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ABSTRACT

Evaluation of Training Strategy: RHUDO/Caribbean

In 1987 the Regional Housing and Urban Development Office for the Caribbean, (RHUDO/CAR), developed a Regional Network and Training Program (RNTP) in order to improve its training capacity and provide more effective assistance on shelter and urban development issues to the countries in the region. The goals of the RNTP were:

- to create a RHUDO/CAR presence throughout the region;
- to facilitate the identification of new RHUDO projects in the region;
- to orient public and private organizations to the RHUDO/CAR policy and program objectives in the housing and urban sector;
- to identify and provide training in support of ongoing RHUDO/CAR activities in the region; and
- to maintain a working relationship with government and senior professionals in the absence and anticipation of any significant RHUDO/CAR capital programs or technical assistance.

This evaluation seeks to determine the effectiveness of RHUDO's training strategy as implemented by the RNTP. The evaluation reviews:

- 1) the activities undertaken within the strategy in terms of their
 - support of the design and implementation of the RHUDO's Housing Guaranty and other programs in the region;
 - effectiveness as an outreach tool in a region where most countries are unlikely to support HG activity in the foreseeable future;
 - advancement of the future RHUDO agenda; and
 - developing and maintaining a working relationship with government and senior technocrats.
- 2) the quality of individual training events and the use of training resources;
- 3) the management of the RHUDO regional network and training program.

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**EVALUATION OF TRAINING
STRATEGY**

RHUDO/CARIBBEAN

**John Miller
November 1990**

prepared for

**U. S. Agency for International Development
Office of Housing and Urban Programs
and
Regional Housing and Urban Development Office/Caribbean**

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PREFACE

This evaluation was undertaken by Abt Associates Inc. for the A.I.D. Office of Housing and Urban Programs (PRE/H) and the A.I.D. Regional Office of Housing and Urban Development (RHUDO) based in Kingston, Jamaica. The evaluation is based on field work in Jamaica, Barbados, St. Vincent, and St. Lucia in July 1990.

I thank Monique Cohen, PRE/H Training Officer, for her overall direction and substantive guidance, and Maureen Webber, RHUDO Training Advisor, for her thorough orientation and assistance in carrying out the work.

John Miller

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LIST OF ACRONYMS

CARICOM	Caribbean Community
CAST	College of Arts, Science, and Technology
CDSS	Country Development Strategy Statement
CSN	Caribbean Shelter Network
GOJ	Government of Jamaica
HG	Housing Guaranty
KRC	Kingston Restoration Commission
PRE/H	Office of Housing and Urban Programs
PTIIC	Presidential Training Initiative for the Islands Caribbean
RDO/C	Regional Development Office/Caribbean
RDSS	Regional Development Strategy Statement
RHUDO	Regional Housing and Urban Development Office
RNTP	Regional Network and Training Program
UNCHS	United Nations Center for Human Settlements
USAID	Agency for International Development Mission

EXECUTIVE SUMMARY

1. Background and Program Purpose. Over the past several years, the seven RHUDO offices have integrated training into their regional and country strategies and programs. This formal recognition that training plays a vital role in the provision of effective assistance in shelter and urban development evolved from training's generally ad hoc position within RHUDOs' activities. Like other RHUDOs, RHUDO/CAR recognized the importance that training of a variety of types could indeed be instrumental in RHUDO's impact on countries. Further, in a region in which there are a limited number of countries appropriate for capital assistance through the Housing Guaranty program (due to their small size and weak debt capacity), and indeed limited funds for technical assistance, a broadly defined training program had a great potential to impact shelter and urban development policies.

As a consequence, RHUDO developed a Regional Network and Training Program (RNTP) in late 1987, hired a training advisor, and embarked on a plan of action that reflected the following goals:

- to create a RHUDO/CAR presence throughout the region;
- to facilitate the identification of new RHUDO projects in the region;
- to orient public and private organizations to the RHUDO/CAR policy and program objectives in the housing and urban sector;
- to identify and provide training in support of ongoing RHUDO/CAR activities in the region; and
- to maintain a working relationship with government and senior professionals in the absence and anticipation of any significant RHUDO/CAR capital programs or technical assistance.

2. Evaluation and Methodology. In the nearly three years since the RNTP was formalized as an important RHUDO function, it has carried out numerous activities to assist the 17 countries that the RHUDO covers -- providing opportunities for training to housing and urban development professionals and promoting information exchange throughout the region. As the initial three year RNTP plan comes to an end, AID has contracted for this evaluation to determine the effectiveness of the RHUDO's training strategy as implemented by the RNTP. The evaluation is to review:

- (a) the activities undertaken within the strategy and RNTP in terms of their:
- support of the design and implementation of the RHUDO's HG and other programs in the region;
 - effectiveness as an outreach tool in a region where most countries are unlikely to support HG activity in the foreseeable future;

- advancement of the future RHUDO agenda; and
- developing and maintaining a working relationship with government and senior technocrats.

(b) the quality of individual training events and the use of training resources;

(c) the management of the RHUDO regional network and training program.

The evaluation began first with discussions in Washington with the PRE/H Training Advisor to get an understanding of the overall PRE/H training strategy as well as to review the documents on file that provided the necessary background. The consultant met with the former RHUDO chief for his views and historical perspective, and with the future RHUDO chief for his vision of how training fits into his plans.

The consultant spent two weeks in the field, interviewing 14 people from Jamaica, Barbados, St. Lucia, and St. Vincent who had been participants or faculty at training events or are with institutions with whom RHUDO has important relations. The consultant benefitted from meetings with the outgoing acting RHUDO chief and again the new RHUDO chief. Extensive meetings were held with the RHUDO Training Advisor, whose files were reviewed closely. Discussions were held with other AID personnel from the offices of RDO/C, USAID/Jamaica, USAID/Haiti, and LAC.

3. Findings and Conclusions. The Regional Networking and Training Program is a well-designed program, correctly structured to support and promote the RHUDO's program and policy goals in the region. The RNTP was developed to replace the RHUDO's ad hoc training activities, in which CAST programs were supported, professionals (primarily Jamaicans) were sent to a Washington training event, and no significant relationships existed in the Eastern Caribbean.

The RNTP is a very visible representation of the RHUDO -- in some countries, the only evidence of RHUDO; RHUDO itself looks to the RNTP to fill the program void in most of the Caribbean countries in which it works. It has indeed been effective in meeting many of its targets, having overall a positive impact at the policy and technical levels of regional shelter and urban development professionals and institutions. As the RNTP has been effective in establishing a dialogue in the region, including with the RDO/C, opportunities for training have emerged.

