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USAID  
REGIONAL DEVELOPMENT OFFICE/CARIBBEAN  
(RDO/C)

SEMI-ANNUAL PROJECT STATUS REPORT

APRIL 1, 1994 - SEPTEMBER 30, 1994

**MEMORANDUM**

**DATE:** December 20, 1994

**FROM:** Paul A. Bisek, Chief, Program Development Office

**SUBJECT:** Project Status Report - RDO/C

**TO:** See Distribution

Attached is the subject report for the period, April 1, 1994 through September 30, 1994.

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REGIONAL DEVELOPMENT OFFICE/CARIBBEAN

Semi-Annual Portfolio Review

Eastern Caribbean Program

April 1 to September 30, 1994

**I. MISSION DIRECTOR'S OVERVIEW**

**A. Introduction**

The Mission now has its close-out plans fully in place and is moving rigorously to conclude projects that have reached their PACDs, curtail projects that would have extended beyond close-out, adjust implementation arrangements for project oversight as Mission management resources diminish, and reduce the number of personnel. The key issue of whether RDO/C projects would continue past Mission closure was settled during the period and substantial progress has been made in drawing down the pipeline.

Five projects reached their PACDs during the reporting period, reducing the Mission's total number of projects to 13. Most of the projects not included under RDO/C's two strategic objectives have now ended. In several of the 13 continuing projects, major components were completed during the period, but the projects remain active to complete residual activities. Under Infrastructure Expansion and Maintenance Systems (IEMS), only the Regional Utilities Maintenance component is active. Under the Caribbean Justice Improvement Project (CJIP), only two small procurements and the St. Kitts Courthouse construction remain to be completed. The Agricultural Research and Extension Project was extended in FY 1995 solely to complete an audit.

To reduce heavy RDO/C involvement in financial oversight as Mission staffing levels decline, implementation arrangements are being changed for four projects--Health Care Policy Planning and Management (HCPPM), Caribbean Policy (CPP), Environmental and Coastal Resources (ENCORE), and West Indies Tropical Produce (TROPRO). For each of the activities, financial management responsibilities are being shifted to the respective institutional contractors. Of the three projects that RDO/C had requested to continue past Mission closure, only ENCORE residual activities are expected to be continued under the Global Bureau's Coral Reef Initiative. HCPPM and CPP will be terminated by the end of FY 1996.

The reduction of Mission staff is continuing as planned. During the reporting period, RDO/C's staffing level for all categories of employees--U.S., local and third-country--decreased 25 percent, from 64 to 48 people. The number of U.S. direct hires fell from 12 to 8 employees.

The reporting period saw a marked decrease in the pipeline, from \$38 million to \$24 million. This draw down of \$14 million in the Eastern Caribbean program during the last six months was due to a combination of improved project implementation, faster submission of vouchers and better tracking of accruals.

## B. Significant Accomplishments

The program outputs, indicators and benchmarks are in place for RDO/C's two strategic objectives--(SO1) increased and diversified trade and (SO2) improved natural resource management--and a number of significant project accomplishments can be identified, though it is still too early to judge the overall impact of the Mission's strategy. All the projects discussed below in this section support SO1, except for the Basic Needs Trust Fund and Special Development Activities, which fall into the "other" category.

- The Small Enterprise Assistance Project (SEAP), which has played an important role in the start-up and expansion of small and micro-enterprises in the region, has secured continued funding for the individual national development foundations (NDFs) after the end of the project in February 1995. With RDO/C encouragement, the East Caribbean Organization of Development Foundations, which manages the project, worked with the Caribbean Development Bank (CDB) in developing a proposal to provide the NDFs with \$2 million in loan funds and \$1.5 million in technical assistance. The CDB's board has approved the proposal, and it is anticipated that the funds will become available before the end of the SEAP Project.
- The Caribbean Electric Utility Services Corporation (CARILEC), a regional electric utility association started under the Regional Utilities Maintenance Project component of IEMS, provided technical assistance to St. Lucia to restore power after tropical storm Debbie. The work was done under CARILEC's Hurricane Assistance Plan, which coordinates joint teams of linesmen to assist with restoration work after major storms. The improved technical skills of the employees of St. Lucia's own electric utility gained through CARILEC also contributed to the rapid restoration of power on the island. Also of benefit was CARILEC's participation in the USAID/OFDA-funded Caribbean Disaster Mitigation Project, which is implemented by the OAS; CARILEC had selected St. Lucia for a pilot utility vulnerability assessment conducted earlier in the year.
- Reaching PACD during the reporting period, the Grenada Infrastructure Revitalization III Project component of IEMS funded infrastructure improvements in the industrial and tourism sectors. Two of the project's accomplishments are especially worthy of notice. Emergency repairs to the Mount Gay Mental Health Facility, which was built with USAID funds following the intervention in Grenada in 1983, restored the hospital to full operation. The completion of the Grand Anse sewer system led to a marked improvement in water quality along the beaches of Grenada's premier tourist area.
- Now ended except for two small procurement actions, the University of the West Indies component of the Caribbean Justice Improvement Project made a significant contribution to strengthening the legal systems of Eastern Caribbean states and other regional beneficiaries. Major activities included law revision and reform, printing of laws, improvements in the operation of court registries, law library development and training.
- The Caribbean Leadership and Development Training Project continued to make impressive progress. The project maintained an intensive schedule of regional workshops;

thirteen were held during the reporting period on topics ranging from food handling to sustainable soil management systems. These meetings were supplemented by a number of specifically targeted in-country workshops. During the reporting period, the fourth, and final, contingent of secondary school teachers from Dominica left for training at New Mexico State University (NMSU). By the end of the project, a total of 50 teachers will have completed a certificate program in teacher's training at NMSU.

- The now-completed Basic Needs Trust Fund Project (BNTF) provided \$20 million in assistance over 10 years to improve the social and economic infrastructure of eleven Eastern Caribbean countries. Popular with government leaders and ordinary citizens alike because of the direct benefits it brought to communities throughout the region, BNTF funded a total of 242 subprojects in the areas of education, health, water supply, drainage, day care, and roads and footpaths.

- Another project directly touching people's lives that is now ending is the Special Development Activities Fund. Each year, RDO/C has set aside a small portion of its OYB to assist community groups and organizations with the implementation of small-scale activities. During the reporting period, 31 subprojects worth \$178,000 were approved in nine different countries. Since the inception of the fund, \$6.5 million has been made available to over 800 small-scale community-based self-help projects. A few subprojects funded late in the reporting period are being completed, with final documentation expected by the end of March 1995.

### C. Problem Areas

Three activities posed significant implementation problems:

- Some progress has been made in overcoming implementation problems concerning the Regional Management Training Project, but it was not yet enough at the end of the reporting period to boost its "C" rating. Supportive of SO1, the project seeks to help alleviate a shortage of mid- and upper-level managers by strengthening the Department of Management Studies (DOMS) at the University of the West Indies' Cave Hill campus and establishing and developing a Center for Management Development (CMD) to provide training. The DOMS component is now back on track with the acquisition of equipment to upgrade departmental capabilities. CMD, however, was still concentrating too much of its attention on its Executive Masters in Business Administration Program to the detriment of other income-generating activities and was slow to address the strengthening of satellite training centers. Efforts continue to get CMD to broaden its activities.

- The St. Kitts Courthouse Project, a distinct activity under CJIP, continues to have serious implementation problems. Construction of the courthouse, which will replace a building destroyed by fire in 1982, has been slowed by difficulties with the foundations and the approval of working drawings. The problem with the foundations has been overcome, and it is hoped that the remaining construction work will move ahead faster now that the St. Kitts and Nevis Director of Public Works has become the "Engineer of Record," responsible for reviewing and approving working drawings.

- The third problem activity is the AIDS Communication and Technical Services Project (ACTS), which assists eight Caribbean countries to establish a capacity to develop and implement strategies to reduce the transmission of the HIV infection that causes AIDS. An internal assessment completed during the review period revealed numerous implementation problems stemming, in large measure, from poor management on the part of the chief implementing agency, the Caribbean Epidemiology Centre (CAREC). CAREC has been notified that unless there is a significant improvement in project implementation by January 31, 1995, ACTS will be terminated early.

#### **D. General Portfolio Management Performance**

The most critical management problem currently facing the Mission is FY 1995 funding levels. After lengthy negotiations, RDO/C reached agreement with contractors and counterpart agencies on modifying implementation arrangements in order to effect close-out in FY 1996. Additional funding of \$4.1 million is required to complete planned activities before the Mission closes. If the additional funds are not provided, it will be necessary to abrogate existing agreements and terminate the program even more abruptly. The lead time, however, is already too short to end all activities by the end of FY 1995 in any orderly way.

The prospect of earlier termination of the program has important staffing implications. Local employees would have to be let go sooner than planned, and USAID direct hires would need to begin looking immediately for onward assignments. The Mission is already hard pressed to manage the program with the staffing levels assigned to it through FY 1996. The transfer of the Regional Contracting Officer will help meet the FTE ceiling, but at the expense of efficient contract management. If other local and U.S. staff leave sooner to take new posts, the Mission will find it extremely difficult to close out the program in an orderly and timely manner.

RDO/C also remains concerned about development assistance for the region after the Mission closes. The recent crisis over Haiti illustrated once again the U.S. Government's need for good working relations with the Eastern Caribbean states. Putting in place some sort of mechanism to allow a continued helpful relationship with the subregion would serve U.S. interests.

The Mission is planning a retrospective evaluation of the RDO/C program since its inception. The evaluation, to be done in two phases, will examine the overall impact of USAID assistance, assessing the impact of specific program elements and documenting the lessons learned. Phase one will be a broad desk-based evaluation. Phase two will follow up with information collection in the field on specific program areas identified in the first phase. In most cases, individual project evaluations have been dropped in favor of the retrospective examination.

Given the effort required for Mission close-out, RDO/C will not be able to track the achievement of its strategic objectives and gender/equity goals as fully as it would like. In cases where it is proving difficult to track project indicators to the strategic objective level, it is not worth making adjustments at this time. Almost all the remaining projects directly support the Mission's two strategic objectives, and project implementation is sensitive to, and supportive of, gender and equity concerns.

## II. FINANCIAL SUMMARY AND PIPELINE ANALYSIS

During the reporting period, the pipeline for the Eastern Caribbean program decreased by \$13.7 million, from \$37.6 million to \$23.9 million. The rate of draw down for most projects is well on target for completing expenditures prior to Mission closure at the end of FY 1996.

The following are the most significant projects with regard to the pipeline:

- At \$5.9 million, the pipeline for the Environmental and Coastal Resources Project (ENCORE), the only project supporting SO<sub>2</sub>, comprises 25 percent of the total Mission pipeline. ENCORE's accrued expenditures during FY 1994 were \$1.3 million. Heavily forward-funded to meet Agency environmental earmarks as well as U.S. commitments to the Global Environmental Facility, the project got off to a slow start but implementation has picked up. As the only project with activities expected to continue past Mission closure, unexpended funds remaining in the pipeline will be available in the implementing entity's cooperative agreement when ENCORE passes to the Global Bureau's Coral Reef Initiative.
- The second largest pipeline, at \$3.5 million (15 percent of the total), belongs to the Caribbean Policy Project. This project was slow in getting started because of delays in getting the institutional contractor on board, exacerbated by uncertainty and adjustments due to Mission close-out. The contractor is now fully mobilized and expenditures have picked up dramatically. For this reporting period, expenditures were \$1.1 million versus only \$0.1 million for the previous six months.
- The Caribbean Leadership and Development Training Project saw a sharp drop in the size of its pipeline during the reporting period, from \$3.8 million to \$1.5 million. This reduction was in part due to a high level of project activities, but more timely submission of vouchers and better tracking of accruals were also significant.
- For two activities--Regional Management Training and AIDS Communications and Technical Support, both discussed in Section I.C. above--the pipeline reflects implementation problems and is a target for partial deobligation. A third project--Caribbean Law Institute--is also projected to have a surplus for deobligation although implementation has gone well.

### III. INDIVIDUAL PROJECT SUMMARIES

Individual project summary reports are provided for the following projects:

#### Eastern Caribbean

##### S.O. 1 - Increased and Diversified Trade

538-0119	Investment Promotion and Export Development*
538-0133	Small Enterprise Assistance
538-0138.02	IEMS - Grenada Infrastructure III
538-0138.08	IEMS - Regional Utilities Maintenance
538-0148	Regional Management Training
- 538-0163	West Indies Tropical Produce
538-0164	Agricultural Research & Extension
538-0165	Caribbean Law Institute
538-0173	Caribbean Leadership Development Training
538-0176	Dominica Agriculture Sector Support
538-0184	Caribbean Policy Project
538-0645.17	Caribbean Justice Improvement - UWI
538-0645	CJIP - St. Kitts Courthouse

##### S.O. 2 - Improved Natural Resource Management

538-0171	Environment and Coastal Resources
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##### Other

538-0005	Special Development Activities
538-0039	Population and Development
538-0103	Basic Needs Trust Fund
538-0161	AIDS/Communication and Technical Assistance
538-0181	Health Care Policy Planning & Management
538-0190	Drug Abuse Prevention & Education
538-0640	Presidential Training Initiative*
538-0640.17	LAC Training Initiatives II*

\* No individual project summary reports are provided for these projects. Though they reached their PACDs during the reporting period, all project activities were completed by the end of FY 1993. The projects remained open only to complete audits and financial close-outs.

FINANCIAL SUMMARY OF USAID/RDO/C PORTFOLIO  
(APRIL 1, 1994 THROUGH SEPTEMBER 30, 1994)  
(\$000)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)																		
PROJECT NO.	PROGRAM/PROJECT TITLE	CATE-GORY	DATE OF INIT. OBLIG.	LAST REVISED PACD	% OF LOP ELAPSED	% OF OBLIG. EXPEND.	AUTH. LOP AMOUNT	CURRENT FY OBLIG. TO DATE	CUMUL. AMOUNT OBLIG.	MORTGAGE	BEGINNING FY PIPELINE	PLANNED SEMESTER EXPEND.	ACCRUED SEMESTER EXPEND.	ACCRUED AS % OF PLANNED	CUMULATIVE ACCRUED EXPEND.	ENDING PIPELINE	PLANNED EXPEND. (NEXT SEM.)																		
<b>ACTIVE PROJECTS</b>																																			
<b>STRATEGIC OBJECTIVE 1</b>																																			
538-0119	Investment Promotion & Export Dev.	B	30-Aug-84	30-Jun-94	100%	100%	17,544 *	0	17,544	0	115	60	37	46%	17,466	78	0																		
538-0133	Small Enterprise Assistance	A	25-Feb-86	23-Feb-95	96%	97%	20,781 *	1,506	20,781	0	2,077	1,200	1,637	136%	20,215	546	546																		
538-0138.02	IEMS - Granada Infrastructure III	B	13-Mar-87	30-Sep-94	100%	100%	8,432 *	0	8,432	0	205	205	203	99%	8,424	8	7																		
538-0138.08	IEMS - Regional Utilities Maint	A	13-Jul-88	30-Sep-95	86%	96%	5,000	0	5,000	0	431	120	230	192%	4,799	201	201																		
538-0148	Regional Management Training	C	28-Jul-88	31-Dec-95	87%	63%	5,924	0	5,924	0	2,682	600	493	82%	3,735	2,189	500																		
538-0163	West Indies Tropical Produce	B	30-Sep-89	30-Sep-96	71%	75%	10,800	1,000	9,300	1,500	3,514	1,075	1,150	108%	6,945	2,355	1,000																		
538-0164	Agricultural Research & Extension	B	31-Mar-89	31-Mar-95	92%	99%	5,000	0	5,000	0	883	883	810	92%	4,927	73	70																		
538-0165	Caribbean Law Institute	B	01-Aug-88	31-May-95	90%	74%	5,971	0	5,971	0	2,035	600	469	78%	4,405	1,566	600																		
538-0173	Caribbean Leadership Dev. Training	A	30-Jun-90	30-Sep-98	52%	79%	11,000	0	7,424	3,578	3,780	450	2,238	497%	5,880	1,544	600																		
538-0176	Dominica Agric. Sector Support	B	14-Aug-91	31-Mar-95	88%	75%	2,000	0	2,000	0	500	500	0	0%	1,500	500	500																		
538-0184	Caribbean Policy Project	B	21-Sep-92	31-Dec-97	38%	26%	12,000	0	4,730	7,270	4,594	1,000	1,107	111%	1,243	3,487	1,500																		
598-0545.17	Caribbean Justice Improvement -UWI	A	28-Aug-86	28-Feb-95	95%	94%	9,000	0	8,805	195	1,820	400	1,074	269%	6,259	546	90																		
538-0645	Caribbean Justice Improvement -Courthouse	C	24-Jun-89	30-Sep-95	84%	24%	1,400	0	1,400	0	1,210	100	150	150%	340	1,060	500																		
<b>SUBTOTAL STRATEGIC OBJECTIVE 1</b>						<b>86%</b>	<b>114,832</b>	<b>2,506</b>	<b>102,291</b>	<b>12,541</b>	<b>23,646</b>	<b>7,213</b>	<b>9,605</b>	<b>133%</b>	<b>88,138</b>	<b>14,153</b>	<b>6,114</b>																		
<b>STRATEGIC OBJECTIVE 2</b>																																			
538-0171	Environment & Coastal Resources	B	30-Aug-91	30-Sep-97	51%	27%	11,000	0	8,060	2,940	6,601	600	740	123%	2,198	5,662	1,500																		
<b>SUBTOTAL STRATEGIC OBJECTIVE 2</b>						<b>27%</b>	<b>11,000</b>	<b>0</b>	<b>8,060</b>	<b>2,940</b>	<b>6,601</b>	<b>600</b>	<b>740</b>	<b>123%</b>	<b>2,198</b>	<b>5,662</b>	<b>1,500</b>																		
<b>OTHERS</b>																																			
538-0005	Special Development Activities	A	19-Nov-85	31-Mar-95	95%	97%	4,635 *	178	4,635	0	38	30	63	277%	4,512	123	123																		
538-0039	Population and Development	B	30-Jul-82	30-Sep-94	100%	100%	7,698 *	0	7,698	0	308	240	177	74%	7,670	28	0																		
538-0103	Basic Needs Trust Fund	A	26-Jun-84	26-Jun-94	100%	100%	19,700 *	0	19,700	0	1,927	1,670	1,927	103%	19,700	0	0																		
538-0161	AIDS/Communication & Tech. Asst.	C	29-Aug-88	30-Sep-95	66%	77%	6,953 *	0	6,953	0	2,111	280	489	168%	5,356	1,597	821																		
538-0181	Health Care Policy Planning & Mgt.	B	21-Sep-92	30-Jun-96	54%	28%	5,500	1,000	2,705	2,795	2,510	240	509	212%	704	2,001	500																		
538-0190	Drug Abuse Prevention & Education	B	31-Jul-92	30-Sep-94	100%	100%	450	0	450	0	137	40	137	343%	450	0	0																		
538-0640	Presidential Training Initiative	B	29-Aug-88	30-Sep-94	100%	92%	18,854 *	0	18,854	0	235	0	0	0%	15,495	101	0																		
538-0640.17	LAC Training Initiatives II	B	14-Feb-85	30-Sep-94	100%	100%	2,322 *	0	2,322	0	10	0	10	0%	2,322	0	0																		
<b>SUBTOTAL OTHERS</b>						<b>92%</b>	<b>84,110</b>	<b>1,178</b>	<b>61,315</b>	<b>2,795</b>	<b>7,274</b>	<b>2,700</b>	<b>3,312</b>	<b>123%</b>	<b>56,209</b>	<b>3,848</b>	<b>1,444</b>																		
<b>SUBTOTAL ACTIVE PROJECTS</b>						<b>85%</b>	<b>189,942</b>	<b>3,684</b>	<b>171,666</b>	<b>16,276</b>	<b>37,521</b>	<b>10,513</b>	<b>13,657</b>	<b>130%</b>	<b>146,545</b>	<b>23,663</b>	<b>9,056</b>																		
<b>ACTIVE PROGRAM</b>																																			
<b>SUBTOTAL ACTIVE PROGRAM</b>																																			
<b>TERMINATED PROJECTS</b>																																			
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\*1 Authorized LOP amounts have been revised to reflect actual/planned obligations.

