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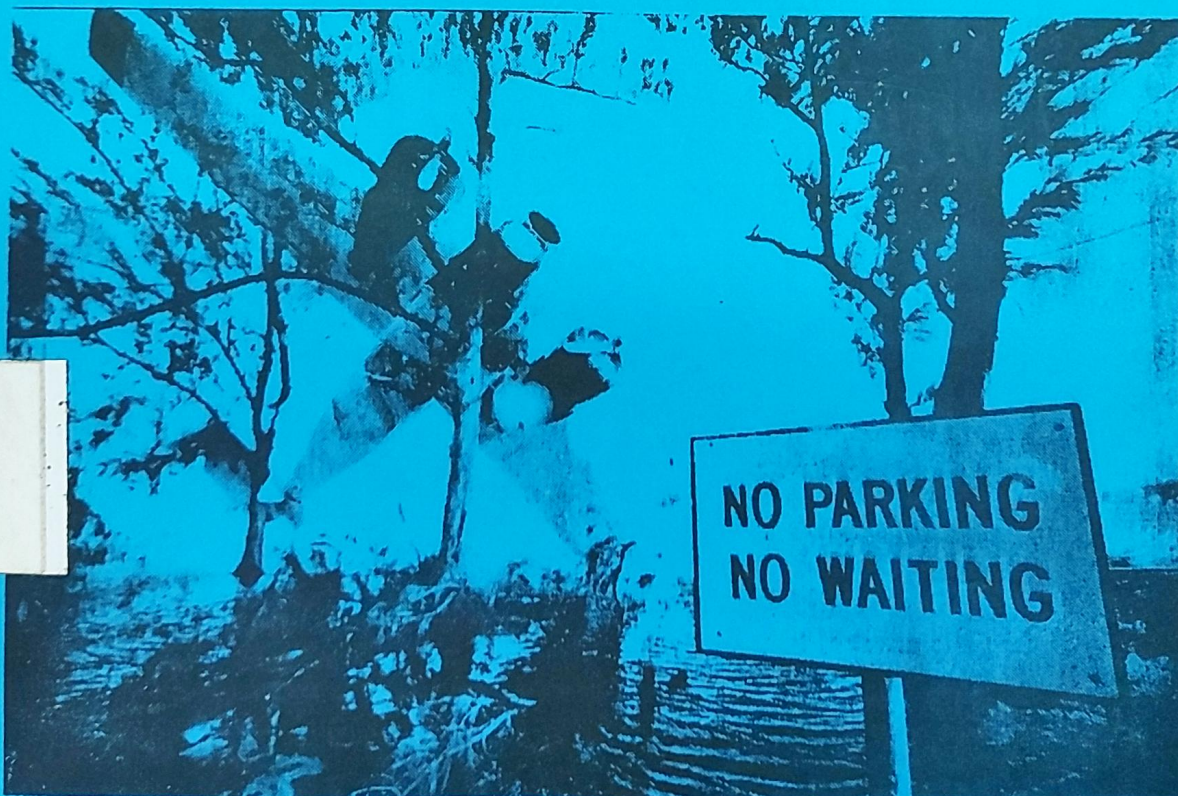
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Centro Interamericano de
Documentación e
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**Report On The Activities Of
The IICA Office In Jamaica
In Response To Hurricane Gilbert
And
Its Effects On The Agricultural Sector**



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The Inter-American Institute for Cooperation on Agriculture (IICA) is the specialized agency for agriculture of the Inter-American system. The Institute was founded on October 7, 1942 when the Council of Directors of the Pan American Union approved the creation of the Inter-American Institute for Agricultural Sciences.

IICA was founded as an institution for agricultural research and graduate training in tropical agriculture. In response to changing needs in the hemisphere, the Institute gradually evolved into an agency for technical cooperation and institutional strengthening in the field of agriculture. These changes were officially recognized through the ratification of a new Convention on December 8, 1980. The Institute's purposes under the new Convention are to encourage, promote and support cooperation among the 29 Member States, to bring about agricultural development and rural well-being.

With its broader and more flexible mandate and a new structure to facilitate direct participation by the Member States in activities of the Inter-American Board of Agriculture and the Executive Committee, the Institute now has a geographic reach that allows it to respond to needs for technical cooperation in all of its Member States.

The contributions provided by the Member States and the ties IICA maintains with its twelve observer countries and numerous international organizations provide the Institute with channels to direct its human and financial resources in support of agricultural development throughout the Americas.

The 1987-1991 Medium Term Plan, the policy document that sets IICA's priorities, stresses the reactivation of the agricultural sector as the key to economic growth. In support of this policy, the Institute is placing special emphasis on the support and promotion of actions to modernize agricultural technology and strengthen the processes of regional and subregional integration.

In order to attain these goals, the Institute is concentrating its actions on the following five programs: Agrarian Policy Analysis and Planning; Technology Generation and Transfer; Organization and Management for Rural Development; Marketing and Agroindustry; and Animal Health and Plant Protection.

These fields of action reflect the needs and priorities established by the Member States and delimit the areas in which IICA concentrates its efforts and technical capacity. They are the focus of IICA's human and financial resource allocations and shape its relationship with other international organizations.

Carlos Rucks
Director, AREA 4



REPORT ON THE ACTIVITIES OF
THE IICA OFFICE IN JAMAICA

IN RESPONSE TO HURRICANE GILBERT
AND ITS EFFECTS ON THE AGRICULTURAL SECTOR

February 1989

IICA Office in Jamaica

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TABLE OF CONTENTS

	page
I. EXECUTIVE SUMMARY.....	1
II. UNFORGETTABLE HURRICANE GILBERT.....	5
III. IICA OPERATING UNIT RESPONSES.....	16
1. Head Office Response.....	16
2. Staff Association Response.....	16
3. IICA Offices Responses.....	17
IV. POLICIES AND PROCEDURES.....	17
4.1. Internal procedures.....	17
4.2. Government relations.....	18
4.3. Bi-lateral and multilateral agency relations.....	18
4.4. Relief agency relations.....	19
4.5. Procedures for readjustment of technical projects and re-orientation of staff.....	19
V. TURNING DISASTER INTO DEVELOPMENT.....	21
5.1 Status of Emergency Activities.....	21
5.2 Effecting greater change.....	23

ANNEXES

- A Communications during the first week after the hurricane
- B Rapid Agricultural Assessment
- C Emergency Short Term Action Submitted to Headquarters, and related documentation pertaining to the approval, source of funds and assignment of codes
- D Profiles prepared for IDRC: emergency format/IICA format
- E Ministry of Agriculture list of seed and equipment requirements
- F Selection of newspaper clippings
- G Notes on IICA disaster preparedness procedures
- H The six major speeches made by the Prime Minister during the first months after the hurricane
- I The Representative's memo to the Director General providing an update on developments (October 10, 1988)
- J Communications with the Staff Association
- K Minutes from the relevant IICA Jamaica Staff Association meetings
- L Actual list of contributions

I. EXECUTIVE SUMMARY

Hurricane Gilbert ravaged Jamaica on September 12, 1988, bringing losses and damages to agriculture totalling approximately US 363.0 million.

The priorities for the IICA Office in Jamaica were to:

1. Assist the IICA staff in need
2. Assist the country in disaster relief
3. Assist the country with agricultural rehabilitation and resuscitation.

The support received by the IICA Representative and staff from Head Office, other IICA national offices and the Staff Association and local chapters was extremely encouraging; however, lack of Institute policies and procedures led to a great deal of improvization. Therefore, the following considerations for guidelines for national offices during disasters should be addressed:

1. Internal procedures : which are the best guidelines for a national office to maintain a concerned and humanitarian office environment, while asking the staff to work harder than usual? How can emergency funds be allocated? Should IICA cover costs for temporary lodging for staff essential to office operations?
2. Government relations : who should be visited in which order (protocol) and what IICA assistance should be offered?
3. Bi-lateral and multi-lateral agency relations : which types of coordinated efforts should be promoted and which avoided?
4. Relief agency relations : degree of involvement of IICA staff in national relief operations and timing of withdrawal of this type of assistance.

The hurricane provided opportunities as well as obstacles. Adjusting ongoing projects to address an emergency and turning disaster into development became the key technical considerations for the office. On-going IICA projects were reviewed internally and with government counterparts and

appropriate adjustment measures taken and staff reoriented. In some cases, this permitted IICA to promote a new technology or concept which may otherwise have received resistance. The readjustment process took place in all IICA projects, excepting the Farm Management Training and Generation of Information project, an insipient project deemed too difficult to adjust at that stage.

The readjustment process included the following steps:

1. Project reconceptualization
2. Dialogue with government officials
3. Reorientation of the project staff utilizing the retreat mechanism
4. Intensive action, monitoring at least twice a week, sometimes daily

Project outputs by the end of 1988 focused on replanting activities and training in post-Gilbert access to financing. 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. See Annex C for the short-term action approved by Head Office as well as related documentation. 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 has been 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

Expenditure: \$23,000

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

Expenditure: \$43,000

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

Expenditure: \$21,000

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

Expenditure: \$7,000

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.

II. UNFORGETTABLE HURRICANE GILBERT: A composite picture derived from interviews with IICA staff by journalist Wenty Bowen

On Monday 12 September 1988, the strongest Atlantic hurricane of the century, named Gilbert, lashed Jamaica from end to end, affecting every section of the island. From about 9 a.m. in the eastern sections of the island, and all through the day, the winds buffeted the country. And it was difficult to say when the storm really ended, for the rains continued all through Monday night and the day following, so that most people didn't leave their homes until Wednesday. When they did finally get out on the streets, what they saw was unbelievable. Uprooted trees, telephone and electricity poles and wires competed with each other and pedestrians for space on the ground; while dazed people joined long queues to get into supermarkets to buy biscuits, soft drinks, cigarettes, and at service stations to buy petrol and kerosene. Little wonder that Prime Minister Seaga after seeing the extent of the devastation for the first time from the air declared that it reminded him of the atom-bombed city of Hiroshima. Gilbert, he said, was the "worst natural disaster in Jamaica's modern history."

At IICA, Kingston, once the majority of the staff had been accounted for, steps were taken first to see what help could be given to staff affected by Gilbert, then to see what help could be given to International agencies distributing relief supplies.

HOW THE LOCAL IICA OFFICE DEALT WITH GILBERT

We will give a fairly detailed account of how the Jamaican office functioned during and in the aftermath of Hurricane Gilbert as we feel that there are a number of lessons which we learned from the experience, which could perhaps be useful to other offices throughout the hemisphere if and when faced with a similar national disaster.

On the morning of the hurricane, Monday September 12, 1988, a team of staff members went to the office and working between 7 a.m. and 11 a.m. tried to make the office as secure as possible by packing up files, covering equipment and so on. Then, two staff members, including the IICA

Representative in Jamaica, decided to stay on in the office for the duration of the Hurricane.

They made that decision for three reasons:

First, to provide a sense of responsibility for the institution;

Secondly, to function, if the phones remained intact after Gilbert, as a communication centre.

Thirdly, to enable staffers after the hurricane, to see the office as a rallying point.

As things turned out, it was just as well that there was someone in the office for the duration of the hurricane. For, as had so many other roofs, the roof at the IICA building soon began to leak. The staff members on hand were able to move furniture and files around to keep them from getting soaked.

Once the hurricane had passed, the situation was assessed and a decision taken to keep the office open and functioning as far as was possible given the lack of electricity and other services. Three priorities for our staff's attention were identified.

PRIORITIES

The first priority was to look after the needs of the IICA staff itself.

The second was to assist Jamaica's national recovery effort.

The third was to help the country get agriculture moving again.

We had no communication with the IICA head office for 11 days after Gilbert. And one of our staff members who was in the country when the hurricane struck, was not able to contact the office until five days after the hurricane. One immediate task therefore was to as quickly as possible allay the fears of relatives overseas about the safety of their loved ones in Jamaica. This we were able to do because although much of the country was without phone service, our

phone lines never went out and we became a communications centre for other agencies as well. We could phone Trinidad and Tobago and Barbados, but not Costa Rica, and we could reach some US offices but not others. We could not reach HQ.

As far as was possible under the conditions, we kept the office functioning. A staff meeting was held on the verandah every morning at 9 o'clock from Wednesday 14 September, and everyone knew that the office was still operational under emergency conditions.

These daily staff meetings were used to find out the needs of our various staff members and to organise ways to assist them. We had five staff members who had been made homeless and our main focus was on helping them. In preparation for the hurricane we had laid in a J\$2,000 stock of food in our office kitchen, the cars and other vehicles had been filled with gas, so that we were mobile, and the office still had running water. A stock of towels was brought in, and so the IICA office became a centre where staffers who had no water at home could bathe, etc. A round-the-clock guard service was also put in place (formerly we just had a night guard).

Because there was a shortage of food in general and bread in particular, the Staff Association set up a food committee which got a report on the personal situation faced by staff members and brought this to the staff meeting so action could be taken to alleviate the members' plight.

A gift of food came in from the IICA office in Trinidad and Tobago. This was made into parcels and distributed to the staff and thanks conveyed to that office.

The staff meeting also decided that there should be bulk buying of food items on a monthly basis.

STAFF MEETINGS

The daily staff meetings proved to be a very useful exercise. It enabled us to find out the needs of individual members and take steps to attend to them, for example, meeting specific individual food needs, such as powdered milk for one of a staff member's baby.

Staff meetings also provided a chance to read the pulse, emotional and psychological, of the various staff members, and so gauge what we could reasonably ask and expect of them and when we could return to normal working conditions.

To aid those staff members who had suffered damage to their homes, we first made an internal collection from IICA Jamaica staff and to these were added personal grants from outside our office. When IICA Head Office informed us that the Headquarters Staff Association had pledged to send us US\$3,000, we decided to set up a system for making grants of money in a way that would not give rise to complaints among staff members that favouritism was involved.

We didn't want a give-away programme so decided we would institute our own staff revolving loan scheme to be administered by the Staff Association Chapter. The method devised to minimise friction and any suspicions of favouritism in the granting of loans was to ensure that the loan committee contained representatives from all the various staff categories, and that the assessments of hurricane damage were done by people from outside the IICA office. The loan committee consisted of a member each from among the General Service Personnel, the National Professional Personnel and the International Professional Personnel.

The Staff Association decided that some non-refundable grants would be made for special cases, up to a maximum of J\$500.00 each to replace furniture damaged or destroyed by Gilbert, or to re-establish income generating businesses of staff and their spouses.

It also decided to administer the remainder of the funds coming in as a revolving loan fund for those who had been full time members of staff since 12 September, 1988, the day Gilbert struck. These loans would be interest free, and would be made for justifiable Gilbert related emergencies up to a maximum of J\$2,000.00.

Loans were considered first for repairing the homes of staff members. Then when all those requests had been attended to, requests for loans from the spouses of staff members for their own businesses, were considered. Repayments of the loans are made by deductions from salary repayable over one year. A special savings account was opened for the loan funds, and the entire loan programme turned out to be

quite time consuming [See Annex L for list of contributions].

Two other programmes were instituted to help the staff through the post-Gilbert period. The staff was offered the option of taking alternate Fridays off if they needed it, to attend to their own post-Gilbert problems. Half the staff would be off one Friday and the other half would be off the other Friday. This arrangement continued until the end of the year. It is interesting to note that some staff members never took advantage of the offer.

The other programme instituted was a hurricane drill -- covering the computers, etc., storing the files in plastic bags, and calling HQ to tell them a hurricane was on its way. We now have a list of procedures for office and home to be followed whenever there is a hurricane watch. The next project along these lines will be to work out an earthquake drill.

