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PROJECT

GRANT AGREEMENT

BETWEEN

THE UNIVERSITY OF THE WEST INDIES

AND THE

UNITED STATES OF AMERICA

FOR

REGIONAL MANAGEMENT TRAINING PROJECT

DATE: August 31, 1990

PROJECT GRANT AGREEMENT

AMENDMENT NO. 4

Amendment Number 4 dated August 31, 1990, between the United States of America, acting through the Agency for International Development ("AID") and the University of the West Indies ("Grantee").

Whereas, the Grantee and AID entered into a Project Grant Agreement, dated July 28, 1986 ("Agreement");

Whereas, the Agreement was amended on March 30, 1987, and September 25, 1987, and March 31, 1988; and

Whereas, Grantee and AID desire to further amend the Agreement to reflect the continuation and expansion of the Regional Management Pilot Project to become the Regional Management Training Project and to add additional funding for expanded Project activities;

NOW THEREFORE, the Parties agree that the Agreement shall be amended as follows:

I. SECTION 2.1 Definition of Project is amended to read as follows:

"SECTION 2.1 Definition of Project. The Project, which is hereafter known as the Regional Management Training Project and is further described in Annex I Amended, will assist the Cave Hill Campus of the University of the West Indies (UWI) in alleviating the shortage of skilled upper and middle level managers by enhancing the delivery of management education, training, research and consulting services to the private sector in the participating member countries of the Commonwealth Caribbean, including Belize. The Project will also enhance the delivery capabilities of regional institutions currently involved in management development. The Financial Plan of Annex I, which is attached, amplifies the above definition of the Project and shows a planned Phase 2 budget of \$3,224,100. The planned AID budget for the life of this project is \$5,924,100 (\$2,700,000 for Phase 1 and \$3,224,100 for Phase 2.) Within the limits of the above definition of the Project, elements of the amplified description stated in Annex I Amended may be changed by written agreement of the authorized representatives of the Parties named in Section 8.2, without formal amendment of this Agreement."

II. SECTION 3.1 To reflect the addition of \$455,000 of incremental funding, the Grant is amended by deleting "Two Million Seven Hundred Thousand United States ('U.S.') Dollars (\$2,700,000)" and inserting in its place "Three Million One

Hundred and Fifty Five Thousand United States ('U.S.') Dollars (\$3,155,000)."

III. SECTION 3.3. Project Grant Completion Date (PGCD) is amended by establishing July 31, 1995 as the current PGCD.

IV. Article 4: Conditions Precedent to Disbursement is amended by:

- (a) redesignating present Sections 4.3 and 4.5 as Sections 4.6 and 4.7, respectively;
- (b) inserting new Sections 4.3, 4.4, amend 4.5 as follows:

SECTION 4.3 Disbursement of Funds Under Amendment No. 4

Prior to the first disbursement of funds provided under Amendment No. 4 to the Agreement, or to the issuance by AID of documentation pursuant to which disbursement will be made, the Grantee will, except as the parties may otherwise agree in writing, furnish to AID in form or substance satisfactory to AID:

- (a) Position descriptions and nominations for the positions of Director and other key staff of the Center for Management Development (CMD) and a firm Board of Directors;
- (b) Evidence of the establishment of and a statement of the organizational and procedural guidelines for the semi-autonomous CMD, including a definition of lines of authority between the CMD and the Grantee; and
- (c) Signed commitments from selected Eastern Caribbean private sector leaders to serve a term on the CMD Board.

SECTION 4.4. Disbursement of Funds Provided Under Amended Grant

Prior to the disbursement of funds in the second year of the Grant as revised and expanded by Amendment No. 4, the Grantee will, except as the parties may otherwise agreed in writing, provide AID, in form and substance satisfactory to AID:

- (a) Evidence of the establishment of a Fund, including terms and conditions thereof, for continuing private sector contributions for the CMD, and evidence of an inaugural contribution from the Eastern Caribbean private sector community; the inaugural contribution may be either tied or untied to provision of future services from the CMD; and
- (b) Evidence that an appropriate internal monitoring and evaluation system for CMD has been established and is operational.

SECTION 4.5 Disbursement for Computer Equipment and Supplies

Prior to the disbursement under the Grant in any year for computer equipment and supplies, the Grantee will, except as the parties may otherwise agree in writing, furnish to AID in form and substance satisfactory to AID evidence that the Grantee has an appropriate and secure site or sites for the proposed computer equipment and supplies and that the recurrent costs of the facility(ies) (i.e. staffing, insurance security and maintenance) will be borne by the Grantee.