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PIPELINE ANALYSIS  
USAID/RDO/C  
September 30, 1994

PROJECT NO.	PROGRAM/ PROJECT TITLE	CUMULATIVE OBLIGATION (3)	OBLIGATION BY FY (4)									PIPELINE (5)	PIPELINE BY FY (6)									
			1982-87	1988	1989	1990	1991	1992	1993	1994	1982-87		1988	1989	1990	1991	1992	1993	1994			
<b>ACTIVE PROJECTS</b>																						
<b>STRATEGIC OBJECTIVE 1</b>																						
538-0119	Investment Promotion & Export Dev.	17,544	12595	1729	1566	322	806	724	0	0	78	0	0	0	0	78	0	0	0			
538-0133	Small Enterprise Assistance	20,761	5900	2003	2836	1109	2482	2128	2797	1508	546	0	0	0	0	0	0	0	546			
538-0138.02	IEMS - Grenada Infrastructure III	8,432	4258	2723	0	1400	51	0	0	0	8	0	0	0	0	8	0	0	0			
538-0138.08	IEMS - Regional Utilities Maint.	5,000		1500	1500	2000	0	0	0	0	201	0	0	0	201	0	0	0	0			
538-0148	Regional Management Training	5,924	2430	270	0	455	2769	0	0	0	2,189	0	0	0	2,189	0	0	0	0			
538-0163	West Indies Tropical Produce	9,300		1175	2130	1732	1763	1500	1000	1	2,355	0	0	0	0	2,189	0	0	1,000			
538-0164	Agricultural Research & Extension	5,000		1300	1457	2283	0	0	0	0	73	0	0	0	73	0	0	0	0			
538-0165	Caribbean Law Institute	5,971		1500	1500	1471	1500	0	0	0	1,568	0	0	0	66	1,500	0	0	0			
538-0173	Caribbean Leadership Dev. Training	7,424			1917	2900	1483	1124	0	0	1,544	0	0	0	0	420	1,124	0	0			
538-0176	Dominica Agric. Sector Support	2,000				1000	1000	0	0	0	500	0	0	0	0	500	0	0	0			
538-0184	Caribbean Policy Project	4,730						2652	1878	0	3,487	0	0	0	0	1,809	1,878	0	0			
538-0645	Caribbean Justice Improvement-UWI	8,805	4000	2000	900	0	1505	0	400	0	546	0	0	0	146	0	400	0	0			
538-0645	Caribbean Justice Improvement-Courthl	1,400	0	0	1400	0	0	0	0	0	1,060	0	0	1,060	0	0	0	0	0			
<b>SUBTOTAL STRATEGIC OBJECTIVE 1</b>		<b>102,291</b>	<b>29,183</b>	<b>11,725</b>	<b>12,177</b>	<b>12,241</b>	<b>18,810</b>	<b>9,950</b>	<b>7,699</b>	<b>2,506</b>	<b>14,153</b>	<b>0</b>	<b>0</b>	<b>1,060</b>	<b>267</b>	<b>3,916</b>	<b>2,607</b>	<b>4,757</b>	<b>1,546</b>			
<b>STRATEGIC OBJECTIVE 2</b>																						
538-0171	Environment & Coastal Resources	8,060					1875	4085	2100	0	5,862	0	0	0	0	3,762	2,100	0	0			
<b>SUBTOTAL STRATEGIC OBJECTIVE 2</b>		<b>8,060</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,875</b>	<b>4,085</b>	<b>2,100</b>	<b>0</b>	<b>5,862</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,762</b>	<b>2,100</b>	<b>0</b>	<b>0</b>			
<b>OTHERS</b>																						
538-0005	Special Development Activities	4,635	2709	278	278	338	266	414	176	178	123	0	0	0	0	0	0	0	123			
538-0039	Population and Development	7,696	4958	1,024	1,350	315	49	0	0	0	26	0	0	0	26	0	0	0	0			
538-0103	Basic Needs Trust Fund	19,700	12700	3,000	0	2,000	0	2000	0	0	0	0	0	0	0	0	0	0	0			
538-0161	AIDS/Communication & Tech. Asst	6,953		523	1,675	1,193	1,692	1787	83	0	1,597	0	0	0	0	1,514	63	0	0			
538-0181	Health Care Policy Planning & Mgt	2,705						705	1,000	1000	2,001	0	0	0	0	1	1,000	1,000	0			
538-0190	Drug Abuse Prevention & Education	450						450	0	0	0	0	0	0	0	0	0	0	0			
538-0640	Presidential Training Initiative	16,854	7078	3607	4507	1662	0	0	0	0	101	0	0	101	0	0	0	0	0			
538-0640.17	LAC Training Initiatives II	2,322	2322	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
<b>SUBTOTAL OTHERS</b>		<b>81,315</b>	<b>29,767</b>	<b>8,430</b>	<b>7,810</b>	<b>5,508</b>	<b>2,007</b>	<b>5,358</b>	<b>1,259</b>	<b>1,178</b>	<b>3,848</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>101</b>	<b>26</b>	<b>1,515</b>	<b>1,083</b>	<b>1,123</b>			
<b>SUBTOTAL ACTIVE PROJECTS</b>		<b>171,666</b>	<b>58,950</b>	<b>20,155</b>	<b>19,987</b>	<b>17,749</b>	<b>20,692</b>	<b>19,391</b>	<b>11,058</b>	<b>3,684</b>	<b>23,863</b>	<b>0</b>	<b>0</b>	<b>1,060</b>	<b>368</b>	<b>3,942</b>	<b>7,684</b>	<b>7,940</b>	<b>2,669</b>			
												0.0%	0.0%	4.4%	1.5%	16.5%	33.0%	33.3%	11.2%			

V

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**IA. BACKGROUND DATA**

Project Title: Small Enterprise Assistance (SEAP)  
Project Number: 538-0133  
Date of Authorization: original 02/25/86 amendment 03/17/94  
Date of Obligation: original 03/14/86 amendment 05/11/94  
PACD: original 02/24/91 amendment 02/23/95  
Implementing Agencies: East Caribbean Organization of Development Foundations (ECODEF) and International Executive Service Corps (IESC)  
Major Contractors: None  
AID Project Manager: Peter Medford  
Status of Cps/Covenants: N/A  
Date of Last Evaluation: 9/89 Next Evaluation: To be determined  
Planned Number of Non-Federal Audits during Fiscal Year: 8  
The Number of such Audits Contracted for/Completed: 8/5  
Date of Last Audit: ECODEF-03/02/94 Next Audit: October '94 - February '95

**1B. FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant: original	\$10,000,000	amended to \$20,810,000
Amount Obligated:	DA/ESF Grant: original	\$ 2,630,000	amended to \$20,761,554
Amount Committed:	Period:	\$ 1,397,837	
	Cumulative:	\$20,761,554	
Accrued Expenditures:	Period - Projected:	\$ 1,200,000	
	Period - Actual:	\$ 1,636,988	
	Cumulative:	\$20,215,311	
	Period - Next:	\$ 546,243	
Counterpart Contribution:	Planned:	\$ None	
	Actual:	\$ None	
% LOP Elapsed:		95%	
% of Total Auth. Oblig.		99.8%	
% of Total Oblig. Exp.		97.4%	
% of Total Auth. Exp.		97%	

**IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

**Specific Linkage to Strategic Objectives:**

SO #1: Increased and Diversified Trade

SEAP supports the creativity of small entrepreneurs as they develop new products and services.

Accomplishment: The project has provided training in technical and business skills to substantial numbers of small and micro-entrepreneurs thereby enhancing their prospects for success.

Percent of LOP Funds Relating to Strategic Objectives: 90%

**IIB. PROJECT PURPOSE**

To increase the ability of local entrepreneurs to establish, expand, or increase the efficiency of their micro-, small-, and medium-scale enterprises in order to produce and sell their goods and services in the local, regional and extra-regional markets. In addition, a now completed objective was to strengthen CAIC and its affiliates to enable them to effect policy change favourable to private enterprise development and to improve their delivery of business-related development services.

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III. PROJECT DESCRIPTION

The project provides credit, technical assistance and training to OECS micro, small and medium scale enterprises, under the project management of ECODEF, through National Development Foundations and WID and other private sector organizations referred to as National Delivery Institutions. Specialized technical assistance to small and medium firms as well as selective training for micro entrepreneurs is provided by IESC.

IV. PROJECT STATUS

<u>Planned EOPS</u>	<u>Progress To Date</u>
1. Increased production and sales of goods and services by firms assisted.	NDF supported firms have shown substantial increases in production and profits. Intensive TA to SMEs has resulted in increased output and employment.
2. Innovative SME credit facility established.	A working capital loan program for small and medium firms was implemented in Dominica, St. Lucia and Montserrat during 1989 - 90.
3. Improved local and regional supporting services for small and medium scale enterprises.	Institutions in six islands are now brokering TA to SMEs. The 1989 LBII evaluation stated that the project favorably influenced local and regional supporting services for SMEs.
4. CAIC and its affiliate organizations in the Eastern Caribbean States are financially viable.	CAIC has reverted to being a member-services organization only and thus its viability should be assured. As of 1990, when USAID discontinued support to the affiliates, they had achieved viability levels of 70-80%.
5. Improved business laws.	A CAIC tax study done in 1986 led to liberalization of taxation across the region. The Caricom Enterprise Regime (CER), which was recommended to the Heads of Governments by CAIC in 1987, became operational in October, 1988.

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**B. Major Outputs**

	<u>Planned</u>				<u>Accomplished</u>		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Establish Regional Coord. Unit	1	0	1	0	0	1	100%
2. Assist Micro firms thru NDFs/WID	6340	400	4425	300	1166	5919	93%
3. Provide TA to SMEs	1668	50	1228	15	45	670	40%
4. Establish SME Credit Mechanism	\$0.2m	0	\$0.2m	000	076	\$0.2m	100%
5. Provide Training to SMEs (persons)	4000	400	3000	150	457	3303	82%
6. IESC TA interventions	96	15	87	0	32	102	106%
7. Policy Studies Produced	3	0	3	0	0	3	100%
8. Provide TA&T to affiliate (person days)	800	100	600	25	221	930	116%

**C. Accomplishments and Overall Status**

This Project has had significant impact on the expansion of the private sector in the region by providing resources necessary for the start-up and expansion of small and micro enterprises as well as strengthening the institutional capacity to service those enterprises. The small and micro-business sub-sectors are now solidly established as part of the private sector and this is clearly evident in the entrepreneurial spirit across the region. On becoming aware that USAID funding would be ending, ECODEF initiated efforts to mobilize support from other donors for various aspects of micro-enterprise development. During the reporting period, ECODEF, with assistance from RDO/C, collaborated with the CDB in developing a project proposal for loan financing of \$2m and technical assistance of \$1.3m. The proposal has since been approved by the Bank's Board and ECODEF hopes to meet the conditionality sufficiently early that funds will begin to flow prior to the close-out of SEAP.

**D. Problems and Delays**

Due to the unavailability of IESC volunteers to execute approved interventions in Guyana in September as initially programmed, the Grant to IESC is being extended to February 15, 1995.

**E. Major Activities or Corrective Actions During the Next Six Months**

Close out of Project.



IV. PROJECT STATUS

	<u>Planned EOPS</u>	<u>Progress To Date</u>
1.	Frequente Industrial Park in operation.	Reached 100% occupation, currently 86%.
2.	Grande Anse Beach Pollution reduced.	Sewerage system and Hook-ups completed. Pollution in the Grand Anse area has been reduced.
3.	Grenville Industrial Development established.	Seamoon Industrial Park completed.
4.	Camerhogne Park cleared for Industrial Development.	Work completed.
5.	Road Hazards reduced.	Six Road Improvements completed.

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C. Other Accomplishments and Overall Status

All the project outputs were accomplished. Completed works are as follows:

1. Within the Frequente Industrial Park, three additional factory shells were constructed and several other existing buildings were renovated.
2. The Seamoon Industrial Park was upgraded from a feasibility study when it was determined that the Caribbean Development Bank (CDB) would provide loan funding to construct factory shells there. USAID then funded the primary infrastructure for the site and provided construction supervision while the CDB funded portion of the work - the erection of factory shells - was being undertaken.
3. Specific improvements were made to two historic forts and to the Carenage area within the capital of St. George's to enhance the natural beauty of the town. This has improved the tourism potential of these areas.
4. In the Camerhogne area, a 2 1/2 acre public park was created on the scenic Grand Anse Beach to improve the recreational facilities that could be offered to locals and tourists alike. A nearby open area was also cleared and made ready for future industrial development, which has begun.
5. Seven potential road hazards (one more than originally planned) were eliminated by the rehabilitation and/or improvements to steep roads, existing retaining walls and small bridge crossings.
6. The Grand Anse Sewer System and Sewer Hook-ups were completed. As a result pollution in the Grand Anse area ( Grenada's most important tourist area) has been reduced.
7. Prior to the start of the hook-ups the news media (tv, radio and newspaper) were used as part of a public information program to sensitize Grenadians to the benefits of the new sewer system.

Problems at the Mount Gay Hospital which were due to bad construction were remedied to the satisfaction of all concerned. The hospital administration has been given an insight into the importance of maintenance.

The Grand Anse Sewer System was completed with the completion of the residential hook-ups. The entire area has now been cleaned up and the transformation due to the absence of pollution is dramatic. The following are the statistics-

- (a). 392 residential hook-ups completed. Which is 160% of the planned hook-ups.
- (b). Over 34 commercial hook-ups have been carried out to date. Note, all commercial hook-up expenditure is paid for by individual businesses.
- (c). Over 91,200 man hours of work has gone into the hook-up work only, to date.
- (d). Over 36, 866 ft. of pipe was used in the hook-up work alone.

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D. Problems and Delays

None.

E. Major Activities or Corrective Actions During the Next Six Months

Complete PACR.