HELPING WITH DISASTER RELIEF

We saw our second priority as assisting with the national relief effort. To this end we went to the Red Cross Office on the Sunday morning after the hurricane to find out what help IICA could give. Red Cross staffers had been working without sleep or relief for four nights straight. They were told that some IICA vehicles could be put at their disposal to run errands, while some IICA staff members could help to package food.

IICA's offer was quickly taken up, and a truck was loaded up and IICA staff delivered food at various drop off points, ensuring that food was delivered equally between PNP and JLP areas.

After that, an IICA Peace Corps worker went with an IICA driver and pick-up to Red Cross headquarters every day for the next two months, sometimes sending two vehicles. IICA delivered pallets, and barriers, and mobilized people for them. IICA's secretaries also went to help Father HoLung at his Laws Street mission for a while. They sorted clothes and otherwise gave help on three or four occasions.

Giving this sort of national service had a therapeutic effect on IICA's own staff since it took our minds off our own problems. It made us feel we were making a real contribution

to the nation's recovery. This kind of service should be encouraged in the future. An additional benefit was that these activities united the office and made us feel that we belonged to one big family that was not only looking out for its own members but for the country as well. It was a wonderful morale builder.

REVIVING AGRICULTURE

In the first week after Gilbert struck, the IICA Representative in Jamaica made several visits to the Ministry of Agriculture and told them that IICA stood ready to help in any way the Ministry saw fit. We were present at the Ministry's first internal staff meeting after Gilbert. At this meeting the main concern was - what vehicles do we have that can be used for helping to clear the blocked roads. The second concern was a request from the Prime Minister to prepare a budget and suggestions for how to get agriculture moving again. IICA became involved in this budgetary exercise by getting a Rapid Agricultural Assessment done for the production of food crops. We sent forms and teams to farmers.

We had three teams led by Vivian Chin, Charles Reid, and Jonice Loudon who did in-depth analyses of particular areas, while the Ministry of Agriculture did a broad-based enquiry. Both surveys sought to assess what damage had been done to the sector and what needed to be done to bring about quick recovery. The collaboration of IICA and the Ministry of Agriculture resulted in the preparation of the Emergency Agricultural Assessment of damage done by Gilbert. (See Annex B)

During this period the IICA Representative also liaised on an informal basis with the other international organisations serving Jamaica, sharing and exchanging services and information so there would be as little overlap as possible in handling the Ministry of Agriculture's numerous requests for assistance from their "wish list," which had been circulated to all the international agencies. (See Annex E) The FAO representative in Jamaica finally organised a meeting of all the agencies to coordinate these relief efforts.

DAMAGE TO AGRICULTURE

It was obvious that Gilbert had done great damage to agriculture. Both export and domestic crops had been hard hit. But just how much damage had really been done?

Prime Minister Seaga announced the following losses 1988 crop losses: bananas, plantains and pimento 100%, coffee, coconuts, breadfruits, mangoes, avocados, ackees, papayas and vegetables 80%, cacao and root crops 70%, citrus and sugarcane 40%. The Ministry's Assessment of Hurricane Gilbert damage put a cash value of J\$2,196 billion on the total agricultural loss. (For details of damage see Annex B)

In discussions with Jamaican Government officials regarding what assistance IICA could give to help regenerate agriculture, and taking account of our technical capabilities, IICA's role was defined as follows: providing (a) planting material, farm supplies and small tools, (b) food tree rehabilitation and resuscitation, (c) coffee and cocoa rehabilitation and resuscitation.

IICA set itself specific goals and objectives to assist the rural population to get agriculture and small business moving again by providing technician and financial inputs through existing IICA projects, though these were somewhat modified.

Specifically, we would work to get tree crops resuscitated on 325 farms in the Cropping Systems project area; help 1000 persons to get loan assistance for refinancing; assist 250 other farmers with planting material, supplies, small tools, and on-farm demonstration production plots of short-term crops such as corn, cabbage, potato, carrot and turnip; and finally, assist 200 youths to get involved in new agricultural projects.

The strategy was to reorient existing IICA projects for the three months following Gilbert, provide them with emergency funding and focus on hands-on assistance to regenerate agriculture. This strategy was implemented through four major activities:

(1) Tree Crop Rehabilitation and Resuscitation.
Dr. Paolo Alvim, CEPLAC Brazil advised the Cocoa Industry Board on post-hurricane improved cultural practices and Dr. Rafael Marte, Tree Crop Specialist is soon to assist fruit tree cultivation.

(2) Cropping Systems.
Cropping systems activities were made production-oriented, and demonstrations focussed mainly on using improved planting material and technologies that had proved themselves under Jamaican conditions. They dealt mainly with yam mini-sett technology, red peas, corn, cabbage and Irish potato, and small equipment, particularly small animal-drawn ploughs were distributed through these activities.

Cropping systems outreach became an important part of this post-Gilbert activity as we sought to extend the methodology to other key food producing areas of the country, including McNie-Douglas Castle in the Northern Region; Christiana-Devon-Allsides in the Central Region, and Smithfield in the Southern Region.

Cropping systems hillside actions were initiated under a USAID-GOJ project; while the collaboration of PROMCAFE and cocoa experts were sought to look at the rehabilitation and resuscitation needs of these two industries.

(3) Youth Enterprise Production (YEP).
This activity focussed on getting youth involved in agriculture as a viable business mainly through the 4H Club programme. Supported with loan funds from the Inter-American Development Bank, loan funds were made available to young clubbites who committed to producing yams using the yam-mini-sett technology.

(4) Loan Preparation Emergency Assistance.
Under this programme, staff from the Small Enterprise Development Project (SEDPRO) worked with farmers and small business persons to assist them with loan applications to obtain refinancing to regenerate their production activities. Additional Peace Corps Volunteers were brought in to assist the IICA staff with this project, and working in coordination with the parish Land Authorities, liaison was maintained with the following financing institutions: the People's Cooperative Banks (which are the major network of agricultural banks for the small farmers), the National Development Foundation, the Self-Start Fund, and SOLIDARITY.

Altogether, the IICA Office in Jamaica received approval from its Head Office to allocate US\$97,285 for what we designated as an "Emergency Short-Term Action to Assist Jamaica Recover from Hurricane Gilbert Agricultural Losses (See Annex C for profile).

The above activities were all planned and implemented in conjunction with the Ministry of Agriculture staff, but there was one set of activities which IICA undertook on its own. This came to be known as the M9 Programme.

THE M9 PROGRAMME

The rationale for the creation of this programme was simple. IICA Jamaica soon reached the conclusion that one of the best ways to get the agricultural sector moving again was to get the small farmer, with no prospect of insurance replacement of his loss, in touch with lending agencies willing to deal with the small farm sector. The result was the creating of the M9 Manual and a series of island-wide seminars to acquaint farmers with the many types of loans, and the myriad lending institutions that were making these loans available to them.

The manual IICA put together set out the details of the various agencies offering loans to help farmers get on their feet again. It was called the M9 manual and was titled "Post Gilbert Financing: Assistance for Small Businesses and Small Farms."

What the M9 Manual does is to pull together all in one place, information on the various lending agencies open to small farmers and small business people and the requirements they would have to meet to get access to loan funds from these agencies.

The manual thus provides information on loans available through six institutions - the National Development Foundation, the Self-Start Fund, Things Jamaican Ltd., the 4H Clubs/IDB Loan Programme, the Community Revolving Loan Fund, and People's Co-operative Banks, together with information on how to prepare a loan proposal.

Once this manual was completed, (only one month after Gilbert), seminars were organised around the island to train leaders who would explain the various loan packages to interested persons and groups in their local communities. 6,000 copies of the manual have been published and distributed, and 5 seminars islandwide were delivered to 107 trainers.

Seminars were held in Mandeville, Ocho Rios, Montego Bay, Kingston and Port Antonio. See the chart below for details.

Name of Event and Location	Date	Results Obtained
Seminar on "Post-Gilbert Financing" Kingston, St. Andrew	Oct. 26	24 Trainers trained
Seminar on "Post-Gilbert Financing" Mandeville, Manchester	Nov. 17	16 Trainers trained
Seminar on "Post-Gilbert Financing" Ocho Rios, St. Ann	Nov. 24	25 Trainers trained
Seminar on "Post-Gilbert Financing" Montego Bay, St. James	Dec. 1	30 Trainers trained
Seminar on "Post-Gilbert Financing" Port Antonio, Portland	Dec. 14	12 Trainers trained

Since the hurricane, the Agricultural Credit Bank has disbursed \$62.2 million to Commercial Banks and \$20.0 million to People's Co-operative Banks. The National Development Foundation has loaned over \$5.0 million.

TOWARDS THE FUTURE

Gilbert has come and gone. But the memories linger. There will be other hurricanes ere long. But what lessons have been learned from Gilbert? And can we apply those lessons in the future? Also, what will be the long term effects on Jamaican agriculture? In the short term, the country seems

resilient enough. Everywhere is green again, and it really requires an effort of will and imagination to conjure up the post-Hiroshima look that prevailed in the early post-Gilbert days. Nevertheless, really serious damage was wrought to forests around the island. The impact on topsoils and watersheds will be devastating unless sustained efforts are made to introduce measures to circumvent the long-term environmental effects. The IICA Office in Jamaica has adjusted ongoing projects and initiated new ones in response to Gilbert. We have built a stronger team and improved our response capability. This capability will be tested again in the future; we always stand ready to serve.

III. IICA OPERATING UNIT RESPONSES

1. Head Office Response

It is important to highlight here the excellent response of Head Office to the crisis, firstly in terms of providing moral support to the office, secondly the timely visit of the Caribbean Area Director and thirdly in terms of approving the funds required for emergency technical work. In essence, we were the first multilateral agency to approve funds, preceded only by the larger donor countries, which have extremely sophisticated mechanisms already in place to deal with disasters.

The support of the Association of Wives of the Headquarters Staff, who held a fundraiser on our behalf coordinated by Mrs. Reginald Pierre, wife of the Caribbean Area Director, was most welcome and appreciated.

Annex A contains copies of communications sent and received the first and second weeks immediately after the hurricane. Annex I contains the Representative's memo to the Director General providing an update on developments, barely a month after the hurricane.

2. Staff Association Response

The IICA Staff Association at Head Office and the Chapter in Trinidad and Tobago provided exceptionally strong support through their communications and collections for the office staff.

This was extremely important at a time when staff were being asked to work harder than usual, while many were going home each day to face disarray. This sort of support made the IICA staff feel part of a larger family which was looking out for them; an extremely important feeling at a time when personal losses were high and all ones priorities dislocated.

Annex J contains the communications to and from the Staff Association at Head Office, while Annex K contains minutes from the relevant IICA Jamaica chapter meetings. Annex L provides a list of actual contributions.

3. IICA Office Responses

Both the IICA Office in St. Lucia and the IICA Office in Guyana provided personal contributions to assist the staff, as well as those received from Trinidad and Tobago mentioned above. These gestures of friendship helped in a material sense, but the psychological impact far outweighed the material. In the early days after the hurricane, when daily staff meetings were held on the verandah (the only place with enough light), announcements of support provided a welcome respite from the challenges to be met that day.

All Caribbean offices contributed from their technical budgets so that IICA/ Jamaica could provide the government with emergency technical actions. See Annex C, p. c-9 for the breakdown.

IV. POLICIES AND PROCEDURES

The support received by the IICA Representative and staff from Head Office, other IICA national offices and the Staff Association and local chapters was extremely encouraging; however, lack of Institute policies and procedures led to a great deal of improvization. Therefore, the following considerations for guidelines for national offices during disasters should be addressed.

4.1 Internal procedures

There are no IICA internal procedures for dealing with disasters, when at least one-third of the national offices are in a hurricane area and more than another third are on the San Andreas fault.

Some improvization is always necessary under these circumstances, however, the following questions list the types of guidance which would be useful to national offices:

Which are the best guidelines for a national office to maintain a concerned and humanitarian office environment, while asking the staff to work harder than usual?

How can emergency funds be allocated?

Should IICA cover costs for temporary lodging for staff essential to office operations?

Annex G contains notes on disaster preparedness procedures, prepared after the Gilbert experience.

4.2 Government relations

Essentially, after a disaster which effects agriculture, an IICA office faces an important challenge. The main question is who should be visited and in which order and what type of assistance should be offered?

Immediately after Gilbert, all decisions were being made at the Prime Minister's office and the MOA simply responded to the PM's demands and initiatives. As time passed, and the Ministry became more operational, the proverbial "wish list" of seeds and other inputs was developed and given to all the International Agencies and Donor Countries. See Annex E for this list.

Annex H contains excerpts from the Prime Ministers major speeches during the post-Gilbert period.

4.3 Bi-lateral and Multilateral Agency Relations

Essentially, IICA collaborated with any agency we could communicate with, in the days after Gilbert. At first, the Representative went to offices by car. Then messages were sent to one another via FAX or we spoke by phone, depending upon which communication worked. IICA shared with these agencies and countries the Rapid Agricultural Assessment prepared with the MOA.

During an early visit of an IDRC mission from Ottawa, IICA prepared the profiles outlined in Annex D; these were subsequently funded.

In spite of these initiatives, it would be useful to determine which types of coordinated efforts should be promoted and which should be avoided.

4.4 Relief agency relations

IICA as a staff and an institution became directly involved in relief efforts; we went where the need was greatest at the time. The key question was when to withdraw. This was done gradually after the 6-8 week period.

The question here is, should the Institute become involved in relief operations under such circumstances and, if so, for how long.

4.5 Procedures for readjustment of technical projects and re-orientation of staff

The hurricane provided opportunities, as well as obstacles. Adjusting ongoing projects to address an emergency and turning disaster into development became the key technical considerations for the office. On-going IICA projects were reviewed internally and with government counterparts and appropriate adjustment measures taken and staff reoriented.

In some cases, this permitted IICA to promote a new technology or concept which may otherwise have received resistance. The readjustment process took place in all IICA projects, excepting the Farm Management Training and Generation of Information project, an insipient project deemed too difficult to adjust at that stage. The readjustment process included the following steps:

4.5.1. Project reconceptualization

Technician responsible and Representative dialogue regarding options for making the project most appropriate for the first 6 months after the hurricane devastation.

4.5.2. Dialogue with government officials

Once the new project ideas are somewhat formulated, government officials should be brought into the dialogue, although they will be overwhelmed with emergency work at this time. For this reason, a certain amount of reformulation should be done before the meeting with government officials, thereby giving them something concrete to respond to.

4.5.3. Reorientation of the project staff utilizing the retreat mechanism

Once government officials agree to the new proposals, project staff must be reoriented to the changes in methodology. The retreat mechanism was extremely useful in this regard, enabling the Representative, project leader and staff to spend a day away from the office focusing on the the project changes to be implemented.

4.5.4. Intensive action, monitoring at least twice a week, sometimes daily

Action at its highest intensity follows, as staff begin to implement what is essentially an emergency strategy. More pressure is placed on all levels of staff: secretarial, drivers, administration and press operator. As time is of the essence, it is important for the Representative to be involved in the monitoring process at least twice a week, or sometimes daily, if necessary.

