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ACTIONS OF THE IICA OFFICE IN JAMAICA IN THE CONTEXT OF THE MEDIUM TERM PLAN 1987 - 1991

REPORT OF THE RETREAT HELD OCTOBER 30-31, 1986
PINE GROVE, JAMAICA

Centro Interamericano de Documentación e Información Agrícola
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THE DAILY GLEANER, WEDNESDAY, OCTOBER 29, 1986

IICA submits five-year plan for Latin American / Caribbean agricultural growth

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Oct 27, Canal Interamericano Institute for Agriculture (IICA) a five-year programme and enhancing the competitiveness of Latin American agriculture. Presentation of the draft medium-term plan, covering 1987 to 1991, IICA's highest governing body, the Inter-American Board of Agriculture (IABA), began a three-day meeting here. IICA's Director-General Dr Manuel Pinciro said the plan was designed to "propel the development of the agricultural sector as the major source of economic growth, both as a supplier of foodstuffs for domestic consumption and as the major source

of foreign exchange" for the 29 IICA member countries. The second major aim was to intensify modernisation and increase production efficiency in the agricultural sector (through) increasing the incorporation of appropriate technology," he added. The programme, emphasising co-operation among the countries of Latin America and Caribbean, has been submitted for approval by regional Agriculture Ministers and senior officials attending the meeting. The plan was drawn up based on recommendations by a six-member group of experts, headed by Dr John Spence of Trinidad and Tobago. Pinciro, addressing the opening session of the conference, announced

that IICA was streamlining its organisational structure to enhance efficiency and enable the agency to respond better to the needs of member states. "We are making significant adjustments to cutback on positions at the administrative level in order to strengthen technical capacity, and we are designing new internal procedures for analysis, discussion and decision-making," he said. "As a result of this effort, we have put into operation a programming and evaluation system that will enable us to develop and select high priority and effectiveness projects of IICA, with headquarters in Costa Rica, is a specialised agency of the Organisation of American States

(OAS). English-speaking Caribbean member countries are Barbados, Guyana, Trinidad and Tobago, St Lucia, Jamaica, Dominica and Grenada. Pinciro, an Argentinian, stressed it was imperative that member states work together on new strategies for dealing with the difficulties facing regional agriculture, including price and commodity prices and the oversupply situation on the market. Despite the problems, he remained one of the best available to Latin America Caribbean for reactivation growth, he said, "where (the region's) comparative advantage lies over other countries' natural resources."





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Report of the Retreat
Pine Grove, Jamaica
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ACTIONS OF THE IICA OFFICE IN JAMAICA IN THE CONTEXT OF
THE 1987 - 1991 MEDIUM TERM PLAN

Report of the Office Retreat
held at Pine Grove
October 30 & 31, 1986

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INTRODUCTION

IICA's 1987-1991 Medium Term Plan has been designed to "propel the development of the Agricultural Sector as the major source of economic growth, both as a supplier of foodstuffs for domestic consumption and as the major source of foreign exchange" for the 29 member countries.

The professional staff of the IICA Office in Jamaica met on October 30 and 31, 1986 to discuss the future actions of the Office in the context of the Institute's new Medium Term Plan. It was felt that away from office distractions, amid the pine trees of Jamaica's Blue Mountains, reflections upon past technical accomplishments and projections for future actions could be made with clearer minds.

This document summarizes the plans, discussions and recommendations which resulted. It is to be used as a tool for implementation and for communication with Head Office, the Government of Jamaica and other Caribbean countries, where applicable.



Jan Hurwitch-MacDonald .
Director ad interim
IICA Office in Jamaica



1. MAJOR POINTS AND PERSPECTIVES OF THE MEDIUM TERM PLAN (1987 - 1991)

Technicians in the IICA Jamaica Office discussed the major points and perspectives of the Medium Term Plan (1987 - 1991) and examined in detail the projects currently being executed by this office and the manner in which they relate to the requirements of the Medium Term Plan (MTP).

The following major objectives of the MTP were examined carefully:

1. Propel the development of the agricultural sector as the major source of economic growth both as a supplier of foodstuffs for domestic consumption and as the major source of foreign exchange
2. Intensify modernization and increase production efficiency in the agricultural sector
3. Pursue regional integration

In examining the IICA Jamaica projects, it generally was felt that each of these could logically fall within the framework of the objectives of the new MTP.

Specifically, in the Cropping Systems Project, in its agreement signed with the IDRC, the intermediate objectives comply with the requirements. In the IRD Small Business Training Project, whilst increasing production and efficiency is the main focus, this is done in the context of agricultural development.

