

**AGENCY FOR
INTERNATIONAL
DEVELOPMENT**



ANNUAL BUDGET SUBMISSION
FY 1977
CARIBBEAN REGIONAL

**DEPARTMENT
OF
STATE**

JULY 1975



ANNUAL BUDGET SUBMISSION
FOR FISCAL YEAR 1977
CARIBBEAN REGIONAL

Annual Budget Submission for Fiscal Year 1977

Caribbean Regional

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Certification of DAP Validity

A Development Assistance Program strategy paper per se has not been developed for the Caribbean Regional Program. The analyses in the World Bank's Caribbean Regional Study (Volumes I-VIII), dated June 9, 1975, provide a comprehensive appraisal of overall program strategies and priorities for the area. The thrust of the AID Caribbean Regional Program activities is consistent with the observations and recommendations contained in the Bank's study.

SUMMARY TABLE

FY 1976
(\$000)

	<u>F & N</u>	<u>PP & H</u>	<u>E & HR</u>	<u>SDP</u>	<u>Dev. Asst. Sub-Total</u>	<u>Supporting Assistance</u>	<u>Total</u>
<u>ONGOING GRANTS:</u>							
006 Housing Program Assistance				175	175		175
005 Special Development Activities				50	50		50
Total				225	225		225
<u>NEW GRANTS:</u>							
007 Food Crop Production	264				264		264
008 Trained Manpower Improvement					275		275
000 Technical Support					50		50
Total	264		325		589		589
<u>LOANS:</u>							
LAAD	6,000				6,000		6,000
Integrated Agricultural Development	10,000				10,000		10,000
Total	16,000				16,000		16,000
<u>HIGs:</u>							
None							
<u>PL-480:</u>							
None							

SUMMARY TABLE

INTERIM QUARTER
(\$000)

	<u>F & N</u>	<u>PP & H</u>	<u>E & HR</u>	<u>SDP</u>	<u>SCO</u>	<u>Dev. Asst. Sub-Total</u>	<u>Supporting Assistance</u>	<u>Total</u>
<u>ONGOING GRANTS:</u>								
006 Housing Program Assistance				50		50		50
005 Special Development Activities				13		13		13
007 Food Crop Production	80					80		80
008 Trained Manpower Improvement			80			80		80
000 Technical Support			15			15		15
Total	80		95	63		238		238

LOANS:

None

HIGs:

None

PL-480:

None

CARIBBEAN REGIONAL FY 1976 LOAN PROJECT

Project Title: Latin American Agribusiness Development Corporation (LAAD)
Amount: \$6.0 million

Since an IRR for this project was approved on February 18, 1975, a PID is not required. A Capital Assistance Paper was subsequently developed for possible DAEC review in late FY 1975 if sufficient funding authority was available. Given funding constraints, a DAEC review of the CAP was not held in FY 1975; and the project now has been included in the FY 1976 programming planning exercise.

The Borrower will be the Latin American Agribusiness Development Corporation, S.A. (LAAD). LAAD was incorporated in Panama as a private investment and development corporation in 1970. Its shareholders are leading industrial and financial corporations with substantial commitments to agribusiness sector activities in general and to agribusiness development in Latin America in particular. LAAD's principal offices are located in Miami; and a subsidiary, LAAD de Centroamerica (LAAD-CA), is located in Guatemala City, Guatemala. LAAD develops and finances small and medium-sized Latin American agribusiness or agribusiness-related ventures with high growth potential and with emphasis on development of the marketing capabilities of the companies it supports.

The Loan

- a) Amount: US \$6.0 million, to be disbursed over a three-year period from date of satisfaction of the conditions precedent to initial disbursement.
- b) Terms: 20 years, including a five-year grace period on amortization of principal, with interest at three percent on the disbursed balance of the loan.

The goals of this project are to benefit the poor in areas where LAAD operates and to contribute substantially to the promotion, development, and expansion of agribusiness systems

and enterprises in the Caribbean and the Latin American North Coast area. Achievement of the project goal will be possible through an approach of identifying and addressing deficiencies and constraints in agricultural production, processing, distribution, and marketing systems and applying selectively capital, management, training, technical and financial assistance to improve the functioning of elements of those systems. The primarily non-traditional agribusiness enterprises to be promoted under this project will result in the creation of substantial new rural and non-rural employment opportunities and other benefits.