Despite such success, the RNTP has been unable to provide training support for specific AID project implementation in the region. And the RNTP has been unable to incorporate shelter and urban development sectoral interests into strategies and their consequent training plans of AID Missions in the region. As RNTP is often RHUDO's only public presence, RHUDO is regarded by many in the Caribbean as a networking and training promoter, and not at all as a provider of technical assistance nor project loans.

In sum, the strength of the RNTP is found in its external successes -- the training provided, the support given, and the relationships built -- in countries throughout the region. RNTP's weakness has been internal to AID -- limited RHUDO project support and minimal relation to Mission strategies and programs. RNTP is an effective set of activities that nevertheless lacks genuine integration into RHUDO's overall program.

4. Principal Recommendations. Although housing and urban development problems will become more serious in the Caribbean region, capital resources from AID for the sector are unlikely to be provided in the short and medium term. Under those conditions, RHUDO must continue to demonstrate that it has relevant services to provide the countries and AID Missions. And the Regional Network and Training Program is its primary vehicle to do so. It is this context that the following recommendations made.

- The RNTP should be maintained and strengthened. RNTP should remain under direct RHUDO control, in the RHUDO office. While RNTP can certainly be staffed by non-direct hire personnel, its activities should be strongly and frequently supported by direct-hires. RNTP activities should be planned with RHUDO staff to support RHUDO programs and projects. Direct-hire staff must understand and support RNTP, even intervene with AID Missions when necessary. They should represent RNTP opportunities with other Missions and countries when they travel the region.

- RHUDO should clarify what it wants to promote in the region, its policy agenda, so that RNTP activities do indeed reflect it. If the private sector is important, then training events can be designed for that purpose, and others tailored for that audience; the same is true for a focus on environment, natural disasters, local governments, non-governmental organizations and community groups. Once RHUDO identifies these or others as important, the RNTP can be instrumental in promoting the ideas as well as planning, designing, and carrying out suitable training in these areas. The RNTP must be deeply and regularly involved in support of all RHUDO plans and projects.

- RHUDO should consider contracting an outside firm to handle all of the support requirements of training participants. This would permit the direct RNTP staff to focus on the substance of training design and development.

- The Caribbean Shelter Network should be strongly supported by RNTP. RNTP should work with CSN to explore ways to institutionalize its operations so it is not dependent on RNTP, nor seen as an AID body.

- RNTP should develop more training events that focus directly on country-identified needs, such as the implementation of sites and services or other lower-cost projects, mortgage collection systems that minimize arrears, or specific and known needs following a disaster (e.g., for the repair and re-provision of electrical supply).

- In planning conferences, RNTP should consider significant changes in the target participant group each year, so that many of the same people do not return year after year.

- RNTP should make extra efforts to clearly identify the target audience of a given training event. This should be based on the programmatic intent of RHUDO and the program content of the event.
- RNTP's recently completed work on training needs assessments and regional training institutions should serve as a base for promoting the development of specific training modules by regional institutions.
- RNTP should prepare a brochure for distribution by AID and RHUDO officers -- a "calling card" to be able to leave behind after a meeting. It would describe AID and RHUDO, identify key policies, programs, goals, and objectives. It would provide information on resources, training, and contacts.
- RHUDO should continue to seek access to funds from other AID sources (Missions, PRE/H, OFDA). At the same time, RHUDO should consider developing a separate project to support training regionally, (or PRE/H consider developing a worldwide training project, like its Urban Development Support Services).
- RNTP should develop apprenticeship programs, most appropriately for staff of private developers who are delivering housing and urban services for low-income families. AID's Entrepreneurs International program -- designed to bring entrepreneurs from developing countries to the U.S. for on-the-job training with U.S. businesses -- is a suitable mechanism to carry out apprentice programs for private developers.
- RNTP should be closely involved in training design and implementation even for the few HG or other RHUDO urban development projects in the region.
- The Forum should be maintained; it is important not only to RHUDO's presence in the region, but to disseminating information and building relationships. It can be improved, however, with more technical articles, with better graphic design, and with a more efficient distribution system and mailing list.
- The RNTP must strengthen its relations with AID Missions in the region. This is important to RHUDO's effectiveness as a resource for an important sector. RNTP involvement with AID Missions will not work without the strong support from the RHUDO chief (and other RHUDO staff) as they interact with those Missions.
- RNTP should maintain and strengthen donor communication in the region, with particular attention to U.N. Habitat, which carries out its own networking activities.

I. INTRODUCTION AND CONTEXT

Over the past several years, the seven RHUDO offices have integrated training into their regional and country strategies and programs. This formal recognition that training plays a vital role in the provision of effective assistance in shelter and urban development evolved from training's generally ad hoc position within RHUDOs' activities. In earlier years, training was not frequently viewed as important to policy enhancement nor project implementation; instead, it often took place when a suitable course happened to be offered, and even then was often regarded as an extra expense with a consequence only of strengthening relationships.

Like other RHUDOs, RHUDO/CAR recognized the importance that training of a variety of types could indeed be instrumental in RHUDO's impact on countries. Further, in a region in which there are a limited number of countries appropriate for capital assistance through the Housing Guaranty program (due to their small size and weak debt capacity), and indeed limited funds for technical assistance, a broadly defined training program had a great potential to impact shelter and urban development policies.

As a consequence, RHUDO developed a Regional Network and Training Program (RNTP) in late 1987, hired a training advisor, and embarked on a plan of action that reflected the following goals:

- to create a RHUDO/CAR presence throughout the region;
- to facilitate the identification of new RHUDO projects in the region;
- to orient public and private organizations to the RHUDO/CAR policy and program objectives in the housing and urban sector;
- to identify and provide training in support of ongoing RHUDO/CAR activities in the region; and
- to maintain a working relationship with government and senior professionals in the absence and anticipation of any significant RHUDO/CAR capital programs or technical assistance.

The RNTP goals must be viewed in the context of RHUDO's portfolio in the region, as briefly indicated below:

Jamaica: AID's work in housing and urban development in the Caribbean has been heavily concentrated in Jamaica for many years. The RHUDO has a long history of capital and technical assistance in Jamaica. It is currently implementing two HG programs, a \$12 million project of low cost housing through the Caribbean Housing Finance Corporation and a \$15 million program loan to the Ministry of Construction (Housing). In addition, RHUDO has ongoing technical assistance to the redevelopment of Inner Kingston.

Dominican Republic: There has been neither capital nor technical

assistance in the shelter sector to the Dominican Republic since the 1970s. RHUDO's only recent involvement there has been in the development of case study materials for the September 1990 annual conference -- an analysis of the impacts of the trade-offs between economic growth and the environment on the Free Trade zones.

