

UNCLASSIFIED

**Annual Budget
Submission**

FY 1985

Caribbean Regional



JUNE 1983

**Agency for International Development
Washington, D.C. 20523**

UNCLASSIFIED

FY 1985 ANNUAL BUDGET SUBMISSION
REGIONAL DEVELOPMENT OFFICE/CARIBBEAN
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FY 1985 ANNUAL BUDGET SUBMISSION
REGIONAL DEVELOPMENT OFFICE/CARIBBEAN
MISSION ACTION PLAN

I. OBJECTIVES AND STRATEGY

The broad objectives of the RDO/C program continue to be (1) to promote an early return to healthy, equitable economic growth patterns that strengthen free institutions and enterprise in the region, (2) to foster economic self-reliance; and (3) to encourage Caribbean regionwide cooperation where this will facilitate economies of scale and better utilization of the area's human and natural resources.

These objectives are embodied in the Caribbean Basin Initiative (CBI). RDO/C's strategy for meeting CBI objectives has been presented in the mission's FY 1985 Development Strategy Commentary and in the CBI Implementation Plan. The RDO/C strategy combines economic stabilization measures with longer term economic structural adjustment and development initiatives and is consistent with the LAC Bureau Regional Strategy and policy guidance.

The long range strategy calls for a gradually diminishing proportion of funding devoted to economic stabilization and recovery. However, the period through FY 1985 remains consistent with FY 1982 and 83 in which total funding is roughly split between Economic Support Fund (ESF) programs with stabilization objectives, and Development Assistance (DA) programs seeking long-term economic structural change and institutional development. The development assistance strategy (supported in reality by both categories of program) includes expansion of the private sector role in development, export promotion, employment generation, increased energy self-sufficiency, increased self-sufficiency in food production and improved commercial viability of small farm agriculture. Fundamental to all strategy and program elements is the requirement for strengthening selected national and regional institutions that contribute to growth and development.

An integral part of every element of the strategy is the necessary policy dialogue among AID, recipient governments and regional institutions. The policy dialogue in the Eastern Caribbean has received important impetus and focus with the advent of new bilateral programs in FY 1982 and 83 in Antigua/Barbuda, Barbados, Dominica, St. Lucia and St. Vincent and the Grenadines. A bilateral program for St. Kitts/Nevis, soon to receive independence from the U.K., is planned for FY 84. Because of the increased leverage that bilateral assistance affords the policy dialogue, it is expected that RDO/C's mixed bilateral/regional program will continue through at least the present decade.

II. ACTION PLAN

A. PRIVATE SECTOR DEVELOPMENT: Strengthening the private sector role in development is central to AID's long-term objectives in all program categories. As seen in this mission's CBI Implementation Plan, virtually the entire existing and planned portfolio contributes to private sector development directly or indirectly. Certain elements of the program deal directly with private sector development constraints, cutting across more

than one sector. Those components of the program are presented separately as follows:

(1) Project identification and investor search. The Project Development Assistance Program (PDAP) of investor search and feasibility analysis services will continue through FY 84. We expect at least one major new foreign job creating enterprise to be setting up operations in each LDC in the Eastern Caribbean along with a number of business expansions from indigenous enterprise. The investor search element of the program will be further institutionalized in the follow-on project, Market Development and Export Promotion. In support of CBI trade objectives, it will focus more directly on export market development. RDO/C will also continue to support the Caribbean Project Development Facility of the IFC during FY 84 and 85.

(2) Continued strengthening of selected private sector support institutions. Linked to project identification is the strengthening of the institutional support network that provides financing and services for the private sector. An important component of the Mission's CBI Implementation Plan is the proposed establishment of the AID-financed Caribbean Financial Services Corporation in the summer of 1983. This institution will bring a new dimension to meeting private sector needs for longer term financing and innovative financial services. RDO/C expects a minimum of 40 enterprises will receive financial assistance for new investment or expansion through this project with lending activity beginning in FY 84. The Caribbean Association of Industry and Commerce (CAIC) will continue to receive support. Its services to firms including technical assistance and training should be fully institutionalized by the end of FY 85 in addition to its program of trade and investment promotion.

(3) Private sector infrastructure development. USAID will finance infrastructure needed for private sector expansion. The new FY 84 project will concentrate on industrial estates, utility services, and ancillary facilities. The Productive Infrastructure Expansion project in FY 85 will be a follow-on to the existing road rehabilitation program and will expand to other Eastern Caribbean LDC's. Some 60 miles of roads will be completed in St. Lucia and St. Vincent by FY 85 under current bilateral projects.

(4) Management and technical training. The CAIC program of workshops and seminars for the private sector as well as the BIMAP program, discussed below, will continue during FY 84 and 85. Twenty to forty management and entry level personnel from each CAIC member country will receive training each year in FY 84 and 85.

(5) Bilateral and regional level policy dialogue. The policy dialogue encouraging greater reliance on private sector solutions to development problems is central to all elements of the RDO/C program. The dialogue will continue to occur at both multilateral and bilateral levels. The multilateral level includes discussion of the macroeconomic reform measures identified under the auspices of the World Bank/IMF sponsored Caribbean Group. In addition, the CBI eligibility criteria require policy review with beneficiary countries. In general, the highest priorities for policy dialogue related to the CBI are expected to be adjustments in CARICOM's Common External Tariff and adjustments in interest rate policy.

Other areas identified for discussion include improvements in fiscal management, reduction of price controls, phasing out of public marketing boards, and adoption of unified investment codes. All these areas are expected to be the subject of dialogue in FY 84 and 85. The policy dialogue will be conducted most directly, however, at the sectoral level where bilateral projects are designed to deal with specific development constraints. For example, the agriculture sector structural adjustment programs will be addressing policy reforms in commercial agricultural marketing and diversification through reduction of disincentives such as land tenure difficulties and administered pricing in St. Lucia, St. Vincent, Antigua, St. Kitts and Dominica. Discussions in the energy sector will promote new energy resources and policies to deal with conservation and reduction in energy costs which will be conducive to new investment in light industry and manufacturing. The proposed Public Management and Economic Policy Planning project for FY 84 will facilitate linking of government policy reform issues to the CBI emphasis on development of the productive sectors. This proposed project is expected to facilitate the policy dialogue at the national level which is needed to maximize the benefits from the private sector's regional institutional support network.

B. BASIC NEEDS INFRASTRUCTURE: The coming two years continue to be a testing period for the democratically elected governments of the Eastern Caribbean. The economic conditions of these countries as they have achieved political independence from the U.K. makes continued external assistance urgently necessary, especially that which demonstrates progress and concern for the average low-income majority of the population. Consistent with administration as well as Congressional interest in helping to fill critical resource gaps in basic human needs, RDO/C plans to continue high impact community infrastructure development activities during FY 84 and 85 in all democratic LDC's in the Eastern Caribbean.

(1) Water Supply: The Antigua Water Supply Project will restore the main water treatment plant and increase the current water supply of the island by 70 percent by 1986. Other islands have water shortage, sanitation, and distribution problems and the Mission will be reviewing this critical developmental impediment in the region during FY 84 and 85.

(2) Basic Needs Trust Fund: A follow-on to the completed Basic Human Needs/Employment Sector Project with the CDB is under discussion for FY 84. Small-scale public works for productive purposes as well as social betterment have been identified in all LDCs. Community level water supply improvements are expected, for example, to be included along with agricultural and environmental protection projects, community development, health facilities and school rehabilitation and construction.

(3) Policy Dialogue: The Antigua Public Utilities Authority is undergoing major reforms as a result of the USAID project, and will become a self-supporting institution for the first time ever through more efficient revenue collection, management and pricing policies. The governments of all the LDCs are prepared to discuss reforms in public works management and maintenance. This is a feature of RDO/C's Basic Needs Fund. The Fund also permits substantive dialogue on each country's public investment program and capital development plans.

C. AGRICULTURE AND RURAL DEVELOPMENT: Agriculture employs a greater number of people than any other economic sector in the region. The RDO/C strategy, which promotes the development of private small farm commercial agriculture, involves a concerted program addressing constraints in applied research and extension, marketing and trade, productive infrastructure, agribusiness credit, agricultural education, and policy planning and analysis.

(1) Applied research and extension to help diversify production and increase productivity. The twin programs of farming systems research by the Caribbean Agricultural Research and Development Institute (CARDI) and extension through the Title XII project with the Mid-west Universities Consortium in International Activities (MUCIA) and the University of the West Indies (UWI) are expected to achieve measureable results in FY 84 and 85 that will show up in reduced food imports particularly from extra-regional sources. Specifically, technology improvements through stepped-up delivery of on-farm application of research findings will include over 60 experimental projects in the LDCs by the end of 1985. Extension personnel will work with CARDI to reach some 1500 farm families with new technologies during this period.

(2) New market development and improved marketing and trade systems. Special emphasis is being given to strengthening private firms and organizations engaged in agricultural trade. CATCO will continue to be our major vehicle for seeking new market opportunities. A self-supporting CATCO is expected by the end of FY 85. Private sector marketing systems are being supported bilaterally in St. Lucia and Dominica, and by the end of FY 85, the mission plans to assist in this area in other Eastern Caribbean LDCs.

(3) Agriculture and rural development infrastructure improvements. Infrastructure improvements in the agriculture sector will facilitate primary product assembly, input distribution, and market access. Work in this area will proceed in FY 84 and 85 through selected bilateral initiatives under the ESF program, and through the FY 85 bilateral productive infrastructure expansion program. A portion of community level Basic Needs projects also will benefit the agriculture sector.

(4) Agribusiness credit expansion. RDO/C plans to fund a major new loan to the Latin American Agribusiness Development Corporation (LAAD) in FY 85 after a careful evaluation of the experience with the current and past loans to LAAD. At least 30 agribusiness enterprises would benefit from the planned loan which will extend throughout the Caribbean Basin.

(5) Agricultural education: In FY 85 a new initiative in practical agricultural education is planned with technical assistance and equipment to help establish a regional agricultural training center in St. Lucia. This will complement the on-the-job training being received in the national extension services and the practical field experience of individual farmers and farm support personnel.

(6) Policy dialogue: The agriculture sector has been a major vehicle for policy dialogue on the subject of an increased role for the private sector and a modified role for government. Agricultural development will continue to call for dialogue on such topics as reduction of subsidies, private marketing alternatives, land tenure and conservation practices. RDO/C

expects reforms in these areas will be adopted in exchange for bilateral sector structural adjustment grants which by the end of FY 85 will be in place in five Eastern Caribbean LDCs. In Dominica and St. Lucia where bilateral agriculture programs already exist, commitments have been made by the recipient governments to move toward "privatization" of certain aspects of agriculture, such as banana boxing in Dominica and vegetable marketing in St. Lucia. By the end of FY 85, the mission expects an increase in small holders who have clear land titles, an increase in volume of produce being marketed privately, and modification in some administered pricing systems. The policy dialogue at the regional level will continue. CARDI, for example, has provided significant policy level support in some instances. In St. Kitts the five-year agriculture plan was drawn up by CARDI. In all LDCs, CARDI has been instrumental in identifying avenues for diversification. CATCO and the regional extension project provide other examples. Based on its experience in trading under the CARICOM Agricultural Marketing Protocol (AMP), CATCO has provided recommendations which CARICOM has introduced into an amended AMP Agreement. The extension project has been successful in completing national extension improvement plans for each LDC. Policy dialogue in the agriculture sector can be expected to engage all donors and recipients in the Caribbean Group.

(7) Key Management steps to strengthen the agriculture and rural development program. (1) A new agricultural economist position will be filled in FY 84. (2) a Title XII institution will be identified in relation to the Regional Agricultural Training Center. (3) Closer coordination with the LAAD AID/W project manager and LAAD Eastern Caribbean office will be accomplished.

C. ENERGY, TECHNOLOGY AND NATURAL RESOURCE DEVELOPMENT

(1) Continued promotion of alternative energy sources. While the energy planning and policy analysis assistance through CARICOM will phase out by FY 85, the recommendations arising from individual country assessments will begin to be implemented. For example, feasibility work in St. Lucia on development of geo-thermal energy will be completed in FY 84. Feasibility analysis will continue in other islands for variety of alternative energy sources, including bio-mass for St. Kitts, mini-hydro for Dominica and hydro-electric for St. Vincent. Close coordination with other donors will be maintained.

(2) Policy dialogue: The CARICOM project of energy assessments and policy analysis set the stage for a policy dialogue with a number of countries regarding conservation and development of alternative energy sources. This dialogue will continue during FY 84 and 85. In all countries, attention will be given also to changes in energy pricing, taxation structures, and policies affecting public utilities.

D. EDUCATION AND HUMAN RESOURCE DEVELOPMENT: The RDO/C strategy is consistent with the LAC Bureau's emphasis on management and skills training needed to encourage new and expanded investment and job creation.

(1) Training for the private sector. As mentioned in section A (above) new emphasis is being placed on assisting with the private sector's needs for skilled managers and technicians. The regional School of Business

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will be launched in FY 84. The CAIC will continue to provide short courses and workshops. The Regional Development Training II program with the Barbados Institute of Management and Productivity (BIMAP) will be installed, and in-plant managerial and technical training based on a diagnosis of the manpower constraints of individual firms will be a new feature of the RDO/C program. The LAC Regional Training Project and the CBI Scholarship Program will also emphasize training needs of the private sector.

(2) Modification in formal school system curricula toward practical skills. FY 85 will see the beginning of the long-term institution-building project in pre-vocational education which will seek to provide the necessary base of skills and work habits required for the world of work for those not continuing their formal schooling.

(3) Skills training. During FY 84, the progress of the non-formal skills training program being funded with OAS in Dominica and St. Lucia will be evaluated for possible expansion to other LDCs. Analysis and follow-up of industry response and job development and placement experiences will take place.

(4) Public sector training continues as program component. This will be addressed through continued support to the Organization of Eastern Caribbean States (OECS) in its training in modern management skills for the Eastern Caribbean LDCs. The OECS program will be reinforced and supplemented by short and long-term individual training grants under the RDT II project for managerial or technical training for the public service and para-statal organizations.

(5) Policy dialogue: The CXC and UWI projects, reaching their conclusion in FY 84 and FY 85, respectively, have had good impact on developing curricula more relevant to the West Indies and more practical in content. The countries of the region have all embraced the curriculum revisions and are extending educational opportunities to a broader segment of the secondary school age population. Policy dialogue during FY 84 and 85 will continue within the formal education system and non-formal alternatives to skills and vocational training will also be discussed. Collaboration with the private sector for meeting industry's demand for managers and skilled technicians is also expected to contribute to the policy dialogue leading to options in curriculum reform and resource allocation in the education sector.

E. FAMILY PLANNING AND HEALTH: In keeping with AID policy guidance, the RDO/C population and family planning strategy is to concentrate on increasing contraceptive prevalence through improved distribution systems and family planning services. Here and in health services delivery, private sector alternatives are being encouraged.

(1) Contraceptive prevalence: The on-going program will increase contraceptive prevalence through both government and private channels. Contraceptive prevalence during FY 84 and 85 is expected to increase by at least 15% in the Eastern Caribbean as a result of contraceptive distribution and education programs under RDO/C's Population and Development Project. In addition, 50 government clinics will be upgraded in order to provide improved family planning services.