In examining the Farm Management Project, it was stated that this project falls precisely within the framework of objective 2 by providing the means to increase production

efficiency in the agricultural sector and therefore it also fulfills objective 1. It was felt that IICA project objectives sometimes do not coincide precisely with MTP objectives. This is due to the fact that the MTP is not used as a key tool in project preparation.

The point was made, however, that IICA Offices should develop projects which are highly viable, tailoring these to fit into the requirements of the objectives of the MTP. The area of regional integration was a specific one in which these efforts could be channeled.

It was felt that, although donor agencies discerned their own objectives, it is important for IICA to take the lead in setting the technical framework for projects and not allow funding agencies to dictate priorities. In this way, the strong commitment to maintaining IICA's objectives will be fulfilled.

In examining the objective of regional integration, the importance of local IICA office initiative was stressed, as well as the need for individual offices to stimulate collaborative actions. It was felt that, whilst not all of the IICA Jamaica projects could fall specifically within this framework in terms of current activity, it was clear that the technicians had already begun to think in terms of regional cooperation and that indeed, all of the projects have a strong potential to fulfill the regional objective.

It was noted that other IICA Offices in the area are executing similar projects to the Jamaica Office and that steps have already been taken in the exchange of information. Specific mention was made of the efforts in Trinidad and Tobago to develop hillside agriculture for cacao.

It was felt that IICA had a vital role to play in providing linkages between countries attempting to achieve the same goals and by providing the technical support in the sharing of experiences and experiments.

The meeting then turned to the strategy required to achieve objectives of the MTP:

1. Setting priorities for which IICA has clear operational advantages.
2. Concentration of efforts and technical leadership in a small number of subject areas of high priority to the member countries.
3. Redesign of the operating structure.
4. An increase in the supply and effectiveness of external resources.

In discussing the strategy, the strong consensus of the technicians was that the Jamaica office is in a good position to demonstrate "technical leadership in a small number of subject areas of high priority". Everyone felt that IICA should decline requests from Government which do not fall within IICA's technical expertise. However, examples were given where increasingly the Ministry of Agriculture decision-makers are calling upon IICA when they need technical assistance in matters of high priority.

It was felt that, whilst it was often demonstrated that donor agencies had funding but no technical expertise and IICA had the technical expertise with little financing, an effective means of tapping the financial resources has to be learnt.

In this process, the importance of support from Headquarters in terms of promoting IICA's expertise on a global scale was noted, and concrete evidence was mentioned, relating instances where the local office benefitted from these efforts.

In discussing the five new programmes which have been established, the technicians agreed with the principle of streamlining technical cooperation to the national organizations. The Jamaica office no longer has the expertise in Programme I (Agrarian Policy Analysis and Planning). IICA Jamaica projects all fall within Programme II (Technology Generation and Transfer) and Programme III (Organization and Management for Rural Development). In Programme IV (Marketing & Agroindustry) and Programme V (Animal Health and Plant Protection), the office has access to expertise within the Caribbean Offices.

The group discussed the following criteria laid down for programmes and concluded that this framework is equally necessary for the execution of projects:

- a) They must focus on issues singled out as important in a majority of the member countries;
- b) The countries must have well defined institutional systems, targeting the issues, that can act as counterpart organizations for Institution actions;
- c) They must be areas in which IICA is in an advantageous position to take action, due to its technical capability or to its institutional format;
- d) They must lend themselves to a multinational approach.

In discussing the operating functions mentioned in the MTP, technicians felt that IICA Jamaica places a higher priority on providing technical excellence than on providing administrative services. It was stated that, in terms of projects where the office was required to administer another agency's funds, IICA technical expertise should be a major component and priority.



2. PROGRAMME II PROJECTS

In accordance with guidelines set forth in the 1987 - 1991 IICA Medium Term Plan, the IICA Office in Jamaica intends to concentrate its Programme II efforts in the following areas:

- a) Technological policy design
- b) Improved organization and management of systems and institutions for technology generation and transfer
- c) Developing or strengthening human resources training programmes
- d) Reciprocal cooperation and information exchange among national and international institutions at work in the region
- e) The provision of services for formulating and implementing investment projects in the area of technology generation and transfer.

At the present time, one project and one short-term action exist, these being the Cropping Systems Project and the National Cassava Resuscitation and Development Project.

A new project is to be initiated in 1987 due to the arrival at IICA/Jamaica of a new specialist. It is expected that this new project will be developed in response to the analysis of a national agricultural need by the end of the first quarter of 1987. This project is to be initiated at the beginning of the second quarter.

2.1 The Cropping Systems Project

This project is concerned with investigating the optional technology for use by farmers in Jamaica. Jamaican farmers already cultivate a variety of crops and livestock in various mixes. The Cropping Systems Project seeks to maximize efficiency via improved technological applications for this existing system.

