IICA

EVOLUTION AND OPERATIVE ACTION STRATEGY OF IICA IN JAMAICA

AN OVERVIEW OF THE MANAGEMENT FUNCTIONS AND TECHNICAL IMPACT OF THE IICA OFFICE IN JAMAICA FROM 1984 - 1988

January 1984 - December 1988

Input Document Prepared for the Evaluation Mission

Second Version

February 1989

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Introduction

This document provides an overview of the technical, administrative, managerial and representational dimensions of the IICA Office in Jamaica during the period of January 1984 through December 1988. The document was prepared as input material for the team of evaluators, performing the office evaluation in February 1989.

Originally, the evaluation was to take place in October, 1988; however, due to the devastating effect that Hurricane Gilbert had on Jamaican agriculture when it hit the month before, the evaluation was postponed.

1. Evolution of IICA's Action in the country

The IICA Office in Jamaica initiated operations in 1976, once a basic agreement was signed with the Government of Jamaica.

The focus of IICA's first technical cooperation actions were, at the request of the Government, on Hillside Agriculture.

Thus the Allsides Project came onstream in 1977 and in 1979 the Olive River Project. The primary aim of the Allsides Project was to evolve production systems for bench-terraced hillside lands which could result in increased levels of productivity and production, increased farm income, enhanced nutritional profiles of farm families, increased opportunities for rural employment, development of an institutional framework capable of implementing similar changes in other parts of the country. Following two years of project implementation another objective was added which was to identify an alternative and less costly soil conservation measure than bench terracing. To address that objective the Olive River Project was executed during the period 1979-82. In 1982, an additional area of concern to the Government of Jamaica was addressed through a Cassava Project utilizing resources from the Simon Bolivar Fund. The objective of this project was to identify improved cassava cultivars that were adapted to cultivation in the cassava producing areas of Jamaica, and to identify economically viable systems for intercropping cassava.

In 1984, a Cropping Systems Project, which built on the Government and IICA's experience in the two previous projects, was initiated with IICA and IDRC funding. In 1988, a Hillside Agriculture Sub-Project is under consideration by USAID / recently approved by USAID for funding a merthodology which builds on that of the Cropping Systems project, adding stronger elements of farmer participation asnd institutional development.

The area of Technology Generation and Transfer, currently Programme 2, has been the longest and strongest area of concentration of the IICA Office in Jamaica. A twelve year continuity provided by IICA of technicians working on a series of technical aspects relating to hillside agriculture (soil conservation, cropping systwems, watershed management, intercropping,etc.) has enabled the Institute to maintain its reputation for excellence in this technical area.

A second area of excellence, under the current Programme 3: Organization and Management for Rural Development, emerged from a project initiated in 1979, the Rural Women's Project, which focused on income-generating activities for women. This focus lead, in 1984 to the initiation of the Small Enterprise Development Project which shall remain operational until 1989. The small enterprise methodology is an input to the design of a youth project, tentatively scheduled for 1989-1993. An additional project, Farm Management Training and Generation of Information, also became operational in 1988 and is scheduled to provide services until 1991.

An overview of the projects implemented by the IICA Office in Jamaica since its inception is provided in Table 1

Table 1 : Overview of the Projects Implemented by the IICA Office in Jamaica

Project	Year Initiated	Year Completed	Total Budget US$
Allsides	1977	1980	298,200
BRUMDEC	1981	1983	348,000
Cassava/Peanut Project	1982	1984	130,000
Small Enterprise Development Phase 1	1983	1987	390,454
Small Enterprise Development Phase 2	1988	1989	86,035
Planning	1986	1986	119,023
Cropping Systems	1984	1987	398,396
Support for the Generation and Transfer of Agricultural Technology	1988	1993	2,030,376
Cassava Resuscitation	1986	1987	24,078
Farm Management	1988	1991	343,300

1.1 Synthesis of IICA's technical cooperation during 1984-1986

During the period 1984-86 IICA's technical cooperation actions in the hemisphere were concentrated in the ten program areas named in the 1983-87 Medium Term Plan. In the IICA Office in Jamaica technical cooperation actions during the 1984-86 period were executed in the following program areas:

Program	Technical Cooperation Action/(Type of Project)
Program 1 Formal Agricultural Education	Support for curriculum development, College of Agriculture (National Short-term action) Support for farm development, Elim Agricultural School (National Short-term action)
Program 2 Support of National Institutions for the Generation and Transfer of Agricultural Technology	Support to the Ministry of Agriculture's Cropping Systems Project(National Project)
Program 6 Stimulus for Agricultural and Forest Production	Assistance to agricultural diversification programs in the Caribbean (Multinational Project)
Program 8 Integrated Rural Development	Support for integrated rural development in Caribbean countries/ Strengthening of Jamaican (Caribbean) Rural Development Programs through Human Resource Development (Multinational Project)

Program	Technical Cooperation Action/(Type of Project)
Program 9 Planning and Management for Agricultural Development and Rural Well-being	Support for Planning and Management of the Rural Development Process (Multinational Project)

All of these technical cooperation actions focussed program efforts on national and multinational projects which were oriented toward solving well-defined, specific, high priority problems, with the concurrence of the countries. This was done with the active participation of the countries concerned and in so doing, mechanisms and procedures which took into consideration the regional and individual diversity of the countries were developed. Together with other international agencies, IICA coordinated training programs in the areas of Programs 2, 8, and 9. Irrespective of Program area IICA support actions have been focussed on training of national personnel and institution-strengthening, since it is necessary that when IICA-supported projects are terminated, the national agencies need to be capable of continuing the work unaided.

See Annex 1.1 for an expanded description of these actions.

1.2 Current state of IICA's technical cooperation

1.2.1 Overview of Agricultural Policy and IICA's Action Strategy for 1986-1988

During the period 1986-1988, the three major policy initiatives by the Government of Jamaica were the Strucural Adjustment Loan (SAL), AGRO-21, and the Five-Year Food and Agricultural Policy and Production Plan. With reference to agriculure, the SAL programme aimed at the full development of exports and of domestic food production. The AGRO-21 programme aimed at modernisation of agriculture, with emphasis on non-traditional export crops, fishing and livestock, crop-zoning, optimal land use, efficient management and implementation of discrete commercially viable projects employing advanced technology wherever possible. The private sector was encouraged to spearhead these activities but the Government remained committed to providing basic infrastructure and entered into joint-ventures with foreign and/or local entrepreneurs.

The Five-Year Food and Agricultural Policy and Production Plan aimed at complementing the SAL and AGRO-21 programmes by seeking to ensure that production objectives harmonized and were always congruent with other medium-term objectives, notably, the consumption objectives and small-farm development objectives.
The central objective of the land policy was to maximize the yield and rate of return from agricultural land.

The stated goal of the Five Year Food and Agricultural Policy and Production Plan (1983/84-1987/88) was "the creation of a firm basis for ensuring sustained social and economic progress in Jamaica through ... increasing exports, reducing imports and increasing domestic supplies of food and agricultural raw materials."

During the period 1986-88 the Government distinguished three categories of small-farmers. These were:

(1) subsistence farmers on arable holdings of 1 acre or less;
(2) the small-farm group occupying 1-5 acres of arable land;
(3) the small-medium farm group on 5-25 acres of land.

The policy proposals called for:

(a) the declaration of category(1) as a poverty group requiring special treatment and assistance from international funding agencies such as IFAD, FAO Investment Centre, selected government subsidies or grants;
(b) subsidies to category (2) to be reduced and redirected into production components in the short-to-medium-term and phased out altogether in the long-term as AGRO-21 developed.
(c) category (3) farmers to be used to spearhead technology diffusion to farmers in categories (1) and (2).

The Jamaica Agricultural Research Programme (JARP) which was launched in 1987 is being implemented by the Jamaica Agricultural Development Foundation (JADF). The objective of the JARP is to identify measures to increase production and productivity by undertaking adaptive/applied research in priority commodity areas. An autonomous Research Advisory Council (RAC) was established to determine agricultural research policy and identify the priority areas for research. Research will be weighted towards the small-farm sector, non-traditional export crops and import substitution commodities.

A mechanism for generating agricultural technology and for transferring such technology to the end-users has been identified through the execution of the Cropping Systems Project but no policy decision has been made regarding whether this mechanism is to be used as an additional tool in agricultural research on a national scale. The actions and results envisaged in (c) above have occurred to some extent only within the Cropping Systems Project being executed by the Research and Development Division of the Ministry of Agriculture.
Technical cooperation actions have shown that a Farming Systems Research approach to the generation and transfer of agricultural technology is a mechanism acceptable to the small-scale farmers who have participated in the developemnt of the mechanism under Jamaican conditions.
Technical cooperation actions have also resulted in the formulation of a Farming Systems Research and Development Sub-Project proposal by the Research and Development Division of the Ministry of Agriculture which has been approved for funding by Hillside Agricultural Project of the GOJ/USAID.

IICA Action Strategy in Jamaica (for national projects) and in the Caribbean (for multinational projects) during the period 1986-88 concentrated mainly on supporting national agencies of the countries in three Program areas.
These were:

Organization and Management for Rural Development (Multinational)

Animal Health and Plant Protection (Multinational)

Technology Generation and Transfer (National)

In 1987, the Medium Term Plan 1987-91 became effective. As part of the evolution of IICA, the Executive Committee, the Inter-American Board of Agriculture and a group of six experts recommended that the number of programs be reduced so that the Institute's activities could be concentrated and high standards of technical excellence be maintained.

In accordance with those recommendations and on the basis of certain criteria which would ensure that the programs would become a natural framework for shaping the Institute's competence and for reaching agreement on actions at national and regional levels, the following five programs were selected:

I Agricultural Policy Analysis and Planning

II Technology Generation and Transfer

III Organization and Management for Rural Development

IV Marketing and Agroindustry

V Animal Health and Plant Protection

During 1987-88 IICA's actions in Jamaica were focussed in program areas II, III, and V.

1.2.2 Instruments of technical cooperation

1.2.2.1 Cropping Systems

Program: Technology Generation and Transfer

Project: Support for the Generation and Transfer of Agricultural Technology in Jamaica

Objectives : To strengthen MINAG's institutional capability for generating and transferring technologies that are acceptable to small-scale farmers

Overview: National

Financing: Quotas and external resources (IDRC)

Location of institution: Ministry of Agriculture, Jamaica

Legal framework: Memorandum of Grant Conditions for the periods August 24, 1984 to October 31, 1987, and November 1, 1987 to October 31, 1990

Progress: The project is being executed. Results and concrete products obtained are presented in Annex 1.2.1.

1.2.2.2 Small Business Project

Program III : Organization and Management for Rural Development

Project: Small Business Management Support for the Rural Development Process / Youth Enterprise Project

In the course of discussions between IICA and national agencies, it was recognized that many low-income rural producers in the Caribbean experience severe constraints in managing their businesses efficiently. They use few, if any, record-keeping systems; this limits the information they possess for business analysis and the subsequent changes required to increase profitability. Therefore, many opportunities for increasing income are lost.

Concurrently, the national agencies serving the rural areas are unable to train rural small producers in the techniques required for managing their businesses more profitably. This is due to a lack a skilled human resources, as well as the tools for training micro-entrepreneurs.

In the last five years, the Institute has been concerned with strengthening Jamaican rural development programmes through human resource development, specifically to increase the capability of national institutions to advise rural micro-entrepreneurs in the management of small rural enterprises.

Working with over 20 Jamaican institutions, among them the Ministry of Agriculture, the Ministry of Youth and Community Development and the National Development Foundation, IICA has developed training materials, trained over 250 trainers and provided technical services to enhance the training of over 6,000 micro-entrepreneurs. This project has been implemented with regular and USAID resources.

Objectives:

General: To increase the income and improve the quality of life of low-income producers in Jamaica.

Specific: To strengthen Jamaican institutions serving the micro-entreprenneurial sector.

Intermediate:

- Small business materials published (7) which will assist entreprenneurs (3), business trainers (2), and business training administrators (2) .

- Jamaican business trainers with improved training capabilities (250) and new capabilities (250).
- Micro-entreprenneurs (6000) assisted by IICA-trained trainers.
- Jamaican national institutions' (25) business training capacity strengthened.
- Small business cooperation with CARICOM and other Caribbean countries.
- Securing of external funds for regional project.

Overview: National; support to other Caribbean countries

Financing : Quotas and USAID

Location of Institution : Ministry of Agriculture, Self-Start Fund, Bureau of Women's Affairs, Things Jamaican, 4-H Clubs of Jamaica, National Development Foundation of Jamaica.

Legal framework: Agreements have been signed with the following on the dates indicated:
MINAG : March 8, 1985
Self-Start Fund : October 14, 1985
Things Jamaican : May 13, 1985
4-H Clubs of Jamaica : March 13, 1985
National Development Foundation of Jamaica : July 15, 1985
Bureau of Women's Affairs : March 13, 1985

Progress: The project is being executed. Results and concrete products obtained are presented in Annex 1.2.2.

1.2.2.3 **Farm Management Project**

Program III : Organization and Management for Rural Development

Project : Farm Management Training and Generation of Information

Objectives :

General : Increased effectiveness of GOJ's implementation of policies and programs directed at improving small farmers economic well-being.

Specific : Strengthened capability of the public and private agricultural sector organizations to assist small farmers to improve their farm management abilities.

Intermediate: Farm management training material developed

Training of MINAG-Farm Management Section personnel

Extension personnel trained

Cost of production methodology developed

Record keeping system developed

Representative farm models developed

Information disseminated

Scope : National

Financing : Quotas

Location : MINAG- Planning and Policy Division, Farm Management Section

Legal framework: Terms of reference

Progress: The project started in March 1988 and main outputs are being generated. Cost of production methodology and cost data generated will enhance MINAG data base for crops and livestock profitability and provide information to monitor farm income, build farm models required to develop investment programs and formulate agricultural development policies aimed to improve small scale farmers socio-economic conditions. See Annex 1.2.3 for results.

1.2.2.4 Multinational Project: Animal & Plant Disease & Pest monitoring for the Caribbean Region

Date Started: July 1st, 1988

Expected Duration: Four Years

Financial Resources:

IICA: US$106,000 for each of 4 years. Total: US$424,000

CIDA; 1988 $US 73,000
1989 $US208,000
1990 $US 46,000
1991 $US 58,000 Total: US$385,000

Objectives:

Caribbean countries require improved information on diseases and pests which constrain the production and international marketing of crops and livestock.

In 1986, CARICOM's Ministers of Agriculture expressed concern about the increasing incidence of plant and diseases as a constraint on the regional and extra-regional marketing of agricultural products. This lead them to order the CARICOM Secretariat to strengthen national plant quarantine systems and to establish pest and disease information systems.

With regard to animal health, the Caribbean chapter of the Inter-American Commission on Animal Health, composed of Animal Health Directors of the member states of IICA, resolved in 1984 to support the development of an animal health information system for the region.

This project responds to thee concerns by initiating development of an animal and plant health monitoring network to generate reliable data to improve decision making in the design and execution of projects, programs, policies and guidelines intended to defend and to increase agricultural production and trade.

Expected Outputs:

1. A reporting system for top priority pests and diseases of trade significance in eleven countries (Antigua & Barbuda, Barbados, Dominica, Grenada, Guyana, Haiti, Jamaica, St. Lucia, St. Vincent & the Grenadines, Suriname and Trinidad & Tobago).