V. Article 5: Special Covenants is amended by adding the following Special Covenants:

SECTION 5.7 Contributions to the Fund

By not later than March 31, 1991, the Grantee shall submit to AID a plan for generating contributions to the Fund from the private sector community in the Eastern Caribbean with a view to obtaining at least \$250,000 over the amended Grant life and not tied to the provision of those services identified as sources of revenue to meet the operating costs of the Grant (see Section 5.10 below). Annually thereafter for the remainder of the Grant life, the Grantee shall submit a report to AID specifying the amount of contributions made to the Fund for the previous year, the actual and intended use of such contributions, and the Grantee's plans to continue, modify and/or expand its program of solicitations.

SECTION 5.8 Work Plans

Beginning no later than October 30 each Project Year, the Grantee shall submit to AID for review and approval, time-phased, annual work plan and operational budget for all activities of the Grant. The initial work plan shall include a monitoring and evaluation plan which describes the scope and methodology for development of base-line data and for evaluation of the Project.

SECTION 5.9 Recurrent Costs

The Grantee shall submit to AID by October 30, 1992, a detailed projection of and a written plan for meeting estimated recurrent costs for the CMD after the Grant ends.

SECTION 5.10 Collection of Participant Fees

The Grantee shall collect fees from the participants in the symposia, seminar, Executive Masters in Business Administration program, and for consultancy/research services delivered through the CMD in accordance with current market rates at such a level to

ensure that all programs offered are fully cost recoverable. These funds will be held in a separate bank account and shall be programmed, with prior AID approval, to further the purposes of the Grant.

Except as previously amended and further amended herein, the Agreement between the Grantee and AID remains in full force and effect.

IN WITNESS whereof, the University of the West Indies and the United States of America, each acting through its respective duly authorized representative have caused this Amendment to be signed in their names and delivered as of the date first above written.

UNITED STATES OF AMERICA

By: A.S. Williams  
Aaron S. Williams

Title: Director

UNIVERSITY OF THE WEST INDIES

by: SKH  
Sir Keith D. Hunte

Title: Principal

**AMPLIFIED PROJECT DESCRIPTION****Section 1: Project Purpose**

The purpose of the amended project is to assist in alleviating the shortage of skilled upper and middle managers by enhancing delivery of management education, training, research and consulting services to the private sector within the Eastern Caribbean.

**Section 2: Detailed Description**

There are two components of Phase II of the Regional Management Training Project: (1) establishing and developing the Center for Management Development (CMD) which will deliver high quality training, an Executive MBA (EMBA) program, research and consulting/technical services to the private sector and other management training institutions in the Eastern Caribbean; and (2) strengthening of the faculty, undergraduate Bachelor's of Science (BSc) and graduate courses offered by the Department of Management Studies of the UWI/Cave Hill.

**A. Center for Management Development (CMD)****1. Establishment of the CMD**

The Center for Management Development will be established by UWI/Cave Hill as a semi-autonomous unit within the University. The Center will operate under the policy direction of its own Board of Directors, the majority of whose members will be from the private sector. UWI will invite and encourage the following University, private and public sector representatives to serve as members of the Board:

- Principal, UWI/Cave Hill
- Director General, Organization of Eastern Caribbean States (OECS)
- Executive Director, Caribbean Association of Industry and Commerce (CAIC)
- Executive Director, Barbados Institute of Management and Productivity (BIMAP)
- 5 Other Private Sector representatives

In addition, the Director, Center for Management Development and Head, Department of Management Studies, UWI/Cave Hill will be ex officio members of the Board.

A first priority action of the newly formed Board will be the development of policies and procedures that will guide the Board and govern the CMD's operations. These policies will include the composition and duration of membership, and will include the duration of the tenure of the chairperson. The Board will develop a detailed Plan of Action that will incorporate those activities to be funded by UWI and AID, as described in this Project Paper Amendment.

A second priority will be the establishment of a Fund. While contributions to this Fund may be tied or untied to provisions of future services from the Center, it is expected that the Board will devise a strategy for fund raising which will provide an average of US\$50,000 of untied funds annually over the five year life of the project for a total life of project amount of at least US\$250,000. This untied Fund will provide a margin of safety to meet any shortfalls in projected revenue which may arise during project implementation. The Fund may also be used to finance the expansion of income generating services of the Center.

Another priority of the Board will be the conduct of detailed assessments of the demand and supply of management training services throughout Barbados and the OECS region. These assessments will provide the basis for the Board of Directors and the executive staff of the CMD to formulate a more targeted program. The assessments should also provide a foundation for CMD to broadly understand its clients and to build effective relationships with other institutions currently servicing the private sector.

Other priorities will include development and initiation of (a) a detailed Marketing Strategy to broadly solicit private sector support for CMD programs and services, and (b) a Management Information System to guide data collection activities, provide the necessary basis for project evaluation and assessment of progress towards CMD sustainability.