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**IA. BACKGROUND DATA**

Project Title: Regional Utilities Maintenance  
Project Number: 538-0138.08  
Date of Authorization: original 07/01/88 amendment  
Date of Obligation: original 08/13/88 amendment  
PACD: original 07/31/93 amendment 09/30/95  
Implementing Agencies: Caribbean Electric Utility Services Corporation (CARILEC)  
Major Contractors: NRECA, QUALTEC  
AID Project Manager: Brinley D. Selliah  
Status of CPs/Convenants: All CPs' met  
Date of Last Evaluation: 11/30/91 Next Evaluation:  
Planned Number of Non-Federal Audits during Fiscal Year: 1  
The Number of such Audits Contracted for/Completed: 5  
Date of Last Audit: 12/31/93 Next Audit: 12/31/94

**1B. FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant:	original	\$ 5,000,000	amended to \$
Amount Obligated:	DA/ESF Grant:	original	\$ 3,500,000	amended to \$ 5,000,000
Amount Committed:	Period:		\$	
	Cumulative:		\$ 5,000,000	
Accrued Expenditures:	Period - Projected:		\$ 120,000	
	Period - Actual:		\$ 230,000	
	Cumulative:		\$ 4,799,465	
	Period - Next:		\$ 200,000	
Counterpart				
Contribution:	Planned:		\$ 2,098,103	
	Actual:		\$	
% LOP Elapsed:			<u>86%</u>	
% of Total Auth. Oblig.			<u>100%</u>	
% of Total Oblig. Exp.			<u>96%</u>	
% of Total Auth. Exp.			<u>96%</u>	

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**IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

Specific Linkage to Strategic Objectives: SO#1 - In the past businesses were effected by unreliable and inefficient electricity supplies. This project was designed to assist business by ensuring reliable electricity supplies. The training and management programs carried out by CARILEC resulted in more effective private and public sector managers.

Percent of LOP Funds Relating to Strategic Objectives: 100 %

**IIB. PROJECT PURPOSE**

To assist in developing a regional electric utility association to provide training and other common service needs of ten targeted Eastern Caribbean Utilities.

**III. PROJECT DESCRIPTION**

The Regional Utilities Maintenance Subproject consists of grant financed technical assistance, training and related commodities to assist the electrical utilities of ten Eastern Caribbean Countries (Antigua, Anguilla, Barbados, Dominica, Grenada, Montserrat, St. Lucia, St. Vincent & the Grenadines and the British Virgin Islands) improve the reliability of their services and their overall efficiency.

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CARILEC's sustainability came under review in 1991 and an evaluation was carried out. The evaluation recommended that CARILEC begin contributing to the project instead of continuing with its then existing practise of banking its funds for the day when USAID funding ends and CARILEC begins to fund itself. This and other recommendations made by the evaluators were adopted by CARILEC and in 1992 CARILEC contributed 25% of expenditure. From November of 1993 CARILEC has contributed 50% of all expenditure. This does not take into account the individual contributions made to the programs by CARILEC's members. CARILEC has pursued self sustainability from 1989. In 1993 CARILEC began developing a business plan for self sustainability which was finalised in November of this year. The consensus is that CARILEC will achieve self sustainability by June 1995.

CARILEC's membership increased by 2 to 16 member utilities. In addition 2 other companies associated with electricity have joined. One is a financier. CARILEC's unsubsidized commercial training program has to date completed 13 courses.

During the reporting period 26 training courses were held which were attended by 416 persons resulting in 1959 person days of training.

D. Problems and Delays

None

E. Major Activities or Corrective Actions During the Next Six Months

- Continue training program.
- Continue Joint Services program.
- Monitor CARILEC's progress towards sustainability.

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the subproject was designed to establish a regional non profit corporation to enable member utilities to develop indigenous training capabilities and meet other common services on a cooperative basis. the subproject has been implemented over a 5 year period, in two phases. The first phase, under a cooperative agreement, NRECA and a subcontractor assisted the utilities to establish the corporation. In the second phase, the corporation, once established, directly implemented the subproject under a grant agreement that was negotiated between the corporation and AID.

IV. PROJECT STATUS

<u>Planned EOPS</u>	<u>Progress To Date</u>
1. Common services organization operating.	CARILEC incorporated on 07/21/89. Executive Manager appointed in Sept. 1989. CARILEC has been in operation since 1989.
2. Common services corporation becomes financially self-sufficient.	CARILEC formulated and implemented a strategic plan for self sufficiency.

B. Major Outputs

	<u>Planned</u>			<u>Accomplished</u>			
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Training of trainers (Nos.)	13		13		13	100	
2. Utility Staff Skills training (courses)	31		31		26	189	727
3. Common Services training (Nos)	8		8				
4. Participating Utilities (Nos)	7		7		2	16	228

C. Other Accomplishments and Overall Status

When CARILEC was launched in 1989 the plan allowed for a membership 7. Due to CARILEC's excellent performance and its success in marketing itself it now has 18 members from the english and french speaking Caribbean, of which 16 members are utility companies. CARILEC continues to form business relationships with organizations having common interests and has to date formed nine such relationships in the Caribbean, in Canada and the United States.

CARILEC's training program which its members wanted from the start has been a resounding success and has been widely acclaimed for raising the standards of service in the utilities. Over a period of less than 5 years CARILEC managed to initiate a program acceptable to its members and carried out 189 training courses that trained over 2,800 persons. This intensive training program has resulted in over 16,400 days of training. To date the program has covered the following areas:- management, administration, engineering, technical and craft and has dramatically changed the quality of service.

Having achieved its objective in training CARILEC has added to its business portfolio a joint services program which is progressing satisfactorily. Over nineteen activities have already been completed or ongoing. The Joint Services Catalogue, the Hurricane Action Plan, the Materials Procurement Plan and Joint Insurance are some of the activities of this program. The assistance recently rendered to St. Lucia by CARILEC after the severe flooding caused by the passage of Tropical Storm Debbie once again demonstrated CARILEC's excellent coordinating abilities. Once more in recent memory an electric utility which is a member of CARILEC did not ask for disaster assistance due to CARILEC's Hurricane Assistance Plan. The Hurricane Assistance Plan has been upgraded at the request of the membership.

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**IA. BACKGROUND DATA**

Project Title: Regional Management Training Project  
Project Number: 538-0148  
Date of Authorization: original 07/24/86 amendment 08/31/90  
Date of Obligation: original 07/28/86 amendment 08/31/90  
PACD: original 01/31/89 amendment 12/31/95  
Implementing Agencies: The University of the West Indies Cave Hill Campus  
Major Contractors: Price Waterhouse  
AID Project Manager: Nicole D. Thompson  
Status of CPs/Covenants: All CPs met for Phase I. CPs for year 1 of Phase II met or waived; CPs for year 2 met. All but one covenant complied with - Reserve Fund (see below).  
Date of Last Evaluation: 07/93 Next Evaluation: None Planned  
Planned Number of Non-Federal Audits during Fiscal Year: 1  
The Number of such Audits Contracted for/Completed: 1  
Date of Last Audit: 11/30/93 Next Audit: 11/94

**1B. FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant:	original	\$ 2,700,000	amended to \$ 5,924,000
Amount Obligated:	DA/ESF Grant:	original	\$ 1,000,000	amended to \$ 5,924,000
Amount Committed:	Period:		\$ -21,115	
	Cumulative:		\$ 5,104,401	
Accrued Expenditures:	Period - Projected:		\$ 600,000	
	Period - Actual:		\$ 493,026	
	Cumulative:		\$ 3,734,979	
	Period - Next:		\$ 500,000	
Counterpart				
Contribution:	Planned:		\$ 533,400	
	Actual:		\$	
% LOP Elapsed:			<u>86%</u>	
% of Total Auth. Oblig.			<u>100%</u>	
% of Total Oblig. Exp.			<u>63%</u>	
% of Total Auth. Exp.			<u>63%</u>	

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**IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

**Specific Linkage to Strategic Objectives:** This project is fully supportive of Strategic Objective No. 1, and in particular is a major contributor to the mission's program output of 1.4 of "more effective private and public sector managers".

**Percent of LOP Funds Relating to Strategic Objectives:** 100 %

**IIB. 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.

**III. PROJECT DESCRIPTION**

There are two components of the amended project:

- A. establishing and developing a Center for Management Development (CMD) to deliver high quality tailor-made short courses and an Executive Masters in Business Administration (EMBA) program, research and consulting/technical services to the private sector and other management training institutions in the Eastern Caribbean; and
- B. strengthening the Department of Management Studies (DOMS) of the UWI/Cave Hill, inclusive of staff development and curriculum renewal for the undergraduate BSc (Management) and Diploma of Management Studies programs, the establishment of a dedicated computer laboratory for management training, and the upgrading of library support for all management programs.

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IV. PROJECT STATUS

	<u>Planned EOPS</u>	<u>Progress To Date</u>
1.	Continued delivery of high quality cost effective management training to top and middle managers.	14 seminars/workshops/symposia conducted with over 200 participants.
2.	A fully institutionalized and financially self-sufficient Center for Management Development (CMD) on the Cave Hill Campus	UWI constituted CMD as a semi-autonomous institution by new ordinance signed 07/92. Chair of CMD Board handed over to Private Sector 08/92.
3.	Strengthened faculty, curriculum and teaching materials in the Department of Management Studies (DOMS).	One faculty member completed Masters level training. One currently in training. Five members of DOMS completed short-term training.

B. Major Outputs

	<u>Planned</u>				<u>Accomplished</u>		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Training symposia/seminars delivered by CMD.	27	1	1	3	4	11	41
2. Graduates of CMD symposia/seminars.	600	30	30	50	48	192	32
3. Participants in Conferences/Workshops.	400	-	-	25	-	129	32
4. EMBA program designed	1	-	-	N/A	1	-	100
5. EMBA graduates	20	-	-	38	-	-	-
6. Other OECS training institutions upgraded	10	-	-	6	-	-	-
7. CMD sponsored research and consulting activities	13	-	-	-	-	2	15
8. DOMS faculty trained - L/T	6	2	2	-	1	2	33
DOMS faculty trained - S/T	10	4	4	-	4	4	40
9. DOMS course manuals	15	7	7	6	1	2	13

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developed

10.	Textbooks published	6	-	-	2	-	-	-
11.	DOMS equipped				N/A			100

C. Other Accomplishments and Overall Status

Even though overall project management by the University is still weak, a concerted effort has been made to correct this. The appointment of a Project Coordinator by UWI has resulted in significant improvements in the DOMS Component of RMT. This component is now back on track with the acquisition of 14 computers, CD-ROM and Audio-visual equipment. One person is currently pursuing Masters level training in Management Information Systems and four members of staff completed short-term training in the U.S. during the reporting period. Additionally, in conjunction with the American Management Association, DOMS held an in-country workshop for its faculty members on "Developing Effective Presentation Skills".

Following staff changes in CMD, as an interim measure, an Officer-in-Charge and a Director of Programs have been appointed. The Board of Directors has become more involved in policy matters related to the Center. CMD is preparing to offer a new EMBA program specializing in Finance in 1995 in addition to its regular EMBA. CMD is also preparing to launch a vigorous marketing initiative throughout the Eastern Caribbean. Other accomplishments for the period include:

1. The first Cohort of EMBA students (38) scheduled to graduate in October 1994. Cohort III (32) started in June 1994.
2. Board of CMD and University have examined the issue of appropriate staffing for the CMD and have advertised for a Chief Executive Officer. Applications have been reviewed and short list of 8 persons has been decided upon. Position to be filled not later than April 1995.
8. Memorandum of Understanding between the University and the CMD reviewed at special meeting of the Board. This agreement formalizes transfer of operational management to the CMD and will be signed by December 31, 1994.
4. As of April 1, 1994 the accounting processing function for CMD was transferred from the University to the Center.

D. Problems and Delays

1. CMD still concentrates primarily on the EMBA program neglecting other income generating activities such as seminars and symposia, even though it is recognized that the market exists for these activities.
2. CMD has also been slow to address the strengthening of Satellite Training Centers. There has been some movement in this direction, but this needs to be intensified to meet projected targets by the PACD.
3. There has been little activity regarding the generation of private sector contributions to the Reserve Fund for CMD. In an attempt to provide an impetus to the Center, USAID agreed to match dollar for dollar up to \$250,000 contributions to the Reserve Fund made by the Eastern Caribbean private sector. In an attempt to take advantage of the Mission's offer, CMD proposes to launch a major drive throughout the region starting January 1995.
4. Given the implementation problems experienced to date, it seems likely that the project will not fully accomplish its targets. Shortfalls are likely in the areas of textbook production, the development of course manuals for DOMS and in consulting and research to be undertaken by CMD.

E. Major Activities or Corrective Actions During the Next Six Months

1. CMD to benefit from technical assistance in developing a marketing strategy for the Center and to assist in the generation of contributions to the Reserve Fund.

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2. Satellite Training Centers to be equipped and fully operational by April 1995.
3. Textbook on Business Government and Society to be published by CMD.
4. Advertisement (11/94) and selection of students for Cohort IV of EMBA program which starts in June 1995.



### III. PROJECT DESCRIPTION

The Project is composed of four components or modules, from the farm level through the marketing chain. These are: Production Support, Post-Harvest Handling, Transportation and Marketing Information Systems. The modules provide supporting infrastructure, technical assistance and hands-on training directed towards the alleviation of the principal constraints to marketing non-traditional agricultural products. The four modules of the project are vertically integrated into what is called, the Joint Regional Marketing Program, to assure a flow of produce from the farm to the ultimate consumer. There is also institutional support to regional organizations such as CARDI and the OECS.

### IV. PROJECT STATUS

#### Planned EOPS

#### Progress To Date

- |  |  |
|--|--|
| 1. Strengthen private sector capacity in production, post-harvest handling, transport and marketing of non-traditional agricultural export products. | Irrigation and improved production practices helping to increase the production of target crops. Improved post-harvest handling and packaging helping to improve the acceptability of OECS produce on international markets. |
| 2. Establishment of a reliable intra-island air cargo service.   | Through negotiations with the major airlines, adequate cargo space is being scheduled for OECS exporters to regional and extra-regional markets.   |
| 3. Development of an improved system of agricultural storage facilities at produce shipment points.  | One pre-cooling unit has been ordered for each of the four Windward Islands for delivery on a phased basis. The first unit will be installed in Dominica by December 1994.   |
| 4. Strengthen private market organizations in the region.  | The number of exporters participating in the Joint Regional Marketing Program is increasing. The exporters are much more knowledgeable about the workings of the market.   |
| 5. Conduct policy dialogue with OECS governments to reduce tariff and non-tariff barriers which inhibit regional and extra-regional trade.           |  |

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### IV. PROJECT STATUS

#### Planned EOPS

#### Progress To Date

- |  |  |
|--|--|
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| 5. Conduct policy dialogue with OECS governments to reduce tariff and non-tariff barriers which inhibit regional and extra-regional trade.           | Established closer collaboration with the Caribbean Policy Project (538-0181) to bring the issues to the attention of the OECS Secretariat.  |

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**B. Major Outputs**

	<u>Planned</u>				<u>Accomplished</u>			
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP	
1. Doubling of value of exports over LOP.								
2. Infrastructure pre-cooling units.	6	4	4	1	0	0	0	
3. Freight service improved.	100	10%	75%	20%	10%	50%	50%	
4. Studies on economic environment for Agriculture.	4	1	4	1	1	3	75%	
5. Short Term Training.	M 700 F 300	M 50 F 15	M 600 F 200	M 75 F 20	M 75 F 15	M 647 F 160	M 92 F 53	

**C. Other Accomplishments and Overall Status**

A new marketing advisor was assigned to the technical assistance team. He is very familiar with the U.S. market and has already developed a strategy to increase exports to the U.S. market. One new product which is now going into the U.S. market is lemon grass from Dominica and St. Vincent. Other crops entering the U.S. are pineapples and breadfruit from St. Lucia and mangoes from Grenada. Initiatives are being taken to open up new markets in the United States and Canada, a broadening of the traditional market in the United Kingdom. The OECS is reaping rewards from its February 1994 attendance at the trade fair "Foodpack of the Americas" held in Miami. Firm orders have been received for 1 container load of eddoes and breadfruit every two weeks. New orders have also been received for mangoes from St. Vincent and Grenada. This will take advantage of these islands' "fruit fly free status" which was achieved through previous USAID assistance (Fruit Fly Survey and Detection Project 538-0140.07). This means that mangoes can be exported to the United States without any physical or chemical treatment, factors which affect the quality and acceptability of the fruit.

The Project Paper projected doubling the value of agricultural exports over the LOP. Mission and counterpart agencies are plagued by the inconsistency of the agricultural export data for non-traditional crops and its availability on a timely basis. St. Vincent, possibly the largest exporter, has the most unreliable data due to over-invoicing of exports to Trinidad in the years 1985-1989. The data are somewhat more reliable for other OECS countries. From the data presently available, should we eliminate the exports for St. Vincent, the indications are that OECS exports have increased by about 90% from 1989-1993 to a value of about \$6.5 million. This is due to a steady moderate increase in the exports from St. Lucia and large increases from Dominica and St. Kitts.

The TROPRO Project has a target group of about 5,000 farmers and 40 exporters throughout the OECS. About 80% of these exporters are already registered with the TROPRO Joint Regional Marketing Program. In Dominica, there is a vibrant exporters association with about 400 members, 80% of whom are women. The Project has a viable hands-on training program for these farmers and exporters. So far, about 800 people have been trained, 20% of them women. As a result, farmers are increasing their production using sustainable production systems, post-harvest handling techniques are improved and farmers' incomes have increased. The exporters are more cognizant of the demands of the international marketplace in terms of quality and prices, and their negotiating skills have been increased to their advantage. The Project is, therefore, making an important contribution towards the alleviation of rural poverty.