2. Personnel trained in epidemiology, data collection & analysis and in the use of microcomputers.

3. A centre of expertise in Trinidad & Tobago to support implementation and development of the network through consultation, information exchange, and training.

4. Approval of supplemental proposals would extend the project to Belize, Montserrat and St. Kitts, provide additional training in meat inspection, laboratory work and quarantine procedures, and otherwise strengthen national agencies' ability to monitor pests and diseases.

1.2.2.5 Short Term Activities

The following short-term activities were implemented during thge period under review; these are described with results and impact delineated in Annex 1.2.4:5

1. An examination of the approach used in undertaking cost of production studies in the dairy industry in Jamaica.

2. Livestock, Crop and Plant Protection Programme Development. A Methodology to Establish Priorities for Research Projects.

3. Technical Cooperation for a Cassava and Development Project

4. Pedro River - Concord Rehabilitation Project ACM

5. Support to the Agricultural Credit Bank of Jamaica in the preparation of the small farmers development programme : phase 2 JHM

6. Yam Export Committee (YAMEX) Initiative

7. Emergency Short-term Action to Assist Jamaica Recover from Hurricane Gilbert Agricultural Losses (ESTA)

1.2.3 Results and impact of technical cooperation

The results and impact of the office technical cooperation may be found in Annexes 1.2.1 - 1.2.4.

2. The strategy followed for attaining results from technical cooperation

The IICA Office in Jamaica pursues a strategy of institutional development by research demonstrations, training and technical dialogue sessions and technical and managerial advise.

The focus of project work is in Programmes 2, 3, and 5.

2.1 Institutional relationship with authorities

Primary government relations are conducted with the officials of the Ministry of Agriculture (see list of current officials). The Representative from 1983-1985, Mr. Claude Brouillard, instituted a monthly meeting with the then Permanent Secretary in the Ministry of Agriculture. This has been continued by the current Representative.

Since 1986, greater effort has been placed on increasing knowledge of IICA among officials of the Office of the Prime Minister, the Ministry of Foreign Affairs, the commodity boards (Coffee, Cocoa, Coconut, Banana), the University of the West Indies, the Scientific Research Council and the Planning Institute of Jamaica. Every January, a briefing meeting is held individually with high-level officials to discuss the status of IICA projects and possible new areas of future cooperation.

Although relations with the GOJ are excellent, IICA is perceived as fifth in importance for the agricultural sector after the World Bank, the Inter-American Development Bank, USAID and the Food and Agriculture Organization. This is because of the size budget IICA spends in Jamaica. However, representation of IICA at the December 1987 World Bank CGCED (Caribbean Group for Cooperation in Economic Development) Meeting held in Kingston, gave many officials of the GOJ including Prime Minister Seaga, an opportunity to hear a synopsis of IICA's actions in Jamaica.

On February 9, 1989, the People's National Party, under the leadership of Michael Manley, won the national elections. The office is currently reviewing its work with the new administration, and preparing for any changes which are deemed necessary.

Chart 2.1 on the next page outlines these relationships in greater detail, while providing a strategy for improvements.

CHART 2.1. : MANAGEMENT

GOVERNMENT RELATIONS

GOVERNMENT AGENCY	CURRENT STATUS OF RELATIONS	IMPROVEMENTS ENVISAGED	STRATEGY
1. MINISTRY OF AGRICULTURE			
Research & Development Division Policy & Planning Division Veterinary Services Division Training Division	Close collaboration	Maintain our good relationship during the transitional period of the new government.	Protocol visits; analysis of the new government's policies; readjust and expand our programmes as requested by the Government of Jamaica.
Production, Extension & Marketing Division	Occasional collaboration	Develop close collaboration.	Cropping Systems Outreach Project being jointly implemented offers opportunities for institutional strengthening as new methodology is demonstrated.
2. Ministry of Foreign Affairs	Satisfactory	Maintain our satisfactory relationship during the transitional period of the new government.	Protocol visits.
3. University of the West Indies	Occasional collaboration	Develop close collaboration.	Utilise new ties with CARDI to develop joint activities.
4. Ministry of Youth, Culture and Community Development	Close collaboration on youth projects.	Maintain and expand our relationship.	Protocol visits; analysis of the new government's policies; readjust and expand our programmes as requested by the government of Jamaica.
5. COMMODITY BOARDS:			
Cocoa Industry Board	Satisfactory	Maintain current relationship.	Maintain a responsive posture.
Banana Industry Board	Occasional collaboration	Maintain current relationship.	Maintain a responsive posture.
Coffee Industry Board	Occasional collaboration	Seek closer collaboration.	Open dialogue with officials once transition period of new government is over.

2.2 Attracting external resources

Relations with such organizations as the IDB, OAS, FAO, USAID, CIDA, UNDP, UNICEF are extremely cordial. Short term actions were promoted and executed with the World Bank in 1985, and with IDB and CIDA in 1987. USAID provided 1.5 years of financing for the Small Enterprise project and invited IICA to submit the Hillside sub-project recently signed and totalling US $1.2 million over five years, which was signed in November, 1988.

In addition, current dialogue with the governments of Israel, Japan and Korea may result in the provision of technicians from these countries. The office has enjoyed a relationship with the US Peace Corps whereby 16 volunteers have been assigned to IICA during the 1984-1988 period.

Head Office initiatives with bilateral and multilateral agencies have proven to be extremely effective in promoting IICA's image and projection. However, there is still much to be done at the country level, where IICA is perceived as a relative newcomer, particularly in the English-speaking Caribbean. Videotapes describing the work of the Institute would be a definite help in this regard.

Charts 2.2, which describe the status of and strategy for developing external resource support, may be found on the next pages.

CHART 2.2: MANAGEMENT

EXTERNAL RELATIONS

DONOR	CURRENT STATUS OF RELATIONS	IMPROVEMENTS ENVISAGED	STRATEGY
1. DONOR COUNTRIES:			
Canada	Occasional collaboration.	Ongoing collaboration.	Establish technical concurrence linkages.
U.K.	No collaboration.	Develop relations.	Establish technical concurrence linkages.
Holland	Ongoing dialogue on technical concurrence.	Joint project.	Continue dialogue.
Federal Republic of Germany	No collaboration.	Develop relations.	Establish technical concurrence linkages.
Korea, Japan, Israel	Technical expertise a possibility.	Concretize the possibility.	Set up dialogue.
USA — USAID	Second project since 1984 recently signed.	Maintain good relations.	Effective project execution.
USA — U.S. Peace Corps	Eleven volunteers assigned.	Formalization of relationship.	Institutional agreement.
2. Multilateral Agencies:			
IDB	Good rapport; occasional collaboration.	Project collaboration.	Government of Jamaica request to IDB for IICA collaboration.
OAS	Good rapport.	None.	None.
PAHO	Good rapport.	Possible collaboration in pesticide management.	Continue dialogue.
FAO	Good rapport.	None.	None.

CHART 2.2: MANAGEMENT

EXTERNAL RELATIONS

DONOR	CURRENT STATUS OF RELATIONS	IMPROVEMENTS ENVISAGED	STRATEGY
Multilateral Agencies: (con'd)			
UNDP	Good rapport; occasional collaboration.	None.	None.
UNICEF	Good rapport.	None.	None.
World Bank	Collaboration in 1985.	Technical participation in agricultural sector loans.	Analysis of the new government's policies; readjust & expand programmes as requested by Government of Jamaica.
EEC	Good rapport.	None.	None.
IMF	Good rapport.	None.	None.
CARDI	Good rapport; occasional collaboration.	Joint projects.	Quarterly Technical Meetings to determine ongoing and future collaboration.
3. Private Donors:			
IDRC	Project funding since 1984; new project recently funded.	Continuation of funding.	Effective project implementation.

2.3 Office organization

An organizational chart of the office may be found in Annex 3.1.1, followed by a list of current staff and description of key functions.

The key staff are the Representative, the Agricultural Research Specialist (IPP), the Agricultural Economist (IPP), the Production Specialist (NPP), and the Administrator (NPP). The Administrator supervises all of the General Services Staff, while the Agricultural Economist, who operates the Farm Management Training and Generation of Information Project, supervises two Peace Corps Volunteers (PCV's). The Agricultural Research Specialist, who operates the Cropping Systems Project, supervises an Economist (NPP) as well as two field teams of 2-3 persons each. An additional field team will soon be added to the project as Phase II expansion is implemented. The Production Specialist works without field staff, coordinating his work closely with the Cropping systems Project. The Small Enterprise Development Project is operated by the Representative.

Each key staff member monitors project implementation utilizing his/her project own monitoring system which includes monthly meetings, oftentimes attended by the Representative. Reporting is done regularly at the weekly staff meeting where minutes are taken by the Representative's secretary. Key staff members report on project activties completed during the week and those projected for the week to come. Problem areas are discussed and coordination with the Administrator (vehicle requirements, etc) takes place. Particularly sensitive issues are discussed privately with the Representative, at weekly meetings designated for this purpose.

Charts 2.3.1 - 2.3.3 describe, for the different categories of staff in the office, factors considered important in personnel management, current status of these, as well as the strategy for improvements. The factors considered are: productivitiy, understanding and projecting IICA's image, participation in decision-making and opportunities for personal growth.

CHART 2.3.1: PERSONNEL MANAGEMENT

TECHNICAL STAFF

FACTOR	CURRENT STATUS OF FACTOR	IMPROVEMENTS ENVISAGED	STRATEGY
1. Productivity	Technical productivity is good but is hampered by having to produce too many reports.	To enable technicians to have more time to think and write technical documents.	Teach administrative staff to write reports under supervision of technician; suggest ways to curtail and simplify report writing.
2. Understanding and Projecting IICA's image.	New information disseminated via Staff meetings, Special meetings, Regional Director visits, and materials from other IICA units.	Maintain current level.	Free flow of information essential.
3. Participation in decision making.	Technicians have ample latitude in technical decision-making and participate in some management and organizational decisions.	Maintain current level.	Annual Professional Retreat.
4. Opportunities for Personal Growth.	Concept of formal training for personnel development is supported by the Representative; technicians provided with additional technical challenges on a regular basis.	To be determined.	Discuss with technical staff.

CHART 2.3.2: PERSONNEL MANAGEMENT

ADMINISTRATIVE AND SECRETARIAL STAFF

FACTOR	CURRENT STATUS OF FACTOR	IMPROVEMENTS ENVISAGED	STRATEGY
1. Productivity	This has increased twofold since 1986. Everyone feels challenged.	To continue to increase productivity and maintain the staff's interest in their work.	More efficient use of computers; delegation of simpler tasks to individuals who consider it a challenge while each individual takes on new responsibilities. Strong monitoring of administrative activities via bi-weekly meetings of the team and the annual retreat.
2. Understanding and Projecting IICA's image.	New information disseminated via Staff meetings, Special meetings, Regional Director visits, and materials from other IICA units.	Maintain current level.	Free flow of information essential.
3. Participation in Decision-Making	Input from administrative staff is solicited regarding type, quality and quantity of their work.	Improvements are possible for staff who reflect upon and voice their opinions on the type, quality and quantity of their work.	Use bi-weekly administrative meeting and annual retreat to encourage expression of opinion, group decision-making and reflection. Propose a quarterly administrative meeting.
4. Opportunities for Personal Growth.	Concept of formal training for personnel development is supported by the Representative and funds are located in the budget; new tasks provide challenges on a regular basis.	Staff professionalism developed.	New challenges targeted annually.

CHART 2.3.3: PERSONNEL MANAGEMENT

* SUPPORT STAFF

FACTOR	CURRENT STATUS OF FACTOR	IMPROVEMENTS ENVISAGED	STRATEGY
1. Productivity	This has increased by 50%. Some individuals are highly productive while others need more challenges.	Increase in productivity.	Annaul Support Staff Retreat.
2. Understanding and projecting IICA's image	New information disseminated via Special meetings, Regional Director visits and materials from other IICA units.	Maintain current level.	Free flow of information essential.
3. Participation in decision-making.	Limited.	Increase participation	Quarterly administrative meeting. Occasional meetings with administrator. Annual Retreat.
4. Opportunities for personal growth.	Limited to additional special assignments.	Expanded responsibilities in areas of competence and interest.	Encourage feedback and dialogue regarding areas of interest and competence through personnel appraisals, interviews and annual retreat.

*Includes drivers, cleaning lady and printer.

2.4: USE OF NATIONAL TECHNICAL RESOURCES

Since its inception in 1976, the IICA Office in Jamaica has relied on the Technical services of national professionals and national consultants. The chart which follows outlines the local staff and their involvement by IICA Project and counterpart Agency.

YEAR	PROGRAMME	CONSULTANTS	STAFF	COUNTERPARTS
1984	Support for Curriculum Development, COA		I.E.Johnson	Ministry of Education
	Agricultural Diversification in the Caribbean			Ministry of Agriculture
	Support for Farm Development for Elim Agricultural School		I.E.Johnson	Ministry of Agriculture
	Support for National Institutions for Generation and transfer of technology--Farming Systems Research	Vivian Chin		Ministry of Agriculture
	Multinational Project for Integrated rural Development in Caribbean Countries	Sandra Glasgow		Ministry of Agriculture
	Spices Production Technology Development	Vivian Chin Daniel Henry		Ministry of Agriculture

1985				
	Rural Development/Small Business Management	Sandra Glasgow		Ministry of Agriculture Rural Farm Family Development Programme Ministry of Construction Jamaica 4-H Movement Things Jamaican Limited National Development Foundation of Jamaica Self-Start Fund
				Small Business Association of Jamaica
	Cropping Systems		Vivian Chin	Ministry of Agriculture Farming Systems Research
	Support for Planning & Management of the Rural Development Process	George Beckford Elsie LeFranc		Ms Carole Dixon Mr Conrad Smikle
	Technical Cooperation for Cassava Production and Development	A.C.MacDonald		

1986

Rural Development/Small Business Mangement		(See 1985 Listing)
Cropping Systems	V. Asnani L. Coke D. Hutton	R.J. Baker F. Edman E. Ellis H. Ramdatt
Technical Cooperation for Cassava Production and Development	Sherwin Shand A.C.MacDonald I.E. Johnson Winston Harvey	Daphne E. Bennett R. Greaves F. Edman E. Ellis
Short Term Activities		
Regional Projects for the Caribbean	Mr A.C.MacDonald	

1987	CONSULTANTS	STAFF	COUNTERPARTS
Rural Development/Small Business Management			(See 1985 Listing)
Cropping Systems	J. Louden	Vivian Chin	Ministry of Agriculture
Cassava Production and Development		A.C.MacDonald	Ministry of Agriculture
Farm Management Training and Generation of Information			Ministry of Agriculture Farm Management Unit
Regional Projects for the Caribbean		A.C.MacDonald	

1988

Rural Development/Small Business Management			(See 1985 Listing)
Generation and Transfer of Technology	L. Boyne	L. Boyne Z. Lawrence C. Reid C. Rogers G. Stewart Randall Sewell Carlton Anderson	Ministry of Agriculture
Farm Management Training and Generation of Information	R. Russell		Ministry of Agriculture/ Farm Management Unit
Emergency Short Term Activities (ESTA)			
Cropping Systems- Outreach	Joseph Dehaney Hervine Ramsay Alvin Henry C. Hutchinson	A.C. MacDonald	Ministry of Agriculture/ Extension Services
Loan Preparation Assistance	Wentworth Bowen Barry Chevannes		Ministry of Agriculture/ Training Division Bureau of Women's Affairs Things Jamaican Self-Start Fund Ministry of Construction National Development Foundation of Jamaica Agricultural Credit Bank/ People's Co-operative Loan Banks Project Accord Social Action Centre Sistren Theatre Collective Projects For People