## 2. Program Activities

Principal program activities of the CMD will include: (a) symposia and seminars, (b) an EMBA program, (c) contracted research and consulting services, (d) materials development and (e) support to collaborative management training institutions. Each of these activities is discussed briefly below.

### a. Symposia and Seminars

Symposia of the type organized and conducted under the Pilot phase of the project will continue for business owners, upper level managers, and selected public sector and union officials to provide a forum for exposure to and discussion of management and other business issues that are central to the economic development of the countries of the Eastern Caribbean.

Seminars of the type organized and conducted under the Pilot phase will continue for upper and middle-level managers and owners of medium-sized and small companies. These will continue to focus on developing specific tools needed to make companies more productive, efficient, cost-effective and competitive.

The symposia and seminars will be marketed to all private sector, and selected public sector, executives in the region, with special attention to businesses in the tourism,

manufacturing and agriculture sectors. Programs will be marketed through personal contact, written invitation, and newspaper and radio advertising. The courses will focus on improving production and productivity, human resource development, and other areas identified by the needs assessments.

The normal size of an executive training seminar should average 20 people. With about 6 seminars/symposia a year, once the Center's activities are fully operative, up to 120 executives and middle managers will benefit from the project each year. During the life of the project a minimum of 600 managerial personnel from private enterprises and appropriate public organizations will benefit.

b. Executive Masters in Business Administration

CMD will develop, market and present a two-year EMBA program for persons presently working as managers in the private sector, or persons not employed as managers but who hold a Bachelors degree or Diploma and who would like to obtain a higher professional qualification. That combined market is estimated by the University to be 400-500 persons and growing.

CMD will contract University faculty (initially from all three UWI campuses - Jamaica, Barbados, and Trinidad and Tobago) to teach the courses in the program, which will probably be presented on Friday afternoon and Saturday or at other times mutually convenient to students and faculty beginning in Year 4 of the Project (or earlier, with AID concurrence). Each year of the program will be comprised of six courses of 45 contact hours each. Students from Barbados and the OECS islands should be able to attend with company support in the form of time-off (an estimated 18 Fridays per year if conducted on weekends).

This program will be developed and offered in response to assessed market demand from a target group of junior, middle and senior managers in private companies and public organizations throughout the Eastern Caribbean. The extent of this demand will be determined as part of a comprehensive management education and training needs assessment to be conducted during the first year of the project. Further, the Center, through the work of its core staff, and with the assistance of consultants as necessary, will examine the options for ensuring that the program is available, and can be offered on a cost-recovery basis to managers outside Barbados. Further this program will be initiated with the support of upgraded DOMS staff upon their return from educational programs (see Strengthening of DOMS component, discussed below), and will only be initiated if the needs assessment and later feasibility study indicated that the program could operate on a cost-recovery basis. Anticipating that there will be sufficient demand and that the program will be feasible, this Project Paper Amendment provides for the possibility of initiation of this activity in Year 4. Opportunities for an earlier start (e.g. year 2 or 3) will be

1

considered, including the possibility of a pilot offering in Barbados.

c. Contracted Research and Consulting Services

The CMD will market research and consulting services in response to market demand. This service will, in part, be a follow-on to training services provided and will assist companies in implementing reforms and other measures identified during training courses. The experiences of the Pilot Project suggested the need for such follow-up consultancies after seminars and symposia. The Center may also provide consulting services to management training institutions and consultants in order to promote innovation and improvements in the development and delivery of training services throughout the region. Additionally, the Center may respond to specific research and consulting needs not related to training, e.g. by contracting to undertake studies on (a) the viability of agro-processing operations in the Caribbean, (b) marketing of Caribbean goods and services in the international community and (c) the effects of specific international trends or developments on particular Caribbean products.

Those services carried out in response to market demand will be provided for at a market-competitive fee and will be conducted through contracts with the Department of Management Sciences faculty and with private sector consultants and organizations.

d. Materials Development and Related Training

Case Writing. The Pilot Phase of the Project conducted a series of case writing workshops which trained a number of case writers and which led to the formation of a Case Writers' Association. The Association has a five-year plan for the writing, publication and dissemination of cases. Phase II of the project will continue support to training in case development. One case writing workshop will be held annually beginning in Year 2 of the project for management trainers and consultants from UMI/Cave Hill and other management training institutions in the region. Approximately 20 persons will participate in each workshop for a total of about 80 participants. Additionally, the project will provide funding to carry out an inventory and to develop a descriptive directory of existing Caribbean management training cases, and to reproduce and distribute those cases produced by the training workshops.

