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Last Updated: 06/23/2026

The total cost per country is summarized below:

<u>Country</u>	<u>Total Cost</u>
Antigua/Barbuda	42,500
Barbados	42,537
Belize	47,932
Costa Rica	75,200
Dominica	86,952
Dominican Republic	86,968
Guatemala	54,676
Honduras	84,592
Haiti	90,632
Montserrat	41,274
Jamaica	143,844
St. Kitts/Nevis	56,274
St. Lucia	94,952
St. Vincent	48,450
Turks & Caicos	37,602
Total	\$1,034,385

Detailed breakdowns of estimates are attached as Attachment "A".

PEACE CORPS CBI POTENTIAL EXPENDITURES FOR 1983 AT MAXIMUM IMPLEMENTATION

ATTACHMENT A

COUNTRY	NO. PROJECTS	TYPE OF PROJECT (PRELIMINARY ESTIMATE)	NO. OF PCV	COST OF TRAINING (PCV)	COST OF PCV SUPPORT (TRANSPORTATION, LIVING ALLOWANCE, LV ALLOWANCE)	COMM. AGRIBUSINESS EXPERT TECHNICAL ASST. TO PCV IN TECHNICAL TRIALS & BUSINESS PLAN DEVELOPMENT	SUPPLIES & EQUIPMENT FOR FIELD TRIALS & DEMONSTRATION	TOTALS
ANTIGUA/ BARBUDA	1	CORN/CORN MEAL PROCESS.	2	6,400	6,100	14,000	16,000	42,500
BARBADOS	2	SHEEP AND VEG. PRODUCT.	3	9,600	8,937	14,000	10,000	42,537
BELIZE	1	FISHERIES	2	6,400	6,532	20,000	15,000	47,932
COSTA RICA	2	ROOT CROPS FISHERIES	4	15,600	11,600	28,000	20,000	75,200
DOMINICA	3	MOHOGANY: PIC- TURE FRAMES OYSTERS/CRAW- FISH	4	12,800	12,152	42,000	20,000	86,952
DOMINICAN REPUBLIC	2	POULTRY/SWINE SHEEP & GOATS	4	15,600	17,368	34,000	20,000	86,968
GUATEMALA	2	FRUIT TREES VEG. PRODUCT.	2	7,800	8,876	28,000	10,000	54,676
HONDURAS	2	FISHERIES VEG. PRODUCT.	4	15,600	14,992	34,000	20,000	84,592
HAITI	2	SWINE/POULTRY FRUIT TREES	4	19,200	16,432	40,000	15,000	90,632
MONTSERRAT	1	FISHERIES	1	3,200	3,074	20,000	15,000	41,274
JAMAICA	4	SHEEP/GOATS SHRIMP, VEG. FIBRES, HORTI- CULTURE	8 *	19,200	23,644	71,000	30,000	143,844
ST. KITTS/ NEVIS	1	FISHERIES/ FISH PRODUCT.	1	3,200	3,074	25,000	25,000	56,274
ST. LUCIA	2	FISHERIES FRUIT TREES & VEG. FIBRE	4	12,800	12,152	45,000	25,000	94,952
ST. VINCENT	2	CRAWFISH PEANUTS/PEA- NUT PROCESS.	2 **	3,200	5,250	30,000	10,000	48,450
TURKS & CAICOS	1	SHELLFISH	1	3,200	4,402	20,000	10,000	37,602
TOTALS	27		46	\$153,800	\$154,585	\$465,000	\$261,000	\$1,034,385

* 2 Already on site

** 1 Already on site

ANTIGUA/BARBUDA

PROJECT:

Corn Production/Corn Meal Processing for Human Consumption

PCV's:

1 AG/CORN Production Specialist
1 A.B. Business Specialist

TRAINING COST:

2 PCV's x 8 weeks each @ \$400 per week 6,400

PCV SUPPORT COST:

2 PCV's Air Transportation @ \$850 each, Living
and Leave Allowance @ \$2200 each 6,100

COMMERCIAL EXPERT:

Corn Meal Milling, Processing and Marketing for
40 days @ \$300 plus Air Transportation and
Typing Costs @ \$2000 14,000

SUPPLIES & EQUIPMENT:

Small Scale Hammer Mill and Supplies to make
Drying Equipment 16,000

TOTAL: \$42,500

BARBADOS

PROJECT:

- (a) Blackbelly Sheep Commercial Start-Up Assistance
- (b) Vegetable Production and Marketing

PCV's:

- 1 Forage Agronomist
- 1 Vegetable Extension Specialist
- 1 Vegetable Processing and Marketing Specialist

TRAINING COST:

3 PCV's x 8 weeks each @ \$400 per week 9,600

PCV SUPPORT COSTS:

3 PCV's Air Transportation @ \$850 each, Living
and Leave Allowance @ \$2129 each 8,937

COMMERCIAL EXPERT:

Vegetable and Fruit Production and Marketing
for 40 days @ \$300 plus Air Fare and Typing
@ \$2000 14,000

SUPPLIES AND EQUIPMENT:

Demonstration Vegetable Production Equipment
@ \$5000, Vegetable Sorting Equipment and
Market Test Expenses @ \$5000 10,000

TOTAL: \$42,537

BELIZE

PROJECT:

Pelagic Fisheries

PCV's:

1 Boat and Gear Specialist
1 Fish Marketing Specialist

TRAINING COST:

2 PCV's x 8 weeks @ \$400 per week 6,400

PCV SUPPORT COSTS:

2 PCV's Air Transportation @ \$850 each, Living
and Leave Allowance @ \$2416 each 6,532

COMMERCIAL EXPERT:

Pelagic Commercial Fishing for 60 days @ \$300
plus Air Fare and Typing @ \$2000 20,000

SUPPLIES AND EQUIPMENT:

Materials for Boad Modification & Demonstration
Fishing Gear 15,000

TOTAL: \$47,932

COSTA RICA

PROJECT:

- (a) Commercial Root Crops
- (b) Fish Farming

PCV's:

- 1 Root Crop Processing Technician
- 1 Vegetable Marketing Technician
- 1 Fish Farming Technician
- 1 Fish Marketing Technician

TRAINING COSTS:

4 PCV's x 12 weeks @ \$325 per week	15,600
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PCV SUPPORT COSTS:

4 PCV's Air Transportation @ \$850, Living and Leave Allowance @ \$2050 each	11,600
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COMMERCIAL EXPERT:

Root Crop Processing & Marketing for 40 days @ \$300 plus Transportation and Typing @ \$2000, Fish Marketing for 40 days @ \$300 plus Transportation and Typing @ \$2000	28,000
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SUPPLIES AND EQUIPMENT:

Root Crop Processing Equipment @ \$10,000, Fish Marketing Demonstration Equipment @ \$10,000	20,000
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TOTAL:	<u>\$75,200</u>
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DOMINICA

