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MEMORANDUM OF UNDERSTANDING BETWEEN THE GENERAL
SECRETARIAT OF THE ORGANIZATION OF AMERICAN STATES
THE INTER-AMERICAN DEVELOPMENT BANK AND THE UNIVERSITY
OF THE WEST INDIES
(Signed in Washington D.C. December 7, 1995)

MEMORANDUM OF UNDERSTANDING
BETWEEN
THE GENERAL SECRETARIAT OF THE ORGANIZATION OF
AMERICAN STATES, THE INTER-AMERICAN DEVELOPMENT BANK AND
THE UNIVERSITY OF THE WEST INDIES

WHEREAS, the Inter-American Development Bank ("IDB"), the General Secretariat of the Organization of American States (SG/OAS), and the University of the West Indies ("UWI") have decided to enter into this Memorandum of Understanding (the "Parties");

WHEREAS, the IDB and the GS/OAS have entered into a Cooperation Agreement dated June 1, 1995, pursuant to which the parties thereto agreed to provide technical assistance to the Member States of the OAS and borrowing member countries of the IDB;

WHEREAS, in recent years the OAS and the IDB have increased their efforts in combating poverty and reducing economic and social inequalities within and between the countries in the hemisphere, as evidenced by the 1991 Santiago Declaration and the 1992 Washington Protocol of the OAS, and the Eighth Replenishment of IDB approved in 1994;

WHEREAS, Latin America and the Caribbean have embarked upon profound social reform aimed at improving the situation of disadvantaged sectors of the population, developing human capital, and reducing distortions in the distribution of income;

WHEREAS, the success of social reform requires the development of managerial and organizational skills for the design and implementation of innovative, efficient, and equitable social policies and social projects and programs;

WHEREAS, in 1959 the OAS established the Inter-American Center for Social Development ("CIDES") in order to promote and provide training in social development for the Member States of the OAS;

WHEREAS, in 1994 the IDB established the Inter-American Institute for Social Development ("INDES") in order to promote social reform through training in the design and implementation of sound social policies, and in social management;

WHEREAS, the UWI has extensive experience in training of public sector officials in areas related to social development, and highly qualified faculty in this field;

WHEREAS, the GS/OAS wishes to request the cooperation of INDES and the UWI to carry out a three-year regional program entitled "Program for the Training of Social Sector Officials in the Member Countries of the CARICOM," as set forth in

the project document attached hereto (the "Program");

NOW THEREFORE, the Parties agree that,

1. In an effort to promote social reform in the Caribbean region, to cooperate in the training of public sector officials both from social sectors and from those economic agencies related to social policies and projects, and of non-governmental organizations staff.


2. Such training will be carried out by means of the implementation of the Program along the lines of the attached project document, as revised upon agreement by the Parties from time to time (the "Project Document").

3. The Parties shall each contribute resources to cover the cost of the Program as estimated in the budget set forth in the Project Document.

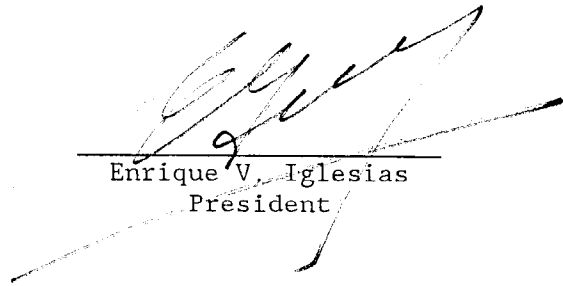
IN WITNESS WHEREOF of the Parties hereto, each acting through its duly authorized representative, have signed this Memorandum of Understanding in three originals in Washington, D.C. on the 7th of December of 1995.

THE GENERAL SECRETARIAT OF THE
ORGANIZATION OF AMERICAN STATES

INTER-AMERICAN DEVELOPMENT BANK

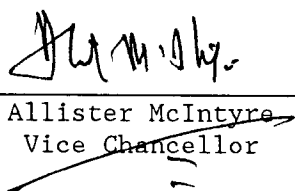


César Gaviria Trujillo
Secretary General



Enrique V. Iglesias
President

UNIVERSITY OF THE WEST INDIES



Allister McIntyre
Vice Chancellor

OAS/INDES/UWI PROJECT
Training Program for Officials of the
Social Sector in CARICOM Member Countries

BACKGROUND

- 1.1. The Organization of American States and the Inter-American Development Bank have recently increased their efforts to intensify the struggle against poverty and to reduce economic and social inequalities within each nation and between the nations of the hemisphere. This can be seen in the 1991 Declaration of Santiago and the 1992 Protocol of Washington initiated by the OAS, and the Eight Replenishment of the IDB approved in 1994.

- 1.2. Latin America and the Caribbean have begun far-reaching social reform aimed at improving the situation of the disadvantaged sectors of the population, developing human capital, and reducing distortions in income distribution. This reform requires the design and implementation of efficient, equitable, and innovative social policies. It also requires complete institutional modernization, the development of management capabilities, and social consensus to support the necessary changes.