The purpose of this project is: a) to support the expansion of LAAD's agribusiness development activities into the Caribbean and the Latin American North Coast area, and b) thereby to contribute to the development of LAAD as an agribusiness development organization with a base and focus of operations sufficient in size and scope to facilitate operating economies of scale and to attract expanding shareholder and affiliate participation in LAAD programs.

It is estimated that some 40 sub-projects, largely comprising food production, processing, packaging, and storage operations, will be financed during the three-year AID loan disbursement period and that this number will increase to 120 sub-projects over the life of the project. Similarly, it is estimated that the project would directly create some 5,800 jobs during the first round and a total of 17,000 jobs by the end of the project's life.

The resources to be made available under this project will allow LAAD, an entrepreneurial investment corporation, to create a Caribbean subsidiary to promote, finance and implement agribusiness enterprises in the Caribbean and the North Coast area of South America (primarily Columbia). These businesses are expected to produce significant economic impacts (increases in value-added and foreign exchange earnings), benefit a target group of small farmers and other rural poor (through purchases of small farmer production and other employment generation effects), and contribute to the development of increasingly efficient agribusiness operations (through emphasizing the elimination of bottlenecks in the integrated farm-to-market system). The proposed undertaking in the Caribbean (and the North Coast area of South America) and LAAD's

Central American program will be mutually reinforcing, serving over time to promote intra- and inter-regional trade and exchanges of experience. The proposed expansion of LAAD's activities will also allow LAAD to extend more effectively those services it now provides to its clients in the fields of marketing, technology, and finance.

Country: CARIBBEAN REGIONAL

LOAN ACTIVITY DATA

TABLE IV

TITLE	FUNDS		PROPOSED OBLIGATION (\$600)
	KIND OF LOAN	INITIAL OBLIGATION FY: 1976	
Integrated Agricultural Development	FOOD AND NUTRITION Project		10,000

Goal and Purpose: The goal of this project is to increase food production, employment, and rural incomes in the Caribbean Region. The specific purpose of the project is to improve the productivity of the target small farmer and to provide both credit and greater economic incentives to the farm family for increasing production. The project will also seek to improve regional infrastructure and agricultural institutions which serve the small farmers of the region.

Description: The borrower will be the Caribbean Development Bank (CDB), which proposes to carry out an integrated program of lending and equity investment activities aimed at revitalizing the region's small farms. The program will be developed and executed by the Bank in conjunction with the participating member governments. The CDB will provide financial resources to these governments for specific projects involving agricultural credit, water resources development, feeder roads, farm modernization and land settlement, agro-industry development and the organization of marketing facilities and operations. A.I.D.'s contribution to the program will be primarily utilized for credit, marketing, and feeder road projects. A.I.D. will also provide complementary grant technical assistance to the CDB to assist in developing and implementing the overall program.

The region's small farm agriculture is often operated on a part-time basis, with farms growing both food crops and traditional export crops. These farmers currently lack adequate credit facilities and technology, and face generally unstable and often unfavorable market prices for their crops. Thus, while the agriculture sector represents an important segment of overall economic activity in the region (50% to 80% of the economically-active population in the region's less-developed countries are engaged in agriculture), its

current status is one of stagnation and decline. Per capita production of food has declined in the last decade and the region has switched from an agricultural surplus to a deficit area, currently importing more than \$300 million of food products per year. The CDB program is designed to address specific constraints affecting small farmers by introducing more modern farm technology and improving the market environment for food crops. The A.I.D. loan will complement contributions from other CDB donors such as the United Kingdom, Canada, and Venezuela.

Financial Plan: The total cost of this program is estimated at \$30.5 million. The A.I.D. loan would finance approximately 33% of the costs. The CDB would seek other donor financing to provide the remaining 67%. The participating governments will provide appropriate counterpart contributions amounting to at least 10% of the total project costs.