As the Project moves into its final phase, the main objective is to focus and concentrate on a few crops and establish a sustainable marketing and production system for these crops in the

1 The TROPRO Project Paper projected an increase from \$13 million in 1989 to \$26 million in 1996. The Mission is in the process of revising this output to conform with the data currently available and to compensate for the unreliable baseline figure of \$13 million in 1989.

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OECS. Through a system of trial shipments, the Project has been able to develop a production marketing system for various crops. Problems at each stage from production through to the market are being addressed. Quality standards have been developed for several crops. Inspections are conducted prior to shipment and upon arrival at the port of destination. This has caused an increase in the quality of produce shipped and a reduction in losses upon arrival at the market. Spoilage and claims on OECS produce have been reduced from 10% to less than 3%. Commercial operations for dasheen and plantain have been developed through this system. Efforts are being made to consolidate shipments out of St. Lucia and Dominica through containerization. This will reduce the cost of shipment and handling to individual exporters.

The Caribbean Farmers Development Company, which represents a group of OECS producers and exporters, is being groomed to take over the management of the Marketing Information System. Their members have indicated a willingness to pay for the services which are now being provided free of cost from the Project. Exporters who have been on marketing visits are already paying their airfares or otherwise sharing the cost of these trips. The OECS has worked out a system of user fees for the marketing information system to be introduced in FY 95 in order to put it on a sustainable footing. The OECS has been attracting other donor funds which support and complement TROPRO activities.

A donor coordinating committee for agricultural diversification was formed in October of 1993. Since then, three meetings have been held, the last of which was in St. Kitts on March 9-10, 1994. It is obvious from these meetings that the TROPRO Project is the nucleus of the agricultural diversification effort in the OECS and contributes most substantially to the institutional strengthening of the OECS/ADCU. There are a number of satellite projects being funded by other donors and USAID is taking the lead to ensure complementarity between these projects. This committee is expected to meet at least three times per year.

D. Problems and Delays

Inconsistent data for non-traditional agricultural export and its availability on a timely basis.

E. Major Activities or Corrective Actions During the Next Six Months

1. Transfer the financial management to the institutional contractor, Chemonics Consulting Inc. International.
2. Completion of annual non-federal audit.

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**IA. BACKGROUND DATA**

Project Title: Agricultural Research and Extension Project  
Project Number: 538-0164  
Date of Authorization: original 03/28/89                      amendment 03/31/91  
Date of Obligation: original 03/31/89                      amendment 08/12/91  
PACD: original 01/31/94                      amendment 06/14/94 to 03/31/95  
Implementing Agencies: Caribbean Agricultural Research and Development Institute (CARDI) and Department of Agricultural Extension, University of the West Indies (UWI)  
Major Contractors: None  
AID Project Manager: Richard Owens/Howard Batson  
Status of CPs/Covenants: CPs met  
Date of Last Evaluation: 06/94 Next Evaluation: None  
Planned Number of Non-Federal Audits during Fiscal Year: 1  
The Number of such Audits Contracted for/Completed: 1  
Date of Last Audit: 9/93                      Next Audit: 11/94

**1B. FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant:	original	\$ 5,000,000	amended to \$
Amount Obligated:	DA/ESF Grant:	original	\$ 1,300,000	amended to \$5,000,000
Amount Committed:	Period:		\$ 233,022	
	Cumulative:		\$ 4,949,990	
Accrued Expenditures:	Period - Projected:		\$ 883,000	
	Period - Actual:		\$ 810,514	
	Cumulative:		\$ 4,927,239	
	Period - Next:		\$ -0-	
Counterpart				
Contribution:	Planned:		\$	
	Actual:		\$	
% LOP Elapsed:		91%		
% of Total Auth. Oblig.		100%		
% of Total Oblig. Exp.		100%		
% of Total Auth. Exp.		100%		

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**IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

Specific Linkage to Strategic Objectives: (#1/2)

This Project is closely linked to Mission strategic objective "Increased and Diversified Trade" supporting particularly program output 1.3: "Competitive products and markets developed". The Project provides improved production technology to increase the comparative advantage or competitiveness of crops which have been identified as having good market potential. The Project supports strategic objective 2, "Improved Natural Resource Management", through the development of cultivation practices that are less environmentally destructive while ensuring acceptable economic returns.

Percent of LOP Funds Relating to Strategic Objectives: SO#1 - 60%; SO#2 - 40%

**IIB. PROJECT PURPOSE**

The purpose of the Project is to strengthen the institutional capability of national extension services and regional research and extension institutions to generate, adapt and disseminate continuing streams of improved agricultural technologies for the benefit of farmers of the region.

**III. PROJECT DESCRIPTION**

The Project consists of three components: technology adaptation; extension services, and research/extension linkages. The project has strengthened the capabilities of CARDI and UWI to carry out activities started in earlier projects, i.e. to conduct effective farming systems research and to support and backstop the national extension systems. It also strengthens linkages between research and extension to facilitate a two-way flow of information to more effectively develop and transfer information about improved technologies that are developed for adoption by farmers.

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**IV. PROJECT STATUS**

Planned EOPS

Progress To Date

- |  |   |
|--|---|
| <p>1. Improved technology adopted by 10% of farm population.</p> <p>2. UWI is coordinating with CARDI to improve the capabilities of agricultural extension agents in the region.</p> <p>3. CARDI, UWI and the Ministries of Agriculture have institutionalized a collaborative approach to the development and implementation of adaptive research and extension services in the Eastern Caribbean.</p> | <p>Adoption rates varied for each crop from 2-100%. On-farm testing and validation helped to improve adoption rate.</p> <p>The organizational structure of the national extension services improved as did the technical knowledge of extension workers through several workshops. Hands-on skills development for front line extension officers could have been improved.</p> <p>The coordinating committee, consisting of representatives of CARDI, UWI, farmers and extension agents to determine research and extension priorities, has been institutionalized in the OECS.</p> |
|--|---|

**B. Major Outputs**

	<u>Planned</u>						<u>Accomplished</u>						
	LOP		Period		Cum.		Next Period		Period		Cum. of LOP		
1. Improved technologies developed and transferred.	10		02		10		0		90		108	1080	
2. Technology adaptation specialists are core funded by CARDI	7		3		7		0		3		7	100	
3. Farmers utilizing Farm & Home Management Approach.	150		40		150		0		40		200	133	
4. Extension publications finalized and distributed	50		15		50		0		8		39	78%	
5. Training	M	F	M	F	M	F			M	F	M	F	
5a. Long Term	14	2	2	1	15	2	0		1	0	15	2	107 100
5b. Short Term	320	65	50	20	800	520	0		150	40	868	532	271 818
6. UWI is funding a Leewards Extension Specialist	1		0		1		0		0		1		100%

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7.	Research and Extension Linkages.							
a.	Bi-annual Project Management Committee Meetings.	10	2	10	0	2	10	100
b.	CARDI and UWI offices in St. Lucia and Antigua.	2	0	2	0	0	2	100
8.	Joint project annual workplans prepared by CARDI and UWI.	5	1	5	0	1	5	100

C. Other Accomplishments and Overall Status

The PACD was June 14, 1994 but was extended to March 31, 1995 for the sole purpose of completing the final annual audit. All project implementation activities were brought to a close on June 14. This will, therefore, be the final SAR on the project.

The final evaluation was conducted in June 1994. The ensuing discussion incorporates the findings of the final evaluation. The evaluation team found that the Project has been successful in achieving satisfactory progress towards stated goals and outputs. The mid-term evaluation's concern regarding research prioritization and marketing constraints has also been addressed through multi-disciplinary and multi-agency country team meetings as well as CARDI/UWI participation in joint-focussed planning, workshops, and the task force systems approach.

CARDI carried out validation trials with 13 different crops in six OECS countries. Over 100 new production and post-harvest technologies were developed with a 47% adoption rate by farmers. The target set in the Project Paper was only 10 new technologies. This was found to be too conservative by the Grantees and the target was greatly over-exceeded. The development of new technologies in agriculture is a long iterative process. It was only in the final year of the project, after several field trials and validation studies that these technologies have finally been released. Important advances were made with pineapple, ginger, hot pepper and onion. Integrated pest management techniques and other environmentally sustainable production practices have been introduced to farmers. Many of the priority crops were selected on the basis of their export marketing potential in collaboration with the TROPRO Project (538-0163), thereby supporting the regional agricultural diversification initiative.

The Project was successful in forging strong linkages between CARDI, the UWI and the MOAs. Coordinating committees, consisting of representatives of CARDI, UWI, MOA and farmers, were institutionalized in the OECS countries to determine research and extension priorities. They developed what they called the "task force approach" to problems solving which was applied to non-farm adaptive research. It involves the use of a multi-disciplinary team drawn from various organizations, including the private sector, to focus on a particular problem.

Although the target set for the adoption of the Farm and Home Management program was exceeded by 33%, the Grantees felt that the program was not widely adopted by farmers because of the complexity of the data recording. The target set for adoption in the Project Paper was a conservative 150 but the Grantees had higher expectations considering the program was introduced to 4,000 farmers. It had a positive effect, however, in creating an active awareness among extension officers and farmers of the importance of record keeping in the planning and allocation of farm resources.

Many of the activities started under the Project will be sustained after the PACD. This is largely due to the institutionalization of the task force approach, the strengthening of the national extension systems, CARDI and the UWI.

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D. Problems and Delays

None. The PACD was extended to March 31, 1995 in order to complete the final audit.

E. Major Activities or Corrective Actions During the Next Six Months

1. Completion of the final audit.
2. Completion of the PACR.

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**IA. BACKGROUND DATA**

Project Title: Caribbean Law Institute  
Project Number: 538-0165  
Date of Authorization: original 08/01/88            amendment 06/30/90  
Date of Obligation: original 08/16/88            amendment 09/22/93  
PACD: original 08/31/89            amendment 05/31/95  
Implementing Agencies: Florida State University (FSU)  
University of the West Indies (UWI)  
Major Contractors: None  
AID Project Manager: Dennis Darby  
Status of CPs/Covenants: None  
Date of Last Evaluation: 06/12/91    Next Evaluation: February, 1995  
Planned Number of Non-Federal Audits during Fiscal Year: Audit responsibility in hands of AID/W  
The Number of such Audits Contracted for/Completed: Not yet commissioned  
Date of Last Audit: No previous audits            Next Audit:

**1B. FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant: original	\$ 3,000,000	amended to \$ 5,971,000
Amount Obligated:	DA/ESF Grant: original	\$ 1,500,000	amended to \$ 5,971,000
Amount Committed:	Period:	\$ 201,759	
	Cumulative:	\$ 5,867,785	
Accrued Expenditures:	Period - Projected:	\$ 600,000	
	Period - Actual:	\$ 468,647	
	Cumulative:	\$ 4,404,653	
	Period - Next:	\$ 600,000	
Counterpart			
Contribution:	Planned:	\$ None	
	Actual:	\$ None	
% LOP Elapsed:		<u>90%</u>	
% of Total Auth. Oblig.		<u>100%</u>	
% of Total Oblig. Exp.		<u>74%</u>	
% of Total Auth. Exp.		<u>74%</u>	

**IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

**Specific Linkage to Strategic Objectives:**

CLI will support improvements to the trade-related legal and regulatory environment by developing model, modern legislation for the OECS and other Commonwealth Caribbean States in subjects including companies, bankruptcy, banking, insurance, patents and trademarks, securities and anti-dumping.

Percent of LOP Funds Relating to Strategic Objectives: 100%

**IIB. PROJECT PURPOSE**

To provide a framework within which the Caribbean Law Institute will provide the necessary expertise to assist the harmonization and reform of various financial, commercial and other laws of commonwealth caribbean countries.

**III. PROJECT DESCRIPTION**

The Caribbean Law Institute Project is a regional initiative designed to provide assistance to the English-speaking Commonwealth caribbean countries in specific areas of need such as law harmonization, law revision and law reform. The project also provides for the delivery of specialized technical assistance and training services to beneficiary countries to assist their law revision efforts. By the end of the project, current expectations are that CLI will have produced model legislation in various areas affecting commerce and finance and that some of these revised laws will have been enacted into law by a number of states in the region.

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IV. PROJECT STATUS

	<u>Planned EOPS</u>	<u>Progress To Date</u>
1.	Training conferences on maritime law and company law completed.	Maritime Law Conf. completed. 18 Comp. Law Conf. completed.
2.	Commercial Law Survey draft completed	Draft completed. Survey is being updated on a continuing basis.
3.	Draft bill on Arbitration completed.	Draft and final Bills on Domestic and International Arbitration completed.
4.	CLI will have reviewed, and prepared draft legislation for the multilateral treaties on which OECS have prepared reports.	Review completed. Draft legislation not needed for implementation of Treaties.
5.	CLI will have prepared a 5-year project plan.	Project Plan prepared.
6.	A new project on Patents, Copyrights, and Trademarks will be initiated.	Discussions with CARICOM Legal Advisor and OECS Legal Advisor are ongoing.

B. Major Outputs

	<u>Planned</u>				<u>Accomplished</u>		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Train. (Persons) short-term	107	0 0	107	0 0	1 0	86 30	108%
2. Commercial Law Changes (Countries)	17 -	-0-	-0-	-0-	1	3	17%

C. Other Accomplishments and Overall Status

1. CLI published its latest issues of Caribbean Law and Business (Vol.5, No.1) and Caribbean Commercial Law Reports (Vol.4).
2. CLI held a workshop on Insolvency on July 15 in Tortola, B.V.I. in association with the office of the Attorney General.
3. The model Insolvency Bill prepared by CLI is presently being reviewed by Montserrat's legal draftsman for applicability to local circumstances, while the Deputy Chief Parliamentary Counsel of Barbados has requested copies of the CLI Insolvency Bill and Insurance Bill for review.

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4. The CLI Fellows met in Guyana on September 3 under the chairmanship of the Attorney General of Guyana . The CLI model Insolvency Bill was discussed under each of its provisions.
5. The Caribbean Law Institute Center based opposite the UWI Cave Hill Campus in Barbados became operational on September 1, with Professor Ralph Carnegie in the newly created full-time position of Executive Director.
6. CLI provided financial assistance to a legal officer from Dominica to attend a meeting of the Permanent Committee of the World Intellectual Property Organization held in Geneva, Switzerland on June 20-23.
7. Mr. Phillip Goddard, the new Minister of State in the Ministry of International Trade in Barbados, is a member of CLI's Consumer Law Advisory Committee. In that capacity, the Minister is in an ideal position to assist CLI in having passed a Consumer Protection Bill which was a stated objective of the present Government's election manifesto.

D. Problems and Delays

No problems or delays encountered in reporting period.

E. Major Activities or Corrective Actions During the Next Six Months

1. A final evaluation of the project will be commissioned in February, 1995.
2. FSU will audit the activities of their sub-grantee, the University of the West Indies.
3. CLI will develop a self sustainability plan which identifies alternative sources of funding for this project in anticipation of the May 31, 1995, PACD.
4. CLI will hold Insurance Workshops in Anguilla and St. Vincent, an Insolvency Workshop in St. Lucia, a Companies Workshop in Dominica and Commercial Law and Consumer Law Workshops in Miami.
5. The CLI Companies Law Bill now in the Dominica legislature for consideration is likely to be passed into law.
6. The Trinidad and Tobago Companies Bill which has had its first reading in parliament is likely to be passed into law.
7. Grenada which has officially printed the CLI Companies Bill and sent it around to various groups in country for comment is likely to debate the merits of the Bill in Parliament.
8. The Barbados Government which has placed in its election manifesto that it is going to pass on Insolvency Bill into law will do so. The CLI has already sent its model Insolvency Bill to the Government of Barbados.

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**IA. BACKGROUND DATA**

Project Title: Caribbean Leadership and Development Training Project (CLDT)  
Project Number: 538-0173  
Date of Authorization: original 06/29/90  
Date of Obligation: original 06/30/90  
PACD: original 09/30/98; to be amended to 03/31/96  
Implementing Agencies: University of the West Indies  
Major Contractors: Partners for International Education and Training (PIET)  
AID Project Manager: Sylvia A. Samuels  
Status of CPs/Covenants: Met  
Date of Last Evaluation: 00/00/00 Next Evaluation: 03/95  
Planned Number of Non-Federal Audits during Fiscal Year: 1  
The Number of such Audits Contracted for/Completed: 1  
Date of Last Audit: 11/24/93 Next Audit: To be determined

**1B. FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant: original	\$ 10,000,000	amended to \$ 11,000,000
Amount Obligated:	DA/ESF Grant: original	\$ 1,741,600	amended to \$ 7,423,724
Amount Committed:	Period:	\$ 1,328,327	
	Cumulative:	\$ 7,117,088	
Accrued Expenditures:	Period - Projected:	\$ 450,000	
	Period - Actual:	\$ 2,235,842	
	Cumulative:	\$ 5,880,109	
	Period - Next:	\$ 600,000	
Counterpart			
Contribution:	Planned:		Regional Project - In Kind
	Actual:		Satisfactory
% LOP Elapsed:		52%	
% of Total Auth. Oblig.		67%	
% of Total Oblig. Exp.		79%	
% of Total Auth. Exp.		53%	

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**IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

Specific Linkage to Strategic Objectives: This project provides training to enhance the skills of public and private sector managers. This will directly support Output Number 1.4 (improved public and private sector managerial and technical base) of SO Number 1 - Increased and Diversified Trade and Output Number 2.4 (improved public and private sector capacity to manage natural resources) of SO Number 2 - Improved Natural Resource Management.

