brana-Shute, G. and Brana-Shute R. The Unemployed of the Eastern Caribbean: Attitudes and Aspirations. USAID 1980

^{2/} Carried out by the Program Office, RDO/C, February-March, 1981



Buy U.S. Savings Bonds Regularly on the Payroll Savings Plan

-2-

These contacts can require a considerable amount of time, and one's schedule must be flexible enough to include them.

The economic environment in the LDC's is very volatile and thus poses significant risks for the poor. To take one job that requires all day represents a considerable risk, regardless of its rate of pay. If it should suddenly fall through, the individual could, for a little while at least, have no other source of income on which to rely.

Thus, the informal subsector of the private sector in the Eastern Caribbean is one of the major avenues to economically productive and socially acceptable employment. "Work" in this context does not often mean 9 - 5 employment, clerical work, or factory-type work--but that is just the point. There is a large number of people who are only available on an informal basis, partially for the reasons enumerated above. This has some serious implications for AID's employment strategy in the region.

The first of these is that AID has not yet developed a comprehensive approach to employment that includes this sector. The SDA Program does have an impact, and is moving in the direction of more explicit emphasis on productive employment, but it is very small compared to the rest of AID's projects in the region. Experience with the SDA Program suggests that significant numbers of people can be assisted towards self-employment in micro-business with relatively small infusions of funds. Such funding, however, would require careful and constant field contact by RDO/C staff.

A second implication is that year-round small farmer agriculture, especially when it does not involve ownership of the land, may involve a higher economic and social risk than data on income, taken alone, would suggest. This sort of work takes a great deal of time and can close off opportunities to do other things on a part-time basis. This may in turn have implications for the target rate of return, types of crops, marketing arrangements, input prices, and other aspects of agricultural planning and projects.

A third implication of the informal sector for AID's strategy is in the area of training. There appear to be opportunities for permanent and significant improvements in individuals' capacities to earn income. AID does not yet have data on the skills required to achieve this in the informal sector, and thus has no training strategy that could help this segment of the target group.

In conclusion, the purpose of this brief piece has been to lay the conceptual groundwork for improvements in the cultural "fit" of AID's employment generation strategy in the Eastern Caribbean, to point out the existence of a previously ignored part of the regional private sector, and to suggest areas in which to focus further research.

.....3...

-3-

Lastly, the informal sector may, in a period of severe budgetary restrictions, offer AID an important opportunity to have a wide-spread impact on the basis of relatively small sums.

cc: Dwight B. Johnson, A/DIR
Terry J. Brown, CRDO
William Baucom, CEA
Harold Freeman, HRDO
Michael R. Taylor, SP
Toni Christiansen-Wagner, EA/IDI
Terrence Liercke, PROG

PROJECT SITE VISITS

<u>Country</u>	<u>Recipient</u>	<u>Amount</u>	<u>Category</u>	<u>Project No.</u>	<u>Purpose</u>
Antigua	Ministry of Education	5,186	ED	538-79-20	Establish Agri-Science curriculum for Junior Secondary School. Expand livestock Unit.
Antigua	Ministry of Education	5,625	AG	538-79-35	
Dominica	Ministry of Agriculture	5,700	FIS	538-80-12	Implement Pilot fish-farming project.
Dominica	Agricultural Marketing Board	5,000	AG	538-79-11	Expand facilities.
Dominica	Min. of Community Development	1,000	COM	538-79-14	Awards for Trickle-Up Projects.
Dominica	Marigot Educational Council	5,000	ED	538-80-11	Implement educational training program.
Dominica	Bloche Multi-Purpose Coop.	5,000	FIS	538-80-21	Equipment for fishing.
Dominica	Home Industries Coop.	16,000	COOP	538-80-29	Expand woodcraft manufacturing.
St. Kitts	Tabernacle Community Group	5,000	COM	538-79-27	Implement craft training program for unemployed women.
St. Kitts	Saddlers Youth Group	5,000	COM	538-79-28	Establish craft sewing operation for women.
St. Kitts	Council of Women	5,000	WID	538-79-29	Establish craft sewing for women.
St. Kitts	4-H Organization	7,100	AG	538-80-31	Implement rabbit-raising operation.
Nevis	Handicraft Coop. Society	14,810	COOP	538-80-35	Establish craft training center.
Nevis	Craft Studio Coop.	1,325	COOP	538-80-37	Expand facilities.
Nevis	St. John's Young Women Outreach	1,000	Y/COM	538-80-55	Implement ham making course.

