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CONFORMED COPY

PROJECT

GRANT AGREEMENT

BETWEEN

UNIVERSITY OF THE WEST INDIES

and the

UNITED STATES OF AMERICA

for

CARIBBEAN LEADERSHIP AND DEVELOPMENT TRAINING PROJECT

Dated: June 30, 1990

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PROJECT GRANT AGREEMENT

Dated: June 30, 1990

Between

The University of the West Indies ("Grantee")

And

The United States of America, acting through the
Agency for International Development ("A.I.D.").

Article 1: The Agreement

The purpose of this Agreement is to set out the understandings of the parties named above ("Parties") with respect to the undertaking by the Grantee of the Project described below, and with respect to the financing of the Project by the Parties.

Article 2: The Project

SECTION 2.1. Definition of Project. The Project, which is further described in Annex I, consists of the provision of training and technical resources to improve the productivity and efficiency of the work force in the participating private and public Eastern Caribbean organizations. Annex I, attached, amplifies the definition of the Project contained in this Section 2.1. Within the limits of the definition of the Project in this Section, elements of the amplified description stated in Annex I may be changed by written agreement of the authorized representatives of the Parties named in Section 8.2. without formal amendment of this Agreement.

SECTION 2.2. Incremental Nature of Project.

(a) A.I.D.'s contribution to the Project will be provided in increments, the initial one being made available in accordance with Section 3.1 of this Agreement. Subsequent increments will be subject to availability of funds to A.I.D. for this purpose, and to the mutual agreement of the Parties, at the time of a subsequent increment, to proceed.

(b) Within the overall Project Assistance Completion Date stated in this Agreement, A.I.D., based upon consultation with the Grantee, may specify in Project Implementation Letters appropriate time periods for the utilization of funds granted by A.I.D., under an individual increment of assistance. The anticipated life of Project budget for the Project is contained in Annex I.

Article 3: Financing

SECTION 3.1. The Grant. To assist the Grantee to meet the costs of carrying out the Project, A.I.D., pursuant to the Foreign Assistance Act of 1961, as amended, agrees to grant the Grantee under the terms of this Agreement not to exceed One Million Seven Hundred Forty One Thousand Six Hundred United States ("U.S.") Dollars (\$1,741,600) ("Grant").

The Grant may be used to finance foreign exchange costs as defined in Section 6.1. and local currency costs as defined in Section 6.2. of goods and services required for the Project.

SECTION 3.2. Grantee Resources for the Project

The Grantee agrees to provide or cause to be provided for the Project all funds, in addition to the Grant, and all other resources required to carry out the Project effectively and in a timely manner.

SECTION 3.3. Project Assistance Completion Date

(a) The "Project Assistance Completion Date" (PACD), which is June 30, 1998, or such other date as the Parties may agree to in writing, is the date by which the Parties estimate that all services financed under the Grant will have been performed and all goods financed under the Grant will have been furnished for the Project as contemplated in this Agreement.

(b) Except as A.I.D. may otherwise agree in writing, A.I.D. will not issue or approve documentation which would authorize disbursement of the Grant for services performed subsequent to the PACD or for goods furnished for the Project, as contemplated in this Agreement, subsequent to the PACD.

(c) Requests for disbursement, accompanied by necessary supporting documentation prescribed in Project Implementation Letters are to be received by A.I.D. or any bank described in Section 7.1. no later than nine (9) months following the PACD, or such other period as A.I.D. agrees to in writing. After such period, A.I.D., giving notice in writing to the Grantee, may at any time or times reduce the amount of the Grant by all or any part thereof for which requests for disbursement, accompanied by necessary supporting documentation prescribed in Project Implementation Letters, were not received before the expiration of said period.

Article 4: Conditions Precedent to Disbursement

SECTION 4.1. First Disbursement. Prior to the first disbursement under the Grant, or to the issuance by A.I.D. of documentation pursuant to which disbursement will be made, the Grantee will, except as the Parties may otherwise agree in writing, furnish to A.I.D. in form and substance satisfactory to A.I.D.:

(a) A statement of the name of the person holding or acting in the office of the Grantee specified in Section 8.2., and of any additional representatives, together with a specimen signature of each person specified in such statement;

(b) Evidence that an adequate accounting and budgetary control system is established that will provide proper accountability of A.I.D. funds, in accordance with generally accepted accounting principles;

(c) Evidence that a proper procurement system has been established that will assure the utilization of competitive selection procedures for the awarding of contracts; and

(d) A statement of work containing the responsibilities for the positions of Project Coordinator and Training/Placement Specialist.

SECTION 4.2. Subsequent Disbursement for Training. Prior to the disbursement of funds for training costs under the Grant, or to the issuance by A.I.D. of documentation pursuant to which disbursement will be made, the Grantee will, except as A.I.D. may otherwise agree in writing, furnish to A.I.D., in form and substance satisfactory to A.I.D., a detailed time-phased implementation plan and operational budget that includes projections for all proposed Project activities during the forthcoming year. This plan and budget will be updated annually.

SECTION 4.3. Notification. When A.I.D. has determined that the conditions precedent specified in Section 4.1., and 4.2. have been met, it will promptly notify the Grantee.

SECTION 4.5. Terminal Date for Conditions Precedent.

(a) If all of the conditions specified in Section 4.1. have not been met within 120 days from the date of this Agreement, or such later date as A.I.D. may agree to in writing, A.I.D., at its option, may terminate this Agreement by written notice to Grantee.