Food Crop Production
(538-11-130-007)

CARDI project activity is expected to begin in August. The PROP was approved on June 27, 1975. It is expected that a Project Agreement for the first 12 months of activities will be signed shortly. During the first year (FY 1976) project accomplishments will include the procurement of equipment for the establishment of three pilot operation research demonstration centers, the development of a detailed work plan for each of the three centers and promotional and data gathering activities in the existing facilities of the documentation/technical information center at CARDI headquarters on the UWI St. Augustine campus.

TABLE III

GRANT ACTIVITY DATA

Country: CARIBBEAN REGIONAL

TITLE	FUNDS	PROPOSED OBLIGATION (\$000)
	EDUCATION AND HUMAN RESOURCES DEVELOPMENT	FY 76 275 3rd Q. 80
Trained Manpower Improvement	PRIOR REFERENCE	INITIAL OBLIGATION SCHEDULED FINAL OBLIGATION
NUMBER 538-11-660-008	New Project	FY: 1976 FY: 1979

Project Target and Course of Action. To help establish a Centre for Training and Development Studies affiliated with the University of the West Indies (UWI) and to provide technical assistance capability to the

UWI to help establish a pilot external studies program through various non-formal, innovative approaches, such as educational radio and correspondence programs, and an extra-mural program oriented towards meeting member territories' needs for upgraded skills training. In the Commonwealth Caribbean there is a critical shortage of indigenous capability to plan and implement programs to address the area's fundamental development problems, including those of small farmer agricultural production, nutrition, basic health services and relevant practical education. The Centre for Training and Development Studies will help alleviate this shortage by providing training in project and loan planning, implementation and evaluation to planners and administrators from the territories of the Commonwealth Caribbean. The UWI with campuses on three of its 14 member territories is unable to meet the increasing demand for education/training in the region through its current facilities. The external studies and extra-mural programs will expand the outreach of the UWI to territories which have no resident campus program.

Related Activities. An A.I.D. loan also designed to increase the outreach activities of the UWI is planned in FY 1975. The Inter-American Development Bank is considering a loan for expansion of certain faculties of the UWI.

FY 1976 Program.

U. S. Technicians: Two long-term advisors for 24 man/months in non-formal education.
Commodities: Educational and teaching aids and equipment, texts and other instructive materials.
Other Costs: Local West Indian advisors to CDB and UWI, local supplies, local secretarial and administrative assistance.

5th Quarter Program. The U. S. and West Indian technical advisors under contract will be extended to continue the services described above.

	U.S. DOLLAR COST (In Thousands)		OBLIGATIONS				PRINCIPAL CONTRACTORS/ AGENCIES			
	Obligations	Expenditures	Unliquidated Obligations	Estimated FY 1975		Proposed FY 76		Proposed 5th Q.		
				Contract/ Other Agency	Total	Contract/ Other Agency	Total	Contract/ Other Agency	Total	
Through 6/30/74										
Estimated FY 75				Contract/ Other Agency	Total	Contract/ Other Agency	Total	Contract/ Other Agency	Total	
Estimated through 6/30/75				100	100	100	100	20	20	
Proposed FY 76	275					50	50			
Proposed 5th Quarter	80	450	805			175	125	60	60	
						275	275	80	80	

Caribbean Development Bank Labor Intensive Small Industry CreditI. Summary of the problem and proposed responseA. Problem and

IBRD/OAS studies have identified high and rising unemployment as the most serious socio-economic problem facing the Commonwealth Caribbean. This problem is closely interrelated with the alienation of the younger generation from an agricultural system based on historical colonial patterns and the migration of these youths to urban areas. The high level of unemployment is the major factor contributing to poverty and skewed income distribution resulting in rising crime rates and urban unrest in the Region. Open employment in the Region is conservatively estimated at thirteen percent (13%) of the labor force and, when "hidden" unemployment is added, the rate rises to seventeen percent (17%). Unless there is a sharp increase in the rate of growth in employment opportunities, the rate of unemployment will continue to grow throughout the next decade. In fact, the rate of increase of the potential work force is expected to be 2.5 times greater during the remainder of the 1970's and well into the 1980's than it was in the 1960's.