Following is a brief description of the changes instituted in each of the on-going projects in the IICA Office in Jamaica, as well as a statement on the status of project activities at the end of 1988 :

4.5.4.1 Cropping Systems Project

The new short-term focus of the Cropping systems project was a production orientation. Farmers were assisted with planting, using the improved varieties and technologies, yet as many farmers as possible were reached, rather than those solely in the research project. By the end of 1988, the following numbers of farmers had been assisted with the crops listed:

Guy's Hill, St Catherine

cabbage	- 12 farmers
yam	- 3 farmers
sweetpepper	- 13 farmers
carrots	- 6 farmers
tomatoes	- 8 farmers
onion	- 2 farms

Watermount, St. Catherine

cabbage - 16 farmers
yam - 4 farms
onions - 4 farmers
carrots - 2 farmers
sweetpeppers - 4 farmers

600,888
4.5.4.2 Small Enterprise Development Project

Traditional training activities in this project came to a temporary hiatus, while the staff focussed on developing the new manual titled "Post-Gilbert Financing: Assistance for Small Businesses and Small Farms" as well as training 107 trainers by the end of 1988. Staff also began to liaise with selected 4-H Clubs in preparation for the development of the Youth Enterprise Project (YEP).

4.5.4.3 Farm Management Training and Generation of Information Project

This project, initiated in early 1988, was not readjusted after the hurricane, but held in abeyance until programmed activities could be resumed. This decision was made in consultation with the national counterpart officials.

V. TURNING DISASTER INTO DEVELOPMENT.

5.1 Status of Emergency Activities

Project outputs by the end of 1988 focused on replanting activities and training in post-Gilbert access to financing. 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. See Annex C for the short-term action approved by Head Office as well as related documentation. 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

Expenditure: \$23,000

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

Expenditure: \$43,000

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

Expenditure: \$21,000

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

Expenditure: \$7,000

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.

5.2 Effecting greater change

Some individuals and institutions utilized the disaster to challenge the country and the people to new and greater heights. (See, for example, the article by Keith Roache in Annex F titled "Hurricane Gilbert's Challenge to Jamaican Agriculture")

Some saw fit to create agencies of solidarity as did those who created project ACCORD, the first all-denominational church organization, which dedicated itself to the distribution of food to the needy.

At IICA, we focussed on turning disaster into development. We took the opportunity to initiate projects that would assist the needy, while sowing the seed for a new technology or a new project methodology.

In the press, one could read that others were trying to influence national policy, or lobby for immediate social and economic changes or mobilize interest groups as public awareness of development issues increased throughout the post-Gilbert period.

It has been an important period for change, and as the country continues to rebuild, there is still every opportunity for improvement upon what was there before.

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ENGLAND

A N N E X E S

- ANNEX A - Communications during the first week after the hurricane
- ANNEX B - Rapid Agricultural Assessment
- ANNEX C - Emergency Short Term Action submitted to Headquarters, and related documentation pertaining to the approval, source of funds and assignment of codes
- ANNEX D - Profiles prepared for IDRC : emergency format/IICA format
- ANNEX E - Ministry of Agriculture list of seed and equipment requirements
- ANNEX F - Selection of newspaper clippings
- ANNEX G - Notes on IICA disaster preparedness procedure
- ANNEX H - Excerpts from major speeches made by the Prime Minister during the first weeks after the hurricane
- ANNEX I - The Representative s memo to the Director General providing an update on developments (October 10, 1988)
- ANNEX J - Communications with the Staff Association
- ANNEX K - Minutes from the relevant IICA Jamaica Staff Association meetings
- ANNEX L - Actual list of contributions

A N N E X A

COMMUNICATIONS DURING THE FIRST WEEK AFTER THE
HURRICANE

SEP 15 0946/PTT 046169

GA

0949

23197649:ACCT21T8+

VIA TRT
197649 IICA UT

2178 PEGASUS JA

2502 PEGASUS JA
KINGSTON

14.9.88

ATTN: DAVID BLACK

KINDLY INFORM SC IICA JAMAICA OFFICE INTACT. MOST STAFF ACCOUNTED FOR. ACTUAL ASSESSMENT COUNTRY DAMAGES SOON REMITTED. TENTATIVE.

ASSESSMENT APPROX. 20 PERCENT POPULATION HOMELESS! AGRICULTURE DEVASTED IN MANY PARISHES.

JAMAICA URGENTLY NEEDS FOOD IMMEDIATELY AND PLANTING MATERIAL NEXT MONTH. ANYTHING YOU CAN ARRANGE VIA USDA GREATLY APPRECIATED. DETAILED REQUIREMENTS SOON REMITTED.

KINDLY TELEPHONE FOLLOWING AND ADVISE THAT THEIR RELATIVES WITH IICA JAMAICA ARE SAFE. I WILL COVER COSTS.

1. SARA HURWITCH 804 977 7024
 2. ROBERT RICKS 515 859 7586
 3. CELIA MULLEADY 515 232 7197
- ROBERT HURWITCH 809 567 2654
MACDONALDS 506 39 20 37
PATRICIA CHIN 613 544 4916

THANKS AND REGARDS,

HURWITCH

z

197649 IICA UT

2178 PEGASUS JA.

+1
10+

*
2175 PEGASUS JA
SEP 16 2149 PTT 093197
GA
37521924

SEP 16 88 2050

2192 OEA CR

2002 PEGASUS JA
NINOSTON

15.9.88

ATTN: PINEIRO

LICA JAMAICA INTACT MOST STAFF ACCOUNTED FOR. COUNTRY HAS 100,000 HOMELESS, WILL HAVE URGENT AGRICULTURAL NEEDS. MET WITH MINISTER BRODERICK. LICA WILL PARTICIPATE IN ASSESSMENT. OUR PHONE 807 927 5452 WORKING, PLSE PHONE. REGARDS,

BRODERICK
2175 PEGASUS JA
2192 OEA CR
NNNN
001.3 MINS

estaru

100



p. 1 of 2

To: Pineda

Via Fax 16.9.88

IICA Jamaica INTERACT AND
Fax WORKING. 27 of 29
STAFF ACCOUNTED FOR. 3
STAFF ARE HOMELESS. ALL
HAVE SUFFERED LOSSES, YET
ARE IN GOOD SPIRITS AS
WE WORK TO ASSIST COUNTRY
TO RECONSTRUCT. BASIC AGRICULTURE
TURN REACTIVATION WILL BE
REQUIRED; IE PLANTING MATERIAL
FOR YAMS, IRISH POTATOES AND
VEGETABLES. COUNTRY SITUATION AS

A-4

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE
OFFICE IN JAMAICA

P.O. BOX 349, KINGSTON 6, JAMAICA. TEL: 927-6462, 927-4837, 927-0632, 11 FAIRWAY AVENUE, KINGSTON 5, JAMAICA.
TELEX 2270, ELECTRONIC MAIL: 1757



Follows:

- 100,000 homes destroyed
- 150,000 homeless
- 228,000 in shelters
- 2,200,000 total population of Jamaica

US\$ 80 Million required for immediate rebuilding

US\$ 8 Billion total repair bill

AGRICULTURE DAMAGE:

BANANA	INDUSTRY	wiped out
POULTRY	"	"
COCONUT	"	Almost " "

We are getting up to do an agricultural assessment. Reggie
emergency should plan to come on Sept. 22
 as projected. Please attempt to
 phone us on 809-927-6462
 927-0632.

Regards, Hurwicz

FAX 809 927 6933

OC/DG-1897
19 September 1988

TO: Jan Hurwicz-MacDonald, IICA Representative in Jamaica
FROM: Martín E. Piñeiro, Director General
Subject: Your messages

1. We are unable to contact you by phone.
2. We note with concern two staff members are unaccounted for. Please relay more information.
3. We are sorry to know about 3 staff members which are homeless.
4. Happy to know IICA Office has not been damaged and wish to congratulate you and your staff for your good spirits and hard work.
5. We encourage to work on the emergency agricultural assessment and to readjust our cooperation program. We can provide additional small resources for your work if they are needed. Please indicate need.
6. I note your suggestion of my visiting which I am considering.

4-9.

ALL IICA - JA STAFF

Today we heard from
DR. PIERRE WHO
INDICATED HE & MRS.
PIERRE SEND LOVE &
PRAYERS. THEY WILL
ARRIVE THIS WEEK TO
ASSESS SITUATION OF
INDIVIDUAL STAFF &
COUNTRY. ALL IICA
CARIBBEAN OFFICES ARE
WORKING TO ASSIST US +
THE COUNTRY. JHM.



OFFICE IN JAMAICA

MEMORANDUM

No AC/JM-604/88

DATE September 19, 1988

TO Martin Pineiro, Director General
Reginald Pierre, Director of Operations
Caribbean Area

FROM Jan Hurwitch-MacDonald

SUBJECT DAMAGE TO CROPS BY HURRICANE GILBERT

Following is current preliminary estimate of damage to crops made by the Ministry of Agriculture at a meeting held on Sept. 19th with the Permanent Secretary and key staff:

Destroyed

95 %	All tree crops (miscellaneous) ackee, mango, breadfruit etc.
70%	Food Crops
80%	Vegetables
40%	Sugarcane
100%	Banana and plantains
80%	Coconut
40%	Citrus
100%	Pawpaw
60%	Coffee
70%	Cocoa
100%	Pimento

CHELSTON - KINDLY REMIT
TAX, JAN.



p. 1 of 1

To: Director

MINIAX 19. 9. 88

Now would be an appropriate
time for a BC visit
to Jamaica. E. Iglesias, IDB,
was here over weekend and
indicated strong additional
support forthcoming for
agriculture. IICA must
reconsider existing cooperation
programme to Jamaica and
adjust projects for next 2
years accordingly. Records
forwarded

FAX

AC/TT-714

To: Jan Hurwitch-MacDonald and Staff of IICA Jamaica
From: IICA Staff in Trinidad and Tobago
Date: September 23, 1988
Subject: Donations of food and toiletries

The members of the Staff of IICA Trinidad and Tobago have given generously in cash and kind to send supplies to you that we wish will go some way in alleviating your present hardships.

We are grateful to Dr. Reginald Pierre, Area Director for the Caribbean who willingly consented to take the boxes along with him when he visits you.

Cordial greetings

*Paul
Ruby Stewart*

Francella Stewart

Barry Semelton

Marlene Faine

Ekin Francis

Josephine

Christina D. Matthews

Jean R. Charles

Sharida Hussein

John



MEMORANDUM

OFFICE IN JAMAICA

No AC/JM-606/88

TO Dr. Reginald Pierre,
Director of Operations, Area II

DATE September 23, 1988

FROM Jan Hurwitch-MacDonald, Representative

SUBJECT Agricultural Losses from Hurricane Gilbert

1. The attached report describes the current situation regarding agricultural losses from Hurricane Gilbert.
2. I am giving it broad circulation both within IICA and within donor agencies as you will see from the distribution below.

DISTRIBUTION

- a) IICA, S. C.: Martin E. Pineiro - Director General
Harlan Davis - Deputy Director General
Cassio Luiselli - Assistant Deputy Director
General of Operation
Jorge Werthein - Director of External Relations
Paul Sisk - Director of Finance
- b) IICA - Caribbean Offices: Barbados - Mike Moran
Dominica - Franz Alexander
Grenada - " "
Guyana - George Buckmire
Haiti - Percy Aitken-Soux
St. Lucia - Franz Alexander
Suriname - Mario Franca
Trinidad & Tobago - Chelston Brathwaite
- c) Donor Agencies : USAID, Kingston, Jamaica
CIDA, Kingston, Jamaica
IDB, Kingston, Jamaica
IDRC, Bogota, Colombia
FAO, Kingston, Jamaica

Regards.

MEMORANDUM



OFFICE IN JAMAICA

No AC/JM-612/88

TO M. Piñeiro, Director General
c.c. L Harlan Davis/Cassio Luiselli

DATE September 27, 1988

FROM Reginald E. Pierre, Director Operations, Area II

SUBJECT Hurricane Damage

Just to reconfirm extensiveness of damage to Jamaica due to Hurricane Gilbert. Losses in agricultural sector very severe especially in eastern and western parishes. Significant progress being made in regard to restoration of essential services, particularly in Kingston.

All office personnel safe and unhurt but all personnel suffered material losses especially four who lost their homes. Office functional but without electricity - using standby generator.

Will be arriving San Jose Wednesday 28th.

VIA FAX



MEMORANDUM

OFFICE IN JAMAICA

No AC/JM-614/88

TO Diego Londono, Director of Programming and Evaluation DATE September 27, 1988

FROM Reginald E. Pierre, Area II Director, and
Jan Hurwitch-MacDonald, Representative

SUBJECT Office Evaluation

1. We have received your OC/PE 1111 with which we concur.
2. In speaking today with the Permanent Secretary of the Ministry of Agriculture, he indicated that the second half of February 1989 would be agreeable.

Cordial regards.

8 506294741

IICA COSTA RICA

09/29/88 18:13

P.06

4

M 5482 IICA Trinidad & Tobago (IICATT,1574) 9/16/88 3:53 PM L:12

ACTT684
16/09/88

Recd 30/9

TO: Jan Hurwitch-McDonald, Representative
IICA Office in Jamaica
FROM: Chelston W.D. Brathwaite, Representative
IICA Office in Trinidad and Tobago

Our deep concern and best wishes to you and Mac and all IICA Staff in Jamaica in the wake of Hurricane Gilbert. I hope that you are all safe and well and look forward to being of assistance during this period of national disaster.

Cordial greetings,

VIA FAX



MEMORANDUM

OFFICE IN JAMAICA

No AC/JM-620/88

TO David Black, Representative,
IICA Office in Washington

DATE October 4, 1988

FROM Jan Hurwitch-MacDonald, Representative

SUBJECT Agricultural Assessment

1. The IICA Jamaica staff join me in thanking you and your staff for providing us with post-Gilbert assistance.
2. Attached is our preliminary agricultural assessment of hurricane losses, in case it was not remitted from Sede Central.

Cordial regards.

A large, stylized handwritten signature is located in the lower right quadrant of the page. The signature is written in dark ink and appears to be a cursive or semi-cursive name, possibly "Jan Hurwitch-MacDonald".

A N N E X B

RAPID AGRICULTURAL ASSESSMENT

ESTIMATE OF DAMAGES TO THE AGRICULTURAL
SECTOR IN JAMAICA DUE TO HURRICANE GILBERT

SEPTEMBER 23, 1988

LICA OFFICE IN JAMAICA

RESTRICTED CIRCULATION TO: IDB, USAID, CIDA, JDRG, FAO

A meeting was held on Sept. 22, 1988 by the Minister of Agriculture and the Heads of the Commodity Boards, the Jamaica Agricultural Society, the Jamaica Agricultural Development Foundation, the Agricultural Credit Bank, and others to discuss the preliminary damage to Jamaican agriculture by hurricane Gilbert and to develop short-term strategies to address these.