Article 5: Special Covenants

SECTION 5.1. Project Evaluation. The Parties agree to establish an evaluation program as part of the Project. Except as the Parties otherwise agree in writing, the program will include, during the implementation of the Project and at one or more points thereafter:

(a) evaluation of progress toward attainment of the objectives of the Project;

(b) identification and evaluation of problem areas of constraints which may inhibit such attainment;

(c) assessment of how such information may be used to help overcome such problems; and

(d) evaluation, to the degree feasible, of the overall development impact of the Project.

SECTION 5.2. Mileage and Per Diem Rates. The Grantee covenants that mileage and per diem rates under the Project shall not exceed those authorized for A.I.D.-sponsored travel.

Article 6: Procurement Source

SECTION 6.1. Foreign Exchange Costs. Disbursements pursuant to Section 7.1. will be used exclusively to finance the costs of goods and services required for the Project having, with respect to goods, their source and origin and with respect to services their nationality in the United States (Code 000 of the AID Geographic Code Book as in effect at the time orders are placed or contracts entered into for such goods or services) ("Foreign Exchange Costs"), except as A.I.D. may otherwise agree in writing, and except as provided in the Project Grant Standard Provisions Annex, Section C.1(b) with respect to marine insurance. Ocean transportation costs will be financed under the grant only on vessels under flag registry of the United States, except as AID may otherwise agree in writing.

SECTION 6.2. Local Currency Costs. Disbursements pursuant to Section 7.2 will be used exclusively to finance the costs of goods and services required for the Project having their source and, except as A.I.D. may otherwise agree in writing, their origin in the participating countries of the Commonwealth Caribbean.

Article 7: Disbursement

SECTION 7.1. Disbursement for Foreign Exchange Costs

(a) After satisfaction of conditions precedent, the Grantee may obtain disbursements of funds under the Grant for the Foreign Exchange Costs of goods or services required for the Project in accordance with the terms of this Agreement, by such of the following methods as may be mutually agreed upon:

(1) by submitting to A.I.D., with necessary supporting documentation as prescribed in Project Implementation Letters, (A) requests for reimbursement for such goods or services, or, (B) requests for A.I.D. to procure commodities or services in Grantee's behalf for the Project; or,

(2) by requesting A.I.D. to issue Letters of Commitment for specified amounts, (A) to one or more U.S. banks, satisfactory to A.I.D., committing A.I.D. to reimburse such bank or banks for payments made by them to contractors or suppliers, under Letters of Credit or otherwise, for such goods or services, or (B) directly to one or more contractors or suppliers, committing A.I.D. to pay such contractors or suppliers for such goods or services.

(b) Banking charges incurred by Grantee in connection with Letters of Commitment and Letters of Credit will be financed under the Grant unless the Grantee instructs A.I.D. to the contrary. Such other charges as the Parties may agree to may also be financed under the Grant.

SECTION 7.2. Disbursement for Local Currency Costs

(a) After satisfaction of conditions precedent, the Grantee may obtain disbursements of funds under the Grant for Local Currency Costs required for the Project in accordance with the terms of this Agreement, by submitting to A.I.D., with necessary supporting documentation as prescribed in Project Implementation Letters, requests to finance such costs.

(b) The local currency needed for such disbursements may be obtained:

(1) by acquisition by A.I.D. with U.S. Dollars by purchase; or

(2) by A.I.D., (A) requesting the Grantee to make available the local currency for such costs, and (B) thereafter making available to the Grantee, through the opening or amendment by A.I.D. of Special Letters of Credit in favor of the Grantee or its designee, an amount of U.S. Dollars equivalent to the amount of local currency made available by the Grantee, which dollars will be utilized for procurement from the United States under appropriate procedures described in Project Implementation Letters.

The U.S. Dollar equivalent of the local currency made available hereunder will be, in the case of subsection (b)(1) above, the amount of U.S. Dollars required by A.I.D. to obtain the local currency, and in the case of subsection (b)(2) above, an amount calculated at the rate of exchange specified in the applicable Special Letter of Credit Implementation Memorandum hereunder as of the date of the opening or amendment of the applicable Special Letter of Credit.

Article 7: Disbursement (Continued)

SECTION 7.3. Other Forms of Disbursement. Disbursements of the Grant also may be made through such other means as the Parties may agree to in writing.

SECTION 7.4. Rate of Exchange. Except as may be more specifically provided under Section 7.2., if funds provided under the Grant are introduced into a participating country by A.I.D. or any public or private agency for purposes of carrying out obligations of A.I.D. hereunder, the Grantee will make such arrangements as may be necessary so that such funds may be converted into currency of the participating country at the highest rate of exchange which, at the time the conversion is made, is not unlawful in that country.

Article 8: Miscellaneous

SECTION 8.1. Communications. Any notice, request, document, or other communication submitted by either Party to the other under this Agreement will be in writing or by telegram or cable, and will be deemed duly given or sent when delivered to such party at the following addresses:

To the Grantee:

DIRECTOR OF THE CAVE HILL CAMPUS

Mail Address:

University of the West Indies
P. O. Box 64
Bridgetown, Barbados

Alternate address for cables:

To A.I.D.:

MISSION DIRECTOR

Mail Address:

Regional Development Office/Caribbean
P.O. Box 302
Bridgetown, Barbados

Alternate address for cables: USEMB BGI 2259

All such communications will be in English, unless the Parties otherwise agree in writing. Other addresses may be substituted for the above upon the giving of notice.