<u>Country</u>	<u>Recipient</u>	<u>Amount</u>	<u>Category</u>	<u>Project No.</u>	<u>Purpose</u>
St. Lucia	Ministry of Communications	4,444	COM	538-79-18	Surface access road for agricultural producers.
St. Lucia	Association for Retarded Children	8,000	HAN	538-80-48	Establish vocational training center.
St. Lucia	Society for the Deaf	4,200	HAN	538-80-05	Purchase audio equipment for school.
St. Lucia	Maynard Hill Youth Association	3,000	COM	538-80-08	Construct refuse containers.
St. Lucia	Demery Secondary School	400	ED	538-79-17	Construct model solar water heating unit.
Montserrat	Theatre Group UWI and	8,300	CUL	538-80-10	Construct auditorium.
Montserrat	Ministry of Education, Health & Welfare	3,600	Y/COM	538-80-19	Implement woodcraft training program.
Montserrat	Chief Minister's Office	6,800	AG	538-79-24 & 538-80-74	Purchase audio visual equipment.
St. Vincent	Ministry of Educ. Girls High School	600 800	ED	538-80-06 538-81-01	Purchase supplies for commercial art course.
St. Vincent	Calliaqua Day Nursery	5,000	Y/COM	538-79-09	Expand range of services.
St. Vincent	Organization for Rural Development	5,000	AG	538-79-30	Assist rehabilitation of small farm units.
St. Vincent	Lions Club	5,500	COM	538-80-01	Establish craft training program
St. Vincent	Liberty Lodge Boys' Training School	10,000	ED	538-80-20	Implement woodcraft training program.

CAT	-	Category	ED	-	Education
CUL	-	Cultural Development	AG/FIS-	-	Agriculture and Fisheries
Y/COM	-	Youth and Community	COOP	-	Cooperatives
HAN	-	Handicapped	WID	-	Women in Development

The following tables extract information from the preceding list:

<u>Country</u>	<u>No. Projects</u>	<u>Category</u>	<u>No. Projects</u>
Antigua	2	ED	5
Dominica	6	Y/COM or COM	9
St. Vincent	5	AG or FIS	7
St. Lucia	5	WID	1
St. Kitts	4		
Nevis	3	CUL	1
Montserrat	3	COOP or AG/COOP	12
		HAN	2
	<u>28</u>		<u>28</u>

Project Funding
(US\$)

		<u>No. Projects</u>
\$ 0 - 999	-	2
1,000 - 1,999	-	3
2,000 - 2,999	-	0
3,000 - 3,999	-	2
4,000 - 4,999	-	2
5,000 - 5,999	-	12
6,000 - 6,999	-	1
7,000 - 7,999	-	1
8,000 - 8,999	-	2
9,000 - 9,999	-	0
10,000 - 14,999	-	2
15,000 - 24,999	-	1
		<u>28</u>

TYPE OF ORGANIZATION

Private	16
Public	12
	<u>28</u>

GUIDELINES
FOR REQUESTING
SPECIAL DEVELOPMENT ACTIVITIES ASSISTANCE

I. BACKGROUND AND PURPOSE

The Government of the United States of America, through the Agency for International Development (AID), makes available on an annual basis a limited amount of grant funds for Special Development Activities. In the Caribbean Region, the Special Development Activities (SDA) funds are available for use in Barbados, Grenada, Dominica, Antigua, Montserrat, St. Vincent St. Lucia and St. Kitts/Nevis.

SDA funds are intended to provide direct and quick assistance to communities or organizations which are developing and implementing small-scale activities that will improve economic and/or social conditions at the local community or village level.

II. PREREQUISITES

Before a grant of SDA funds can be approved, a General Agreement must be executed between the Governments of the United States of America and the State in which the requesting organization is located and in which the activity will be implemented.

III. SIZE OF GRANT

The maximum that can be granted to a given activity is US\$25,000. However, activity proposals which exceed US\$10,000 warrant special consideration and must satisfy the "Special Criteria" outlined below.

IV. GENERAL CRITERIA

(a) Assistance may be granted to local "community-action" groups, cooperatives, voluntary agencies, private and public non-profit organizations or institutions that are conducting activities that will improve economic and/or social conditions at the community or village level.

(b) The requesting entity may also be Government Ministries

- 2 -

(c) Assistance cannot be granted for activities that are primarily religious or of a military or police nature. Groups or organizations in which membership is based on religious, political or narrow social affiliations (including considerations of racial or ethnic background) are not eligible for SDA assistance.

(d) The activity must include a self-help contribution and be susceptible to quick implementation, i.e. within a timeframe of one year or less.

(e) The local community or self-help contribution to the activity may be in the form of cash and/or in-kind donations of labor, land, materials, etc. It is expected that the local community contribution will comprise at least twenty-five percent (25%) of the total resources required for the proposed activity.