1. Following are the estimated losses to agriculture at this date: (all figures in Ja \$; exchange rate Ja\$ 1 = US\$5.50)

2. 196 billion total agricultural loss

767 million	domestic food crops
210 "	coffee
408 "	banana
14 "	cocoa
150 "	sugar
17 "	pimento
35 "	citrus
150 "	coconut
25 "	marine fisheries
20 "	inland fisheries
400 "	livestock

2. Domestic Food Crops

The following information is from estimates provided by the Land Authorities in each parish and IICA interviews:

PARISH	CROP	% LOSS
HANOVER	sugar	40
	plantain/banana	100
	tree crops	95
ST. JAMES & TRELAWNY	sugar	40
	coffee	60
	vegs	80
	plantain/banana	100
ST. ANN	yam	70
	dashee, cocoe	100
	vegs	80
	coffee	60
	cane	40
	tree crops	95

B-3

ST. MARY	plantain/banana	100
	tree crops	95
	vegs	80
PORTLAND	plantain/banana	100
	coconut	95
	coffee	100
WESTMORELAND	sugar	40
	vegs	80
ST. ELIZABETH	vegs	80
	yam	70
	sugar	40
	coffee	60
MANCHESTER	vegs	80
	coffee	60
	citrus	40 crop
CLARENDON	yam	70
	vegs	80
	plantain/banana	100
	coffee	60 crop
	citrus	60 crop
	sugar	40
ST. CATHERINE	citrus	40 crop
	sugar	40
	vegs	80
	roots	30
	banana/plantain	100
	poultry	100
ST. ANDREW	coffee	60
	cocoa	70
	vegs	80
ST. THOMAS	coconut	95
	banana	100
	coffee	60
	sugar	100
	cocoa	70

Reports from the Commodity Boards:

3. Coffee : growers
25,000 acres bearing coffee
3,000 acres non-bearing coffee
15,000 " require
rehabilitation/resuscitation 60% of fields
are severely damaged

210 million total damage
100 " estimated loss in production
278 " required to resuscitate

4. Bananas : 5,000 growers
12,000 acres local production
7,500 acres export production

408 million total damage
310 " estimated loss in production
87 " required to resuscitate export
5 thousand tons fertilizer required

plan to be ready to export again by June 89

5. Coconut : growers
51,000 acres production
60 % damaged

150 million total damage
198 " required to resuscitate

7 years to get back into business

Copra: 2.6 million tons projected before Gilbert
.5 " " " " after "

6. Citrus : growers
2-3% loss due to uprooting

67 million total damage
35 " estimated loss in production

7. Sugar : growers

150 million total damage
40 " estimated loss in production
30 " required to resuscitate

plan to be ready to export again by Nov. 88;
will meet export market demand, but will have
to import to meet domestic demand.

8. Pimento:

growers
50 % of trees seriously damaged
17 million total damage current crop

9. Cocoa

: 26,000 growers
80 - 100% defoliation
20 - 30 % trees uprooted
14 million total damage
8 " estimated loss in production
30 " required to resuscitate export

Requirements: 10 million compensation for
growers
420 chain saws
8 vehicles on wharf to be cleared
more vehicles

10. Ornamental Exports : 76 projects/20 reached

800,000 acres production
80 million estimated loss in production

11. Marine Fisheries:

75% of crafts damaged, some beyond repair
fisheries complex entirely damaged
oyster culture rafts destroyed (\$75,000.)
25 million total damage

Requirements: mesh wire to catch the fish
currently present in waters

12. Inland Fisheries:

20 million total damage (pond flooding)
requirement: loans for fish farmers

13. Livestock:

400 million total loss
330 " poultry loss (infrastructure &
animals)
70 " livestock loss (mostly
infrastructure)
15 " pigs
25 " dairy
10 " goats & sheep
15 " beef cattle

14. Environment & Forestry : not yet assessed

15. Agricultural credit committee : K. Roache*

formed to develop a policy for action addressing:

1. current indebtedness
2. income flow
3. refinancing for rehabilitation and expansion

16. The following sub-committees were formed :

Domestic Food Crops	:	PS C. Franklin	*
Traditional Exports	:	MS A. Johnson	*
Livestock	:	I. Whittaker	*
Ag. Credit	:	V. Logan	*
Fisheries	:	M. Young	*
Env. /Forestry	:	MS A. Johnson	*

* chairperson

Note: some figures do not coincide with those cited in other sections; however, changes have not been made as these were the figures cited by authorities at the time.

A N N E X C

EMERGENCY SHORT TERM ACTION SUBMITTED TO HEADQUARTERS,
AND RELATED DOCUMENTATION PERTAINING TO THE APPROVAL,
SOURCE OF FUNDS AND ASSIGNMENT OF CODES

EMERGENCY SHORT-TERM ACTION TO ASSIST JAMAICA RECOVER FROM
HURRICANE GILBERT AGRICULTURAL LOSSES

1. Identification

1.1 Programmes 2 & 3 Area 2 Office : Jamaica

1.2 Scope : National

1.3 Duration : 3 months Beginning : October 1, 1988
Concluding : December 31, 1988

1.4 Funding : Regular resources (additional)

2. Antecedents

2.1 Origin of the proposal

Hurricane Gilbert struck Jamaica on September 12, 1988.
The damage to agriculture was severe; the early
estimates of losses amounted, by sub-sector, to:

(all figures in Ja \$;
exchange rate Ja\$ 1 = US\$1.50)

767 million	domestic food crops
210 "	coffee
408 "	banana
14 "	cocoa
150 "	sugar
17 "	pimento
35 "	citrus
150 "	coconut
25 "	marine fisheries
20 "	inland fisheries
400 "	livestock

2.196 billion total agricultural loss

In discussions with GOJ officials regarding assistance
to regenerate agriculture, the priorities relevant to
IICA's technical capability have been defined as the
following:

- a. planting material, farm supplies and small tools
- b. food tree rehabilitation & resuscitation
- c. coffee & cocoa rehabilitation & resuscitation

2.2 Specific problem the project seeks to solve

The rural population lacks some of the critical
technical and financial inputs to get agriculture and
small business moving again.

2.3 Justification

The IICA Office in Jamaica is collaborating with the Ministry of Agriculture in the preparation of an Emergency Agricultural Assessment of Hurricane Gilbert damages to agriculture. To date, the following estimates in losses have been made for the parishes:

PARISH	CROP	% LOSS
HANOVER	sugar	40
	plantain/banana	100
	tree crops	95
ST. JAMES & TRELAWNY	sugar	40
	coffee	60
	vegs	80
	plantain/banana	100
ST. ANN	yam	70
	dashee, cocoe	100
	vegs	80
	coffee 60 crop	5 tree
	cane	40
	tree crops	95
ST. MARY	plantain/banana	100
	tree crops	95
	vegs	80
PORTLAND	plantain/banana	100
	coconut	95
	coffee	100
WESTMORELAND	sugar	40
	vegs	80
ST. ELIZABETH	vegs	80
	yam	70
	sugar	40
	coffee	60
MANCHESTER	vegs	80
	coffee	60
	citrus	40 crop
CLARENDON	yam	70
	vegs	80
	plantain/banana	100
	coffee	60 crop
	citrus	60 crop
	sugar	40

ST. CATHERINE		40 crop
	citrus	40
	sugar	80
	vegs	30
	roots	100
	banana/plantain	100

ST. ANDREW	coffee	60
	cocoa	70
	vegs	80

ST. THOMAS	coconut	95
	banana	100
	coffee	60
	sugar	100
	cocoa	70

3. Goals

3.1 Specific Objective

Assist the rural population to get agriculture and small business moving again by providing technical and financial inputs through existing IICA projects, somewhat modified.

3.2 Final Products

- a. Tree crops resuscitated on 325 farms in the Cropping Systems project area.
- b. 1000 persons provided loan assistance for refinancing.
- c. 250 other farmers assisted with planting material, supplies, small tools, and on-farm demonstration production plots of short-term crops (corn, cabbage, potato, carrot, turnip).
- d. 200 youths involved in new agricultural projects.

4. Strategy

Reorient existing IICA projects for the next three months, provide them with emergency funding, and focus on hands-on assistance to regenerate agriculture. Assess the situation in one month's time and make needed adjustments for 1987 while preparing that year's operative budget.

5. Basic Activities

The strategy shall be implemented through 4 major activities:

5.1 Tree Crop R & R

Assistance shall be provided to the Ministry of Agriculture Extension Service and the College of Agriculture so that extensionists and students may learn the proper procedures for post-hurricane tree drop rehabilitation and resuscitation. Techniques in pruning and fertilization, as well as introduction of improved cultural practices shall be transferred with the assistance of Dr. Rafael Marte, IICA Barbados, and a national consultant.

Costs:

nalt. consultant	(8)	5.000
Marte travel	(4)	2.000
vehicle	(6)	14.000
" maintenance	(7)	1.000
training material	(5)	1.000
total		23.000

5.2 Loan Preparation Emergency Assistance

Staff of the Small Enterprise Development Project (SEDPRO) will work with farmers and small business persons to assist them with loan preparation to obtain refinancing to regenerate their production activities. The staff shall liase with the following financing institutions, working in coordination with the parish Land Authorities:

People's Cooperative Banks (major network of
agricultural banks for the small farmers)
National Development Foundation
Self-Start Fund
SOLIDARITY

Additional FCV's will participate in these activities on loan from other assignments. These shall be individuals whom Peace Corps considers could make more of an impact over the next three months by working on this IICa activity. A total of 20 FCV's will work with a minimum of 1000 loan applicants.

Costs:

local travel on public transport	(8)	5.000
training material	(5)	2.000
total		7.000

5.3 Cropping Systems

Cropping systems activities shall become production-oriented initially focussing on production demonstrations, using improved planting material and technologies proven in Jamaica (incorporating a revolving fund, so that other farmers can receive assistance in the second season). These production demonstrations will focus mainly on yam mini-sett technology, red peas (CIAT Lines 23 & 24), corn (Pioneer X304B), cabbage (variety Fortuna), and Irish potato (varieties Spunta, Red Pontiac, Kennebec, Baraka). Small equipment, particularly small animal-drawn ploughs will be distributed through these activities.

Cropping systems outreach shall be an important part of this activity, extending the methodology to other key food producing areas of the country. These include McNie-Douglas Castle in the Northern Region, Christiana-Devon-Allsides in the Central Region, Smithfield in the Western Region. Cropping systems hillside actions shall be initiated soon under a USAID-60J project. Collaboration with PROMECAFE and cocoa experts will be sought to address the coffee and cocoa R&R requirements. We will need particularly the help of experts who have had experience in R&R of hurricane-damaged coffee and cocoa.

Costs:	vehicle	(6)	14.000
	" maintenance	(7)	1.000
	field personnel	(8)	4.500
	local travel	(4)	1.500
	planting material		
	& small tools	(5)	22.000
	total		43.000

Approval shall be obtained from IDRC for these adjustments in the project.

5.4 Youth Enterprise Production (YEP)

The YEP activity shall focus on post-Gilbert agricultural regeneration and getting youth involved in agriculture as a viable business. Support shall be provided to the 4-H Club/IDB loan programme, utilizing

the following methodology:

- a. Identify an economically viable technology (package) for producing and marketing an agricultural product (crop or livestock) on a small scale. Yam mini-sett technology shall be introduced first.
- b. Inform 4-H Clubbites of the technological package and the on-farm net income results.
- c. Prepare a pro-forma budget for the technological package.
- d. Establish a loan policy for interested Clubbites.
- e. Ensure availability of required inputs.
- f. Prepare training material and train Clubbites in production technology.
- g. Train the Area Credit Officers and the Volunteer Club leaders.
- h. Provide technical assistance, monitoring and business training throughout the duration of the project.
- i. Assist in assuring markets.
- j. Assure effective repayment of credit.

Costs:

national consultant	(8)	4.000
vehicle	(6)	14.000
" maintenance	(7)	1.000
training material	(5)	2.000
total		21.000

6. Costs

OOE :	4	5	6	7	8	total
Activity :						
1	2.000	1.000	14.000	1.000	5.000	23.000
2		2.000			5.000	7.000
3	1.500	22.000	14.000	1.000	4.500	43.000
4		2.000	14.000	1.000	4.000	21.000
total	3.500	27.000	42.000	1.000	18.500	94.000

A Diego Londoño, Director de Programación y Evaluación

DE Luis A. Montoya, Director de Operaciones del Area Caribe, Encargado

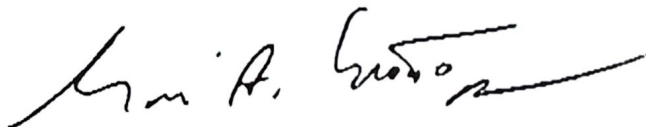
ASUNTO: Acción de Coyuntura para Colaborar con el Gobierno de Jamaica con
Motivo del Huracán Gilbert

1. Conforme lo acordado en la última Reunión Semanal del Director General, estoy sometiendo a consideración del Comité de Programación la Acción de Coyuntura anexa, por un monto total de US\$50.000 a fin de colaborar con el Gobierno de Jamaica en la situación de emergencia causada por el Huracán Gilbert.

2. El documento que estoy anexando ha sido preparado por el Dr. Roginald E. Pierre y revisado en esta Subdirección General Adjunta de Operaciones, ajustando la cifra a US\$50.000.

3. Agradezco su pronta atención a esta solicitud.

Atentamente.



cc.: MEPiñeiro
HDavis
CLuiselli
REPierre
JHurwitch

LAM/yc

IICA JAMAICA

MEMORANDUM OC/DG-2060 14/10/88
OC/DG-2087 21/10/88

Resumen de recursos por fuente de financiamiento y objeto de gasto mayor

PROYECTO/ACCION DE COYUNTURA : EMERGENCY SHORT TERM ACTION TO ASSIST JAMAICA RECOVER FROM AGRICULTURAL LOSSES DUE TO HURRICANE GILBERT - JAMAICA-

CODIGO DE ACTIVIDAD FUENTE FINANCIAMIENTO	OBJETO DE GASTO MAYOR									TOTAL		
	1	2	3	4	5	6	7	8	9		3-9	
* A2886CLF30100, 4 (Sede Central)				1.750	5.500	30.000	3.500	9.250			50.000	50.000
ANTIGUA & BARBUDA						4.000					4.000	4.000
DOMINICA					1.000						1.000	1.000
GRENADA					985						985	985
CUYANA					1.000						1.000	1.000
UNIDAD REGIONAL PROYEC.					5.000			8.000			13.000	13.000
ST. LUCIA					13.300						13.300	13.300
ST. VINCENT. & THE GREN.						5.000					5.000	5.000
TRINIDAD & TOBAGO				1.750		3.000		750			5.500	5.500
TOTAL				3.500	26.785	42.000	3.500	18.000			93.785	93.785

SRA. HURWITCH: POR FAVOR TOME NOTA DE LOS MONTOS QUE SE HAN TRANSFERIDO A LA CUENTA ASIGNADA POR EL DG SALUDOS. SECRETARIA DR. PIERRE

A N N E X D

PROFILES PREPARED FOR IDRC :
EMERGENCY FORMAT / IICA FORMAT

Post-Gilbert Emergency Yam Regeneration Project

Background: The MINAG/IDRC/IICA Cropping Systems Project in Jamaica has successfully performed adaptive research utilizing the yam mini-sett technology, which was first developed by IITA in Nigeria. This new technology affords the small farmers an opportunity to produce yams for the export market, thereby generating foreign exchange for the country. Additionally, due to Hurricane Gilbert, the small farmer must replant his yams, but has limited supplies of planting material. The mini-sett technology offers him the opportunity to address this problem, thereby assisting in alleviating a projected food shortage problem.

Objectives:

General - Increased food supply, as well as increased quantity and quality of Jamaican yam exports on a sustained basis.

Specific - To increase small farmer income and contribution to supplying critical food, through utilization of the latest yam production technology and access to the export market.

- To measure yam productivity and agronomic traits on small farms as well as to assess small farmer response to a non-traditional technology for a domestic food crop.

Beneficiaries: The direct beneficiaries will be 200 small farmers who will each plant 1/4 acre of mini-sett yam. The project will provide planting material for 50 acres. Purchase of the harvested yam at a reasonable price shall be guaranteed by private sector purchasers. Indirect beneficiaries may number 1,600 over the subsequent year who may obtain planting material from the nursery.