Haiti: The implementation of a \$1.75 million loan for a technical assistance and pilot low-cost housing construction program to a private credit bank has recently been concluded.

Barbados, St. Vincent and the Grenadines, St. Lucia, St. Kitts & Nevis: RHUDO has maintained active dialogue and occasional technical assistance to these four countries, including some assistance to Nevis following Hurricane Hugo. RHUDO developed but did not go forward with a HG program for the Eastern Caribbean that would have provided capital assistance for housing to these countries.

Belize: RHUDO has provided some technical assistance, but no capital assistance to Belize.

Guyana, Grenada, Trinidad & Tobago, Turks & Caicos Islands, Antigua, Montserrat, Dominica, Surinam, and Cayman Islands: RHUDO has provided neither technical nor capital assistance to these countries, though contacts with some of them are frequent and useful. RHUDO was instrumental in arrangements for assistance to Montserrat after Hurricane Hugo.

In the nearly three years since the RNTP was formalized as an important RHUDO function, it has carried out numerous activities to assist the 17 countries that the RHUDO covers -- providing opportunities for training to housing and urban development professionals and promoting information exchange throughout the region. As the initial three year RNTP plan comes to an end, AID has contracted for this evaluation to determine the effectiveness of the RHUDO's training strategy as implemented by the RNTP. The evaluation is to review:

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II. REGIONAL NETWORK AND TRAINING PROGRAM

In late 1987, the RHUDO established a three year work plan for the RNTP. Year I (1988) was to be devoted to reconnaissance: create a RHUDO presence and a network; establish a shelter/urban services data bank; and make links with existing training institutions. Year II (1989) was planned to consolidate RNTP activities: identify training needs and resources; establish a network of professionals and donors that would assist the RHUDO in promoting its agenda. Year III (1990) was intended to bring the actions to maturity: consolidate the network and training program.

Three major activities took place in 1988:

1. Networking was the means by which the RHUDO would get to know the countries, their private and public sector institutions, the policy makers and other professionals in the sector, and begin to identify training needs and training resources, both in the region and in the U.S. It was intended as well that the institutions and personnel would get to know the RHUDO, its policies and programs, and its resources. Networking was promoted in five basic ways:

a. A quarterly newsletter, The Forum, was launched in late 1987. The Forum initially focused on RHUDO programs and the dissemination of information on upcoming training relevant to the sector. Later editions covered country initiatives and those of other donors in the region. The Forum has been published on a quarterly basis since the beginning and is mailed to policy makers and practitioners throughout the Caribbean, as well as other AID offices, other donor agencies and training institutions in the region and North America. The initial distribution of 500 has increased to about 800 at present.

b. The RNTP officer made visits to six countries during the first year, discussing training and information needs with housing ministries and government training offices. The visits emphasized the need for an ongoing exchange of experiences, the need to expose policy makers to current thinking on possible public sector activities in the sector, and specific short and long term training needs.

c. To ensure the wide distribution of The Forum and other future information dissemination, the RNTP compiled a mailing list of practitioners, policy makers, and donors at both the regional and international levels.

d. The RNTP provided organizational and technical support, and financing, for the first meeting of Caribbean Shelter and Settlement Ministers. The two day meeting in September 1988 provided the opportunity for RHUDO to meet with key political leaders and policy makers in the region, establishing new relationships and strengthening existing ones.

e. Throughout the year, efforts were made to establish the Caribbean

Shelter Network (CSN). The July 1988 Barbados Conference formally recommended the establishment of a network of professionals to ensure the continuous exchange of information; the proposal was endorsed at the meeting of Caribbean Shelter and Settlement Ministers.

2. The RNTP function of information collection and dissemination was promoted in three ways:

a. RNTP managed a two-day regional workshop (in January 1988) on the informal shelter sector, providing the opportunity to present findings of relevant studies that RHUDO had sponsored.

b. RNTP increased the level of visibility of RHUDO through a two-day conference in Barbados in July 1988. Besides serving as a major forum for the interchange of ideas and discussions on the approaches adopted in various countries to meet the shelter needs of low income households (the conference theme was Low Income Shelter and Urban Development Strategies), it also provided a visible start for the concept of a network of regional professionals.

c. The Forum continued to be the principal means through which information on upcoming training courses was disseminated. RNTP also collected information on several U.S. based training courses and institutions, and was able to respond to specific technical material and training requests from individuals in the region.

3. The RNTP pursued several training initiatives:

a. In response to the need to increase interest in the private sector component of the Jamaica HG-012 program, as well as to focus attention on home improvement opportunities in the region, RNTP organized a regional roundtable on Home Improvement Lending to Low Income Households.

b. RNTP was able to arrange, through the USAID/Jamaica's PTIIC program, the placement of a Town Planning Department employee in a long term degree program in the U.S., and of an Urban Development Corporation (UDC) employee in a month course in the U.S.

c. RNTP worked with the Building Department of CAST to develop a Physical Planning and Land Management Degree program.

d. RNTP made a continual effort to be fully integrated into RHUDO's strategies and projects. RNTP organized the seminar in support of Jamaica HG-012. RNTP provided input to the RHUDO's contributions to Mission's CDSS'.

e. Through the RNTP, the RHUDO participated in the USAID/Jamaica preparation of a Human Resource Development Strategy ensuring that there would be a focus on the training needs of the shelter sector.

f. The RNTP held meetings with CAST in Jamaica and the University of the West Indies in Barbados about the feasibility of the design and administration of relevant sectoral workshops.

The RNTP activities during 1989 fall in the same three kinds of activities:

1. The networking goal was promoted through the following:

a. The Caribbean Shelter Network was formally established and held a meeting in March 1989. The CSN consists of one representative per country.

b. The Forum continued to be published quarterly, expanding its coverage beyond reporting on training events and RHUDO activities to include articles by Caribbean professionals on disaster planning, land and housing issues, and NGO involvement in shelter.

c. The RNTP developed and managed the Second Annual Regional Conference, held in St. Lucia in July 1989. The Conference theme was Urban Land Management and Development Strategies. The Conference was attended by 53 policy-makers from 12 countries.

2. The RNTP's information collection and dissemination activities included the following:

a. The RNTP supported RHUDO research efforts (e.g., informal sector, development standards) intended to enhance the knowledge base of policy makers. The selection of the two subjects -- informal sector and development standards -- reflected both the RHUDO's project implementation needs and the RNTP's training needs assessment. And as planned, the research was used as the basis for RNTP workshops.

b. The RNTP began the process of establishing a resource center supported by the library of USAID/Jamaica.