Percent of LOP Funds Relating to Strategic Objectives: SO #1: 40%; SO #2: 40%

**IIB. PROJECT PURPOSE**

This Project has two components, the Latin American and Caribbean Scholarship II (CLASP II) and Development Training (DT). The purpose of the CLASP II component 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. The purpose of the DT component is to improve the productivity and efficiency of the work force in the participating private and public organizations.

**III. PROJECT DESCRIPTION**

The CLASP II component of CLDT was designed to direct scholarship opportunities to those with demonstrated leadership potential across a broad spectrum of academic and technical fields, with particular emphasis on those from socially/economically disadvantaged groups. Areas of training were those identified in the Social/Institutional Framework. Training under the DT component focussed on the priority areas identified in the RDSS and comprised the following activities: teacher training, staff development training for selected training institutions, public sector training, training for personnel of non-governmental organizations and community groups, population and family planning-related training, health training, managerial and technical training in other selected areas.

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**IV. PROJECT STATUS**

Planned EOPS

Progress To Date

- |    |   |   |
|----|---|---|
| 1. | Returned scholars employed in their areas of training and are applying skills learned in the U.S.   | 1269 individuals have received training under this project and according to the latest poll conducted by UWI, the majority are in jobs applying the skills they acquired. |
| 2. | Scholars have benefited from the programs in terms of either finding a job or having increased responsibility or salary in an existing one. | Will be assessed during the planned evaluation.   |
| 3. | A core group of trained professional managers and technicians applying acquired skills in priority fields.                                  | Will be assessed during the planned evaluation.   |

**B. Major Outputs**

	Planned				Accomplished		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Short-term (CLASP II)	50 (20)	12 ( 8)	50 (20)	0 (0)	12 ( 8)	50 (20)	100 (100)
2. Long-Term (U.S.)	4 (0)	0 (0)	4 (0)	0 (0)	0 (0)	4 ( 0)	100 (100)
3. Short-Term (U.S.)	80 (55)	25 (10)	76 (31)	8 (3)	28 (12)	79 (33)	99 (60)
4. Long-Term (Regional)	60 (40)	25 (14)	50 (53)	0 (0)	0 (0)	50 (53)	83 (133)
5. Short-Term (Regional)	240 (160)	50 (30)	461 (223)	100 (40)	511 (225)	213 (141)	89 (88)
6. In-Country	180 (120)	150 (80)	558 (379)	140 (56)	204 (103)	612 (404)	340 (337)

Note: The figures in parentheses represent the number of females.

**C. Other Accomplishments and Overall Status**

**DT Component:** A Grant was executed between the University of the West Indies (UWI) and USAID to implement this component of the CLDT Project. The Grant Agreement was signed on June 30, 1990. However, delays in meeting the Conditions Precedent and appointing project staff resulted in a one-year delay in project start-up. The UWI appointed project-staff assumed their positions in September 1991 and project activities were immediately implemented. USAID and UWI project staff travelled to all of the participating islands to introduce the project and to develop the first year's workplan. Programs were then designed within the

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parameters of the project to meet the needs of the countries. The first activity under the project was a regional workshop on AIDS Education and Counselling. This was quickly followed by other in-country and regional workshops in such areas as project management, management of credit unions, food processing technology, development strategies, development of trade information systems and agribusiness. The first batch of long-term trainees was placed in September 1992.

In FY 1992, the Mission developed two strategic objectives - the management of natural resources and increased and diversified trade. Working with the Grantee and the participating islands the Mission refocused the project to ensure that at least eighty percent of the training activities supported the two strategic objectives. This has been successful, as evidenced by the programs now being offered.

In FY 1993, the Mission amended the Project Authorization for this project to increase the LOP amount by \$1.0 million and to add Guyana as a beneficiary. To date, \$400,000 has been obligated for Guyana. During the period in review, twenty-three Ministry of Finance staff members received training in areas to enhance their skills to better manage the structural adjustment program. These areas included: Managing the Project Cycle, Applied Management Skills for Economic Development, Project Appraisal, Project Analysis and Implementation, Public Enterprise Policy and Management in Developing Countries, Analysis of Labor Statistics for Policy Formulation in the Human Resources Sector, Budgeting in the Public Sector, Public Financial Management and U.S. Money and Capital Markets.

Response to this project continues to be overwhelming. During the period in review, the following regional workshops were held: (1) Environmental Impact Assessment, (2) Food Handling, (3) Management Development, (4) Natural Resources Management, (5) Co-Management for Sustainable Development, (6) Hospitality and Tourism Management, (7) Entrepreneurial Development, (8) Diagnosis of Pest Problems in Selected Crops, (9) Aquaculture Production Technologies, (10) Export Market Entry Strategies, (11) Advances in Tropical Agriculture, (12) Public Sector Management, and (13) Sustainable Soil Management Systems. Several in-country workshops were also conducted as follows: Floriculture, Appropriate Use of Pesticides, Tourism Management, Formation and Maintenance of Farmers' Groups, Co-Management for Sustainable Development of Nature/Heritage Sites, Food Processing Technology, and Agro-Processing. In addition, twenty-five long-term trainees were placed in one-year certificate and diploma course at regional training institutions.

CLASP II Component: RDO/C executed a \$987,850 buy-in to the central contract with PIET for the placement and monitoring of its trainees under this component of CLDT. Under this program, a specially tailored academic program for fifty secondary school teachers was arranged at New Mexico State University (NMSU). The fifty teachers were sent to the U.S. in batches of twelve to fourteen to avoid disruption of the school system. The final batch of teachers commenced training during this rating period. The first three batches of teachers have completed their training and returned to Dominica, where follow-on training was conducted by staff of NMSU for the teachers in group one. Follow-on training will be held for the teachers in group two in during the next quarter.

D. Problems and Delays

None.

E. Major Activities or Corrective Actions During the Next Six Months

1. Prepare documentation to amend the PACD to March 31, 1996.
2. Prepare documentation to program remaining U.S. trainees.
3. Work with OUS/UWI to conduct training as proposed in workplan.
4. Commencement of audit.
5. Commence closing out trainees files.
6. Follow-on Teacher Training in Dominica.
7. Ensure that this project is included in the second phase of the retrospective evaluation.

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**IA. BACKGROUND DATA**

Project Title: Dominica Agricultural Sector Support  
Project Number: 538-0176  
Date of Authorization: original 08/12/91 amendment 09/25/92  
Date of Obligation: original 08/14/91 amendment 09/28/92  
PACD: original 09/28/94 amendment 12/31/94  
Implementing Agencies: Ministries of Finance and Agriculture, GOCD  
Major Contractors: None  
AID Project Manager: Richard L. Owens  
Status of CPs/Covenants: 1st, 2nd and 3rd tranche conditions met or waived; 4th tranche conditions waived or partially met  
Date of Last Evaluation: none Next Evaluation: 11/94 (final evaluation - underway)  
Planned Number of Non-Federal Audits during Fiscal Year: 0  
The Number of such Audits Contracted for/Completed: 0  
Date of Last Audit: none Next Audit: 11/94 (final audit - underway)

**1B. FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant:	original	\$1,000,000	ESF	amended to \$2,000,000
Amount Obligated:	DA/ESF Grant:	original	\$1,000,000	ESF	amended to \$2,000,000
Amount Committed:	Period:		\$ 500,000		
	Cumulative:		\$1,500,000		
Accrued Expenditures:	Period - Projected:		\$1,000,000		
	Period - Actual:		\$ 500,000		
	Cumulative:		\$1,500,000		
	Period - Next:		\$ 500,000		
Counterpart Contribution:	Planned:		not required		
	Actual:		0		
% LOP Elapsed:			97%		
% of Total Auth. Oblig.			100%		
% of Total Oblig. Exp.			75%		
% of Total Auth. Exp.			75%		

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**IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

**Specific Linkage to Strategic Objectives:**

This Program contributes to S.O.#1, Increased and Diversified Trade, by supporting local efforts to expand the base of non-traditional agricultural exports from Dominica.

Percent of LOP Funds Relating to Strategic Objectives: S.O.#1 - 100%

**IIB. PROJECT PURPOSE**

To assist the country of Dominica to increase its capacity to broaden the export base of the economy through a private sector-led program of expanded and diversified agricultural production.

**III. PROJECT DESCRIPTION**

The original program was designed to promote the development and official approval of an agricultural diversification strategy which would reduce the relative dependence of the economy on banana exports. The amendment provides additional resources to support the implementation of the diversification strategy.

**IV. PROJECT STATUS**

	<u>Planned EOPS</u>		<u>Progress to Date</u>
1.	An agricultural diversification strategy developed and officially approved by the government.	1.	Accomplished.
2.	Implementation of the strategy	2.	Underway, progressing well.

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1B. Major Outputs

		Planned				Accomplished		
		LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1.	Comprehensive agricultural diversification strategy.	1	0	1	0	0	1	100%
2.	Joint public/private sector steering committees for diversification projects.	1	1	1	0	1	1	100%
3.	Decree allowing non-banana producers access to banana marketing infrastructure.	1	1	1	1	1	1	100%
4.	Decree allowing private sector access to GOCD packing facilities.	1	1	1	1	1	1	100%
5.	Evaluation of socio-economic impacts of the diversification program including gender disaggregated impacts.	1	0	0	1	0	0	0%

C. Other Accomplishments and Overall Status

The conditions precedent to a third tranche disbursement of \$500,000 were satisfied and disbursement was made. To date, the GOCD has made a great deal of progress in promoting more diversified production for export (cocoa, mangoes, avocados, root crops, spices, cut flowers, etc.). It has already opened-up Government owned packing and processing facilities to the private sector. The linkage between diversification and trade is also apparent as much of the new packaging and processing equipment being used by the private sector has been imported from the U.S.

D. Problems and Delays

Due to the poor quality of the drafts and the need to revise/improve them, the IDB/CDB/AID investment sector diagnostic for Dominica was delayed in production and prevented formal GOCD review and approval. This condition for the third and fourth tranche disbursement was waived by the Mission. Likewise, due to delays by the GOCD in contracting the final evaluation and audit which are the remaining conditions to final disbursement, the PACD was extended to December 31, 1994.

E. Major Activities or Corrective Actions During the Next Six Months

1. Receive and review final evaluation and audit from GOCD.
2. Disburse fourth tranche of grant - \$500,000 on basis of satisfaction of corresponding conditions precedent. (#1 above).
3. Continue coordination with EEC and other donors on diversification activity in Dominica. Donor meeting scheduled for November 23rd, 1994 at which this topic will be addressed.
4. Prepare PACR.



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The Project provides technical assistance, training, and operations assistance to address requirements for: a) accurate, timely and relevant statistics; b) policy analyses, and c) consensus building and implementation. It responds to demand driven requests from both regional and national public and private sector institutions.

IV. PROJECT STATUS

	<u>Planned EOPS</u>	<u>Progress To Date</u>
1.	Widely disseminated, trusted and referenced data on trade and other economic parameters, marketing of non-traditional agricultural export products.	Needs Assessment of central statistical offices completed.
2.	Practical analyses of trade, private sector, and other developmental constraints.	Economic Impact Analysis of CET currently underway.
3.	Collaborative policy development between the public and private sector partners in the region leading to consensus on major policy items.	National consultations have taken place in 8 Eastern Caribbean States on Trade and Investment Liberalization.
4..	The implementation of important policy measures to facilitate private led investment and trade.	None to date.

B. Major Outputs

	<u>Planned</u>				<u>Accomplished</u>		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Masterplan for statistics and database development for 6 OECS countries.	1	1	0	0	0	0	0
2. National and regional surveys agri. products.	18	0	0	0	0	0	0
3. Policy and Sector Constraint Publications.	24	2	0	0	0	0	0
4. Trainees in information management	36	2	0	6	0	0	0
5. Trainees in policy implementation process.	100	0	0	4	0	0	0
6. Regional Workshops/ meetings on policy issues.	10	1	0	1	1	1	10
7. Nat'l workshops seminars, meetings & consensus bldg. events.	120	6	0	0	0	0	6

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8.	Major Outputs (cont'd./)	LOP	Planned Period	Cum.	Next Period	Accomp Period	Cum.	% of LOP
	Policy imple- mentation grants to public and private sector organiztions.	40	8	0	3	0	0	0

Given the decision for a major curtailment of the project, these outputs will be significantly reduced in a PP supplement.

C. Other Accomplishments and Overall Status

The project experienced several implementation delays and problems which have constrained progress since its initiation in September 1992. In the past year uncertainty of whether the project would exist beyond the closure of RDO/C as well as uncertainty about the budget level at which the project would be funded created an unfavorable environment in which to pursue workplan development with the Grantee. Notwithstanding the uncertainty and in keeping with an agreement between USAID and the OECS to bolster the implementational capacity of the OECS/EAS, RDO/C hired the 8(a) firm of Akins & Associates Inc. in February '94 to provide technical assistance and other support to the EAS. The Company established a field office in Antigua in March '94. The availability of that resource produced an instant stimulus to project implementation in that pending proposals were reviewed and decisions taken regarding fundable activities.

During the reporting period:

- Some 18 proposals responding to the three program components of the project were reviewed by the Project Committee, nine under "Accurate, Timely and Relevant Statistics", four under "Policy Analyses" and five under "Consensus Building and Implementation". Three of them were approved and executed.
- Having identified a general weakness in the financial management capability of the OECS, RDO/C obtained their agreement to have that responsibility transferred to the institutional contractor.
- The mission informed the OECS that the life of project would be abbreviated and the anticipated revised PACD would be June 1996.
- The OECS/EAS concluded discussions with the United Nations Development Programme for a program to improve the quality and timeliness of trade and fiscal data within the member states of the Eastern Caribbean (ASYCUDA). UNCTAD would provide an ADP expert to assist the EAS with implementation of the program.

D. Problems and Delays

- Relocation of the project within RDO/C due to down-sizing of the office as well as reassignment of project management responsibility caused disruption in project implementation oversight.
- Tardiness of OECS in reaching management decisions having an impact on project implementation.
- The decision to transfer financial management responsibility to the institutional contractor led to a disruption in implementation since RDO/C staff were unable to effect an early meeting with the OECS/EAS Director to discuss the implications of such a transfer.
- In addition to the uncertainty regarding the overall level of funding for the project, the inability of AID/W to confirm an OYB for FY '95 means that the project may have to be curtailed even sooner. Already the Project Review Team has provisionally approved proposals which would fully absorb the total allocation for a major sub-category of the project, i.e sub-agreements. Given the level of resources available, some prioritizing of program components and proposals will have to occur.

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E. Major Activities or Corrective Actions During the Next Six Months

- Reach agreement with OECS on the scope and outputs of the Project Amendment.
- Complete PP Supplement and Grant Agreement Amendment with OECS.
- Amend contract with Akins & Associates to incorporate responsibility for financial management and administration of sub-agreements.

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**IA. BACKGROUND DATA**

Project Title: Caribbean Justice Improvement (UWI Component)  
Project Number: 598-0645.17  
Date of Authorization: original 08/08/86 amendment 06/23/89  
Date of Obligation: original 08/28/86 amendment  
PACD: original 07/31/91 amendment 08/01/94  
Implementing Agencies: University of the West Indies (UWI)  
Major Contractors: None  
AID Project Manager: Dennis Darby  
Status of CPs/Convenants: CPs to First disbursement - All met. CPs to Quick Impact Activities - All met  
Date of Last Evaluation: 07/31/94 Next Evaluation: -  
Planned Number of Non-Federal Audits during Fiscal Year: 2  
The Number of such Audits Contracted for/Completed: 1 completed (Peat Marwick)  
Date of Last Audit: 11/26/93 Next Audit: 11/30/94

**1B. FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant:	original	\$ 9,000,000	amended to \$ 8,804,669
Amount Obligated:	DA/ESF Grant:	original	\$ 9,000,000	amended to \$ 8,804,669
Amount Committed:	Period:		\$ 214,138	
	Cumulative:		\$ 8,447,494	
Accrued Expenditures:	Period - Projected:		\$ 800,000	
	Period - Actual:		\$ 1,074,553	
	Cumulative:		\$ 8,259,081	
	Period - Next:		\$ -0-	
Counterpart				
Contribution:	Planned:		\$ (in kind)	
	Actual:		\$ Satisfactory	
% LOP Elapsed:			<u>100%</u>	
% of Total Auth. Oblig.			<u>100%</u>	
% of Total Oblig. Exp.			<u>94%</u>	
% of Total Auth. Exp.			<u>94%</u>	

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**IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

**A. Specific Linkage to Strategic Objectives:**

CJIP seeks to strengthen the legal systems of Eastern and other Caribbean beneficiary countries and in so doing supports improvements to the legal infrastructure and regulatory framework which will facilitate increased and diversified trade. Activities which specifically contribute to this objective include revision and printing of beneficiary country laws; improving the operations of the Court Registries in the 6 OECS countries and Belize; law library development and various training programs.