Teaching Workshops. In order to promote the use of cases and other interactive methods in management training, the teaching workshops initiated in the Pilot Phase will continue. The workshops will be designed around participant experience in delivering management training and will focus on those changes which can be immediately implemented by participants. Three workshops will be undertaken, one in Year 1, another in Year 3 and the final

in Year 5 of the project. Participants will be drawn from UHI/Cave Hill and other management training institutions in the Eastern Caribbean. About 20 persons will participate in the three workshops for a total of about 60 persons by the PACD.

Manuals and Textbooks. The Center will prepare a number of manuals to assist in training and consultancy. These manuals will, for example, cover (1) specialized areas in management, including those related to seminars, symposia and the EMBA program, (2) case development and use and (3) management training techniques.

The Center will develop six textbooks to fill the gap which currently exists for such texts in the management training programs of UHI and other management training institutions. Textbook needs have been identified in project-related priority areas such as Principles of Management, Marketing, Production/Operations Management, Tourism Management, Retail Management, and Export Management. Textbooks to be produced will contain relevant local coverage, introduce descriptions of the local business environment and practices, and emphasize Caribbean examples.

The project will employ a full-time Materials Development Specialist for the first four years of the project. This Specialist will (1) research and develop cases and other materials for publication, (2) provide guidance and training to UHI and CMD staff in the development of manuals and textbooks and (3) manage the CMD program for the development of manuals and textbooks.

All textbooks, casebooks and some of these manuals produced by the Center will be offered for sale to cover the cost of production and to generate additional resources for the Center. The investment in materials development is expected to provide the Center with income of about \$50,000 annually beginning in Year 4 through the sale of books and other materials to UHI students, students and staff of other management training institutions in the region, and regional consultants and management specialists. By the end of the project, materials development will be established as an important income-generating activity of CMD.

#### e. Collaborative Institution Support

As noted above, a priority action for the CMD will be to conduct a survey to assess both the demand and supply side of management training services in the OECS region. The second part of the assessment - the supply side - is as vital as the first. It will entail assessing the management training delivery capability of organizations in the region. With five principal training organizations/institutions in the region and another five training organizations of lesser prominence, ten training providers will be evaluated. A detailed report will be prepared for each organization, citing strengths and weaknesses, and making recommendations for improvement. During the Pilot Project, a

detailed capability assessment was conducted of UWI/Cave/Hill and a more limited assessment was conducted of BIMAP.

After the demand and supply side assessments have been completed, their findings will be matched to determine the gaps between current training demand and supply capability in the region. The assessments will provide a foundation to (1) guide the development of CMD training activities, (2) inform the allocation of any Project resources that might be used to improve overall training delivery capacity of established and emerging training organizations, (3) help avoid current overlapping and conflict of scheduling in existing training programs, and (4) help ensure that existing management education and training institutions broadly support the goal and objectives of the project.

Currently, most management training and education programs are only available in Barbados and Trinidad. A major priority of CMD, therefore, will be conducting programs throughout the region. However, an anticipated obstacle is that there are very few logistical support organizations on the other islands. To address this problem, the supply assessments will include an investigation to determine which of the existing institutions or other private agencies could act as CMD satellite training centers on the islands. Once these satellite centers are identified and have agreed to the local logistical support arrangement, they would be assisted by the Project to strengthen their own training capacity. This assistance will include training of trainers, and provision of limited training supplies and equipment to be used by their own trainers and by CMD trainers/consultants carrying out training activities on the island. Establishment of the satellite centers should also allow, not only the Center, but also other private sector training organizations, such as BIMAP and CAIC, to extend more of their programs to the less accessible islands.

The estimated cost of the collaborative institutional support element is \$255,000. This amount will be programmed by the CMD with AID concurrence primarily in response to the findings of the training needs and supplier capability assessments.

### 3. Operational Support

#### a. Staff and Consultant Services

The CMD will package and market the high-quality, cost-effective management training programs envisioned in this Project. To maximize its long-term sustainability potential, the CMD will need to operate with a level of staff resources and facilities that will enable its programs to operate on a full cost-recovery basis as soon as possible. Based on analysis and projections during design of this amendment, CMD should be sustainable by the fifth year of the project. During the first four years, the Project will partially finance its programs, so as to make a smooth and effective start-up possible. This is essential

10

because the new Center will have to establish itself convincingly as an efficient and fully professional service organization if it is to achieve the leadership status envisaged for it in this Project.

The Center will operate with a small, core (permanent) staff that will administer the program activities approved by the Board of Directors. Staff will consist of a Director, a Deputy Director/Training Administrator, an Administrative Assistant and a Clerk/Typist. As noted above, this core staff will be augmented for the first four years of the project with a Materials Development Specialist. As materials development represents a significant development cost of the Center, this position will be fully supported by the project and will not incur any portion of CMD's revenues.