(2) Private sector mechanisms and financing options: The Caribbean Family Planning Affiliation (CFPA) an affiliate of the International Planned Parenthood Federation (IPPF) private institutional network - will continue to be a major channel for family planning support. Promotion of private commercial retail sales of contraceptives as well as distribution through 100 operating community based distribution outlets will continue. In health services delivery, the shift of selected service delivery responsibilities from the public to the private sector through health maintenance organizations involving pre-payment for medical services and promotion of group health insurance will begin. In addition, programs to introduce private resources into public delivery systems through clinic and hospital user fees, and revolving drug funds will be used to increase the financial viability of necessary services as well as put a brake on over-utilization.

(3) Policy dialogue: The planning of new initiatives in health services cost recovery and the introduction of the private sector into the delivery of basic services will constitute a dramatic departure from past practices in nearly all the target countries of the region. Policy dialogue will concentrate on the acceptance of reforms that are becoming a financial necessity. Such dialogue and subsequent reforms are already underway in one country. The dialogue on population policies began in FY 83 with CARICOM taking a leading role. In FY 84 and 85, efforts under the Population and Development project will result in specific population policies in the majority of target countries.

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FY 1985 ANNUAL BUDGET SUBMISSION
TABLE I - LONG RANGE PLAN BY APPROPRIATION ACCOUNT (\$000)
COUNTRY/OFFICE USAID/BARBADOS

		FY 1983	FY 1984		FY 1985	PLANNING PERIOD			
		ESTIMATE	CP	ESTIMATE	AAPL	1986	1987	1988	1989
AGRICULTURE, RURAL DEVELOPMENT & NUTRITION									
	TOTAL	2,550	8,288	3,288	14,100	11,900	10,500	16,000	16,000
	GRANTS	2,550	3,288	3,288	4,100	6,000	5,500	6,000	6,000
	LOANS	-----	5,000	-----	10,000	5,900	5,000	10,000	10,000
POPULATION									
	TOTAL	650	1,050	1,050	950	1,000	500	1,000	1,000
	GRANTS	650	1,050	1,050	950	1,000	500	1,000	1,000
	LOANS	-----	-----	-----	-----	-----	-----	-----	-----
(CBNT. PROG. COMMOD.)									
	TOTAL	1,493	450	1,150	1,450	1,500	1,000	1,000	1,600
	GRANTS	1,493	450	1,150	1,450	1,500	1,000	1,000	1,600
	LOANS	-----	---	-----	-----	-----	-----	-----	-----
HEALTH									
	TOTAL	4,224	3,089	3,089	4,100	5,500	5,500	4,500	4,000
	GRANTS	4,224	3,089	3,089	4,100	5,500	5,500	4,500	4,000
	LOANS	-----	-----	-----	-----	-----	-----	-----	-----
EDUCATION									
	TOTAL	15,362	17,123	21,423	12,400	16,000	21,000	19,700	22,000
	GRANTS	6,362	7,123	6,423	4,900	6,000	6,000	6,000	7,000
	LOANS	9,000	10,000	15,000	7,500	10,000	15,000	13,700	15,000
FUNCTIONAL SUBTOTAL									
	TOTAL	24,279	30,000	30,000	33,000	35,900	38,800	41,700	44,600
	GRANTS	15,279	15,000	15,000	15,500	20,000	18,880	18,000	19,600
	LOANS	9,000	15,000	15,000	17,500	15,900	20,000	23,700	25,000
(DISASTER)									
	TOTAL	-----	-----	116	-----	-----	-----	-----	-----
	GRANTS	-----	-----	116	-----	-----	-----	-----	-----
	LOANS	-----	-----	-----	-----	-----	-----	-----	-----
DA ACCOUNTS									
	TOTAL	24,279	30,000	30,116	33,000	35,900	38,850	41,700	44,600
	GRANTS	15,279	15,000	15,116	15,500	20,000	18,800	18,000	19,600
	LOANS	9,000	15,000	15,000	17,500	15,900	20,000	25,700	25,000
(OF WHICH PVO'S)									
		(1,706)	(1,857)	(1,991)	(700)	(1,000)	(1,000)	(1,000)	(1,000)
ESF									
	TOTAL	29,000	25,000	25,000	25,000	25,000	20,000	15,000	10,000
	GRANTS	15,375	15,000	15,300	25,000	25,000	20,000	15,000	10,000
	LOANS	13,625	10,000	9,700	-----	-----	-----	-----	-----
DA & ESF									
	TOTAL	53,279	55,000	55,116	58,000	60,900	58,800	56,700	54,600
	GRANTS	30,654	30,000	30,116	40,500	45,000	38,800	33,000	29,600
	LOANS	22,625	25,000	25,000	17,500	15,900	20,000	23,700	25,000

HOUSING GUARANTEE

TOTAL PERSONNEL									
	USDH WORKYEARS	23.9	23.9	28.5 ^{/1}	30.0 ^{/1}	30.0 ^{/1}			
	FNDH WORKYEARS	30.5	30.5	31.0	31.0	31.0			

^{/1} Requirements exceed ceiling established by AID/W.

FY 1985 ANNUAL BUDGET SUBMISSION
 TABLE IV - PROJECT BUDGET DATA

BUREAU FOR LATIN AMERICA AND CARIBBEAN

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$000)													
	OBLIG G DATE	-TOTAL COST- L INIT F IN	PL AN AUTH	FY 82 PIPE- LINE	OBLIG- THRU FY 82	EXPEND- ITURES	OBLIG- ITURES	FY 85 AAPL	FUNDED THRU	FY 86 OBLIG	FY 87 OBLIG	FY 88 OBLIG	FY 89 OBLIG	ITEM NO
AGRICULTURE, RURAL DEV. AND NUTRITION														
5380000	PROGRAM DEVELOPMENT AND SUPPORT SUBCAT:FNPA TECHNICAL CODE: 900													
G 75 C	---	---	---	1293	196	500	465	300	275	300	300	300	300	1088
5380007	INTEGRATED AGRICULTURAL DEVELOPMENT SUBCAT:FNMS TECHNICAL CODE: 310													
G 76 79	685	685	37	---	---	---	(de-ob)	---	---	---	---	---	---	1098
L 76 76	10000	10000	10000	3233	---	---	588(2,645)	---	---	---	---	---	---	1099
(de-ob)														
5380010	REGIONAL AGRIBUSINESS DEVELOPMENT SUBCAT:FNPE TECHNICAL CODE: 150													
L 77 78	6500	6500	1888	---	---	---	1000	---	888	---	---	---	---	1101
3/14/84														
5380015	SMALL FARM MULTIPLE CROPPING SYSTEMS SUBCAT:FNDS TECHNICAL CODE: 70													
G 78 81	2211	2211	73	---	---	---	73	---	---	---	---	---	---	1105
(PC)														
5380017	CARIBBEAN AGRICULTURAL EXTENSION SUBCAT:FNEX TECHNICAL CODE: 12													
G 80 81	1551	1551	560	---	---	---	560	---	---	---	---	---	---	1107
5380022	CARIBBEAN REGIONAL NUTRITION SUBCAT:FNNI TECHNICAL CODE: 340													
G 78 82	1352	1352	159	---	---	---	159	---	---	---	---	---	---	1112
5380049	CARIBBEAN DEVELOPMENT FACILITY IV SUBCAT:FNZZ TECHNICAL CODE: 200													
L 82 82	4000	4000	1870	---	---	---	1870	---	---	---	---	---	---	1149
5380057	AGRIBUSINESS EXPANSION SUBCAT:FNPE TECHNICAL CODE: 150													
L 80 80	6000	6000	3200	---	---	---	2000	---	700	---	---	---	---	1157
5380066	CARIBBEAN SHEEP PROD PHASE II - OPG SUBCAT:FNEX TECHNICAL CODE: 78													
G 81 81	306	306	81	---	---	---	---	---	---	---	---	---	---	1164

FY 1985 ANNUAL BUDGET SUBMISSION
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 BUREAU FOR LATIN AMERICA AND CARIBBEAN

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$000)																			
	OBLIG G DATE L INIT FIN	FY 82 PIPE- LINE	FY 83 OBLIG- ATTIONS	FY 84 EXPEND- ITURES	FY 85 EXPEND- ITURES	FY 86 FUNDED THRU	FY 87 OBLIG	FY 88 OBLIG	FY 89 OBLIG	ITEM NO										
5380068	CARIBBEAN AGRI. EXT. II																			
G 82 86	5400	5400	2172	2172	700	1000	1388	1,500	1,140	9/30/86	---	---	---	---	---	---	---	---	---	1167
5380080	CARIBBEAN AGRICULTURAL TRADING CO. SUBCAT: FNPE TECHNICAL CODE: 140																			
G 82 82	255	255	255	255	---	---	---	150	---	9/30/84	---	---	---	---	---	---	---	---	---	1178
L 82 82	4000	4000	4000	4000	---	---	---	1500	---	9/30/84	---	---	---	---	---	---	---	---	---	1179
5380086	AGRIBUSINESS EXPANSION II SUBCAT: FNPE TECHNICAL CODE: 150																			
L 85 85	---	10000	---	---	---	---	---	10,000	---	9/30/87	---	---	---	---	---	---	---	---	---	1187
5380099	E. CARIBBEAN FARM SYSTEMS RESCH AND DEV SUBCAT:FNDR TECHNICAL CODE: 80																			
G 83 87	---	7000	---	---	1,100	246	1000	1754	1,460	9/30/84	2,440	1,000	---	---	---	---	---	---	---	1507
5380104	REGIONAL AGRICULTURAL EDUCATION SUBCAT:FNTE TECHNICAL CODE 30																			
G 85 88	---	8000	---	---	---	---	---	---	1,000	9/30/85	2,000	3,000	1,500	---	---	---	---	---	---	---
5389999	PRIVATE AND VOL. ORGANIZATIONS - OPG'S SUBCAT: FNPV TECHNICAL CODE:																			
G 78 C	---	---	---	---	250	100	600	400	200	250	500	200	200	200	200	200	200	200	200	1195
APPROPRIATION																				
TOTAL	42630	67260	40325	17724	2550	8061	3288	7167	14100	4990	4800	2000	500	500	500	500	500	500	500	500
GRANT	11736	26736	9825	3533	2550	2603	3288	4079	4100	4990	4800	2000	500	500	500	500	500	500	500	500
LOAN	30500	40500	30500	14191	---	5458	---	3000	10000	---	---	---	---	---	---	---	---	---	---	---

FY 1985 ANNUAL BUDGET SUBMISSION
 TABLE IV - PROJECT BUDGET DATA
 BUREAU FOR LATIN AMERICA AND CARIBBEAN

PROJECT NUMBER AND TITLE	---ESTIMATED U.S. DOLLAR COST (\$000)---										
	OBLIG DATE	FY 82 PIPE- LINE	FY 83 OBLIG- EXPEND- ATIONS	FY 84 EXPEND- ATIONS	FY 85 APPL THRU	FUNDED THRU	FY 86 OBLIG	FY 87 OBLIG	FY 88 OBLIG	FY 89 OBLIG	ITEM NO
HEALTH	-----										
5380000	PROGRAM DEVELOPMENT AND SUPPORT										
	SUBCAT:HEPP										TECHNICAL CODE: 900
G 75 C	---	227	11	125	100	45	50	50	50	50	1089
5380019	BASIC HEALTH MANAGEMENT TRAINING										
	SUBCAT:HEPP										TECHNICAL CODE: 560
G 78 82	2354	2354	241	---	241	---	---	---	---	---	1110
5380027	EPIDEMIOLOGICAL SURVEILLANCE AND TRNG										
	SUBCAT:HECS										TECHNICAL CODE: 560
G 79 83	1160	1960	1160	800	500	600	---	6/30/85	---	---	1120
5380054	HEALTH MANPOWER PLANNING OPG										
	SUBCAT:HEDH										TECHNICAL CODE: 520
G 80 82	512	512	512	436	330	106	---	3/31/84	---	---	1154
538-0055	HEALTH MANPOWER DEVELOPMENT OPG										
	SUBCAT:HEDH										TECHNICAL CODE: 563
G 80 83	1028	1028	710	297	318	297	---	8/31/85	---	---	1155
5380056	INTER-ISLAND EYE CARE - OPG										
	SUBCAT:HECS										TECHNICAL CODE: 510
G 80 82	279	279	279	249	249	---	---	6/30/83	---	---	1156
5380069	HEALTH SECTOR RESOURCE MGMT.										
	SUBCAT:HEDH										TECHNICAL CODE: 570
G 84 86	---	3500	---	---	700	500	1200	12/31/85	1000	600	1168
5380111	CARIBBEAN EYE CARE - OPG										
	SUBCAT:HECS										TECHNICAL CODE: 510
G 83 83	---	250	---	250	100	150	---	6/30/84	---	---	---
5389999	PRIVATE AND VOL. ORGANIZATIONS - OPG'S										
	SUBCAT:HEPV										TECHNICAL CODE: 590
G 78 C	---	---	---	---	400	250	200	---	100	100	1196

APPROPRIATION

TOTAL	5333	9883	5242	1778	1493	1817	1150	1801	1450	1050	750	150
GRANT	5333	9883	5242	1778	1493	1817	1150	1801	1450	1050	750	150
LOAN	---	---	---	---	---	---	---	---	---	---	---	---

FY 1985 ANNUAL BUDGET SUBMISSION
 TABLE IV - PROJECT BUDGET DATA
 BUREAU FOR LATIN AMERICA AND CARIBBEAN

PROJECT NUMBER AND TITLE	--ESTIMATED U.S. DOLLAR COST (\$000)--												
	OBLIG THRU FY 82	FY 82 PIPE- LINE	OBLIG- ATIONS	EXPEND- ITURES	FY 1983 OBLIG- ATIONS	EXPEND- ITURES	FY 85 AAPL	FUNDED THRU	FY 86 OBLIG	FY 87 OBLIG	FY 88 OBLIG	FY 89 OBLIG	ITEM NO
5389999													
	PRIVATE AND VOL. ORGANIZATIONS - OPG'S												
G 78 C	---	---	---	---	---	---	---	---	---	---	---	---	---
			357	357				200			200	200	1194

TECHNICAL CODE:

APPROPRIATION	TOTAL	GRANT	LOAN	FY 85 AAPL	FUNDED THRU	FY 86 OBLIG	FY 87 OBLIG	FY 88 OBLIG	FY 89 OBLIG	ITEM NO		
TOTAL	22975	45934	19287	8473	3089	5183	4100	5550	5002	3679	2500	
GRANT	20175	43134	16487	6173	3089	5183	4100	5550	5002	3679	2500	
LOAN	2800	2800	2800	2300	---	---	---	---	---	---	---	