Progress in achieving the SO has been good in all areas, with great emphasis placed on court registry improvements.

**B. Percent of LOP Funds Relating to Strategic Objectives:**

70% - SO #1  
30% - Other

**IIB. PROJECT PURPOSE**

To strengthen legal systems in the region, especially in Belize, Jamaica and the Eastern Caribbean by providing services necessary for fostering maintenance and increasing performance of national justice systems.

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III. PROJECT DESCRIPTION

Under the UWI component of the project, UWI makes sub-grants to, and executes contracts with regional, sub-regional and national institutions and entities. Major project components include law revision and reform, case reports/text book revolving fund, law library enhancement, country-specific activities, UWI operational support and regional technical assistance/training.

A separate Grant Agreement between RDO/C and the Government of St. Kitts/Nevis is providing US\$1.4 million for the construction of a new courthouse in that country. USAID/Jamaica had until recently separately administered a US\$2.8 million project grant for legal system support in that country.

IV. PROJECT STATUS

Planned EOPS

Progress To Date

- |  |  |
|--|--|
| 1. Increase in the speed of trials and appeals.                              | There is general consensus in beneficiary countries that the speed of the system has been increased. However, improvements of Court registries in which the raw data is contained have only recently been completed and the required data has to be extracted. |
| 2. Better trained judges magistrates, prosecutors and paralegals.            | 15 regional training courses conducted. 322 participants trained in evidence, sentencing etc. Final evaluation report has confirmed that training delivery and utilization was an unqualified success, especially for Magistrates, Prosecutors and Paralegals. |
| 3. Increase in the number of modern and ascertainable laws                   | Law Revisions of four of five eligible beneficiary countries have been printed, with one in progress.  |
| 4. Improved legal aid and public defender systems initiated and operational. | Legal aid system in one primary beneficiary country dramatically improved. Another was assisted in another country. Public defender system operational in four beneficiary countries. No policy changes in legal aid assistance were however effected.         |

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**B. Major Outputs**

	Planned				Accomplished		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Staffed Project Office (UWI)	1	1	0	1	0	1	100%
2. Quick Impact activities funded	7	0	7	0	0	7	100%
3. Central Law library made available in each country	7	0	5	0	0	6	86%*
4. Publication of legal materials in all territories	0	0	0	0	1	7	***
5. Regional Training Courses developed by UWI	5	0	5	0	5	40	800%***
6. Regional TA activities developed by UWI	2	0	2	0	7	14	700%***
7. Country specific activities funded in beneficiary countries	15	0	15	0	8	82	546%***
8. Court Registries improved in beneficiary countries	7	3	0	0	5	7	100%
9. Training (persons) short Term	M F	M F	M F	M F	M F	M F	
	104	104	0 0	0 0	191	636 250	851%****

\*Beneficiary Government contribution.

\*\*Project design did not quantify amount of legal materials to be published.

\*\*\*Exceeds 100% in those cases where original design objectives were modest.

\*\*\*\*Project documents did not disaggregate targets by Gender.

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C. Other Accomplishments and Overall Status

1. CJIP commissioned, and completed, an assessment of the law library needs of the Guyana legal system using the services of a trained law librarian.
2. A full complement of books, costing US\$96,440, for the Guyana law library, was purchased under the auspices of CJIP and are now being stored at the US Embassy in Guyana.
3. All outstanding audit recommendations for the period, August 1, 1986 to July 31, 1992, have been resolved.
4. Three regional training courses for Police Prosecutors were delivered.
5. The law revision exercise was completed for Antigua and Barbuda, and the revised laws are being printed by the legal printers in the U.K. The revised laws of Grenada were printed and published.
6. The Government of St. Lucia received its final complement of law books. The total book expenditure in this country was US\$36,742. The Government of St. Kitts and Nevis was provided with a complement of law books worth US\$43,122.
7. Equipment costing US\$200,383, was acquired and installed in the Court Registries of Belize, Grenada, St. Kitts and Nevis, St. Vincent and the Grenadines, Dominica, St. Lucia and Antigua and Barbuda.
8. A final evaluation of the project's activities was conducted and the report has since been disseminated to the relevant parties. The report concluded that the project design was appropriate, the overall delivery of services was appropriate and timely and that interventions in the law library and training areas were outstanding.

D. Problems and Delays

No problems or delays were experienced in the reporting period.

E. Major Activities or Corrective Actions During the Next Six Months

A final audit of the project will be undertaken.

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**IA. BACKGROUND DATA**

Project Title: St. Kitts Courthouse (Sub-project of CJIP)  
Project Number: 538-645.17  
Date of Authorization: original 06/24/89 amendment  
Date of Obligation: original 06/29/89 amendment  
PACD: original 09/30/91 amendment 09/30/95  
Construction Contract completion date: 06/30/95  
Implementing Agencies: Government of St. Kitts-Nevis (GOSKN)  
Major Contractors: Hugh Martin Associates, Stephen Associates  
AID Project Manager: Brinley D. Selliah  
Status of CPs/Covenants: All CPs met. All covenants met  
Date of Last Evaluation: Next Evaluation:  
Planned Number of Non-Federal Audits during Fiscal Year: None Planned  
The Number of such Audits Contracted for/Completed:  
Date of Last Audit: Next Audit:

**1B. FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant:	original	\$ 1,400,000	amended to \$
Amount Obligated:	DA/ESF Grant:	original	\$ 1,400,000	amended to \$
Amount Committed:	Period:		\$	
	Cumulative:		\$ 1,399,990	
Accrued Expenditures:	Period - Projected:		\$ Nil	
	Period - Actual:		\$ 149,658	
	Cumulative:		\$ 339,986	
	Period - Next:		\$ 500,000	
Counterpart				
Contribution:	Planned:		\$ 1,031,000	
	Actual:		\$ 242,181	
% LOP Elapsed:			<u>87%</u>	
% of Total Auth. Oblig.			<u>100%</u>	
% of Total Oblig. Exp.			<u>24%</u>	
% of Total Auth. Exp.			<u>24%</u>	

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**IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

**Specific Linkage to Strategic Objectives:** As part of the Caribbean Justice Improvement Project (CJIP), this project seeks to implement an improved regulatory framework supportive of increased and diversified trade by strengthening the legal system in St. Kitts and Nevis through the construction of a new Judicial and Legal Services Complex to replace the St. Kitts and Nevis Supreme Court which was destroyed by fire in 1982.

**Percent of LOP Funds Relating to Strategic Objectives:** 100 %

**IIB. PROJECT PURPOSE**

To provide an improved regulatory framework in St. Kitts through the construction of a new Judicial and Legal Services Complex on the site of the old Supreme Court building that was destroyed by fire.

**III. PROJECT DESCRIPTION**

The new Judicial and Legal Services Complex will consist of a two storey building with basement and will total about 23,000 square feet. It will include offices for the Attorney General, Court Magistrates, Registrar, Law Library, Judges Chambers, Court Rooms, support staff offices, vault and storage space, attorneys/witnesses waiting areas, a jurors room and other meeting rooms.

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IV. PROJECT STATUS

Planned EOPS

Progress To Date

1. Judicial complex constructed
- Contract awarded. Foundation construction completed, Basement construction in progress.

B. Major Outputs

	<u>Planned</u>				<u>Accomplished</u>		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Judicial Complex (% completed)	100	21	69	21	14	24	24
	(based on days)				(based on dollars)		

C. Other Accomplishments and Overall Status

After the original courthouse burnt down the High Court and the Court Registry were moved to existing police buildings which are wholly inadequate for the conduct of legal proceedings and the participation of the general public. The Law Library was also totally destroyed. This state of affairs has seriously affected the delivery of legal services including those services necessary to conduct commerce. The Attorney General of St. Kitts and Nevis and other officers of the law have expressed confidence that the construction of the new courthouse will go a long way towards improving the delivery of justice with its attendant social and economic benefits.

Construction has continued slowly. There was a problem of constructing in the foundations in water but this was overcome. The foundations which were substantial for this building have now been completed and the basement is now about 80% completed. The PACD was extended to June 30, 1995.

D. Problems and Delays

The process of approval of the working drawings has been totally unsatisfactory. The solutions suggested by the consultant have led to further delays. This has resulted in slow construction process. The Architect/Engineer assumed the role of "Engineer of Record" when he had no authority to do so. He has operated in this role from the beginning of construction. He has not visited the site since June of this year because the Government informed him that it had no more money to support his travel. However he has continued to operate as the "Engineer of Record". He has a suspicious attitude towards the contractor and all those involved in the site. In addition he communicates a patronizing attitude to those responsible for supervising construction. All this has led to serious problems with respect to progress.

The Project Officer has been addressing this problem for months and has just managed to convince the Governments officers in the Public Works Department to begin exercising their authority on construction. The Director of Public Works is the "Engineer of Record". Hopefully from now on progress will improve.

E. Major Activities or Corrective Actions During the Next Six Months

1. Continue construction of the new Judicial and Legal Services Complex.
2. Review and amend the approval process of the working drawings.
3. Push for a great improvement in progress.



IV. PROJECT STATUS

Planned EOPS

Progress To Date

- |   |  |
|---|--|
| 1. Environmental degradation in Local Sites has stopped or been substantially retarded, and biological diversity is being maintained.   | In the first Dominica local site where the project has succeeded in halting illegal sand mining on the beach, is very promising, confirming that this EOP is attainable.   |
| 2. Increases in economic activity (production and income) are being realized from the introduction in local sites of environmentally sound management practices.  | Income generating activities are underway at one local site in Dominica and one in St. Lucia. They should begin at the second local site in Dominica early in CY1995. Use of project sponsored Environmental Impact Assessment (EIA) tools is gaining wide acceptance in the region.   |
| 3. Environmental monitoring in participating countries is providing quantitative, scientifically reliable environmental data and information on trends effecting resource quality.  | Through a sub-grant with the Caribbean Environmental Health Institute more reliable quantitative data on water quality is being collected and used throughout the OECS.  |
| 4. Local and national governments, private sector entities and communities are actively incorporating and environmental analysis and data using decision-making.  | National Coordinating Committees have been established in Dominica and St. Lucia. The committees are broad based, including the private sector, and are actively involved in the decision making process at the local sites.   |
| 5. The OECS and other regional organizations are advising and assisting Eastern Caribbean countries to formulate and implement appropriate policy framework such as laws, regulations, incentive structures and enforcement strategies for natural resource conservation. | The project is working with the Pesticide Control Boards in the region to revise legislation on pesticides and toxic chemicals throughout the OECS.  |
| 6. Public knowledge, support and participation of local communities in maintaining the natural resource base for sustainable development is increasing.   | A region-wide public awareness campaign has been launched on the effect of agricultural chemicals on human health and the environment. Additional community and/or school based environmental programs have been launched in St. Kitts & Nevis, St. Lucia and Dominica. Local support for project activities is on the increase as the economic and benefits of nature tourism and other conservation/ management activities become better understood and appreciated. |

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B. Major Outputs<sup>1</sup>

		<u>Planned</u>			<u>Accomplished</u>			
		LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
	<u>Region</u>							
1.	Improve ability of OECS/NRMU to analyze natural resource policy and coordinate natural resources activities in the region.	100%	5%	5%	5%	5%	5%	5%
2.	Improve ability to monitor environmental conditions in region and in each OECS member country.	6	10%	10%	10%	10%	20%	20%
3.	Develop a Legislative agenda and national environmental management plans for OECS member states.	6	10%	10%	10%	10%	20%	20%
4.	Develop and implement a regional environmental awareness program.	6	20%	20%	20%	20%	20%	20%
5.	Training for public and private sector in natural resource management related areas.							
	People trained.	100	25	32	25	25	37	37%
	% of trained that are women.	30%	0	0	5%	2%	2%	7%
	<u>Local:</u>							
1.	Develop and implement comprehensive management plans for each local site.	3	50%	50%	35%	50%	65%	65%

<sup>1</sup>Major Outputs have been revised and reduced in number due to the revision to the project implementation arrangement and the expected reduced LOP funding level. For some outputs where absolute numbers are used, percentages are given which will not accurately reflect progress until completion.

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<u>Major Outputs</u>		LOP	<u>Planned</u> Period	Cum.	Next Period	<u>Accompl</u> Period	Cum.	% of LOP
2.	<u>LOCAL (cont'd):</u> Local community groups involved in the management and development of natural resources for sustainable economic development.	100	20%	20%	20%	20%	40%	40%
3.	Successful demonstration activities that support appropriate management of natural resources initiated.	10	4	4	2	4	4	4
4.	Specific environmental monitoring programs established.	3	0	0	20%	10%	10%	10%

C. Other Accomplishments and Overall Status

During the reporting period, the Grant Agreement was amended twice by PIL. First, to transfer the local site component to WWF, and again to transfer all financial management responsibilities to WWF. Once the Cooperative Agreement with WWF is amended to reflect these revisions to the project implementation arrangements, RDO/C should be in a position to transfer the Project to AID/W as part of its close-out plan. Both Regional Environmental Management (REM) and Local Site Management (LSM) activities showed increased progress during the period, even in the face of problems related to the audit of the OECS/NRMU which effectively limited advances to the counterpart institutions for several months, causing delays, or in some cases, cancellations of planned project activities. However, progress has been made in all areas of project activity. All three local sites are now fully involved in conservation and solid waste management activities. Two of the three local sites are fully involved in implementing integrated economic development and conservation activities, including micro-enterprise projects for women and youth, nature tourism projects, and appropriate agricultural production practices for small farmers. Finally, all three local sites have adopted the Integrated Coastal Zone Management approach to overall project design, management and evaluation. Part of one local site (St. Lucia) has been declared a protected area, and both local sites in Dominica are under consideration for similar status. The environmental monitoring component is now fully underway, although some delays (especially in commodity procurement) occurred during the period when advances were stopped due to the audit problems at the OECS/NRMU. However, training and monitoring work did begin at both the regional and local site levels.

D. Problems and Delays

1. Audit. The audit carried out during the period revealed serious problems in the OECS/NRMU financial management arrangements. These problems are systemic throughout the OECS, appear to be unresolvable, and serve to highlight the absolute requirement for an outside entity to assume overall financial management and implementation responsibilities for the Project. Thus, the move to shift these responsibilities to the WWF by means of an amendment to the Cooperative Agreement.

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Probelms and Delays (cont;d)

2. Tropical Storm Debbie. Caused extensive damage to St. Lucia, including the local site, and to a certain extent, has diverted attention form project activities to the recovery program.
3. Cooperative Agreement. The amendment to the Cooperative Agreement with the WWF to shift financial and implementation responsibilities has been delayed due to problems with the OECS and its initial reluctance to accept the changes, and later by problems with the budget in the proposal from WWF.

E. Major Activities or Corrective Actions During the Next Six Months

1. Transfer financial management and overall implementation responsibilities for the Project to WWF by means of an amendment to its Cooperative Agreement.
2. Begin process of transferring the project to AID/W as part of the Mission close-out.

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IA. BACKGROUND DATA

Project Title:                    Special Development Activities Fund  
Project Number:                538-0005  
Date of Authorization:        original    FY 72    amendment    Nil  
Date of Obligation:           original    Annual OYB    amendment    Nil  
PACD:                            original    06/30/95    amendment    Nil  
Implementing Agencies:        RDO/C  
Major Contractors:             None  
AID Project Manager:         Michael R. Taylor  
Status of CPs/Convenants:     N/A  
Date of Last Evaluation:       FY88    Next Evaluation:    N/A  
Planned Number of Non-Federal Audits during Fiscal Year:    Nil  
The Number of such Audits Contracted for/Completed:        Nil  
Date of Last Audit:            10/91    Next Audit:        N/A

1B. FINANCIAL DATA

Amount Authorized: DA/ESF Grant: original	\$ Nil	amended to \$ Nil
Amount Obligated: DA/ESF Grant: original	\$ Nil	amended to \$ Nil
Amount Committed:                    Period:	\$	178,000
	Cumulative:	\$ 4,634,681
Accrued Expenditures:                Period - Projected:	\$	30
	Period - Actual:	\$ 83
	Cumulative:	\$ 4,512
	Period - Next:	\$ 123
Counterpart		
Contribution:                    Planned:	\$ Nil	
	Actual:	\$ Nil
% LOP Elapsed:		<u>Nil%</u>
% of Total Auth. Oblig.		<u>Nil%</u>
% of Total Oblig. Exp.		<u>Nil%</u>
% of Total Auth. Exp.		<u>Nil%</u>

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IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

Specific Linkage to Strategic Objectives:

This project has no direct linkage to either of the Mission's strategic objectives. However, this project complements the Mission's development program and has provided tremendous goodwill for the United States in all the participating Caribbean countries.

IIB. PROJECT PURPOSE

Through the SDA funds, assistance has been made available to groups and organizations in the Caribbean to support the promotion and development of small scale community self-help projects. Funds have also been utilized to support the promotion of Peace Corps activities being implemented in the Caribbean.