(f) SDA funds will not be granted for the hire of labor, (except in unusual circumstances). It is expected that labor will be an in-kind community contribution to the activity. Exceptions may be made upon a written justification by the requesting organization that skilled labor is required for the activity and is not otherwise available.

(g) SDA funds may not be used to finance charitable donations, recurring expenditures (including salaries, maintenance and other administrative costs), the purchase of Real property (land or buildings) or activities that are of a non-developmental nature.

(h) There must be a commitment by the requesting group or organization, a Government Ministry, and/or other entities to provide the operating expenses of the activity during its life span.

(i) Only under exceptional circumstances will more than one grant be made to a given activity.

(j) The requesting group or organization must permit and initiate adequate publicity on the activity and the U.S. assistance thereto, including a public ceremony at the activity site for presentation of commodities or funds by a U.S. Embassy or AID official.

- 3 -

(K) The organization and activity for which assistance is requested must be endorsed in writing by an appropriate Ministry of the territorial government in whose jurisdiction the activity will be located.

- 4 -

SPECIAL CRITERIA

FOR INDIVIDUAL ACTIVITIES IN EXCESS OF US\$10,000

I. ECONOMIC EFFECT

The requesting entity must submit a statement of the economic effects of the project (a) on its intended beneficiaries, and (b) potential to reach large numbers of people at low per capita cost. Such effects could include such desirable purposes as increased income and employment; enhanced job opportunities through encouragement of labor intensive activities, systems of production and services; improved literacy; improved systems of production and training to help people qualify for productive employment opportunities. In its review of the proposal, AID will be comparing the benefits of the project with the cost of the proposed effort. To the extent the applicant can apply information to assist the comparison, review of the proposal will be facilitated.

II. IMPLEMENTATION PLAN

The requesting entity must submit a plan for the timely implementation of the project. The plan should include a description of how the project will be carried out; proposed disbursement and/or procurement procedures and related controls; a schedule of actions required and their timing, and the entities or individuals responsibility for carrying them out.

III. FINANCIAL PLAN

The requesting entity must submit a plan detailing the financing available for the activity.

IV. IMPLEMENTATION PERIOD

The maximum period for the completion of the project implementation is two years.

V. MARKETING AND USE OF PROCEEDS

In those cases where, as a result of project implementation, a commodity is produced for the market, the requesting entity must submit a strategy for the marketing of the products and describe the plans for the use of any proceeds resulting from the project.

- 5 -

VI. PROJECT RELATIONSHIPS WITH OTHER DEVELOPMENT ACTIVITIES

The requesting entity should show how the project ties in with other programs which it conducts or participates in, and describe the plans to support and continue project activity after the termination of proposed assistance from AID.

VII. AID FUNDING PRIORITIES

In its review of individual activities, AID will give priority to those activities which are of a developmental, production oriented or income generating nature and which, upon implementation, have the greatest potential to improve economic and social conditions for the poor majority.

VIII. APPLICATION FOR ASSISTANCE

Applications for SDA assistance should be addressed to the Regional Development Office/Caribbean, P.O. Box 302, Bridgetown, Barbados.) Applications should conform as closely as possible to the format of the Application for Special Development Activity Assistance and be responsive to the above guidelines. Applicants should be aware that the application as submitted often will be the sole basis for evaluating the activity and assigning it a higher or lower priority for the use of the limited amount of SDA funds that are available. A higher priority will be given to those activities (i) meeting the above criteria; (ii) evidencing a high degree of community participation; and (iii) providing the greater economic and social benefits to the community or village. Given the wide area in which SDA funds are to be used and the limited amount available, it is desirable that the grants of such funds reflect participation throughout the area. Applicants, therefore, are cautioned to ensure that requests for assistance contain all of the required information.

*Attention:
Michael
Taylor*

UNITED STATES
AGENCY FOR INTERNATIONAL DEVELOPMENT
Regional Development Office/Caribbean
P.O. Box 302
Bridgetown, Barbados

APPLICATION FOR
SPECIAL DEVELOPMENT ACTIVITIES ASSISTANCE

PART I

(If space allocation for completion of any section is inadequate please continue on separate sheet(s) of paper)

1) Requesting Organization

NAME: _____

ADDRESS: _____

TEL NO. _____

2) AMOUNT OF ASSISTANCE REQUESTED:

(Local Currency) \$ _____

(Equivalent US Currency) US\$ _____

(Exchange Rate) _____

3) PROJECT GOAL AND PURPOSES:

(A) Describe in detail the aims and objectives of the project.