FY 1985 ANNUAL BUDGET SUBMISSION
 TABLE IV - PROJECT BUDGET DATA
 BUREAU FOR LATIN AMERICA AND CARIBBEAN

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$000)												
	OBLIG DATE	TOTAL COST PLAN	FY 82 PIPE- LINE	FY 83 OBLIG- ATIONS	FY 83 EXPEND- ITURES	FY 84 OBLIG- ATIONS	FY 85 EXPEND- ITURES	FY 85 FUNDED THRU	FY 86 OBLIG	FY 87 OBLIG	FY 88 OBLIG	FY 89 OBLIG	ITEM NO
SELECTED DEVELOPMENT ACTIVITIES													
5380000	PROGRAM DEVELOPMENT AND SUPPORT												
G 75 C	---	---	1381	263	300	350	300	340	300	350	300	300	1091
TECHNICAL CODE: 900													
5380005	SPECIAL DEVELOPMENT ACTIVITIES (PC)												
G 75 C	---	---	1292	151	300	400	300	320	300	300	300	300	1095
TECHNICAL CODE: 981													
5380013	EMPLOYMENT INVESTMENT PROMOTION I												
G 78 82	1676	1676	1676	400	---	300	---	100	---	9/30/84	---	---	1103
TECHNICAL CODE: 700													
5380016	CARIBBEAN INSTITUTIONAL DEVELOPMENT												
G 78 83	1840	1840	1640	1065	200	450	---	815	---	9/30/84	---	---	1106
TECHNICAL CODE: 700													
5380018	EMPLOYMENT INVESTMENT PROMOTION II												
G 79 83	1400	1400	1050	876	350	654	---	572	---	9/30/84	---	---	1108
TECHNICAL CODE: 830													
L 79 79	8400	8400	8400	5200	---	2000	---	3200	---	9/30/84	---	---	1109
TECHNICAL CODE: 830													
5390025	SOCIAL SERVICES AND LOANS TO WOMEN -OPG (PC)												
G 80 83	453	453	373	54	80	134	---	---	---	---	---	---	1118
TECHNICAL CODE: 740													
5380030	BASIC HUMAN NEEDS EMPLOYMENT SECTOR												
G 79 80	6500	6500	6500	1084	---	1084	---	---	---	---	---	---	1123
TECHNICAL CODE: 890													
5380032	ALTERNATIVE ENERGY SYSTEMS												
G 79 84	7600	7600	4780	2456	1523	2000	1270	1000	---	9/30/84	---	---	1125
TECHNICAL CODE: 878													
5380035	CREDIT UNION DEVELOPMENT - OPG												
G 80 83	1486	1486	1088	440	398	488	---	350	---	---	---	---	1128
TECHNICAL CODE: 812													
5380042	PROJECT DEVELOPMENT ASSISTANCE PROGRAM												
G 81 84	5800	5783	2760	1368	1595	2000	1445	1500	---	---	---	---	1137
TECHNICAL CODE: 980													
5380043	PRIVATE SECTOR INVESTMENT ASST PROGRAM												
G 81 84	2000	2000	1100	691	400	300	500	990	---	---	---	---	1138
TECHNICAL CODE: 930													

FY 1985 ANNUAL BUDGET SUBMISSION
 TABLE IV - PROJECT BUDGET DATA

BUREAU FOR LATIN AMERICA AND CARIBBEAN

PROJECT NUMBER AND TITLE	OBLIG	DATE	INIT FIN AUTH	TOTAL COST PLAN	OBLIG THRU FY 82	FY 82 PIPE-LINE	FY 1983		FY 1984		FUNDED THRU	FY 86 OBLIG	FY 87 OBLIG	FY 88 OBLIG	FY 89 OBLIG	ITEM NO
							OBLIG- ACTIONS	EXPEND- ITURES	OBLIG- ACTIONS	EXPEND- ITURES						
							15362	14206	21423	17637	12100	4900	3992	900	900	
							6712	11650	6423	7837	4600	4900	3992	900	900	
							9000	3000	15000	9700	7500					
APPROPRIATION																
TOTAL				43651 92170	37590	17498										
GRANT				35251 49270	29190	12798										
LOAN				8400 42900	8400	5200										

FY 1985 ANNUAL BUDGET SUBMISSION
 TABLE IV - PROJECT BUDGET DATA
 BUREAU FOR LATIN AMERICA AND CARIBBEAN

PROJECT NUMBER AND TITLE	---ESTIMATED U.S. DOLLAR COST (\$000)---										
	OBLIG G DATE	THRU L INIT FIN	FY 82 PIPE- LINE	FY 83 OBLIG- ATTIONS	FY 84 EXPEND- ATTIONS	FY 85 EXPEND- ATTIONS	FY 86 FUNDED THRU	FY 87 OBLIG	FY 88 OBLIG	FY 89 OBLIG	ITEM NO
ECONOMIC SUPPORT FUND											
5380005 SDA EXPANSION											
G 73 85	300	---	---	300	150	300	250	300	---	---	---
5380059 EASTERN CARIB FREE LABOR UNION DEV SUBCAT:EHLD TECHNICAL CODE: 730											
G 80 80	850	850	309	---	100	---	209	---	---	---	1159
5380060 ACCELERATED PRIVATE SECTOR ASSISTANCE SUBCAT:FNPE TECHNICAL CODE: 700											
G 82 82	1000	1000	1000	---	200	---	200	---	---	---	1160
5380076 DOMINICA ROAD REHABILITATION SUBCAT:FNRR TECHNICAL CODE: 821											
G 82 82	9600	9600	9600	---	3000	---	3000	---	---	---	1175
5380082 PRODUCTIVE INFRASTRUCTURE REHABILITATION SUBCAT:FNRR TECHNICAL CODE: 821											
G 82 82	7650	7650	7650	---	4000	---	3000	---	---	---	1181
5380083 BANANA INDUSTRY REHABILITATION SUBCAT:FNPE TECHNICAL CODE: 010											
G 82 82	1750	1750	1750	---	100	---	600	---	---	---	1182
5380090 ST. LUCIA SECTOR STRUCTURAL ADJUSTMENT SUBCAT:FNSA TECHNICAL CODE: 050											
G 83 83	8000	8000	---	8000	1200	---	3500	---	---	---	1192
5380091 ENERGY SECTOR STRUCTURAL ADJUSTMENT SUBCAT:SDEG TECHNICAL CODE: 980											
L 84 84	---	9700	---	---	---	---	9700	1000	---	---	1483
5380098 ANTIGUA WATER SUPPLY SUBCAT:FNWD TECHNICAL CODE:826											
G 83 83	3075	3075	---	3075	300	---	1000	---	---	---	---
L 83 83	6626	6625	---	6625	1000	---	3000	---	---	---	1506

FY 1985 ANNUAL BUDGET SUBMISSION
 TABLE IV - PROJECT BUDGET DATA

BUREAU FOR LATIN AMERICA AND CARIBBEAN

PROJECT NUMBER AND TITLE	ESTIMATED U.S. DOLLAR COST (\$000)										
	OBLIG G DATE L INIT FIN	FY 82 TOTAL COST- AUTH PLAN	FY 82 PIPE- FY 82 LINE	FY 83- OBLIG- ATTIONS	FY 83- EXPEND- ATTIONS	FY 84- OBLIG- ATTIONS	FY 85 FUNDED AAPL	FY 86 THRU OBLIG	FY 87 OBLIG	FY 88 OBLIG	FY 89 ITEM NO
5380100	ECONOMIC RECOVERY/PRIVATE SECTOR SUPPORT										
L 83 83	---	7000	7000	7000	7000	---	---	---	---	---	1508
5380101	ST. VINCENT AGRICULTURAL DEV. PROGRAM										
G 83 83	---	4000	---	4000	500	---	600	---	---	---	1512
5380103	BASIC NEEDS TRUST FUND										
G 84 84	---	10000	---	---	10000	2000	---	---	---	---	---
5380108	AG. SECTOR STRUCTURAL ADJUSTMENT										
G 84 84	---	5000	---	---	5000	1000	---	---	---	---	---
5380107	PRODUCTIVE INFRASTRUCTURE EXPANSION										
G 85 85	---	10000	---	---	---	10000	---	---	---	---	---
5380109	ENERGY SECTOR STRUCTURAL ADJUSTMENT II										
G 85 85	---	9700	---	---	---	9700	---	---	---	---	---
5380110	AG SECTOR STRUCTURAL ADJUSTMENT II										
G 85 85	---	50000	---	---	---	5000	---	---	---	---	---
DISASTER RELIEF											
5380077	UNIFORM BUILDING CODE										
G 82 84	216	216	100	100	70	116	100	---	---	---	---
APPROPRIATION											
TOTAL	216	216	100	100	70	116	100	---	---	---	---
GRANT	216	216	100	100	70	116	100	---	---	---	---
LOAN	---	---	---	---	---	---	---	---	---	---	---
PROGRAM											
TOTAL	157463	361163	132036	67237	53279	51045	55116	51895	58000	17340	5360
GRANT	109137	254614	83306	45546	29654	32737	30116	36133	40500	17340	5360
LOAN	48542	186791	48800	21791	22625	18308	25000	12888	17500	---	---

PROJECT NARRATIVE

TITLE : Basic Needs Trust Fund (538-0103)

FUNCTIONAL ACCOUNT : Economic Support Funds

PROPOSED FUNDING : FY 1984 \$10,000,000 Grant
IOP \$10,000,000 Grant

PROJECT PURPOSE

To help maintain and expand community level economic and social infrastructure in the Eastern Caribbean LDCs through fast-disbursing, relatively labor intensive sub-projects that provide employment and raise local living standards among the region's low-income population.

PROECT DESCRIPTION

The next five years will continue to be a testing period for the new democratically elected governments of the Eastern Caribbean. The economic condition of these countries as they have achieved political independence from the U.K. makes external assistance urgently necessary if they are to avoid further destabilizing economic stagnation and social unrest. The freely elected political leadership of these small states is severely pressed to demonstrate progress in meeting the basic needs of the general population which continues to suffer high unemployment rates and stagnating or even deteriorating living standards. Necessarily limited budgetary resources have postponed or precluded expenditure for maintenance and investment in basic capital and services supporting both the the productive and social sectors. The countries are thus faced with deterioration in the stock of infrastructure in local communities. Such infrastructure is vital to future development and to the provision of essential public services. This project will renew a program begun in 1979 with the Caribbean Development Bank (CDB) which will be completed this fiscal year. It features a rapid implementation system and the decentralization of sub-project administration and supervision. A pool of consultants is available to assist with sub-project design and execution. The Caribbean Development Bank and participating countries are also receiving support for project management and supervision. The project's labor-intensive efforts will measurably increase employment opportunities for lower income groups in the region. The earlier project has been popular and successful and has afforded wide recognition of U.S. concern for the people of the recipient islands. Typical activities involve the construction of primary schools, rehabilitation and maintenance of health and community centers, repair of roads and drainage systems, and reforestation. Eighty sub-projects have been completed in nine countries. Further activity will focus on the five democratic LDCs of the Eastern Caribbean.

RELATIONSHIP OF THE PROJECT TO A.I.D REGIONAL STRATEGY

The RDO/C strategy combines economic stabilization measures with longer term economic structural adjustment and institution building, consistent with A.I.D. policy guidance. The proposed project will afford strong support to the most economically vulnerable islands of the region to permit additional employment as well as sustain a level of public investment in a transitional

period of adjustment to new political and economic conditions in the region. This interim stabilization program also opens the way to policy dialogue with respect to fiscal management and planning of the recipient country's public investment and capital development programs. This dialogue will facilitate the development of economic structural adjustment programs.

HOST COUNTRY AND OTHER DONORS:

The CDB has actively encouraged the contribution of other donors to the Basic Needs Fund which has been established in the Bank under the previous project. Participating countries are providing substantial staff support for sub-project administration and management.

BENEFICIARIES

Some 5,000 unemployed were put to work in the previous project. A similar number will be directly benefitted by the new project. All citizens of the participating countries will benefit from the conservation and expansion of essential public infrastructure and services.

PROJECT NARRATIVE

TITLE : Market Development and Export Promotion (538-0105)

FUNCTIONAL ACCOUNT : Selected Development Activities

PROPOSED FUNDING : FY 1985 \$2,000,000 Grant
IOP \$6,000,000 Grant

PROJECT PURPOSE:

To assist the governments and private sector of the Eastern Caribbean to identify employment creating investment projects with emphasis on export industries; to seek potential investors and potential export markets; and to promote and initiate entry into these markets.

PROJECT DESCRIPTION

The productive sectors in the Eastern Caribbean are restricted by small domestic markets, necessitating a heavy dependence on external trade. The Caribbean Basin Initiative is expected to generate new trade and investment opportunities and AID's objective in the region is to support this initiative. The past two or three years have seen a growing realization in the Eastern Caribbean that the program of import substitution which was the original concept behind the CARICOM movement has exhausted many of its possibilities and that an urgent need exists to seek new export markets for CARICOM products. High unemployment and declining job opportunities also make new private sector employment generation an urgent requirement in all the countries of the region. The proposed Market Development Export Promotion Project (MDEP) is an outgrowth of and follow-on to the Project Development Assistance Program (PDAP), on-going through FY 84 for purposes of project identification and investor search. The present project, involving a contract with the international consulting firm Coopers and Lybrand, includes resident technical advisers in national planning capacities in Antigua/Barbuda, Dominica, St. Kitts/Nevis, St. Lucia, and St. Vincent. The advisers are backed up by short-term consultancies and by the contractor's corporate offices in the U.S. The proposed project builds on a component of the on-going PDAP program that has shown considerable promise for locating investments in export industries and facilitating access to expanded market outlets.

The approach includes (a) broad promotional activities within relevant institutions and associations in the public and private sector, (b) identification of potential investors through an international network of consulting firm offices, (c) business contacts of expert consultants employed under the project contract, and (d) desk research and follow-up by the U.S. based headquarters staff of the contract firm. The proposed project would continue to provide a high level resident adviser in each of the LDC's now being served and would incorporate their activities with the approach described above. The ultimate objective of the project will be to institutionalize the augmented capacity for export market development in the appropriate host country office, ministry, or institution.

RELATIONSHIP OF PROJECT TO AID REGIONAL STRATEGY

Strengthening the private sector role in development is central to AID's long-term objectives in all program categories. RDO/C's strategy, as detailed in the mission's CBI Implementation Plan and the FY 85 Development Strategy Commentary, involves a concerted program that includes technical assistance in new project identification, export promotion, investor search and strengthening of private sector support institutions.

HOST COUNTRY AND OTHER DONORS:

All recipient countries in the proposed project have industrial development institutions conducting campaigns that incorporate many of the above activities. Short on budgetary resources and skilled technical staff, these institutions are receiving assistance under a number of regional and other donor programs. The USAID program closely coordinates with related activities including U.K. and Canadian programs, CDB, IDB and ITC programs, as well as the Caribbean Project Development Facility and the Caribbean Central American Action organization which receive AID support under other projects.

BENEFICIARIES:

The direct beneficiaries will be the companies which invest in or expand their market outlets and generate new productive capacity. Important benefits will also accrue to those employed as a result of business expansion. Finally, by fostering private sector production, the project will create new employment opportunities throughout the private sector.

PROJECT NARRATIVE

TITLE : Productive Infrastructure Expansion (538-0106)

FUNCTIONAL ACCOUNT : Economic Support Funds

PROPOSED FUNDING : FY 1985 \$10,000 Grant
 LOP \$10,000 Grant

PROJECT PURPOSE

To increase productivity in the LDCs of the Eastern Caribbean particularly in the agricultural sector, and to provide dependable access by road from productive areas to major population centers and ports.

PROJECT DESCRIPTION

While the Eastern Caribbean LDC's have basic road networks now in place, their roads are in a serious state of deterioration. Continually exposed to heavy annual rainfall, they were subjected to severe damage by hurricanes in 1979 and 1980. The roads are now in such poor condition that they can neither be restored nor maintained with present government capabilities and, without intervention in the near future, would rapidly deteriorate to a point where a very costly program of complete reconstruction would be required to restore them to service.