3. The RNTP's training activities during 1989 included the following:

a. The RNTP began an effort to identify training needs throughout the region by designing a needs assessment methodology, and by working with RHUDO staff on the Jamaica HG-013 program.

b. The RNTP began to develop a profile of existing training institutions in the region to determine their capacity to design and implement appropriate short courses. This is scheduled for completion in the fall of 1990.

c. The RNTP continued to work with CAST on the structure of its Planning and Land Management degree program.

d. The RNTP made efforts to integrate training into the design stage of RHUDO projects as well as the Human Resource Development Strategies and CDSS and RDSS stages of AID Missions.

e. The RNTP began to work with other donor agencies toward the joint sponsorship of training activities.

The RNTP activities thus far in 1990 have included the following:

1. Networking has continued to be promoted by The Forum. The CSN has not been convened, but has been utilized extensively to identify key personnel and arrange meetings. And the third Regional Conference, to take place in September in Barbados, has been planned and developed.

2. The RNTP information collection and dissemination function continued to promote the findings of research efforts, as well as to establish a resource center within USAID/Jamaica.

3. Toward the objective of developing a training plan for the next stage of RNTP, two studies have been conducted. Training needs assessments were carried out in five countries. An inventory of regional training resources and institutional capacity was carried out in nine countries.

III. EVALUATION FINDINGS

A. SUMMARY OF FINDINGS

The Regional Networking and Training Program is a well-designed program, correctly structured to support and promote the RHUDO's program and policy goals in the region. The RNTP was developed to replace the RHUDO's ad hoc training activities, in which CAST programs were supported, professionals (primarily Jamaicans) were sent to a Washington training event, and no significant relationships existed in the Eastern Caribbean.

The RNTP is a very visible representation of the RHUDO -- in some countries, the only evidence of RHUDO; RHUDO itself looks to the RNTP to fill the program void in most of the Caribbean countries in which it works. It has indeed been effective in meeting many of its targets, having overall a positive impact at the policy and technical levels of regional shelter and urban development professionals and institutions. As the RNTP has been effective in establishing a dialogue in the region, including with the RDO/C, opportunities for training have emerged.

Despite such success, the RNTP has been unable to provide training support for specific AID project implementation in the region. And the RNTP has been unable to incorporate shelter and urban development sectoral interests into strategies and their consequent training plans of AID Missions in the region. As RNTP is often RHUDO's only public presence, RHUDO is regarded by many in the Caribbean as a networking and training promoter, and not at all as a provider of technical assistance nor project loans.

In sum, the strength of the RNTP is found in its external successes -- the training provided, the support given, and the relationships built -- in countries throughout the region. RNTP's weakness has been internal to AID -- limited RHUDO project support and minimal relation to Mission strategies and programs. RNTP is an effective set of activities that nevertheless lacks genuine integration into RHUDO's overall program.

B. FINDINGS

1. RHUDO's relationships with many countries depend on the **networking** developed by the RNTP. Networking is undertaken in several ways and for several purposes. It is undertaken through virtually all RHUDO contact with shelter and urban development professionals and institutions in the region. It thus ranges from an unprogrammed meeting or even phone call to the distribution of The Forum to the structure of the regional conferences to the Caribbean Shelter Network itself.

The intent of networking is to provide sectoral personnel with the opportunity to know each other, to know the respective institutions and their programs, to easily access them, to learn from them and to teach them, to lend mutual support on a particular regional issue, and in general to participate and collaborate with colleagues on similar sectoral problems in the region.

RHUDO's intent to promote networking was to make itself known in the region, recognized as knowledgeable in the field and with some resources (technical assistance and training, if not capital assistance).

Without outside support, networking will only take place to the extent of individual interests and energy. The RNTP provided the outside support necessary for regional sectoral personnel to meet and interact in several settings. RNTP's networking activities have been instrumental in providing the RHUDO with an important presence in the region. Indeed, it has been effective in securing government financial support for staff training.

In some countries, government training offices are the contact point for RNTP. Those offices serve all sectors of the government and do not specialize in one sector. Those offices are important for training needs and institutional assessments, though they are generally inappropriate for RNTP-country interactions. RNTP must deal with the appropriate ministry or other sectoral institution.

The Forum, with a distribution of about 800 in the region (of which about 30 percent are in the private sector), is the single most important network builder. The readers, in virtually all Caribbean countries, separated by long distances, are regularly reminded of their common shelter and urban development problems and opportunities, and provided with useful information.

Although the annual conferences have addressed technical and policy themes, it is, according to many participants, their function as a networking opportunity that is most evident.

2. In an effort to formalize networking, RNTP promoted the establishment of the **Caribbean Shelter Network**. The CSN concept gained support at the July 1988 regional conference in Barbados, when the 53 participants agreed that such a regional shelter mechanism would be useful. The proposal was subsequently endorsed at the September 1988 meeting of Shelter/Settlement Ministers. Those Ministers were asked to appoint a CSN representative. (Only one CSN member represents the private sector.) RNTP then convened and facilitated the first CSN meeting held in Jamaica over a two day period in March 1989.

The CSN achieved its overall goal of establishing a structure for information exchange among common sectoral interests in the region. The CSN provided the forum to bring practitioners of all levels together to share experiences. CSN's achievements have not been sustained; since its first meeting, the CSN has not met again. And while it has served as an important institutional and government contact in many countries for RHUDO, its lack of use and visibility among those countries suggest some inherent weaknesses.

In succeeding at a most general level, the CSN concept has raised several important issues related to the question of CSN "ownership." CSN was born of RHUDO's desire to establish relationships with Caribbean countries, and its view that good contacts among those countries' shelter institutions could contribute to improvements in their shelter sectors. Consequently, RNTP set the agenda, served as facilitator, coordinated information collection and

dissemination, initiated a resource center, and generally served as a secretariat for the CSN.

As the year and a half has passed since the inaugural meeting, the CSN has been maintained by no more than RNTP's continued use of it to access people and institutions and to distribute information. As examples, the CSN was used to identify appropriate participants to the Disaster Preparedness Workshop; it was used to arrange training needs assessments in several countries. The CSN has not, unfortunately, developed a life and strong interest independent of RNTP; in fact, shelter professionals in the region are only marginally aware, if at all, of CSN. The CSN has not had any influence at the policy level with participating governments.