Youth Enterprise Production (YEP)	Jonice Louden Rutty Mitchell Barry Chevannes		4-H Clubs of Jamaica
Tree Crop Rehabilitation and Resuscitation	C. Hutchinson	A.C. MacDonald	Ministry of Agriculture/ Extension Services
Yam Export Committee Initiative (YAMEX)			Agricultural Credit Bank Agro 21 Christiana Potato Growers Association Guys Hill Producer Marketing Organization Government of Jamaica Ministry of Agriculture Office of Prime Minister Jamaica Agricultural Development Foundation Jamaica Agricultural Society Jamaica Banana Producers Association Jamaica Promotions OMNI International Scientific Research Council University of the West Indies UNIDO
Regional Projects			
Plant Protection	Dinsdale McLeod		Ministry of Agriculture
Animal Health		A.C. MacDonald	

2.5: INTEGRATION AND COORDINATION EFFORTS

The IICA Office in Jamaica has coordinated its efforts with other operating units in the caribbean area. There has also been inter-Program integration to some extent. In addition, coordination with other international organizations has been achieved due to a serious effort in this regard. The following table outlines these efforts from 1984 to 1988 :

YEAR	PROGRAMME	INTEGRATION	COORDINATION
1984			
	Support for Curriculum Development, COA		
	Agricultural Diversification in the Caribbean	Technician I.E.Telfer helps develop questionnaire for Cropping Systems Project, which is about to start	Governments of Barbados, St. Lucia, Dominica, Grenada, Jamaica.
	Support for Farm Development for Elim Agricultural School		Ministry of Education
	Support for National Institutions for Generation and transfer of technology--Farming Systems Research		Ministry of Agriculture, GOJ International Development Research Centre
	Multinational Project for Integrated rural Development in Caribbean Countries		Governments of Jamaica, Barbados
	Spices Production Technology Development		Ministry of Agriculture

1985			
	Rural Development/Small Business Management		USAID Ministry of Agriculture Jamaica 4-H Movement
	Cropping Systems	IICA, Dominica provides technical support	Ministry of Agriculture Coffee Industry Development Company. Cocoa Industry Board Banana Board CIP ICRISAT CIMMYT IDRC USAID
	Support for Planning and Management of the Rural Development Process		Administrative Staff College Agricultural Development Bank Agro 21 Secretariat Cocoa Industry Board Economic Development Institute, World Bank Forestry Industries Company Governments of Barbados, Dominica, Grenada, Guyana, Haiti, Jamaica, St Lucia, Suriname, Trinidad & Tobago Grace Kennedy & Company Highgate Food Products IBRD Jamaica Agricultural Development Foundation Jamaica Agricultural Society Jamaica National Investment Promotions Ministry of Agriculture Planning Institute of Jamaica Project Analysis & Monitoring Company University of the West Indies, Mona

Cassava Production and Development		Ministry of Agriculture CIAT Jamaica Livestock Association Feed Processors Midland Enterprises Jamaica Industrial Development Corporation Caribbean Agricultural Development Institute (CARDI)
Short Term Activities	IICA Sede Central	CIP
Regional Projects for the Caribbean	PROMECAFE, IICA Sede Central	USAID Mexico-United States of America Commission for the Eradication of Screwworm APHIS/USDA

1986

Rural Development/Small Business Management	Helps Cropping Systems to train small farmers	Brown's Town Community College Governments of Barbados and Guyana Institute of Cultural Affairs Ministry of Agriculture Ministry of Construction Ministry of Youth & Community Development Bureau of Women's Affairs Jamaica 4-H Movement Social Development Commission National Development Foundation Things Jamaican Small Business Association Solidarity/HEART

Cropping Systems		University of the West Indies, Mona Ministry of Agriculture IITA IDRC Cocoa Industry Board Banana Board Agro 21 Jamaica Agricultural Society Jamaica Agricultural Development Foundation University of the West Indies, Mona Agricultural Development Corporation College of Agriculture UNDP FAO CIDA USAID OAS EEC Government of the Netherlands CARDI
Technical Co-operation for Cassava Production and Development		Ministry of Agriculture
Support for Planning and Management of the Rural Development Process		Agricultural Development Corporation Ministry of Agriculture, Farm Management Section Research & Development Division
Research & Development Institutional Strengthening	IICA Honduras	CIAT (Columbia) Ministry of Agriculture

1987		INTEGRATION	COORDINATION
	Rural Development/Small Business Management		(See 1985 Listing) Brown's Town Community College
	Cropping Systems	Influence on the design of Hillside Agricultural Project	(See 1985 Listing) Scientific Research Council University of the West Indies, Mona
	Cassava Production and Development		Ministry of Agriculture
	Farm Management Training and Generation of Information		Ministry of Agriculture/ Farm Management Unit
	Regional Projects: Plant Protection		PAHO FAO CARDI Ministry of Agriculture/ Research & Development Plant Protection Division Science and Technology Natural Resources Conservation Ministry of Trade & Industry University of the West Indies Jamaica Agro-Medical Association
	Animal Health		Governments of Jamaica Government of Trinidad & Tobago Government of Barbados University of Florida North Carolina State University School of Veterinary Medicine IDRC CARICOM

	Short Term Activities		
	Research & Development Institutional Support		Ministry of Agriculture Research & Development
	Pedro River-Concord Rehabilitation		Ministry of Agriculture Extension Services CIDA
	Support for Agricultural Credit Bank		Agricultural Credit Bank
1988		INTEGRATION	COORDINATION
	Rural Development/Small Enterprise Development	Use of the small business training methodology in ESTA (See below)	(See 1986 Listing)
	Generation and Transfer of Agricultural Technology	Successful Cropping System results transferred to YEP and Cropping Systems Outreach (See below)	Ministry of Agriculture Research and Development IDRC
	Farm Mangement Training and Generation of Information	Assistance in developing record keeping in Cropping Systems IICA Barbados assisted	Ministry of Agriculture Farm Management Unit Extension Services Data Bank
	Cropping Systems Outreach		Ministry of Agriculture Extension Services
	Regional Projects		
	Plant Protection		Ministry of Agriculture
	Animal Health		Ministry of Agriculture CIDA

Short Term Activities

RSTA:	Tree crop rehabilitation & Resuscitation		Ministry of Agriculture Extension Services
	Cropping Systems Outreach	Benefit from technology developed in Cropping Systems	Ministry of Agriculture Extension Services
	Youth Enterprise Production	Benefit from technology developed in Cropping Systems	Jamaica 4-H Clubs
	Loan Preparation	Benefit from Manuals developed under Rural Development/Small Business Management	Ministry of Agricuture Training Division Bureau of Women's Affairs Things Jamaican Limited Self-Start Fund National Development Foundation of Jamaica Agricultural Credit Bank Project Accord Social Action Centre Sistren Theatre Collective Projects For People
YAMEX			Agricultural Credit Bank Agro 21 Christiana Potato Growers Association Guys Hill Producer Marketing Organization Jamaica Agricultural Development Foundation Jamaica Agricultural Society Jamaica Banana Producers Association Government of Jamaica Ministry of Agriculture Office of the Prime Minister Jamaica Promotions Limited OMNI International Scientific Research Council University of the West Indies UNIDO

2.6 Media Coverage and Dissemination of Information

In keeping with IICA's new thrust since 1986, under its new Director General, towards increased public awareness of the Institute and its work, the IICA Jamaica Representative convened a press conference in March 1986 to brief representatives of the electronic and print media in Jamaica.

Fifteen local and regional journalists and technicians, representing six media houses, received statements and asked questions on IICA and its work, in particular on the Blue Tongue disease, a new project being launched at that time.

Since then, releases are regularly distributed to the media on an average of one per month, notifying the media of seminars, visitors, programmes, etc.

From IICA Sede Central, releases fed into the regional and international news agencies also appear locally.

Finally, the Jamaica Office, as a matter of policy, regularly disseminates free brochures and flyers on IICA and its work at every training event, seminar or workshop.

The result of these initiatives has been increased awareness of the IICA's contribution to national development. However, it should be recognized that the media tends to be selective in its coverage. In this respect, the yam mini-sett and cassava technologies receive wide coverage.

IICA Jamaica, unable by its mandate to fulfill a request from the Government to disseminate the results of its technical cooperation to the small farming community, nevertheless was able to initiate discussion among all local agencies involved in yam research and production. The result, Yam Export Initiative (YAMEX), has, among other things, resulted in greater recognition for IICA. In the words of a high level Government official, "IICA is the best Agricultural technical assistance agency in Jamaica."

More could be done, nevertheless. For example, a video on IICA and its work, by exploiting audio-visual techniques of communication, could result in greater impact.

3. Main difficulties in the management of technical cooperation

The management of IICA's technical cooperation may be divided into three stages : design, initiation and execution. Although each project has a technical manager, the Representative views her role as supporting these managers and, for this reason, attends as many as possible of each project's monthly meetings. The Representative has learned that attending these meetings provides her with valuable information regarding the administrative support required by each project, as well as the support required by the field personnel and by the manager himself. The Representative is also aware of financial needs early in the process. For some reason, this type of information is not evident during the weekly staff meetings held with the technical staff and the Administrator.

The following pages contain charts 3.1 and 3.2 which depict some of the events and factors which have effected the technical cooperation management in a critical manner.

CHART 3.1: TECHNICAL COOPERATION MANAGEMENT

ADJUSTMENT TO CHANGE

CHANGE	A INTERPRETATION	B ADJUSTMENT	C ELEMENTS	D ARRANGEMENTS	E INTERNAL IICA
	The Representative's interpretation of the change was:	The adjustment made by the Representation in response to the change was:	Modifications involved changes in the following:	Arrangements made with the national authorities in response to the new situation:	Internal IICA adjustments were:
1. New IICA Director General and Administration (January 1986)	Greater focus on institutional strengthening projecting IICA's image of competence, humanistic personnel policies and long-range planning	Concrete activities were pursued in each of the following: 1. Institutional strengthening 2. IICA's image 3. Personnel 4. Planning (See Text)	Focus on projects assisting Government of Jamaica institutions to develop as well as private collaboration with University of the West Indies (UWI) & Jamaica Agricultural Development Foundation (JADF)	1. Small Business Training Advisory Committee Activities 2. Research and Development Activities 3. Private sector: - UWI - JADF - Scientific Research Council - National Development Foundation	Radical changes within IICA which were evaluated by the Representative with positive results.
2. Hurricane Gilbert effect on Jamaican economy, especially agriculture (September 12, 1988)	The socio-economic programmes were relief instead of development oriented due to disaster response required by the Government of Jamaica	Reorientation of programmes, projects and staff to assist country with relief and rebuilding activities	Research project became more production-oriented; small-business project focused on financing for rebuilding	Emergency short-term action was developed and approved by Head Office; ongoing projects and staff reoriented via retreats; and strong monitoring of activities was instituted	Quick Head Office approval of funds was critically important
3. Change in the Government of Jamaica:- From Jamaica Labour Party to People's National Party (February 9, 1989)	There will be more focus on small farmers, rural organizations, youth and self-sufficiency in agriculture	This will be determined during visits with key officials in the new Government	All projects shall require some adjustments; however it is doubtful that any shall be eliminated	To be determined	Quick Head Office approval of any revised activities will be critically important

CHART 3.2 : TECHNICAL COOPERATION MANAGEMENT

PROBLEMS IN TECHNICAL COOPERATION MANAGEMENT

AREAS	DOCUMENT	S.C. SUPPORT	PROBLEM	RECOMMENDED SOLUTION
Design	IICA Project Preparation Format and Institutions	Sufficient	Poor designs locally and slow approval by SC	Staff training; system to become more agile
Project Monitoring	None	None	Key activity for achieving outputs and impact is not institutionalized within IICA	Select certain national offices to become pilot projects and work out with them a project monitoring system
Institutionali-zation	None	None	IICA has neither definition nor methodology for institu-tionalizing its projects, yet stresses its importance as an end result	Develop concept paper for purpose of an initial dialogue with national offices; refine concepts and teach staff how to make institutionalization happen
Project Assessment	Project evalu-ation document (DIPROE)	Assessments performed	IICA doesn't study why projects fail; personnel performance appraisal system currently in effect does not permit admission of failure	Spend time and money to understand why projects fail. Give the project leader points for analyzing why his technical failures took place and how to avoid them in future

4. Main difficulties and suggestions regarding administrative and operative management

The philosophy which informs the policies and act ions of the administration of the IICA Office in Jamaica is that the administrative infrastructure functions to support the technical cooperation activities of the Representation. This is consistent with the statement of the Directorate of Programming and Evaluation that "behind financial and technical management, lies a physical and human infrastructure which the evaluators must study to determine whether then policies and procedures in use are the most appropriate."/1

We, therefore, take the above as our point of departure in assessing the administrative and operative management of the office, in analysing any difficulties faced, and in suggesting any possible solutions to the problems these difficulties may cause.

The specific tasks of administering the IICA Office fall into four (4) broad subject areas:

1. Financial Management: Budgeting, Disbursement of Funds, Financial Reporting and Control.

2. Personnel Administration: Recruitment, Conditions and Benefits, Supervision of General Services Personnel.

3. Technical Cooperation Support Mechanisms: Information Systems, Relationships with other agencies, Relationships with other IICA units.

4. Physical Plant: Building, Equipment and Supplies - Maintenance and Control.

In general, the administrative infrastructure has responded well to the demands of the technical cooperation activities of the IICA Office in Jamaica. During the period under review, there have been changes in Representation, in administrative and technical personnel and in government at the national level. Staff have also had to cope with changes in physical and social conditions ranging from changes in location of the Office to a major natural disaster which disrupted all areas of Jamaican life. In spite of these pressures, the administrative staff have continued to provide the necessary support enabling the effective output of a high level of assistance to national agencies in Jamaica.

In order to ensure that the Administration remains sensitive to the needs of the Technical Staff, a system of meetings to facilitate communication has been established:

1. The Administrator attends Professional Staff Meetings held every week.

2. Administrative Team Meetings are held every two weeks.

3. All staff attend Quarterly Administrative Meetings.

4. Administrative Retreats are held annually in January, and the decisions taken discussed with the rest of the staff at the first Quarterly Administrative Meeting of the year.

With changing conditions, however, and the evolution of systems to deal with these changes, there are some areas in which difficulties have arisen. Problems being experienced and recommended solutions are itemized on the attached charts (Annexes 3.3.3; 3.1.2; 3.1.3; 3.5).

Analysis of these charts reveals that further improvements in administrative and operative management must focus on:

1. Providing the necessary physical conditions for a staff which has increased rapidly with the expansion of the technical cooperation instruments(See "Ergonomics" Section of January 1989 Adtreat Document).

2. Improving communication with HQ, both through increased dialogue, and by the use of more expeditious means for sending messages.

NOTES

1. DIPROE: Evaluation System for IICA Technical Cooperation: Action at the Country Level (Volume III);April, 1988;p.6.

5. Positive factors in management of the technical cooperation

a. quaterly reporting system has been simplified

b. annual budgeting system has been simplified

6. Support received from units at Headquarters

a. Accounting department provided assistance for problems with computer "bug" in the accounting package

b. Regional Director and other key units provided critical support for post-Gilbert activities.