It is recognized that the agriculture sector provides the major opportunities for employment in the Caribbean. (A \$10.0 million agriculture sector loan to the CDB is currently being developed and is targeted for authorization in FY 1976.) However, it is also apparent that development of small, labor intensive industry can contribute significantly to alleviating the Region's unemployment problem. Such development is currently being constrained by the lack of adequate debt and equity capital markets in the Region. While the larger entrepreneurs and industries generally have access to the limited capital available locally and, probably more importantly, to the international markets, the small entrepreneur does not have such access. In addition, given the higher risk inherent in a small undiversified enterprise, the small entrepreneur finds it difficult to compete with larger firms in capital markets.

B. Proposed response

The proposed loan project builds upon the CDB's existing Small Industry Credit Program, which is currently financed under AID loans 538-L-001 and -003. However, this loan

represents more than a mere replenishment of the Small Industry Credit Program financed by the prior AID loans. The goal of this proposed loan project is to reduce rural and urban unemployment in the English-speaking Caribbean. Specifically, the project will stress the development of small labor intensive industries by creating an environment conducive to such development. Emphasis will be given to the sectors which are inherently labor intensive, such as metal working and food processing, rather than those in which the production techniques are highly capital intensive. Where alternative technologies exist, the potential of those which are more labor absorbing will be fully explored and given preference under the project.

To achieve the project's overall purpose, the proposed project would also seek to:

1. Establish tax, tariff, and other policies and regulations within national governments which provide appropriate incentives to small entrepreneurs;
2. Provide technical assistance to small entrepreneurs in the establishment and operation of their business; and
3. Increase the amount and improve the distribution of capital, both debt and equity, relative to small entrepreneurs.

The proposed loan would provide up to \$5.2 million to the Caribbean Development Bank, which would act as primary implementer of the program. \$200,000 of this amount would be used to provide technical assistance to the CDB and (through the CDB) to the national governments to assist in developing programs and policies which promote the development of small scale industry in the Region.

\$5.0 million would be utilized to capitalize small, locally owned enterprises through both loans and equity investments. The optional mix of debt and equity capital will be determined after further project analysis.

With respect to the small enterprise loans, the CDB would first loan to Development Finance Corporations (DFC's) of the national government. The DFC's would, in turn, on-lend directly to eligible enterprises. These firms would be also eligible for equity investments which would be coordinated

closely with the loan financing. The equity investments would be held either by the CDB, or alternatively, by the Caribbean Investment Corporation (financed by a CDB loan to the CIC).

An integral part of the program is the technical assistance which will be provided by the CDB's Small Industry Loan Officers (SILO's). The SILO's consult with entrepreneurs on machinery selection, plant layout, marketing and management and bookkeeping practices, in addition to evaluating projects and making loan recommendations to the DFC's.

The direct beneficiaries would be the recipient enterprises and the individuals employed in the new jobs created by the investments. A very preliminary review of the CDB Small Industry loans prior to 1973 indicate that one new job was created for each \$5,000 invested. Assuming the proposed program is able to mobilize a total of \$10.0 million of new capital (including the \$5.0 million in loan funds, \$0.5 million from national governments and \$4.5 million from entrepreneurs), a minimum of 2,000 new jobs would be directly created. However, the ultimate magnitude of employment generation would be significantly greater than this as a result of the multiplier effect. This secondary impact will be quantified during analysis of the project.

This loan will complement the proposed FY 1976 LAAD/Caribbean loan and will concentrate on those enterprises and areas in the Caribbean where LAAD will not operate initially. While recognizing that most of the small industries affected are not U.S. export oriented, every effort will be made to seek a sharing of any marketing arrangements which result from the LAAD program.

II. Financial Requirements

A. The estimated cost of the proposed three-year program and the proposed funding source is as follows:

	<u>Source (US \$000)</u>			
	<u>AID</u>	<u>CDB</u>	<u>Nat'l</u>	<u>Total</u>
	<u>Loan</u>		<u>Gov'ts</u>	
1. Capital financing	5,000		500	5,500
2. Technical assistance:				
a) to CDB and Nat'l Govs	200			200
b) to entrepreneurs		135		135
	<u>5,200</u>	<u>135</u>	<u>500</u>	<u>5,835</u>

As a regional project, the provisions of Section 110(a) of the Foreign Assistance Act does not apply.