Methodology: The project shall consist of 7 major steps:

- Step 1: Nursery establishment
- Step 2: Farmer selection through the extension service
- Step 3: Farmer training
- Step 4: Distribution of planting material
- Step 5: Cultivation
- Step 6: Reaping and selling
- Step 7: Agronomic evaluation and assessment of farmer response

Institutions: IICA and the Ministry of Agriculture shall jointly manage the project, while the YAMEX Committee * shall act as an advisory body. The funds shall be administered by IICA, which shall also be responsible for technical and financial reporting to IDRC.

* See Preliminary Report of the Yam Export Committee for a listing of agencies involved

Handling of funds: Funds should be deposited in the control account of the Inter-American Institute for Cooperation on Agriculture, American Security Bank, 1739 Eye St., N.W. Washington, D.C. 20006

Budget: For 1 yr., for 50 acres (in J \$)

	<u>IDRC</u>	<u>IICA/MOA/farmers</u>	<u>TOTAL</u>
Sprouted mini-sett (\$7,000/ac.) a/	87,500.	262,500.	350,000.
Plastic mulch (\$3,000/ac)	65,000.	85,000.	150,000.
Fertilizer (\$500/ac)	25,000.		25,000.
Nursery b/	36,500.		36,500.
Staff person (\$3,000/mo.) c/	36,000.		36,000.
Local travel d/	24,000.		24,000.
Vehicle		77,000.	77,000.
Maintenance for vehicle		22,000.	22,000.
Misc.		35,425.	35,425.
Total	274,000.	481,925.	755,925.
Can \$	59,825.	105,224.	165,049.

(conversion rate Can \$ 1.00 = J \$ 4.58)

Budget notes:

a/ yam cost/acre : 2,000 @ J\$ 2.30 = J\$4,600.
preparation/chemicals/boxes = 2,400.

b/ nursery costs : tarpolin 9,900.
labour 3,500.
lumber 23,100.

c/ staff person to coordinate the work @ 3,000./mo. x 12
months = 36,000.

d/ local travel : 2,000/mo x 12 = 24,000.

Cropping Systems Extension into Hurricane-affected Food-producing Areas

Description:

Cropping systems extension shall be the focus of this activity, extending the methodology developed and tested at the two project sites in Guy's Hill and Watermount, St. Catherine to other key food producing areas of the country. This shall be done by coordinating actions between the staff of the Extension Service and the R & D Division. The areas include McNie-Douglas Castle in the Northern Region, Christiana-Devon-Allsides in the Central Region, Smithfield in the Western Region. Additional food-producing areas may be included or others substituted, once the assessment of hurricane damage currently being done by the Ministry of Agriculture has been completed.

Justification:

The concept of Cropping Systems Research Extension has been an important one under discussion, however, hurricane damage to food-producing areas in Jamaica has created a need to accelerate the original plans to involve both the R & D Division and the Extension Service in the Ministry of Agriculture in this effort. IICA emergency funds have been obligated to begin these activities in quarter 4 of 1988; IDRC funding is being requested to cover activities in 1989.

Objectives:

1. To regenerate small farmer agriculture in food-producing areas hit by Hurricane Gilbert.
2. To assess the potential of institutional strengthening by extending cropping systems research methodology through demonstrations on non-project sites.

Methodology: The project shall consist of 8 major steps:

- Step 1: Site selection
- Step 2: Staff selection (R&D, EXTension, Project)
- Step 3: Staff training
- Step 4: Establishment of demonstrations
- Step 5: Farmer training via field days
- Step 6: Cultivation
- Step 7: Reaping and selling
- Step 8: Agronomic evaluation, assessment of farmer response and institutional capabilities

Budget: in Can \$	IDRC	IICA	TOTAL
National professional		21.600.	21.600.
3 field personnel (600./mo) a/	21.600.		21.600.
local travel b/	7.200.		7.200.
vehicle		16.800.	16.800.
vehicle maintenance c/	4.800.		4.800.
total	33.600.	38.400.	72.000.

budget notes:

a/ field personnel will each cover one-third of the island, coordinating field work under the supervision of the national professional; field personnel shall be paid \$600./mo.

b/ local travel for the three field personnel shall consist of \$ 200./mo. to cover one-third of the island.

c/ vehicle maintenance shall cover gasoline, oil, repair work and spare parts; it is calculated at \$ 200./mo.

Institutions: IICA and the Ministry of Agriculture shall jointly manage the project. The funds shall be administered by IICA, which shall also be responsible for technical and financial reporting to IDRC.

Handling of funds: Funds should be deposited in the control account of the Inter-American Institute for Cooperation on Agriculture, American Security Bank, 1739 Eye St., N.W. Washington, D.C. 20006

PROJECT PROFILE

**CROPPING SYSTEMS EXTENSION
INTO HURRICANE AFFECTED FOOD PRODUCING AREAS**

CROPPING SYSTEMS EXTENSION
INTO HURRICANE AFFECTED FOOD PRODUCING AREAS

1. IDENTIFICATION

- 1.1 Programme II Area 2 Office Jamaica
- 1.2 Scope: National X Country Name Jamaica
 - Multinational ____ Area ____ Hemispheric ____
- 1.3 Duration: 1 year Beginning January 1989
 Conclusion: December 1989
- 1.4 Funding:
- Regular Resources: Quotas (x) US\$32,000
 - Others (x) US\$28,000

External Sources:

Sources	Amount	Total
IDRC	\$28,000	\$28,000
Total	\$28,000	\$28,000

2. ANTECEDENTS

The agricultural sector has suffered severe damage as a result of Hurricane Gilbert which struck Jamaica on September 12, 1988. The damage done was severe and losses in crops and livestock has been estimated at US\$2.2 billion. The large scale devastation of crops in particular those grown on steep hillsides, the traditional location of small farmer production, required that actions be taken to regenerate agriculture and the major food producers.

In recent years, Cropping Systems Research and Extension has been employed as a strategy for revitalising small farming systems. The response from participating farmers has been encouraging. The need to provide small farmers with a methodology that provides them with new technology while conserving natural resources has been made more urgent by the destruction caused by Hurricane Gilbert.

Cropping Systems Extension shall be the focus of this activity, extending the methodology developed and tested at the two project sites in Guy's Hill and Watermount, St. Catherine to other key food producing areas of the country. This shall be done by coordinating actions between the staff of the Extension Service and the R&D Division of the Ministry of Agriculture.

The areas include McNie - Douglas Castle in the Northern Region, and Smithfield in the Western Region, and Christiana-Devon in the Central Region. Additional food-producing areas may be included or others substituted, once the assessment of hurricane damage, currently being done by the Ministry of Agriculture, has been completed.

2.2 Specific problem that the project seeks to solve

In order that food shortages do not become a major problem among the Jamaican population, as a result of the hurricane, the food-producing areas need to be brought under production as soon as possible. In addition, the quality and quantity of produce needs to be increased because of the need to supply the domestic market and export market to improve the country's foreign exchange earnings.

The small farm sector has traditionally played an important role in producing food for both the domestic and export market but with low levels of technology input and consequently low production and productivity.

The Cropping Systems Extension project is expected to solve the problem of low production and productivity by providing improved technology through closer farmer extension dialogue and interaction.

2.3 Justification

The concept of Cropping Systems Research and Extension has been an important one under discussion, however, hurricane damage to food-producing areas in Jamaica has created a need to accelerate the original plans to involve both the R&D Division and the Extension Services in the Ministry of Agriculture in this effort. IICA emergency funds have been obligated to begin these activities in the fourth quarter of 1988, IDRC funding is being requested to cover activities in 1989.

3. GOALS

3.1 Specific Objectives

Description Specific Objectives	Indicators and Goals
To regenerate small farmer agriculture in food-producing areas hit by Hurricane Gilbert	By the end of December 1989 Increased food-production and farmer income realised
To assess the potential of institutional strengthening by extending Cropping Systems Research Methodology through demonstrations in non-project sites.	By the end of Dec. 1989 at least 15 R&D and Extension personnel will be working together in demonstration sites in farmers fields.

3.2 Final Products

Description Specific Objectives	Indicators and Goals
a) To demonstrate how extension R&D staff personnel can work together in solving small farmers production problems which limit the productivity of these cropping systems	By the end of Dec. 1989 the major factors limiting productivity of farmers in the areas identified
b) In the McNie-Douglas Castle Christiana-Devon, Allsides and Smithfield areas with farmer participation, to identify the major cropping systems and diagnose problems which limit the productivity of these cropping systems	By Dec. 1989 extension and R&D personnel collaborating with farmers in on-farm trials
c) To improve the major cropping systems in the McNie-Douglas Castle, Christiana-Devon, Allsides and Smithfield areas	At least 1000 farmers exposed to methods for solving problems in their farming systems
d) To expose project staff and associated personnel to training aimed at up-grading their technical skills and knowledge and their appreciation of the value of addressing farmers' problems through a multi-disciplinary approach	By end of Dec. 1987 at least 20 R&D extension personnel knowledgeable in multi-disciplinary approaches to solving farmers' problems
e) To strengthen farmers organizations in the project areas and to encourage and stimulate the formation of farmers' groups and attachment of these groups to existing farmers' organizations	By May 1989 at least 2 farm groups formed

Description Specific Objectives	Indicators and Goals
f) To determine from analysis of local and external market capacity, which types of production systems the on-farm research should also concentrate	Quarterly project reports. Economically beneficial production systems identified. Preliminary analysis of the effect of technology adoption on-farm as a whole and on farm household
g) To initiate the economic analysis of on-farm trials and production plots in all project areas	By Dec. 1989, preliminary analysis of on-farm trials to assess effect of technology adoption in multi-cropping systems
h) To evaluate the effect of any technological improvement at the farm level on the farm household	By end of Dec. 1989, the most appropriate technology for improving well-being of households in the project areas identified

4. STRATEGY

The project shall consist of 8 major steps.

Step 1: Site Selection

This will involve the rapid rural appraisal of the project areas through informal surveys carried out by core personnel from the Ministry of Agriculture and IICA.

Step 2: Staff Selection (R&D, Extension, Project)

The Ministry of Agriculture and IICA select field personnel with the objective of achieving a mix of disciplines and experience required for implementing the project.

Step 3: Staff Training

Training of project staff and associated personnel in Farming Systems Research Methods and procedures.

Step 4: Establishment of demonstration plots
On-farm trials will be established on selected farmers' fields based on the nature of the problem and farmers' current practices. Execution of the on-farm trials will be carried out by R&D and Extension personnel in collaboration with farmers.

Step 5: Farmer Training via Field Days
Farmers in the project would be trained to manage the on-farm trials and to assess output from these demonstrations. They will also be encouraged to observe small farmers using improved technology.

Step 6:
Farmers will receive training in the appropriate methods for reaping crops in particular those grown with new technology (e.g. yam mini-sett). All plots will be supervised by R&D and Extension personnel to ensure that proper cultural practices are observed.

Step 7:
Farmers participating in the project will be assisted in identifying markets for crops and will be supplied with information on reaping times and market prices. Reaping will be supervised by project staff in order that the quality of produce is observed and yield data accurately recorded.

Step 8: Agronomic evaluation, assessment of farmer response and institutional capabilities

The output of on-farm experimentation will be evaluated from the economic and agronomic perspective. In addition, farmers' attitudes toward technologies generated in collaboration with R&D and Extension personnel in their fields will be an integral aspect of this evaluation.

Institutions

IICA and the Ministry of Agriculture shall jointly manage the project. The funds shall be administered by IICA which shall also be responsible for the technical reporting to IDRC.

5. BASIC ACTIVITIES

Activities	Description and Content of Activity
Technical Training	<p data-bbox="564 276 1249 340">For the Field Team and associated personnel:</p> <ul style="list-style-type: none"><li data-bbox="564 369 1249 465">a) Training techniques for the collection and analysis of agro-socio-economic data and FSR/D Methodology.<li data-bbox="564 488 1249 604">b) Training in methods of communication and dialogue with farmers, site selection, and lay-out of on-farm trials.<li data-bbox="564 639 1249 736">c) Training in methods of training farmers in record keeping and production technology.<li data-bbox="564 759 1249 850">d) Training in documentation of agro-socio-economic information yield data etc. from on-farm trials.

6. DIRECT BENEFICIARIES

The direct beneficiaries of the activities of the Cropping Systems Extension Project will be: (i) farmers in the project area, (ii) Extension and R&D personnel of the Ministry of Agriculture.

These categories are:

a) Immediate, direct, beneficiaries

This group will consist of at least 1000 farmers on whose farms the project work will be executed. These farmers will stand to benefit from project activities from its inception. They will receive all inputs for on-farm trials, participate in the establishment of OFT's and eventually receive all produce and income generation. Income and knowledge gained from participation in on-farm trials is expected to be utilised by farmers in improving and expanding their farming activities using technologies observed through participation in on-farm trials.

b) Other direct beneficiaries

The Ministry of Agriculture Extension and R&D personnel will benefit from the training and experience gained from interaction with farmers and generating technologies on farmers' fields. They will also benefit from the training received and practical instruction in hands-on experience in carrying out actions pertinent to implementing projects with a Farming Systems Research Methodology.

7. COSTS

The total cost of the project is US\$60,000 the details are summarised in Table 1.

TABLE 1. BUDGET

	IDRC	U.S. Dollars IICA*	Total
National Salaries		18,000	18,000
Equipment		14,000	14,000
Maintenance	4,000 c/		4,000
Consultant	24,000 a/b		24,000
TOTAL	28,000	32,000	60,000

(conversion rate US\$1.00 = Can \$1.20)

Budget Notes

(a) Field personnel will each cover one-third of the island, coordinating field work under the supervision of the national professional, field personnel shall be paid \$500 per month.

(b) Local travel for the three field personnel shall consist of \$167 per month to cover one-third of the island.

(c) Vehicle maintenance shall cover gasoline, oil repair work and spare parts; it is calculated at \$167 per month.

* All funds used as IICA counterpart in this project have been requested separately in project profile for IICA emergency relief funds for Jamaica in 1988. No additional funds are required.

Handling of funds: Funds should be deposited in the Control Account of the Inter-American Institute for Cooperation on Agriculture, American Security Bank, 1739, Eye St., N.W. Washington, D.C.

8. PROFILE APPROVAL

Memorandum _____ Date: _____

Numbers:

POST-GILBERT EMERGENCY YAM REGENERATION PROJECT

POST GILBERT EMERGENCY
YAM REGENERATION PROJECT

1. IDENTIFICATION

- 1.1 Programme: II Area: Office: Jamaica
 1.2 Scope: National X Country Name: Jamaica
 - Multinational _____ Area _____ Hemisphere _____
 1.3 Duration: 1 yr. Beginning: Jan. 1989 Conclusion: Dec. 1989
 1.4 Funding:
 - Regular Resources: Quotas () US\$87,623
 Others (x) US\$49,818
 - External Resources:

Sources	Amount US\$	Total US\$
IDRC	49,818	US\$49,818
TOTAL	49,818	US\$49,818

2. ANTECEDENTS

2.1 Origin of the Proposal

Hurricane Gilbert struck Jamaica on September 12, 1988. The damage done to the agricultural sector was severe, and losses in crops and livestock has been estimated at US\$2.2 billion. This large scale devastation of crops in particular root crops, bananas and plantains, will result in scarcity of domestic food supply and a loss of export earnings.

The MINAG/IDRC/IICA Cropping Systems Project in Jamaica has successfully performed adaptive research utilising yam mini-sett technology, which was first developed in Nigeria. This new technology affords the small farmer an opportunity to produce yams for the export market thereby generating foreign exchange for the country.