PROJECT:

- (a) Mohogany/Picture Frame Production
- (b) Oyster Production
- (c) Crayfish Production

PCV's:

- 1 Wood Products Specialist
- 1 A. B. Business Specialist
- 1 Oyster Specialist
- 1 Crayfish Specialist

TRAINING COST:

4 PCV's x 8 weeks @ \$400 per week	12,800
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PCV SUPPORT COSTS:

4 PCV's Air Transportation @ \$850, Living and Leave Allowance @ \$2188 each	12,152
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COMMERCIAL EXPERT:

Commercial Cabinet Maker for 40 days @ \$300, Oyster Production for 40 days @ \$300, Cray- fish Production for 40 days @ \$300 plus \$6000 Transportation and Typing	42,000
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SUPPLIES AND EQUIPMENT:

Demonstration Cutting and Cabinet Making Equip- ment @ \$8000, Materials & Supplies for Demon- stration Oyster Farming Process @ \$7000, Materials and Supplies for Demonstration Crayfish Farming Process @ \$5000	20,000
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TOTAL:	<u>\$86,952</u>
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DOMINICAN REPUBLIC

PROJECT:

- (a) Swine/Poultry Combined Production
- (b) Sheep/Goat Combined Production

PCV's:

- 1 Animal Husbandry
- 1 Poultry Specialist
- 1 Small Ruminant Specialist
- 1 A.B. Business Specialist

TRAINING COSTS:

4 PCV's x 12 weeks @ \$325 per week	15,600
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PCV SUPPORT COSTS:

4 PCV's Air Transportation @ \$850, Living and Leave Allowance @ \$3492 each	17,368
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COMMERCIAL EXPERT:

Poultry/Swine Production Combination Specialist for 40 days @ \$300, Sheep/Goat Production Specialist for 60 days @ \$300 plus Air Trans- portation and Typing @ \$4000	34,000
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SUPPLIES AND EQUIPMENT:

Demonstration Poultry/Swine Production Materials @ \$15,000, Sheep/Goat Demonstration Materials and By-Products Testing @ \$5000	20,000
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TOTAL:	<u>\$86,968</u>
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GUATEMALA

PROJECT:

- (a) Commercial Fruit Tree Production
- (b) Commercial Vegetable Production

PCV's:

- 1 Fruit Tree Specialist
- 1 Vegetable Production/Marketing Specialist

TRAINING COSTS:

2 PCV's x 12 weeks @ \$325 per week	7,800
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PCV SUPPORT COSTS:

2 PCV's Air Transportation @ \$850, Living and Leave Allowance @ \$3588 each	8,876
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COMMERCIAL EXPERT:

Fruit Production & Marketing for 40 days @ \$300, Vegetable Production & Marketing for 40 days @ \$300 plus Air Transportation and Typing @ \$4000	28,000
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SUPPLIES AND EQUIPMENT:

Fruit Grading & Processing and Demonstration Equipment @ \$5000, Vegetable Grading and Processing Equipment @ \$5000	10,000
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TOTAL:	\$54,676

HONDURAS

PROJECT:

- (a) Commercial Vegetable Production
- (b) Pelagic Fisheries

PCV's:

- 1 Vegetable Production Specialist
- 1 Vegetable Marketing Specialist (A.B. Business)
- 1 Boat & Gear Specialist
- 1 Fish Processing/Marketing Specialist

TRAINING COSTS:

4 PCV's x 12 weeks @ \$325 per week	15,600
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PCV SUPPORT COSTS:

4 PCV's Air Transportation @ \$850 each, Living and Leave Allowance @ \$2898 each	14,992
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COMMERCIAL EXPERT:

Vegetable Production/Marketing for 40 days @ \$300, Pelagic Fisheries Production & Marketing for 60 days @ \$300 plus Air Transportation and Typing @ \$4000	34,000
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SUPPLIES AND EQUIPMENT:

Vegetable Production Demonstration Materials @ \$5000, Boat Modification & Fish Gear Demon- stration Materials @ \$15,000	20,000
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TOTAL:	<u>\$84,592</u>
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HAITI

PROJECT:

- (a) Swine/Poultry Production
- (b) Fruit & Forage Tree Production

PCV's:

- 1 Swine Production Specialist
- 1 Poultry Production Specialist
- 1 Fruit Tree Production Specialist
- 1 A. B. Business Specialist

TRAINING COSTS:

4 PCV's x 12 weeks @ \$400 per week	19,200
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PCV SUPPORT COSTS:

4 PCV's Air Transportation @ \$850 each, Living and Leave Allowance @ \$3258 each	16,432
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COMMERCIAL EXPERTS:

Swine/Poultry Combined Production for 60 days @ \$300, Fruit Tree Production Specialist for 60 days @ \$300 plus Air Transportation and Typing @ \$4000	40,000
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SUPPLIES AND EQUIPMENT:

Swine/Poultry Production Demonstration Equipment	15,000
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TOTAL:	<u>\$90,632</u>
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MONTSERRAT

PROJECT:

Fisheries

PCV's;

1 Fisheries Specialist

TRAINING COSTS:

1 PCV x 8 weeks @ \$400 per week	3,200
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PCV SUPPORT COSTS:

1 PCV Air Transportation @ \$850, Living and Leave Allowance @ \$2,224	3,074
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COMMERCIAL EXPERT:

Fisheries Production & Marketing for 60 days @ \$300 plus Air Transportation and Typing @ \$2000	20,000
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SUPPLIES AND EQUIPMENT:

Fisheries Demonstration Equipment	15,000
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TOTAL:	<u>\$41,274</u>
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JAMAICA

PROJECT:

- (a) Sheep/Goat Combined Production
- (b) Vegetable Fibre for Handcraft
- (c) Commercial Horticulture
- (d) Shrimp Farming

PCV's:

- 1 Shrimp Production Specialist
- 1 Vegetable Fibre Processing Specialist
- 1 Crafts/Marketing Specialist
- 1 Small Ruminant Animal Specialist
- 3 A. B. Business Specialists

TRAINING COSTS:

6 PCV's x 8 weeks @ \$400 per week	19,200
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PCV SUPPORT COSTS:

6 PCV Air Transportation @ \$850 each, 8 PCV Living and Leave Allowance @ \$2,318 each	23,644
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COMMERCIAL EXPERT:

Sheep/Goat Combination Production & Marketing Specialist for 80 days @ \$300, Commercial Vegetable Fibre Processing for 40 days @ \$300, Horticulture Production & Marketing for 60 days @ \$300, Shrimp Production Specialist for 40 days @ \$300, plus Air Transportation and Typing @ \$5000	71,000
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SUPPLIES AND EQUIPMENT:

Sheep & Goat Demonstration and By-Product Testing @ \$5,000, Vegetable Fibre Processing & Testing Equipment @ \$10,000, Horticulture Production Demonstration Materials @ \$7,000, Shrimp Pro- duction Supplies and Materials @ \$8,000	30,000
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TOTAL:	<u>\$143,844</u>
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ST. KITTS/NEVIS

PROJECT:

Commercial Pelagic Fish Production and Processing for Export

PCV's:

1 Fisheries Specialist

TRAINING COSTS:

1 PCV x 8 weeks @ \$400 per week 3,200

PCV SUPPORT COSTS:

1 PCV Air Transportation @ \$850, Living and
Leave Allowance @ \$2,224 each 3,074

COMMERCIAL EXPERT:

1 Boat & Gear Specialist for 40 days @ \$300,
1 Fish Processing Specialist for 30 days @ \$300,
plus Air Transportation and Typing @ \$4,000 27,000

SUPPLIES AND EQUIPMENT:

Boat Modification and Demonstration Gear @ \$20,000,
Fish Processing Test Materials @ \$5,000 27,000

TOTAL: \$56,274

ST. LUCIA

PROJECTS:

- (a) Commercial Fisheries
- (b) Vegetable Fibre for Handcrafts

PCV's:

- 1 Boat & Gear Specialist
- 1 A. B. Business Specialist
- 1 Horticulture Specialist
- 1 Craft Production & Marketing Specialist

TRAINING COSTS:

4 PCV's x 8 weeks @ \$400 per week	12,800
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PCV SUPPORT COSTS:

4 PCV's Air Transportation @ \$850, Living and Leave Allowance @ \$2188 each	12,152
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COMMERCIAL EXPERT:

1 Pelagic Fisheries Expert for 50 days @ \$300, 1 Vegetable Fibre Production & Processing Expert for 40 days @ \$300, 1 Crafts Production Design & Marketing Expert for 40 days @ \$300 plus Air Transportation and Typing @ \$6,000	45,000
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SUPPLIES AND EQUIPMENT:

Boat Modification & Demonstration Gear @ \$15,000, Vegetable Fibre Processing Demonstration Equip- ment @ \$3,000, Crafts Production Demonstration Materials & Equipment @ \$7,000	25,000
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TOTAL:	<u>\$94,952</u>
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ST. VINCENT

PROJECT:

- (a) Commercial Crayfish for Export
- (b) Peanut Production & Processing

PCV's:

- 1 Crayfish Specialist (now on site)
- 1 AB Business Specialist

TRAINING COST:

1 PCV x 8 weeks @ \$400	3,200
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PCV SUPPORT COST:

1 PCV Air Transportation @ \$850	
2 PCV's Living Allowance & Leave Allowance @ \$2200 each	5,250

COMMERCIAL EXPERT:

1 Crayfish Production & Marketing Expert for 60 days @ \$300	
1 Peanut Processing & Marketing Expert for 30 days @ \$300	
Air Transportation & Typing @ \$3,000	30,000

SUPPLIES & EQUIPMENT:

Crayfish Production Demonstration Equipment & Supplies @ \$7,000 and Peanut Processing Demonstration Equipment @ \$3,000	10,000
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TOTAL:	<u>\$48,450</u>
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TURKS & CAICOS ISLANDS

PROJECT:

Conch Shellfish Production

PCV's:

1 Conch Processing & Marketing Specialist

TRAINING COST:

1 PCV x 8 weeks @ \$400 per week	3,200
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PCV SUPPORT COST:

1 PCV Air Transportation @ \$850 and Living Allowance and Leave Allowance @ \$3552	4,402
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COMMERCIAL EXPERT:

Conch Shellfish Production & Marketing for 60 days @ \$300 plus Air Transportation and Typing costs @ \$2,000	20,000
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SUPPLIES & EQUIPMENT:

Conch Shellfish & by-products production Testing & Demonstration Equipment & Supplies	10,000
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TOTAL:	<u>\$37,602</u>
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PEACE CORPS IN-SERVICE TRAINING FOR AGRO-ENTERPRISE PRE-FEASIBILITY ASSESSMENT

Background

Peace Corps has focused its participation in the Caribbean Basin Initiative on the development of small and medium scale business primarily in the agro-industry and agro-business area.

Peace Corps is aware that funds presently exist for loans to promising agro-enterprises if complete feasibility studies and detailed business plans were completed. A blockage to development exists because such plans are not being made. A major reason for this agro-enterprise development blockage is that neither the public nor private sector in the host countries have the expertise or the personnel to do them.

Peace Corps has agricultural Volunteers deployed throughout the Caribbean Basin Area. Agriculture is one of Peace Corps most effective technical programs. PCVs and their counterparts encounter potential agro-business and agro-industry ideas on a daily basis. Peace Corps CBI effort will concentrate on helping to bring these ideas to fruition.

The first task in helping in the development of new or expanded agro-enterprises is to thoroughly determine which of the agro-business or agro-industry ideas appear sufficiently feasible to warrant the time and effort which development of full business plans requires.

Peace Corps proposes to help accomplish this task through this agreement for in-service training of PCVs and their counterparts on how to do pre-feasibility evaluations. Following this the PCVs and their counterparts would perform prefeasibility evaluations on potential agro-enterprises within 90 days and submit complete written documents on each evaluation.

General Description of the In-Service Training Program

The overall goal of the in-service training effort is to provide PCVs and their host country counterparts working in agriculture in the English speaking Caribbean with sufficient knowledge and skills to be able to perform pre-feasibility evaluations in agro-industry and agro-business.

To accomplish this Peace Corps with the cooperation of USAID will utilize the firm of Watson and Rice which has an existing Indefinite Quantity Contract with AID. Watson and Rice in turn has entered into a collaborative agreement with the Caribbeana Council which will supply three highly qualified agro-enterprise professionals with direct practical experience in the Caribbean. Watson and Rice will manage the training program and undertake the market assessment portion of the training program.

The expectation is that within 90 days following the end of training approximately 18 - 24 pre-feasibility studies will be completed by the PCVs and their host country counterparts who receive the training.

Peace Corps plans to follow up the prefeasibility phase by recruiting, training, and fielding Volunteers to help develop complete business plans and to perform other tasks which will lead to actual implementation of the agro-enterprises.

IN-SERVICE TRAINING IN AGRO-ENTERPRISE PRE-FEASIBILITY ASSESSMENT

Statement of Work

The Contractor shall provide all necessary qualified personnel both directly and through subcontract as well as all materials, equipment, and services (including international and local travel, per diem , communications etc.) necessary to accomplish the in-service training of approximately 45 PCV and approximately 45 of their host country counterparts in the countries of the English speaking Caribbean as set forth herein.