Annexes

1. Projects, special actions and administrative support actions by year (accumulative). List of titles.

   1.1 Synthesis of IICA's technical cooperation during 1984-1986

   1.2 Project Results
   1.2.1 Cropping Systems Project
   1.2.2 Small Business/Youth Development Project
   1.2.3 Farm Management Training and Generation of Information Project
   1.2.4. Multinational Project : Animal and Plant Disease and Pest Monitoring for the Caribbean Region
   1.2.5 Short Term Activities

2. Legal Agreements : 1985 - 1988

3. Administration of resources in the office (1985-1988)

   3.1 Human Resources
   3.1.1 Current staff. Summarised informtion on each member and Office Organizational Chart
   3.1.2 Personnel Administration
   3.1.3 Technical Cooperation Support Mechanisms

   3.2 Development of human resources. 1984-1989 outline, number of staff members by category : IPP, LPP, administrative staff, national consultants, international consultants

   3.3 Financial resources
   3.3.1 Operative budget of the IICA/Jamaica office (Total resources), 1984-1989 outline by year and major object of expenditure
   3.3.2 Operative budget of the IICA/Jamaica office by source of resources : quotas, CATIs, externals and miscellaneous income: and for each year from 1984 to 1989.
   3.3.3 Accounting Procedures

   3.4 Level of execution. Two outlines indicating the amount and % of budget execution by major object of expenditure and by source of financing.

   3.5 Physical resources : Building, equipment (vehicles, communications, reproduction) and supplies

Annex 1.1 SYNTHESIS OF IICA's TECHNICAL CO-OPERATION 1984-1986

YEAR: 1984

PROJECT	PARTNER	DURATION	OBJECTIVES	ACTION/RESULTS
1. Support of National Institutions for the Generation and Transfer of Technology	Government of Jamaica	1983-84	1. To improve the production and productivity of Irish potato-vegetable/legumes system in the Guy's Hill Area. 2. To improve production and productivity of yam-vegetable legume system in Watermount area. 3. To promote and initiate soil conservation measures in two aforementioned areas. 4. To initiate in-service training for all project technicians and associated personnel.	
2. Multinational Project for Integrated Rural Development in Caribbean Countries	Caribbean Governments	1982-87	1. To train 20-40 technicians in Agriculture and other Government institutions. 2. To develop and publish appropriate educational materials.	
3. Programme 6 Director Implementation of Activities	Hemispheric	1984-84		
4. Spices Production Technology Development	Government of Jamaica	1984-86	1. To develop cultivation and/or post-harvest technology for ginger, pimento and hot pepper and to introduce and identify superior varieties of tumeric and blackpepper.	
5. Support Programme for Curriculum Development of College of Agriculture	Government of Jamaica	1984-85	1. To assist the College of Agriculture in formulating appropriate objectives.	

PROJECT	PARTNER	DURATION	OBJECTIVES	ACTION/RESULTS
Year: 1984 (continued)				
5. (continued)			2. To assist the College to develop appropriate curricula.	
6. Assistance to Agricultural Diversification Programmes in the Caribbean Area	Caribbean Government	1984-84	1. To develop a Procedural Manual incorporating a systemic approach to Agricultural Diversification Planning. 2. To prepare Crop Diversification proposals for sugar cane and other lands in Jamaica. 3. To design a computer assisted system for the formulation and costing of alternative production models for agricultural diversification.	
7. Support for Farm Development for Elim Agricultural School programme	Government of Jamaica	1984-85	1. To assist Elim in developing a programme of farm activities which provide a satisfactory base and supplement for academic course aspects.	

YEAR: 1985

PROJECT	PARTNER	DURATION	OBJECTIVES	ACTION/RESULTS
1. Rural Development/Small Business Management	Government of Jamaica	1983-87	1. To produce 6 training manuals	1. One manual published and two drafted for testing.
			2. To train 89 national agency staff as trainers.	2. 115 trained in "Operating A Small Business"; 126 in "Starting & Financing a Small Business"; 23 in "Marketing Small Business Products"; 14 in "Teaching Tools".
			3. To train 2280 micro-entrepreneurs in business management	3. 6434 trained in operating a small business; 939 starting and financing small businesses.
			4. To strengthen 5 national through joint development of the programme	4. 67 personnel from 4 institutions agencies trained (up from 45).
2. Cropping Systems	Government of Jamaica	1984-87	1. To improve the productivity of the potato-vegetable/ system in Guy's Hill.	1. 4 experiments in method and rate of applying fertilizer confirmed the effectiveness of traditional practices and found best rate for residual effect on corn (19 farmers involved).
			2. To improve productivity of vegetable/legumes system in Watermount area.	1. Trials with 5 varieties of yam-cabbage. KK Cross gave higher yield than farmers' variety.
				2. Trials with 4 varieties of tomato. Roma higher yeilding than Floradade.
			3. To initiate & promote soil conservation in the 2 areas.	1. 4 demonstration plots set up, using pineappie barriers, minimum vs. complete tillage and the continuous mound methods.

				4. To initiate in-service training for project technicians and associated personnel.	1. 31 training seminars/workshops/field surveys. 2. One 2-week workshop on Farming Systems Research (FSR). 3. 4-day course on identification & control of diseases. 4. Participation by Ministry of Agriculture (MINAG) FSR Co-ordinator in Martinique colloquium. 5. Participation by 2 FSR personnel in CIP course.
3.	Support for Planning and Management of Rural Development Process.	Government of Jamaica	1985-87	1. To assist institutions in the Agricultural sector to guide decision-making process more effectively and efficiently in terms of the identificaiton and implementation of policies programmes and projects for the improvement of agricultural production and rural well-being.	1. Generation of 13 papers/reports by experts. 2. Participation by 14 public and private sector and educational institutions. 3. 2 month course on agri-industrial projects for 23 participants from 9 Caribbean countries. 4. 2-day roundtable on agricultural and rural development projects and planning. 5. Consultancy assistance to MINAG's Farm Management Unit. 6. Seminar on Agricultural Research Project Identification Design & Preparation.
4.	Technical Co-operation for Cassava Production and Development.	Government of Jamaica	1985-87	1. To produce planting material of superior cultivars for 300 acres by December 1986.	None
				2. To identify best adapted cultivars for St Elizabeth, St Catherine and Manchester.	None
				3. To obtain comprehensive data on the economics of cassava production on small farms and medium-sized holdings.	None

				4. To sensitize feed manufacturers to the use of dried cassava chips in blending livestock feeds.	None
				5. To upgrade knowledge and skills of national personnel in cassava production and cassava planting material multiplication.	None
5.	Animal Health and Plant Protection	Government of Jamaica	1986-	1. To assist Government in eradication of screwworm and tick.	1. Jamaica's participation in Regional seminar on tick eradication facilitated.
				2. To assist Government in eradication of pests.	2. Jamaica's participation in course on plant protection facilitated. 3. Information Bulletins on new research passed on to Government.
6.	Short Term Actions	Government of Jamaica		1. CIP scholarship	1. 3 Government personnel benefitted.
				2. IICA Seminar (Costa Rica) on computerization of decision-making & agricultural information.	
		University of West Indies (UWI)		3. CIP scholarship	2. One expert benefitted.

YEAR: 1986

PROJECT	PARTNER	DURATION	OBJECTIVES	ACTION/RESULTS
1. Rural Development/Small Business Management	Government of Jamaica	1983-87	1. To produce 6 training manuals.	1. 3 manuals published (2 in 1986).
			2. To train 89 national agency staff as trainers.	2. 451 trainers from 20 national institutions trained (262 in 1986).
			3. To train 2280 micro-entrepreneurs in business management.	3. 8000 micro-entrepreneurs trained (2292 in 1986).
			4. To strengthen 5 national institutions.	4. 5 agencies have incorporated business training in on-going activities. 5. 23 other national organizations attended IICA training sessions.
2. Cropping Systems	Government of Jamaica	1984-87	1. To follow up and continue work already initiated on improving the productivity of the potato-vegetable/ legumes system.	1. Varietal trials of potato cultivars successful. Knowledge made available to farmers. 2. Tests done on effect of red peas or corn as shade for potato cultivars. Needed further investigation. 3. Tests on effect of fertilizer on red peas/carrot inter-cropping system. 4. Farmers adopt Tropicross cabbage as a result of 1985 tests. 5. Farmers adopt close spacing of Tropicross cabbage as a result of 1985 tests.
			2. To continue soild conservation measures	1. Farmers adopt continuous mound method as a result of 1985 demonstrations. 2. Passion fruit promoted as economic crop which minimizes soil disturbance.

3. To transfer, test, adapt and generate technologies for introducing other crops and livestock which have assured markets into the farming system	1. Trial plot intercropping potato with sugar cane set up. 2. 4 trial plots set up on hillside too steep to till. 67 farmers requested seeds of high yielding varieties. 3. 4 farmers selected for poultry rearing. 4. Introduction of sorghum, yellow yam (mini-sett), ginger, passion fruit and sweet potato on observation plots.
4. To transfer, test, adopt and generate technologies needed for improving resuscitiation, establishment and early management of coffee and cocoa.	1. Trial on 3 farms to compare methods of establishing coffee. 2. Trial on 3 farms to compare methods of establishing cocoa.
5. To initiate a pilot programme for production of seed potato.	1. Rooting of shoots and sprouts method successful; subculturing of pathogen-tested in-vitro material of 3 cultivars initiated.
6. To organize in-service training for project technicians and associated personnel	1. 4 training seminars held. 2. University botanist sponsored on course at CIP. 3. 2 Government technicians sponsored on Farming Systems Research Symposium, USA. 4. 5 IICA personnel and 10 other national personnel. sponsored on mini-sett yam and cassava technologies seminars.

3.	Technical Co-operation for Cassava Production and Development	Government of Jamaica	1985-1987	1. To produce planting material of superior cultivars for 300 acres by December 1986. 2. To identify best adapted cultivars for St Elizabeth, St Catherine and Manchester. 3. To obtain comprehensive data on the economics of cassava production on small farms and on medium-sized holdings. 4. To sensitize feed manufacturers to the use of dried cassava chips in blending livestock feeds. 5. To upgrade knowledge and skills of national personnel in cassava production and cassava planting material multiplication.	NOTE: The 1986 June floods, followed by two months of intense drought set back this project. Nevertheless, the following were done: 1. 16 trial plots of 30 acres were established to produce cultivars for 300 acres. Reaping by May 1987. 2. Cultivars identified, but extreme shortage led to use of other high-yielding varieties. 3. Two publications put out on using cassava in animal feeds. 4. Two seminars held on the production and development of cassava.
4.	Support for Planning and Management of Rural Development Process	Government of Jamaica	1985-87	1. To develop and actualize Programming & Budgeting Systems and Monitoring and Evaluation Systems for the Agricultural Sector. 2. To train 8 technicians in methods of programming and budgeting and monitoring and evaluation. 3. To organize seminar on identification and Design of Research Projects, in collaboration with CARDI, CFNI and UWI.	NOTE: This project was re-oriented to have stronger focus on management. 1. Analysis prepared of the Agricultural Development Corporation (ADC) and its future role and functions. 2. The MINAG's methodology for analysing dairy industry cost of production was reviewed. 3. Seminar held on Agricultural Research Planning Methodology to train 20 personnel in research project design and in identification and analysis of research problems. 4. Development of a plan to strengthen the Farm Management section of MINAG.

5. Short Term Activities	1. Sponsoring national personnel.	1. 6 personnel sponsored to meetings, courses, workshops in CIP, Barbados, St Lucia, Costa Rica.
	2. Technical Consultations	2. 10 consultations held in agro-industry, farm management, coffee production and disease, livestock disease, etc.
6. Regional Projects	1. Animal Health	1. Workshop on tick eradication. 2. Feasibility study on eradication of amblyomma variegatum tick and hydropericardium in the Caribbean. 3. Three year analysis begun of blood samples to determine incidence of blue tongue disease. 4. Regional Animal Health Information and Surveillance system put in place. 5. Regular publication of Animal Disease Report.
	2. Plant Protection	6. Regular Publication of Information Bulletins containing information on pesticides, new equipment, etc.

1.2 Project Results

Annex 1.2.1 : Achievements, Results and Impact of the Technology Generation and Transfer Project

CHART 1.2.1A: TECHNICAL COOPERATION:
SUPPORT TO GENERATION AND TRANSFER OF TECHNOLOGY:
EVALUATION OF INTERNAL CONSISTENCY

POLICY (7,4.1)	DESIGN (7,4.1)	MULTINATIONAL COMPONENT(7,4.1)	RESOURCE MOBILIZATION (7,4.1)	IICA OUTSIDE SUPPORT(7,4.1)
he project is concerned with trengthening the institutional apability of the Ministry of griculture for generating and ransferring technologies that re acceptable to small-scale armers. This is consistent with he purpose of Program 2 in the 987-91 Medium Term Plan, which ecognizes that.."the potential f science and technology can be ully tapped only in the presence f institutional infrastructure apable of developing appropriate echnological replies to the pecific conditions of each country"	The project was designed to test and develop a methodology for generating technologies that would be acceptable to small-scale hillside farmers. The design used the approach of on-farm research with a farming systems perspective,in which the small-scale farmers participate in problem identi-ficiation, field plot management, choosing technologies for further testing or for immediate adoption, and in the extension of chosen technologies to other farming areas outside of the project area.	None	Additional external resources mobilized were: 1984-87:US$182,077 1987-90:US$287,770 provided by IDRC.	The project provided some technical support to USAID consultants who designed the USAID /MINAG Hillside Agric-ultural Project. The project provided technical assistance to the Government of Suriname in the prep-aration of a project outline for a farming systems research project in the Commewijne district of Suriname. The project provided training in farming systems research methodologies for one graduate from Suriname

CHART 1.2.1B TECHNICAL COOPERATION:
SUPPORT TO GENERATION AND TRANSFER OF TECHNOLOGY:
IMPACT OF RESULTS

PRODUCTS (9,4.3)	CONGRUITY (9,4.3)	AGENCY IMPACT (9,4.3)	RESOURCES (9,4.3)
1. A methodology for implementing a structured FSR programme in two different ecological zones of the Parish of St. Catherine. 2. A series of 20 technical training seminars, 2 training courses, 1 FSR Workshop, 1 field tour of a specialized dry-farming area, and short-term training courses at CIP for 2 MINAG and 1 UWI personnel. 3. Improved production technologies for cabbage and Irish potato developed in the project. 4. Improved production technologies for corn and yam transferred from CIMMYT and IITA respectively to project farmers. 5. Small-scale broiler production successfully introduced to project farmers using a revolving fund strategy. 6. Pilot programme for production of potato planting material developed in the project through transference of technology from CIP.	Congruity of products with objectives of the Cropping Systems Project evident from the annual evaluations done by MINAG Data Bank & Evaluation Division.	The impact on the participating agency (MINAG) and on the end-users of technologies generated and transferred in the project was: --- Young MINAG personnel who had no previous experience of implementing a successful on-farm research programme with a farming systems perspective have improved their skills, knowledge and competence to become capable practitioners who are accepted and respected by small-scale farmers in the project areas. --- The project has led to the development and implementation of an outreach programme jointly by MINAG's Production & Extension Division and IICA in the Parishes of Hanover, St. Ann, Manchester, and St.Andrew. --- The project has had a positive influence on the design of the USAID/MINAG Hillside Agricultural Project. --- The project is having a positive influence on the design of a strategy for Research & Development in the MINAG. --- The project has had a positive impact on a large number of small-scale farmers who have resuscitated Irish potato production in the Guy's Hill area and who have adopted Irish Potato as a new crop in the Watermount area of the project. When the project started, only very few farmers were producing Irish potato in the Guy's Hill area and none in the Watermount area. In March-April 1988 these areas produced sufficient potatoes to glut the local market causing retail prices in the markets	The magnitude of human and financial resources used by the project are reflected by the following data: Finances US$ Period / Quotas / External 1984-87 206,319 182,077 1988 81,927 104,449 1989-93 493,219 1,350,781 Funding for the period 1989-93 are committed by tripartite agreements between IICA/MINAG/IDRC and IICA/MINAG/USAID. IICA personnel involved: 1984-88: 1 Int'l Prof.Personnel 2 Gen'l Serv.Personnel 1989-93: 1 Int'l Prof.Personnel 2 Nat'l Prof.Personnel 2 Gen'l Serv.Personnel

CHART 1.2.18 TECHNICAL COOPERATION:
SUPPORT TO GENERATION AND TRANSFER OF TECHNOLOGY:
IMPACT OF RESULTS

PRODUCTS (9,4.3)	CONGRUITY (9,4.3)	AGENCY IMPACT (9,4.3)	RESOURCES (9,4.3)
		to fall sharply from about J$5-$6 per pound to J$1-$1.10 per pound. This crisis emphasized the need for an effective marketing system for small-farmer produce. The negative effect of this was that there has been a reduction of the potato acreages cultivated by small-scale farmers especially in the Guy's Hill area.	