III. PROJECT DESCRIPTION

Each year since FY 1972, RDO/C has allocated a small portion of its OYB to assist community groups and organizations with the implementation of small-scale community activities. In reviewing applications, USAID gave high priority to activities which generated employment; increased income; improved technologies; provided youths with employable skills; broadened educational opportunities for the poor; encouraged energy conservation, enhanced health standards.



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IV. PROJECT STATUS

Over the Life of the Project, the U.S. Government has made available in excess of \$6.2 million for the development of over 800 small-scale community self-help projects. The distribution of projects by country was as follows:

<u>Country</u>	<u>No. Of Projects</u>	<u>Amount of Funds Approved</u>
Barbados	105	\$ 571,820
Antigua/Barbuda	86	\$ 643,739
Dominica	116	\$ 989,153
Montserrat	55	\$ 472,865
St. Lucia	70	\$ 472,250
St. Kitts/Nevis	94	\$ 854,851
Anguilla	16	\$ 248,100
St. Vincent & the Grenadines	70	\$ 472,250
Grenada	230	\$1,126,211
Admin/Peace Corps		\$ 132,673
Total RDO/C		\$6,205,713

Not only has the SDA fund provided valuable resources for the development of a diverse range of community projects, but it has also been the channel through which the U.S. Government has been able to rapidly respond to a diverse range of needs in times of regional disaster. This was most evident in Dominica after Hurricane David, in St. Lucia after Hurricane Allen and Montserrat after Hurricane Hugo. In addition, through the fund, much needed assistance was provided to Grenada after the military intervention in 1979.

There is no doubt that the SDA fund has facilitated invaluable publicity and goodwill for the U.S. Government in the Eastern Caribbean.

V. Major Outputs

The major outputs were the thirty-one activities which benefitted from the assistance provided.

A. Other Accomplishments and Overall Status

As a result of the U.S. assistance provided, the standard of living of low income/grassroots persons have been improved. New skills have been acquired, health has been improved and jobs generated.

B. Problems and Delays

None

C. Major Activities or Corrective Actions During the Next Six Months

By the end of the third quarter of FY 95, project funds should be fully disbursed. Sub-project evaluations will be undertaken on an on-going basis and the file on this project closed by September 30, 1995.

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IA. BACKGROUND DATA

Project Title: Population & Development  
Project Number: 538-0039  
Date of Authorization: original 07/28/82 amendment 06/26/87  
Date of Obligation: original 07/28/82 amendment 03/30/90  
PACD: original 12/31/86 amendment 07/27/94  
amendment 10/31/94  
Implementing Agencies: Caribbean Family Planning Affiliation Ltd.  
Major Contractors: Population Council; John snow Incorporated (JSI)  
AID Project Manager: Gregory Adams  
Status of CPS/Covenants: Not applicable  
Date of Last Evaluation: 09/30/90 (CFPA) Next Evaluation: -  
Planned Number of Non-Federal Audits during Fiscal Year: 1  
The Number of such Audits Contracted for/Completed: 1  
Date of Last Audit: 4/30/94 Next Audit: -

1B. FINANCIAL DATA

Amount Authorized:	DA/ESF Grant: original	\$ 3,500,000	amended to \$ 8,091,000
Amount Obligated:	DA/ESF Grant: original	\$ 500,000	amended to \$ 7,695,688
Amount Committed:	Period:	\$ 0	
	Cumulative:	\$ 7,695,688	
Accrued Expenditures:	Period - Projected:	\$ 240,000	
	Period - Actual:	\$ 176,901	
	Cumulative:	\$ 7,670,209	
	Period - Next:	\$ 0	
Counterpart			
Contribution:	Planned:	\$ Regional project; in-kind.	
	Actual:	\$ Satisfactory	
% LOP Elapsed:		100%	
% of Total Auth. Oblig.		100%	
% of Total Oblig. Exp.		98%	
% of Total Auth. Exp.		98%	

IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES

Specific Linkage to Strategic Objectives:

This is a phase-out activity. Although this project has no specific linkage with any of the strategic objectives, if population increases can be contained by increased contraceptive prevalence rates, it will make easier the attainment of the objective relating to the protection of the environment.

Percent of LOP Funds Relating to Strategic Objectives:

IIB. PROJECT PURPOSE

To increase the impact and sustainability of family planning programs in the Eastern Caribbean.

III. PROJECT DESCRIPTION

Under the \$8.0 million project, major components were grants to (1) Caricom: to help EC countries develop national population and medical policies. (2) International Planned Parenthood Federation, Western Hemisphere Region (IPPF/WHR) to improve service delivery of family planning. (3) Tulane University and Population Council to undertake operations research projects in family planning. (4) CFPA Ltd to involve private sector participation in family planning for their workers, to improve its affiliates management capabilities and to help train cadres of professionals in family planning.

PROJECT STATUS REPORT

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IV. PROJECT STATUS

Planned EOPS

Progress To Date

- |    |  |   |
|----|--|---|
| 1. | Contraceptive Prevalence rates in Barbados and OECS countries will be increased from 31% to 40% by 1990.             | Available data indicates average rate has increased to about 57%.   |
| 2. | Private sector programming in family planning service delivery in up to five countries.                              | Only one private sector FP Program established at Frequente Industrial Park in Grenada. Also established was a Child Care Center to serve children of workers of the industrial park. |
| 3. | Greater self sufficiency, improved management capability and reduced donor reliance by family planning associations. | Management Training Courses for CFPA staff and FPA's Staff have been held. Training in fund raising also carried out.   |
| 4. | Well trained cadre of professionals in family planning.  | Continuous training undertaken to meet staff losses through retirement and active recruitment by North American hospitals.  |

B. Major Outputs (CFPA only)+

	LOP	Planned			Accomplished			% of LOP
		Period	Cum.	Next Period	Period	Cum.		
1. Private sector programs in FP service delivery	5	0	1	0	1	1	20%**	
2. Contraceptive prevalence surveys - 8 baseline and five follow up held studies completed.	13	5	8	0	5	13	100%	
3. Training Nurses <sup>1</sup> 1 & 2	37	0	143	0	0	143	386%#	
- U.S.	3	0	3	0	0	3	100%	
- In Country	20	0	134	0	44	178	890%	
- Third Country	14	0	6	0	0	6	43%	
4. CFPA, FPA Staff <sup>2</sup> Staff Mngrs. Mng. Ass. Computer & special trng.	193	0	0	0	0	193	100%	
- In Country	46	0	46	0	0	23	50%	

<sup>1</sup>Categories: Training - IPPF

<sup>2</sup>Categories: Training - CFPA

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April 1, 1994 - September 30, 1994

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5.	- Third Country	147	0	0	0	0	95	64.6%
	Private Sector <sup>3</sup>							
	- <u>Project Mngrs.</u>	15	0	0	0	10	10	66%
	- In Country	10	0	0	0	10	10	100%
	- Third Country	5	0	0	0	0	0	0%
	<u>Revenue Generation</u>	10	0	29	0	0	29	290%
	- In Country	2	0	0	0	0	0	0%
	- Third Country	8	0	29	0	0	29	350%

B. Major Outputs (CFPA only)

- + These are remaining major outputs to be completed in CFPA grant. Those completed in grants of IPPF, Caricom, Tulane and POP. Council have been dropped from report.
- \*\* LOP target unrealistic. Feasibility studies all concluded that will small numbers of workers employed in industrial parks and smaller numbers of these workers likely to use family planning clinics, these services could hardly be expected to break even. In the event, only one private sector program was started at Frequent Park in Grenada. Although well equipped and staffed and factory managers cooperative and helpful, only small numbers of workers signed up as clients. The adjoining children's day care center jointly established simultaneously more successful in terms of numbers of children but even this facility is now under-utilized with the downsizing and closing of expatriate factories producing for the U.S. market.  
Local training capacity for nurses in family planning established on permanent basis, but substantial losses of trained nurses.

C. Other Accomplishments and Overall Status

1. Regional and country training programs held for CFPA and FPAs in program and financial management, staff upgrading, were quite successful. In revenue generation and the development of a management information system, the results were not as good as had been expected, but the logistics management training has been useful.
2. The contractor (JSI) had designed and operated MIS for FP clinics in the USA for a number of years. It was felt that with some adaptation it could serve CFPA and affiliates as well. CFPA had no expert knowledge in-house and in the end, the system proved unacceptable and unworkable.
3. CFPA developed expertise in the development and production of radio spots, posters and IEC material for special audiences. Billboards were dropped. The targeting of "Influentials" for seminar campaigns was successfully employed and the targets were achieved.
4. CFPA's training officer undertook the task of establishing a clearing house of regional training programs being undertaken by the several agencies and NGOs. The regional training calendar developed and maintained by CFPA proved to be very useful.
5. The Project Assistance Completion Report has been completed and submitted.

D. Problems and Delays

The PACD was extended by three months to October 31, 1994 in order to accommodate and audit of the project for the sixteen month period prior to April 1994. The project audit found no material concerns in the manner in which the project finances were managed. The Audit Manager at USAID RDO/C commended the Project Director for a well managed project.

E. Major Activities or Corrective Actions During the Next Six Months

Outstanding vouchers under the project will be processed as they are submitted up until the terminal reimbursement date of July 31, 1995.

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**IA. BACKGROUND DATA**

Project Title: Basic Needs Trust Fund  
Project Number: 538-0103  
Date of Authorization: original 06/26/84 amendment 09/30/88  
Date of Obligation: original amendment  
PACD: original 09/30/87 amendment 06/28/94  
Implementing Agencies: Caribbean Development Bank (CDB)  
Major Contractors: None  
AID Project Manager: Brinley D. Selliah  
Status of CPs/Covenants: A CPs have been met  
Date of Last Evaluation: 05/91 Next Evaluation: None Planned  
In house assessment carried out in July 1994  
Planned Number of Non-Federal Audits during Fiscal Year: None  
The Number of such Audits Contracted for/Completed: None  
Date of Last Audit: 05/21/90 Next Audit: RIG requested to audit

**1B. FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant:	original	\$ 12,700,000	amended to \$ 20,700,000
Amount Obligated:	DA/ESF Grant:	original	\$ 12,700,000	amended to \$ 19,700,000
Amount Committed:	Period:		\$ 0	
	Cumulative:		\$ 19,700,000	
Accrued Expenditures:	Period - Projected:		\$ 1,870,000	
	Period - Actual:		\$ 1,927,000	
	Cumulative:		\$ 19,700,000	
	Period - Next:		\$ 0	
Counterpart				
Contribution:	Planned:		\$ 8,500,000	
	Actual:		\$ 8,500,000	
% LOP Elapsed:			<u>100%</u>	
% of Total Auth. Oblig.			<u>100%</u>	
% of Total Oblig. Exp.			<u>100%</u>	
% of Total Auth. Exp.			<u>100%</u>	

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**IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

Specific Linkage to Strategic Objectives: No direct linkage

Percent of LOP Funds Relating to Strategic Objectives:

**IIB. PROJECT PURPOSE**

To expand and conserve, using labor-intensive methodologies, the social and economic infrastructure in eleven Eastern Caribbean countries: Anguilla, Antigua, Belize, Dominica, Grenada, Montserrat, St. Kitts/Nevis, St. Lucia, St. Vincent and the Grenadines, the British Virgin Islands and the Turks and Caicos. Priority sub-projects include such areas as education, health, water supply, drainage and footpaths, roads and day care centers.

**III. PROJECT DESCRIPTION**

The Project, in addition to expanding the capital stock, was designed to encourage the development of improved maintenance systems through discrete interventions designed to increase the longevity of existing assets. Project funds were also used to support a core of professionals within CDB's Infrastructure Division who will constitute the project management team. In addition assistance will be provided for in-country project supervisors, outside A&E and other consultants, as needed to ensure timely implementation of the construction sub-projects and maintenance activities.

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April 1, 1994 - September 30, 1994

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**IV. PROJECT STATUS**

Planned EOPS

Progress To Date

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. Approximately \$120 million in new or rehabilitated capital stock provided.</li> <li>2. Provision of basic social services.</li> <li>3. Institutionalization of routine maintenance.</li> </ol> | <p>Approximately \$100 million in new or rehabilitated capital stock have been provided or rehabilitated.</p> <p>Beneficiaries of approved sub-projects were estimated at 328,000 persons.</p> <p>Institutionalizing of maintenance was partially successful.</p> |
|---|---|

**B. Major Outputs**

	<u>Planned</u>				<u>Accomplished</u>		
	<u>LOP</u>	<u>Period</u>	<u>Cum.</u>	<u>Next Period</u>	<u>Period</u>	<u>Cum.</u>	<u>% of LOP</u>
1. New or rehabilitated Sub-projects	270	-	253	-	24	266	98.5
2. Person weeks of employment (000s)	140	-	105	-	5.8	110	78

**C. Other Accomplishments and Overall Status**

A total of 276 sub-projects were approved for funding under Phases 1,2,3, and 4 of the project, 266 were completed. Which is 98.5% of the sub projects planned. The Caribbean Development Bank (CDB) did a satisfactory job of managing the physical infrastructure part of this project. However the CDB's efforts on the maintenance component was not as successful. Under the program the rehabilitation and new construction of schools, health clinics and roads in the various Eastern Caribbean countries was carried out.

In September, 1992 Anguilla, Antigua and the British Virgin Islands were reclassified by the CDB as Group III countries and disqualified from having access to further grant funds. The project continues to receive praise from politicians and decision makers as well as from parents and others in the community for its effectiveness in improving the environmental conditions at schools and health clinics and for increasing the level of services. CDB's enthusiasm for the project has resulted in its funding a follow-on project which will provide \$15 million for Guyana, Belize and some OECS Group III countries. The beneficiary governments are to contribute in local funds the equivalent of another \$6.25 million for this four year program.

The maintenance program was not as successful as the physical infrastructure program and even though the CDB tried to improve performance in this area the results were not good. Established maintenance systems exist in Belize, St. Kitts/Nevis and St. Lucia. Draft maintenance plans were prepared by Dominica, and Grenada.

The Public Information Program to raise awareness of communal responsibility for maintenance, was also not as successful as the physical infrastructure program. The program was successful in the countries that promoted communal responsibility for maintenance aggressively. However it was not successful in countries that were passive towards its implementation.

Maintenance survey reports were completed in seven countries (Antigua, Belize, Dominica, Grenada, St. Kitts/Nevis, St. Lucia and St. Vincent and the Grenadines).

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The in house assessment of BNTF carried out in July, 1994 concluded that providing funds to BNTF would concentrate USAID funds "on direct poverty alleviation in a truly regional program that already has a strong track record and strong US identification. Overall, the assessment confirmed the positive regard in which the BNTF program is held by the people and leaders of the region. The subprojects have significantly improved the quality of life of the people in the poor communities in which they are located."

D. Problems and Delays

None

E. Major Activities or Corrective Actions During the Next Six Months

Complete PACR

WC

Project Status Report  
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**IA. BACKGROUND DATA**

Project Title: AIDS Communication and Technical Services  
Project Number: 538-0161  
Date of Authorization: original 09/30/88 amendment 07/31/91  
Date of Obligation: original 09/30/88 amendment first  
PACD: original 09/30/95 amendment  
Implementing Agencies: Caribbean Epidemiology Centre (PAHO/CAREC); Caribbean Family Planning Affiliation Ltd. (CFPA); Centers for Disease Control (CDC)  
Major Contractors: None  
AID Project Manager: Gregory Adams  
Status of CPs/Convenants: All met  
Date of Last Evaluation: All met Next Evaluation: 9/95  
Planned Number of Non-Federal Audits during Fiscal Year: 8 (1988 - 1995)  
The Number of such Audits Contracted for/Completed: 6  
Date of Last Audit: CY 93 (CAREC) Next Audit:

**1B. FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant:	original	\$ 7,000,000	amended to \$
Amount Obligated:	DA/ESF Grant:	original	\$ 6,998,000	amended to \$ 6,953,356
Amount Committed:	Period:		\$ 0	
	Cumulative:		\$ 6,953,356	
Accrued Expenditures:	Period - Projected:		\$ 280,000	
	Period - Actual:		\$ 468,576	
	Cumulative:		\$ 5,355,912	
	Period - Next:		\$ 821,044	
Counterpart				
Contribution:	Planned:		\$	
	Actual:		\$	
% LOP Elapsed:			86%	
% of Total Auth. Oblig.			100%	
% of Total Oblig. Exp.			77%	
% of Total Auth. Exp.			77%	

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**IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

**Specific Linkage to Strategic Objectives:**

None. This Project is categorized as an "Other Activity".

**Percent of LOP Funds Relating to Strategic Objectives:** N/A

**IIB. PROJECT PURPOSE**

To assist Caribbean countries to establish a capacity to develop and implement cost-effective surveillance, information, education and intervention strategies in support of projecting future trends and reducing the transmission of HIV infection and AIDS.

**III. PROJECT DESCRIPTION**

The Project assists participating governments and non-governmental organizations (NGOs) with three strategies in the national and sub-regional Medium Term Plans for AIDS prevention and control; strengthening epidemiological surveillance and control systems, reducing HIV infection through sexual transmission, and improving management of national programs. Assistance to reduce sexual transmission of HIV will include activities with both governments and NGOs in public education, training of health care workers, the establishment of counselling programs, and behavior change interventions to reduce the risk of infection.

