

PROJECT ASSISTANCE COMPLETION REPORT

Project Title: Caribbean Agricultural Extension Project (CAEP)
Project Number: 538-0068
Funding Period: January 20, 1983 to June 30, 1989
LOP Funding: \$10,144,000 Grant
Implementing Agency: Midwest Universities Consortium for International Activities (MUCIA) and the University of the West Indies (UWI)
PACD: June 30, 1989

I. Background and Purpose

The Project was developed and implemented by MUCIA, an entity made up of Title XII institutions, and the University of the West Indies using the collaborative mode. The Project is the second phase of a two phase effort. Phase I (538-0017) ran from 1980 to 1982 and was designated as a period of analysis and planning to accurately identify activities and resources required to improve effectiveness of national agricultural extension services in participating Eastern Caribbean countries. During this period, each participating country developed a National Extension Improvement Plan.

On August 9, 1982, RDO/C authorized Phase II of the Project. The purpose of the Project was to increase effectiveness of national public and private sector agriculture extension systems in six Eastern Caribbean states and Belize and to improve long-term effectiveness of the University of the West Indies to backstop and support national extension services. Expected outputs were more productive farmers, effective frontline extension agents, more effective national extension services, establishment of demonstration extension districts, effective national communication units and effective regional backstopping and support. On March 18, 1988, the Project Authorization was amended to add Barbados as a country eligible to receive assistance under the Project.

II. Description of AID Project Inputs

A. Staff support (\$1,972,456) included a team leader, a farming systems specialist, and a communications specialist, all for three years and provided by MUCIA; short-term technical assistance also from MUCIA; and a fulltime project director, a communications coordinator and a Leewards Islands Outreach professional from UWI.

B. Travel and Transportation (\$613,777) covered training programs and project related personnel.

C. Equipment (\$247,500) consisted of audio-visual and computer equipment for the regional communications unit (RECU) at UWI in Trinidad, audio-visual equipment for National Communications Units, vehicles to support Project activities and vehicle revolving loan programs for Dominica, Antigua and Nevis.

D. Training (\$718,790) included fifteen one year scholarships to the UWI Diploma Extension course and miscellaneous short-term courses.

E. Other direct costs including evaluation.

D. Indirect costs consisting of MUCIA and UWI overheads.

III. Project Accomplishments*

A. National Extension Services

The overall effectiveness of National Extension Services has been greatly strengthened through better organization, the development of more well-defined goals, and the enhancement of the skills and knowledge of its staff. National Extension Services also have been integrated to a greater degree with the services of other governmental extension and research agencies and agencies in the private sector. Finally National Extension Services have established a new image based on their ability to influence farmer behavior through contact with frontline extension officers, and share information through national and regional communications activities.

*For the most part Project accomplishments have been extracted from the "External Evaluation Report of the Caribbean Agricultural Extension Project" dated March 1989.

B. Effective National Communications

National Communications Units were formed or strengthened in all Project countries. These Units are most effective in the areas of work program planning, training, and the production of communications materials for publications.

C. More Effective Frontline Officers

In general, Frontline Officers have acquired a greater knowledge of appropriate agricultural practices and are better able to apply them to solve farmers' problems and improve farm production. These Officers also have acquired a greater awareness of available resources and how they can be used to help farmers.

D. Demonstration Districts

The Project identified demonstration districts and developed work plans to address major problems identified through needs assessment surveys. District Advisory committees established in each demonstration district had limited success but lower level committees had some effect. The Project selected target farm families in each of the demonstration districts and focussed farm management efforts on them. The farm management efforts included enterprise analysis as well as whole-farm planning.

E. More Productive Farmers

Target farm families (1) increased enterprise receipts, farm and family earnings, and net worth in 1987 compared with 1986, (2) adopted a variety of new production and management practices, (3) evidenced greater knowledge of production and marketing and (4) demonstrated improved attitudes toward farming and extension. In addition target families made changes in enterprises that resulted in more diversification, more vegetable production and production more suited to market needs.

F. Regional Backstopping

The Project enhanced regional backstopping capabilities by: (1) establishing an operational Regional Extension Communications Unit (RECU) at UWI, (2) institutionalizing UWI outreach positions in the Windward and Leeward Islands, (3) creating a functioning Regional

Agricultural Extension Coordinating Committee (RAECC) which meets once every eighteen months and (4) strengthening other regional linkages.

IV. Project Impact

The Project has been responsible for transforming national extension services into well-organized, potentially highly effective systems and for greatly strengthening the outreach capability of the University of the West Indies. Evidence of this are extension work plans which are prepared on a regular basis, enhanced technical ability of extension agents, improved services which are provided by national and regional communications units and improved effectiveness of the UWI outreach professionals.

V. Continued AID Monitoring Requirements

RDO/C has recently initiated the implementation of the Agricultural Research and Extension Project (AREP). This Project will build on the accomplishments of CAEP to further implement farm/home management systems in all OECs countries and to further develop the human resources involved in technology transfer in the region. The central theme of the project is a closer working relationship between research and extension. Considerable emphasis will be placed on coordination of activities among CARDI, UWI and National Extension Services.

VI. Lessons Learned

A. Organizational change is slow in institutions such as national extension services and therefore support is required until changes become a permanent part of the institutional culture.

B. While the incentives of training and increased access to materials and equipment go a long way toward building effective extension services, they are not enough. The reality is often that governments do not have the ability and/or sense of priorities which allows them to provide adequate remuneration to attract and retain well-qualified and motivated extension agents.

C. There is a mutual benefit to long-term technical collaboration relationships such as that enjoyed by UWI with MUCIA under this Project. West Indian scientists had access to a very broad range of technical expertise and training opportunities and U.S. scientists had the opportunity to adapt their systems to different geographic and cultural conditions.

The collaborative mode can be an effective instrument for designing and implementing projects. In this case, MUCIA helped UWI to identify the major constraints to agricultural extension in the Caribbean and then in collaboration with UWI developed the Phase I Project Paper. UWI assisted by MUCIA implemented Phase I which consisted of the development of plans to improve the various National Extension Services. MUCIA and UWI also developed the Phase II project paper. However, implementation was the responsibility of MUCIA with assistance from UWI. The phased approach resulting from the collaborative design and implementation allowed for modification of project objectives as time went on. The collaboration mode was also very effective in sharpening the design and implementation skills of the UWI. In the early years at least, project design and implementation proceeded smoothly with no significant delays in fielding design or implementation teams. However, project designers failed to appreciate the long-term nature of the project and in 1985 an award for implementation of a Project extension was competed fully and openly resulting in some lost time and momentum.

Clearances

C/ARDO:LLaird	<u>(In Draft)</u>
A/C/PRM:Ckeller	<u>(In Draft)</u>
A/C/PDO:JWooten	<u>(In Draft)</u>
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