One reason offered for this situation is simply that the member institutions and people have no funds with which to support a second meeting, much less for other CSN activities such as the development of a journal, or arranging for regular contributions of articles to The Forum. Another reason offered is that there are other opportunities for networking provided through UNCHS (Habitat), regional institutions such as CARICOM, and national shelter and urban development programs.

The Caribbean Shelter Network is an excellent idea with an uncertain future. It should be strongly supported by RNTP.

3. The RNTP information collection and dissemination function works well. RHUDO's agenda -- that is, the messages it wants to convey to the shelter and urban development sector -- is partly promoted by the RNTP, and partly promoted during specific project implementation. The messages are clear throughout the region, but controversial in the one country -- Jamaica -- where the reality of HG implementation meets the policy messages that beneficiary affordability is important; that interest rates should gravitate to the market; that the public sector should encourage and facilitate the private sector provision of shelter and services. [On this last issue, it should be noted that while training events have promoted the ideas of private sector involvement, participants themselves have not been from the private sector.]

The RNTP has been instrumental in the development of an information system that is an integral part of USAID/Jamaica's system. As documents come in from a great variety of sources, the RNTP provides them to the Mission Library, which catalogues them on its centrally computerized system. Documents are then stored on RHUDO's very limited shelves. By using key words, titles, or authors, information can be retrieved through several personal computers in the RHUDO office. The Mission library responds to RNTP and other country requests for information searches and input to research reports. Multiple copies of some documents for distribution are kept, but they are not systematically or centrally stored, so that access to them is not easy.

The PRE/H publication, Abstracts, has had only minimal distribution in the region, but has prompted requests for publications. The Forum, which slowly increases its readership, continues to be the RNTP's main conduit for information dissemination.

4. RNTP has recently completed two important activities to guide its strategic planning for future training: (a) **training needs assessments** for six countries, in which a variety of activities have been identified, and (b) a review of **training institutions** in the region, which concluded that despite the availability of good training facilities in the region, the institutions are weak on shelter and urban development substance and faculty.

5. **Training events** supported by RNTP have generally been very good, serving many purposes in many training settings. The variety of event types, sponsors, locations, subjects covered, participants, costs, financing, etc. is shown on the chart in Annex 1.

The RNTP sponsored, developed, or otherwise promoted Caribbean participation at some 25 different training events from November 1987 through July 1990. The events included the two RHUDO annual conferences, other conferences, seminars, courses, workshops, roundtables, meetings, and students at three degree programs.

The range of institutions and faculty involved is impressive; they included universities, associations, and consultants from the Caribbean region and the U.S. Of those events for which data about gender is available, about two-thirds of the participants were male, one-third female. Nearly 500 persons in all have participated in the events. Every Caribbean country has been represented at least once, and several have been represented often.

Many of those interviewed for this evaluation had attended RNTP training events and offered the following general observations about the value of the conferences, workshops, seminars, and courses:

a) Conferences, Workshops, Seminars

- International Shelter Conference (NAR): good; that housing is a part of macroeconomics is vital to understand, and was reinforced; also government as facilitator, not implementer; housing finance was good; indexing for mortgage interest important; much more than networking.
- Informal Sector Seminar: very helpful.
- Disaster Workshop: Minister pleased with results from participation of one of his staff on the Central Emergency Committee.
- Annual conferences: good forum for dissemination of research activities, but not for training; good mostly for networking; too ambitious, academic exercise, no real substance.
- Jordan conference: interesting, but not relevant; cultural differences too great; neither valuable for substance nor networking.

b) Courses

- Fels course: useful, pointed up their own institutional weaknesses; following up with their own training for mortgage administration; simple, useful idea of payroll deductions for mortgage payments emerged from course.
- MIT course: very good, too short; will help do housing research; in context of seeking ways to lower costs, maximize use of infrastructure; idea of locating job activity and opportunities in the project, rather than elsewhere; learned also that can negotiate with donors, don't have to accept their views.
- TSS course: very good, very useful; learned how to approach projects; applying ideas currently as public negotiates with private for development; successfully getting private to look at lower-income target group through land pricing and infrastructure sharing to meet public's interest; sharing risks.
- Urban Development Software special course: very valuable; to determine best locations for land use activities, analyzing optimum points within the sector; being used in Barbados, participant trained colleagues as well; had the advantage of being specially put together by RNTTP in response to need; one on one training.
- Other comments about courses: technicians frequently frustrated after courses, since they are unable to get higher level support to put their new skills or information to use.

6. One measure of the support RNTTP receives from Missions is the extent to which housing and urban development issues are reflected in **Mission training plans**. This would not happen by RNTTP efforts alone; the RHUDO itself plays the more strategic role of establishing the importance of housing and urban development problems in a given country. In the absence of RHUDO's success in this regard, RNTTP's ability to influence AID Missions is weak. Probably the most serious problem that RNTTP faces is the difficulty of not only becoming integrated into each AID Mission's training strategy, but of being regarded as an important contributor to a Mission's program. Some projects have their own training money, so it has been difficult for RNTTP to be involved; in those projects, RNTTP was often regarded as extraneous.

- No RHUDO program, nor even the shelter sector, is in RDO/C's FY Training Plan. Although relations are apparently quite good between the RDO/C and RHUDO, the only connection in training is RDO/C's support to facilitate course attendance by trainees. RDO does have a country training plan, which has nothing on RNTTP functions. The ENCORE project is not a consequence of RNTTP.
- Despite the BCI program in Haiti -- for which the Mission feels fully supported by the RHUDO, and which has its own technical

assistance component -- there is no shelter sectoral reference in the Mission's CDSS.

- The Belize training strategy shows no RHUDO activities.
- RHUDO has had little involvement with USAID/Dominican Republic.
- The little consultation with the USAID/Jamaica education and training office has been devoted to supporting the arrangements for participant training. Communication between the RNTP and Mission on training has been apparently more by default rather than design.

In pursuing its own sectoral agenda, RHUDO has not until now looked systematically at local training institutions as resources.

While the RHUDO view is to aggressively seek access to other AID resources (a fact obvious to and sometimes resented by Missions), Missions often see RHUDO as extraneous to their programs, simply not in their plans. Missions believe RHUDO should have its own resources, from HG itself, or grant funds associated with HG.

Nevertheless, to the extent the nature of the RNTP relationship with Missions is defined by Mission support, the relationship is surprisingly good. Missions have indeed contributed to training, financing the participation of many trainees. In Jamaica, four scholarships for long term degree programs out of 30 went to urban design and physical planning personnel; Missions have supported short term courses as well.