Some rehabilitation work has been achieved, largely in St. Lucia, through USAID's earlier Productive Infrastructure Rehabilitation project. However, the need persists there and in the other LDCs to reconstruct portions of this critical infrastructure and to make an early impact on restoring economic vitality where unemployment and recession have created a measure of social unrest.

The project will finance a program of activities in each country, focusing both on rehabilitating key roads and upgrading the capabilities of Ministries of Communication and Works to maintain their road systems. The following three activities will be undertaken in each country: (a) identified roads will be resurfaced and otherwise rehabilitated, including the correction of failed drainage structures; (b) technical assistance will be provided to manage the rehabilitation program, administer procurement of equipment, and provide training to improve the Ministries' road maintenance capabilities; and (c) limited amounts of equipment and spare parts necessary to carry out project activities will be purchased.

RELATIONSHIP OF PROJECT TO A.I.D. REGIONAL STRATEGY

Transportation constraints are inhibiting both the expansion of private investment and productivity within the Eastern Caribbean islands. The proposed project directly contributes to objectives of the Caribbean Basin Initiative (CBI) which expressly includes removal of such impediments to growth as inadequate infrastructure. In addition, the RDO/C strategy includes both short to medium term stabilization measures and longer term structural adjustment and institution building. This proposed Productive Infrastructure Expansion project will have early impact on the island economies as an integral

component of our bilateral and regional development strategy. It will also contribute to institution building as government ministries improve their capacity to maintain infrastructure and plan public investment programs. Policy dialogue will occur in relation to fiscal management and planning and will contribute to development of additional economic structural adjustment programs.

HOST COUNTRY AND OTHER DONORS

The British Development Division is financing technical assistance in equipment maintenance and limited road equipment procurement. The proposed project will be coordinated with the British effort. The host countries will contribute to the cost of road maintenance.

BENEFICIARIES

The roads to be rehabilitated under this project traverse important agricultural and industrial areas in all LDC's. As such, the project will directly or indirectly benefit the entire populations of the democratically controlled Eastern Caribbean LDCs.

PROJECT NARRATIVE

TITLE : Inter-Island Shipping and Marketing (538-0071)
FUNCTIONAL ACCOUNT : SDA Selected Development Activities
PROPOSED FUNDING : FY 1985 \$7.5 million Loan
 LOP \$7.5 million Loan

PROJECT PURPOSE

To further the regional development objectives of the Caribbean Basin Initiative by increasing the export volume and value of agricultural commodities and other small producer products commercially traded among the states of the Eastern Caribbean.

PROJECT DESCRIPTION

The Caribbean Basin Initiative is a collaborative, multi-donor development initiative that combines trade and investment activities and incentives along with aid. As part of the overall effort, A.I.D. is emphasizing private sector stimulation and expansion of the role of the private sector in generating additional production and employment. Expansion of export market opportunities and trade links is also a priority assistance target. Both intra-regional and extra-regional trade and marketing growth will receive support.

The small, less-developed countries of the Eastern Caribbean are characterized by small, internal markets for most food and agricultural crops, as measured both by number of consumers and by aggregate purchasing power. These attributes tend toward highly erratic and risky internal market prices, resulting in a major disincentive to farm production. On the other hand, there are several relatively large markets for food, agricultural commodities and processed food products in the region including Trinidad, Barbados, and the Virgin Islands. Agriculture, moreover, is relatively less important in these larger market countries, so they are very dependent on imported food supplies. The problem is that those countries with the most potential for production are physically separated from those countries with the larger market demand. The physical and institutional infrastructure required to bridge this distance is absent or inadequate. The proposed project will directly address this problem by assisting to establish an inter-island trading system which will include (a) a regularly scheduled shipping service among selected Caribbean states that would accommodate, inter alia, perishable produce; (b) essential related infrastructure including wharf improvement and warehousing; and (d) management support and technical assistance. This shipping service and related facilities will be dependable, regular, and frequent, thus enabling entrepreneurs, including the Caribbean Agricultural Trading Company to effectively plan and manage increased commercial trading activity. It is anticipated that this project will be implemented by a private sector entity.

RELATIONSHIP OF PROJECT TO A.I.D. REGIONAL STRATEGY:

This project gives substance to the U.S. Government's plan of action for the Caribbean Basin Initiative. It will directly support AID's strategy

of productive sector investment with private sector participation. The project will support directly the Mission's program with the Caribbean Agricultural Trading Company and bilateral private sector marketing activities, such as those included in the St. Lucia Agriculture Sector Structural Adjustment Program.

HOST COUNTRY AND OTHER DONORS:

As the project will be implemented by a private sector entity, host governments will not directly participate in the project. Participants will be private investors who are engaged in the transport and commercial sub-sectors and are expected to make equity investments in the project.

BENEFICIARIES:

Approximately 50,000 small farmers in the less-developed countries and Barbados will benefit from expanded marketing opportunities planned under this project. In addition, increased productive investment indirectly associated with an improved export marketing system will provide additional jobs for unemployed persons throughout the region.

PROJECT NARRATIVE

TITLE : Energy Sector Structural Adjustment II (538-0109)
FUNCTIONAL ACCOUNT : Economic Support Fund
PROPOSED FUNDING : Total \$ 9,700,000 Grant (FY 85, \$ 9,700,000)

PROJECT PURPOSE

(1) To decrease dependence on petroleum imports through increased use of energy conservation measures and the development of renewable resources; (2) to encourage governmental policy changes and reform measures in the energy sector that will lead to increased savings and attract investment in productive enterprise.

PROBLEM:

The economic recession precipitated by the oil price hikes of the 1970s has been particularly difficult for the small island nations of the Caribbean. With their limited resources and inadequately diversified economies, they remain highly vulnerable to changes in the international economic scene. This is especially so in the area of energy where there is high dependency on the import of fossil fuels to satisfy energy needs. Since 1979 the oil import bill has more than doubled in the Caribbean, resulting in drastic increases in the deficit in the balance of payments current accounts of the region's economies. In the smaller LDCs, the present current account deficit is generally in excess of 20% of the GDP. The high energy bill continues to be a primary obstacle and limiting factor to economic progress in the region.

PROJECT DESCRIPTION:

The proposed funding would establish country and sector specific bilateral projects in one or two Eastern Caribbean LDCs. It will directly support the Caribbean Basin Initiative by contributing to the development of a positive policy framework for private sector investment and growth, while at the same time providing assistance for energy related structural adjustment. Each country will initiate the project by developing specific energy policy reform plans with appropriate technical assistance and related to the energy sector assessments carried out under the Alternative Energy Systems project. Grant funding will be made available for the implementation of alternative energy development projects related to the reforms and plans.

Structural reform measures expected from recipient countries will focus on a wide range of energy conservation activities and development of renewable resources which will directly reduce energy consumption and demand for costly petroleum imports. Consideration will also be given to changes in energy pricing and taxation structures and policies affecting public utilities.

Project activities will be selected and carried out within the parameters of energy goals developed by participating countries and will be applied to all sectors of the economy: government, industry, commerce, tourism, and transportation. Assistance will be provided to promote more efficient use of present oil-based energy systems and substitution or integration of improved or renewable systems, especially those that promote private sector participation and collaboration. Energy audits in the industrial sector will be undertaken, and public media and education programs will be sponsored to generate public understanding of the costs of energy waste and how to cut down these costs with various energy saving techniques or devices. The utility and transportation sectors will be assisted in employing conservation methods and seeking ways of improving energy efficiencies over the long term. The expansion or use of renewable energy resources will be explored, including solar powered devices, wind, biomass, geothermal and hydro. USAID will work with the governments of participating countries to encourage and finance conservation investments and identify investment priorities.

RELATIONSHIP TO AID REGIONAL STRATEGY

The proposed project is a component of the mission's CBI Implementation Plan and will support the CBI by promoting new energy resources and policies to deal with conservation and reduction in energy costs that will be conducive to expanded investment in light industry, manufacturing and agro-industry. The project directly supports A.I.D. policy priorities institution-strengthening and technology transfer while also encouraging operating efficiencies in the private sectors.

HOST COUNTRY AND OTHER DONORS

There has been wide interest on the part of international donors in energy activities throughout the region, and individual projects have financed various pilot-type activities and assessments, particularly in the area of renewable resource technologies. This project will build on these initial efforts through the development of rational energy conservation program which will employ renewable energy resources whose economic technical feasibility has already been demonstrated.

BENEFICIARIES:

The entire population of each of the recipient countries will benefit from this project, but primarily the urban and rural poor who have had to absorb increased energy prices not only in a higher cost of living, but also in curtailed employment opportunities.

PROJECT NARRATIVE

TITLE: : Agriculture Sector Structural Adjustment II
(538-0110)

FUNCTIONAL ACCOUNT : Economic Support Funds (ESF)

PROPOSED FUNDING: : Total \$5,000,000 Grant (FY 85 \$5,000,000)

PROJECT PURPOSE:

To expand employment and increase incomes of rural farm families by stimulating the private sector to greater investment; and to support policy changes and reform measures to promote restructuring the agricultural sector that will lead to sustained growth and development of the sector.

PROJECT DESCRIPTION

The proposed project would establish country and sector specific bilateral grants to Antigua, St. Kitts/Nevis and possibly Dominica. It will directly support the Caribbean Basin Initiative by contributing to the development of a positive framework for increasing private sector production and growth, while at the same time providing assistance for agricultural related structural adjustment. Each country will initiate the project by developing specific agricultural policy reform investment plans with appropriate technical assistance. Grant funding will be made available for the implementation of agricultural projects related to the reforms and plans.

Examples of the structural reforms that recipient countries can be expected to take based on sector studies would include the following:

1) Antigua

- (a) Marketing - Increased private sector involvement in the agricultural marketing system; improved post-harvest storage capabilities; development of contracting methods for crop production and introduction of grading and quality standards.
- (b) Land Use - Improvements in land access and availability of credit, improve water management and establishment of conservation practices.
- (c) Fisheries - Improvements in small-scale fisherman efficiency.
- (d) Information System - Development of an information system to provide adequate data on supply, demand and resources for timely decision-making.

2) Dominica

- (a) Land Policy/Tenure - The efficient transfer of ownership of estates to purchasers and a freehold system of tenure.

- (b) Marketing - Increased private sector involvement in the agricultural marketing system.
- (c) Credit - Upgraded services and expanded the availability of agricultural credit.
- (d) Extension - Revised services to accommodate the shift from estate to small farmer agriculture.

3). St. Kitts/Nevis

- (a) Land Use - Development of a comprehensive land use Policy.
- (b) Marketing - Increased private sector involvement in the agricultural marketing system.
- (c) Extension - Creation of an extension service system in St. Kitts and strengthening of the existing service in Nevis.

RELATIONSHIP TO AID REGIONAL STRATEGY:

The proposed project is an important component of the mission's CBI Implementation Plan. It supports the CBI by promoting expansion of private agricultural investment, production and marketing. Promotion of policy reforms includes reduction of subsidies diversification of production, private marketing alternatives, and improvements in land tenure and conservation policies.

HOST COUNTRIES AND OTHER PARTICIPANTS:

Other donor agencies including the Canadian International Development Agency and the British Development Division are working in the islands on a number of related projects. The proposed project will be coordinated with their on-going and planned activities. In addition, regional institutions will be involved such as the Caribbean Development Bank providing agricultural credit, University of the West Indies Extension Project, and the Caribbean Agricultural Research and Development Institute, the primary agricultural research body in the region.

BENEFICIARIES:

It is expected that Governments, small farmers and private investors, involved in the agricultural sector will all be beneficiaries. The Governments will benefit by having policies conducive to economic stimulation and recovery; availability of land, credit, extension services and marketing will benefit small farmers; and the private investor will benefit as a result of an increase in investment potential and opportunities.

PROJECT NARRATIVE

TITLE: : Regional Agricultural Education (538-0104)

FUNCTIONAL ACCOUNT : Agriculture, Rural Development and Nutrition

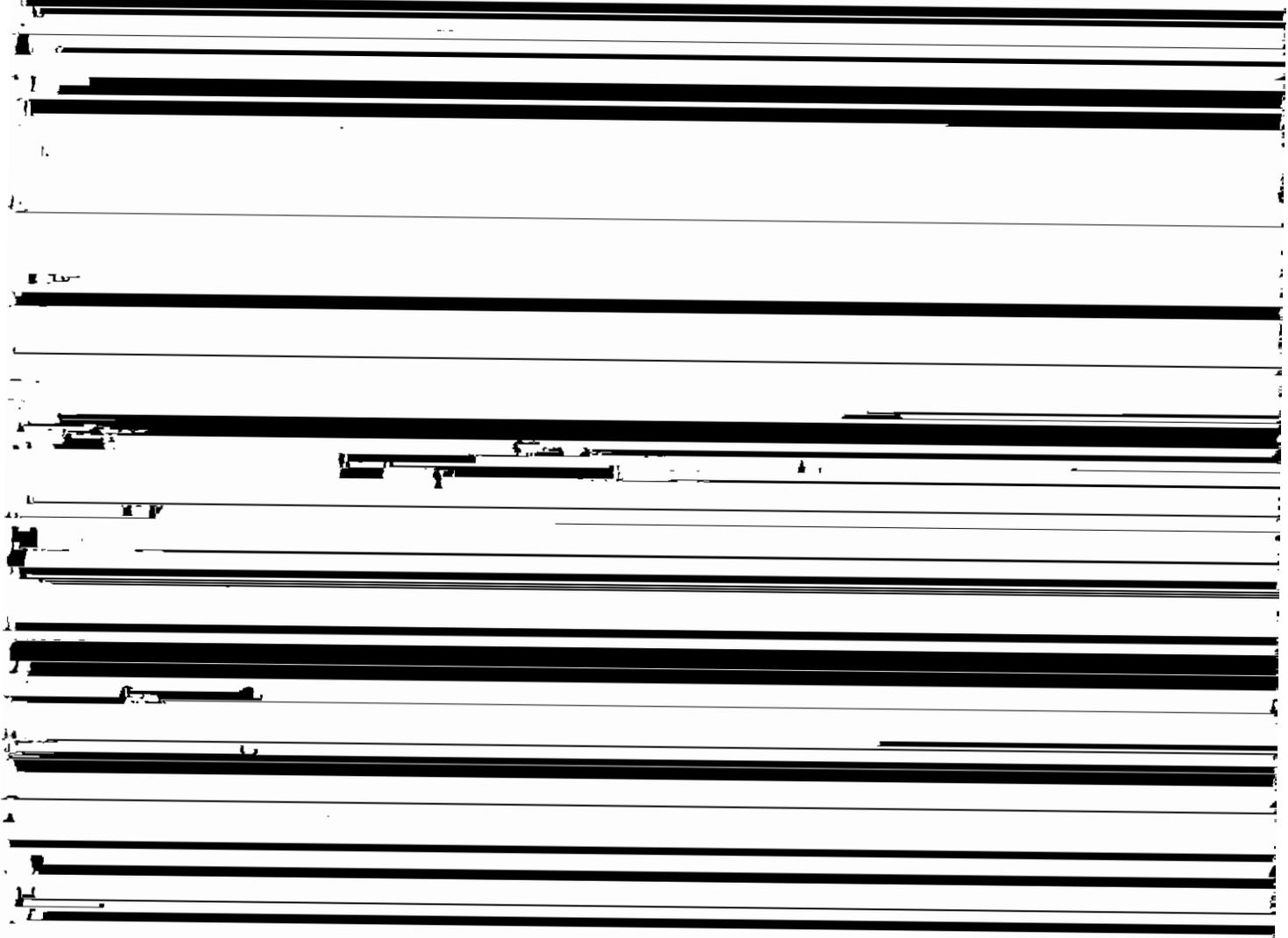
PROPOSED FUNDING: : FY 1985 - \$1,460,000 Grant
 LOP \$8,000,000 Grant

PROJECT PURPOSE:

To assist in the establishment of an Agricultural College in St. Lucia which will cater to the needs of five LDCs, offering one-year, two-year and three-year programs that give students an understanding of the fundamental principles of agriculture and prepare them to work at the craft, technician and specialist levels.