This project has worked with Jamaican farmers only in those crop areas for which there already exists a thriving market. These crops include cabbage, Irish potato and corn.

The Cropping Systems Project is sited in two areas in which there are some 2,500 small farmers. However, the results of work on potato seed production, corn, sorghum, yam and passion fruit will be extended to other hillside farming areas in Jamaica through the Ministry's extension service.

Some of the results of this project include:

- During the period in which the Cropping Systems Project has been executed, progress has been made in the agronomic component of the project. Three varieties of cabbage (KK Cross, Tropicross, and King Cole) were found to be higher yielding than the variety which the farmers in Watermount usually cultivated.
- A ginger/cowpea trial showed no significant difference between fertilizer treatments which ranged from 420 lbs to 1,120 lbs/acre of 12:24:12. No difference has been found between four sweet potato varieties.

- Passion fruit demonstration plots have indicated that this crop can be produced with a very low level labour input on the steeper slopes.
- The intercropping of sugar cane with potatoes has been a success, returning 3.1 pounds for each pound of potato seed .
- The project commenced work with open-pollinated corn varieties from CIMMYT. The project also commenced work on rapid multiplication of potato planting material in collaboration with CIP. Dual purpose sorghum for feed and human consumption was introduced into the project using ICRISAT materials.
- The technology of seed yam production for the export market was started in the project through collaboration with the IITA representative in Jamaica.

2.2 National Cassava Resuscitation and Development Project

This short-term action has been implemented for the purpose of overcoming the problem of the shortage of cassava planting material. Based on previous work done to isolate the most useful cassava varieties, the short-term action has engaged in the rapid multiplication of those varieties deemed most applicable to Jamaica. This activity is expected to continue until June 1987.

A proposal has been submitted to the Government of Jamaica and IICA Headquarters for a project which is designed to develop a strategy for production, processing and commercialization of cassava as a substitute for imported corn in animal feed mixtures in Jamaica.

It is expected that by June 1987, enough planting material will be available in Jamaica, through the short-term action, to support this proposed project.

2.3 Future Impact

Future strategies and impact of the Cropping Systems Project are expected in the following areas:

- Cassava will be introduced into the cropping system with peanuts, sorghum and other crops.
- The rapid multiplication techniques of Irish potatoes will continue to be implemented through a pilot programme. This will be accompanied by the training of 24 farmers in this technique by the end of 1987. This activity will include the development of a seed storage pilot project.
- Although the emphasis of this project has been on annual crops, tree crops on hillsides will be introduced. One component is rehabilitation trials with coffee and cocoa.
- The annual crops with which the project will continue to work include: corn, sorghum and Irish potato. Intercropping, using four combinations of crops, will continue at a greatly expanded level, including the use of ginger. And passion fruit will be introduced as a hillside crop in the soil conservation project.

Recently, livestock has been introduced to the system; it is expected that more information will be available on this activity as it progresses. Recently developed technology in the production of yams for export purposes is to be introduced into the cropping system.

- Training of field teams and farmers will be emphasized. Training will include seminars and demonstration plots. Scheduling will be done on a year-by-year basis to respond better to needs as they arise.
- The dissemination of the information generated in projects will be done via publications and demonstrations.
- Field teams, already trained in small business management techniques, will begin to introduce this knowledge to farmers.



3. PROGRAMME III PROJECTS

This Programme responds to the following MTP guidelines for areas of concentration:

- a) Analysis of rural development problems
- b) Strengthening institutional systems responsible for rural development
- c) Formulation and management of rural development programmes and projects
- d) Technical support and training for business organization and management.

3.1 Integrated Rural Development/Small Business Training Project

This project appears to fit precisely into the context of Programme III.

All the intermediate objectives of the project have been surpassed, evidencing its strong impact to date.

Three manuals and training courses have been produced. These are:

- a) Operating a Small Business in Jamaica
- b) Starting and Financing a Small Business in Jamaica
- c) Marketing Jamaican Small Business Products.

Training aids produced include a manual entitled "Training Tools" and a Teachers' Guide for part of the Operating manual.

In light of the project's objective of installing in Caribbean institutions the capability to serve the rural population and to increase the capacity of rural micro-entrepreneurs to manage their businesses profitably, it is envisaged that the following activities will be undertaken in the context of the new Medium Term Plan:

3.1.1 Regional Outreach

Following on the experience of the project in Jamaica, activities will be extended to other countries in the Caribbean, notably Guyana, Barbados, Trinidad & Tobago and Suriname. Guyana has been participating in the project since 1985 and Barbados joined in 1986. It is envisaged that IICA's work in Jamaica will end in 1989 after which there will be a greater focus on the other Caribbean countries.