IV. PROJECT STATUS

<u>Planned EOPS</u>	<u>Progress To Date</u>
1. Operational databases for HIV and AIDS in 8 program countries.	1. Established in 8 countries.
2. 75% of adult population can clearly assess their risk level and know how to reduce risk.	2. Surveys indicate over 75% of adult population know about HIV/AIDS transmission and risk reduction measures.
3. Governments and NGOs are capable of implementing AIDS interventions.	3. National AIDS Program Managers and some NGO staff have been trained in the skills of Logical Framework Approach.
4. 50% increase in safe sex practices by targeted high-risk groups (HRGs).	4. Behavior change was seen in some HRGs. Other defined HRGs also targeted.
5. Enhanced skills at CAREC to deal with AIDS and chronic disease prevention.	5. CAREC has not taken advantage of CDC technical assistance in the area of behavioral sciences, communication or social marketing.

B. Major Outputs

	<u>Planned</u>				<u>Accomplished</u>		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Pilot tested O/R interventions to reduce sexual transmission of HIV among HRGs.	4	0	-	0	0	4	100%
2. Comparative cost analyses of various interventions	10	0	-	0	0	6	60%
3. AIDS hotlines organized and operational	6	0	-	0	0	2	33%
4. Health care workers trained in management, prevention diagnosis and treatment of STD patients and HRGs.	400	50	-	25	78	678	170
5. Improved national epidemiological sentinel and periodic surveillance and reporting systems for:							
a) HIV prevalence	8	0	-	0	0	8	100%
b) AIDS prevalence	8	0	-	0	0	8	100%
c) STD incidence	8	0	-	0	0	6	75%

PROJECT STATUS REPORT

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C. Other Accomplishments and Overall Status

1. The ACTS Project Internal Assessment was conducted September 12-23, 1994.
2. As of August 1994, 298 AIDS cases and 192 deaths were reported by ACTS Project participating countries (8).
3. During the second quarter 1994 a core protocol for the syndromic diagnosis and treatment of patients with STDs was developed for use in all CAREC member countries. This protocol is being piloted in Guyana from July 1994.
4. A KABP Survey Dissemination Workshop was held in Tortola in July 1994 followed by two days of communication program planning. The workshop was attended by a cross section of the BVI community including the media, NGOs, performing artists and government representatives.
5. An NGO small grant (\$5,000) was awarded to the Caribbean Union of Teachers (Barbados) to support the printing and distribution of the first-ever "Handbook on AIDS for Teachers in the Caribbean."
6. Five television spots produced under the CFPA/CAREC cooperation were disseminated to media stations in the region as well as to National AIDS Program Coordinators. The spots targeted adolescents and young adults, presenting available choices for protection ranging from abstinence, fidelity and condom use. This was the third set of communications distributed.

D. Problems and Delays

1. The internal Assessment found that significant progress has been made under Strategy #1: Epidemiological Surveillance and Research. Under Strategy #2: Prevention of Sexual Transmission of HIV Infection, the assessment found significant delays in achievement of activities identified in the workplan. Activities were often postponed or canceled. Little attention was given to behavioral interventions to prevent the spread of HIV, despite being identified as a priority under Phase II of the ACTS Project. Under Strategy #3: Promotion of Effective management of National AIDS Program, the assessment found National AIDS Programs to be lacking the necessary skills to develop, implement and evaluate effective AIDS programs. Needs assessments of each Program were not performed. In country training of Program staff in the key management areas of monitoring, evaluation, cost effectiveness studies was not provided.
2. The assessment also found that clear responsibility and authority to effectively carry out ACTS Project activities by CAREC Management was not present in the past year of the project.

E. Major Activities or Corrective Actions During the Next Six Months

1. CAREC has been notified that significant improvements in the level of achievement of project outcomes are expected by January 31, 1995. If improvements and positive changes are not visible by that date, project funding will be curtailed. A set of criteria for judging CAREC's performance in the last trimester of 1994 has been developed and shared with CAREC project staff.
2. Efforts will be made, as described in a draft workplan, to complete activities already underway. More attention and effort will be placed on providing in country technical assistance in all three strategy areas of surveillance, prevention and management.
3. CAREC will accelerate the use of technical assistance from CDC in addressing behavioral and communication aspects of the project.
4. The ACTS Project workplan for 1994-1995 will be developed and approved in November.
5. Surveillance systems will continue to be strengthened through project support activities.
6. One major comprehensive communications campaign will be produced by CAREC/CFPA. The communication will focus on behavioral interventions among the target audience of youth and males.

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**IA. BACKGROUND DATA**

Project Title: Health Care Policy Planning and Management  
 Project Number: 538-0181  
 Date of Authorization: original 09/21/92                      amendment  
 Date of Obligation: original 09/21/92                      amendment 03/28/94  
 PACD: original 09/30/97                                      amendment 06/30/96  
 Implementing Agencies: Organization of Eastern Caribbean States (OECS)  
 Major Contractors: John Snow Inc.  
 AID Project Manager: Rebecca Cohn/Gregory Adams  
 Status of CPs/Convenants: All fully satisfied  
 Date of Last Evaluation: None    Next Evaluation: 6/95  
 Planned Number of Non-Federal Audits during Fiscal Year: 1  
 The Number of such Audits Contracted for/Completed: 0  
 Date of Last Audit: None yet                                      Next Audit: 12/94

**IB. FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant:	original	\$5,500,000	amended to \$
Amount Obligated:	DA/ESF Grant:	original	\$1,705,000	amended to \$2,705,000
Amount Committed:	Period:		\$ 83,846	
	Cumulative:		\$ 805,319	
Accrued Expenditures:	Period - Projected:		\$ 240,000	
	Period - Actual:		\$ 508,671	
	Cumulative:		\$ 703,672	
	Period - Next:		\$ 500,000	
Counterpart				
Contribution:	Planned:	Regional In-Kind		\$
	Actual:	Satisfactory		\$
% LOP Elapsed:			55%	
% of Total Auth. Oblig.			49%	
% of Total Oblig. Exp.			26%	
% of Total Auth. Exp.			87%	

**IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

Specific Linkage to Strategic Objectives: SO #1

The HCPPM Project has not been formally linked to SO #1, however HCPPM's emphasis on sector reform and resource reallocation provides a model of governmental policy analysis and the rationalization of publicly provided services. Along with the increased private provision of health services, this modelling is supportive of economic growth.

Percent of LOP Funds Relating to Strategic Objectives: Not applicable.

**IIB. PROJECT PURPOSE**

To achieve the more efficient and equitable generation, distribution, and use of health sector resources.

**III. PROJECT DESCRIPTION**

Participating countries will be assisted to assess the needs for health sector reform to address the health care needs of their populations more effectively, to undertake and evaluate those reforms, and to improve the management of health sectors to assure that resources are efficiently provided and utilized. Project elements comprise analytic and diagnostic studies, applied research and organizational development, and training and information dissemination. Activities include development of country work plans, cost, demand and alternative financing studies, user fee and privatization pilot tests, and policy workshops.

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IV. PROJECT STATUS

	<u>Planned EOPS</u>	<u>Progress To Date</u>
1.	Government's role in overall financing of the health sector decreased by 10%. MOH capability to identify, conduct and evaluate health policy research established in 3 countries.	None
2.	3 hospital management systems improved.	None
3.	2 countries increase role of social and commercial risk coverage in health care financing.	The Government of St. Lucia has undertaken the challenge of implementing NHI. Pilot tests will encompass assistance in three areas: 1) economic viability analyses; 2) administrative strengthening of the Social Security Schemes and Ministry of Health; and 3) development of a publicity campaign. These activities are underway, although the publicity campaign has been slowed down until the analysis and administrative systems are further developed.

B. Major Outputs

	LOP	Planned			Accomplished		
		Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Country Assessments	8	0	0	0	0	3	38%
2. Cost, Demand and Focus Studies	8	2	2	0	2	2	25%
3. Insurance Feasibility	2	1	1	0	1	1	50%
4. User Fee Pilot Tests	2	0	0	1	0	0	0%
5. Health Planning Reforms	2	0	0	0	0	0	0%
6. Privatization Pilot Tests	1	0	0	0	0	0	0%
7. Insurance Pilot Tests	1	0	0	0	0	0	0%
8. Workshops	20	1	0	3	1	1	5%
9. Public Education Campaign	2	1	0	1	1	1	50%

C. Other Accomplishments and Overall Status

During the reporting period, project activities were directed towards consolidation. The HPMU became further established with the hiring of a Project Director in July 1994. A candidate for the Health Management Specialist position has been identified. With the technical team in place, HPMU has moved to focus its efforts in three priority areas: User Fee Program Reform, National Health Insurance and regional workshops and courses directed at policy level decision makers. These priority areas were operationalized through the development of the HPMU 1994-95 Workplan.

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1. The Joint ECDS/HPMU Meeting of Officials and Policy Board Meeting was held June 23-24, 1994 in Antigua. Meeting participants included Ministers of Health, Permanent Secretaries. Representatives from the Eastern Caribbean Central Bank, OECS, ECDS, HPMU, PAHO and USAID, RDO/C were also present. The HPMU presented its proposed strategy to focus on National Health Insurance (NHI) and user fees. The HPMU workplan under the project was approved by the Policy Board.
  2. In response to the phase down plan for RDO/C, the PACD was revised from 9/30/97 to 6/30/96.
  3. Consultants completed a costing study of the Glendon Hospital in Montserrat in August.
  4. A regional workshop was held for Hospital Administrators in May focusing on hospital systems development.
  5. Two health care professionals from St. Vincent participated in the Harvard Course (two months) on Managing Health Programs in Developing Countries.
- D. Problems and Delays
1. A new Permanent Secretary for the Ministry of Health in St. Lucia was named in August. This change may have an impact on the direction and speed of the NHI development efforts.
  2. Tropical Storm Debbie hit St. Lucia in September causing widespread flooding and mud slides. The HPMU office was damaged sufficiently to necessitate the relocation of staff to other quarters. Three weeks were needed to complete the relocation effort.
  3. Although the Government of Dominica is apparently still considering user fees as a complementary strategy with NHI, the implementation of the User Fee Reform is on hold until after national elections next spring.
- E. Major Activities or Corrective Actions During the Next Six Months
1. Hiring of the Health Management Specialist for the HPMU.
  2. Completion of negotiations for the transfer of responsibility for administration of project funds from OECS to JSI culminating in the amendment of the Technical Assistance contract with JSI and the Project Grant Agreement with OECS.
  3. Define the working relationship between HPMU and PAHO in meeting HCPPM project objectives. What role will PAHO play in funding of the HPMU post RDO/C close-out? How can PAHO and HPMU cooperate to realize common objectives for the region?
  4. Establishment of User Fee pilot site programs in two OECS member countries.
  5. Determination of country work plans in each participating country.
  6. First official meeting of the Health Financing Advisory Committee.

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**IA. BACKGROUND DATA**

Project Title: Drug Abuse Prevention and Education Pilot Project (DAPP)  
Project Number: 538-0190  
Date of Authorization: original 07/31/92 amendment  
Date of Obligation: original 08/10/92 amendment  
PACD: original 07/31/94 amendment 09/30/94  
Implementing Agencies: National Association of the Partners of the Americas, Inc.  
Major Contractors:  
AID Project Manager: Nicole D. Thompson  
Status of CPs/Covenants: Areas of Substantial Involvement resolved  
Date of Last Evaluation: Next Evaluation: None Planned  
Planned Number of Non-Federal Audits during Fiscal Year: None Planned  
The Number of such Audits Contracted for/Completed: None  
Date of Last Audit: Next Audit: FA/OP Internal Evaluation

**1B. FINANCIAL DATA**

Amount Authorized:	DA/ESF Grant:	original	\$ 450,000	amended to \$
Amount Obligated:	DA/ESF Grant:	original	\$ 450,000	amended to \$
Amount Committed:	Period:		\$ 0	
	Cumulative:		\$ 450,000	
Accrued Expenditures:	Period - Projected:		\$ 40,000	
	Period - Actual:		\$ 137,392	
	Cumulative:		\$ 450,000	
	Period - Next:		\$ N/A	
Counterpart				
Contribution:	Planned:		\$ In-kind contribution (volunteers)	
	Actual:		\$ Satisfactory	
% LOP Elapsed:		<u>100%</u>		
% of Total Auth. Oblig.		<u>100%</u>		
% of Total Oblig. Exp.		<u>100%</u>		
% of Total Auth. Exp.		<u>100%</u>		

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**IIA. RELATIONSHIP TO MISSION STRATEGIC OBJECTIVES**

Specific Linkage to Strategic Objectives: Not related to Mission S.O.s; classified as an "other" activity in the POD.

Percent of LOP Funds Relating to Strategic Objectives: 0 %

**IIB. PROJECT PURPOSE**

To strengthen the ability of community-oriented organizations in seven OECS countries to carry out drug abuse prevention and education activities targeted at youth and to focus greater public attention on the issues of drug abuse through community-based public education campaigns.

**III. PROJECT DESCRIPTION**

The initial six month phase of the project, through January 1993, consisted of country by country needs assessments and a planning exercise to develop regional and country specific workplans for implementation between 2/93 and 7/94. The activities included regional training workshops, the development of local networks, U.S.-based training of Caribbean professionals, and a wide range of community interventions responsive to local needs. Several of these activities were completed successfully, the most significant being the provision of small grants to community groups, clubs and organizations to carry out drug education and prevention interventions in their districts.

The grantee was the National Association of the Partners of the Americas, Inc. which worked through the Partnerships in the seven OECS countries participating in the project. Technical assistance to the project was provided by The Florida Association of Voluntary Agencies for Caribbean Action (FAVA/CA) through a sub-grant.

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IV. PROJECT STATUS

Planned EOPS

Progress To Date

- |    |   |   |
|----|---|---|
| 1. | Ability of local organizations in OECS countries to carry out drug abuse prevention and education activities, aimed at the youth, strengthened. | Needs Assessment completed identifying local and regional activities aimed at strengthening local organizations. Many of these have been completed with varying degrees of success. |
| 2. | Public awareness of substance abuse issues increased through community-based public education programs.   | Programs have been carried out in Dominica, St. Lucia, St. Vincent and Antigua.   |

B. Major Outputs

	<u>Planned</u>				<u>Accomplished</u>		
	LOP	Period	Cum.	Next Period	Period	Cum.	% of LOP
1. Country by Country Needs Assessment	7	1	1	N/A	7	7	100
2. Technical Assistance Missions	20	8	8	N/A	8	25	125
3. Regional Training Workshops	3	1	1	N/A	1	3	100
4. In-Country Training Workshops	40	7	7	N/A	7	25	63
5. Community-based projects assisted with grants	30	6	6	N/A	6	44	147
6. Educational Materials disseminated	50	20	20	N/A	10	10	20
7. Persons trained in U.S.	10	7	7	N/A	6	12	120

C. Other Accomplishments and Overall Status

The National Association of the Partners of the Americas and FAVA/CA are NGO's currently working in the Eastern Caribbean Region which were interested in working in the area of substance abuse prevention and education. Partners worked through its local partnerships in each island to implement the project, while FAVA/CA provided technical assistance through volunteers to augment the local partnerships.

The most significant aspect of the project was the Small Grants component which provided seed money to community groups and other organizations to fund drug prevention and education interventions in selected areas in each island. Forty-four small grants were approved for a

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wide range of activities which included the production of newsletters, community outreach and education programs, media spots, poster competitions, drug fact magazines, the erection of drug free signs in designated zones and in-country workshops.

The project also benefitted from technical assistance visits from FAVA/CA and Partners volunteers who not only participated in regional and in-country workshops and worked with community groups and other organizations, but who also gave radio interviews on the project and substance abuse prevention.

Specific accomplishments for the reporting period include:

1. A three-day regional workshop on Substance Abuse Prevention through Community Mobilization was held from May 2-4, 1994 in Grenada. Twenty-two participants from the OECS and Barbados attended. One person from Tobago also attended the workshop under the auspices of the Trinidad and Tobago partnership.
2. A regional evaluation workshop was held in Montserrat from August 6-7, 1994 for the DAPP country coordinators. The workshop was conducted by FAVA/CA volunteer Anita Hocker and Partners Regional Representative Richard Aspin.
3. Four persons from the region attended the Florida Alcohol and Drug Abuse Association's 14th Annual Conference in Miami, Florida, from September 26-30, 1994. Funding for three of these persons was provided by INM.
4. An Antiguan Children's theater group "Childs Play" staged the play "Fisherman" dealing with substance abuse and youth. Research, costume and set design and construction were funded through the small grant component of DAPP.
5. Several in-country workshops, weekend camps and public awareness campaigns were held during the period under review.

D. Problems and Delays

Drugs and drug abuse surfaced as a major issue during the election campaign in St. Kitts and Nevis and the DAPP Coordinator thought it prudent to limit project activities during the pre-election period. The post-election violence further exacerbated the problem with the Coordinator's office being burnt. These events impacted negatively on project progress in St. Kitts and Nevis as several of activities planned had to be rescheduled.

Personality conflicts between DAPP Coordinators and Partners Presidents also affected project implementation in Grenada, St. Vincent and Dominica.

E. Major Activities or Corrective Actions During the Next Six Months

Complete PACR.