The core staff will also be augmented with a range of technical consultant services from UWI/DOMS staff and the private sector to carry-out the various programs of the CMD. In the first year of the Project, CMD will contract for the following activities, designed to improve and expand management education and training in the region:

- Conduct of a 2-3 day strategic planning exercise to assist the CMD's Board of Directors to develop an Action Plan for the Center's operations;
- Conduct of a management education and training demand assessment for the region;
- Conduct of an assessment of the supply of management education and training capacity in the region;
- Conduct of a study to identify organizations throughout the region that may be capable of becoming satellite training centers to the University or to region-wide training organizations, and to determine whether such satellite training operations would effectively expand and improve the delivery of training services especially in those countries, or in remote areas of all countries, that are not well-served by existing training programs;
- Development and implementation of a marketing strategy;
- Development and delivery of basic and advanced training of trainers courses for instructors of established and emerging management training organizations throughout the region.
- Development of a variety of teaching materials and the conduct of training sessions in their use.

#### b. Equipment, Materials and Supplies

The CMD will acquire the office furnishings and equipment procured for the Project Implementation Unit during the Pilot Phase of the project. It is, therefore, anticipated that the additional office equipment needs of the Center will be minimal. However, in order for CMD to provide the services identified to the management and management training community and fulfill the leadership role envisioned, the project will provide limited materials/equipment support.

For example, the Center will require equipment and supplies which can be used in support of management training and consultancy services, primarily, though not exclusively, off campus. This includes reference materials relevant to the delivery of short courses and consultancies, video tapes and other training aids and portable training equipment.

For the materials development element, the Center will be provided with desktop publishing facilities. These will be used in developing and modifying manuals, textbooks and case studies. It may also provide CMD with another potential income generating service to be provided to the university, business and management training communities.

Finally, in recognition of the increased utilization of computer technology in management training, CMD will be provided with 10 laptop/portable computers for use in training sessions in the OECS countries. The usefulness of portable computer technology was demonstrated during the Pilot activity through use of rented equipment.

#### 4. Advisory Body

The University of the West Indies is desirous of networking and establishing programs with other universities, particularly those in North America, in the area of management studies. Consequently, the Project will establish an Advisory Body for the CMD comprised of respected academicians in the field. This Body will be analogous to the system utilized by UWI known as the External Examiners. External Examiners are illustrious academicians who are internationally recognized as experts in their chosen fields. These persons serve as the final arbiter in the content of curricula, examination questions and examination works. As there are three campuses of the UWI, the External Examiners work with all the professors in each discipline on a regular basis. They visit the region and conduct seminars and courses. They also often sponsor academics from UWI to visiting professorships at their universities. Thus the establishment of an Advisory Body will not only benefit the development of the CMD, it will continue a tradition already in widespread use at UWI.

14

## 5. CMD Sustainability

A primary criterion for the design of the follow-on phase of the project is the sustainability of CMD. During the first four years of CMD's operations, the project will finance all of the identified development costs plus that portion of the Center's operating expenses that is not covered by income generating activities, i.e., the deficit. The Center will have to operate on a full cost-recovery basis beginning at the start of Year 5, and no AID contribution will be required for financing of CMD operations or programs. The University's in-kind contributions are expected to continue, providing office space, utilities and broad administrative support such as finance administration and procurement services. The Center's Director and Board will make every effort to raise funding from private sector resources - including payment of fees for training and/or consulting services and contributions from companies capable of providing such support. It is expected that the Board will devise a strategy for fund raising which will provide at least US\$50,000 of untied funds annually over the five year life of the project or a total life of project amount of at least US\$250,000. This untied Fund will provide a margin of safety to meet any shortfalls in projected revenue which may arise during project implementation. The Fund may also be used to finance the expansion of income generating services of the Center.

### o Management Training Symposia and Seminars

Three events will be conducted in Year 1 and six each year thereafter. Each event will have about 20 participants paying about \$625 each, generating gross income of about \$12,500. These activities will be conducted at UWI and at satellite centers or hotel locations throughout the region. They will be presented by instructors from UWI, the regional private sector and guest speakers from overseas. The cost to produce each event is about \$8,750, yielding an estimated net income of \$3,750 per event.

The total potential market for these activities is estimated to be 500-600 senior executives and managers from throughout the region. After Year 1, approximately 120 participants per year are expected to take these courses.