3.1.2 Materials Development

Teachers' Guides for the "Starting and Financing" and "Operating" manuals will be developed and printed in Jamaica during 1987. The guide for the Marketing manual is scheduled for 1988. A second edition of the Marketing manual will be printed by December 1987. A first edition is currently being printed in Jamaica. Adaptation of the manuals, beginning with "Operating", has already begun in Guyana. Both Guyana and Barbados will continue adaptation through 1988, with Trinidad and Suriname doing so in 1989. A new manual, combining the three manuals, will be produced in Jamaica during 1988, with the

remaining countries developing and issuing this manual through 1990. An Advisory Services manual is contemplated. However, it will be contingent upon the success of a proposed Pilot Project with the Ministry of Construction and Things Jamaican.

3.1.3

Training of Trainers

The training of trainers will continue in Jamaica through 1989. In 1987, a comprehensive island-wide schedule has been prepared. Minimum goals have been set for a number of trainers trained in each manual: 70 in "Starting and Financing"; 80 in "Operating"; 80 in "Marketing"; and 40 in "Training Tools". During 1987 to 1991, training will continue in Guyana and Barbados. Projections show training to start in Trinidad in 1988 and Suriname in 1989.

3.1.4

Technical Services

This component has four functions; it

- a) allows for evaluation of trainers trained by IICA;
- b) allows for evaluation of the impact of the materials on the producers;
- c) assures that a resource person is available to the trainer should difficult situations arise which the trainer cannot handle;
- d) allows for monitoring of the impact of training on producers' incomes.

The Technical Services component will follow closely with the introduction of training in other Caribbean countries. Guyana has begun Technical Services, following the appointment of a Guyanese National (funded by the Guyanese Government), to coordinate the project there.

3.1.5 Advisory Services

This component arose from a need for trainers to work one-on-one with entrepreneurs who find it difficult to leave their businesses to attend group training sessions. A proposal for a pilot programme, involving the Ministry of Construction and Things Jamaican is currently being prepared. If approved, it will begin in early 1987.

3.1.6 Dissemination of Materials through Radio

Radio is seen as a medium which can help to enhance the training already offered by national agencies. The proposal to use this medium will be studied during the first half of 1987 and, if feasible, implemented later in the year. Results will not be known until 1988 and therefore the project has been initially limited to Jamaica.

3.1.7 Use of Video in Training of Trainers

Exploration of the many facets of this proposal will begin in 1987. If the results are favourable, then implementation will begin in 1988.

3.1.8 Caribbean Newsletter

A newsletter already exists in Jamaica and serves as an organ of communication between IICA, trainers and national agencies. Its effect has been recognized, and it is felt that there is a need to involve other Caribbean countries that will benefit from the project. As the budget requirement for this proposal is substantial, sources of funding will be explored during 1987. If successful, production and mailing of the newsletter could begin in 1988 and be expanded to involve the other participating countries of the Caribbean.

A suggestion was made to develop a document detailing the methodology used by IICA in setting up this project in Jamaica. This will facilitate a more efficient transfer of the project methodology to other countries in the Region.

3.2 Farm Management Project

This project originated with a request to IICA Jamaica in 1986 from MINAG for assistance in cost of production methodology in the Farm Management Unit of the Jamaican Ministry of Agriculture. At that time, a short-term consultant was provided, and the resulting report suggested further technical assistance to the Unit.

This project falls precisely within the context of Programme III in the new MTP (Organization and Management for Rural Development). Several meetings have been held with various officials of MINAG, as well as other agencies, and a detailed project plan of action for the next five years is being developed.

The following important points have already been established:

- There is a serious urgency in the need for technical assistance in the area of farm management generally in Jamaica, since it appears that very little work is being done at this time.
- The farm planning, training and technical assistance needs of MINAG cannot currently be fulfilled by IICA financial resources alone. Discussions are being held with IDB and IFAD in an effort to locate funding. These organization have already expressed an interest in funding training in farm management, which MINAG has also asked IICA Jamaica to undertake.
- It is clearly evident that the opportunity exists for strong linkages between the Farm Management project and the Cropping Systems project as well as the IRD project. Many of the activities of the IRD project are similar, and the Cropping Systems project can make vital use of the economic input of the Farm Management project.

Arising out of various discussions with the officials at MINAG, the following general outline for a proposed plan of action was evolved.

3.2.1 Strengthening the Farm Management Unit at MINAG by training in:

- Farm Planning
- Farm Plan Implementation
- Farm Plan Control
- Farm Records and Accounting Systems
- Farm Planning using Linear Programming
- Agricultural Project Analysis.