(2)

4) PROJECT BUDGET: (Include estimated value of in-kind contributions, source and amount).

Items	Community (Total)	Amt Already Contributed	Government (Total)	Amt Already Contributed	Other*	SDA Funds**	Total
Building/ Repairs							
Equipment							
Labor							
Operational Expenses							
Other (Specify)							

* Specify details of this contribution at number 6 on Page 3.

** Total SDA amount should correspond with breakdown of costs at number 11 on Page 4.

5) Describe in detail the amounts and types of Community and Government contributions:

(3)

6) IDENTIFICATION OF OTHER DONORS:

<u>Organization or Agency*</u>	<u>Address</u>	<u>Amount Granted</u>

NB * Submit any correspondence in support of the above

7) DESIRED STARTING DATE OF PROJECT: _____

8) ESTIMATED PROJECT COMPLETION DATE: _____

9) Brief Description of the Requesting Group or Organization (purpose, when established, criteria for membership, number of members, etc.)

10) Financing available to the Group/Organization for normal operations (by source and amount, i.e. - membership dues, contributions, present amount of funds in hand etc.)

(4)

11) UTILIZATION OF SDA FUNDS REQUESTED: (Use separate sheet(s) where necessary).

- (A) Building Repairs: List categories of building materials and values of cement, roofing, etc.
- (B) Equipment: Itemize by types and quantity equipment to be purchased out of grant funds.

ITEM	SUPPLIER & ADDRESS	DUTY FREE PRICE (US & Local \$s)	SHIPPING COSTS (Specify air or sea freight)	EFFECTIVE PERIOD OF PRICE QUOTATION FROM SUPPLIER

(5)

12) State plans for evaluating the project during implementation and after completion.

13) NAMES, TITLES & TELEPHONE NOs. OF PRINCIPAL OFFICERS:

14) NAME, TITLE & TELEPHONE OF PERSON(S) RESPONSIBLE FOR PROJECT IMPLEMENTATION AND EVALUATION OF PROJECT:

(6)

CONCURRENCE BY THE GOVERNMENT OF: _____

MINISTRY OF : _____

(SIGNATURE)

(TYPED NAME)

(TITLE)

(DATE)

REQUESTED BY:

(SIGNATURE)

(TYPED NAME)

(TITLE)

DATE OF REQUEST: _____

Program Office
USAID
Regional Development Office
P.O. Box 302
Bridgetown
BARBADOS

Dear Grantee:

Six Month Report for Special Development
Activity Project

Your six month evaluation report for your Special Development Activity Project is overdue. We therefore request that you complete the following form and return it to our Office.

1. NAME OF PROJECT: _____
2. PROJECT NUMBER : _____
3. NAME OF GRANTEE: _____
TELEPHONE NO: _____
4. AMOUNT OF GRANT: _____
5. AMOUNT OF GRANT FUNDS DISBURSED TO DATE: _____
6. BALANCE OF GRANT FUNDS REMAINING: _____
7. IF NO DISBURSEMENTS HAVE BEEN MADE, PLEASE STATE WHY: _____

- 2 -

8. SPECIFY ACCOMPLISHMENTS TO DATE: _____

9. PROJECTED DATE OF COMPLETION OF PROJECT: _____

~~10.~~ PROBLEMS ENCOUNTERED IN IMPLEMENTING THE PROJECT: _____

The expiration date of the Grant Agreement is _____ 19____
(if the project will not be completed by this date, please submit a
letter requesting an extension and explaining why there is a delay in
the completion of the project). If the expiration date is not met or
~~not~~ extended, funds CANNOT be disbursed after that date.

SDA Program Manager

PROJECT COMPLETION REPORT
SPECIAL DEVELOPMENT ACTIVITIES

PROJECT _____ DATE _____

LOCATION _____

GRANTEE _____

PROJECT COMPLETION DATE _____

AID CONTRIBUTION (U.S.\$) _____

GRANTEE CONTRIBUTION (U.S.\$ Equivalent) _____

ACTIVITIES UNDERTAKEN AND SIGNIFICANT ACCOMPLISHMENTS:

PROJECT STATUS PRIOR TO AID INPUT:

-2-

END OF PROJECT STATUS:

STATEMENT OF EXPENDITURE:

CERTIFIED CORRECT:

GRANTEE	_____	USAID	_____
	Typed name		
	Title		



GRANT BY

THE GOVERNMENT OF THE UNITED STATES OF AMERICA

GRANTEE

AUTHORITY: Foreign Assistance Act of 1961, as amended

The United States of America hereby grants to the grantee named

herein, the amount of

to be paid to Grantee in accordance with the Standard Provisions annexed to this grant; and for the purposes stated herein.