PROJECT DESCRIPTION:

The Union Agricultural Station in St. Lucia-- which falls under the portfolio of the Ministry of Agriculture, Land, Labor, Fisheries and Cooperatives - at present trains agricultural cadets in one to two-year craft courses. The present program of the Agricultural Station poses severe constraints. First, residential facilities do not exist on the site and the site is distant from the shade of staff and students. Second, the level of



RELATIONSHIP OF PROJECT TO A.I.D. REGIONAL STRATEGY:

This project addresses the key issues of education for productivity. Agriculture is the main contributor to the GDP of the LDCs. Yet there is an inadequate cadre of suitably qualified agricultural craftsmen and technicians to engage in and advise on practical agriculture. This project is consistent with the AID policy paper on Food and Agricultural Development which states "A major priority of AID policy is to assist countries to develop and/or strengthen private and public institutions dealing with the host of technical, administrative, economic and social problems constraining increased and more efficient food and agricultural production, marketing and consumption".

HOST COUNTRY AND OTHER DONORS:

St. Lucia already offers instruction at the Union Agricultural Station and has already expressed a desire to upgrade and relocate the teaching facilities for the purposes of the establishment of the Agricultural College. It is prepared to continue to make the present level of financial inputs. The other LDCs would be expected to make a per capita contribution for the students they send to the College. The European Economic Commission (EEC) proposes to carry out a survey of those teaching facilities that exist in the Windward Islands with respect to teaching and training of agriculture at sub-professional and intermediate levels thereby to determine the need and appropriate siting of an Agricultural College to serve the Windward Islands. EEC hopes to construct the buildings which will house the College. There remains, however, the need for technical assistance, tutors, and equipment. A.I.D. plans to assist in these areas.

BENEFICIARIES:

The College would train approximately 80 agriculturists at the craft, technician and specialist levels on an annual basis to meet the needs of five (5) LDCs, St. Lucia, St. Vincent, Dominica, Antigua and St. Kitts/Nevis.

PROJECT NARRATIVE

TITLE : Agribusiness Expansion II (538-0086)
FUNCTIONAL ACCOUNT : Agriculture, Rural Development and Nutrition
PROPOSED FUNDING : Total \$10,000,000 Loan, FY 1985

PROJECT PURPOSE: :

To initiate, expand, and strengthen private agribusiness investments with emphasis on the Caribbean islands and Belize.

PROBLEM:

The Caribbean region including the small island states of the Eastern Caribbean and the larger countries of Jamaica, Haiti, Dominican Republic, Guyana and Belize face a combination of long and short term problems caused in part by geographic fragmentation, a lack of natural resources, negative economic growth, and rising unemployment. The situation has been compounded by a movement away from agriculture which has traditionally employed a large percentage of the labor force and provided export earnings while at the same time serving to diminish the need for costly imported foods.

Efforts continue to be made by governments and donors to counteract the deteriorating situation primarily through the public sector. However, since agriculture is largely a private sector activity, a private organization with experience in developing and financing small and medium-sized agribusiness or agribusiness-related enterprises has received funding to assist in these areas. The Latin American Agribusiness Development Corporation, SA (LAAD), a private corporation incorporated in Panama in 1970, has received prior AID funding and has demonstrated its ability to achieve project objectives and to implement a sound loan program.

PROJECT DESCRIPTION:

LAAD will continue to promote, develop and implement agribusiness sub-projects throughout the region with special attention being focussed on the Caribbean islands, including the CARICOM countries, Haiti and the Dominican Republic. Marketing projects will be accorded a high priority particularly export oriented projects, and will link the producer with more formalized marketing services. Export markets will be sought both within the region and outside the region. Investments, including joint ventures with U.S. agribusinesses will promote entry into and expansion of U.S. and European markets. Additionally, the AID loan will be used to finance sub-projects in private agribusiness which have high employment potential. While services such as land preparation, pest control, transportation, and packaging which have traditionally been provided by the public sector will be promoted in the private sector.

RELATIONSHIP OF PROJECT TO A.I.D. REGIONAL STRATEGY:

This project is an integral part of RDO/C's support of the Caribbean Basin Initiative. The project is geographically wide-spread but equipped to identify sound agro-industry investments and to link its sub-projects to technical assistance and training resources provided by other USAID-funded programs, in agriculture and private sector development. In addition, support for market development and transportation infrastructure, especially through CATCO, and the Inter-island marketing program will stimulate new projects that are eligible for LAAD resources. Finally, the policy incentives and modifications being encouraged and instituted under the bilateral Agriculture Sector Structural Adjustment program along with the associated grant support in the Eastern Caribbean LDCs is expected to stimulate new investment projects that will qualify for LAAD financing.

HOST COUNTRIES AND OTHER DONORS

USAID is the major source of support other than major stock holders and loans from commercial banks. However LAAD has a resident field staff in a number of countries to identify private sector investment opportunities which are complementary to activities supported by other donor agencies and banks.

Collaboratively, a multi-donor consortium, the Caribbean Project Development Facility of the IFC, under the auspices of IBRD will also assist in identifying projects which could be considered for funding through LAAD.

BENEFICIARIES:

All sub-projects will contribute to the welfare of the small farmer through increased income, productivity, or better land utilization, and to the development of the agribusiness system by improving processes, introducing new products, or better marketing channels.

PROJECT NARRATIVE

TITLE : Health Sector Resource Management (538-0069)
FUNCTIONAL ACCOUNT : Health
PROPOSED FUNDING : \$3,500,000 Grant

PROJECT PURPOSE

To assist governments of the Caribbean Region to make the most efficient possible utilization of health sector resources in the provision of primary health care to their populations.

Problem

The relatively good health service coverage and health status indicators found in the English-speaking Eastern Caribbean have been accomplished through major continuing investments by governments (from 12 -14 % of total expenditures) supplemented by almost equal expenditures by the private sector. Total health sector expenditures currently account for from 8 - 10% of GNP.

The major problem facing these health systems is how to maintain their low crude death rates and infant mortality rates while addressing those health problems that still remain and those which are emerging. Governments' stated desires to increase and improve primary health care services as well as to insure that basic services are available in their hospitals will require either significantly increased resources or else a major effort to eliminate waste and over-utilization within the public sector and the integration of private sector resources into primary health care implementation strategies.

Given the serious economic difficulties facing these countries and the need to use scarce public resources to stimulate productive sectors of their economies the potential for greater government investment in health program is minimal. In fact a more likely occurrence may be the need to reduce government spending on health services.

PROJECT DESCRIPTION

In an effort to assist in resolving some of these problems RDO/C proposes to develop a project which while regional in nature will tailor its inputs to the specific needs, capabilities and policies of each participating country. Activities to be undertaken will include:

improvement of procurement, warehousing and distribution systems (particularly drugs) so as to assure the availability of necessary supplies and equipment and eliminate unnecessary costs;

establishment of revolving drug funds;

establishment of clinic and hospital user fee systems that do not discriminate against those who are unable to pay;

improved utilization of personnel through realistic job descriptions, delegation of responsibilities, adequate training and supervision, and minimal facilities;

integration of private practice physicians into primary health care systems;

establishment of health co-operatives or HMO's to provide services to employee groups, co-operatives, etc. on a pre-paid basis;

promotion of a private group health insurance so as to shift service provision and financing responsibilities from the public to the private sector.

Prior to detailed project design a country by country assessment will be undertaken. Preliminary financial reviews have already been completed for St. Vincent, St. Kitts/Nevis, Dominica and St. Lucia. Planning is now underway for baseline surveys of health services utilization and out-of-pocket expenditures for St. Lucia, St. Kitts/Nevis, Dominica, and Antigua. Survey results will be used in project design and for evaluative purposes.

HOST COUNTRY AND OTHER DONORS

This project will assist host countries in meeting the policy objectives regarding health care that they have already set. It will promote the emerging policies regarding the necessity to charge for some services and put increased responsibility upon the private sector. It is seen as the next step that must be taken by the countries in their push for "Health for All by the Year 2000". The project will be coordinated with the Pan American Health Organization (PAHO) and with Caribbean Community Secretariat (CARICOM). CARICOM has already been charged by the Caribbean Health Ministries to investigate the area of health services financing schemes in support of primary health care.

RELATIONSHIP OF PROJECT TO A.I.D. REGIONAL STRATEGY

This project is directly responsive to the LAC Regional Strategy to develop self-sufficient, economically viable systems capable of delivering primary care. Private sector alternatives are a fundamental feature of the project, including cost recovery systems that constitute a major departure in health services policy for all the beneficiary countries.

BENEFICIARIES

The direct beneficiaries of this project will be the total population of participating countries, particularly those who utilize public health care services as it is these that will show the major improvements in quality of available services.

PROJECT NARRATIVE

TITLE: : Pre-Vocational Skills Development (538-0047)

FUNCTIONAL ACCOUNT: : Education and Human Resources Development

PROPOSED FUNDING: : FY 85 \$1,000,000 Grant
LOP \$10,000,000 Grant

PROJECT PURPOSE:

To establish a sound general education program with a practical bias and focus on prevocational education as part of the senior primary/lower secondary-level curriculum for the less developed countries (LDCs) of the Eastern Caribbean.

PROJECT DESCRIPTION:

The present high school preparatory education given to the 12-15 age group in the Caribbean LDCs is not appropriate (in terms of knowledge, skills, and attitudes required as preparation for the world of work) for the 80 percent who do not go beyond the equivalent of the ninth grade.

From the standpoint of the individual students, a sound functional (general academic and prevocational) education is needed for the 14-15 age group, thereby laying the foundation for their increased efficiency and productivity when they eventually join the labor force. This should be followed by specific skills training provided in an out-of-school setting which is closely related to immediate local needs and employment potential. A.I.D. is currently sponsoring the latter type program in Barbados, Dominica and St. Lucia in two separate projects implemented by the Organization of American States (OAS) and a US Private Voluntary Organization.

This project will include the Eastern Caribbean LDCs. As no regional institution has capability in this field, it will be administered through a national institution of one or more developed countries, such as the College of Arts, Science, and Technology (CAST) in Jamaica, which has expressed interest in the task and is willing and able to take on the responsibility. A private firm may also be subcontracted to do any classroom construction/rehabilitation that may be necessary. The project will be tailored to the actual conditions and priority needs of each of the participating LDCs and will focus on prevocational education as well as practical mathematics and science at the senior primary/lower secondary level. Within this framework decisions as to which subjects (e.g., agriculture, home economics, commercial, industrial arts) and which type of school to include in the program will be country-specific. This project will serve as a follow-up to other A.I.D. projects in primary school construction and primary/secondary school curriculum development.

RELATIONSHIP OF PROJECT TO A.I.D. REGIONAL STRATEGY:

Within a regional framework this project addresses an important aspect of the critical problem of unemployment in general and, more specifically, youth unemployment. There is a critical social, political, and economic need in the Caribbean for productive employment, particularly among

the 14-19 age group of whom almost 50 percent are unskilled and unemployed. Prevocational education will (1) enable capable students to continue their schooling; (2) provide a base for later specific out-of-school skills training; (3) enable school-leavers to initiate income-generating projects; and (4) better enable school "leavers" to acquire work. The project further meets AID policy in supplement A to Handbook 1. While the main policy emphasis is on formal education, the policy recognizes that innovative non-formal education is necessary for the transfer of technology and subsequent employment opportunities.

HOST COUNTRY AND OTHER DONORS:

The United Nations Educational, Scientific and Cultural Organization (UNESCO) has initiated a small-scale pilot effort limited to the junior secondary-level in one LDC. This will be monitored for potential application to this project. It is anticipated that the Peace Corps will coordinate with the grantee institution in providing support for the project through volunteers working at the ministerial level as specialists in the field of science and prevocational education.

This project builds on past assistance by the Canadian International Development Agency (CIDA) and UNESCO in school construction and curriculum development at the lower secondary level.

BENEFICIARIES:

Some 32,000 upper primary/lower secondary school students in the 12-15 age group are expected to benefit from this project.

TABLE V - FY 1985 PROPOSED PROGRAM RANKING					Country/Office RDO/C	
RANK	PROGRAM ACTIVITY	ONGOING NEW	LOAN GRANT	APPR ACCT	PROGRAM FUNDING (\$000)	
	DESCRIPTION				INCR	CUM
1.	538-0000 PDS	O	G	ARDN	300	300
	"	O	G	PN	50	350
	"	O	G	HE	50	400
	"	O	G	EHRD	100	500
	"	O	G	SDA	300	800
2.	538-0110 Agriculture Sector Structural Adjustment II	N	G	ESF	5,000	5,800
3.	538-0109 Energy Structural Adjustment II	N	G	ESF	9,700	15,500
4.	538-0087 Regional Development Training II	O	G	EHRD	1,000	16,500
5.	538-0096 Public Management Policy Planning	O	G	SDA	2,000	18,500
6.	538-0105 Marketing Development/Export Promotion	N	G	SDA	2,000	20,500
7.	538-0039 Population and Development	O	G	PN	900	21,400
8.	538-0068 Caribbean Agricultural Extension II	O	G	ARDN	1,140	22,540
9.	538-0099 Eastern Caribbean Farming System Research and Development	O	G	ARDN	1,460	24,000
10.	538-0106 Inter-Island Shipping	N	L	SDA	7,500	31,500
11.	538-0108 Productive Infrastructure Expansion	N	G	ESF	10,000	41,500
12.	538-0086 Agribusiness Expansion II	N	L	ARDN	10,000	51,500
13.	538-0094 School of Business and Management	O	G	EHRD	2,000	53,500
14.	538-0069 Health Sector Resource Management	G	O	HE	1,200	54,700
15.	538-0005 Special Development Activities	G	O	SDA	300	55,000
			O	ESF	300	55,300
16.	538-0047 Pre-Vocational Skills Development	G	N	EHRD	1,000	56,300
17.	538-0104 Regional Agricultural Education	G	N	ARDN	1,000	57,300
18.	538-9999 Unidentified PVO's	G	N	ARDN	200	57,500
	"	G	N	HE	200	57,700
	"	G	N	SDA	300	58,000

TABLE V NARRATIVE

The Table V ranking flows from the strategy and priorities described in the Mission Action Plan. New bilateral funding of structural adjustment programs in the productive sectors of agriculture and energy will ensure strong bilateral programs in all friendly Eastern Caribbean LDCs during FY 85. This funding combines relatively quick disbursing, high impact assistance for stabilization purposes in concert with specific governmental institution building emphasizing private sector options for development. The funding thus is designed to help meet urgent short-term requirements, and at the same time serve longer-term structural adjustment objectives. Bilateral sector structural adjustment assistance will continue to be the core program during the next two years, linking the medium and longer-term mission strategies.