CHART 1.2.1C: TECHNICAL COOPERATION:
SUPPORT TO GENERATION AND TRANSFER OF TECHNOLOGY:
ADJUSTMENT TO CHANGES

CHANGE	A Interpretation (8,4.2,a)	B Adjustment (8,4.2,b)	C Elements (8,4.2,c)	D Arrangements (9,4.2,d)	E Internal IICA (9,4.2,e)
Change in the MINAG's capacity to respond to project needs: --No. of key counterpart personnel reduced: 9 months after project initiation MINAG project coordinator/Agronomist went on six months vacation then resigned at end of vacation. MINAG Plant Protection Officer on core team resigned at same time. Both persons left for higher paying jobs, and no replacements provided. Four months after project initiation the two extension officers attached to the project were withdrawn and not replaced. The inability to provide replacements could be linked directly to certain conditions of the Structural Adjustment Loan (SAL).	The Representation's interpretation of the change was that: -- the impact would be reduced effectiveness of project implementation terminating in project failure.	The adjustments made by the Representation in response to the change was that: -- The IICA IPP responsible for providing technical support spent about 3/5 of his time interacting directly with field teams, whereas previously the IPP interacted mainly with MINAG's project coordinator.	No project activity was added or eliminated, but the training component was strengthened.	No new arrangements made with MINAG regarding the change which was the result of a national problem namely the reduction of public expenditure to fulfill a condition of the SAL.	None.

Annex 1.2.2 : Achievements, Results and Impact of the Small Business Management Support for the Rural Development Process Project

This Programme 3 action represents the second major thrust of technical activities in the office and it may be divided into four phases:

A. 1980-1983
Rural Women's Project 1983 (Transition year)

B 1984-1987
Small Enterprise Development Project : Phase I

C. 1988-1989
Small Enterprise Development Project : Phase II
(1989 - transition year)

D. 1990-1992
Youth Enterprise Project (YEP)

Achievements

The following project achievements may be noted:

A. 1980-1983

1. Pilot methodology for women in agriculture
2. Cost benefit on producing salt-fish locally
3. Reaping salt from the sea

B. 1984-1987 - Phase I of the Small Enterprise Development Project has three basic components; these are identified below.

1. Publications :

"Operating a Small Business in Jamaica : A Guide"

"Starting and Financing a Small Business in Jamaica : A Guide"

"Marketing Jamaican Small Business Products: A Guide"

"Small Business Training Tools"

2. Trainers trained :

224 in Operating
226 in Starting and Financing
156 in Marketing
58 in Training tools

3. Training of producers :

At the end of 1987, over 5,000 producers had been trained by trainers.

C. 1988 - 1989

1. Publications:

"Establishing a Training Project to support Micro-Enterprise Development"

"Post-Gilbert Financing"

"4-H Yam Production"

2. Training of Trainers by 1988:

- 182 in Training Tools
- 240 in Operating
- 292 in Starting and Financing
- 179 in Marketing
- 107 in Post-Gilbert Financing

3. Training of producers :

At the end of 1988, over 6,000 producers had been trained by trainers.

4. Institutional :

By 1988, the following Jamaican agencies had benefitted by sending trainers to training sessions :

Brown's Town Women's Centre
Bureau of Women's Affairs
Children's Service Division
Clarendon Group for the Disabled
Community Revolving Loan Fund
H.E.A.R.T Trust (Solidarity)
Jamaica 4-H Clubs
Maidstone Milk Products & Processors Ltd.
Mandeville Women's Centre
Manchester Health Centre
Manchester Land Authority
Mayfield Milk Products & Processors Ltd.
MEDA - Projects for People
Mini-Enterprises Service
Ministry of Agriculture
Ministry of Construction
Ministry of Education
National Development Foundation of Jamaica
National Union of Co-op Societies
Private Sector Organization of Jamaica
Rio Grande Project
Self Start Fund
Social Development Commission
Things Jamaican Limited
Urban Development Corporation - Hellshire Bay Development Company United Dry Cleaners
P.F.P. Leo Force Youth Club
3D Projects
3M Cheese Plant PCV/FRA/Partners
FRA/Sheffield
Muirton Boys Home

By 1988, the following Jamaican schools had benefitted by sending trainers to training sessions :

Albion All Age
Bellevue All-Age
Brown's Town Community College
Brown's Town Secondary
Coopers Hill All Age
Frome Secondary
Ginger Hill All Age
Knox Community College
Marcus Garvey Secondary
Ocho Rios Secondary
Spauldings Secondary
St. Hilda's High
Titchfield High
Vere Technical High
Westmore Business
Westwood High
York Castle High

D. 1990-1992 - Youth Enterprise Project (YEP)

Projected achievements:

1. Transfer of four new agricultural technologies to 4-H Clubbite members.
2. Preparation of technical and business training material.
3. Management and monitoring support for 4-H Clubs of Jamaica.
4. Increased participation of youth in agriculture due

The Small Business Training Advisory Committee (SBTAC)

An important component of the project has been the Small Business Training Advisory Committee. This committee is comprised of eight national institutions which guide the project. They participate by sending staff members to IICA for training and by supporting the training of producers.

The advisory committee meets on a quarterly basis in order to dialogue with the IICA staff on their concerns and suggestions for the programme. The committee reviews the training materials as they are developed, receives reports from IICA regarding the performance of their trainers, and acts as a fora to discuss and decide upon directions for the programmes which are suitable to all participating agencies.

Charts for project evaluation of internal consistency, impact of results and adjustment to changes follow for analysis. See charts 1.2.2 a, b and c.

CHART 1.2.2A TECHNICAL COOPERATION:
SMALL ENTERPRISE DEVELOPMENT PROJECT
EVALUATION OF INTERNAL CONSISTENCY

POLICY (7,4.1)	DESIGN (7,4.1)	MULTINATIONAL COMPONENT (7,4.1)	RESOURCE MOBILISATION (7,4.1)	IICA OUTSIDE SUPPORT (7,4.1)
The programme is concerned with strengthening Jamaican Rural Development Programmes through human resource development. This is being achieved through the training of rural producers and increasing the capability of national institutions to advise rural micro-entrepreneurs in the management of small rural enterprises. This adheres to programme 3 strategy in the 1987-1991 Medium Term Plan.	The project was designed to: - develop materials, train trainers; and to provide advisory services to micro-entrepreneurs.	IICA offices in Guyana, Surinam, Trinidad & Tobago, Barbados and St. Lucia have been assisted by the project.	$71,713 in additional funds from USAID have been mobilised by the project.	The project has participated in CARICOM's Year of Small business.

CHART 1.2.2B: TECHNICAL COOPERATION

SMALL ENTERPRISE DEVELOPMENT PROJECT

IMPACT OF RESULTS

PRODUCTS (9,4.3)	CONGRUITY (9,4.3)	AGENCY IMPACT (9,4.3)	RESOURCES* (9,4.3)
1. A series of manuals on starting, financing operating and marketing a small business as well as a teacher's guide. 2. Training sessions. 3. Business advisory services. 4. Assistance to secondary schools.	Congruity of the products with the objectives and use of results by participating agencies: - Initial targets for all four products were surpassed. Negative impact - problems with institutionalization.	The impact on the participating agencies due to the products listed in the first column was: Materials - greater effectiveness in the dissemination of information. Training - greater efficiency in transmitting information to low-income micro-entrepreneurs. Business Advisory services - greater confidence in delivery of services. Schools - effective linkages with youth programmes.	Cost benefit analysis: The magnitude of the human and financial resources involved in project implementation and degree of efficiency can be measured by the following data: Finances - 1983 $65,946 Phase 1 - 1984 $84,800 1985 $75,567 1986 $96.865 1987 $67,276 Phase 2 - 1988 $44,535 1989 $41,500 (projected) $476,489 Total IICA staff involved: 1 International Professional Personnel 1 National Professional 4 Peace Corps Volunteers Manuals produced: A series consisting of 5 manuals have been published; 15 projected. Number of trainers trained: over 250 Number of producers reached: over 6,000 Additional countries assisted: Establishing a project: Guyana, Barbados, Trinidad & Tobago. Training: Surinam, St. Lucia. External funds leveraged: 1985 - $50,100 - USAID 1986 - $21,613 - USAID

*Include positive and negative results/impact as well as conditioning factors.

CHART 1.2.2C: TECHNICAL COOPERATION
SMALL ENTERPRISE DEVELOPMENT PROJECT:
ADJUSTMENT TO CHANGES

CHANGE	A Interpretation (8,4,2,a)	B Adjustment (8,4.2,b)	C ELements (8,4.2,c)	D Arrangements (9,4.2d)	E Internal IICA (9,4.2,c)
	The representation's interpretation of the impact of the change was:	The adjustment made by the Representation in response to the change was:	Modifications involved changes in the following:	Arrangements made with the national authorities in response to the new situation were:	N/A
1. Hurricane Gilbert on 12th September, 1988 affected the agricultural and manufacturing sectors of the economy.	- Small farms and businesses would require assistance in rebuilding rather than development.	- All business training was suspended; a new manual - Post Gilbert Financing - was developed by October 1988; five seminars were held across the Island by December 1988 on the use of the manual.	- Material development; training of trainers; Business Advisory Services; Utilisation of Peace Corps Volunteers; direct involvement of the Representative in post-Gilbert training.	- Special invitations to training sessions; provision of 6,000 copies of the post-Gilbert Financing manual; additional involvement of church groups via Project Accord for the setting up of the Post-Gilbert Church Coordinating Body/Project.	
2. Change in IICA Director-General and technician responsible for project assumed duties of Representative. (January 1986).	- Projects would now have to focus more on institutional development. - Priorities outlined in 1987-91 Medium Term Plan were to be addressed.	- modification of the project in order to enable dual management of project and office; - Small Business Training Advisory Committee was encouraged to become more active and innovative in promoting institutional development through the project.	N/A	N/A	N/A

Annex 1.2.3 : Achievements, Results and Impact of the Farm Management and Generation of Information Project

Results and Impact of Technical Cooperation

Specific Objective	Description of activities to achieve Objective	Output
Strengthened capability of public and private agricultural sector organizations to assist small to their management abilities.	a. Development of farm management training material	Enterprise budgets and farm planning materials reviewed. Second draft completed. First draft long run farm plans farmers preparation and farm improve investment analysis farm training material, completed.
	b. Training of MINAG-Farm Management Section (FMS) Staff	On the job training is a continuous activity during the implementation of the project. Finished selection of reading materials in farm planning for FMS personnel. On the job training and assistance was provided to the FMS in the preparation of the tabulation plan and analysis of a milk cost of production survey.

Specific Objective	Description of activities to achieve Objective	Output
		Training of MINAG-FMU(2),Marketing(2), Data Bank(2) and Ag.Policy(1) professionals in farm planning using Linear Programming started in late June and continues with the development of farm models using L. Programming.
Strengthened Capability of Public and private sector organizations assist small farmers to improve their management crops.	b. Training of MINAG-Farm Management Section (FMS) Staff	Assistance was provided in the preparation of the questionnaire and to tabulation plan for an annual crop cost survey in 13 farm Parishes and 37 abilities
	c. Training of extension personnel	120 extensionists trained in budgeting and farm planning
	d. Development of cost of production collection of data methodology	Methodology on milk cost of production data collection and tabulation plan completed. Cost of production format for annual crops developed and being implemented in MINAG-IDRC-IICA Cropping S.R.

Specific Objective	Description of activities to achieve Objective	Output
		Project Annual crops cost of production data collection methodology and tabulation plan developed. Training of enumerators completed. Cost data collection completed in January 1989. Editing of the 3900 questionnaires initiated. Computer program to process data in preparation. Processing of data starting in March.
	e. Development of a record keeping system	Basic record keeping system prepared. Cash expenditures and income formats prepared. Training of MINAG-IDRC-IICA CSR project trainers completed. Record keeping for selected crops initiated in about 20 farms in Manchester, in 1989. Generation of data for estimation and economic analysis of fertilizer response functions for 3 main crops in Manchester initiated in March 1989.

Specific Objective	Description of activities to achieve Objective	Output
Strengthened capability of public and private agricultural sector organizations to assist small farmers to improve their farm management abilities		Testing and implementation of formats with farmers participating in MINAG-IDRC-IICA CSR Project transferred to the CSRP. Record keeping system for broiler production developed for CSRP.
	f. Development of representative farm models	Preliminary plan of implementation by site prepared. Two representative farms selected in the Watermount area and one farm in Guys Hill.
models completed.	f. Development of representative activities to be considered	Selection of production farm in the analysis
		Cost data for seven crop activities completed. Joint actions with the CSRP were terminated in
		September and development of farm models in Watermount and Guys Hill cancelled. Development of farm models will be carried out in the Parish of Manchester in 1989.

Specific Objective	Description of activities to achieve Objective	Output
		Bibliography and documentation review on Jamaican small farmers published and distributed to Universities, researchers, public private and international organizations.
	g. Meetings with GO's and NGO's to analyze training needs in farm management	Training program to train JADF credit officers in loan appraisal prepared.
	h. Assist IICA's Barbados office to provide assistance to MAFF in farm mgt.	Assisted Barbados M. of Agriculture, Food and Fisheries to prepare a plan to dev.. & imp. a FM training unit. Trained 17 F. Managers in Sept.-Oct. 1988 (See FMTGI-assistance to IICA's office in Barbados)
	i. Dissemination of Farm Management Information	Cost data, returns to farmers resources, profitability of enterprises and cropping systems information will be disseminated to extension personnel and farmers through seminars, workshops, field days, leaflets and training .

Impact: The project started in March 1988 and main outputs are being generated. Cost of production methodology and cost data generated will enhance MINAG data base for crops and livestock profitability and provide information to monitor farm income, build farm models required to develop investment programs and formulate agricultural development policies aimed to improve small scale farmers socio-economic conditions.

Charts for project evaluation of internal consistency, impact of results and adjustment to changes follow for analysis. See charts 1.2.3 a, b and c.