Article 8: Miscellaneous (Continued)

SECTION 8.2. Representatives. For all purposes relevant to this Agreement, the Grantee will be represented by the individual holding or acting in the office of Principal of the Cave Hill Campus and A.I.D. will be represented by the individual holding or acting in the office of Director, Regional Development Office for the Caribbean, each of whom, by written notice, may designate additional representatives for all purposes other than exercising the power under Section 2.1. to revise elements of the amplified description in Annex I. The names of the representatives of the Grantee, with specimen signatures, will be provided to A.I.D., which may accept as duly authorized any instrument signed by such representatives in implementation of this Agreement, until receipt of written notice of revocation of their authority.

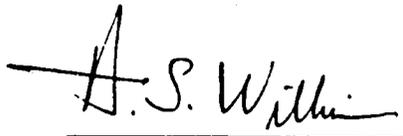
SECTION 8.3. Standard Provisions Annex. A "Project Grant Standard Provisions Annex" (Annex II) is attached to and forms part of this Agreement.

IN WITNESS WHEREOF, the Grantee and the United States of America, each acting through its duly authorized representative, have caused this Agreement to be signed in their names and delivered as of the day and year first above written.

UNITED STATES OF AMERICA

UNIVERSITY OF THE WEST INDIES

BY:



Aaron S. Williams

BY:



Keith D. Hunte

TITLE: Director, Regional
Development Office
for the Caribbean

TITLE: Principal, UWI, Cave Hill

BY: _____

TITLE:

PROJECT DESCRIPTION

SECTION I: PROJECT PURPOSES AND OVERVIEW

The Caribbean Leadership and Development Training Project (CLDT) consists of two major activities: The Caribbean and Latin American Scholarship Program II (CLASP II) and Development Training (DT) components. The goal of the Project is to encourage and strengthen free enterprise economies and democratic pluralism in the Eastern Caribbean region.

The Project has two purposes:

1. For CLASP II, the purpose is to equip a broad base of leaders and potential leaders in OECS countries with technical skills, training and academic education, and an appreciation and understanding of the workings of a free enterprise economy in a democratic society.
2. For DT, the purpose is to improve the productivity and efficiency of the work force in the participating private and public organizations.

DT consists of support to the University of the West Indies (UWI) to contribute to economic growth and development in the Eastern Caribbean by: (1) enlarging the pool of trained education specialists in key areas of study; (2) strengthening the managerial capabilities of public and non-governmental organizations; and (3) improving the human resource base in productive activities of small and medium-size businesses, in areas not covered by other RDO/C projects. DT's anticipated results by the end of the Project include:

- a. The establishment of a core group of trained professional managers and technicians applying acquired skills in priority fields.
- b. At least 80% of the participants significantly improve their technical skills.

DT will accomplish its purpose through the provision of technical and managerial training geared towards (1) addressing the human resource constraints hampering the development of a competitive private sector and (2) facilitating the enhanced performance of public sector institutions. DT will primarily offer short-term technical and managerial training in the following priority areas: Education and training; health and population;

agriculture and rural development; manufacturing, tourism and service industries; environmental management and protection; and drug abuse prevention and education.

The following countries will participate in the DT component of CLDT: Antigua and Barbuda, Barbados, the British Virgin Islands, Dominica, Grenada, Montserrat, St. Kitts and Nevis, St. Lucia and St. Vincent and the Grenadines.

Specific outputs of the DT component include:

- a. Long-term training: An estimated 100 public and private employees trained at the diploma/degree level.
- b. Short-term training: An estimated 400 public and private sector employees trained at the certificate or technical level.
- c. In-country training: An estimated 300 public and private sector employees attending workshops and seminars.

SECTION II: DETAILED DESCRIPTION

Training under the DT component will focus on the priority areas identified in the RDO/C's Regional Development Strategy Statement (RDSS) of FY 90-94. The RDSS identifies five key problem areas for its strategy focus: Removing constraints to economic growth; agriculture sector deficiencies; obstacles to private sector development; access to basic and professional education; and democratic traditions and institutions. The most important long-term priority is to help develop a mutually-reinforcing set of vital, viable and sustainable private sector and private sector supporting institutions and governments.

Short-term Training

The DT short-term training will comprise the following activities:

- a. Teacher Training

Emphasis will be placed on technical/vocational teacher training and teacher training in selected fields, which include, evaluation, tests and measurement, curriculum revision, education planning, management and supervision:

(1) Technical/Vocational Teacher Training

The objective of this activity is to prepare technical/vocational secondary education specialists and teachers to plan, organize, manage and evaluate appropriate courses. Training will be provided on a short-term basis through a series of workshops conducted during the summer, Easter and Christmas vacations. These courses will be developed with a view to accreditation at tertiary level institutions in the region or in the U.S. It is envisioned that such accreditation might, in some instances, require attendance at these courses over a two-year period. Preference will be given to a modular system organized as follows:

- (a) An initial six-week summer workshop will be given to approximately 30 in-service teachers selected from the region.
- (b) After teaching for at least one school-term, the teachers will return for a follow-on module during the Christmas recess. This module should be of two weeks duration.
- (c) Finally, after additional classroom teaching, the teachers will have a last week of training during the Easter recess.