- 3.2.2 Developing a Cost of Production manual for:
- Annual Crops
 - Permanent Crops
 - Livestock
- 3.2.3 Training of Extension Officers in:
- Farm planning
 - Farm plan implementation and control
- 3.2.4 Implementation of a Record Keeping System.
This area of work will have to be undertaken once the training aspects of the project have already started so that there are enough people trained to implement the system with selected farmers. The following topics will be covered:
- Record of farm expenses and receipts
 - Financial Statements
 - Income Statements
 - Financial Ratios
 - Efficiency Ratios.
- 3.2.5 Publication of Data Analyses for:
- Costs of Production
 - Resources returns
 - Comparison by region
 - Comparison by size of farm and profitability
 - Cost and returns of specialized farms
 - Characteristics of various farm types and main sources of income and profitability.



4. SPECIAL PROJECTS WITH REGIONAL POSSIBILITIES

An overview of the Caribbean Regional Food and Nutrition Strategy was presented. The group noted that 7 members of CARICOM were now also members of IICA; these being: Barbados, Dominica, Grenada, Jamaica, St. Lucia, Trinidad & Tobago and Guyana. The RFNS stresses that all of these have similar problems: low incomes, skewed income distribution, unemployment, inflation, high negative balance of payments, low productivity, lack of technology, declining agricultural output, poor health and nutrition, lack of human and institutional resources.

The following programs of the RFNS were described and discussed:

<u>TYPE</u>	<u>TITLE</u>	<u>NUMBER</u>
Economic	Increased Food Production and Availability	1
Nutrition & Health	Increased Consumption of Nutritionally Important Foods	2
"	Food Reserves as Part of Disaster Preparedness Plan	3
"	Maternal and Child Care	4
"	Control of Nutrition-related Diseases	5
Education & Training	More Relevant and Effective Education at School and Adult Levels	6

<u>TYPE</u>	<u>TITLE</u>	<u>NUMBER</u>
Education & Training	Increased and More Effective Educational Technical Support for All Sectors of Strategy	7
Information, Communication & People Participation	Active Public Support and Participation	8
Implementa- tion	Strategy Implementation and Coordination	9

It was noted that only last year did IICA and CARICOM sign a cooperation agreement. A discussion followed on ways in which the IICA Office in Jamaica could provide support to the RFNS. The following was agreed:

1. Forge closer links with the Caribbean Food and Nutrition Institute (CFNI)
 - 1.1 Sandra to continue her involvement as Business Specialist on their National Food and Nutrition Coordinating Committee of Jamaica.
 - 1.2 Jaime to establish additional contacts.
2. Identify the priorities of MINAG with the RFNS.
3. Explore possible areas of collaboration with PAHO.
4. Assure that IICA Jamaica projects under preparation respond to the RFNS.

The group then turned to an examination of the IITA Root and Tuber Programme, which was originally designed for the Caribbean Area. The regional approach, called the Caribbean Regional Network on Root and Tuber Research, was to provide linkages between IITA, CIAT and CIP research and the CARICOM countries. Unfortunately, it appears that an executing agency was never selected. Therefore, Dr. Vishnoo Asnani's IITA work in Jamaica with yams is the only component being implemented.

The following points were made:

1. CIP is still interested in working in the Caribbean Area and plans to place a technician in the Eastern Caribbean.
2. CIAT has not been satisfied with its efforts in the Caribbean, but has indicated a willingness to support IICA's efforts in the region.
3. IITA funding for Dr. Asnani will soon conclude, yet various sources appear promising for his continuation.
4. In November 1984, all Agricultural Research Directors met and mandated another meeting to decide who would coordinate the efforts; they nominated IICA; this recommendation went to CARICOM.
5. The question of how to involve Suriname, Haiti and the Dominican Republic remained open.
6. IICA has received IDB financing for PROCISUR and PROCIANDINO, two regional research projects for the Southern and Andean areas, and discussions have been held on establishing similar projects for the Caribbean and Central areas. Could the concept of a Caribbean Regional Network on Root and Tuber Research be incorporated into these plans?

The group decided to request of IICA's Caribbean Area Director that he:

1. Advise us of the status of the concept of the Regional Network on Root and Tuber Research, as well as his opinion on possible future developments.
2. Consider the possibility of IICA as the regional executing agency, as long as regional efforts do not dilute the efforts of the national component already established in Jamaica.

5. A RECOMMENDATION FOR REORGANIZING THE PROJECTS OF THE OFFICE

The Medium Term Plan (1987 - 1991) recommends that IICA implement its activities through large multinational projects, concentrated in areas of high technical impact, reflecting important aspects of agricultural development and rural well-being. For this reason, a reorganization of projects and activities implemented by the IICA Office in Jamaica is recommended. The present activities would be organized into two large multinational projects: one in Programme II and one in Programme III. These would be titled:

Programme II Project : Support for the Generation and Transfer of Agricultural Technology in Jamaica and the Caribbean Area.