- 1.3. The success of this reforms calls for the development of management and organizational capabilities to implement social projects and programs. In addition, it requires the promotion of an advanced management culture, modernization of institutions, overcoming bureaucratic conflicts, and an efficient administration to

implement social programs and projects and to introduce timely management technologies into all social spheres.

1.4 Implementing these changes requires qualified personnel at both the policy-design and the social-management stages.

1.5. In Latin America and the Caribbean, there are increasing demands for training and development that have not been met. These demands relate to such crucial topics as: i) social policy formulation and training processes; ii) follow up and evaluation of social policies and programs; iii) techniques for developing social programs; iv) creation of networks of social institution; v) strategic and effective management of social programs; vi) transformation of welfare programs and projects with limited objectives into strategies to mobilize the existing capabilities of the beneficiary communities and into various organizations of civil society.

1.6. The Inter-American Institute for Social Development (INDES), created by the Inter-American Development Bank in 1994, has as its main objective the promotion of needed social reform by means of training in policy formulation and in social management. In addition, it acts as a catalyst in the social reform process by its contribution to the exchange of ideas and experiences among the countries of the region

1.7. The main activities of INDES are:

- Regional and subregional courses and workshops at which high-level officials from public social sectors and NGOs, and officials involved in economic matters related to social policies and projects, will be trained in social policy formulation and social management.
- National programs to train, in their own countries, social policy planners and social managers whose functions are related to social reform processes and decentralization of social management.
- Preparation of human resources to direct institutions that develop skills for the social reform.
- Programs for key sectors of civil society (business, legislators, community leaders, labor leaders, mass media) that may play an active role in the social reform.
- Ongoing production of technical documents useful for training in areas of relevance to social reform.

1.8. The Organization of American States (OAS) requested the services of INDES to implement a regional technical training program for social managers from CARICOM member countries. It also requested that the University of the West Indies (UWI) collaborate on that program.

2. Objectives.

2.1. The objectives of the program are:

1. To facilitate the processes to strengthen and reform the social sector of Caribbean countries, by developing:

- a higher consciousness and conviction of the need for the reform of the social sector;
- an understanding of the close relationship between economic and social development and economic and social reform;
- greater capacity to manage certain elements to design effective social policies; and
- new concepts and analytic instruments to manage social sector reforms.

2. To provide opportunities for the exchange of opinions and experiences with public officials and actors of civil society in the Caribbean subregion, in respect of actions that serve to increase the effectiveness and equity of social policies.

2.2. To achieve these objectives, 240 officials from the social sector of CARICOM member countries would be trained in the design, formulation and implementation of social policies and in modern social management techniques.

3. Program Description

A. Activities

- 3.1. The program will train officials from the social sector of CARICOM member countries. Training will be provided on the campuses of UWI. Courses will last two weeks to facilitate the participation of high-level managers and executives, who will receive fellowships. The program will be for three years, with two courses per year.
- 3.2. Over the three years, there will be a total of 180 participants, that is, 30 participants per course. In addition to those 180 participants, whose travel costs and subsistence will be covered by the OAS, 10 additional participants from the country hosting the course could also attend the courses, to a maximum of 40 participants per course, making a total of 240 participants.
- 3.3. The first course will be held in May, 1996. Courses will be developed on the basis of modules.

B. Organization and Implementation.

- 3.4. A Program and Evaluation Committee (PEC) will be established under the chairmanship of the General Secretariat of the OAS. Its membership will also include the academic coordinator of the program, who will present INDES, and one

representative designated by UWI. The Committee will meet four times: two months prior to the start of courses to select the participants for the courses in the first year; at the end of the first and second years to select candidates the subsequent courses; and on the conclusion of the courses to evaluate the program. At these meetings, PEC will also evaluate the development of the program, and, if necessary, make adjustments in the organization and implementation of the program subject to the approval of the institutions involved. It is anticipated that PEC will meet in the region and that each participating institution will cover the travel costs (of its representative).

- 3.5. The training program for officials of the social sector will be held on the campuses of UWI.

- 3.6. For the programming and implementation of the courses, INDES will designate its academic program coordinator and will select the associate professors (two consultants to be financed by the OAS and one lecturer to be assigned by UWI) to give the courses. INDES will establish the study plan, allocation of time, working objectives, methodologies, teaching techniques, evaluation methods, teaching material, and profile of the associate professors. INDES will also prepare course evaluation methods for presentation to PEC. Once the Social Development Unit of the OAS begins operating, it will collaborate with INDES on the program.