The private sector development strategy and support for the CBI dictate the ensuing ranking. The critical shortage of skilled managers and technicians must be dealt with as a priority matter in order to accelerate productivity. Meanwhile, policy planning and analysis must generate national strategies for all states of the region leading, in effect, to a restructuring of the partnership between government and industry that will induce expansion in selected areas that promise greatest social and economic returns. At the same time, aggressive investor search and export promotion programs must become a standard feature of these strategies. Although the proposed Marketing Development and Export Promotion project is new in FY 85, it actually is an extension of the important PDAP program that will seek to institutionalize in each country an aggressive promotion program for private sector industrial development.

The group of agriculture and infrastructure projects that follow, as well as the population project, support the policy and structural adjustment activities with necessary additional capital and technical capacity needed to draw investors, reduce food import bills and stem high rates of unemployment, underemployment and population growth. The final group of projects, beginning with the School of Business, (and with the exception of Special Development Activities) will require longer-term gestation and have payoffs that will become increasingly important as the decade wears on. The institutionalization of modern, human resource development programs relevant to the needs of the West Indies, and especially the micro-states of the Eastern Caribbean, is a critical long-term undertaking needed to sustain the reform and restructuring that is already being initiated.

EVALUATION PLANISSUES NARRATIVE

The Mission's evaluation plan is based on the need for information about a number of important issues which relate to AID priorities and to the Mission's strategy and objectives reflected in the FY 85 Action Plan. The schedule also reflects the need for timely decisions to be made at critical points in the implementation of projects to assure sound management of the Mission's portfolio.

As indicated in the schedule a number of evaluations are planned for projects which provide assistance for private sector development. A key component of the Mission's strategy is the provision of assistance designed to promote the expansion of the private sector role in development in support of the CBI. Accordingly, those projects which have been directly targeted towards the private sector have been selected for evaluation. The main purpose of these evaluations will be to ascertain the effectiveness of present AID support to the sector and the capacity of the sector, both actual and potential, to absorb future assistance. Thus, it is expected that information obtained through, for example, evaluations of Regional Development Training II, Non-Formal Skills Training and the Project Development Assistance Program will assist the Mission in planning, designing and implementing future assistance in such areas as project identification, export market development, and technical training for the private sector.

Institution-building is a component in virtually all of the projects in the Mission's portfolio. Accordingly, most of the evaluations planned will examine the institution-building activities and the extent to which previous assistance has strengthened the capacities of the regional and national institutions in both the public and private sectors, to effectively respond to the requirements for growth and development. With regional institutions, an underlying issue is the capacity for responding to the needs and concerns of individual member states. In this context, the 'common services' the mission seeks to foster are an important element in our long range development strategy. A number of projects in our evaluation schedule, including the Caribbean Epidemiological Surveillance and Training and Regional Development Training, are important in this respect. These evaluations are expected to contribute information about the effectiveness of AID support through regional institutions in achieving economies of scale and more efficient utilization of the region's development resources.

An increasingly important issue that RDO/C plans to examine in the next two years is the impact of our bilateral assistance on policy reform and economic structural change. The St. Lucia agriculture and Dominica Banana Rehabilitation projects as well as the Barbados Housing and Antigua Water Supply projects contain important measures resulting from the mission's policy dialogue with these countries. The policy dialogue will be strengthened as we begin to assess progress and renew or redirect our assistance efforts in relation to economic structural adjustment in the Eastern Caribbean.

TABLE VII - LIST OF PLANNED EVALUATIONS
 FY 85 ANNUAL BUDGET SUBMISSION
 COUNTRY/OFFICE: CARIBBEAN REGIONAL

PROJECT LIST (NUMBER/TITLE)	LAST EVAL COMPLETED (MO./YEAR)	FY 1984 START (QTR)	TO AID/W (QTR)	FY 1985 START (QTR)	TO AID/W (QTR)	REASONS/ISSUES	FUNDING SOURCE	USAID PERSON DAYS	COLLATERAL AID ASSISTANCE
538-0099 Multiple Farm Systems Research II	10/82			*1st	2nd	PACD 06/30/88 This evaluation will assess (a) the cost effectiveness of the performance approach to institution strengthening and determine its appropriateness for replication in the Caribbean (b) the effectiveness of the project Management System and (c) the appropriateness of the farming systems Research and Development methodology to effect farm level improvements.	Project 30,000	15	
538-0068 Caribbean Agricultural Extension II		4nd	4rd	4th	4th	PACD 07/31/86 Both evaluations will assess the extent to which self-supporting, effective national and regional extension systems are being established. More specifically focus will be on the implementation of National Extension Improvement Plans, the effectiveness of extension units and the establishment of appropriate and functional linkages with both private and public sector agencies.	FY 84 Project 25,000 FY 85 Project 25,000	10	
538-T-0021 538-0080 Caribbean Agricultural Trading Co. (CATCO)		*3rd	4th	4th	4th	PACD - 09/30/87 This project aims to improve regional self sufficiency through the removal of key constraints to marketing agricultural produce and through the promotion of new marketable products by LDC farmers. In particular, the evaluations will examine the overall performance of CATCO including progress made towards financial viability, its impact on regional trading patterns, production and private sector investment in regional agricultural trading.	FY 84 Project 15,000 FY 85 Project 15,000	10 10	
538-0083 Dominica Banana Rehabilitation		*2nd	2nd	2nd	2nd	PACD -06/30/85 Both evaluations will assess the progress being made in the restructuring of the banana industry in Dominica to ensure fuller private sector involvement. Specifically they will focus on the financial viability of the Dominica Banana Company and the of Dominica Banana Producers Association, as well as the extent to which support services are being transferred from the public to the private sector.	FY 84 PD&S 20,000 FY 85 PD&S 20,000	10 10	AID/W TDY 10 person days.
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TABLE VII - LIST OF PLANNED EVALUATIONS
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 COUNTRY/OFFICE: CARIBBEAN REGIONAL

PROJECT LIST (NUMBER/TITLE)	LAST EVAL COMPLETED (MO./YEAR)	FY 1984		FY 1985		REASONS/ISSUES	FUNDING SOURCE	USAID PERSON DAYS	COLLATERAL AID ASSISTANCE
		START (QTR)	TO AID/W (QTR)	START (QTR)	TO AID/W (QTR)				
538-0090 St. Lucia Agriculture Structural Adjustment				1st	1st	PACD - 04/30/86 The purpose of this evaluation will be to identify the strengths and weaknesses in the implementation methodologies for all elements of the project and to recommend actions to either reinforce or correct them during the remainder of the project's life. In particular the evaluation will examine (a) the validity of the critical assumption that the Land Registry and Adjudication System will result in a measurable increase in agricultural investment and therefore productivity (b) the efficiency of the financial mechanism used to capitalize the Tenure Individualization Fund (c) the extent to which private sector marketing initiatives are being stimulated and (d) the appropriateness of the rationale for the Banana Replanting component.	Project 50,000	10	
538-0050 Caribbean Family Planning - OPG	10/82			1st	2nd	PACD -04/13/84 The concentration of this project is on institution-building. The evaluation will thus principally examine the Caribbean Family Planning Affiliation's institutional capabilities to effectively deliver services, with a view to determining its role as a private sector mechanism in future population programs.	PD&S 8,000	6	
538-0039 Population and Development		3rd	3rd	3rd	3rd	PACD -12/31/86 (IPPF) 12/31/85 (CARICOM) This project attempts to address two critical interrelated population issues confronting the LDCs viz lack of population policies and inadequate services delivery. Accordingly the evaluation will assess the progress being made towards designing and implementing population and appropriate medical policies at both the regional and national levels. It will also examine the extent of improvements in the delivery systems at the national levels.	Project 20,000	10	

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TABLE VII - LIST OF PLANNED EVALUATIONS
 FY 85 ANNUAL BUDGET SUBMISSION
 COUNTRY/OFFICE: CARIBBEAN REGIONAL

PROJECT LIST (NUMBER/TITLE)	LAST EVAL COMPLETED (MO./YEAR)	FY 1984 START (QTR)	TO AID/W (QTR)	FY 1985 START (QTR)	TO AID/W (QTR)	REASONS/ISSUES	FUNDING SOURCE	USAID PERSON DAYS	COLLATERAL AID ASSISTANCE
HE									
538-0027 Caribbean Epidemiological Surveillance & Trng.	01/81			*3rd	3rd	PACD - 06/30/85 Consistent with the Mission's strategy of encouraging regional cooperation to facilitate economies of scale, this project concentrates on strengthening the capacity of the Caribbean Epidemiological Centre (CAREC) to provide centralized services and training while at the same time building the national capabilities. This evaluation will assess, inter alia, the cost effectiveness of this approach, the impact of the project on beneficiary countries and the effectiveness of the regional and national institutional capabilities in surveillance, outbreak recognition and laboratory services.	Project 5,000	10	
538-0054 Health Manpower Development (OPG)	10/82		*2nd		3rd	PACD - 03/23/84 The effectiveness of the project's response to the LDCs short-term health manpower needs and its success in creating a regional framework for longer term health manpower development will be examined.	Project 8,000	10	
538-0055 Allied Health Manpower Trng. - OPG	12/82			*1st	1st	PACD -08/29/85 This evaluation will assess the efficacy of the training program and the extent of its institutionalization. It will also examine inter alia the impact of the program on the health delivery systems of the beneficiary LDCs.	FY 84 PD&S 10,000	10	
EHRD									
538-0014 Regional Development Training - OECS/EAS	09/81		2nd		2nd	PACD - 06/21/85 Improvement in the productivity of the LDC public sectors and institution-building are the aims of this project. The purpose of this evaluation is therefore to assess (a) the impact of OECS/EAS training on the LDC public sectors in terms of increased efficiency and enhanced capability, (b) the institutional capabilities of the OECS/EAS training unit and the national units and (c) the validity of the project rationale that the common services approach is cost effective.	Project 15,000	10	

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TABLE VII - LIST OF PLANNED EVALUATIONS
 FY 85 ANNUAL BUDGET SUBMISSION
 COUNTRY/OFFICE: CARIBBEAN REGIONAL

PROJECT LIST (NUMBER/TITLE)	LAST EVAL COMPLETED (MO./YEAR)	FY 1984 START (QTR)	TO AID/W (QTR)	FY 1985 START (QTR)	TO AID/W (QTR)	REASONS/ISSUES	FUNDING SOURCE	USAID PERSON DAYS	COLLATERAL AID ASSISTANCE
538-0029 Caribbean Education Development - Primary Curriculum Development - UWI	10/82	3rd	4th			PACD 05/31/84 The project will be evaluated to ascertain (a) its impact on the quality of curricula in the primary school systems, (b) the outreach capacity of the UWI's School of Education and (c) the educational planning capabilities of the individual government ministries.	Project 20,000	15	
538-0029 Caribbean Education -Secondary Curriculum Development - UWI	08/81	1st	1st			PACD - 08/31/83 This evaluation will assess the role of CXC's project management as a necessary facilitating feature of project achievements, the institutionalization of the secondary curriculum development program and its impact on all aspects of the educational system in the Caribbean.	Project 20,000	15	
538-0070 Child, Family and Community Dev. - OPG		4th	4th			PACD - 09/30/84 The institutionalization of the pre-school/daycare program and its impact on education and the female working population will be evaluated.	Project 2,500	10	
538-0073 Regional Non-formal Skills Training		2nd	3rd			PACD - 12/31/84 FY 84 evaluation will assess the progress being made towards the institutionalization of the program, its cost effectiveness and the appropriateness of curricula, with a view to determining the future of the program.	FY 84 Project 5,000	10	

TABLE VII - LIST OF PLANNED EVALUATIONS
 FY 85 ANNUAL BUDGET SUBMISSION
 COUNTRY/OFFICE: CARIBBEAN REGIONAL

PROJECT LIST (NUMBER/TITLE)	LAST EVAL COMPLETED (MO./YEAR)	FY 1984		FY 1985		REASONS/ISSUES	FUNDING SOURCE	USAID PERSON DAYS	COLLATERAL AID ASSISTANCE
		START (QTR)	TO AID/W (QTR)	START (QTR)	TO AID/W (QTR)				
538-0087 Regional Development Training II		1st	1st	1st	1st	PACD - 06/87 Evaluation of the private sector elements will involve a careful review of the progress made in improving the performance of enterprises. With respect to the participant training component the selection process and the utilization of training will be examined to determine the degree to which cooperating countries support the provision of training to assist development activities.	Project 30,000	10	
538-0032 Regional Alternative Energy Systems	09/82	*3rd	4th			PACD - 08/25/84 Institution-building is the aim of this project. Accordingly, the capabilities of both the regional (CARICOM and CDB) and the national institutions will be evaluated to determine the extent to which they can effectively undertake energy planning and design, adapt and implement alternative energy technologies.	Project 30,000	7	
538-0035 Caribbean Credit Union Development-OPG	03/82	1st	2nd	4th	4th	PACD - 12/31/85 FY 84 evaluation will assess the institutional capabilities of the Caribbean Credit Union Movement at the local, national and regional levels. FY 85 evaluation will further examine the institutional capabilities and in addition examine the utilization of financial resources by members; growth in membership and savings; and increase in services	FY 84 Project 5,000 FY 85 Project 5,000	10 10	
538-0042 Project Development Assistance Program		3rd	4th			PACD - 12/24/84 The effectiveness of the PDAP methodology will be assessed to capture the lessons learned from this project for possible follow-on and institutionalization. The evaluation will also seek to measure the impact of the project on national government planning processes, the development of the private sector through accelerated investment in particular, and on social economic development in the Eastern Caribbean in general.	Project 40,000	10	

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 FY 85 ANNUAL BUDGET SUBMISSION
 COUNTRY/OFFICE: CARIBBEAN REGIONAL

PROJECT LIST (NUMBER/TITLE)	LAST EVAL COMPLETED (MO./YEAR)	FY 1984 START (QTR)	TO AID/W (QTR)	FY 1985 START (QTR)	TO AID/W (QTR)	REASONS/ISSUES	FUNDING SOURCE	USAID PERSON DAYS	COLLATERAL AID ASSISTANCE
538-0043 Private Sector Investment Assistance Project.		3rd	4th	3rd	4th	PACD 09/30/85 This project involves the strengthening of the Caribbean Association of Industry and Commerce (CAIC) as a principal unit in an institutional support network that provides services for the private sector. The evaluation will assess the institutionalization of CAIC's services to firms, including technical assistance and training, its program of trade and investment promotion and the impact on private sector development.	Project 10,000	20	
538-0076 Dominica Road		*1st	1st			PACD - 09/30/85 FY 85 evaluation will assess (a) the effectiveness of the road maintenance, road planning and implementation capabilities of the Government of Dominica and (b) the impact of the rehabilitated road on key economic sectors in the country.	FY 85 Project 35,000	7	AID/W TDY
538-0079 Dominica Small Enterprise Dev.		3rd	3rd	4th	4th	PACD - 09/30/85 FY 84 evaluation will examine the Development Foundation model for its effectiveness in stimulating small enterprise development. During FY 85 an impact evaluation will be conducted which will focus in particular on (a) job creation and income generation (b) the involvement of traditional lending institutions in the provision of finance to the small business sector and (c) the institutionalization of the program.	FY 84 Project 5,000 FY 85 Project 10,000	8 10	
538-0082 Productive Infra- structure Rehabilitation		*1st	1st			PACD - 09/21/85 FY 85 evaluation will assess (a) the effectiveness of the road maintenance transportation planning and implementation capabilities of the governments of St. Lucia and St. Vincent and (b) the impact of the rehabilitated roads on agricultural production and marketing and employment.	FY 85 Project 25,000	7	AID/W TDY