7. **RHUDO management** of RNTP activities has been weak. In the nearly three years since its inception, the RNTP has operated under two different RHUDO directors and one acting director. Under varied management guidance and management styles, RNTP has been well managed, preparing and following annual work plans, scheduling, and budgeting, and contributing to RHUDO program reviews. RNTP has been staffed by the training officer and a part time secretary who has increasingly taken on greater administrative responsibility on a nearly full time basis. It has still been necessary for RNTP to contract for some services to assist with the production and distribution of The Forum.

RNTP's budget has averaged around \$100,000 per year, but has in fact been slightly higher each year when excess RHUDO funds have become available to RNTP near the end of the fiscal year. Although the available financial data is incomplete, it does show with certainty that the RNTP contributed about one-quarter of training event costs, and was successful in securing Mission contributions of nearly 35 percent of all costs. Most of the remainder of participant costs were paid by institutional sponsors of training events, but it is significant that governments supported their representatives on at least ten occasions. RNTP resources have indeed been used effectively.

RNTP has operated relatively independently and, as a consequence, not been well integrated into RHUDO programming. There has not been a consensus within the RHUDO on the role of training -- whether essential to project

implementation (where there are projects), whether as a promoter of shelter and urban development policies, etc. RHUDO has generally regarded the RNTP as its own functional office, with its own portfolio, rather than an office to support all other RHUDO activities. RNTP has not acted as a training advisor to the RHUDO itself. For instance, since resources for training provided in support of the KRC came from that project's grant funds, that training was managed by a RHUDO project officer with minimal involvement from RNTP; simply put, it was Mission and KRC money, so the RNTP had no control. Even in the case of RHUDO assistance to CAST, an educational institution, the RHUDO project officer managed that grant independently of RNTP.

Some training events have conveyed RHUDO policy ideas -- for example, the importance of the public sector providing incentives and otherwise facilitating the delivery of shelter and services by the private sector. Training events, however, were not designed and planned to support the implementation of specific projects, nor even the sectoral lending program; there are too few projects in the region and the RHUDO itself did not encourage it.

One RNTP goal has been virtually impossible to achieve -- to facilitate new project identification. RNTP's contacts in several countries have proved useful for the development of the one project that has an urban development component -- RDO/C's ENCORE project. Otherwise, there are simply no new capital and technical assistance initiatives in shelter and urban development in the region. RNTP could have been closely involved with the development of a new HG for the Eastern Caribbean, but that project did not go forward.

It should be noted that RNTP has been called upon to carry out activities not directly related to its networking and training functions. RNTP managed the preparation of the Kingston informational package that PRE/H requested of the RHUDO. RNTP played a very important role in facilitating the transport of excess zinc from Jamaica to other Caribbean islands in need following Hurricane Hugo; in fact, this work was possible largely due to the relationships RNTP had made in those countries.

8. The RNTP relationship with PRE/H is a good one. As a small region, however, and one in which there is a strong RHUDO presence in only one country (Jamaica), RNTP finds it difficult to identify as many appropriate candidates for U.S. training as PRE/H would like. Nevertheless, PRE/H serves as a resource for training information, provides constructive criticism of RNTP training strategies and specific training events, and expedites logistics for participants traveling to the U.S. The RNTP relationship with PRE/H information office also works well; it has been responsive with suggestions to dissemination plans, as well as with information itself.

IV. CONCLUSIONS AND RECOMMENDATIONS

Although housing and urban development problems will become more serious in the Caribbean region, capital resources from AID for the sector are unlikely to be provided in the short and medium term. Under those conditions, RHUDO must continue to demonstrate that it has relevant services to provide the countries and AID Missions. And the Regional Network and Training Program is its primary vehicle to do so. It is in this context that the following conclusions are drawn and recommendations made.

- 1. The RNTTP is vital to RHUDO's regional responsibilities.** It should be maintained and strengthened. AID does not have a lot of credibility around the region; it is often found inconsistent and ambiguous, and hence mistrusted. It is a tribute to the talent and energy of RNTTP that, despite that perception, RHUDO relationships with Caribbean counterparts are excellent, and opportunities for training assistance are high.
- 2. RHUDO should clarify what it wants to promote in the region, its policy agenda, so that RNTTP activities do indeed reflect it.** If the private sector is important, then training events can be designed for that purpose, and others tailored for that audience; the same is true for a focus on environment, natural disasters, local governments, non-governmental organizations and community groups. Once RHUDO identifies these or others as important, the RNTTP can be instrumental in promoting the ideas as well as planning, designing, and carrying out suitable training in these areas. The RNTTP must be deeply and regularly involved in support of all RHUDO plans and projects.
- 3. RNTTP should remain under direct RHUDO control, in the RHUDO office.** The idea of separating the RNTTP functions from the RHUDO has been considered, and found inappropriate at this time. Arguments in favor of changing RNTTP in that way reflect a common view that AID does not have high credibility in the region, so that institutionalizing RNTTP would serve to broaden the respect as a shelter and urban development resource, to increase its client base, and to get other donors (e.g., UN Habitat) and other institutions (e.g., CAST, UWI) more involved. To separate RNTTP from the RHUDO, however, would remove the one RHUDO program that makes RHUDO visible in many places, that does indeed promote RHUDO policies, and provides the access to sectoral personnel in every Caribbean country. A separate RNTTP simply would not reflect RHUDO.
- 4. While RNTTP can certainly be staffed by non-direct hire personnel, its activities should be strongly and frequently supported by direct-hires.** RNTTP activities should be planned with RHUDO staff to support RHUDO programs and projects. Direct-hire staff must understand and support RNTTP, even intervene with AID Missions when necessary. They should represent RNTTP opportunities with other Missions and countries when they travel the region.
- 5. Training is a very labor intensive activity -- identifying needs, developing new training events, promoting existing ones, and most labor intensive of all, identifying appropriate candidates and arranging for their participation and travel. RNTTP and RHUDO housing officers should be jointly**

participation requires a full time administrator. RHUDO should consider contracting an outside firm to handle all of the support requirements of training participants. This would permit the direct RNTTP staff to focus on the substance of training design and development. The model of RHUDO/South America (Quito) should be reviewed closely. It has contracted with a firm, not located in Quito, to handle those training support services. The firm manages some of that RHUDO's training funds, so that once a training participant is selected, arrangements for per diem, course fees, ticketing, etc. are handled by the contractor who draws funds directly from its own contracted budget.