- 3.7. The General Secretariat of the OAS will provide a local administrative assistant to assist the academic coordinator in implementing the courses. The OAS will finance the per diems and travel of the associate professors, the expenses of the local administrative assistant, the costs of the participants, the expenses for publicizing the courses, and the travel costs and per diems of its representative to meetings of PEC.
- 3.8. UWI will provide, as counterpart resources, the services of a lecturer for each course, the premises where the courses will be held, a full-time secretary for the duration of the courses; it will also provide computer equipment (adequate in number and quality), and administrative, logistic and secretarial support for developing the courses.
- 3.9. The General Secretariat of the OAS will undertake an active campaign to promote the courses in each beneficiary country in order to ensure the participation of all CARICOM member countries. INDES will collaborate with OAS staff in preparing the brochures describing the features of the courses to be given and the general focus of INDES.
- 3.10. With respect to the selection of fellows, the General Secretariat of the OAS, in accordance with the profile contained in Annex I, will prepare a list of candidates by country and sector (health, education, and so forth) with their personal histories.

The General Secretariat of the OAS will prepare a preselection roster based on the candidates' records. This preselection list will be evaluated by PEC which will make the final selection.

- 3.11. Courses will be given in English by the associate professors selected by INDES and financed by the OAS, the academic coordinator, who will be a professor on the staff of INDES, and the lecturer from UWI.
- 3.12. INDES will cover the costs of the academic coordinator, the preparation of teaching material including translation and editing of documents, preparation of the information to be included in the publicity brochures, and the participation of the academic coordinator at meetings of PEC.

C. Follow up and Reports

- 3.13 The academic coordinator will prepare the following reports with copies to the members of PEC: a) an initial report within 30 days of the start of the program that will contain as a minimum a description of the organization and the launching of the courses; (b) an annual progress report, 60 days after the end of the last course of

the year, that will include an evaluation of the course contents and their likely impact, and an evaluation of the participants; c) a final report within three months of the conclusion of the program. This report should contain a summary evaluation of the activities during the six courses and an appraisal of the results achieved in the light of the stated objectives. The OAS will also contract and finance an individual consultant to give an independent evaluation of the success of the program objectives.

D. Costs and Financing

- 3.14. The total cost of the program is estimated at US\$776,000, in keeping with the detailed budget contained in Annex II and summarized below.
- 3.15. Over the period of three years, the OAS will finance the equivalent of US\$550,000, UWI and INDES will contribute the equivalent of US\$39,000 and US\$187,000 respectively.

Annex I

Profile of the participants at the Training Course for Officials from the Social Sector in CARICOM Member Countries.

Participants at the INDES regional courses and workshops will be: a) officials from public entities that design and participate in economic policy formulation; b) officials from public entities that design and participate in economic policy formulation and in social sector resource allocation; c) social managers from public entities responsible for the implementation of social programs and projects; d) managers responsible for implementing extensive social programs and projects sponsored or executed by NGDs; e) leaders of other social organizations who promote and/or participate in social project and program implementation, religious communities, journalists, community organizations and so forth; f) teachers and instructors from institutions committed to the design and execution of entertainment events, or training programs in national or subregional institutions, aimed at generating a multiplier effect by the publicizing the Institute's training program at the state, provincial, municipal and local levels.

Annex II
Draft Budget

	OAS	INDES	UWI
Human Resources			
A. Academic Coordinator 6 courses, 10 working days for preparation and 10 working days to carry out the courses		80,000	
Local administrative assistant, 6 courses x 15 working days	18,000		
B. Associate professors 2 consultants x 6 courses x 5 working days	28,500		
1 UWI lecturer x 6 courses x 5 working days for preparation and 5 working days to carry out the courses			17,000
C. Secretary			10,000
Travel of Professors			
Passages			
i) Academic Coordinator 1 trip/course, 6 courses x US\$1,000/trip		6,000	
ii) Associate professors 2 prof. x 1 trip/course, 6 courses x \$1,000		12,000	
Per diem for professors			
i) Academic coordinator, 6 courses x 15 days x US\$150 p/day		13,500	
ii) Associate professors 2 professors x 6 courses x 7 days x US\$150 p/day	12,600		
Travel of PEC			
Passage (4 per member)	4,000	4,000	1,000
Per diem 4 day US\$150/day per member	2,400	2,400	2,000
Fellows			
Subsistence			
Stipend 180 participants x US\$120 x 12 days*	259,200		
Passage 180 participants x US\$500 each	90,000		
Insurance 180 x US\$150 each	27,000		
Production and translation of documents	4,000	60,000	
General support			
Supplies, communications and training material (including photocopies) 6 courses x Us \$7,000 per course	30,000	6,000	6,000
Program evaluation			
Consultant 2 months x \$5,000	10,000		
Passage	4,000		
Per diem - 30 days xUS\$150 per day	4,500		
Subtotal	506,200	171,900	36,000
Contingencies	43,800	15,100	3,000
Total	550,000	187,000	39,000
* The amount fo stipends may be reduced significantly if participants could be provided economical accomodation in UWI residence halls and not at hotels.			