TABLE VII - LIST OF PLANNED EVALUATIONS
 FY 85 ANNUAL BUDGET SUBMISSION
 COUNTRY/OFFICE: CARIBBEAN REGIONAL

PROJECT LIST (NUMBER/TITLE)	LAST EVAL COMPLETED (MO./YEAR)	FY 1984 START (QTR)	TO AID/W (QTR)	FY 1985 START (QTR)	TO AID/W (QTR)	REASONS/ISSUES	FUNDING SOURCE	USAID PERSON DAYS	COLLATERAL AID ASSISTANCE
534-HG-001, 538-0081 Barbados Private Initiatives in Housing				*1st	1st	PACD - N/A This evaluation will assess the progress being made towards (a) alleviating housing shortage (b) shifting the initiative for production to the private sector (c) strengthening the mortgage servicing capabilities of the participating credit unions and the Barbados Mortgage Finance Co. Ltd., and (d) the development of a National Housing Plan.	PRE/H 40,000	5	
538-0098 Antigua Water Supply				1st	2nd	PACD - 03/31/85 A major component of this project seeks to address the institutional capabilities of the Antigua Public Utilities Authority (APUA) and the laws, regulations and policies governing its operations. This evaluation will therefore not only examine the works progress but, it will also assess the effectiveness of the technical assistance for institutional reforms necessary to enable APUA to operate as a self-sustaining entity.	Project 20,000	20	
538-0102 Caribbean Marketing Assistance		3rd	3rd			PACD - 04/26/86 The effectiveness of the marketing mechanism and administrative arrangements will be assessed in order to determine (a) the extent to which the project is facilitating marketing links and (b) is supportive of other broader mission initiatives in trade and investment promotion.	Project 3,000	10	

* Denotes change from FY 83 Evaluation Plan.

ORGANIZATION USAID/BARBADOS

<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		1,609.5		1,609.5	XXXXXX
U.S. CITIZENS BASIC PAY	U101	110	1,138.3		1,138.3	23.3
PT/TEMP U.S. BASIC PAY	U102	112	12.0		12.0	1.0
DIFFERENTIAL PAY	U103	116				XXXXXX
OTHER AID/W FUNDED O.C. 11	U104	119	20.3		20.3	XXXXXX
OTHER MISSION FUNDED O.C. 11	U105	119	17.0		17.0	XXXXXX
EDUCATION ALLOWANCES	U106	126	67.8		67.8	18.0
RETIREMENT - U.S.	U107	120	80.5		80.5	XXXXXX
LIVING ALLOWANCES	U108	128	56.0		56.0	XXXXXX
OTHER AID/W FUNDED O.C. 12	U109	129				XXXXXX
OTHER MISSION FUNDED O.C. 12	U110	129				XXXXXX
POST ASSIGNMENT - TRAVEL	U111	212	21.5		21.5	8.0
POST ASSIGNMENT - FREIGHT	U112	22	80.0		80.0	8.0
HOME LEAVE - TRAVEL	U113	212	24.4		24.4	18.0
HOME LEAVE - FREIGHT	U114	22	43.6		43.6	18.0
EDUCATION TRAVEL	U115	215	7.9		7.9	8.0
R AND R TRAVEL	U116	215	25.2		25.2	24.0
ALL OTHER CODE 215 TRAVEL	U117	215	15.0		15.0	22.0
<u>FOREIGN NATIONAL/DH</u>	U200		426.2		426.2	XXXXXX
BASIC PAY	U201	114	391.8		391.8	30.5
OVERTIME, HOLIDAY PAY	U202	115	5.0		5.0	0.4
ALL OTHER CODE 11 - FN	U203	119	0.7		0.7	XXXXXX
ALL OTHER CODE 12 - FN	U204	129	28.7		28.7	XXXXXX
BENEFITS FORMER FN PERS.	U205	13				XXXXXX
<u>CONTRACT PERSONNEL</u>	U300		133.2		133.2	XXXXXX
PASA TECHNICIANS	U301	258				
U.S. PSC - SALARY/BENEFITS	U302	113	67.0		67.0	4.5
ALL OTHER U.S. PSC COSTS	U303	255				XXXXXX
F.N. PSC - SALARY/BENEFITS	U304	113	66.2		66.2	8.0
ALL OTHER F.N. PSC COSTS	U305	255				XXXXXX
<u>HOUSING</u>	U400		421.6		421.6	XXXXXX
RENT	U401	235	11.0		11.0	1.0
UTILITIES	U402	235	9.0		9.0	XXXXXX
RENOVATION AND MAINT.	U403	259	52.0		52.0	XXXXXX
QUARTERS ALLOWANCE	U404	127	257.5		257.5	23.0
PURCHASES RES. FURN/EQUIP.	U405	311	49.0		49.0	XXXXXX
TRANS./FREIGHT - CODE 311	U406	22	24.5		24.5	XXXXXX
SECURITY GUARD SERVICES	U407	254	15.0		15.0	XXXXXX
OFFICIAL RESIDENCE ALLOW.	U408	254	2.1		2.1	XXXXXX
REPRESENTATION ALLOWANCE	U409	252	1.5		1.5	XXXXXX

ORGANIZATION USAID/BARBADOS

<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>OFFICE OPERATIONS</u>	U500		866.6		866.6	XXXXX
RENT	U501	234	145.0		145.0	XXXXX
UTILITIES	U502	234	16.0		16.0	XXXXX
BUILDING MAINT./RENOV.	U503	259	41.0		41.0	XXXXX
OFFICE FURN./EQUIP.	U504	310	33.5		33.5	XXXXX
VEHICLES	U505	312				XXXXX
OTHER EQUIPMENT	U506	319				XXXXX
TRANSPORTATION/FREIGHT	U507	22	17.0		17.0	XXXXX
COMMUNICATIONS	U508	230	50.0		50.0	XXXXX
SECURITY GUARD SERVICES	U509	254				XXXXX
PRINTING	U510	24	6.0		6.0	XXXXX
RIG/II OPERATIONAL TRAVEL	U511	210				
SITE VISITS	U512	210	100.0		100.0	301.0
INFORMATION MEETINGS	U513	210	10.6		10.6	7.0
TRAINING ATTENDANCE	U514	210	14.9		14.9	8.0
CONFERENCE ATTENDANCE	U515	210	10.5		10.5	8.0
OTHER OPERATIONAL TRAVEL	U516	210	40.0		40.0	26.0
SUPPLIES AND MATERIALS	U517	26	35.0		35.0	XXXXX
FAAS	U518	257	201.6		201.6	XXXXX
CONSULTING SVCS - CONT.	U519	259				XXXXX
MGT./PROF. SVCS. - CONT.	U520	259				XXXXX
SPEC. STUDIES/ANALYSES CONT.	U521	259				XXXXX
ALL OTHER CODE 25	U522	259	145.5		145.5	XXXXX
TOTAL O.E. BUDGET			3,457.1		3,457.1	XXXXX
RECONCILIATION			1,452.7		1,452.7	XXXXX
OPERATING ALLOWANCE REQUEST			2,004.4		2,004.4	XXXXX
OTHER INFORMATION:						
Dollar requirement for local currency costs				957.0		
Exchange rate used (as of May 1, 1983)				2,0125		

<u>FUNCTION CODE</u>		<u>AMOUNT OBLIG.</u>	<u>AVE. PER TRIP</u>	<u>AMT AVAIL</u>	<u>NO OF TRIPS AVA.</u>	<u>TOTAL TRIPS</u>
U 512	: 219 trips	72,700	332	27,300	82	301
U-513	: 7 trips	10,600	1,514	-0-	-0-	7
U-514	: 7 trips	13,300	1,900	1,600	1	8
U-515	: 5 trips	6,400	1,280	4,100	3	8
U-516	: 18 trips	25,200	1,400	11,400	8	26

ORGANIZATION USAID/BARBADOS

<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		1,884.8		1,884.8	XXXXXX
U.S. CITIZENS BASIC PAY	U101	110	1,348.5		1,348.5	28.0
PT/TEMP U.S. BASIC PAY	U102	112	14.0		14.0	1.0
DIFFERENTIAL PAY	U103	116				XXXXXX
OTHER AID/W FUNDED O.C. 11	U104	119	24.2		24.2	XXXXXX
OTHER MISSION FUNDED O.C 11	U105	119	18.7		18.7	XXXXXX
EDUCATION ALLOWANCES	U106	126	87.6		87.6	30.0
RETIREMENT - U.S.	U107	120	101.1		101.1	XXXXXX
LIVING ALLOWANCES	U108	128	68.8		68.8	XXXXXX
OTHER AID/W FUNDED O.C. 12	U109	129				XXXXXX
OTHER MISSION FUNDED O.C.12	U110	129				XXXXXX
POST ASSIGNMENT - TRAVEL	U111	212	28.5		28.5	7.0
POST ASSIGNMENT - FREIGHT	U112	22	60.0		60.0	7.0
HOME LEAVE - TRAVEL	U113	212	33.4		33.4	18.0
HOME LEAVE - FREIGHT	U114	22	32.0		32.0	18.0
EDUCATION TRAVEL	U115	215	8.0		8.0	8.0
R AND R TRAVEL	U116	215	45.0		45.0	32.0
ALL OTHER CODE 215 TRAVEL	U117	215	15.0		15.0	16.0
<u>FOREIGN NATIONAL DH</u>	U200		469.8		469.8	XXXXXX
BASIC PAY	U201	114	431.0		431.0	31.0
OVERTIME, HOLIDAY PAY	U202	115	6.0		6.0	.4
ALL OTHER CODE 11 - FN	U203	119	0.8		0.8	XXXXXX
ALL OTHER CODE 12 - FN	U204	129	32.0		32.0	XXXXXX
BENEFITS FORMER FN PERS.	U205	13				XXXXXX
<u>CONTRACT PERSONNEL</u>	U300		187.0		187.0	XXXXXX
PASA TECHNICIANS	U301	258				
U.S. PSC - SALARY/BENEFITS	U302	113	87.0		87.0	7.5
ALL OTHER U.S. PSC COSTS	U303	255				XXXXXX
F.N. PSC - SALARY/BENEFITS	U304	113	100.0		100.0	11.0
ALL OTHER F.N. PSC COSTS	U305	255				XXXXXX
<u>HOUSING</u>	U400		427.5		427.5	XXXXXX
RENT	U401	235	12.0		12.0	1.0
UTILITIES	U402	235	10.0		10.0	XXXXXX
RENOVATION AND MAINT.	U403	259	30.0		30.0	XXXXXX
QUARTERS ALLOWANCE	U404	127	296.2		296.2	28.5
PURCHASES RES. FURN/EQUIP.	U405	311	40.7		40.7	XXXXXX
TRANS./FREIGHT - CODE 311	U406	22	20.0		20.0	XXXXXX
SECURITY GUARD SERVICES	U407	254	15.0		15.0	XXXXXX
OFFICIAL RESIDENCE ALLOW.	U408	254	2.1		2.1	XXXXXX
REPRESENTATION ALLOWANCE	U409	252	1.5		1.5	XXXXXX

ORGANIZATION USAID/BARBADOS

<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>OFFICE OPERATIONS</u>	U500		998.3		998.3	XXXXX
RENT	U501	234	145.0		145.0	XXXXX
UTILITIES	U502	234	18.0		18.0	XXXXX
BUILDING MAINT./RENOV.	U503	259	42.0		42.0	XXXXX
OFFICE FURN./EQUIP.	U504	310	25.8		25.8	XXXXX
VEHICLES	U505	312	8.0		8.0	XXXXX
OTHER EQUIPMENT	U506	319				XXXXX
TRANSPORTATION/FREIGHT	U507	22	15.1		15.1	XXXXX
COMMUNICATIONS	U508	230	55.0		55.0	XXXXX
SECURITY GUARD SERVICES	U509	254				XXXXX
PRINTING	U510	24	4.0		4.0	XXXXX
RIG/II OPERATIONAL TRAVEL	U511	210				
SITE VISITS	U512	210	149.5		149.5	346
INFORMATION MEETINGS	U513	210	15.9		15.9	9
TRAINING ATTENDANCE	U514	210	22.2		22.2	10
CONFERENCE ATTENDANCE	U515	210	15.7		15.7	10
OTHER OPERATIONAL TRAVEL	U516	210	59.8		59.8	30
SUPPLIES AND MATERIALS	U517	26	40.0		40.0	XXXXX
FAAS	U518	257	245.0		245.0	XXXXX
CONSULTING SVCS - CONT.	U519	259				XXXXX
MGT./PROF. SVCS. - CONT.	U520	259				XXXXX
SPEC. STUDIES/ANALYSES CONT.	U521	259				XXXXX
ALL OTHER CODE 25	U522	259	137.3		137.3	XXXXX
TOTAL O.E. BUDGET			3,967.4		3,967.4	XXXXX
RECONCILIATION			1,732.8		1,732.8	XXXXX
OPERATING ALLOWANCE REQUEST			2,234.6		2,234.6	XXXXX

OTHER INFORMATION:

Dollar requirement for local currency costs
Exchange rate used (as of May 1, 1983)

Estimated Wage Increases - FY 1983 to FY 1984
Estimated Price Increases - FY 1983 to FY 1984