### o Executive Masters in Business Administration

With 20 students paying a tuition of \$5,000, the EMBA program will produce gross income of \$100,000 in its first year. It is estimated that in subsequent years, the program will have 40 participants per year, generating gross income of \$200,000. The program will incur a delivery cost of \$4,000 per course (of which six per year are offered), total delivery cost of \$24,000 in the first year, and \$48,000 per year in subsequent years. This yields a net income for the EMBA of \$76,000 in the program's first year (conservatively estimated to be no later than Year 4 of the Project), and \$152,000 per year in subsequent years. On the basis

13

of these income projections, the venue for weekend sessions could be moved from one Eastern Caribbean island to another if demand required it.

o Research and Consulting Services

CMD will charge market rates of approximately \$400 per day, with the objective of selling at least 12 person days in Year 1 and at least 36 person days per year in subsequent years. It will contract with UWI faculty and private sector sources to deliver these services, paying them about \$200 per day. The marketing support costs, e.g., insurance, printing and equipment support, will be about \$2,200 per year. The net income is expected to rise from \$200 in Year 1 to about \$5,000 per year in subsequent years.

o Textbook and Materials

From the sale of textbooks and other materials developed, CMD is expected to generate revenue of no less than \$50,000 from Year 5 of the project.

B. Department of Management Studies

This component of the Project focuses on upgrading the institutional capability of the DOMS to deliver effective and relevant management education and training programs to its students and to its trainees from the private sector. This upgrading is considered a necessary and critical element to achieving the goal and purposes of the Project. The major activities and outputs planned for this component of the Project are described below.

1. Long-Term Staff Development

Two current full-time staff members will be upgraded to the PhD level and four new staff will be trained to either the Masters or the PhD level, as appropriate, to meet identified skill deficiencies in international business, tourism management and planning, marketing, finance, and management sciences (including operations, production, or management information systems). The initiation of any training is contingent upon submission by UWI and approval by AID of a training plan which will update training needs information, specify procedures to identify, select and recruit new staff for training, identify programs of study and indicate universities at which the participants might be trained. This training is viewed as institutional, not just individual, development. Therefore, the expectation is that a variety of universities will be used for this training, so as to give the DOMS faculty a more diversified management education background. All trainees will be bonded to work for UWI in a full-time post performing normal faculty duties for a period of time equal to the length of the training.

Some of the training specifics will differ for the current and the new staff. Two current faculty will begin training in PhD or equivalent business school programs as soon as the training can be initiated -in Year 1 if possible. Their programs should take three years to complete, which includes completion of the dissertation. UWI study-leave policies are expected to be applicable, and UWI is expected to provide financial support for hiring part-time replacements, and for continued payment of appropriate salary for present faculty in training. Newly hired faculty (assumed, but not necessarily) at the BSc level will be trained in relevant 2-year Masters degrees. The University will provide documented assurances of approved staffing posts for each trainee before funds are disbursed for his or her training. Two Masters degree candidates will begin training in Year 3 of the Project and two in Year 4.

The participant training programs will be managed by RDO/C in conjunction with the Office of International Training and its participant training contractor, and will be governed by Handbook 10 regulations and guidelines. Given the specificity of the training needed, the limited number of suppliers, and the as yet unknown characteristics of the new-hire trainees, costs may exceed AID's indicative participant training averages.

## 2. Short-Term Staff Development

Existing full-time staff members will be offered a variety of short-term training options to develop new skills, obtain competencies for teaching in new areas, undertake an internship in a business or other relevant organization, participate in consultations with colleagues at other universities, or participate in professional development programs. This assortment of short-term training options is intended to provide a diversified response to the various training needs that are necessary to prepare faculty to meet the demands of an enhanced DOMS in its support of CMD activities.

Short-term training activities will be provided for DOMS faculty and faculty from other UWI departments through programs offered outside Barbados, and through in-service training programs in Barbados. A carefully designed training plan will be developed for each participant. This plan, initiated by the individual requesting training, should justify the request in terms of the trainee's background and skills. It should specify the nature of the training and how the results of the training will be utilized by DOMS and is supportive of the goal and purposes of the Project. Finally, it should indicate the costs of the proposed training. To ensure applicability of the training to DOMS needs, the training must be negotiated with and approved by the Head of the Department. University officials indicate that approximately 30 person-weeks of training, nine persons averaging about 3 weeks each, are required. For budgeting, Advanced Developing Country Training Program cost averages for short-term training are used. All short-term regional

training will be managed directly by the grantee, whereas all short-term U.S. training will be managed through RDO/C's participant training contractor and standard AID conditions will apply.

### 3. BSc Program in Management Studies

Consistent with the new credit and semester system, UWI has identified the need to revamp the curriculum to integrate coverage and add topical coverage in several areas. This will be accomplished by restructuring 8 existing courses in the program and developing approximately 7 new course offerings (which might at some later date become the first stage of graduate courses) in priority areas of international business, tourism management and planning, marketing, finance and management science. Course development will be accomplished by developing or revising course manuals, the basic instructional tool. Manuals contain the syllabus, exercises, topic lecture outlines, readings, handouts, and other instructional materials utilized in the course. As such, the course manual is the primary element in course design and is critical to curriculum reform. Existing manuals to be modified will be chosen by DOMS from the courses in the BSc (Management Studies) program.