III. Development of the Project

- A. The initial step in development of the project will be to perform a comprehensive evaluation of the impact and effectiveness of the CDB's existing Small Industry Credit Program. Dependent upon the results of this evaluation, further analysis will be required in order to:
 1. Determine potential demand and supply of capital within individual territories and identify the territories which will participate in the project (This survey will include the MDC as well as the LDC members of the CDB.);
 2. Determine appropriate mix between debt and equity investments;
 3. Quantify the major direct and indirect beneficiaries of the program;
 4. Establish criteria for determining the eligibility of specific investments for loan financing;
 5. Identify the scope of technical assistance necessary to effectively carry out the programs;
 6. Develop an implementation plan.

The staffing requirements and time schedule for submission of the PRP and the PP are as follows:

		<u>Submission Date</u>
PRP	Loan Officer (10 days)	11/75
	Economist (10 days)	
	Industrial Lending Specialist (10 days)	
	Small Business Expert (10 days)	
PP	Loan Officer (15 days)	FY 1977
	Economist (15 days)	
	Industrial Lending Specialist (15 days)	
	Small Business Expert (15 days)	

AGENCY FOR INTERNATIONAL DEVELOPMENT

1. TRANSACTION CODE (CHECK APPROPRIATE BOX)
 ORIGINAL CHANGE
 ADD DELETE

PID

DOCUMENT CODE
1

PROJECT IDENTIFICATION DOCUMENT FACESHEET

TO BE COMPLETED BY ORIGINATING OFFICE

2. COUNTRY/REGIONAL ENTITY/GRANTEE
Caribbean - University of the West Indies

3. DOCUMENT REVISION NUMBER

4. PROJECT NUMBER

538-11-660-009

5. BUREAU

A. SYMBOL

IA

B. CODE

3

6. PROPOSED NEXT DOCUMENT

A. PRP PP B. DATE

7A. PROJECT TITLE - SHORT (STAY WITHIN BRACKETS)

Adult Education Teacher Training

8. ESTIMATED FY OF AUTHORIZATION/OBLIGATION

A. INITIAL FY 77 B. FINAL FY 79

7B. PROJECT TITLE - LONG (STAY WITHIN BRACKETS)

9. ESTIMATED COST (LIFE OF PROJECT) (\$000 OR EQUIVALENT, \$1 = _____)

PROGRAM FINANCING	AMOUNT
A. AID APPROPRIATED	450
B. OTHER U.S.	
C. HOST GOVERNMENT	150
D. OTHER DONOR(S)	
TOTAL	600

10. ESTIMATED COSTS/AID APPROPRIATED FUNDS (\$000)

11. OTHER U.S. (\$000)

A. APPROPRIATION (ALPHA CODE)	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH. CODE	FIRST YEAR		ALL YEARS		A. PROGRAM TYPE	B. FIRST YEAR	C. ALL YEARS
			D. GRANT	E. LOAN	F. GRANT	G. LOAN			
EH			100		100				
EH					200				
EH					150				
EH			100		450				
TOTAL			100		450				

2. PROJECT GOAL (STAY WITHIN BRACKETS)

Improve the ability of Caribbean territories to effectively transmit technology to adults

3. PROJECT PURPOSE(S) (STAY WITHIN BRACKETS)

Create an adult education teacher training program within the Extra Mural Department of the University of the West Indies.

4. PLANNING RESOURCE REQUIREMENTS (STAFF/FUNDS)

To be identified.

15. ORIGINATING OFFICE CLEARANCE

SIGNATURE _____
 TITLE _____
 DATE SIGNED
 MO. DAY YR.

16. DATE RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MO. DAY YR.

UWI ADULT EDUCATION TEACHER TRAINING

Background and Summary of the Problem

One of the most striking features of the situation in the university is that the professor/lecturer is expected to be knowledgeable about his subject and to be trained in research methods, but that he is not required to offer evidence of professional training for his responsibilities as a teacher. This is true of the University of the West Indies, but it is equally true of other similar institutions of higher learning.