6. The Caribbean Shelter Network is important and should be strongly supported by RNTTP. RNTTP should work with CSN to explore ways to institutionalize its operations so it is not dependent on RNTTP, nor seen as an AID body; this could begin by setting aside meeting time at the forthcoming annual conference in Barbados. The participating countries should get the momentum going again. They should contribute funds, however small, to its structure. It should be expanded to include more than the one private sector member. It should definitely coordinate and communicate with UN Habitat. CARICOM should have standing committee on shelter; in fact, CARICOM should be considered as a home for CSN. RNTTP should consider facilitating a second meeting of Caribbean Ministers of Settlement.

7. RNTTP should develop more training events that focus directly on country-identified needs. For instance, as governments reduce and eliminate programs for the construction of completed units and instead implement sites and services or other lower-cost projects, they require a new set of design, management, and implementation skills. For other government and private programs, mortgage collection systems that minimize arrears are important. And in another example, while the Disaster Workshop served its purpose with its audience, other disaster training might consider preparation for specific and known needs following a disaster, such as for the repair and re-provision of electrical supply (which may be part of an RDO/C project on Regional Utilities Maintenance).

8. Many studies that have been prepared for training use are themselves important products of RNTTP's efforts, and should be disseminated to a wider audience.

9. RNTTP should promote technical training more than policy training. The large annual conferences are important for building relationships and disseminating policy ideas, and other information, but they should not be construed as they are as important technical training events.

10. The success of training depends on matching the information to be conveyed with the needs of the trainees. While the RNTTP has been effective in identifying or developing necessary training, there has often been confusion about the target audience. This may be due in part to the limited trainee pool in the region, but whatever the reasons, **RNTTP should make extra efforts to clearly identify the target audience of a given training event.** This should be based on the programmatic intent of RHUDO and the program content of

the event. The CSN should continue to be used to help RNTTP identify course candidates.

11. **RNTTP's recently completed work on training needs assessments and regional training institutions should serve as a base for promoting the development of specific training modules by regional institutions.**

12. The level of awareness about AID's policies and programs in shelter and urban development varies greatly throughout the region. **RNTTP should prepare a brochure for distribution by AID and RHUDO officers -- a "calling card" to be able to leave behind after a meeting.** It would describe AID and RHUDO, identify key policies, programs, goals, and objectives. It would provide information on resources, training, and contacts.

13. RHUDO simply has limited funds to support training. **It should continue to seek access to funds from other AID sources (Missions, PRE/H, OFDA).** At the same time, **RHUDO should consider developing a separate project to support training regionally, (or PRE/H consider developing a worldwide training project, like its Urban Development Support Services).**

14. The training opportunities that RNTTP supports -- short courses, seminars, workshops, etc. -- is a good mix. One other type -- apprenticeship -- has been considered in the past, but never implemented. **RNTTP should develop apprenticeship programs, most appropriately for staff of private developers who are delivering housing and urban services for low-income families.** A program could be structured with U.S. based developers who would take on apprentices for a several month period. AID would cover living expenses, their current employer would pay their normal salaries, and the U.S. firm would (after developing a work plan) be provided with additional staff for free. AID's Entrepreneurs International program -- designed to bring entrepreneurs from developing countries to the U.S. for on-the-job training with U.S. businesses -- is a suitable mechanism to carry out apprentice programs for private developers. RNTTP should explore this possibility.

15. **RNTTP should be closely involved in training design and implementation even for the few HG or other RHUDO urban development projects in the region.** RNTTP can contribute substantive training input to the design and implementation of the ENCORE project, for example.

16. **The Forum should be maintained;** it is important not only to RHUDO's presence in the region, but to disseminating information and building relationships. It can be improved, however, with more technical articles, with better graphic design, and with a more efficient distribution system and mailing list.

17. Given the limited resources and space, the RNTTP resource center, as it functions through the Mission library, is adequate. The shelf space in the RHUDO office, however, is woefully inadequate; **RNTTP should seek more space. RNTTP resources can gain greater use by being promoted in The Forum.** Also, RNTTP would benefit if the Mission library established a working relationship with the PRE/H information office.

18. The annual regional conferences have been important opportunities to build relationships and to look closely at relevant research. The conferences, however, have not provided technical training. There is a common view that the conferences are overdone -- that is, too frequent (annually), too high level, too many of the same people each year, and too much "preaching to the converted." In planning conferences, **RNTP should consider significant changes in the target participant group each year, so that many of the same people do not return year after year.** One year's conference, for instance could be targeted to private sector developers, another to PVOs, NGOs, and community groups, another to the environmental community. Regardless of the conference theme and participants, RNTP should plan post-conference trips and/or consultancies to follow up issues raised in specific countries.

19. **The RNTP must strengthen its relations with AID Missions in the region.** This is important to RHUDO's effectiveness as a resource for an important sector. RNTP involvement with AID Missions will not work without the strong support from the RHUDO chief (and other RHUDO staff) as they interact with those Missions.

20. AID is not the only donor active in shelter and urban development in the region. Donor coordination continues to be important to maximize resources, to promote consistent policies, and to provide complementary resources. **RNTP should maintain and strengthen donor communication in the region, with particular attention to U.N. Habitat, which carries out its own networking activities.**

**Annex 1: Training Activities Undertaken
by RHUDO/Caribbean, November 1987 - July 1990**

Training Activities Undertaken by RHJDO/Caribbean, November 1987-July 1989

Type of Event	Location	Name of Event	Institution/Faculty	Duration/Dates	Caribbean Participants			Number of Caribbean Countries	Costs						Total	Sponsor
					Male	Female	Total		RHJDO	Missions	Governments	Private	Other			
Annual Conference	Barbados	Caribbean Regional Conference on Low Income Shelter and Urban Development Strategies	RHJDO	two days 7/88	19	10	29	1	\$30,500	\$2,200	0	0	\$3,800	\$36,500	RHJDO	
Annual Conference	St. Lucia	Urban Land Management and Development Strategies	RHJDO	three days 7/89	43	10	53	12	\$35,000	\$21,000	\$10,500	0	0	\$66,500	RHJDO	
Conference	Jamaica	Caribbean Shelter Network	RHJDO	two days 3/89	9	3	12	9	\$4,800	0	0	0	0	\$4,800	RHJDO	
Conference	Jordan	Housing Finance	NA	one week 6/88	1	2	3	1	0	\$11,400	0	0	0	\$11,400	USAID/Jordan, Jordan Housing Bank	
Conference	Dominican Republic	CABSHFI Housing Conference	CABSHFI	11/87			115	13	\$10,000	0	0	0	\$110,000	\$120,000	Caribbean Assoc. of Building Societies	
Conference	Washington, D.C.	Third International Shelter Conference	Nat. Assoc. of Realtors	one week 4/89	2	2	4	1	0	\$3,800	\$3,800	0	0	\$7,600	Nat. Assoc. of Realtors	
Conference	Washington, D.C.	Washington Policy Conference	AID/PRE/H	four days 11/89	4	1	5	4	\$6,500	\$3,000	0	\$1,500	0	\$11,000	PRE/H, National Assoc. of Realtors	
NA	Portugal	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	AID	
Seminar	Washington, D.C.	Understanding and Implementing Public/Private Sector Partnerships	Technical Support Services	two weeks 9/89	1	1	2	2	\$4,800	\$4,800	\$800	0	0	\$10,000	Technical Support Services	
Seminar	Argentina	Regional Seminar on Informal Housing	RHJDO/SA	two days 12/88	1	0	1	1	NA	NA	NA	NA	NA	NA	RHJDO/South America	
Seminar	St. Vincent	Informal Shelter Lector	Lan Ishmael	one day 9/88	NA	NA	35	1	\$1,000	NA	NA	NA	NA	NA	Government of St. Vincent and the Grenadines	
Course	Philadelphia, Pa.	Housing Finance	Fels Center of Government	three weeks 5/90	0	1	1	1	0	\$5,300	\$450	0	0	\$5,750	Fels	
Course	Cambridge, Mass	Eighth International Training Program	Harvard University	one month 10/89	1	0	1	1	\$6,300	0	\$2,200	0	0	\$11,400	Age Khan Unit for Housing and Urbanization	