The destruction of this important root crop by Hurricane Gilbert has created an urgency for the small farmer to replant yams, but they are constrained by limited supplies of planting materials. The mini-sett technology offers the opportunity to address this problem thereby assisting in alleviating a projected shortage of this root crop, an important source of energy for the majority of people in Jamaica.

2.2 Specific problem that the project seeks to solve

The implementation of this project emanates from the damage to the agricultural sector by Hurricane Gilbert which destroyed vast acreages of root crops throughout the country. Prior to this disaster, small farmers were the major producers of yams and other root crops for both the domestic and export markets.

Yams are produced using mainly traditional systems of individual mounds on hills and sometimes in continuous mounds where they have to be staked with very tall poles making them susceptible to wind damage. This method has a disadvantage in that tubers produced are sometimes very large making them unsuitable for the export market which has a preference for smaller uniform sized tubers.

The traditional system also requires about 25-30% of tuber (head) to be saved as planting material, thus reducing the amount of yam (lbs) available either for domestic consumption or for the export market. The hurricane has reinforced this problem as large acreages of yams under production did not reach maturity as they were blown over by the high winds. Some were destroyed outright as vines became detached from the tuber, while others were so badly affected that their productivity will be greatly impaired and therefore are not suitable for marketing or as planting material. If these areas were planted with mini-sett technology, very little loss would have occurred, as the wind would blow over the tops of the vines without any damage being done.

The aim of this project is to provide small farmers with a technology that will improve the quantity of yam planting material, thereby reducing the potential for shortages in yam planting material, yam production and reduce income following Hurricane Gilbert.

2.3 Justification

In the context within which the Jamaican economy operates today, agricultural modernisation and diversification constitute major agricultural policies for stimulating production, particularly in the export sub-sector to increase foreign exchange earnings and savings, to increase employment and raise incomes, and to maintain and enhance the natural resource base.

The yam mini-sett technology is known to have the potential for providing the Jamaican small scale farmer with the opportunity for earning foreign exchange by producing 2-3 pound yams for the export market.

Small farmers participating in IICA Cropping Systems Research Project have experienced the advantage of yam production utilising yam mini-sett technology during the recent hurricane.

In addition, the Government is promoting the introduction of new technologies in small farming systems with the specific objective of transforming traditional yam production systems into modern technology systems, thereby increasing yam supplies to the domestic and export market.

In view of the current losses sustained by farmers using traditional yam production technology, and the need to restore yam supplies to the market, in the context of shortage of planting material the introduction of the yam mini-sett on a wider scale is justified.

3. GOALS

3.1 Specific Objectives

Description	Indicators and Goals
To increase small farmer income and contribution to supplying critical food, through utilization of the latest yam production technology and access to the export market	By the end of 1989, 1000 collaborating farmers will be producing yam with mini-sett technology and contributing to the export market
To measure yam productivity and agronomic traits on small farms as well as to assess small farmer response to a non-traditional technology for a domestic food crop	By the end of 1989 pertinent information will be available on agronomic, economic and sociological factors associated with yam production with new technology.

3.2 Final Products

Description	Indicators and Goals
Increased food supply as well as increased quantity and quality of Jamaican yam exports on a sustained basis.	By the end of 1989 small farmer income should increase by 5% and food supply by 25%.

4. STRATEGY

The project shall consist of six major steps:

Step 1: Nursery Establishment

The yam mini-sett nursery will be established with planting materials purchased from contract farmers in the project areas. Planting materials for the establishment of 50 acres of yams will be produced.

Step 2: Farmer Selection through extension service

Selection of farmers for collaboration with on-farm trials will be done through the extension service in collaboration with the Project Coordinator.

Step 3: Farmer Training

Training of farmers in the cultural and agronomic practice for growing yams with mini-sett technology will be carried out by the field coordinator with assistance from experts from the YAMEX Committee. Farmers will receive training in methods appropriate for applying the new mini-sett technology.

Step 4: Distribution of planting materials

Planting materials will be distributed to farms based on acreage to be planted in mini-sett yam.

Step 5: Cultivation

Yam cultivation will be supervised by field teams comprised of extension and R&D personnel in collaboration with participating farmers. Farmers will be advised in methods for land preparation, applying planting mulch etc.

Step 6: Reaping and Selling

Reaping of yams will be supervised by project staff in order that the quality of produce can be observed and the yield data accurately recorded. Farmers participating in the project will be assisted in identifying markets for produce, supplied information on reaping times and current market prices.

Step 7: Agronomic evaluation and assessment of farmer response

The output of mini-sett plots will be evaluated from agronomic, economic and sociological perspective. Farmers assessment of the new technology in terms of cost of production, labour inputs, and yield will be sought from a comparative perspective.

5. BASIC ACTIVITIES

Title of Basic Activities	Description and the content of the Activity
Technical Training	For the Field Team: Training techniques for the production of yam mini-setts. For the Farmers: Training and demonstration sessions on mini-sett yam production technology.

Institutions:

IICA and the Ministry of Agriculture shall jointly manage the project, while the YAMEX Committee shall act as an advisory body. The funds shall be administered by IICA, which shall also be responsible for technical and financial reporting to IDRC.

The YAMEX Committee is comprised of the following agencies, organizations and companies:

- Agricultural Credit Bank (ACB)
- Agro-21
- Christiana Potato Growers Association (CPGA)
- Guy's Hill Producer Marketing Association (PMA)
- Inter-American 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)
- United Nations Development Organization (UNDP)

6. DIRECT BENEFICIAIRES

The direct beneficiaries will be 200 small farmers who will each plant 1/4 acre of mini-sett yam. The project will provide planting materials. for 50 acres. Purchase of harvested yam at a reasonable price shall be guaranteed by private sector purchasers.

Indirect beneficiaries may number 1,600 over the subsequent years who may obtain planting materials from the nursery.

7. COSTS

The cost of this project will be covered by funding from the IDRC and should be deposited in the control account of the Inter-American Institute for Cooperation on Agriculture. The requirements for funding the Post Gilbert Emergency Yam Production Project are detailed hereunder.

Budget

	IDRC	IICA/MINAG/ FARMERS*	TOTAL US\$
Supplies	32,273 a/	63,182 a/	95,455
Equipment		14,000	14,000
Maintenance		4,000	4,000
Consultants	17,545 b/c/d/		
Miscellaneous		6,441	
Total	49,818	87,623	137,441

Conversion rate US\$1.00 = J\$5.50

*All funds used as IICA counterpart in this project have been requested separately in project profile for IICA emergency relief funds for Jamaica in 1988.

No additional funds are required.

A N N E X E

MINISTRY OF AGRICULTURE LIST OF SEEDS AND
EQUIPMENT REQUIREMENTS

LIST OF SELECTED SHORT TERM CROPS FOR IMMEDIATE PLANTING

CROPS	PROPOSED ACREAGE	AMOUNT REQUIRED	VARIETIES REQUIRED	APPROXIMATE COST OF TOTAL PLANTING MATERIAL
Red peas	2,500	75 tons	California Light red	480,000
Cabbage	700	350 lb	KK, KY, Early Jersey	24,500
Callaloo	500	125 lb	Local	5,625
Cucumber	450	1350 lb	Poinsett/Ashley/Dasher	108,000
Lettuce	150	150 lb	Great Lakes, Minetto	18,000
Okra	180	1800 lb	Emerald/Clemison	63,000
Pakchoi	100	25 lb		2,250
Pumpkin	1,000	3000 lb		105,000
String bean	100	6000 lb	Harvester/Extender	60,000
Tomato	300	75 lb	Tropic/Manaucia/M82	15,000
Turnip	100	800 lb		212,000
Carrot	700	2100 lb	Danvers 126	126,000
Corn	2,000	15 tons	X304	278,000
Irish potatoes	600	450 tons	Kennebec/Sounta	2,250,000
Beetroot	50	300 lb	Detroit/Dark red	5,000
Watermelon	180	300 lb	Charleston Grey	27,000
Onions	200	600 lb	Texas Early Grand/ Granax Hybrid	160,000

Chemicals required for intended acreage (9750 ac) are broken down as follows:

FERTILIZERS	QUANTITY	APPROX. COST \$
1. 7. 14. 14	1200 tons	1,032,000
2. Sulphate of Ammonia	500 tons	400,000
3. 12.24.12	400 tons	424,000
4. 16.9.18	400 tons	400,000
TOTAL	2500 tons	\$2,256,000

INSECTICIDES	QUANTITY	\$
1. Malathion	4,000 gals.	50,000
2. Sevin	9 tons	450,000
3. Basidin	5 tons	250,000
4. Decis	500 gals.	304,000
5. Digel	1 ton	122,304
6. Azodrin/Novacron	200 gal.	58,500
		<u>\$1,234,804</u>

FUNGICIDES	QUANTITY	\$
1. Dithane	12 tons	408,000
2. Kocide	6 tons	180,000
3. Daconil	4 tons	280,000
4. Topsin M	2 tons	268,800
	24 tons	<u>\$1,136,800</u>

HERBICIDES	QUANTITY	\$
1. Gramoxone	100 gals.	15,000
2. 2,4 D	100 gals.	8,000
Dactal	1000 lbs.	40,000
		<u>\$ 63,000</u>

Small Tools & Farm Equipment	Quantity	Cost \$
1. Agric. Forks	20,000	3,000,000
2. Machetes	10,000	200,000
3. Files	20,000	160,000

4.	No 2 Hoes	10,000	500,000
5.	Pick Axes	5,000	500,000
6.	Spades	8,000	480,000
7.	Spray Pans (High Vol)(5 gal)	3,000	2,100,000
8.	Mist Blowers	250	750,000
9.	Power Saws	40 x 5000	200,000
10.	Pruning Saws	40,000 x 45	1,700,000
11.	Pruning Knives	20,000 x 20	400,000
12.	Roll Cuts	40,000 x 50	<u>2,000,000</u>
	SUB TOTAL	=	<u>\$ 11,990,000</u>

LIVESTOCK & BUILDINGS

Poultry	-	200,000 @ \$2.50 each	\$ 500,000
Pigs	-	10,000 @ \$150 each	1,500,000
Poultry Houses	-	200,000 sq.ft. @ \$30/sq.ft.	<u>6,000,000</u>
			<u>\$ 8,000,000</u>

LAND PREPARATION SUBSIDY

10,000 acres @ \$75 per acre	=	<u>\$7,500,000</u>
SUB TOTAL	=	<u>\$15,500,000</u>

SUMMARY OF COSTS \$

1.	Planting Materials	\$3,935,375
2.	Fertilizer	2,256,000
3.	Insecticides	1,234,804
4.	Fungicides	1,136,800
5.	Herbicides	63,000
6.	Small Tools & Equip.	11,990,000
7.	Livestock/Poultry	2,000,000
8.	Poultry Houses	6,000,000
9.	Land Prep. Subsidy	<u>7,500,000</u>
	TOTAL	= <u>\$36,115,979</u>

A N N E X F

SELECTION OF NEWSPAPER CLIPPINGS

Collected 1/12/87

Crop-debt insurance farm plan mooted

A PROPOSAL for the creation of a "well-structured, broad-based crop/debt insurance scheme" to afford farmers protection against disasters such as Hurricane Gilbert was unveiled yesterday. Senator Courtney Fletcher, president of the Jamaica Agricultural Society, told the January meeting of the JAS board of management at its headquarters in Kingston:

"We need in the sector, a well-structured crop and, possible, debt insurance scheme for farmers in order to afford them the same level of commercial viability as obtains in other sectors."

He suggested: "Some of the government's disaster funding should be channelled into a special fund which, together with the farmers' contributions, as well as contributions by overseas funding agencies and the local insurance industry would combine to build up an insurance programme for agriculture. Such a scheme would have the effect of affording our small farmers the possibility of changing their cultural and farming system to more technically desirable methods."

Senator Fletcher then proposed a Crop Insurance Seminar of farm leaders with the necessary profes-

sionals in the field, experts and resource persons, originating both here and abroad, to design a programme for possible acceptance and implementation. This approach should move further along the path to having a practical insurance programme in the sector within the shortest time possible.

It was this type of "constructive programme" that farmers needed to provide security and protection against disasters, not farm stamps, food stamps, or the like, he said.

Earlier, he said the way things were now, "the small farmer operates without any insurance coverage such as that available to other small businessmen...So what does he do? He operates in a way that allows him to reduce his risks to a minimum."

By way of a safeguard, the small

farmer planted several crops on his small holding, so that if he got hit by losses on one crop, he had another to depend on. For example, Senator Fletcher said, when banana was hit by disease or other natural disaster, the farmer could depend on the other crops and animals for survival.

Senator Fletcher recalled that it was not the first time that the question of insurance for agriculture had been raised. In fact, it was raised at the last meeting of the JAS board. But, more than anything else, Hurricane Gilbert had "brought the issue of crop insurance once again to the top of the agenda, and this is a matter which we will have to address in this new year." Support for his proposal came from several board members who later spoke.

IDB redirects loans to aid Jamaica's recovery

THE Inter-American Development Bank has announced the approval of a plan to reformulate nine on-going loans to Jamaica to make a total of US\$63.4 million available for the rehabilitation of infrastructure and services damaged or destroyed by September's Hurricane Gilbert.

The Bank also approved a technical co-operation grant for US\$5 million from the government of Japan for the purchase of building materials to repair housing damaged by the hurricane and for the institutional strengthening of agencies participating in the rehabilitation programme.

The grant was the first extended under an agreement entered into by the Bank and Japan last April. In the grant programme, Japan will make available some US\$80 million in 1988-89 to finance technical assistance, small scale projects, and emergency assistance in Latin America and the Caribbean.

The loan reformulations approved, mainly involve transfers of resources from one activity to another, and provisions to ensure that the funds can be disbursed rapidly.

Among the revised disbursement provisions is the waiver of the public bidding requirement in favour of international price competition or force account. Also, the requirements for counterpart funding from Jamaica will be temporarily modified and increases will be made in the amount of funds that may be advanced for programmes.

In addition, terms for initiation of works and disbursements will be modified so that the reallocated funds can be disbursed in two or three years.

The nine formulated loans are the following: a primary education programme which will now include the restoration of 650 primary schools damaged by the hurricane. Short term repairs will prevent further deterioration of the school plants. Over the medium term, the schools will be repaired to acceptable standards. A total of US\$20,134,000 will be used for this purpose.

A total of US\$23,235,000 will be reallocated for the restoration of rural roads, health centres, hospitals and other health related facilities and schools, and to provide additional technical co-operation. The two health centres in Morant Bay and St. Ann's Bay which were in the original programme will be retained.

In the reformulated programme some US\$1,149,000 will be made available to small-scale farmers who will be provided with credits to rehabilitate their operations. Most of the credits will finance the re-planting of domestic food crops and other working capital such as hired labour, and packing and bagging materials.

The programme has been reformulated to allow for the provi-

sion of US\$12,733,000 in loans to farmers, farm groups and organisations to rehabilitate their enterprises. The resources will be used primarily for replanting domestic food crops, housing for the poultry industry, working capital, and to

restore lost productive capacity. Under a global industrial/tourism credit programme, credits totalling US\$3,000,000 will be provided for minor repairs to building or machinery and equipment, and to re-

place damaged imported equipment so that production can be resumed. In the case of tourism industry, so that services can be provided in time for the start of the season.

1/14/89

St. Mary cocoa farmers neglected

Cocoa farmers in Richmond, St. Mary say they are going to starve because the parish has been neglected in hurricane rehabilitation programmes.

But the Cocoa Industry Board says rehabilitation work has started in St. Mary and that work is progressing satisfactorily.