A. Pre-Training Reconnaissance and Research

1. On Site Visit

The Contractor shall perform pre-training reconnaissance and research for the in-service training program being planned. The contractors agro-business expert training team leader shall conduct a 10 working day visit to Belize, Barbados, St. Vincent, St. Lucia, Dominica, St. Kitts, Antigua, and Jamaica to representative sites/host country agencies where PCVs are working in agriculture including fisheries. The visit shall be carried out within 4 - 5 weeks after approval of the task order, preferably in company with the Peace Corps CBI coordinator, and shall include but not be limited to the following subtasks:

- a. Interview the representative Peace Corps Directors, Program and Training Officers and Agricultural program managers concerning possible agro-business and agro-industry projects already identified or to be explored, the selection criteria for PCVs and host country counterparts to contact for invitation to in-service training and pre-training interview.
- b. Conduct pre-training interview with selected PCVs and host country counterparts to assess the principle agro-business and agro-industry focal points which would be most relevant and useful in the in-service training on pre-feasibility evaluations.

- c. Conduct appropriate observational site visits to obtain information relevant to preparing the in-service training program including but not limited to: statistical data collecting points, host country agency functions, land use, climate and environmental data, relevant host country planning documents and statements.
- d. Contact appropriate international lending or donor agencies with officers in host countries and where appropriate secure and plan their participation in the in-service training workshop.
- e. Arrange the hiring of a local part time secretary to insure good logistical preparations on the local level in the three sites where the training will take place.

2. Task Orientation Meeting

The Contractor shall plan and conduct a trainers task orientation meeting of 2 days duration to be held within 2 weeks following completion of the Reconnaissance trip. The meeting shall include but not be limited to:

- a. A briefing on the background and purpose of the in-service training program on agro-business pre-feasibility evaluation.
- b. A written report and discussion of the Reconnaissance trip.
- c. Development of the training program outline and assignment of responsibility for preparing training program components.
- d. Other joint planning or logistical arrangements as required.

3. Preparation of Training Materials

The Contractor shall insure that all training materials are completed as assigned within 2 weeks following the task orientation meeting. All materials should then be assembled as appropriate into complete training package. The training curriculum and training materials should be submitted to the Peace Corps Coordinator of the Caribbean Basin Initiative in sufficient time to permit review and approval prior to use in the training program.

A package of appropriate training resource material should be prepared for each trainee.

B. Facilitation of Host Country counterpart Participation in the Training Sessions

The Contractor shall establish the contacts, planning, logistics and reimbursement mechanisms to insure participation of approximately 45 host country counterparts in the in-service training for agro-business/agro-industry pre-feasibility evaluation. The cost of this, largely travel and per diem, should be included in the Contractor's budget.

The goals of this provision are:

- a. To insure an ample input of local knowledge and cultural awareness into the training sessions.
- b. To insure that the host country participation and understanding of the methodology and importance of the pre-feasibility effort is sufficient to enable them to acquire a permanent skill as they share in this effort in their respective countries following the training.

C. In-Service Training on Agro-Business and Agro-Industry Pre-Feasibility Evaluation

The Contractor shall provide a one week in-service training course at each of three sites - Belize, Jamaica and a site in the Eastern Caribbean to be determined by Peace Corps Inter-American Operations.

The goal of the training is to impart sufficient knowledge and skills to the Peace Corps Volunteers and their host country counterparts to enable them to undertake and successfully complete pre-feasibility evaluations of agro-industry and agro-business projects at their respective work sites.

The training would be divided into general sessions and subsector specific sessions.

1. General Sessions

The general sessions would be attended by all trainees and would include but not be limited to the following topics:

- a. The place of agro-industry/agro-business in a developing economy with special reference to the Caribbean.
- b. How to spot a potential agro-industry/agro-business opportunity.
- c. An exercise in identifying potential agro-industry/agro-business opportunities and in ranking them in a priority system.
- d. Sources of information on international market information and how to utilize them in a pre-feasibility evaluation.
- e. How to identify and tap into local sources of information for use in a pre-feasibility evaluation.
- f. Practices and requirements of agro-business and agro-industry lending institutions.
- g. How to undertake or link in to the next step in developing the opportunity.
- h. How to write a pre-feasibility assessment.

2. Subsector Specific Sessions

Under the management of agro-industry experts in each of three sub-sectors of livestock, horticulture and fruit silva culture, and fisheries, instruction will be provided in the methodology of a pre-feasibility evaluation relevant to each subsector. Particular attention should be paid to prevalent conditions and influencing factors in the Caribbean area. The pre-feasibility evaluation instruction would include but not be limited to such factors as how to do a pre-feasibility analysis and evaluation of:

- a. Prevailing conditions in the subject agro-industry.
- b. Present production and marketing systems.
- c. Production potential.
- d. Marketing potential.
- e. Human factors vis a vis manpower availability, training, economic and cultural influences and input.

- f. Relevant laws, regulations and national development plans.
- g. Analysis of constraints.
- h. Possible specific business strategies.
- i. Preliminary cost and revenue estimates.