DOMS faculty or other specialists, such as visiting professors from other UWI campuses or U.S. universities (e.g. Fulbright Lecturers), will be contracted to produce these manuals. UWI officials estimate that 20 person days are required to do each manual, and faculty will be paid at a rate of \$150/day, not to exceed \$3,000 (for 20 days work), with payment to be made upon delivery of the final product. UWI will provide all necessary secretarial and materials support. Reproduction and distribution to students will be undertaken by the University, either as part of its course materials budget or for sale on a cost-recovery basis. Three manuals will be developed in each year of the Project, yielding 15 manuals.

To assist in curriculum development, 4 person-weeks of U.S. technical assistance are provided in Year 1 of the Project. This assistance will be used for a detailed external curriculum review and development plan of the type provided by the AACSB foreign business school curriculum review program. This review is considered important for external validation of standards and programs, establishing priorities for curriculum development efforts, and providing a catalyst and reference point for mobilizing action.

### 4. Materials Development and Equipment

A basic package of audio-visual materials will be provided in response to the recommendations of the Arthur D. Little report and also the results of an UWI-initiated analysis of teaching equipment requirement. The equipment includes screens, overhead projectors, microcomputer projectors, videotape playback units and monitors, video cameras, and a photocopy machine.

## 5. Personal Computer Usage

In an effort to build upon identified needs in the curriculum and to overcome equipment shortages, the project will provide 12 personal computers for a student laboratory, with related software and equipment. UMI will undertake to provide appropriate, secure space for the lab and also necessary staffing and service agreements for operations. In addition, 8 PCs will be provided for use in faculty offices for course development. Appropriate training will be provided by the University before procurement of this equipment in Year 1.

The objectives of this activity are: 1) to obtain software appropriate for use in the lab by students in management studies, 2) to provide PCs for faculty and student use, and 3) to facilitate integration of computers into course work.

## 6. Library and Information Resources

This activity provides necessary resources for filling gaps in the University library of management related materials, adding journals necessary for supporting new topic areas introduced into the curriculum, and overcoming identified inadequacies in the journal collection. Proposed acquisitions will provide back issues and subscriptions over the life of the Project for the following:

- o 40 Academic journals in accounting, finance, marketing, international business, production, and general management;
- o 40 Trade journals in tourism, hotel and retail management, exporting, and international trade;
- o Selected newspapers and general purpose management magazines.

The University will maintain subscriptions after the end of the Project through University resources and/or private sector contributions.

## Section 3: Project Implementation

### A. UMI Responsibilities

The Grantee and implementing agency for the Project will be UMI/Cave Hill. The Grantee's designated Principal Representative will have overall responsibility for project implementation and will be called upon to make major policy decisions regarding the project's direction. This Principal Representative will oversee the Project activities carried out or managed by the Head of the Department of Management Studies, and those carried out or managed by the Director of the Center for Management Development.

The position of Director of the proposed Center for Management Development will be financed by the Project as a full-time position for the life of the project. The incumbent of this position will be designated Key Personnel in the Grant Agreement. RDO/C will consult closely with the UWI concerning recruitment and selection of the candidate for this position, and will review and approve the contract for the successful candidate.

The Director of the Center will have primary responsibility for management of the Center, for general leadership in creating and maintaining an environment in which the Project's goal and purposes can be effectively achieved. He/she will work under the policy direction of the Center's Board of Directors, and in consultation with the RDO/C Project Officer. The Director is expected to spend considerable time away from the office, marketing the services of the CMD throughout the region.

The Director will be assisted by a Deputy who will manage the day-to-day affairs of the Center. A full-time Administrative Assistant will be responsible for monitoring project expenditures on behalf of the Director, and for submitting - through the Director - receipts, vouchers and other required financial management documentation to the UWI Finance Office, the Board of Directors, and RDO/C. The Administrative Assistant will also assist the Deputy with general office management, the logistics of the Center's operation and in managing the affairs of the Board of Directors. A full-time clerk/typist will provide clerical support to the Center. He/she will typing/word-process project correspondence, establish and maintain orderly office files, receive telephone calls and serve as receptionist.

The CMD and UWI will be responsible for the design and implementation of the monitoring plan. The director, CMD, will be responsible for the collection of the baseline data, carrying out (with assistance, as needed) special studies to develop the data base on all the various levels required for reporting as outlined above. The CMD will also be responsible for producing a semi-annual report for AID.

As part of its leadership role in management development in the region, CMD will give special attention to issues of gender in management and development in several ways.