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Training Activities Undertaken by RHUDO/Caribbean, November 1987-July 1990

Type of Event	Location	Name of Event	Institution/Faculty	Duration/Dates	Caribbean Participants			Number of Caribbean Countries	Costs					Total	Sponsor
					Male	Female	Total		RHUDO	Missions	Governments	Private	Other		
Course	Jamaica	Tourism and Physical Development in the Caribbean	College of Arts, Science and Technology	one week 7/88	14	15	29	2	0	\$14,500	\$5,500	\$560	\$560	\$21,100	RHUDO
Course	Berkeley, CA	Successful and Development in Developing Countries	University of California	6/90	1	0	1	1	0	\$3,985	0	0	0	\$3,985	RHUDO
Workshop	Barbados	Disaster Preparedness, Rehabilitation, and Reconstruction for the Shelter Sector	Abt Associates	one and one-half days 5/80	25	5	30	18	\$18,400	\$800	0	0	\$6,000	25,200	PCOPPP, OFDA, USAID
Workshop	Cambridge, Mass.	Biennial International Shelter Workshop: Changing Roles - Urban Management and Housing in the Third World	Massachusetts Institute of Technology	twelve days 6/80	0	1	1	1	\$3,400	0	\$450	0	0	\$3,850	MIT
Workshop	Jamaica	Regional Workshop on the Informal Shelter Sector	RHUDO	two days 1/88	NA	NA	13	3	\$6,000	0	0	0	0	\$6,000	RHUDO
Workshop	Jamaica	Caribbean Regional Workshop on Development Standards	Jamaica TCBA	four days 2/88	NA	NA	62	0	\$5,500	0	0	0	\$69,200	\$74,700	Town and Country Planning Assoc. of Jamaica
NA	Dominica	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Roundtable	Jamaica	Regional Roundtable on Home Improvement Lending	Elaine Weis Alan Jones	half-day 5/88	18	7	25	3	\$2,900	0	0	0	0	\$2,900	RHUDO, BCI
Meeting	Trinidad	Caribbean Housing Ministers	Urban Institute RHUDO	two days 9/88	28	21	49	12	\$10,500	0	\$2,000	0	\$10,500	\$23,000	RHUDO, UNCHS, UNIFEM, CABSHFL, CARICOM
Degree	New Brunswick, New Jersey	Bachelor of Science in Environmental Planning	Rutgers University	2 years 1987-1989	0	1	1	1	0	\$38,539	\$500	0	0	\$39,039	PTIC, USAID/Jamaica
Degree	New Brunswick, New Jersey	Bachelor of Science in Urban Development and Physical Planning	Rutgers University	2 years 11/89-1991	0	1	1	1	0	\$39,800	\$500	0	0	\$40,300	PTIC, USAID/Jamaica
Degree	Charlottesville, Virginia	Bachelor of Science in Urban Planning	University of Virginia	2 years 1989-1991	1	0	1	1	0	\$56,548	0	0	0	\$56,548	PTIC, USAID/Jamaica

Source: RHUDO/Caribbean; NA: Not available.

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Annex 2: List of Persons Interviewed

Jamaica

John Junor, Minister of State, Ministry of Development, Planning and Production

Sonia Jackson, General Manager, Caribbean Housing Finance Corporation

Dorothy Whyte, Company Secretary, Caribbean Housing Finance Corporation

Vincent George, Director of Research, Urban Development Corporation

Sheron Newman, Project Officer, Urban Development Corporation

Barbados

Allan Jones, Chief Housing Planner, Ministry of Housing

Richard Shephard, Ministry of Housing

Len Ishmael, University Lecturer, Center for Resource Management & Environmental Studies, University of the West Indies

Lionel Nurse, Chief Town Planner, Town and Country Planning Development Office

St. Lucia

Adrian Dolcy, General Manager, Housing and Urban Development Corporation

Pamela St. Prix, Government Training Officer

St. Vincent

Louis Jones, Minister of Housing, Local Government and Community Development

Owen Cuffy, Permanent Secretary, Ministry of Housing Local Government, and Community Development

Bentley Browne, Physical Planner, Ministry of Finance and Planning

U.S. Agency for International Development

Monique Cohen, Training Advisor, PRE/H

Lane Smith, former Chief, RHUDO/CAR

William Gelman, Chief, RHUDO/CAR
Maureen Webber, Training Officer, RHUDO/CAR
George Deikun, Housing Officer, RHUDO/CAR
Thomas McAndrews, RHUDO/CAR
Sonia Miller Jackson, RHUDO/CAR
Robert Dubinsky, RHUDO/CAR
Larry Armstrong, Assistant Director, RDO/C
Sylvia Samuels, Training Officer, RDO/C
Nichole Thompson, Assistant Training Officer, RDO/C
Robert Posner, RDO/C
Marilyn A. Zak, Acting Director, USAID/Jamaica
William Charleson, Director, Office of Education and Training,
USAID/Jamaica
Gail Hall, Mission Librarian, USAID/Jamaica
Skip Kissinger, Financial Advisor and Acting Chief, Private Sector
Office, USAID/Haiti
Joseph P. Carney, Chief, Education and Human Resources Division, Bureau
for Latin America and the Caribbean, AID/Washington