CHART 1.2.3.A : TECHNICAL COOPERATION
FARM MANAGEMENT TRAINING AND GENERATION OF INFORMATION
EVALUATION OF INTERNAL CONSISTENCY

POLICY (7,4.1)	DESIGN (7,4.1)	MULTINATIONAL COMPONENT (7,4.1)	RESOURCE MOBILISATION (7,4.1)	IICA OUTSIDE SUPPORT (7,4.1)
The project concentrates its actions on the strengthening of public and private agricultural sector organizations to improve the generation of information to assist small farmers to improve their management skills and to develop policies and projects to assist small farmers. The emphasis of the project is in developing a methodology, to generate economic information about farmers income and economic and technical constraints to improve their well-being; and on the training of personnel in the use of the information to develop projects and advise farmers. The project addresses Program III areas of concentration to strengthen institutional systems responsible for rural development: formulation and management of rural development programs: and projects and technical support and training for business organization and management. The project is assisting to generate information to analyze and interpret the cause of farmer's low income: to formulate agricultural investment policies and programs and to develop a system to monitor impact of policies and growth of farmers' income.	The project was designed to: - Train MINAG - Farm Management Section personnel; - Train MINAG-Extension personnel; - Develop cost of production collection of data methodology; -Develop a farm record keeping system; - Develop representative farm models to analyze farm investment alternatives; - Disseminate economic information generated.	IICA office in Barbados has been assisted by the project in the preparation of a proposal to create a Farm Management Training and Advisory Unit in the MAFF and to train 15 Barbados Agricultural Development Corporation managers and 2 MAFF excursionists.	Human: Responsible of Project- Tomas Mulleady Peace Corps Volunteer - Janet Eisenhauer (from October 1988) Peace Corps Volunteer Christofer Patzer (from April 1989). Financial: Year 1988 Approved Th.US$ 83.2 1989 " 84.4 1990 " 86.6 1991 " 89.1	

CHART 1.2.3B: TECHNICAL COOPERATION

FARM MANAGEMENT TRAINING AND GENERATION OF INFORMATION

IMPACT OF RESULTS

PRODUCTS (9,4.3)	CONGRUITY* (9,4.3)	AGENCY IMPACT* (9,4.3)	RESOURCES* (9,4.3)
Training Materials Enterprise budgets and farm planning materials reviewed. Second draft completed. First draft long run farm plans preparation and farm investment analysis, training material completed. Training FMS personnel On the job training is a continuous activity during the implementation of the project. Finished selection of reading materials in farm planning for FMS personnel. On the job training and assistance was provided to the FMS in the preparation of the tabulation plan and analysis of a milk cost of production survey.	Terms of Reference Improving MINAG's Farm Management Service. Strengthening MINAG's capabilities in project analysis. Regional Activities. Assist other IICA-Jamaica projects. Project Objectives General Increased effectiveness of GOJ's implementation of policies and programs directed at improving small farmers economic well-being. Specific Strengthened capability of the public and private sector organizations to assist small farmers to improve their farm management abilities.	Team work with MINAG Divisions initiated Extension personnel trained. Project started in March 1988 and the main outputs have not been generated yet.	1988 1989 Financial US$ 9.4 9,4 Human: T. Mulleady R. Rieks (PVC until Sept, 1988) J. Eisenhauer (PVC from Oct.1988 C.Patzer (PVC from April 1989)

*Include poistive and negative results/impact as well as conditioning factors.

CHART 1.2.3.C: TECHNICAL COOPERATION

FARM MANAGEMENT TRAINING AND GENERATION OF INFORMATION

ADJUSTMENT TO CHANGES

CHANGE	A Interpretation (8,4.2,a)	B Adjustment (8,4.2,b	C Elements (8,4.2,c)	D Arrangements (9,4.2,d)	E Internal IICA (9,4.2,c)
No changes were necessary.					

Annex 1.2.4

Regional Disease and Pest Monitoring - Activities in Jamaica

1. Introduction

This regional project is intended to strengthen the disease/pest monitoring capability of eleven countries, as detailed in appendix 1.

2. Review and Development of Methods

The Office in Jamaica facilitated an IDRC sponsored feasibility study of the animal health aspects of this project. This was conducted in 1987 by epidemiologists from North Carolina State University.

In November 1988, Jamaica was represented by senior animal and plant health officers at a regional workshop. This group adopted a general strategy for the project, following a review of experiences with similar efforts in North America, recommendations of the above-noted feasibility study, and related activities underway in the Caribbean region.

Subsequently, the Office in Jamaica facilitated meetings of the project coordinator and epidemiologist with animal health and plant protection officials in December, 1988 and March, 1989, to plan the implementation of project activities in Jamaica. Possible Jamaican studies in the project's priority areas of 1) dairy health and production monitoring and 2) fruit fly monitoring were identified during the December 1988 visit and are being pursued.

3. Training

The participation of Jamaica's Officers in the November 1988 workshop provided them with training in the principles of disease and pest monitoring, and the experiences of leading North American workers in this field. The veterinary officer then attended the Caribbean Veterinary Convention in Guyana the week following this workshop.

Two Jamaican officers will be invited to participate with representatives from the other participating countries in a two week in-residence course in epidemiology, computer use and disease/pest reporting procedures scheduled for September, 1989.

A regional newsletter on disease and pest monitoring will be distributed in Jamaica shortly. Jamaican plant protection scientists contributed material to this publication which is the successor to the former "Caribbean Plant Protection Newsletter".

In response to the unexpected incursion of African Desert Locusts, Jamaica participated in and contributed a paper to a special regional meeting (adjunct to the November 1988 workshop) at which national officials were able to consult with each other and specialists of international agencies (FAO, UWI, CARDI) on this new problem. A proceedings will be distributed in Jamaica shortly. The Office in Jamaica then used emergency funds to organize a series of seminars and to assist the Ministry in preparing extension materials to support locust surveillance activities in Jamaica.

4. Implementation

In 1989 the Office in Jamaica will work with the Ministry to implement the following project activities:

A. Essential activities:

Facilitate and promote participation by the Ministry of Agriculture (MOA) in a computerised quarterly reporting system for selected animal and plant diseases and pests. This will require arranging for the MOA to:

- receive, install and use a microcomputer and accessories (summer 1989);

- compile and submit data (quarterly);

- receive/distribute reports from the region;

- participate in a September 1989 training workshop and annual workshops thereafter.

B. Desired Activities:

Note: the following are subject to concurrence of the regional advisory committee and development of suitable plans with respect to the proposed projects:

- Assist Jamaica to participate as one of three countries (others are Guyana & Trinidad) in dairy herd health

and production monitoring projects which would serve as models for the region. The Jamaican component might involve Serge Island Dairy and/or a cooperative supported under a Peace Corps project.

- Assist Jamaica to participate in a proposed regional fruit fly surveillance reporting system.

C. Other related activities:

- facilitate MOA's participation in disease reporting activities of the OIE;

- facilitate MOA's participation in disease reporting activities of the OIE;

- assist the MOA by arranging specific training initiatives (e.g. training of veterinary lab personnel in the diagnosis of Hog Cholera and Pesudorables);

- arrange for selected consultants to advise producers on selected problems (e.g. reproductive problems of the Serge Island Dairy).

5. Activities continued from previous programs:

This new project replaced two long established regional projects in animal health and plant protection. Some of the activities initiated under these former projects were continued in the first year of the new project to ensure a smooth transition. In Jamaica, this involved continuing support to bluetongue surveillance activities of the Ministry, as set out in our Annual Reports for 1987 and 1988. (Add tick survey if applicable).

Blue Tongue Investigation

The Bluetongue investigation, which started in 1987, is now in its second year. Provision has been made for a continuation until 1991. The scope of the Bluetongue programme is very large. At present, investigation is being carried out in 10 countries, 3 in the Caribbean and 7 in Central America.

Collaboration is being carried out between two international organizations - IICA and OIRSA> The Veterinary Colleges of Florida and Wisconsin have been doing the final analysis of the samples collected from the various countries. The programme is managed in Jamaica with the assistance of the Veterinary Officers at Serge Island and Alcan Ltd. and also of the Veterinary Department of the Ministry of Agriculture.

The programme has proceeded with satisfaction and I quote from a letter received from Dr. Ellis Greiner of the College of Veterinary Medicine, University of Florida.

> "It is with reference to cooperation in Jamaica that I feel the following is warranted. I have only praise for the manner in which you and your staff have helped make a bluetongue programme a success. Your staff have been a pleasure to interact with during my visits to the island. They have functioned in a professional manner in all aspects of my work with them. The experiences range from secretarial staff looking after hostel reservations and airline problems, drivers who know where their way around the island and are pleasant to travel with and the organizational skill that you and Mr. A.C. MacDonald have exhibited in keeping sample collection and shipment on schedule and for allowing us to utilize your staff. I believe Jamaica has one of the best records for maintaining our sampling schedule on the bluetongue programme. This is heavily attributable to the efficiency of your office keeping the system functioning. You and your staff are to be commended for your contributions to this research programme. I trust that we will continue to have this fine support".

Because of international agreement between countries in terms of Phytosanitary certificates for plants and health certificates for animals, the Bluetongue Investigation Programme will be useful in the deciding of export and interchange of semen and livestock from one country to another.

Analysis of results:

So far two strains of the Bluetongue virus which appear to be benign have been identified in Jamaica. Strain No. 3 has been identified to be present in the sentinel herd at Serge Island Dairies Ltd., and Strain No. 12 in the herd at Alcan Dairies Ltd. These results have not yet been utilized by the respective agencies to fulfill the potential of exporting semen for breeding purposes to countries in which the same strain of the virus occurs.

Annex 1.2.5 Short Term Activities

During the period under review IICA's short term activities centred around seven main areas. A brief description of each activity is set out below and documents for some activity are available for further scrutiny.

Activities

1. **"An examination of the approach used in undertaking cost-of-production studies of the dairy enterprise in Jamaica"**

This study was undertaken during a one month consultancy by a Farm Management Consultant. The purpose of the study and a summary of the results follows.

Purpose

The Ministry of Agriculture (MINAG) is interested in enhancing its capability to undertake on a routine basis cost and enterprise studies for selected agricultural commodities. Technical assistance has been requested of the Inter-American Institute for Cooperation on Agriculture (IICA) to collaborate in the development and initiation of a perennial programme of cost-of-production estimations for agricultural enterprises identified by MINAG.

Through discussions with officials of the Planning Division of the Ministry, it has been established that the most critical need at this time lies with the dairy enterprise. Accordingly, IICA has commissioned a one-month Farm Management consultancy aimed at developing a methodology for estimating the cost-of-production of milk.

Summary

Research and development in dairy farming technology has been going on in Jamaica for well over seven (7) decades. Indeed, the country has long been recognised as being at the forefront of the developing world in pioneering work related to dairy cattle breeding in the tropics. Accordingly, over time, the dairy industry has emerged as a leading subsector of the agricultural economy. Today, it is estimated to comprise some 6,000 farms with 60,000 head (about 36,000 breeding cows) occupying approximately 9% (150,000 acres) of total farmland.

Current agricultural policy underscores the importance of dairy farming in the country's food strategy. However, the design and implementation of meaningful support programmes for the sustained development of the industry hinge inter alia on the availability of accurate, reliable and timely data on the performance of the dairy producing sub-sector. How are farmers combining factors of production? What is the choice of techniques employed? How do production costs change under varying conditions (i.e. agro-climatic zones of the country)?

This study has examined the methodology currently used by the Ministry of Agriculture to estimate the technical coefficients which depict production performance and underlie production costs. Certain limitations have been identified relating to the specification and formulation of the farm models used, valuation of farm assets, the analysis of costs and the technical; coefficients derived. Recommendations are proposed for treating with three broad issues :

- enhancing the institutional infrastructure
- improving the existing data base
- modifying the methodology of conducting cost studies

A major conclusions of this analysis is that the structure of productions costs or dairy farming in Jamaica needs to be reviewed. This is crucial to the determination of realistic technical coefficients and the estimation of production costs of the various production systems which characterize the industry. Accordingly, a survey of dairy farms is proposed. The scope of this exercise should take due account of the existing data base (supplemented by the 1983 Cattle Survey) and the limitation of the technical manpower and financial resources available.

A pragmatic approach should be adopted. The emphasis should be on ensuring that the survey covers the range of identified dairy production systems in Jamaica, with an adequate number of farms in each category.

The recommendations made in this report resulted in a follow up project "**Farm Management Training and Generation of Information Project**" being implemented by IICA's consultant in cooperation with the Ministry of Agriculture.

2. **"Livestock, Crop and Plant Protection Programme Development. A Methodology to Establish Priorities for Research Projects"**

Research and Development Institutional Support.

In the reorganization of the Research and Development Division in the Ministry of Agriculture, two main aspects were considered :

1) R & D to become a statutory body under the name of National Agricultural Research and Development Institute (N.A.R.D.I.J.)

2) To prepare a five year master plan for research and development

The Ministry of Agriculture requested assistance from IICA to conduct a programme development exercise in conjunction with R & D staff as a preliminary step towards the preparation of the five year master plan.

The exercise was completed, resulting in the publication of the document entitled "Livestock, Crop and Plant Protection Programme Development. A Methodology to establish priorities for research projects."

The exercise served two main purposes :

a) to introduce the R & D staff to the process of decision-making for the research projects to be executed in order of priority

b) To select the projects to be executed during 1988 for which a budget had to be prepared at the end of 1987.