Jencks and Riesman in their study of higher education in the United States make a telling point in this connection:

Many potentially competent teachers do a conspicuously bad job in the classroom because they know that bad teaching is not penalized in any formal way.

They conclude that:

...the basic problem is not that too much is demanded of the Ph.D.'s on the scholarly point, but that having met their academic requirements, those who plan to teach get no specific training for this.

Indictments of current teaching practice are many. In Schools, Scholars and Society, Grambs points to the unpardonable conceit so frequently to be found among academics:

Another characteristic of the professor is his conviction that if he knows his subject, he can teach it.... Few are concerned with the methodology whereby they make their area of mystery known to 18-year-olds.

Ruth Beard's analysis of teaching and learning in higher education institutions in Britain is equally scathing about current practice and equally emphatic about the dire and urgent need to provide programmes of training for persons teaching in such institutions:

...until recently the majority of teachers in higher education have not been offered any courses on teaching methods.... Moreover, it is well known that in universities, prowess in teaching contributes little towards promotion in comparison with that in research.

She also makes the point that:

Where it is possible for a teacher to lack a basis of experience in his subject, it is hardly surprising if students--and especially mature ones--complain of dull, unrealistic courses.

and indicates that lack of professional training is frequently at the root of poor performance in teaching:

Reports...suggest that these discrepancies between intention and achievement in teaching arise from lack of expertise on the part of a substantial proportion of the teachers...

What is at issue, clearly, is the end result of the "teaching" act, and it is no longer defensible, in today's society, for the teacher of adults to be indifferent to the quality of learning which results from his own involvement in the teaching-learning transaction. Like the teacher at primary or at secondary level, the teacher of adults must be concerned with much more than the giving of facts, and must be aware of the significance of formerly ignored factors such as interpersonal relationships between himself and his students, and among the students themselves.

Some advances, however, are being made, as is evident from the introduction of orientation courses and programs of training in some British institutions. One example is that of a program of courses on educational methods for lecturers at the University of Manchester, which first began in 1970. The program grew out of an "increasing awareness that university staff must make every effort to teach well" and that:

...every member of the academic teaching staff carries a responsibility to communicate and to try to inspire his students to give and to achieve the best of which they are capable.

No such steps have yet been taken at the UWI, though the need for the desirability of such training programs at the university is certainly no less than at similar institutions in other countries. The time has come when attention should be given to the establishment of training programs within the University itself which would provide teaching staff with the opportunity to acquire the skills and insights they need if they are to teach at a high professional level.

But the need for training in adult education methods is not confined to teachers in the university. It exists in other institutions as well. Ruth Beard makes this point in her comment that "trained teachers are rare in universities and unusual in technical colleges."

The situation in the English-speaking Caribbean is little different. Within recent years there has been a considerable increase in the number of teachers' colleges, polytechnics, colleges of applied arts, community colleges, and so on. But few of the staff of these institutions have received professional teacher training of any kind, and rare indeed is the individual who has been trained to teach adults. Training, where it has been received, has, in the vast majority of cases, been of the type designed to prepare teachers to work in secondary or even in primary schools.

A similar statement could, with equal truth, be made of the hundreds of persons who teach part time classes in Extra-Mural Departments, evening colleges, or for Ministries of Education, etc. There are, as well, tutors in Labour Colleges, personnel officers in business and industry, education officers in workers' unions, and so on. For them all, specialized training in working with adults is essential, as it is for agricultural extension officers, community development officers, health workers, and others working with adults in relatively informal situations.

Unless the persons operating in these contexts have been given professional training in working with adults, we cannot reasonably expect a great deal of high quality work for the simple and obvious reason that they have not been provided with the training appropriate to the jobs they are now required to do.

Proposed Response

At the present time in the Caribbean Region, teacher training is carried out in the teacher training colleges for elementary teachers and at the University of the West Indies for teachers who have taught for three to five years and wish to advance in the profession by obtaining a degree, certificate, or diploma in education. There is no teacher training provided for prospective secondary teachers.

It is the purpose of this project to develop within the Extra-Mural Department of UWI an adult education teacher training capability. The program will be directed at two distinct target groups.