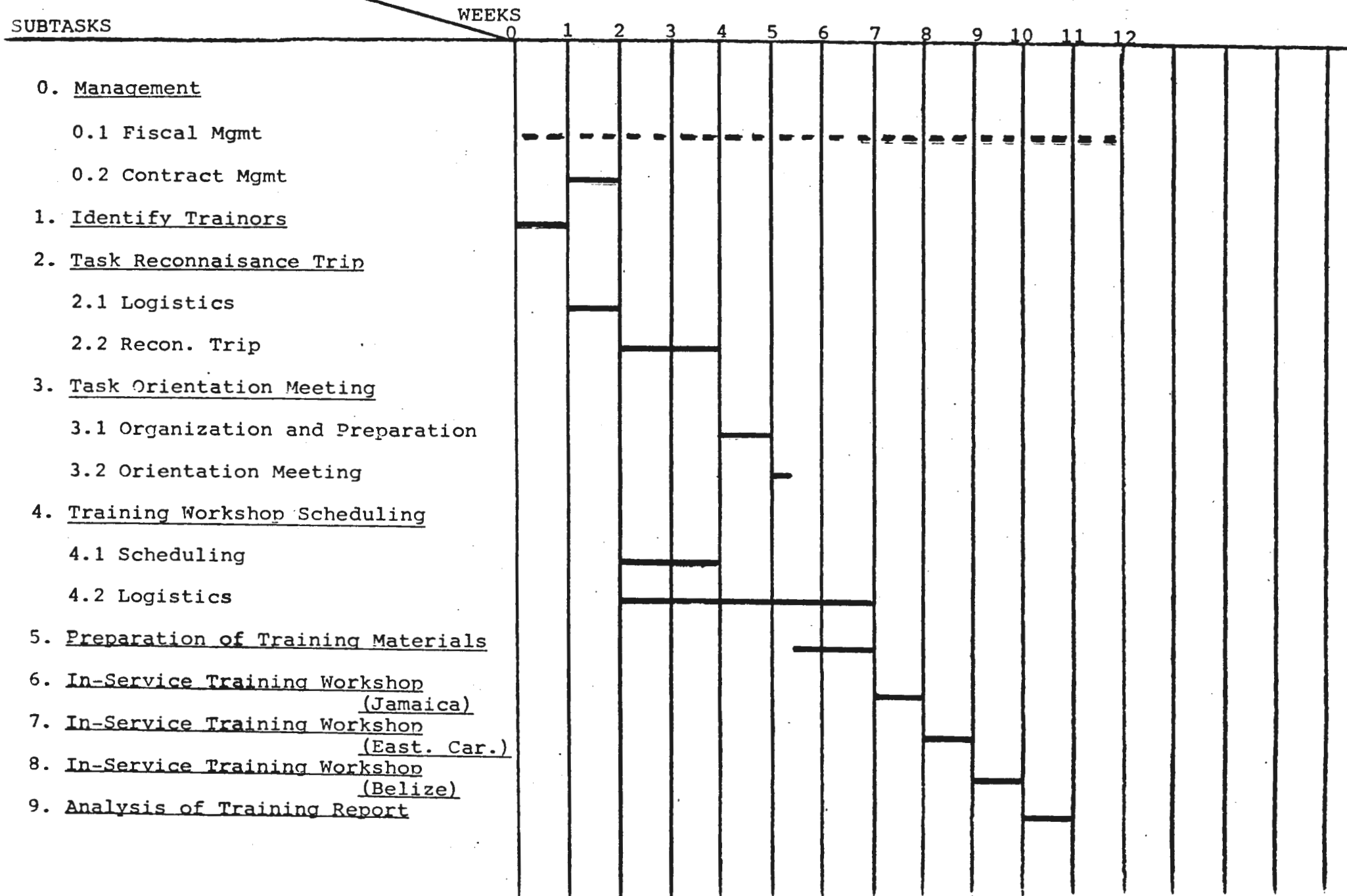
3. Training Outcome

Since the subsector experts will have an indepth experiential knowledge of business enterprise production and marketing systems as well as tropical/Caribbean experience, the knowledge and skill imparted to the trainees are expected to be of immediate practical value. The Peace Corps Volunteers and their host country counterparts will emerge from the training with a prioritized list of potential agro-industry/agro-business enterprises for each of their respective countries. Immediately following the training they will be expected to perform the pre-feasibility evaluations on potential enterprises within 60 - 90 days.

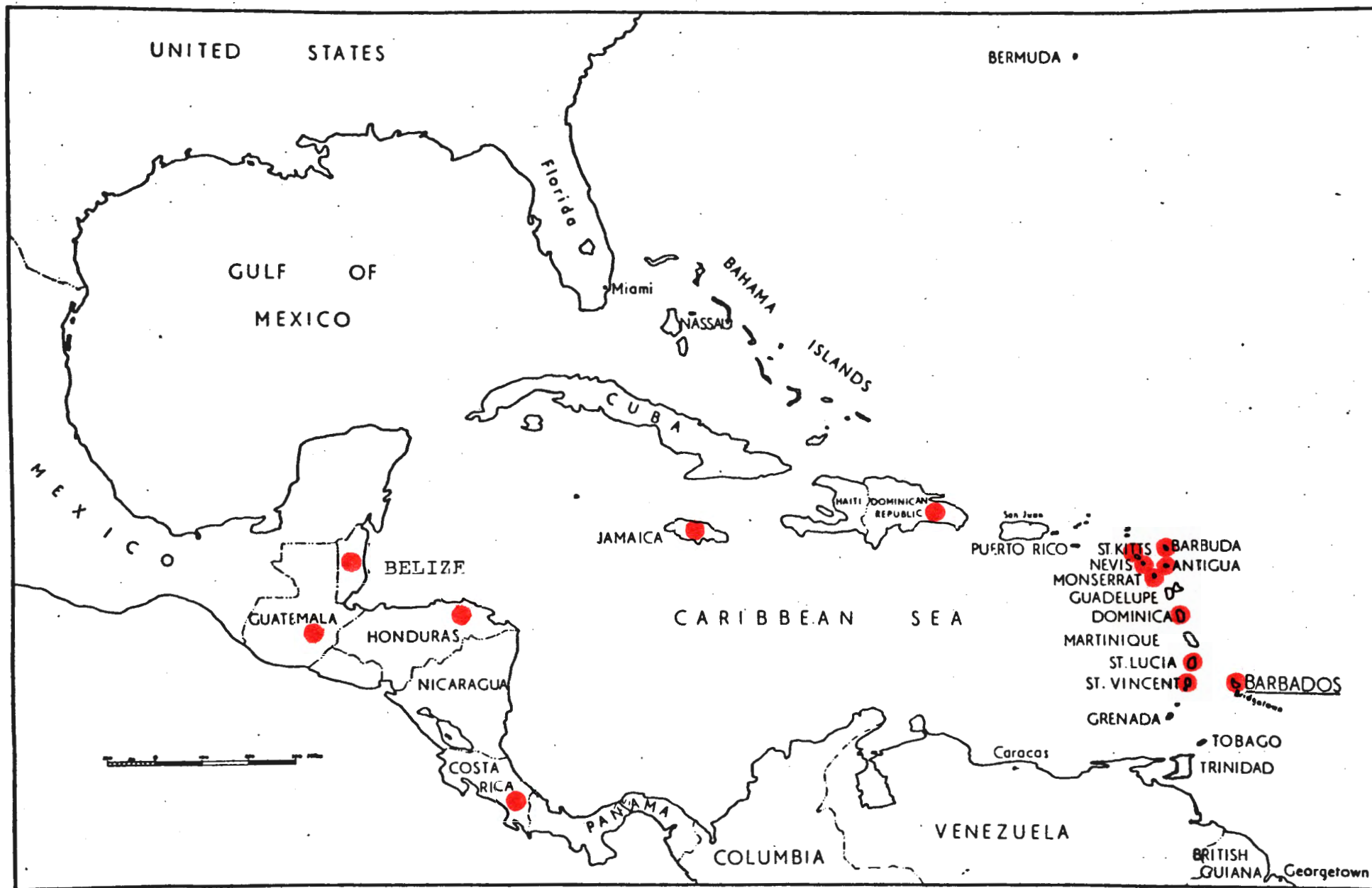
INSERVICE TRAINING IN AGRIBUSINESS/AGROINDUSTRY

PRE-FEASIBILITY ASSESSMENT

PRELIMINARY TIME AND TASK ANALYSIS



PEACE CORPS VOLUNTEER DEPLOYMENT FOR AGROINDUSTRY/AGROBUSINESS DEVELOPMENT



PEACE CORPS - CARIBBEAN BASIN INITIATIVE

SUMMARY STATEMENT

- * Peace Corps will concentrate its Caribbean Basin input on the development of agro-industry and agri-business.
- * Right now Peace Corps Volunteers are in the forefront of agricultural development work throughout the Caribbean basin. The new Peace Corps Caribbean effort will build on this work to develop the small and medium scale agro-enterprises which are the most practical for much of the Caribbean.
- * Examples of highly promising agro-enterprises are commercial fish farming, commercial vegetable and fruit production, poultry, hog, and sheep livestock production, and ornamental plants for export.
- * The new Peace Corps thrust will field Volunteers trained to help do feasibility evaluations and to do complete business plans as well as to help in marketing systems development and business management training.
- * Peace Corps has renewed its efforts to coordinate with other international development assistance organizations to help insure the most effective use of the resources available for Caribbean development.