Earlier this week the Richmond Cocoa Growers' Cooperative Society Limited sent a telegram to Jamaica Agricultural Society (JAS) chairman Senator Courtney Fletcher complaining that St. Mary had been neglected in the cocoa rehabilitation programme and urging the JAS to take up their case with the government.

In a telephone conversa-

tion with Fletcher, the Senator agreed that starvation was a real threat for the Richmond cocoa farmers. Fletcher said the farmers had suffered "fantastic losses" in the hurricane and for most of them cocoa was their only source of income.

Fletcher said limited work had been done in the area with "a few chain saws made available by the Cocoa Industry Board" but this work was inadequate.

But the Board's general manager Fitz Shaw said the board had spent \$1.087 million on rehabilitation so far and expected to spend \$1.5 million by the time the resuscitation programme ended.

The board's co-ordinator of the growers' service and research unit Dr. Andrew Dunbar said rehabilitation began last October. To date,

Dunbar said, 2,000 acres of land had been rehabilitated.

Three hundred and forty-nine acres of land have been logged in western St. Mary while corrective pruning has been done on 217 acres. Richmond is included in western St. Mary.

Dunbar said 1,571 bags of fertilizers were distributed in the western area and 324.6 acres of land fertilized under the rehabilitation programme.

Under the resuscitation programme 12,900 cocoa plants had been distributed, Dunbar said.

The island's cocoa industry suffered damages valued at \$28 million with a further \$14 million lost in export revenues. The fall crop, which normally produced over 100,000 boxes of cocoa beans was destroyed Fitz Shaw said.

BUSINESS

PRIVATE SECTOR FOCUS

Hurricane Gilbert's challenge to agriculture

By Dr. Keith Roache
JADF & PSOJ member

A recent meeting called by Dr. Percival Broderick, the Minister of Agriculture, announced a preliminary estimate of J\$2.1 billion damage to agriculture by Hurricane Gilbert.

A breakdown of damage estimates show that domestic food crops, bananas and poultry were the major casualties:

Domestic food crops	
Bananas	\$767 million
Livestock (mainly poultry)	\$408 million
Coffee	\$400 million
Coconuts	\$210 million
Sugar	\$150 million
Citrus	\$150 million
Marine Fisheries	\$35 million
Inland Fisheries	\$25 million
Pimento	\$20 million
Cocoa	\$17 million
	\$14 million

Whatever the final figures for damage may be, it is evident that a substantial part of the farmer's equity has been lost as well as loans borrowed. A large question mark therefore hangs over the issue of resources for rehabilitation of the agricultural sector. Most farms and crops are uninsured and even in the case of export crops, such as bananas, are underinsured. So, very little money for rehabilitation will come from that source.

Three international organisations (USAID, FAO and the Inter-American Institute for Co-operation in Agriculture — IICA) had earlier committed assistance totalling J\$7.2 million. Generous but still small compared to the losses.

Restructuring

The immediate needs of the agricultural sector can be easily listed:

- reopening of roads, especially the secondary roads which provide access to farms, processing plants and markets.
- fertilizer to take advantage of the existing rainy season
- planting materials
- insecticides, weedicides and fungicides

telephone, for instance. The farmer has the same need to keep in touch with his suppliers and customers so as to plan his production and deliveries. As simple a factor as the lack of telephones may be a major contributor to the Jamaican farmer's traditional marketing inefficiency.

Markets and prices

The first question a farmer should ask himself — and this is long before he starts to produce anything, is — "Where am I going to sell this?" There is a need for the Jamaican agricultural sector to review existing marketing arrangements, both international and local. In the face of increased competition or reduced markets. Where prices are favourable in the international market, there should be a conscious effort to pass these benefits to the actual producers and not used to support government bureaucracies even if they are called grower's organisations.

In examining markets, it is obvious that prices should be examined. In a free market situation, should there be price controls especially where these controls become increasingly unrealistic in the face of rising production costs and eventually acts as a deterrent to the expansion of that particular sub-sector? This situation existed with respect to the poultry industry prior to Gilbert, for a long time was true in respect of the dairy industry, and now affects the livestock feed industry.

Infrastructures

There is certain basic infrastructure which is needed to assist the farming sector. ● The first is roads. There is need for good secondary roads which can withstand contin-

uous rains. We denude watersheds, degrade wetlands, allow natural drainage channels to be blocked and river training to decay.

Insurance

Then there is the question of insuring our agricultural investments. Agricultural leaders, lending institutions and the Insurance Industry must get together to work out some viable formula for insuring farming ventures. We therefore need to develop feasible strategies by which these targets can be achieved. This is not going to be done in one year or even five, nor can we produce everything we eat. We must bring scientific and business considerations to bear in order to discover where comparative advantage lies and then invest for the long haul.

Agriculture is Jamaica's oldest economic activity and perhaps generates more verbiage and political posturing than any other. But it is still in a stage of infancy in terms of technology, business efficiency and investment return. So much in Jamaican agriculture remains potential rather than actual, like a child still far from adulthood.

'Gilbert', despite its devastation, gives us an unrivalled opportunity to tackle the challenges of realising that potential with fresh, clear thinking. And one of the first conceptual clouds that needs clarification is the proper role of government and the private sector in agriculture.

The immediate needs of the agricultural sector can be easily listed:

- reopening of roads, especially the secondary roads which provide access to farms, processing plants and markets.
- fertilizer to take advantage of the existing rainy season
- planting materials
- insecticides, weedicides and fungicides
- fertilized eggs, chicken, mesh wire and other livestock supplies and feeds
- farm trucks, tractors and other machinery.

In addition to all the above, the farmer, like everyone else, needs construction material to rebuild his house and food to sustain him until he is producing again. The national import bill for food, which was already high, will undoubtedly rise sharply over the next six months.

If we are honest, however, we should admit that the agricultural sector, although showing progress in some sub-sectors before Gilbert, was in need of radical restructuring. We should not waste time casting blame in any direction. The event of Gilbert should be exploited to the fullest to accelerate the restructuring. As Dr. Broderick correctly said, our approaches must be long- as well as short- and medium-term.

Attitudes

The first change required is in attitudes. Agriculture must be regarded as a business like any other. Investment in agriculture must be looked at in the same hard-headed way as any other investment alternative, at the same time being aware of the peculiarities of the sector such as higher risks because of occurrences such as natural disasters, insect pests, diseases, the perishability of biological materials and, of course, praedial larceny. Higher risks must, to any rational business mind, attract higher returns to offset the risks.

This means that cheap food policies which are expressed in terms of subsidised imports have to be re-examined.

This is not to suggest that the consumers must be bound hand and foot and delivered over to local farmers regardless of their efficiency and productivity. On the other hand, the rural sectors should not be expected to subsidize the urban sectors and be deprived of infrastructure, communications, security and other requirements.

No banker, manufacturer or retailer could do business without a

to Gilbert, for a long time was true in respect of the dairy industry, and now affects the livestock feed industry.

Infrastructures

There is certain basic infrastructure which is needed to assist the farming sector. ● The first is roads. There is need for good secondary roads which can withstand continuous heavy rain. ● The second is water. Our water supply, storage and irrigation systems have to be re-examined. There has been reports of some wells becoming saline, and others contaminated. Water quality should be maintained by regular inspection and early action. There are many areas in Jamaica which, at relatively little cost, could benefit from a supply of irrigation water.

● There is a need for farm vehicles and equipment. The chronic shortage has driven these items into the luxury bracket instead of standard capital goods, pushed up production costs, and has created a certain degree of corruption.

● In order to restructure the agricultural sector, we should seek to free up the importation of vehicles and equipment. And this includes standby generators for our agro-industry, milk processing and cold storage plants. Reliable uninterrupted power is an important to modern agriculture as to manufacturing or tourism.

● Research is fundamental to the development and maintenance of viable agriculture. Some rational support system from public and private sectors must be organised to replace the "ad hoc" which appears to have become the norm. The investigation of new strains and better crops and livestock must be continuous.

How does one manage the physical environment and reduce the high risks associated with agriculture, especially in the face of a natural disaster? ● One sure way is by proper land-use planning and crop selection.

There are some areas, for example, now cultivated in coffee in order to benefit from the high demand for Blue Mountain coffee, which may better have remained undisturbed. Houses are built on fertile lands, while farmers try to eke out a living on marginal lands. We invest J\$2 million in a farm and then refuse to pay managers at a level commensurate to the investment. We clear hillsides which should be put into timber or tree

Brazilian cocoa expert suggests exchange visits

The suggestion that Jamaica and Brazil arrange for cocoa experts from their respective countries to visit each other, has been made by Dr. Paulo Alvim, a cocoa production consultant with the Inter-American Institute for Co-operation in Agriculture (IICA).

Dr. Alvim, who is a Brazilian cocoa expert, made the suggestion when he met with officials from the Jamaica cocoa industry recently, at the end of a week-long visit in which he toured Jamaican cocoa farms to see how hurricane Gilbert had affected the industry.

He said that while Brazilians got more cocoa per acre from their farms, Jamaicans had a better system of fermentation and drying. He would like Jamaicans to visit Brazil to talk about Jamaican fermentation methods, and felt that an exchange of visits between cocoa experts from both countries would be of mutual benefit.

Dr. Alvim promised to discuss his proposal with the Brazilian Ambassador to Jamaica, Mr. Edmundo Radwanski.

BUSINESS & FINANCE

According to October figures... Sharp increase in inflation after 'Gilbert'

MASSIVE price increases for locally produced foodstuffs in the immediate post-Gilbert period pushed Jamaica's inflation up 2.9 per cent in October.

Items such as yams, Irish potatoes, coconuts, green bananas and plantains all experienced high price increases in October, according to the *Statistical Bulletin*, a publication of the Statistical Institute of Jamaica. The impact of Hurricane Gilbert on local food production led to these price increases, the *Bulletin* stated.

The price of food and drink rose 4.3 per cent in October and was the major contributor to the overall

2.9 per cent increase in the inflation index.

The second largest contributor to the increased inflation level was housing prices which shot up 1.9 per cent, while household furnishings increased by 1.6 per cent, the third highest increase. The index is comprised of eight separate categories.

October's inflation increase is the highest for any month this year. In September the increase

was 0.2 per cent and the highest increase for any previous month in the year was a 1.5 per cent rise in August.

The highest inflation increase was experienced in the towns other than Kingston where the rise was 3.1 per cent.

In Kingston the inflation rate at 2.7 per cent was the lowest, while in the rural there was a 2.9 per cent increase.

The Jamaica Red Cross in action

IN THIS year when its parent body, The International Red Cross observes 125 years of service, the Jamaica Red Cross has been called into strenuous service. Since the traumatic events of the morning of September 12 — Red Cross executives have been literally "living at their posts" trying to execute their mandate of humanitarian and impartiality, voluntary service and "compassionate aid".

The Red Cross Headquarters at 76 Arnold Road has been transformed into a "learning centre" for the coordination of disaster relief, the dispensation of food, clothing, medical aid and the basic necessities for shelter for the homeless. Within the first week of Hurricane Gilbert's devastating impact on Jamaicans islandwide, the Red Cross had identified and supplied 139 outlets predominantly in Kingston in addition to those served by the parish Red Cross Branches.

Supplies of rice, sugar, flour, cornmeal, corned beef, sardines, mackerel, peas, cocoa as well as plastic sheeting, clothes and bath soap were the main items distributed. For shelter centres such as Morant Bay, Renneck Lodge, Seaview Gardens, Montague, Holy Rosary and many others — these supplies were their staple source of support in the harrowing post-Gilbert days.

The Red Cross feeding programme transformed the quiet lawns of the Red Cross Headquarters into a "smoke filled courtyard" — as first the men of British Warship HMS *Achebe*, and then embassy wives, worked over open fire to prepare the daily quota of five boxed meals.

14-hour shifts

The daily feeding programme — which is a year round Red Cross outreach service — expanded to accommodate on average 1,200 distressed citizens, predominantly women and children.

At this time, too, the increasing number of Red Cross Volunteers, responded to the call to come to the Red Cross Headquarters or other branches from early Tuesday morning, September 13. This volunteer figure was to eventually swell to 2,500 Jamaicans islandwide and represented a crucial supplement to the small core of seven paid Red Cross staffers. The volunteers were assigned to tasks which grew to mammoth proportions over the next weeks.

Volunteers and staff worked 14-hour daily shifts and often the only sleep they got was that snatched between their varied tasks. Some supervised the distribution of clothing, tinned meat, stacks of staples or accompanied food and relief supply trucks which rolled out, hourly from the increasing crowded half-acre compound. Soldiers from the Jamaica Defence Force guarded the three exits, as the crush of desperate clamoring citizens increased, with each passing day, their presence was essential to maintain a sense of discipline, as demands on relief aid grew, and tempers came near to snapping point.

In the Medical Unit, marshalled in the early post-Gilbert hours of the Red Cross, the small team of volunteers established a Medical Unit in one of the Arnold Road Office, steadily from Tuesday

morning the team began distributing needy medicine and treating the capital's needy, dealing with puncture wounds, lacerations caused by flying zinc, lever and sickle. They also packed off medical teams to the stricken Corporate Area and further afield. The medicines carried bottled drinking water, basic medication and as they treated citizens from Port Royal to Majesty Pen, Chestfield to Golden Spring, Westphalia to Sealowth Town; they recorded information on defective sewage and sanitation systems, shelter conditions and the availability of drinking water.

Demand

The conditions at Red Cross Headquarters continued to reflect the various demands of Hurricane Gilbert. Red Cross President Gregory Reid, director general Yvonne Clarke, League of Red Cross Societies' regional officer Audrey Mullings scarcely left their posts as the influx of aid — both local and foreign began to pile up on the compound. There was a continuing task of organizing for local and international receipts and national distribution. Overseas aid was immediate and varied, and often in cash as well as kind, goods, supplies and services.

Following the immediate appeal sent out by the local Red Cross, the League of Red Cross Societies dispatched 14,858 blankets and 392 First Aid Kits from their Panama warehouse. Donations started rolling in to League Headquarters, Geneva from Australia, Austria, Canada (both Red Cross and Governmental), Germany, Britain, Japan, Netherlands, New Zealand, Spain, Norway, Sweden and China among other nations. Additionally, Jamaica's Caribbean neighbours — from Trinidad and Tobago, Grenada, Barbados, Antigua, Guyana through to Montserrat — began relief drives.

The response from Jamaicans overseas was immediate and almost overwhelming. As soon as the Norman Manley Airport reopened, three days after Gilbert, they began arriving, bearing foodstuffs, medicine, clothing, standby generators, batteries as well as their skills. Medical technologist Lena Saunders a Jamaican working at Sparwood, British Columbia caught the first plane out to offer her skills. Her two week stint in the Red Cross medical unit gave her full-time, and strenuous challenges. Nurses Jackie Romiet and Lorna Wilson, who packed two cargo trucks and flew in from Broward General Hospital, Florida, found the same challenge.

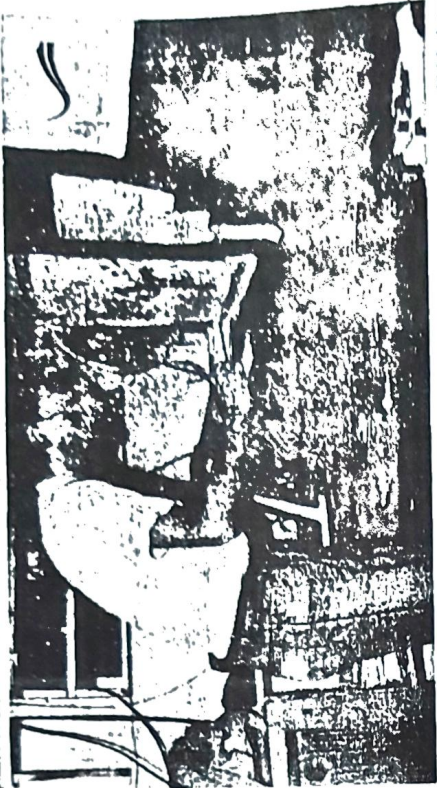
Priority too

Communications with the badly hit rural areas was a priority too. Initially, among the first to arrive at the Red Cross Headquarters, were the Radio operators, who kept contact and monitoring services open from the transmission station at Headquarters.