Target Group A: The Extra-Mural Department will develop and conduct teacher training seminars and workshops in the LDCs for agriculture extension workers, health workers, social welfare workers, training officers, workers' union education officers, and community development officers.

Target Group B: Within recent years, there has been an increase in the number of teachers' colleges, polytechnics, colleges of applied arts, community colleges, etc. Few of the staff of these institutions have received professional teacher-training and rare indeed is the individual who has been trained to teach adults. The Extra-Mural Department will develop and conduct a "core" program which will provide for the following:

- a) Some understanding of psychological development during adulthood;
- b) Understanding of factors influencing motivation to learn and effecting learning itself;
- c) An examination of various teaching methods, acquisition of skill in choosing and using appropriate teaching methods;
- d) Use of media in teaching;
- e) Skill in working with groups (essentially the study, theory and practice of group dynamics);
- f) An orientation to evaluation and assessment methods;

g) Philosophy of adult education;

The outputs of the project would be:

- a) A minimum of 12 workshops or seminars for Target Group A adult education teacher training conducted each year by the Extra-Mural Department with a minimum of 300 participants;
- b) A university program in adult education teacher training with 30 students from Target Group B in training each year.

The major assumption to project success is the recognition of the necessity for adult education teacher training by the governments of the territories and their active participation.

The UWI has the technical resources and most of the physical resources required to carry out this project. AID/W would negotiate a grant with the Department of Extra-Mural Studies of UWI. The grant would be for \$450,000 with a three-year disbursement period.

The direct beneficiaries of the project would be the students who receive training. However, the individual beneficiaries would be the poor people with whom the trained teachers would work, whether in agriculture, health, social services, etc.

Financial Requirement and Plans

The best estimate of project cost is a total of \$600,000: \$450,000 AID and \$150,000 UWI.

	<u>FY 77</u>		<u>FY 78</u>		<u>FY 79</u>	
	<u>AID</u>	<u>UWI</u>	<u>AID</u>	<u>UWI</u>	<u>AID</u>	<u>UWI</u>
Salaries	100	20	150	20	100	20
Travel		10	30	10	30	10
Materials		10	20	10	20	10
Office space		<u>10</u>		<u>10</u>		<u>10</u>
	<u>100</u>	<u>50</u>	<u>200</u>	<u>50</u>	<u>150</u>	<u>50</u>

Development of Project

The project will be developed by the Extra-Mural Department of UWI, with the assistance of one AID/W direct hire. Direct hire TDY for project development, implementation and management will amount to approximately 30 days per year.

A Project Paper will be submitted for FY 77 approval.

Consulting services will not be required. A PRP will not be required, since funding level is below \$500,000.

Issues

In view of the Congressional mandate to direct efforts to improving the lot of the poor majority, is the project sufficiently directed to that objective?

Will Target Group B result in sufficient benefit to the developing territories, or will it result in institution building of the UWI?

In the Commonwealth Caribbean, there is an urgent need to formulate and implement coherent regional development strategies which address the region's priority development problems, including chronic and high unemployment, a growing food deficit and the plight of the rural poor farmer which has led to the serious rural migration problem. These major economic problems essentially plague all of the CARICOM countries and can and must be addressed at the regional level as well as through concerted efforts at the national level. Under the CARICOM umbrella, the countries of the region are committed to strengthening economic and social integration. For example, under the Agricultural Marketing Protocol (AMP), operated through CARICOM, preferential market treatment is given to goods produced within the CARICOM. Integration, however, is highly dependent upon the abilities of each participating government to maintain a "pace" of development so as to insure that inequities among the various governments do not lead to pressures which break the regional fabric of cooperation and trade.

If the Caribbean regional integration movement is to thrive, nay survive, further efforts are needed to insure that all members (and especially the LDCs) participate in the benefits of regional cooperation. Efforts are thus needed both to strengthen regional project planning and implementation capabilities as well as national level capacities in regional development activities. On the national level the problems of the LDC member countries of CARICOM are especially acute. Among the LDCs there is a general need to strengthen and rationalize fiscal systems and improve national planning and administrative abilities. Individually, the LDCs currently lack the financial resources and manpower to meet particular national needs. The establishment of some sort of "common service" mechanism for providing technical, administrative and managerial expertise for national development planning is highly desirable.