Programme III Project: Management Support for the Rural Development Process in Jamaica and the Caribbean Area.

Current and planned projects of the office would be organized into activities of one of the above two projects. For example, the current Cropping Systems Project would become Activity 1 of the Programme II project, while the current IRD project would become Activity 1 of the Programme III project. For the purposes of relations with the national government, however, each activity would still be called a project.

This reorganization is not only in line with the new Medium Term Plan, but promises greater technical impact by creating small inter-disciplinary technical teams. It also promises greater administrative efficiency. Each specialist would manage a one-activity budget. The overall fiscal control and reporting for the office would be simplified, enabling the Director to dedicate more time to technical management and external financing activities.

The final recommendation for this reorganization of IICA Jamaica projects follows:

PROGRAMME II PROJECT :

Support for the Generation and Transfer of Agricultural Technology in Jamaica and the Caribbean Area

Activity 1 : Crops & Livestock Systems Investigation and Technology Transfer

Activity 2 : Research & Extension Institutional Support

Activity 3 : Generation and Transfer of Plant Protection Technologies

PROGRAMME III PROJECT :

Management Support for the Rural Development Process in Jamaica and the Caribbean Area

Activity 1 : Small Enterprise Development

Activity 2 : Farm Management Institutional Support and Information Systems

6. EXTERNAL RELATIONS AND SPECIFIC EXTERNAL FINANCING PLAN FOR 1987- 1991

The technician examined the IICA External Affairs policies, actions and instruments:

Policies

- Coordinate action with other organizations that work in agricultural development and rural well-being so as to maximize the return on resources and to avoid repetitions.
- Promote the Institution's image at different levels so as to carry out and consolidate its capacities for assisting member countries.

Actions

- Develop closer ties with international organizations and increase efforts for coordination and joint programming of activities.
- Intensify relations with observer countries to increase their participation in the Institute's actions through technical and financial support.
- Expand the sphere in which IICA is known and open new technical and financial horizons to enrich future Institute action in benefit of the member countries.

Instruments

- IICA, through its External Affairs Office, will be one of the instruments that member countries will have to channel international resources and technical cooperation for agricultural and rural development.

Also discussed were the following activities of the External Affairs Office and its relation with Observer and Donor Countries and Financial Institutions:

Activities

- Political-Institutional activities to coordinate and obtain support from member countries to strengthen IICA actions.
- Legal-Administrative activities to formalize relations with governments and organizations according to IICA's objectives.
- Public Information activities to inform member countries of IICA's actions.
- Technical-Operational activities with institutions which could make contributions to support, complement, expand and initiate new projects considered to be high priority by member countries and IICA.

IICA will intensify its relations with multinational and bilateral funding agencies, and will develop mechanisms for cooperating with private initiatives and with non-governmental organizations at national and international levels to attract resources for agricultural development and rural well-being in the member countries.

Relations with Observer and Donor Countries and Financial Institutions

- There will be an information system with projects to be submitted to observer and donor countries for financing considerations.

- IICA's External Affairs Office will maintain continuous contact with IICA's National Office Directors and Programme Directors to provide information on sources of financing and technical assistance and to present project ideas and proposals for consideration of donor countries and financial institutions once they have been approved by the Programming Committee and the Director General.

- IICA's National Offices will maintain permanent contacts with representatives of donor countries and financial institutions at the country level to explore the feasibility of financing of projects in preparation.

It was noted, however, that the above were not specifically detailed in the MTP.

It was also noted that there were no established policy guidelines for national offices in initiating external relations. However, there were several donor and observer countries and international agencies represented in Jamaica with which IICA Jamaica could relate. Contact had already been made with the Netherlands Embassy, and a project submitted to them. Further, in response to a request from Headquarters, IICA Jamaica had made a proposal for the services of a multilateral aid officer from the Embassy of Spain. Information on IICA activities was being circulated to various embassies.

The technicians discussed the procedure of seeking approval from Headquarters for all externally financed projects and felt that this created an unnecessary obstacle. It was felt that since projects receive approval under specified program requirements, national offices should be allowed to initiate and execute externally financed projects without further approval from Headquarters as long as these could be considered components of projects already approved technically.

The technicians stressed the need for information from Headquarters on initiatives taken with donor and observer countries and international agencies which could assist national offices in their own efforts.

Further, it was felt that donor countries may already have certain areas of specialization or preference which national offices could effectively take advantage of. The technicians also discussed the possibility of seeking small amounts of financing for projects from observer countries.

In focusing on IICA Jamaica Office plans and objectives for project financing for 1987 - 1991, it was generally agreed that the goal should be to double the office budget by 1991.