This combination of academic and practical training will permit feedback from the teachers' classroom experiences to revise and reinforce the academic aspects of the workshops. The Mission will work closely with UWI and ministries of education to ensure that appropriate candidates are chosen for this training.

The training site for these activities will be in the Caribbean region, with the principal faculty also from the region. Several regional training institutions have been identified as possible suppliers of training, for example: the College of Arts, Science and Technology, and the Vocational Training Development Institute in Jamaica; the John Donaldson Technical Institute in Trinidad and Tobago; and the Sir Arthur Lewis Community College in St. Lucia.

Competitive negotiations and selection will be conducted before a specific educational institution is chosen. It is expected that 150 teachers will benefit from 5 cycles of training through this sub-component.

(2) Teacher Training in Selected Fields

This activity will offer nine-month certificate-level training to teachers and educational specialists who can serve as teacher

trainers and as catalysts in improving national education programs. Examples of areas to be covered include: Evaluation (tests and measurements in primary and secondary schools); curriculum revision; language arts (English); and mathematics and natural sciences.

Graduates from these programs can serve on university faculties, national colleges or community colleges, secondary or primary teacher training institutions, ministries or regional institutions such as the Caribbean Examinations Council. Training institutions and location of training will vary to accommodate regional and local realities.

Flexibility regarding the length of training, location of training and specific areas of studies is an important characteristic of this activity. For example, in the area of evaluation, one person from each country could be sent abroad for training if local circumstances justify it, and the person would be immediately employed upon completion of training. In other cases, for countries which are without existing evaluation programs, and cannot release a person for a nine-month period, a phased program over one or two summers may be developed. Approximately 50 specialists will be trained under this activity.

b Staff Development Training for Selected Training Institutions

Upgrading the staff and programs of many regional training institutions is needed to sharpen and enhance skills and improve client services. There is a chronic lack of short-term non-degree courses which can meet the skills deficiencies in the Eastern Caribbean. Many of the existing training institutions (such as community colleges, CARICAD, and BIMAP) are not highly responsive to the needs of public and private sectors in terms of flexibility in types of courses and the hours at which they are offered, or to individuals who want to enhance their skills but can only do so on a part-time basis.

At the same time, there is an emerging governmental interest and investment in training programs, particularly in the national and community colleges of St. Lucia, Grenada, Antigua, and St. Kitts and Nevis. These colleges seek accreditation with UWI and with several U.S. universities. These efforts respond to the dire need for more tertiary level education for persons unable to attend UWI or who do not receive national government scholarships.

In order to assist these fledgling institutions achieve the required flexibility and responsiveness, while ensuring quality post-secondary training and continuing education programs, the Project will offer training in areas such as needs assessments/market research, planning, administration, evaluation of courses, interactive methodology, materials development, and the marketing of training.

An evaluation of management training at UWI and BIMAP conducted as part of the Regional Management Training Pilot Project (538-0148) clearly underscores the need for the further enhancement of staff capabilities. According to the evaluation, BIMAP staff needs exposure to short-term courses geared towards sharpening and improving their skills in providing client services. Training of this nature will be provided for staff members from some of the aforementioned institutions, regionally or in the U.S., and will range from the identification of specific training needs, to planning, delivering, and evaluating courses, workshops, and seminars. Participants will undertake either formal training courses in U.S. or regional management training institutions or firms. About 50 persons will benefit from training under this activity.

c. Public Sector Training

Assessments in the education sector and USAID experiences to date point to a lack of middle management capabilities in key organizations with which RDO/C works, and which have a significant impact on the Mission's efforts to promote economic and social development in the region. Eastern Caribbean governments and their organizations need training assistance to make personnel more efficient and effective. Training will respond to the critical needs in organizational and financial planning, information management, project management, and generic management skills, e.g., time management, team building and effective listening.

Particular attention will also be paid to fields which are crucial to fostering private sector development. Short-term management and technical skills workshops, seminars and courses from one to three months duration will be available for staff of public organizations on an "as-needed" basis. Flexible arrangements regarding cooperating training institutions, training sites, composition of training groups, as well as course scope and content, will characterize these activities. It is anticipated that 50 persons will receive training under this activity.

d. Training for Personnel of Non-governmental Organizations and Community Groups

Within recent years, Eastern Caribbean countries have witnessed a dramatic increase in a number of social problems which, if remain unchecked, will have a negative impact on economic development and social stability. Several NGO's and community groups have come to the fore in an attempt to address these problems. Nevertheless, these groups are largely volunteer and suffer from the inherent weaknesses associated with volunteerism, e.g., small staffs if any, a lack of training opportunities or trained personnel, and limited planning abilities.

In recognition of the importance of their role in these small societies, the Project will host a series of regional training of trainers workshops aimed at enhancing leadership and organizational skills, volunteer and resource development, and management. Training will also be provided in counseling skills in areas related to drug and alcohol abuse, dissemination of AIDS information and education, child and spouse abuse, and teen pregnancy. It is estimated that 50 persons will be trained regionally, in workshops of one to two weeks duration. Additionally, 25 persons will benefit from training in the U.S. in programs ranging from one to three months.

The concept behind this activity is the use of serial training to create a pool of resource persons and trainers in each country. The creation of this core group will maximize the benefits of training, establish a network of skilled people, and create a solid framework for follow-on work.

e. Population and Family Planning-related Training

While there have been significant accomplishments in the Region tied into family planning, demographic evidence points to the significantly large increase in the number of women of reproductive age projected for the 1990s, particularly in the Windward Islands. Additionally, while on the decrease, the rate of teen pregnancy is still at a highly undesirable level, particularly given that in some territories approximately 50% of the population is sixteen years and under.