The Results of the Programme Development Exercise, to Establish a Priority for Livestock and Crop Research

The attached shows the priorities for crops and plant protection research projects

Programme Planning - Priority Research - Crops 88/89

Criteria selection (0-5)	Irish Potato	Sweet Potato	Gungo Peas	Citrus	Pea-nut	Orna.	Soya-bean	Yam	Plan-tain	Cass.	A/cado	Mango
(1) Staple for population	3	2/3	4	1 (2)	4	0	3	5	2	2	2	1
(2) Staple for animal field	0	0	0	0	0	0	0	0	3	3-4	0	0
(3) U.S$ to replace import	3	0	0	0	3	0	3	2	2	5	0	0
(4) U.S$ to export	0	1	0	5 (4)	0	5	0	3	0	1	2	1
(5) Employment generation	2	2	1	3	3	4	2	5	2	3-4	1	1
(6) Local growing opportunities	3	4	5	5	4	5	4	5	3	5	3	3
Total points	11	10	10	14	14	14	12	20	12	19-20	8	6

* Orna. - Ornamental
Cass. - Cassava

Programme Planning - Priority Research - Crops 88/89

P/apple	Pa/paw	Ackee	S/Sop	Onion	C/bage	Carrot	P/kin	Cu/ber	S/Pepper	H/P	Tomato	Rice	MAIZE Corn	Breadfruit
2	1	4	2	2	3	2	3	2	1	2	3	5	5	4
0	0	0	0	0	0	0	0	0	0	0	0	1	5	1
0	0	0	0	3	0	0	0	0	0	0	2	4	2	0
1	1	2	1	0	0	0	3	1-2	2	2	0	0	0	2
1	1	1	1	3	1	1	1	1	1	1	3	3	1	1
3	4	4	3	3	3	3	3	3	3	4	4	2-3	3	4
7	7	11	8	10-11	7	6	10	7-8	7	9	12	15-16	16	12

CROP PRIORITY

Yam	20
Cassava	19-20
Maize	16
Rice	15
Red Peas	14
Citrus	14
Ornament Horti.	14
Breadfruit	12
Soyabean	12
Tomato	12
Potato	11
Ackee	11
Onion	10-11
Gungo	10
Pumpkin	
Sweet Potato	
Mango	
Hot pepper	9
Plantain, sour sop	8
Cucumber	7-8
Pineapple, Pawpaw	7
Sweet pepper	
Carrot/Avocado	6

PRIORITY CROPS AND CONSTRAINTS

Constraints	S/Potato.			Mango.			Tomato			I/Potato.			Ackee.		Onions.			P/Pea		Pumpkin		Yam				Hot Pepper	
1. Losses cause by constraints (in country)	P/D	P/M	C/P	P/D	P/M	C/P	P/D	C/P	P/M	P/D	P/M	C/P	P/D	P/M	P/D	C/P	P/M	P/D	Var	P/D	P/M	P/D	P/M	C/P	P/M	P/D	C/P
	3	3	2	3	3	3	3	4	3	3-4	4	3	2	3	2	3	3	3	2	3	3	2	3	3	3	3	2
2. Cost for solving constraints to farmer	2	3	2	3	3	1	3	3	3	2	3	2	2	2	2	2	2	2	2	3	3	2	2	2	2	3	2
3. Provisional answer exists	2	2	1	2	2	2	2	2	2	1	2	1	1	2	2	2	2	1	2	2	4	1	2	1	1	2	1
4. Feasibility to correct	2	2	1	1	2	2	2	2	2	2	1	2	2	2	1	1	2	2	1	2	2	2	2	2	1	2	2
5. Basic(0) vs applied research (5)	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Total	14	15	11	14	15	13	15	16	15	13-14	15	13	12	14	12	13	14	13	12	15	17	12	14	13	12	15	12

* P/M Planting material P/D - Pest & Disease C/P - Cultural Practices P/M Propagation method Var - Variery L/Y low yiel

PRIORITY CROPS AND CONSTRAINTS

Constraints	Red Peas.			Citrus.			Ornamental Mart.			Breadfruit.			Soyabean.			Corn.			Rice.		
1. Losses cause by constraints (in country)	P/D	L/Y	Var	P/M	P/D	C/P	P/D	C/P	P/M	P/D	P/M	C/P	P/D	P/M	C/P	L/Y	P/D	P/M	L/Y	P/D	Adap
	3	3	2	3	3	3	2	3	3	1	3	3	2	3	2	3	2	3	3	2	3
2. Cost for solving constraints to farmer	3	3-4	3	4	3	2	3	4	3-4	1	2	2	2	3	2	4	2	2	3	1	2
3. Provisional answer exists	1	1	2	2	2	1	1	3	2	4	3	4	1	2	2	1	1	2	1	1	2
4. Feasibility to correct	2	3	2	2	2	2	2	2	2	2	2	2	2	2	2	1	2	1	2	1	4
5. Basic(0) vs applied research (5)	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5	5
Total	14	15-16	14	16	15	13	13	17	16	13	15	16	12	15	12	14	12	13	14	10	16

3. Technical Cooperation for a Cassava Production and Development Project

In late 1985, the Ministry of Agriculture requested IICA's technical support and assistance in developing and executing a project to determine the feasibility of producing and processing cassava for livestock feed in Jamaica, as well as to produce cassava planting material.

IICA proceeded to establish sixteen (16) experimental plots in different areas of the island with varying soil and rainfall conditions with cultivars, which were identified as being most suitable to Jamaica. All the planting was completed by September 1986 and maintained by collaborating farmers and monitored by IICA in 1987.

By the end of 1987 two sites were completely reaped, and reaping samples taken from five other sites.

Reaping was hampered by inclement weather experienced during the year. A summary of the results is set out below.

Yields

1. Average yields, giving equal weighting to each varietal plot, was 12.6 tons per acre. This is about double the national average. If the three sites with consistently low yields are omitted, this average increases to 14.2 tons per acre.
2. Two varieties, both grown fairly extensively in Jamaica, were tested in 7 or more sites, and gave consistently high yields. These are Blue bud, a sweet variety, which averaged 15 tons per acre, and Smalling, a bitter variety, which averaged 13 tons per acre. They can be recommended for any location suitable for cassava production.

3. Three other varieties, Bobby Hanson (16 T/Acre), E.P (15.5 T/Acre) and CO-30 (15.5 T/Acre), produced high yields, but were not tested in enough sites to justify their recommendation at this time. Further testing of these varieties is recommended.

4. Only two varieties, Llanero and C-5, averaged less than 10 T/Acre.

anting Rate

It is clear from these trials that increased density of planting results in large increases in yield per acre. Planting 5,000 to 5,500 sticks per acre is recommended.

vation

While the results are fragmentary, it appears that there is a

tendency for yields to decline at 1900 ft. elevation or higher. Caution should be taken in planting at these elevations.

Rainfall

No correlation was found between average rainfall and yields.

Soils

There was insufficient variation in soil texture between sites to detect differences in yields associated with different soil textures.

Costs of Production

At 1987-88 prices, production costs were J$ 2,965 per acre with manual land preparation and J$2,490 per acre with machine preparation.

Market Price

At 10 T/Acre yield and with 1987-88 price relationships, it is necessary to obtain a minimum of J$ 0.15 per lb. at the farm gate. to cover production costs.

It will be noted that this yield is lower than the average obtained in the trials. This reduction has been made in the projection owing to the fact that average farm yields generally are lower than those obtained in experimental trials, even when those are performed on operating farms.

SUMMARY

A brief description of the principles of crop drying is presented, and natural and artificial crop drying systems are reviewed within the context of their suitability for commercial dehydration of cassava intended for use as animal feed in Jamaica. The process flow of the National Cassava Flour Factory is critically reviewed and recommendations are made with respect to modifications to the process to accomodate production of a coarse flour suitable for incorporation in animal feeds. A comparative cost analysis of the Goshen Factory process and the chipping and drying process revealed that the latter is more cost effective. Throughput capacity analyses revealed that, given the import substitution targets quoted by Shand (1986), in both the medium and long terms Jamaica will require considerably more cassava processing capacity than is currently available at the National Cassava Factory in Goshen, St. Elizabeth.

Cassava was one of the crops selected for expansion under the government Self Sufficiency Programme but was eventually dropped from the programme, hence no further development was pursued.

4. Pedro River - Concord Rehabilitation Project

In June 1986 the island experienced torrential showers of rain resulting in flooding of many areas.

The Pedro River/Concord area of St Ann suffered extensive flooding, causing loss of crops and livestock to small farmers.

CIDA in association with the Ministry of Agriculture requested IICA to assist in implementing a small project funded by CIDA through their mission administered Fund, to assist the small farmers in the particular area.

The objective of the project was **"to assist in rehabilitating farmers in the Pedro River/Concord area of the parish of St Ann, who suffered considerable loss during the flood rains of June 1986".**

A methodology was formulated to facilitate the rehabilitation effort. A community committee consisting of nine persons (6 men and 3 women) was formed to assist in the management of the project.

Based on the Ministry of Agriculture figures, establishment and production costs were assigned to farmers experiencing losses to crops and livestock.

Taking into account the funds available, a formula was worked out to give each farmer a 33% compensation on crops and 100% on livestock for loss he or she sustained.

As a component of the rehabilitation project the farmers in the community were exposed to new technologies in irish potato rapid multiplication, yam mini-sett technology and improved business techniques i.e. savings and investment for small enterprises, which was presented by IICA to the community farmers.

Outcome

Some 208 farmers were directly assisted while indirectly 2,500 benefitted through creation of jobs in land preparation and planting of crops.

The project had a very positive influence on the inhabitants of the community, after the malaise which had set in due to the total loss of crops and livestock, as the assistance enabled farmers to restart their farming.

5. Support to the Agricultural Credit Bank of Jamaica in the preparation of the Small Farmers Development Programme Phase II

The main objective of this activity was to assist the Agricultural Credit Bank (ACB) in preparing institutional and financial information to document a second loan request, to be presented to the Inter-American Development Bank. Two consultant were engaged by IICA for two months to develop the economic and financial analysis as well as to assist ACB in the preparation of the project document.

The study indicated the effect phase I had on the rural economy by small farmers agricultural output and the demand for non-agricultural products in rural areas, the dependence of farmers on a higher level of credit, and the need for this level to be maintained.

It pointed out that the expansion of the rural financial market strained the institutional capacity of the PC Banks in adjusting to a substantial flow of funds and its financial complexities.

It recommended that the programme should address the following :

1) Maintenance of liquidity for the rural economy
2) Support small farmers output growth
3) Consolidation and strengthening of the ACB/PCB system

Some of the PC Banks' portfolios were analysed and recommendations made to improve operations as well as their management capabilities and to incorporate another nine (9) PC Banks in the system.

6. Yam Export Committee Initiative (YAMEX)

The Yam Export Committee (YAMEX) was created in order to recommend a strategy for increasing the promotion, production and marketing, locally and overseas, of yams for the small-scale farmer sector, particularly those using the minisett technology. The committee is composed of sixteen agencies, organizations and companies from the public, private and international sectors.

As a result of the first meeting of the YAMEX full committee on March 7, 1988, three workgroups were created: promotion, production and marketing. These workgroups met on a regular basis and produced a series of recommendations regarding the promotion, production and marketing of yam utilising the minisett technology. Following is a summary of their recommendations:

Promotion

It is recommended that:

1. By means of demonstration plots, field days and mass media, small farmers in areas apt for yam production be made aware of the potential increases in yields and income through utilization of the minisett technology package.

2. Small farmers be informed regarding the availability of credit, technical assistance, how to apply minisett technology and requirements of export markets for yams produced using the minisett technology.

Production

It is recommended that:

3. Minisett and intercropping demonstration plots be established in cooperation with small farmers in all major areas apt for yam production.

4. Demonstration plantings be staggered throughout the year to show the potential for year-round yam production and market supply, together with cost and return data for the different planting dates.

5. A major effort be commenced to introduce general use of the hot water treatment to improve yam planting material.

6. Research be continued to further improve the productivity and profitability of yam production using the minisett technology.

Marketing

It is recommended that:

7. Applied marketing studies begin immediately.

8. The marketing studies be conducted in collaboration with cooperating farmers and cooperating root crop exporters.

9. Market opportunities in both ethnic and broader export markets be tested and determined.

10. Market research concentrate on:

    Sizing of tubers
    Packaging alternatives
    Alternative types of outlets
    Price potential
    Volume potential

An inter-agency workgroup was then formed from members of each of the technical committees. Their mandate was to integrate the above recommendations into two projects: a pilot project and a medium term project. Funding for the pilot project is onstream and activities in this project have begun. Funding for the medium term project is currently being sought.

The following are members of the YAMEX committee:

Agricultural Credit Bank (ACB)
AGRO-21
Christiana Potatoes Growers Association (CPGA)

Guys Hill Producer Marketing Organization (PMO)
InterAmerican Institute for Cooperation on Agriculture (IICA)
Jamaica Agricultural Development Foundation (JADF)
Jamaica Agricultural Society (JAS)
Jamaica Banana Producers Association (JBPA)
Jamaica House
JETCO/Jamaica Promotions (JAMPRO)
JNIP/Jamaica Promotions (JAMPRO)
Ministry of Agriculture (MINAG)
OMNI, International
Scientific Research Council (SRC)
University of the West Indies (UWI)
UN Industrial Development Organization (UNIDO)

IICA's role has been one of promoting, organizing and coordinating the YAMEX initiative. IICA office technicians contribute their time during the meetings, and incorporate suggestions into ongoing project activities. Costs to IICA are approximately us $ 500. per annum. Returns are high, both in terms of technical impact and projection of the Institute's image.

7. Emergency Short-Term Action to Assist Jamaica Recover from Hurricane Gilbert Agricultural Losses (ESTA)

An emergency activity," Emergency short-term action to assist Jamaica recover from Hurricane Gilbert agricultural losses (ESTA)" , was implemented with additional quota funds during the fourth quarter. ESTA contained four sub-activities:

1. Tree crop rehabilitation and resuscitation
2. Cropping Systems Outreach
3. Youth Enterprise production
4. Loan Preparation Assistance

Output for all four sub-activities was acceptable, with some continued action projected for early 1989. A breakdown of the sub-activity, expenditure, and output for 1988 and 1989 follows:

1. Tree crop rehabilitation and resuscitation

1988 output: Visit of Dr. Paulo Alvim, CEPLAC, Brasil to assist the Cocoa Industry Board assess hurricane damage to the industry and recommend subsequent actions. November, 1988.

1989 output: Visit of Dr. Rafael Marte, IICA Barbados, to assess hurricane damage to fruit tree crops and recommend subsequent actions. February, 1989.

2. Cropping Systems Outreach

1988 output: Purchase of vehicles, development of methodology to transfer successful technologies from the cropping systems project. Hiring and orientation of staff, purchase of inputs, equipment and tools and identification, with the Extension Service, of 700 participating farmers in the four major food-producing areas of the country.

1989 output: Distribution of planting materials and new technology to 700 participating farmers listed above. Extensionists trained in the new technologies, primarily use of new varieties, planting density and fertilization of Irish potatoes, corn and cabbage, as well as the mini-sett yam technology.

3. Youth Enterprise production

1988 output: Initiation of activities with the 4-H Clubs of Jamaica, i.e. discussion of a project plan for 1989, including a work methodology, as well as the creation of the Joint 4-H/IICA Technical Committee.

1989 output: The youth activity shall be incorporated into the small business project, the methodology tested with several pilot projects, and a document written for a four year project which shall combine the small business methodology and the cropping systems outreach methodology with an aim to encourage youth to enter agriculture as a serious business and profession.

4. Loan Preparation Assistance

1988 output: Mini-manual entitled "Post-Gilbert Financing: Assistance for Small Businesses and Small Farms" developed and 6000 copies produced. Five training of trainers sessions held in Kingston (24), Mandeville (16) . Montego Bay (30). Ocho Rios (25) , and Port Antonio (12), where a total of 107 trainers were trained.

1989 output: The 107 trainers are expected to train at least 5000 producers/clients/farmers/businessmen in the procedures for accessing low-income loans to rebuild after Gilbert. IICA will distribute the training materials for the trainers to use and back-stop on some of the training sessions when possible.