#### **B. AID Responsibilities**

A Project-funded USAID Project Manager will be contracted through an AID direct contract. Under the guidance and direct supervision of the Chief of the Health, Population and Education Office, this Manager will be recruited from the Caribbean. Appropriate provisions are made in the project budget to cover the cost of the Manager.

B

The USAID Project Manager will be supported by a Project Implementation Committee consisting of key support staff. The Project Manager will be responsible for assuring that adequate communication with the UWI and CMD is maintained and that implementation problems are identified and resolved in a timely fashion. USAID representatives will also take part in annual project reviews together with UWI and the Executive Board of CMD.

C. Project Working Committee

The Board and the CMD Advisory Body will provide policy direction and pedagogical input to the CMD. Given their size and locus, however, these groups will not be involved in day to day implementation of the Project. RDO/C has found that in multi-component projects in the region, a useful management tool is establishment of a working project committee comprised of the principal actors/elements of the project. In this project, a working committee will be made up of the Director of the CMD, the Head of DOMS, the RDO/C Project Officer, a private sector representative of the CMD Board of Directors and the Principal, UWI/Cave Hill or his designee. The committee will meet at least once quarterly to guide project implementation.

D. Procurement Plan

Procurement of goods and services under this project will be conducted in accordance with AID Handbook 11, Host Country Contracting. Procurement sources will be the U.S. unless specifically authorized by AID to procure from West Indies sources. The University will be encouraged, where applicable, to consider procurement from U.S. Gray Amendment contractors.

E. Monitoring and Evaluation

A. Management Information System and Evaluation

The successful implementation of this project requires that a fairly comprehensive management information system (MIS) be developed and maintained, which will allow UWI and AID to collect information for evaluation, monitoring and decision-making on a regular basis.

The main product of the MIS will be semi-annual reports which will summarize all the major findings of the monitoring system. The report will be a synopsis of data from all program areas. Outputs will be measured and major lessons learned in implementation will be presented along with recommendations for any major changes which seem to be indicated by the findings. The CMD will be responsible for the production of this report.

The overriding concern of the entire MIS is the use of information to make appropriate decisions and to chart project impact and achievement. The MIS will help the CMD in planning its programs and shifting its emphasis to those types of activities that have the highest pay-offs for the private sector and for the CMD. The information should also assist the CMD to become financially self-sustainable. Firms will be better able to measure the value of training and consultancy to their on-going operations and thus justify the fees they are paying for such services.

In addition to the internal evaluation outlined above, outside formal evaluations will be planned by AID at two points in the project:

1. A formative mid-term evaluation will be conducted to examine project progress and make recommendations about changes necessary during the remaining life of the project. Sufficient comparative data should be available at that time to make useful comparisons with the base line date.
2. A summative final evaluation will be concluded at the end of the project to measure accomplishments and successes in achieving project goals as well as any important lessons learned in the project.

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FINANCIAL PLAN

ATTACHMENT 1 OF  
ANNEX I OF PHASE 2

	<u>AID</u>	<u>UWI</u>	<u>FEES</u>	<u>TOTAL</u>
<b>I. CHD DEVELOPMENT COSTS</b>				
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EMBA Development	25.5	0.0	0.0	25
Technical Assistance	268.7	0.0	0.0	268
Institutional Support	255.0	0.0	0.0	255
Equipment, Materials & Supplies	150.6	0.0	0.0	150
Case Dev./Teaching Workshop.	79.8	0.0	0.0	79
Materials Dev Specialist	262.5	0.0	0.0	262
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	1,040.1 ✓	0.0	0.0	1,040
<b>II. CHD OPERATING COSTS</b>				
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Salaries	425.9	0.0	409.8	835
Other Operating Expenses	118.0	300.0	0.0	418
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	543.9	300.0 ✓	409.8	1,253
<b>III. DEPARTMENT OF MANAGEMENT STUDIES</b>				
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Faculty Development	531.4	0.0	0.0	531
BSC Development and Design	63.7	0.0	0.0	63
Library	63.0	0.0	0.0	63
Teaching Material and Equipment	46.5	0.0	0.0	46
PC Computer Lab	70.0	0.0	0.0	70
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	774.6 ✓	0.0	0.0	774
<b>IV. PROJECT MANAGER</b>	280.0	0.0	0.0	280
<b>V. AUDIT AND EVALUATION</b>	165.0	0.0	0.0	165
<b>VI. CONTINGENCY @ 15%</b>	420.5	0.0	0.0	420
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<b>TOTAL PHASE II PROJECT COSTS</b>	3,224.1 ✓	300.0	409.8	3,933.9
=====	=====	=====	=====	=====
<b>VII. RESERVE FUND</b>	0.0	0.0	250.0	250.0
<b>TOTAL PHASE II USAGE OF FUNDS</b>	3,224.1	300.0	559.8 ✓	4,183.9
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21