In a recent regional consultation conducted by the International Planned Parenthood for the Western Hemisphere Region (IPPF/WHR) on the future direction of family planning in the Caribbean, the most pressing family planning needs in the Caribbean were identified. These included the need for strategic planning to allow for flexibility in dealing with changing needs, sound financial strategies, cost containment measures and adequate logistics systems and research and evaluation of mechanisms tied to programs. The Chief Executive Officer of the Caribbean Family Planning Affiliation Ltd. identified the single greatest cause of discontinued use or non-use of contraceptives in the region as disenchantment with, or fear of, the method itself ("contraceptive distress"), and pointed to the need for greater technical training in family planning methods and counseling skills. Other needs identified were the extension of the program definition of family planning and self-sustainability.

In light of these needs and given the high level of attrition among family planning nurses, as the Mission enters the decade of the 90s, RDO/C anticipates continuing requests for training in the area of family planning, and an increasing demand for training in new fields aimed at assisting countries in analyzing, planning and implementing strategies dealing with demographic issues, and their implications for economic growth and development.

The DT component will address these needs by providing training in two priority categories: (1) Training in family planning methods and technology, and (2) management skills and demographic issues as they affect policy planning and effective program implementation.

Training in Family Planning Methods and Technology. The September 1989 final evaluation of the IPPF component of RDO/C's Population and Development Project (538-0039) identifies a number of training needs as a result of the high rate of attrition of trained clinical staff, and the need to maintain staff investment in the family planning program. This training had been provided by IPPF under an USAID grant. The evaluation recommended continued USAID-sponsored in-country training and/or refresher training courses, and regional training. Using the training-of-trainers model, the Mission proposes to help institutionalize the in-country capacities. Approximately 25 persons will benefit from this training.

Training of Nurses and other Health Care Professionals. There continues to be a need for training and motivation of nurses. These efforts will be focused on handling "method distress" and side effects, counseling and communication skills and contraceptive technology. This training is particularly important, given that contraceptive distress among users can be most effectively handled through face-to-face counseling. Under the DT component, at least two regional workshops for 32 trainers of trainers will be held, followed by in-country workshops for 25 individuals.

Given the ever widening market of sexually active teenagers, service providers in the public and private sector need to be trained to respond to teenagers' contraceptive needs with sensitivity. Training efforts, particularly using the training-of-trainers model, will be made to reach educators, parents and the general public. These efforts will include the training of peer counselors, training in parenting, as well as training in family-life education for out-of-school youth, e.g., through the Non-Formal Skills Training Project (538-0073). It is anticipated that 80 persons will benefit from attendance at three-day workshops to be held in each participating country.

As part of the IPPF grant, a self-instructional manual and accompanying materials for nurses were developed as important tools for ensuring the continuity and quality of care in the provision of family planning services in a high-turnover environment. Additionally, family planning protocols have been written and are ready for distribution. Regional training will be convened to introduce the kit and protocols to the Ministry of Health, School of Nursing and FPA staff in each country, and demonstrate how they should be used. Approximately 27 persons will be trained in two-day in-country workshops.

On an as-needed basis, provision of overseas (UWI/Jamaica) training in family planning techniques will be offered to a limited number of nurses to maintain the status quo or learn new methods. Accordingly, an estimated 5 nurses will be trained in programs of six months duration. Provision for overseas training in training-of-trainers will also be offered on a limited basis to maintain training capacity: It is estimated that 5 nurses per country will be trained in six month programs.

Training at Johns Hopkins Program for International Education in Gynecology and Obstetrics (JHPIEGO). In order to provide training to a number of physicians, nurses, midwives and nurse practitioners who would not otherwise have the time to be away from their jobs or families for professional updates on family planning methods and approaches, two years of additional funding will be provided to JHPIEGO under the DT component. Training will be provided in reproductive health with special emphasis on contraceptive technology, sexually transmitted diseases, counseling and adolescent health. This is part of a planned three-cycle project to be implemented by the Advanced Training and Research in Fertility Management Unit at UWI (Mona), utilizing the UWIDITE system.

The new courses in counseling and adolescent health expand on topics in the basic reproductive health courses, and are being offered as a result of needs identification during an on-site needs assessment. A particularly important feature of the Project is the targeting of both nurses and physicians in the courses. Physicians have been a hard-to-reach group and have rarely attended on-site training programs run under the IPPF component of the Population and Development Project.

Management Skills and Demographic Issues. Interest in the area of demographic issues as they relate to policy planning is on the increase in the Eastern Caribbean region, as many countries are faced with either aging populations or exceptionally young ones. It is imperative that these countries are encouraged to develop sound social policies. In this regard special attention will be given to training in the areas of population and health management information systems, population policy and research, strategic planning, health statistics and fertility policies. It is estimated that 10 persons will attend regional programs from one to three months duration, while another 5 persons will attend programs in the U.S. of up to nine months in length. An estimated 3 people will receive 9 months of training in health statistics in the U.S.