The following table depicting projections for quotas funding and external funding for the 1987 - 1991 period was developed:

<u>EXTERNAL FINANCING GOAL: TO DOUBLE OFFICE INCOME BY 1991</u>						
	<u>1987</u>	<u>1988</u>	<u>1989</u>	<u>1990</u>	<u>1991</u>	<u>TOTAL</u>
<u>QUOTAS (Minimum)</u>	413,200	433,860 (5%)	446,870 (3%)	469,213 (5%)	483,289 (3)	2,246,432
<u>EXTERNAL (Total)</u>	904,490	1,221,750	1,095,910	916,000	878,640	5,016,790
<u>A. Committed</u>						
IDRC	53,940	-	-	-	-	53,940
Sub Total	53,940	-	-	-	-	53,940
<u>B. In Negotiation</u>						
IDRC	25,200	83,200	85,860	89,450	92,640	376,350
JADF/Other	140,000	140,000	150,000	150,000	150,000	730,000
USAID/HAC	300,000	300,000	300,000	300,000	300,000	1,500,000
IDB/FM	75,000	75,000	75,000	75,000	75,000	375,000
IDB/SP	87,500	97,500	104,500	115,000	126,000	530,500
GOBHOL	6,000	-	-	-	-	6,000
Sub Total	633,700	695,700	715,360	729,450	743,640	3,517,850
<u>C. Project Ideas</u>						
Cassava	166,850	383,050	254,550	55,550	-	860,000
Potato Seed	-	93,000	76,000	81,000	85,000	335,000
SBT	50,000	50,000	50,000	50,000	50,000	250,000
Sub Total	216,850	526,050	380,550	186,550	135,000	1,445,000
<u>TOTAL</u>	1,317,690	1,655,610	1,542,780	1,385,213	1,361,929	7,263,222

7. OVERVIEW OF IICA JAMAICA OFFICE PLANS FOR 1987 - 1991

During the retreat, the staff of the IICA Office in Jamaica analyzed three different dimensions of their work in the context of the 1987-1991 Medium Term Plan. These dimensions were the technical, the structural and the financial.

7.1 Technical

For the 5 year period covered by the new Medium Term Plan:

- The Cropping Systems Project, which will include the cassava activity, will have a broadened technical scope with an additional emphasis on information and management.
- The IRD Small Business Training Project, while adding some new technical components, will broaden its scope geographically by working in four additional countries.
- The Farm Management Project under design will address a number of important technical areas which have been identified; yet more needs analysis is required.
- The Technology Generation and Transfer Project under design will first focus on the analysis of institutional problems which later will be addressed in the project.
- The IITA Yam Production System Project could take a leadership role in making a project of the proposed Regional Network on Root and Tuber Research.

7.2 Structural

In reviewing the present IICA Jamaica projects, it was agreed that the Office would be more effective if the technical work was organized into two large, multinational projects, these being:

Programme 2 Project: Support for the Generation and Transfer of Agricultural Technology in Jamaica and the Caribbean Area

Activity 1: Crops and Livestock Systems
Investigation and Technology Transfer

Activity 2: Research and Extension Institutional Support

Activity 3: Generation and Transfer of Plant Protection Technologies

Programme 3 Project: Management Support for the Rural Development Process in Jamaica and the Caribbean Area

Activity 1: Small Enterprise Development

Activity 2: Farm Management Institutional Support and Information Systems

7.3 Financial

The staff agreed on the need to double the office budget by 1991 through the complement of external resources. A five year strategy was discussed and amended. Current efforts to seek external resources were put into the following categories:

Category A: External resources already committed.

Category B: External resources in negotiation.

Category C: Project ideas (not yet submitted or discussed with donor agencies).

The projections for the five year period are:

	A	B	C	Totals/Year
1987	53,940	633,700	216,850	904,490
1988	-	695,700	526,050	1,221,750
1989	-	715,360	380,550	1,095,910
1990	-	729,450	186,550	916,000
1991	-	743,640	135,000	878,640
<u>TOTAL</u>	<u>53,940</u>	<u>3,517,850</u>	<u>1,445,000</u>	<u>5,016,790</u>



ANNEX A: PARTICIPANTS

Jan Hurwitch-MacDonald, Director ad interim
Tomas Mulleady, Agricultural Economist
Vivian Chin, Agricultural Research Specialist
Jaime Isaza, Technology Generation and Transfer Specialist
Sandra Glasgow, Small Business Management Specialist
A.C. MacDonald, Agricultural Production Specialist
Dick Donaldson, Small Business Management Specialist (PCV)
Hyacinth Campbell, Junior Agronomist
Charles Reid, Junior Agronomist