The CDB and CARICOM, the two major institutions of the region, involved in economic development, are best qualified to promote Caribbean economic development both at the regional and the national levels. This grant project would provide both institutions (as well as other regional entities such as UWI, etc.) with financial resources, technical consultants and training as needed, in order to undertake additional studies/appraisals to formulate policies and programs of economic development and cooperation which seek to spread the effects and benefits of regional cooperation to the area's poor

majority. The project will also assist governments in the region in developing and implementing their national development plans.

The project will finance short term specialized advisory services in areas where CARICOM and the CDB encounter unanticipated technical or policy problems which these institutions do not have the expertise to solve. Short term consultants from the U.S., as well as the Caribbean, including local consulting firms will be contracted as needed to provide the necessary assistance.

CARICOM is of recent origin. Its policies and programs are still being formulated. At this point, it is not possible to anticipate with accuracy the types of specific policy, technical or management problems which will arise. It is, however, the time when crucial policies and issues are emerging and can be affected by appropriate studies, etc. Hence, while it is impossible to state what precise assistance will be required during the life of the project, the areas likely to be studied and assisted both on the regional and national levels would include: economic policy, industrial development, agricultural development or diversification, financial management and budget, taxation, fiscal incentives to production.

ONGOING GRANTSSpecial Development Activities 538-15-998-005

The American Embassy in Bridgetown made four grants in FY 1975, totaling almost \$20,000, for small self-help impact projects which meet local economic and social needs and promote community organization and participation. The recipient organizations, all located in Barbados, are the Queen Elizabeth Hospital (\$12,500), Trents Northern Youth Group (\$3,500), the Salvation Army (\$2,500) and the Boy Scouts Association (\$900).

Food Crop Production 538-11-130-007

CARDI project activity is expected to begin in August. The PROP was approved on June 27, 1975. It is expected that a Project Agreement for the first 12 months of activities will be signed in early August 1975. During the first year (FY 1976) project accomplishments will include the procurement of equipment for the establishment of three pilot operation research demonstration centers, the development of a detailed work plan for each of the three centers and promotional and data gathering activities in the existing facilities of the documentation/technical information center at CARDI headquarters on the UWI St. Augustine campus.

CARIBBEAN DEVELOPMENT BANK HOUSING PROGRAM ASSISTANCE

7/18/75

Planned Outputs	Progress to Date	Relationship to Project Purposes and Goals	Comments
1. Completion of units of urban working class housing	4 units completed. 30 under construction	Meeting this output target is essential to all goals and purposes, including alleviation of housing deficit and generation of employment.	This output target was clearly over ambitious given limited institutional and human resources, geographic constraints and lack of previous experience.
2. Operational secondary mortgage under which 3/5 of loan disbursed.	Not yet operational. Only 2% of loan disbursed.	Vital to creation of viable secondary mortgage market.	Extension of authority to include more development countries enhances prospects for viable secondary mortgage market.
3. Development of program criteria	Developed and concurred in by all islands	Supporting to program progress	Criteria to be reassessed on basis of
4. Development of applications forms/procedures.	Developed and used	Support project development and implementation as well as home sales.	Procedures being adjusted to circumstances on each island.
5. Development of housing standards	Established. Being used in project development.	Help control project to target group.	Periodic reassessment needed.
6. Development of Secondary Market procedures.	Done by former consultant but need revisions	Essential to operational work of market	
7. Prepare market analyses	Prepared for most islands but need updating.	Key element in successful project costing and sizing and in location selection	This is continuous process since conditions change as new housing built and population and income shifts occur.
8. Negotiate programs with local governments	Loan agreements signed with 6 countries; Belize pending.	Important link between CDB and project development.	
9. Train CDB and local housing officers	Course conducted for small contractors. "on-job" training done for housing officers. One CDB officer trained in secondary mortgage market.	Essential to efficient operations and to building abiding institutions.	Training operations to be stepped up.

No significant changes in the purpose or scope of this project are anticipated. The initial budget still holds valid.