Contraceptive prevalence studies funded under the IPPF grant have now become available, and in-country seminars will be convened to demonstrate how these results can be used to design and plan family planning programs. This will need to be done on a continuing basis until the staff involved becomes accustomed to, and comfortable about, using this data in the overall country planning process. In-country seminars to share results with

staff of ministries of health and policy makers will demonstrate how these results may be used for planning and program development. Approximately 25 persons are expected to attend these seminars.

In order to develop in-country management capability for program sustainability, training is needed in the following areas: Financial tracking; workplan development and monitoring; collection and use of service statistics; commodity projections and inventory control; cost containment; and health care financing alternatives in family planning.

Training in management skills development will be offered to enhance the efficient and effective delivery of family planning services on a nationwide scale. Beneficiaries of this training will be the 9 executive directors of the family planning associations and the 9 government family planning country coordinators who will participate in a two-week regional seminar. This will be followed by a one-week directed observation of a successful/innovative family planning association or clinic in the region or in the U.S. A similar program in training in management skills will also be offered to 9 other key personnel of family planning associations and to 18 other key personnel involved in family planning management from regional governments.

A regional population and development symposium denominated Future Initiatives in Population will be held for permanent secretaries, chief medical officers, and population planners from the region. This symposium will comprise a presentation on the interaction of population/environment and economic and social planning, and cutting-edge techniques and responses to population issues.

f. Health Training

Training opportunities provided through this activity will be selected on the basis of one of two important objectives: (1) to support a new initiative being planned in the health portfolio, or (2) to support the requests of host country governments in critical health areas for which USAID funding is otherwise not available. An example of the first objective would be the convening of a regional seminar on the divestiture of ancillary health care services, in keeping with the Mission's focus on health care financing and the upcoming FY 1993 project in this area. An example of the second objective would be sending individuals to attend a course in the United States, or within the region, on drug abuse treatment counseling. In either case, training will augment and complement opportunities available under the Mission's AIDS and population projects.

It is anticipated that approximately 105 individuals will be trained in target health specialties during the first three years of the

Project. Training specializations will include topics such as privatization of health services; strengthening health information systems; drug and alcohol abuse prevention, rehabilitation and treatment; food safety; and environmental health including dengue surveillance and control.

Training will be provided to approximately 75 individuals through regional training courses or seminars tailored to Caribbean health issues and health systems. Given the human resource constraints obtaining in the Eastern Caribbean countries, regional training workshops or seminars would generally be limited to a five-day program with one or two trainees from each participating country. Regional training will be provided through courses specially designed by project consultants or through courses which are being designed by other regional institutions (e.g., the Pan American Health Organization or the Caribbean Epidemiology Center) but which require assistance in financing participants. Cost-sharing opportunities will be sought to maximize the limited funds available for health training.

In addition to the regional training courses, approximately 25 individuals will be sent to the U.S. for short-term (1-2 week) training programs. Additionally, up to 5 individuals will be assisted in attending training programs (ranging from 3-12 weeks) offered in the region. Special efforts will be made to identify and place participants in "training of trainers" courses, with the caveat that the participant organizes a training workshop in his/her country in the technical specialty acquired, upon return. DT funds will be available to co-finance these follow-on training activities which will facilitate the diffusion of information at the country level.

g. Managerial and Technical Training in Other Selected Areas

RDO/C has had varying degrees of success with the training of private sector personnel. More recently, several requests for training have been received for two week "off-the-shelf" programs at specific U.S. institutions. These requests are invariably from mid-to-high level managers who are unable to be away from their jobs for more than a two-week period at any one time.

In order to assist members of this sector, approximately 50 two-week technical programs in areas such as export market-entry strategies, investment promotion, financial management, personnel management and the marketing and promotion of tourism will be offered. Courses in other areas related to agribusiness, manufacturing and the service industries will also be provided.

A limited number of short-term training awards under the DT component will also be made available to farmers and agricultural extension personnel and researchers as well as to persons engaged in environmental management and preservation. Specialized training will be offered in the following areas: Pesticide use and safety, integrated pest management, tropical research and marketing, and environmental planning/policy. This training will be provided through regional workshops of between one to two weeks duration. It is anticipated that 50 persons will benefit from this training.

Provision will be made for training awards in areas targeted by RDO/C's Infrastructure Office, especially those areas not covered under its existing projects. Up to 10 training awards of 1-3 weeks duration are anticipated.

h. Rapid Response Training Initiative

Under this activity, a small fund (up to 15% of the DT training budget) will be set aside to provide training for persons and groups from the public and private sectors, as well as persons identified by the Mission's technical offices. Since the Initiative's raison d'etre is the provision of "quick turn around" training which requires no pre-planning, only requests for specific or existing programs will be considered. This Initiative will only offer short-term training, i.e., training of one to three weeks in length and approximately 50 persons will benefit over the life of the project.

Under this component, the Mission will receive and approve requests. As in the other DT components, OUS will place selected participants for regional and in-country training; U.S. training will be handled by the Mission. UWI will monitor the training under this component.

Long-term Academic Training

Although DT's principal focus is on the provision of short-term training, approximately 100 two-year and three-year diploma programs in selected fields will also be offered under the component. These fields include, but are not limited to education, environmental science, agriculture teaching and research, health and sanitation, and natural sciences and energy.

Long-term training requests will be subject to the general selection criteria discussed earlier. Additionally, an assessment of the potential impact of training and its multiplier or spread effects will be made before the award is given.