IMPLEMENTATION PLAN
FOR
PEACE CORPS PARTICIPATION
IN THE
CARIBBEAN BASIN INITIATIVE

LUIS DEL RIO
DIRECTOR
INTER-AMERICAN OPERATIONS
U.S. PEACE CORPS

PLAN FOR INTEGRATED PEACE CORPS PARTICIPATION
IN THE CARIBBEAN BASIN INITIATIVE

Peace Corps strongly supports the President's Caribbean Basin Initiative (CBI) and wants to take an active role in its implementation. We believe Peace Corps can make a major contribution to the CBI success in certain key areas.

Some basic premises influence this decision:

- (1) The economic situation in the Caribbean has deteriorated rapidly.
- (2) The economic situation with high unemployment and diminishing ability to purchase food imports has created a "time bomb" political situation. No elected sitting government in the Caribbean has more than 2 - 5 years to demonstrate that it can deliver.
- (3) Increased investment in productive capacity, increased trade and increased employment through an expanded private sector free enterprise approach is the only realistic option open for sustained economic improvement in the Caribbean Basin.

CONCEPTUAL BASIS FOR THE PLAN

Peace Corps specific plan is based on three facts:

- (1) Given the agricultural nature of the economies of the nations in the Caribbean Basin, the limited mineral resources and the virtual impossibility of continuing to pay the high food import costs, the thrust of development in large measure must be in the direction of agro-industry and agri-business at various scale levels.
- (2) Peace Corps Volunteers are heavily involved in the agricultural sector at various levels across a broad spectrum of activities. Agriculture is one of the things Peace Corps does best.

Furthermore, the Volunteers and their host country counterparts are distributed geographically in most countries in such a way as to be a major resource of ideas, practical information, and grass roots contacts necessary or useful to the development of agri-business and agro-industry. (Tables 1 and 2 illustrate this programmatic and geographic deployment).

PCVs and host country counterparts readily understand the need for increased food production and intake and the need for an improved rural economy as a development goal.

The requests for PCVs and the Peace Corps response in the Country Management Plans from the Caribbean reflect a sharp awareness of this need. Also, there is a general recognition that advances in this area will most directly benefit the rural poor majority of the population.

- (3) Neither the majority of host country officials nor the majority of Peace Corps Volunteers in the field presently have the experience or training which leads them to think in terms of many of the requirements for agri-business development.

The key then is to mobilize this valuable human resource potential in a way which will give immediate impetus to agro-industrial and agri-business development and contribute to future Peace Corps deployment in a goal-directed and flexible way in this sector effort.

Peace Corps further believes that to be effective in this economic sector of the CBI, both in the short run and during the next few years, close cooperation and collaboration between all international assistance organizations including Peace Corps will be needed. Neither time nor the costs of development afford the luxury or waste of isolated agency Economic Development Programming in the Caribbean Basin Initiative. Indeed, a major focus of President Reagan's Caribbean Basin Initiative is toward the marshalling of effective development measures in a dynamic integrated, cost effective effort.

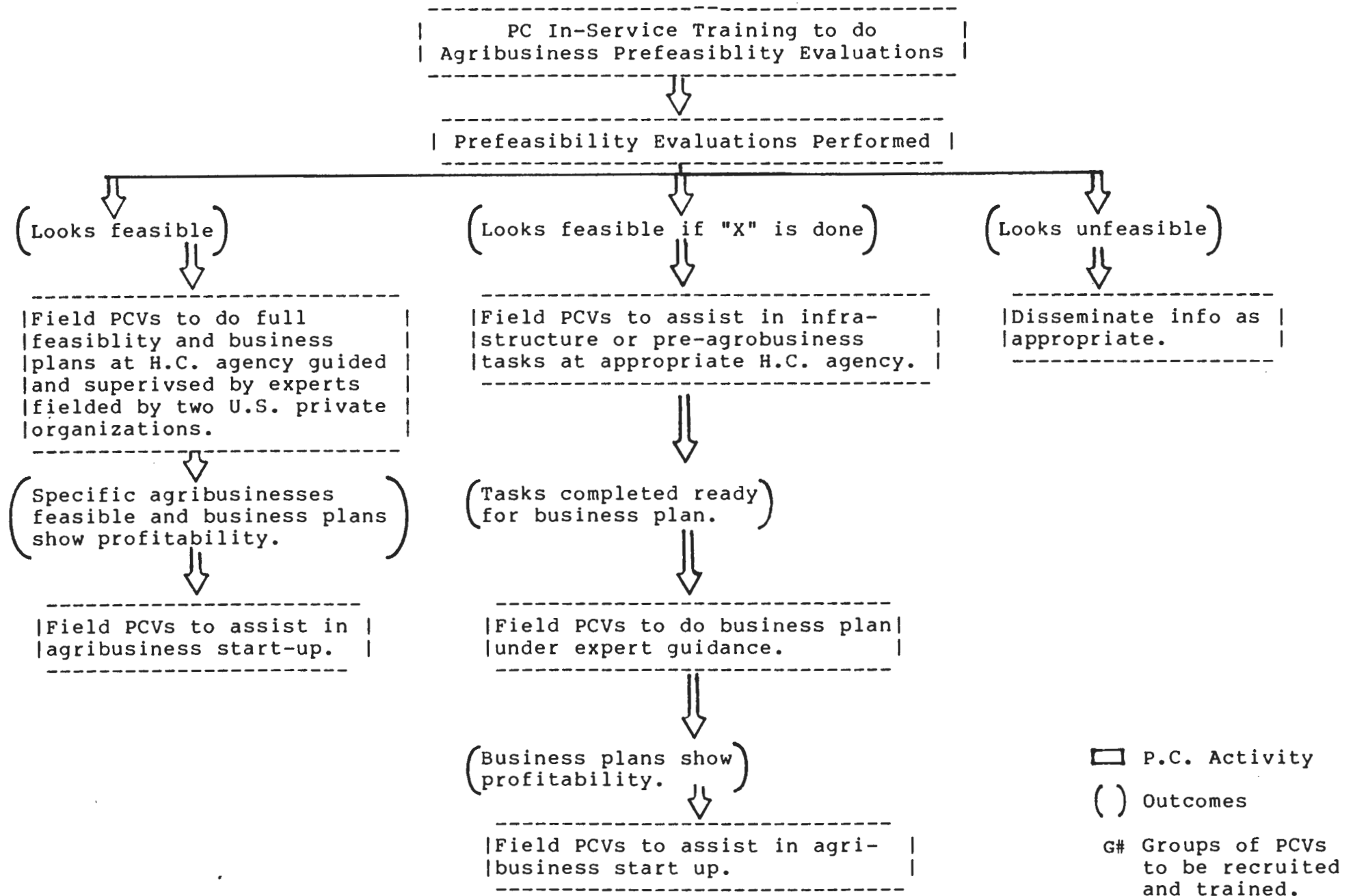
OPERATIONAL PLAN

The operational plan for Peace Corps participation in the Caribbean Basin Initiative will pursue the following steps:

1. Immediate assembly of two teams of in-service trainers which will be deployed to visit the various countries in the Caribbean for 1-1/2 months to provide short term intensive in-service training for PCVs and their host country counterparts on how to spot potential agro-industry and agri-business opportunities and how to do a pre-feasibility evaluation of identified potential projects.
2. The performance of prefeasibility evaluations and priority ranking.
3. The recruitment and intensive training of a small group of PCVs who, under periodic expert guidance, will develop complete business plans for those agro-industrial or agri-business enterprises identified by the prefeasibility evaluations and for which such plans are requested.
4. Development of complete studies and complete business plans for agro-industrial and agri-business enterprises.
5. The recruitment and training of a group of PCVs with agricultural and rural development skills to assist in performing tasks which have been identified in the pre-feasibility evaluations as prerequisite to viable agro-industry or agri-business development in identified product areas.
6. Once the Business Plans are developed Peace Corps will, according to certain established criteria, selectively recruit and train PCVs to perform time limited start-up tasks in the initiation of certain agro-industries or agri-businesses in the countries in the Caribbean.
7. Peace Corps will conduct continuous liaison activities with other international assistance organizations participating in the Caribbean Basin Initiative to insure economy of effort and maximum impact.

A flow chart and a detailed description of each of the steps and any other action needed to be taken are presented on the following pages:

FLOW CHART



1. TEAMS OF IN-SERVICE TRAINERS IN AGRO-INDUSTRY & AGRI-BUSINESS DEVELOPMENT

The teams are needed because:

- (a) In the English speaking nations and territories with a long history of one crop plantation economies there was nothing in the training or experience of the local civil service, especially in the agricultural area, which prepared them to think in entrepreneurial terms. There are countless examples of instances of requests for technical assistance for agricultural research on improving a crop which could and should have been oriented toward or carried a step further to an agro-industrial development but the host agency never recognized the task or knew how to do it.
- (b) In the Spanish speaking Caribbean the large one or two crop economies, often operated by a few wealthy landowners or foreign national corporations, there has been little historical impetus for crop and agro-industrial diversification. Few civil servants in Agriculture Ministries understand how one spots agro-industrial or agri-business opportunities and what to do about them. PCV's have not been trained in this skill.

1. Formation of the Teams

- (a) Two teams would be formed; one to cover the English speaking Caribbean nations and one to cover the Spanish speaking countries.
- (b) Each team would have one Peace Corps staff trainer and two contracted experts in agri-business identification and development. One expert would be broadly knowledgeable about livestock and the other broadly knowledgeable about horticulture. If feasible, a fisheries expert could be added.
- (c) Each team would be given 15 person days preparation time.
- (d) Inter-American Operations would schedule the sessions which would last 3-4 days at each site with one to two days allowed prior to the sessions for trainers to familiarize themselves with specific relevant characteristics of the local environment (except for the Eastern Caribbean where 5 days familiarization would be allotted).
- (e) PCVs in rural development and agriculture related projects would be invited to attend.
- (f) Host country counterparts would be invited to attend and could probably be funded (to the extent this would be necessary) through a PASA of similar mechanism.

2. Intensive In-Service Training Sessions

Sessions for the English speaking Caribbean would be conducted in Jamaica, Belize and Barbados.

Sessions for the Spanish speaking Caribbean would be conducted in Dominican Republic, Guatemala, Honduras, and Costa Rica.

Sessions would include but not be limited to the following subject matter:

1. The place of agro-industry/agri-business in a developing economy.
2. How to spot a potential opportunity.
3. How to conduct a prefeasibility evaluation.
4. How to utilize existing support services.
5. How to rank opportunities in a priority system.
6. How to undertake or link in to the next step in developing the opportunity.
7. The completion of a "potential opportunity" survey under the guidance of the trainers.

The training will emphasize that in most cases, use of the skills developed in the training are not meant to supplant the PCVs assigned tasks but to augment them. While in most cases such training will be compatible with the PCV's job, in some areas it might not be and the PCV may need to either have someone else help do the actual prefeasibility evaluation or take a limited amount of time off (with HCA approval of course) to do it.

2. PERFORMANCE OF PREFEASIBILITY EVALUATIONS & PRIORITY RANKINGS

Since the survey of potential opportunities will have been completed as part of the in-service training, prefeasibility evaluation can be undertaken immediately.

- a. Although each prefeasibility evaluation may vary in length, the target for completion of all of them for each country should be 60 days.
- b. To avoid heavy communications expense the questions about preliminary market targets should be channeled through the Washington desk officer to a resource person assigned to the task of making the exploratory contact and relaying the information back to the field (through the desk officer usually).
- c. The prefeasibility evaluations should be analyzed and sorted into three categories:

1. Not promising. (The reasons will be apparent from the evaluation).
2. Promising but needing specific task activity completed before a go ahead could be given for a full business plan to be undertaken.

(An example would be where the completion of field trial is needed to be successful for a certain crop to be utilized).

Projects in this category may be very useful in next country management plan.

3. Prefeasibility results warrant development of full feasibility work and a complete business plan.

(These should be discussed in detail with appropriate host country agencies responsible for economic development and ranked in order of priority).

Request for PCVs to undertake the full feasibility and business plan development will need to be elicited from the appropriate host country agency or group and with site assignment planned by PC staff in each country.

3. RECRUITMENT AND TRAINING OF PCVs TO UNDERTAKE COMPLETE FEASIBILITY AND BUSINESS PLAN DEVELOPMENT

Recruitment is not anticipated to be a major problem. Persons from a wide variety of disciplines will be able to work at this. This is true because each PCV will be guided by a commercial expert in the particular agro-industrial or agri-business field undertaken.

Qualities needed in the PCV will be:

- . An enthusiasm for entrepreneurship
- . Inquisitiveness
- . Creativity
- . Problem solving attitude and skills
- . A willingness to attend to detail
- . A good writer

Given these qualities the training will prepare the PCV to "think agri-business" and provide them with specific tools of the trade.