ARTICLE I: Effective Period of Grant:

FROM..... TO:.....

ARTICLE II: Purpose and Special Conditions.

Total amount of Grant

GRANTEE

FOR THE GOVERNMENT OF THE UNITED STATES

Signature:
Typed Name:
Title :

Signature:
Typed Name:
Title :

Date :

Date :

AID ACCOUNTING DATA:

Funds Available:
Appropriation:
Allotment :
Project No. :

Signature:
Typed Name :
Title:

ATTACHMENT:

Date :

Standard Provisions for Special
Development Activity (SDA) Assistance



SPECIAL PROVISIONS FOR
SPECIAL DEVELOPMENT ASSISTANCE

- A. The Government of will make such arrangements as may be necessary so that funds introduced into by the Embassy or any public or private agency hereunder shall be convertible into currency of at the highest rate which, at the time the conversion is made, is not unlawful in
- B. The Embassy shall expend funds and carry on operations pursuant to this agreement only in accordance with the applicable laws and regulations of the United States Government.
- C. If the Embassy and any private or public organization furnishing commodities through United States Government financing for operations hereunder in Barbados is, under the laws, regulations, or administrative procedures of, liable for customs duties or import taxes on commodities imported into for the purpose of carrying out an activity under this agreement, the Government of for the purpose of carrying out an activity under this agreement, will pay such duties and taxes unless exemption is otherwise provided by any applicable international agreement.
- D. The two parties shall have the right at any time to observe operations carried out under this agreement. Either party during the term of an activity under this agreement and until three years after the completion of the activity, shall further have the right (1) to examine any property procured through financing by that party under this agreement, wherever such property is located, and (2) to inspect and audit any records and accounts with respect to funds provided by, or any properties and contract services procured through financing by, that party under this agreement, wherever such records may be located and maintained. Each party, in arranging for any disposition of any property procured through financing by the other party under this agreement, shall assure that the rights of examination, inspection, and audit described in the preceding sentence are reserved to the party which did the financing.
- E. Any property furnished to the Government of through financing pursuant to this agreement shall, unless otherwise agreed by the United States Government, be devoted to the project until completion of the project, and thereafter shall be used so as to further the objectives sought in carrying out the project. The Government of, unless otherwise agreed by the United States Government, shall offer to return to the United States Government, or to reimburse the United States Government for, any property which it obtains through financing by the United States Government pursuant to this agreement which is not used in accordance with the preceding sentence.
- F. The Individual Activity Agreement shall enter into force when signed. All or any part of the assistance provided herein may be terminated by either party by giving the other party 30 days written notice of intention to terminate the agreement. Termination of the agreement shall terminate any obligations of the two parties, except for payments which they are committed to make pursuant to non-cancellable commitments entered into with third parties prior to termination of the IAA. It is expressly understood that all implementing documents, such as purchase orders, requisitions, procurement actions, etc., must be initiated under this obligating Individual Activity Agreement by not later than six months from the effective date of the grant agreement, otherwise the cancellation provision stated in the preceding sentence will automatically become effective without the necessity of a written advance notice of intent to cancel.

Project	Significant Impact		Little or None	Peace Corps Role		
	Direct	Indirect		Central	Supporting	Strong Leader
Antigua Ministry Education	+			+		
Antigua Ministry Education			+			
Dominica Ag. Marketing Board	+				+	
Dominica Ministry of Home Affairs			+			
Dominica Marigot Education		+				
Dominica Min. Ag. Fish Pond			+	+		+
Dominica Home Industries Coop	+					-
Dominica Bioche Cooperative			+		+	+
Montserrat Ministry Education			+			
Montserrat Theatre Group		+		+		
Montserrat Chief Minister's Office			+			
Nevis-St. John's Young Women Outreach			+			
Nevis Handicraft Society	+					
Nevis Craft Cooperative	+				+	
St. Kitts Council of Women	+	+			+	
St. Kitts 4-H Organization			+			+
St. Kitts Saddlers Youth Group	+	+		+		
St. Kitts Tabernacle Youth Group	+	+				+
St. Lucia Min. Communication/Works	+					+
St. Lucia Dennery School			+	+		
St. Lucia Maynard Hill Youth Assoc.		+				
St. Lucia Assoc. Retarded Children			+			
St. Lucia School for the Deaf			+	+		
St. Vincent Calliaqua Nursery		+				
St. Vincent Lions Club			+			+
St. Vincent Girls High School			+			
St. Vincent Liberty Lodge		+			+	
St. Vincent Rural Dev. Org.	+					+
TOTAL:	10	8	13	6	5	7