Most of the long-term training offered will be at regional institutions, e.g., the College of Arts, Science and Technology (CAST) in Jamaica. In making this determination, two factors were taken into consideration: (a) The cost-effectiveness of third-country training vis-a-vis U.S.-based training; and (b) the desire of several of the regional governments to utilize training programs offered at Caribbean institutions. In a series of needs assessment trips through the Eastern Caribbean countries (a preparatory step in the development of this Project), Government representatives expressed satisfaction with the quality of training provided in the region, the training at CAST in particular, and indicated a desire to make use of such training whenever possible.

Selection Procedures

Criteria

All short-term and long-term training activities under the Development Training Component of CLDT will be subject to the selection criteria or minimum conditions outlined below:

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- a. The training requested and provided must be supportive of the Regional Development Strategy Statement (RDSS).
- b. The participants should have the demonstrated ability to apply the knowledge and skills acquired and transmit them to other people in the field.
- c. The sponsoring public and private organizations and/or the participants will finance international travel costs.
- d. Where applicable, the sponsoring organizations will pay the participants' salaries during the period of training.
- e. The participants must satisfy the academic or technical admission requirements established by the training institutions.
- f. Forty percent of the trainees under the DT component must be women.

Identification of Short-term Training Candidates.

The Mission will work closely with UWI's Office of University Services-Eastern Caribbean (OUS-EC) and relevant private and public sector entities to ensure that the most appropriate candidates are identified and recruited for training. For example, in recruiting teachers for technical and vocational training, RDO/C and OUS-EC will work collaboratively with ministries of education and community and/or national colleges to identify the most appropriately qualified candidates for training. Similarly, in recruiting private sector trainees, OUS-EC and RDO/C will work collaboratively with regional chambers of commerce. Only those applications which satisfy the DT selection criteria will be considered. All government employees identified for possible training will require National Training Office approval. Candidates identified from the private sector will require concurrence from their employers that they will be released for training if selected.

OUS-EC will prepare, and submit to AID, a short list of the candidates they recommend for training. To the extent possible and practicable, the list will comprise three candidates for each award, ranked in

Identification of Long-term Training Candidates.

Availability of long-term training opportunities under this component will be advertised in the local and regional media. Standard fliers, outlining the aims and objectives of the DT component, as well as application procedures will be available at three distribution points on each participating island: University centers, national training offices, and chambers of commerce. OUS-EC will provide, for RDO/C concurrence, a draft of

the advertisements which will contain information on the types of training being offered, the length of the scholarship and the minimum qualifications necessary to apply. All application forms will have a section which must be completed by the candidate's employers. This section will require endorsement of the candidate's application for training and will indicate how the training will be used.

All completed application forms will be sent to OUS-EC, which will be responsible for their initial screening. OUS-EC will rank the applications which meet the component selection criteria, and forward them to the Mission.

Selection.

A committee of five persons, comprising representatives of RDO/C's technical divisions, RDO/C's training staff and the OUS Project Coordinator will select two candidates for each training award, i.e., the preferred candidate and an alternate. RDO/C will provide OUS-EC with a list of approved candidates. In case of government employees, the two candidates for each training award will be forwarded to the National Training Office which will make the final determination. In the case of private sector employees, the OUS-EC will first offer the scholarship to the preferred candidate. If that candidate cannot take up the scholarship, the OUS-EC will offer it to the alternate. OUS-EC will be responsible for notifying all candidates as to the status of their applications.

SECTION III: MANAGEMENT AND IMPLEMENTATION ARRANGEMENTS

As the principal implementing agency, UWI will assist in participant recruitment and screening, orientation and placement. UWI will also be responsible for the procurement of necessary expertise for the design, development and delivery of new training programs in cases where "off-the-shelf" training is not available in the region. This procurement will be carried out through collaborative arrangements with U.S. and/or regional educational institutions or institutional contractors, to accomplish such program design, development and training. The organizations which will supply training services under the the Project will have the United States and/or CARICOM countries as their place of nationality.

UWI Project Management. UWI will establish a project management unit within the OUS-EC to implement the Project between 1990 and 1995. This unit will operate over the five years required to recruit, process and place DT participants. The OUS-EC project management unit will comprise a Project Coordinator, a Training/Placement Specialist, an Administrative Assistant and a Secretary/typist. UWI will assume responsibility for contracting these Project implementation positions. RDO/C will retain the right of approval of the competitive selection of personnel prior to the formal execution of the respective contracts by UWI. In addition, the Mission will reserve the right to prior approval of cooperating institutions providing regional training.

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The placement of DT participants receiving U.S.-based training will be administered through A.I.D.'s central participant-training contract. This arrangement is the most adequate for implementing U.S. training activities given the relatively small amount of U.S.-based training (i.e., lack of economies of scale) envisioned under CLDT. Project administration and participant monitoring responsibilities after the initial five-year period will be assumed by RDO/C's Training Officer.

Project Coordinator. The Project Coordinator will be responsible for the overall administration of the DT component and will be the principal contact person for DT at the OUS-EC. The Coordinator must have a demonstrated background and knowledge of the Eastern Caribbean region, specifically the political and social backgrounds of the OECS territories. This person should also have some experience in administration, monitoring and providing support services to trainees and coordinating large projects. He/She will report to the Director of the OUS-EC.

The duties of the Project Coordinator will include, but not be limited to, monitoring the component's budget and reporting on a quarterly basis to USAID, the supervision of the other two staff members, maintaining close contacts with the OECS Central Secretariat in St. Lucia, and relevant Government and private sector officials in the participating islands. The Project Coordinator will work closely with the RDO/C Project Officer.