Annex 2 : LEGAL AGREEMENTS

DATE	NAME	CONTRIBUTING INSTITUTION	PROPOSALS	TIME PERIOD	COUNTERPART INSTITUTION	AMOUNT
1985 Mar 08	Rural Development/ Small Business Management	USAID	To increase the income generating capabilities of low-income rural producers	12 months	MOA MOYCD Things Jamaican NDFJ SSF	J$214,256
1987 Apr 24	Cropping Systems	IDRC	To strengthen the applied economics components of the Cropping Systems Project	12 months	MINAG	CAN$39,500
1987 Jul 30	Support to Agricultural Credit Bank of Jamaica		To assist ACB in preparing institutional and financial information for documentation for IDB loan request in respect of Small Farmers' Development Programme	2 months	ACB	
1987 Oct 28	Cropping Systems	IDRC	To develop economically viable production systems acceptable to small farmers	3 years	MOA	CAD$423,000
1988 Nov 15	Memorandum of Understanding Between the SRC and IICA		To provide the basis for, and to undertake, co-operative activities to further mutual interests	5 years	SRC	

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1988 Nov 15	Hillside Agricultural Project	USAID	To provide support for improving watershed management and increasing socio-economic well-being through Farming Systems Research and Development	5 years	MINAG	J$6,989,627
1988 Dec 21	Yam Regeneration/ Cropping Systems	IDRC	To increease food supply in the short term and increase the quantity and quality ofJamaican yam exports	12 months	MINAG	CAD$237,045

S:LMc:LEGAL

MEMBERS OF STAFF
IICA OFFICE IN JAMAICA - 1989

International Professional Personnel

Jan Hurwitch-MacDonald	Representative and Rural Development Specialist
Tomas Mulleady	Rural Development/ Project Preparation Specialist
A. Vivian Chin	Agricultural Research Specialist

National Professional Personnel

A. C. MacDonald	Agricultural Production Specialist
Lester Boyne	Agricultural Economist
Joan Browne	Administrator

Farming Systems Research Personnel

Charles Reid	Watermount Field Team Leader
Zenia Martin-Lawrence	Guy's Hill Field Team Leader
George Stewart	Hector's River Field Team Leader

Cropping Systems Outreach Personnel

Joseph Dehaney	Area 1 Coordinator
Hervine Ramsay	Area 2 Coordinator
Alvin Henry	Area 3 Coordinator
Cornelius Hutchinson	Area 4 Coordinator

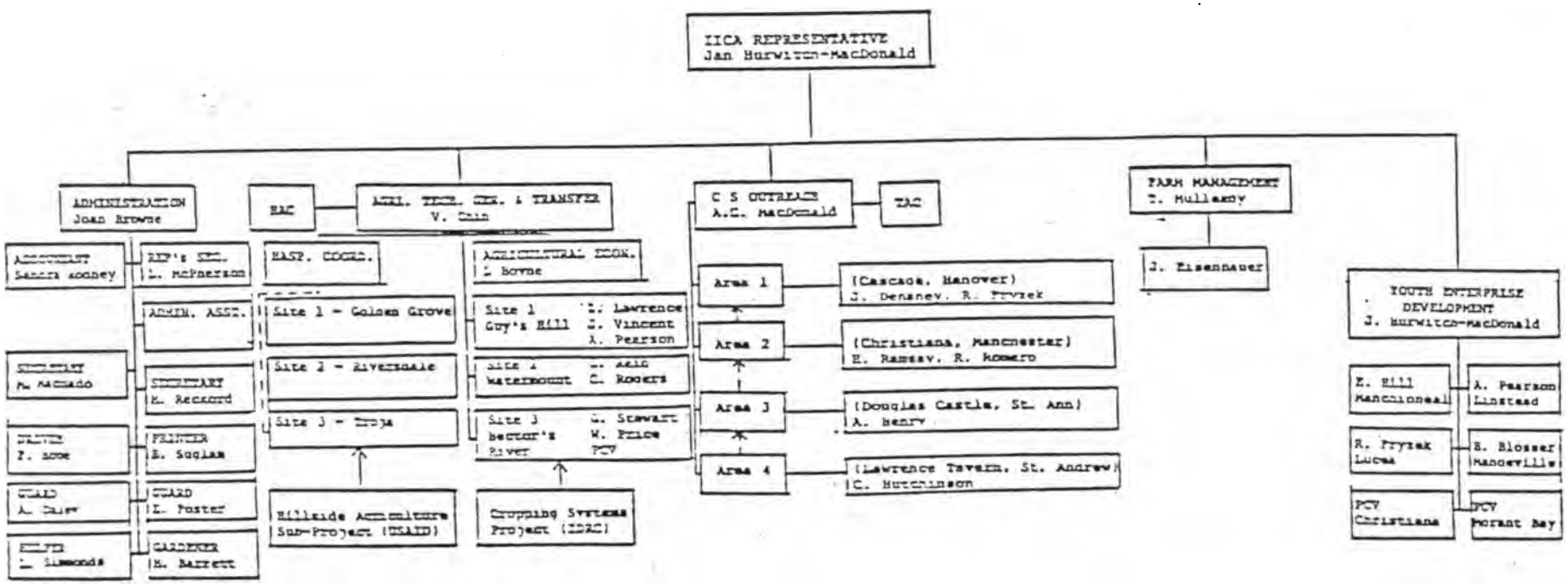
Peace Corps Personnel

Ellen Hill	Small Business Management Specialist
Toni Pearson	Small Business Management Specialist
Robert Fryzek	Small Business Management Specialist
Barbara Blosser	Small Business Management Specialist
Janet Eisenhauer	Agricultural Economist
Cherry Durham-Rogers	Agricultural Economist
Ruben Romero	Cropping Systems Outreach, Area 3

General Services

Lorna McPherson	Bi-Lingual Secretary
Sandra Rodney	Accountant
Marilyn Reckord	Secretary
Maureen Machado	Secretary
Franklin Hope	Driver
Leonie Simmonds	Officer Helper
Bob Suglam	Printer
Eustace Foster	Guard
Aston Daley	Guard

Office Organizational Chart



IICA OFFICE IN JAMAICA AT JANUARY 15, 1989

OFFICE ADMINISTRATION:

ANNEX 3.1.2:- PERSONNEL ADMINISTRATION

	AREAS	DOCUMENT	HQ. SUPPORT	PROBLEM	RECOMMENDED SOLUTION
I.	IPP				
1.	IPP's salary adjustments to correspond with their increases after evaluation and review of contracts are delayed for many months.	Manual of Personnel Administration, International Professional Personnel	Representative is notified that evaluation is due and forms sent.	Since AP's for IPP's are not done in Ja. office, how do IPP's deal with the delays? Many queries sent up to present.	Clarification of procedure for expediting implementation of increases granted to IPP's.
2.	Except for post-adjustment tables, information on subsidies not communicated to Ja. office.	DIPROE tables sent annually.	Post-adjustment tables sent regularly.	Adjusted costs of IPP not available for flexible budgeting throughout the year.	More communication between Ja. and HQ on these items.
II	IPP and LPP				
	Evaluation of performance.	Appraisal system for Local and international Professional Personnel at IICA.	Forms created and sent to Ja. Office.	Forms not conducive to balanced assessment of performance and capabilities.	Review in progress. Ja. office asked to provide input re use of evaluation exercise as personnel management tool.
III	LPP and GSP				
1.	Recruitment	Standards for IICA Personnel Classification.	Provides standards and guidelines.	Ja. office needs higher classifications for LPP and GSP in order to recruit staff with necessary levels of education.	Dialogue with HQ re educational system and labour pool structure in Ja.
2.	Evaluation of performance of GSP.	Performance Appraisal for General Services.	Forms created and sent to Ja. Office.	Current reward system for outstanding performance precludes incentives for all staff to excel.	Dialogue and consideration from HQ re incentive component of evaluation system, e.g. all outstanding performers rewarded, not just 40% of staff.

ANNEX 3.1.2- PERSONNEL ADMINISTRATION (Cont'd)

	AREAS	DOCUMENT	HQ. SUPPORT	PROBLEM	RECOMMENDED SOLUTION
3.	Cost of Living Adjustments		Elaborate analysis and documentation requested of National Office.	IPP cost of living adjustments automatic, based on international formula. LPP and GSP salaries not adjusted unless justified by a survey financed by the national Office	Local staff cost of living adjustments made when IPP salaries adjusted, using same scale.

OFFICE ADMINISTRATION:

ANNEX 3.1.3: TECHNICAL COOPERATION SUPPORT MECHANISMS

	AREAS	DOCUMENT	HQ. SUPPORT	PROBLEM	RECOMMENDED SOLUTION
I	Information Systems				
1.	Library			Maintenance of collection for easy access requires staff time.	Allocation of budgetary resources and more staff time.
2.	Computer Output - Storage and retrieval			New area - stronger systems required	Administration working on improvement of systems.
II 1.	Technicians' Priorities			Technician wanting priority treatment at the expense of other office areas in use of administrative resources.	Priority setting between Representative and Administrator in consultation with Technicians.
III	Relationships with Other Agencies	Appropriate agreements signed.	Approves agreements.	Economic situation has deprived many agencies of resources committed in original agreements, leaving unplanned burdens on IICA.	IICA to address this problem in planning for institutionalization of projects.

Annex 3.2 : Development of Human Resources, 1984-1989

Number of Staff Members, 1984-1989

Category	1984	1985	1986	1987	1988	1989*
IPP	5	4	4	4	3	3
LPP	-	2	2	3	3	3
GSP	7	6	6	6	9	10
Project Field Staff	**	5	5	5	8	10
National Consultants	**	4	3	2	5	6
International Consultants	**	3	6	14	8	2
Peace Corps Volunteers	-	5	5	5	7	11

* Information as at February 28th

** This information was not provided in the available documents for 1984

OFFICE ADMINISTRATION:

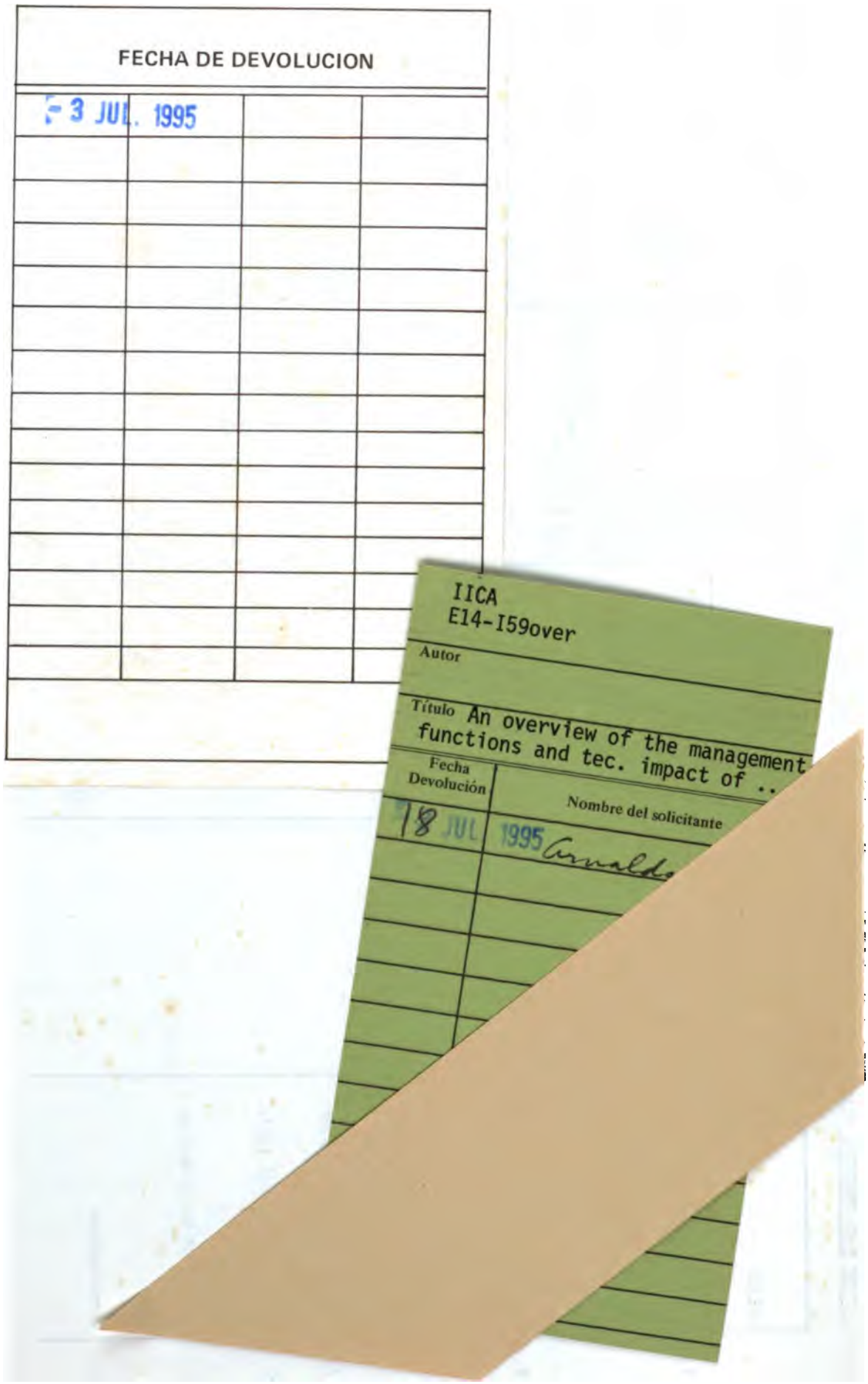
Annex 3.3.3 FINANCIAL MANAGEMENT

	AREAS	DOCUMENT	HQ SUPPORT	PROBLEM	RECOMMENDED SOLUTION
1.	New computerized system ("Finanzas")	Accounting Manual	Assistance in debugging program	(1) Appears to have been designed without consideration of Representative's need to effect controls.	A print-out format enabling Representative to review expenditures and obligations by project account numbers
				(2) Requires undue time input from Accountant due to complexity of programme: - making entries - handling of corrections - non-cumulative printing of specific months is impossible	
				(3) Delay in feedback to IICA, Jamaica from HQ.	Expeditious use of Fax messages and telephone.
				(4) Electricity supply inconsistency in Ja., aggravated by hurricane and subsequent weather conditions.	Use of protective and corrective equipment.
				(5) Scarcity and high cost of computer equipment and supplies.	Special budgetary consideration given to purchase corrective equipment and supplies (included in 1990 budget).
2.	Externally funded projects start-up			Procedures to get more money flowing are too bureaucratic and time-consuming.	Head Office should review these with Representatives and discuss ways and means to simplify.
3.	Petty cash	Accounting Manual	Issuing policy.	Limit of maximum $50 per item unrealistic in Jamaican context.	Acceptance of cash expenditures in situations where cheques are not a viable alternative.
4.	Insurance on vehicles		Implementing on new vehicles as advised, paying premiums, negotiating claims, cancelling policies for vehicles sold.	Delays in implementing changes.	Prompt response from HQ.

OFFICE ADMINISTRATION:

INDEX 3.4.5: PHYSICAL PLANT - BUILDING, EQUIPMENT & SUPPLIES: MAINTENANCE & CONTROL

	AREAS	DOCUMENT	HQ. SUPPORT	PROBLEM	RECOMMENDED SOLUTION
1.	IICA Office Building			Cramped for space but rents prohibitively high even higher after hurricane.	Increased allocation for rent (already approved)
				Needs repairs. Workmen not available because demand so high for repairing hurricane damage.	Use of staff capability wherever possible
2.	Sensitive electronic equipment		Funds supplied for Accounts Computer, Fax machine.	Electrical supply erratic - causes operating problems.	Special funds for protective equipment, e.g. UPS for Accounts computer.
				Unavailability/scarcity of parts and repair capability.	
3.	Special project equipment and supplies.			Even basic items often have to be imported.	Long range planning and ordering, wherever possible.
4.	Items sent by mail to Ja.			Take too long - outdated when they arrive	Courier or Fax, Em for items we should receive in under 2 months from time of sending
5.	Items sent to HQ from Ja.			Take too long to reach individual recipient. Sometimes do not reach at all.	Tramite forward all mail promptly. Improvement noted; Fax messages now reach recipient immediately
6.	Communication		From HQ to National Office	Communication linkages between field executing units and HQ need to be strengthened	More dialogue; importance placed on feedback from National Office


FECHA DE DEVOLUCION
3 JUL. 1995
IICA
E14-I59over
Autor
Título An overview of the management functions and tec. impact of ..
Fecha Devolución
Nombre del solicitante
18 JUL 1995