Since this particular project will provide the PCVs with an opportunity to develop a highly marketable skill which can only be gotten through practice and experience, it is likely that interest will be high in joining this project.

Training will need to include input from the organization(s) responsible for fielding the experts as well as from the experts themselves. It may well be better for the support organizations to actually undertake the technical part of the training.

Two training sites will be selected, one in Puerto Rico or Central America for PCTs going to Spanish speaking countries and one in Jamaica for PCTs going to the English speaking Caribbean.

Duration of training will probably be 12 weeks.

4. DEVELOPMENT OF COMPLETE FEASIBILITY STUDIES AND COMPLETE BUSINESS PLANS FOR AGRO-INDUSTRIAL AND AGRO-BUSINESS ENTERPRISES

The work of this project and its end products will overcome one of the major obstacles to agri-based economic development and that is: The formulation of complete agro-industrial and agri-business plans which leave nothing to the imagination and are immediately fundable by development loan agencies or banks. Such business plans start with raw material production and encompass every step on the way to an identified market with supporting data, drawings, techniques to be used, problems overcome, systems established, every cost accounted for, markets established, prices proven, distribution assured and finally profitability shown.

The lack of production of such plans is holding up development all over the Caribbean. They are not easy, they are not quick, they are not cheap and that is why they are in such short supply.

For a business plan to be useful it must usually be completed within about six months - ready to be funded shortly afterwards before capital costs alter the balance sheet. To accomplish this one expert in the relevant agri-business field is needed, assisted by one to three trained technicians--in this case, the PCV's.

Peace Corps will seek funding (probably through USAID) for two private organizations with experience in this type of effort to recruit and field the experts and to provide backing support for each feasibility/business plan development effort in close coordination with the appropriate host country agencies. In each effort, from one to three PCV's will be assigned, depending on the scope of work and the availability of host country technicians.

The expert would be the team leader. The distribution of time the expert spends in the field would vary on the requirements of the particular effort and the particular skills of the PCV's.

The end product of each effort would be as previously stated a complete written business plan feasible of immediate funding and implementation.

By the end of two years each PCV will have played a significant role in the completion of three to four such plans.

5. RECRUITMENT AND TRAINING OF PCVs TO UNDERTAKE PREREQUISITE NEEDED
TASKS IDENTIFIED DURING PREFEASIBILITY EVALUATION

Some prefeasibility evaluations will show promise but reveal the fact that certain research, field trials or infrastructural tasks would need to be undertaken before anyone could undertake development of a business plan. Examples are:

- . establishing a foundation stock of animals
- . verifying crop varietal productivity
- . verifying effectiveness of certain disease or fungus combating techniques
- . training and development of extension workers
- . developing the business skills of a cooperative

In many cases a PCV may be needed and requested to assist in that "next step" accomplishment. They will be recruited and trained. Such a group is different from the usual PC agriculture/rural development project only in that accomplishment of the task will lead directly to the development of a plan for a specific agri-business and the task is specific to that purpose.

6. PCV AGRO-INDUSTRY/AGRI-BUSINESS START UP PROJECT

Once capitalization has been secured for an agro-industrial/agri-business enterprise, assignment of one or more PCVs for a two year "start up" phase will be advisable in certain instances.

Generally, this will be in situations where either through individual contractual and/or participatory shares or cooperative contract or ownership, sizeable numbers of small farmer/producers will need technical assistance or training. Generally this assistance would not be a necessary part of an agri-business "start up" in a developed country but would be required in a developing country. Examples are producer quality control assistance, contract negotiation, record keeping and budget planning and technical extension and problem solving support. Such start up assistance should not be needed beyond two years. The assignment of PCVs to agri-business or agro-industry start up would be determined by the following criteria:

- (a) The PCV task is one which is only necessary because of a development gap not generally prevailing in start up of a similar industry in a developed country.
- (b) A significant number of a poor rural population will directly benefit as participant producers or contract service providers in the agro-industry or agri-businesses, and their effective participation depends on the type of assistance the PCV would provide.
- (c) The PCV's principal task is direct work with the low-income producer or service provider who will benefit from participation in the agro-industry.
- (d) There are no available host country extension personnel to provide the assistance.
- (e) A host country agency or organization or broad based host country majority owned enterprise requests their assistance.
- (f) The start up assistance is limited to two years.
- (g) The enterprise pays the PCV's in-country living and working expense.

7. PEACE CORPS LIAISON WITH OTHER INTERNATIONAL TECHNICAL ASSISTANCE ORGANIZATIONS PARTICIPATING IN THE CARIBBEAN BASIN INITIATIVE

Peace Corps assumes that as the CBI moves into high gear some type of coordinating mechanism or office will be established. Peace Corps will cooperate fully with that body to maximize effective information exchange, development planning efficiency and coordination of effort.

Peace Corps' role in development is indeed unique in several ways and its mandate goes beyond, or into different areas than some international assistance organizations and will continue activity in those areas. Nevertheless, in those areas of relevance to the thrust of the Caribbean Basin Initiative Peace Corps intends to be a fully cooperating partner.

DEVELOPMENT ASSISTANCE TO OTHER JOB CREATING ENTERPRISES

Development planning by the host governments and the various public and private international groups participating in the CBI is proceeding. Efforts such as the AID funded ICONE Project will uncover viable commercial, trade and business projects for small and medium scale enterprise with good job creating potential. As part of this process needs will be identified either as prerequisite to capital formation, such as market system development, producer organization, middle management training, etc. Needs in start-up technical assistance will also be identified. Peace Corps is prepared to assist in filling these needs on a targeted basis. Criteria for PCV assignment would include:

- (a) The PCV task is one which is only necessary because of a development gap not generally prevailing in start up of a similar business or industry in a developed country.
- (b) New jobs benefiting presently the unemployed or under-employed will be created as a result of the enterprise and this employment depends on the type of assistance the PCV would provide.
- (c) New small business would be created for persons not previously able to have a business.
- (d) There are no available host country personnel to provide the assistance.
- (e) Host country participants own at least 50% of the enterprise. (Certain cases where foreign owned enterprises have a written agreement to invest profits in the host country may also qualify if additional new employment opportunities result from the investment).
- (f) Start-up assistance is time limited.
- (g) The enterprise pays PCV work expenses and assists with PCV living expenses on a sliding scale basis.

CONCLUDING OBSERVATION

Peace Corps can play a significant role in the CBI. The approach selected here does not impact on all sectors or facets of the CBI. Rather it capitalizes on what Peace Corps does best.

The approach also recognizes the fact that most of the nations and territories in the Caribbean feel that they have been studied and analyzed enough already and what they need is action. The approach is based on the idea that the best thing we could do would be to identify some specific viable projects in private sector development and help them get off the ground to show what can be done. This is the way free enterprise economies usually develop. Every new successful enterprise enhances the general business climate for further expansion. It is a sound approach and it works.