Training/Placement Specialist. The Training Specialist must have a broad knowledge of academic and non-academic training opportunities in the Caribbean, including the OECS territories. The Specialist should also have a broad knowledge of the Eastern Caribbean region, and the ability to design training programs taking into account Caribbean realities. The position also requires experience or knowledge in describing educational objectives, specifying training methodologies, conducting evaluations of training and revising procedures in light of evaluation findings.

Administrative Assistant. This person will be required to provide administrative support to the Project Coordinator and the Training Specialist. He/she will be required to work with minimum supervision.

Secretary/Typist. This person will be required to provide support services to the Project Coordinator and the Training/Placement Specialist, and should be able to draft routine correspondence. This person should also be able to work with a minimum level of supervision.

Technical/Advisory Committees. These will be ad hoc committees formed and convened as necessary to assist the OUS-EC in the identification and definition of appropriate training programs and strategies. Such committees will be disbanded immediately after they have provided the guidance required by the OUS-EC. These committees will comprise senior level personnel drawn from the Caribbean who are knowledgeable about the nature, structure and delivery of training in selected fields, and who can provide advice on the best option for meeting the particular training needs, e.g., the most appropriate educational institution and the best strategy for designing and delivering programs in the region.

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SECTION IV: COST ESTIMATE AND FINANCIAL PLAN

The financial cost of the Project will be Six Million Three Hundred Thousand United States Dollars (US\$6,300,000) which will be provided by A.I.D. in accordance with Section 2.2 of this Agreement. The expenditures for the OUS-EC project management unit will cover a five-year period. Table 1 attached to this Annex provides a summary of the financial plan by cost line categories.

SECTION V: EVALUATIONS AND AUDITS

Two external evaluations of the Project will be carried out. The first one will be in the middle of project implementation and the second one at the end of the Project. Each evaluation will be carried out in accordance with Section 5.1 of this Agreement. RDO/C will arrange the mid-term evaluation to assess the appropriateness of the overall Project implementation structure and process, and progress and successes to date. The information provided by this evaluation will be particularly used to improve implementation, and to elaborate on adjustments in priority sectors and groups or kinds of training contemplated under the DT component. A final Project evaluation will be conducted to determine the Project's accomplishments or failures, and lessons learned.

Information on output-level indicators will be obtained from the administrative records of the Project and RDO/C's participant tracking system. It is anticipated that small-scale sample surveys of Project participants and sponsoring institutions will provide appropriate information for evaluating Project performance and overall effects. The categories of information needs that will form the basis for DT evaluation activities are discussed below.

Data on goal and purpose indicators will be collected to address questions concerning Project effects on beneficiaries' participation in the key sectors highlighted under the DT component. The following generic questions are illustrative of goal-level aspects of the DT evaluation: To what extent has the DT component contributed to achieve the Project goal? Has the Project contributed to career advancement of professional managers and technicians trained under DT? Examples of questions to be addressed under the purpose-level aspects of the DT evaluation include: To what extent has the DT purpose been achieved? What have been the short-term effects on the trainees? Have the trainees significantly improved their skills? Are they applying the acquired skills in the DT targeted fields?

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In addition, the evaluations will assess the adequacy of Project recruitment, selection, and screening procedures; the quality of the training experience (academic and technical training activities); and the adequacy/relevance of the follow-on program. The evaluations will also provide suggestions for areas where DT improvement is needed.

Funds have been included in the budget to provide audits of the Project activities carried out through this Agreement. Therefore, RDO/C will, at a minimum, arrange a mid-term audit, and a non-federal audit at the end of the Project. In addition, annual financial reviews will be arranged by the Mission. The cost line indicated as Evaluations and Audits in the financial plan is reserved for use by A.I.D. in procuring the services directly.

Table 1

**CARIBBEAN LEADERSHIP AND DEVELOPMENT TRAINING PROJECT
DEVELOPMENT TRAINING COMPONENT
COST SUMMARY (US\$ 000) BY YEAR AND TYPE OF TRAINING**

<u>ACTIVITY</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Total Cost</u>
1. Short-term Technical (Regional)						
1) One-Year Certificate Programs	0	97	147	149	100	493
2) Two-Month Training Programs	113	172	174	176	238	873
2. Long-Term Technical (Regional)						
1) Three-Year Diploma Programs	0	236	359	363	245	1,203
2) Two-Year Diploma Programs	0	167	253	256	172	848
3. Short-Term Technical (In-country)	36	45	45	36	40	202
4. Direct Costs (Salaries & Benefits)	113	118	123	128	134	616
5. Project Administration	3	8	8	8	8	40
6. Technical Assistance	5	5	5	5	5	25
7. Overhead - 10%	28	85	111	111	94	429
8. Short-Term Technical (U.S.)						
1) Two-Month Programs						
Training Cost	90	143	148	153	105	639
Administrative Cost	5	7	7	7	5	31
2) Two-Week Programs						
Training Cost	42	65	67	70	73	317
Administrative Cost	2	3	3	3	3	14
9. JHPIEGO Buy-In (Regional & In-country Training for Health Officials)	60	0	0	0	0	60
10. Evaluations & Audits	20	20	70	20	70	200
11. Contingency	17	64	82	75	72	310
TOTAL	539	1,235	1,602	1,560	1,364	6,300