Marie Anne Cholmondeley, Organizer and Notetaker
Richard Reiter, Notetaker (PCV)
Maxine Brown, Secretary



ANNEX B: AGENDA

ACTIONS OF THE IICA OFFICE IN JAMAICA
IN THE CONTEXT OF THE MEDIUM TERM PLAN
1987 - 1991

October 30 & 31, 1986

RETREAT AT PINE GROVE HOTEL

Thursday, October 30, 1986

7:00 a.m.	Depart Kingston
8:00 a.m.	BREAKFAST
9:30 a.m.	Session A: <u>Discussion of 1987-91 Medium Term Plan:</u> Major points and perspectives. Jan Hurwitch-MacDonald & Jaime Isaza
10:30 a.m.	Session B: <u>Cropping Systems Project</u> (1987 and beyond) Vivian Chin with Hyacinth Campbell and Charles Reid
11:30 a.m.	Session C: <u>Cassava Project</u> (1987 and beyond) A.C. MacDonald with Dick Donaldson
12:30 p.m.	LUNCH
2:00 p.m.	Session D: <u>IRD Project</u> (1987 and beyond) Sandra Glasgow
3:00 p.m.	Session E: <u>Planning & Management Project</u> (1987 and beyond) Tomas Mulleady
4:00 p.m.	BREAK
4:30 p.m.	Session F: <u>New Areas for Technology Generation</u> <u>and Transfer</u> (1987 and beyond) Jaime Isaza
5:30 p.m.	Drafting of Final Document
7:30 p.m.	DINNER

Friday, October 31, 1986

- 7:30 a.m. BREAKFAST
- 8:30 a.m. Session G: Further Discussion on Projects and
their Organization
- 9:30 a.m. Session H: External Financing 1987-1991
Jan Hurwitch-MacDonald and
Tomas Mulleady
- 10:30 a.m. Session I: Special Projects with Regional
Possibilities
Jan Hurwitch-MacDonald and Jaime Isaza
Dr. Vishnoo Asnani
- 12:30 p.m. LUNCH
- 2:00 p.m. Session J: Overview of IICA Jamaica Plans
for 1987 - 1991
Jan Hurwitch-MacDonald
- 3:30 p.m. Depart Pine Grove

ACTIONS OF THE IICA OFFICE IN JAMAICA IN THE CONTEXT OF THE MEDIUM TERM PLAN 1987 - 1991

REPORT OF THE RETREAT HELD OCTOBER 30-31, 1986
PINE GROVE, JAMAICA

THE DAILY GLEANER, WEDNESDAY, OCTOBER 29, 1986

IICA submits five-year plan for Latin American / Caribbean agricultural growth

MEXICO CITY, Oct 27, (Cana) — The Inter-American Institute for Cooperation in Agriculture (IICA) has presented a five-year programme for modernising and enhancing the international competitiveness of Latin American and Caribbean agriculture.

Presentation of the draft medium-term plan, covering 1987 to 1991, came as IICA's highest governing body, the Inter-American Board of Agriculture (IABA), began a three-day meeting here.

IICA's Director-General Dr Manuel Pineiro said the plan was designed to "propel the development of the agricultural sector as the major source of economic growth, both as a supplier of foodstuffs for domestic consumption and as the major source

of foreign exchange" for the 29 IICA member countries.

The second major aim was to "intensify modernisation and increase production efficiency in the agricultural sector (through) increasing the incorporation of appropriate technology," he added.

The programme, emphasising co-operation among the countries of Latin America and Caribbean, has been submitted for approval by regional Agriculture Ministers and senior officials attending the meeting.

The plan was drawn up based on recommendations by a six-member group of experts, headed by Dr John Spence of Trinidad and Tobago.

Pineiro, addressing the opening session of the conference, announced

that IICA was streamlining its organisational structure to enhance efficiency and enable the agency to respond better to the needs of member states.

"We are making significant adjustments to cutback on positions at the administrative level in order to strengthen technical capacity, and we are designing new internal procedures for analysis, discussion and decision-making," he said.

"As a result of this effort, we have put into operation a programming and evaluation system that will enable us to develop and select technical cooperation projects with high priority and effectiveness."

IICA, with headquarters in Costa Rica, is a specialised agency of the Organisation of American States (OAS).

English-speaking Caribbean member countries are Barbados, Guyana, Trinidad and Tobago, St Lucia, Jamaica, Dominica and Grenada.

Pineiro, an Argentinian, stressed it was imperative that member states work together on new strategies dealing with the difficulties regional agriculture, including commodity prices and the oversupply situation on the market.

Despite the problems, he remained one of the optimists available to Latin American for reaction to Caribbean growth, he said, "with (the region's) comparative advantage over other countries in natural resources."