12%

8%

ORGANIZATION USAID/BARBADOS

<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>U.S. DIRECT HIRE</u>	U100		1,999.0		1,999.0	XXXXX
U.S. CITIZENS BASIC PAY	U101	110	1,398.5		1,398.5	28.0
PT/TEMP U.S. BASIC PAY	U102	112	16.0		16.0	1.0
DIFFERENTIAL PAY	U103	116				XXXXX
OTHER AID/W FUNDED O.C. 11	U104	119	25.1		25.1	XXXXX
OTHER MISSION FUNDED O.C 11	U105	119	18.7		18.7	XXXXX
EDUCATION ALLOWANCES	U106	126	92.7		92.7	30.0
RETIREMENT - U.S.	U107	120	106.0		106.0	XXXXX
LIVING ALLOWANCES	U108	128	75.7		75.7	XXXXX
OTHER AID/W FUNDED O.C. 12	U109	129				XXXXX
OTHER MISSION FUNDED O.C.12	U110	129				XXXXX
POST ASSIGNMENT - TRAVEL	U111	212	39.1		39.1	10.0
POST ASSIGNMENT - FREIGHT	U112	22	90.0		90.0	10.0
HOME LEAVE - TRAVEL	U113	212	39.0		39.0	23.0
HOME LEAVE - FREIGHT	U114	22	35.0		35.0	23.0
EDUCATION TRAVEL	U115	215	8.0		8.0	8.0
R AND R TRAVEL	U116	215	40.2		40.2	30.0
ALL OTHER CODE 215 TRAVEL	U117	215	15.0		15.0	16.0
<u>FOREIGN NATIONAL DH</u>	U200		517.1		517.1	XXXXX
BASIC PAY	U201	114	474.1		474.1	31.0
OVERTIME, HOLIDAY PAY	U202	115	7.0		7.0	.4
ALL OTHER CODE 11 - FN	U203	119	0.8		0.8	XXXXX
ALL OTHER CODE 12 - FN	U204	129	35.2		35.2	XXXXX
BENEFITS FORMER FN PERS.	U205	13				XXXXX
<u>CONTRACT PERSONNEL</u>	U300		217.9		217.9	XXXXX
PASA TECHNICIANS	U301	258				
U.S. PSC - SALARY/BENEFITS	U302	113	107.7		107.7	9.0
ALL OTHER U.S. PSC COSTS	U303	255				XXXXX
F.N. PSC - SALARY/BENEFITS	U304	113	110.2		110.2	11.0
ALL OTHER F.N. PSC COSTS	U305	255				XXXXX
<u>HOUSING</u>	U400		459.0		459.0	XXXXX
RENT	U401	235	14.0		14.0	1.0
UTILITIES	U402	235	11.0		11.0	XXXXX
RENOVATION AND MAINT.	U403	259	48.0		48.0	XXXXX
QUARTERS ALLOWANCE	U404	127	326.0		326.0	30.0
PURCHASES RES. FURN/EQUIP.	U405	311	27.6		27.6	XXXXX
TRANS./FREIGHT - CODE 311	U406	22	13.8		13.8	XXXXX
SECURITY GUARD SERVICES	U407	254	15.0		15.0	XXXXX
OFFICIAL RESIDENCE ALLOW.	U408	254	2.1		2.1	XXXXX
REPRESENTATION ALLOWANCE	U409	252	1.5		1.5	XXXXX

ORGANIZATION USAID/BARBADOS

<u>EXPENSE CATEGORY</u>	<u>FUNCTION CODE</u>	<u>OBJECT CLASS</u>	<u>DOLLAR FUNDED</u>	<u>TRUST FUNDED</u>	<u>TOTAL BUDGET</u>	<u>UNITS</u>
<u>OFFICE OPERATIONS</u>	U500		<u>1,058.1</u>		<u>1,058.1</u>	<u>XXXXX</u>
RENT	U501	234	<u>160.0</u>		<u>160.0</u>	<u>XXXXX</u>
UTILITIES	U502	234	<u>20.0</u>		<u>20.0</u>	<u>XXXXX</u>
BUILDING MAINT./RENOV.	U503	259	<u>45.0</u>		<u>45.0</u>	<u>XXXXX</u>
OFFICE FURN./EQUIP.	U504	310	<u>12.8</u>		<u>12.8</u>	<u>XXXXX</u>
VEHICLES	U505	312	<u>10.0</u>		<u>10.0</u>	<u>XXXXX</u>
OTHER EQUIPMENT	U506	319				<u>XXXXX</u>
TRANSPORTATION/FREIGHT	U507	22	<u>7.5</u>		<u>7.5</u>	<u>XXXXX</u>
COMMUNICATIONS	U508	230	<u>60.0</u>		<u>60.0</u>	<u>XXXXX</u>
SECURITY GUARD SERVICES	U509	254				<u>XXXXX</u>
PRINTING	U510	24	<u>4.0</u>		<u>4.0</u>	<u>XXXXX</u>
RIG/II OPERATIONAL TRAVEL	U511	210				
SITE VISITS	U512	210	<u>156.3</u>		<u>156.3</u>	<u>361</u>
INFORMATION MEETINGS	U513	210	<u>16.5</u>		<u>16.5</u>	<u>12</u>
TRAINING ATTENDANCE	U514	210	<u>23.4</u>		<u>23.4</u>	<u>14</u>
CONFERENCE ATTENDANCE	U515	210	<u>16.9</u>		<u>16.9</u>	<u>16</u>
OTHER OPERATIONAL TRAVEL	U516	210	<u>62.4</u>		<u>62.4</u>	<u>35</u>
SUPPLIES AND MATERIALS	U517	26	<u>45.0</u>		<u>45.0</u>	<u>XXXXX</u>
FAAS	U518	257	<u>275.0</u>		<u>275.0</u>	<u>XXXXX</u>
CONSULTING SVCS - CONT.	U519	259				<u>XXXXX</u>
MGT./PROF. SVCS. - CONT.	U520	259				<u>XXXXX</u>
SPEC. STUDIES/ANALYSES CONT.	U521	259				<u>XXXXX</u>
ALL OTHER CODE 25	U522	259	<u>143.3</u>		<u>143.3</u>	<u>XXXXX</u>
TOTAL O.E. BUDGET			<u>4,251.1</u>		<u>4,251.1</u>	<u>XXXXX</u>
RECONCILIATION			<u>1,820.6</u>		<u>1,820.6</u>	<u>XXXXX</u>
OPERATING ALLOWANCE REQUEST			<u>2,430.5</u>		<u>2,430.5</u>	<u>XXXXX</u>
OTHER INFORMATION:						
Dollar requirement for local currency costs						
Exchange rate used (as of May 1, 1983)						
Estimated Wage Increases - FY 1984 to FY 1985				<u>9%</u>		
Estimated Price Increases - FY 1984 to FY 1985				<u>9%</u>		

TABLE VIII - SECTION AMANAGEMENT IMPROVEMENTS

In keeping with existing agency policy, RDO/C has and will continue to utilize the services of U.S. dependent and local personnel under Personal Service Contracts to fulfill non-technical support requirements thus effecting a greater cost savings over the utilization of scarce U.S. Direct Hire Personnel. We have also found that a reduction of logistic service procurement from single contracting firms in lieu of several personal service contracts to fulfill the same function has resulted in additional savings.

Since initial installation of the RDO/C WANG OIS Word Processing System some one and a half years ago, we had reached maximum access capacity, and hence have expanded our system by acquisition of five additional terminals, which are currently installed and operating. It is currently planned to now further expand the system by acquisition of an additional three workstation and one printer required to absorb additional staff access thereto brought about by in-house training to include predominately all secretarial staff. The incidence of hiring additional secretaries in relation to past years had dropped significantly with the acquisition of the WANG OIS System, thus effecting cost savings in secretarial support which will be amplified over time and usage of the Word Processing System. Additional software will also be acquired to adapt the present system to provide micro-computer capabilities for project design and financial reporting functions.

In addition to the above, a USDH Management plus a Contract/Procurement Officer position have been requested in order to free professional and technical personnel from this function and reallocate this scarce resource to the technical and professional areas of project development and implementation.

TABLE VIII - SECTION BJUSTIFICATION FOR FUNDING CHANGES

The relative increase in budget line items for the fiscal years presented are directly attributed to the additional staff projections over that currently allocated as workyear levels plus an anticipated increase in operational travel resulting from a program expansion during the past few years which now necessitates additional travel for minimum implementation and monitoring over past years.

Local inflationary and wage and price increases have been projected in terms of salaries of foreign national staff and other applicable line items relating to benefits and cost of local supplies and/or services.

The significant increase in both U.S. and FN service contracts is directly attributed to a conscious decision to provide support requirements from this resource rather than attempt to utilize critical USDH personnel for these functions.

A planned replacement of RDO/C vehicles as well as other NXP has been budgeted as has additional NXP to provide required logistic support for proposed USDH staff increases.

TABLE VIII - SECTION CTRUST FUNDS

Given the relatively short period of past development assistance within the region, and the levels thereof, it would not appear practical to attempt to establish a trust fund to assist in meeting Mission operational expense requirements at this time. Of greater significance however, is the problem of attempting to establish trust fund mechanisms with some 15 different island states for which the Mission is responsible within the region, and at present, are themselves experiencing local currency constraints. It should be noted that RDO/C is located in only one of these countries, and thus to attempt to initiate a trust fund agreement therewith would have a significant impact, as viewed individually by each, on the entire developmental process within the region.

TABLE VIII - A AND BAUTOMATIC DATA PROCESSING AND WORD PROCESSING NARRATIVE

RDO/C currently has acquired by direct purchase one WANG OIS 130 Word Processing System encompassing six workstations and two printers. The current volume of activity has been such that another three workstations and another printer are planned to be acquired in FY 83 or 84, funds permitting. The initial installation, some one and one half years ago, with one workstation, was the result of a study requested by RDO/C and conducted by SER/DM of workload requirements in justification of such a system. Since that time basically all secretarial staff have been trained on basic usage by two FNDH secretaries that were trained at WANG Laboratories in Washington, D.C. up to and through advanced operations.

In terms of utilization, RDO/C has on disc storage, basically all repetitive type documents such as loan and grant agreements, project reports, internal financial reports, as well as PID, PP, and related internal documents requiring constant revision or update.

In addition to the normal software, RDO/C has acquired a basic language disc which will be programed in the near future to provide micro-computer type applications in respect to financial reporting and project status and implementation reports. Further to this, we are awaiting the WANG software package currently under development that will expand the micro-computer application to the entire WANG OIS System. Given the installation of the present system, we do not feel it would be feasible to now attempt to acquire a micro-computer from a different source but rather to await development of the WANG OIS micro converter package which is imminent. It is envisioned that this converter will provide RDO/C with the micro-computer and word processing capabilities generally required for the state of the art given the current and proposed program expansion requirements under the Caribbean Basin Initiative.

TABLE VIII(b)
OBLIGATIONS FOR WP SYSTEMS
(\$000)

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	-----Fiscal Year-----		
	1983	1984	1985
A. Capital Investments in W/P Equipment	20.4	13.0	-0-
B. W/P Equipment Rental and Supplies	1.0	1.2	2.0
C. Other W/P Costs			
Total	21.4	14.2	2.0
Amount included in <u>Mission allowance</u> for existing systems	21.4	14.2	2.0
Amount included in <u>Mission allowance</u> for new/expanded systems			

TABLE IX(a) - WORKFORCE REQUIREMENTS (U.S. DIRECT HIRE)

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SKILL CODE	POSITION TITLE	WORKYEARS			
		FY 83	FY 84	FY 85	FY 86
011	MISSION DIRECTOR	1.0	1	1	1
012	DEP. MISSION DIRECTOR	1.0	1	1	1
023	PROGRAM OFFICER	1.0	1	1	1
023	ASST PROGRAM OFFICER	1.0	1	1	1
124	GEN. DEV. OFFICER	1.0	1	1	1
021	PROGRAM ECONOMIST	1.0	1	1	1
043	CONTROLLER	1.0	1	1	1
043	DEP. CONTROLLER	1.0	1	1	1
042	BUDGET/ACCT OFFICER	1.0	1	1	1
850	REG'L LEGAL ADVISOR	1.0	1	1	1
940	CAPITAL PROJ DEV OFF	1.0	1	1	1
940	DEP CAPITAL PROJ DEV OFF	1.0	1	1	1
940	PROJECT DEV OFF	1.0	1	1	1
940	PROJECT DEV OFF	1.0	1	1	1
940	PROJECT DEV OFF	1.0	1	1	1
940	PROJECT DEV OFF (N)	0.3	1	1	1
251	GEN'L ENGR OFF	1.0	1	1	1
251	DEP. GEN'L ENGR OFF	1.0	1	1	1
502	PUBLIC HLTH ADV	1.0	1	1	1
502	PUBLIC HLTH ADV	1.0	1	1	1
601	HUMAN RES DEV OFF	1.0	1	1	1
103	AGRI DEV OFFICER	1.0	1	1	1
103	DEP. AGRI DEV OFFICER	1.0	1	1	1
103	ASST. AGRI DEV OFFICER	1.0	1	1	1
103	ASST AGRI DEV OFFICER(N)	0.3	1	1	1
103	ASST AGRI DEV OFFICER(N)	0.3	1	1	1
032	MGT. OFFICER (N)		1	1	1
940	CAP. DEV OFF - ENERGY(N)			1	1
-	CONTRACTS OFFICER (N)		1	1	1
103	AGRI ADVISOR - IDI (N)		0.5	1	1
		23.9	28.5	30.0	30.0
	FTEPP CEILING	24.0	24.0	24.0	24.0
	OVER(UNDER) FTEPP CEILING	.1	4.5	6.0	6.0
	PT WORKYEARS	1.0	1.0	1.0	1.0
	PT CEILING	2.1	2.1	2.1	2.1
	OVER(UNDER) PT CEILING	(1.1)	(1.1)	(1.1)	(1.1)
	OVER(UNDER) TOTAL CEILING	(1.0)	3.4	4.9	4.9

TABLE IX(b) - WORKFORCE REQUIREMENTS (F.N. DIRECT HIRE)

SKILL CODE	POSITION TITLE	WORKYEARS			
		FY 83	FY 84	FY 85	FY 86
070	ADMIN ASST.	1.0	1	1	1
070	ADMIN ASST.	1.0	1	1	1
120	SN. PROGRAM SPLST.	1.0	1	1	1
120	PROGRAM SPLST.	1.0	1	1	1
050	SECRETARY	1.0	1	1	1
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050	SECRETARY	1.0	1	1	1
050	SECRETARY	1.0	1	1	1
021	ECONOMIST	1.0	1	1	1
050	SECRETARY	1.0	1	1	1
040	BUDGET/FISCAL SPLST.	1.0	1	1	1
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040	BUDGET/FISCAL SPLST.	1	1	1	1
040	BUDGET/FISCAL SPLST.	1	1	1	1
040	ACCT TECHNICIAN	1	1	1	1
040	ACCT TECHNICIAN	1	1	1	1
040	ACCT TECHNICIAN	0.5	1	1	1
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050	SECRETARY	1	1	1	1
050	SECRETARY	1	1	1	1
250	ENGINEER	1	1	1	1
250	ENGINEER	1	1	1	1
040	FINANCIAL ANALYST	1	1	1	1
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050	SECRETARY	1	1	1	1
050	SECRETARY	1	1	1	1
050	SECRETARY	1	1	1	1
050	SECRETARY	1	1	1	1
050	SECRETARY	1	1	1	1
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601	PROJ. MGR. EDUC.	1	1	1	1
600	TRAINING SPLST.	1	1	1	1
050	SECRETARY	1	1	1	1
050	SECRETARY	1	1	1	1
030	WORD PROCESSING SPLST	1	1	1	1
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072	COM/RECORDS CLK	1	1	1	1
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		30.5	31.0	31.0	31.0

TABLE IX - SECTION DWORKYEARS AND PERSONNEL

In view of the administration's current interest in the Caribbean Basin and the continual progressive program expansion experienced by RDO/C as a result thereof, staffing increases have been requested which exceed the current workyear level ceiling allocated for budget preparation purposes. In this regard, RDO/C feels it is unrealistic to base actual dollar budget requirements on a workforce level which is not reflective of anticipated and planned events based on the best information available at the time. Accordingly, this presentation reflects a budget based on actual expected workforce levels which is contrary to ABS (MOB) preparation guidance. While it is fully understood that current workyear allocation levels may provide some flexibility within the next few months, it does not mitigate what we feel would be a submission of a budget based on personnel levels which are well below that anticipated, nor does this address what we feel would be a submission of an understated budget simply to live within guidelines which do not address actual events. RDO/C is prepared to defend the position taken in respect to the submission of a budget which is realistic in meeting basic minimum operational requirements based on actual projected staffing.