Communications specialist Karl Wippl arrived on Sunday, September 18 to repair and maintain the international Red Cross radio links and those between internal Branches.

The services — and mandate — of the Red Cross have received a strenuous testing by the onslaught of Hurricane Gilbert and the chaotic social conditions which followed. This mandate of humanitarian concern and impartial dispensation of relief and aid to those in need has been witnessed by the Red Cross Jamaican staff and volunteers. The white burn worn by busy Red Cross personnel

throughout this time, as they carried out their hectic round of duties at the Arnold Road Head office bears a plain Red Cross and the motto — "When help is



With photos: Communication specialist Karl Wippl flew in from El Salvador where he had been working for the International Red Cross. He was assigned to overhaul and monitor communications equipment linking the Red Cross parish offices to headquarters and to train local technicians to maintain this vital monitoring network.



Mr. Cecil Knight (centre) of Test Lane spent two days bailing out water from his damaged home. But he found his way to the Red Cross Headquarters to seek assistance. Mr. Knight received a letter from the Red Cross stockpile organization (left) dark above that Mr. Knight received a letter from the Red Cross stockpile organization from young volunteer, Miriam Grant.

Private equipment helping to clear roads

In order to clear a large number of main roads blocked islandwide in the hurricane disaster, the Ministry of Construction (Works) has employed a number of private heavy equipment to augment those of the Public Works Department.

Permanent Secretary (Works) Mr. Ken Kamicka confirmed Thursday that because of the tremendous task facing the Ministry, privately-owned heavy equipment had to be employed to repair roads expeditiously.

Work was reported to be underway on the Junction Road in order to have traffic from the parishes of Portland and St. Mary reach the city to collect food supplies and certain types of merchandise in

Kingston. A large number of roads were blocked in St. Thomas and priority was being given to those leading to heavily populated communities in order that relief supplies, medical attention and basic food items may reach the people, the Ministry said.

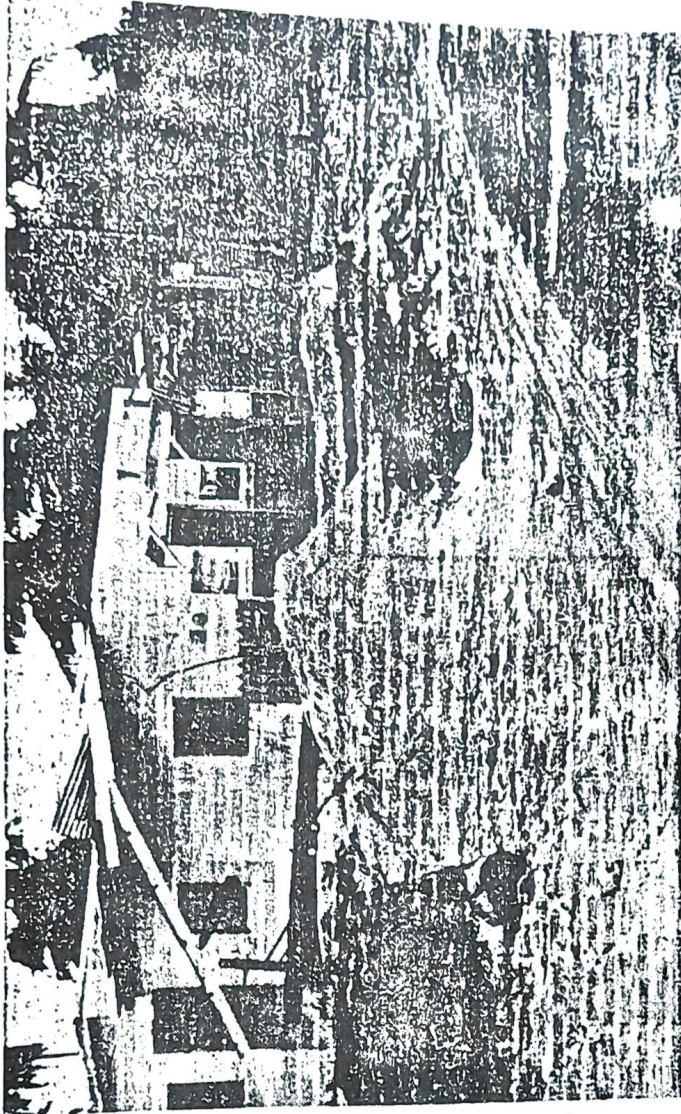
Similar attention was being paid to roads in the island's agricultural and tourism belts, so that hotels may function, ground provisions may be reaped and wiped-out agricultural crops may be re-planted, the Ministry spokesman said.

In the Corporate Area, work was in progress in the Half Way Tree square. In several parts of east and west rural St. Andrew and many parts of St. Catherine, blocked drains were being cleared.

Sunleaf to start exporting again

Horticultural Park SUNLEAF actively supporting the recovery effort of investors at the Caymanas Horticultural Park with the installation of a 75 kw diesel generator for operating the deep well and booster automated media filters to ensure optimum water quality for drip irrigation, a news release said.

The Agro Research Centre and propagation house also suffered considerable damage but repairs are already underway.



The streets of Long Bay in Portland are still dotted with heaps of sand and this photo shows one before "Bay View" bar and shop which badly damaged by Hurricane Gilbert three weeks ago. (Wilkinson p

Portland: Yet to recover from 'Gilbert'

By Garfield Grandison

MRS. Zandra Spence, a 64-year-old woman with one leg, sat on the edge of a bed watching the overcast sky. It was Saturday afternoon — 20 days after Hurricane Gilbert hit Jamaica.

Her house at Long Bay in Portland is still roofless. She is now staying at her cousin's home. While recalling her experience of September 12, the showers came.

Water from the roof then started to seep through the multitude of holes on the zinc sheets which were nailed back on to the building following the hurricane. One little boy rushed into the room where Mrs. Spence sat and placed a container on the bed to collect water which was pouring down. The house was again transformed into a mini-river.

Today, three weeks after the hurricane, many people in Long Bay and Manchioneal, like Mrs. Spence, are yet to recover from the nightmare of the disaster. They are yet to start life anew.

They are frustrated and many are yet to decide where to start the re-building process. Their lives have been spared but, like Mrs. Spence who lost one of her legs three years ago, the hurricane "mash down" their nerves "bad bad."

"We can't come back, so easy yuh know," said Mrs. Clarence Henderson, who cleared five truckloads of sand which were dumped in her home.

"It is going to be very difficult..." said the woman who sells jelly coconuts to make a living. "We don't

know what will be the end," she added. Most of the trees are now laying flat.

Strong waves

Many homes and yards at Long Bay are still filled with sand, swept from the near-by sea by strong waves.

Scores of houses in the parish are still roofless and some people there are living in tents. Many people there are still out of a job — their livelihood having washed away in a few hours by Hurricane Gilbert, the strongest to hit the Western Hemisphere in this century.

"I don't have anything to live off," said 54-year-old Mr. Renford McLaren of Manchioneal who has been fishing since he was 14 years old. "I need a lot of help," added the man whose house was flattened by the hurricane and whose fishing pots and nets vanished with the winds.

He went to sea three times during the past three weeks but his little catch "is just fi mi eat." There was nothing to sell.

Farms had been flattened. The fishing nets and pots were swept away. The farmers and fishermen are now idle and they have nothing to support themselves and their families, people in the parish told a **Gleaner** news team on Saturday.

"Lord God! mi never see anything like dis from mi born," said Mrs. Spence, who is yet to recover from the shocking three-week old disaster which claimed the lives of 45 people.

Several people in the two Portland communities visited by the **Gleaner** on the week-end are staying with friends and relatives, the relief centres having now been closed. The Manchioneal All Age

School, which was a major relief centre, will re-open its doors to students this morning.

Miss Olda Llewelyn has to be hopping from one house to another seeking shelter. Her home was damaged. It has not yet been repaired because of the chronic shortage of building material.

On the day of the hurricane, she saw waves leaping as if they want to touch the sky and zinc sheets were "sailing in the sky like birds flying in the air."

Mrs. Inez Rose has started to do some work. She has repaired her glass doors, smashed by a "giant wave" which piled sand and debris into her home. The "giant wave" also knocked over furniture and her 91-year-old father, Mr. Allan Rose. Luckily, he was not hurt. "He is strong for his age," said his daughter.

"This is just a first step," said Mrs. Rose about the work already done on her house. "I have a lot of work left to be done."

All five board houses at a tenement yard in Manchioneal were demolished by the hurricane and as the **Gleaner** news car halted, a youngster walked towards the vehicle with a pot in his hand. Scores of little children followed him.

The over 50 people living at the tenement yard are crammed into small huts patched up with board and zinc sheets. One family lives in a tent given to them by the government. None of the more than 23 adults are now working. Most of them are under 30 years old.

For them and other people in other parts of Portland, returning to the type of life they use to live before the hurricane is going to be a long haul. Said fisherman Trevor Nicholas: "It is a puzzle right now... It is going to be rough."

THE DAILY GLEANER, WEDNESDAY, OCTOBER 5, 1988



(Wilkinson photo)

GETTING READY: These two fishermen of Manchioneal in Portland are busy patching their fishing nets to return to sea. Their nets and fishing pots were destroyed by Hurricane Gilbert which hit Jamaica just over three weeks ago.

Food problem — a common phenomenon

PEOPLE of the Corporate Area, and those of many rural towns and villages are facing a common phenomenon — the shortage of some foods and the hiking of prices by some merchants and farmers. What some refer to as "the levelling out" of the society by "Gilbert" has led to a common search for food by people who live in the cities and towns and hardly grew anything for themselves as well as by people who lived near to or on farms and have seen their crops blown away.

Not only has the volume of ground provision, vegetables and fruits sunk, because of the hurricane but imported staples are harder to come by. The tragedy at the Flour Mills has not helped things. Bread and other flour-based baked products are already hard to come by. Fish is enjoying good sales and the price has gone up in many places because meat is not in abundant supply and chicken is now almost a delicacy.

Photographer Melroy Sterling got the following pictures in downtown Kingston, Wednesday,



Meat is in high demand, now that poultry is scarce.



Yams still in supply. F-13

A N N E X G

NOTES ON IICA DISASTER PREPAREDNESS PROCEDURES

Annex G : Notes on IICA disaster preparedness procedures

Subject : Coping with Disasters (prepared 24.10.88)

1. Six weeks have passed since Hurricane Gilbert struck Jamaica, having before hit the Dominican Republic and Mexico since. This past week, two more member countries (Nicaragua and Costa Rica) have suffered the serious effects of a hurricane, this time Joan. Joan also hit the northern coasts of Venezuela and Colombia last week.
2. Although hurricanes are different from earthquakes and large fires, I thought it useful to take the time to document some of the action taken by the IICA Office in Jamaica pre, during and post Hurricane Gilbert and some of the thinking behind it. We made some mistakes and we were ill-prepared; yet we also became adept at improvisation.
3. Some of the decisions taken involved expenditures. Some activities were possible only because one staff member had a large quantity of cash on hand. I do not know whether IICA has a policy on coping with disasters. Perhaps these thoughts will be useful input to providing guidance to IICA offices operating during disasters.

1. PREPARING FOR DISASTERS

(Attachment 1)

The main objective is to protect life and property; then as quickly as possible, prepare to assist the country.

In terms of preparation, it is not possible to prepare for most earthquakes and fires, but it is for hurricanes. In any event, drills should be held and instruction sheets distributed in order for staff to be alert to disaster preparedness. A well-organized group of individuals can protect themselves as well as assisting others. Attachment 1 contains the instruction list we prepared for the hurricane drill held after Gilbert and when Joan entered the Caribbean.

When there is time such as when a hurricane is traveling in one's direction, IICA equipment can be placed in protective places, such as covered with plastic, elevated on blocks and located under desks. Important papers can be preserved by inserting in clean plastic garbage bags and storing these in closets, desk drawers, etc. IICA vehicles should be stored close to the office as they will be needed after the disaster; these should be located away from trees and where flying roof pieces cannot reach them. Staff should be directed regarding what to do at home.

2. DURING DISASTERS

If possible, someone should stay with the office, along with the guard. These two individuals can move furniture around so it doesn't become wet as the roof leaked. If the phone works during the disaster, this team can become a communication centre for staff whose phones are also working as they call in. All other staff should be encouraged to stay home or at a location deemed safe for them.

3. IMMEDIATELY AFTER DISASTERS

Staff should contact the office. If they come by personally, they should leave a note indicating their situation, so that as soon as possible, the Representative knows what the situation is with each staff member.

A large flip chart placed in a strategic well-lit location may be used to communicate messages, call meetings and post telegrams sent and received. Staff will soon learn to focus on the flipchart upon arrival.

You do not know which staff shall arrive at the office, capable of assisting. Following are the important functions to assign at this time :

1. Vehicle manager : Getting gasoline in all the vehicles, office & personal. This includes fixing flat tires and making as many vehicles road-worthy as possible.
2. Food Manager : Getting food. This may be rationed so a small team (2 or 3 persons) should go together to stock up on food to be kept at the office for the neediest staff members.
3. Communications manager : Sending telegrams. Collecting the names and phone numbers of relatives overseas and sending these out, as well as getting through to any IICA office to convey the situation to SC. Two pads of paper may be kept beside the flipcharts: one to sign in and out and one to list family members to be contacted. The reason for signing in and out is that phone calls may come in at this time and it is not clear who is in the office and many persons are running emergency errands. In most cases, you will be operating in the dark, so it is useful to have a pad to turn to. Keep this beside a key window or on the veranda, if you have one.

Telegrams regarding reaching relatives were sent to the IICA office in USA as most relatives were there and some in Canada.

The following message was sent. "Kindly advise the following individuals that their relative working with IICA in Jamaica is safe:

names phones

We did not accept special messages as this would complicate the system. The IICA office was most helpful, but could not be expected to make calls at night, and some relatives were not home during the day as they worked. We, therefore, sent the same telegram to an extremely reliable relative of one of our staff members. Once we established phone contact with IICA Washington and the reliable relative, we continued with the system, but learning from Washington, the names of those not yet contacted and conveying these to the reliable relative.

Where to send the telegrams from:

3.1. The major hotels, if they haven't been hit. In our case they would not accept telegrams unless sent by someone staying there. If no staff person is registered, it would be useful to take a room to have access to their communications system.

3.2. The American, Canadian and British Embassies may be willing to notify relatives in these countries. We never used this system because # 1 worked for us.

3.3. The central telegraph office, once it is operational. The lines will be long.

4. Office Manager : Manning the office. Locating missing staff. Coordinating staff requirements, particularly the distribution of cash which must be made available. Learning where staff are staying, if not at home. Organizing the capable staff into a skeletal team which can assist the others and handle the functions above.

5. Coordinator : Overall office coordination. one individual should handle the general office coordination. If the Representative is available and capable, then it would be she.

A note about human reactions:

Disasters affect individuals differently. Although everyone is in a slight state of shock, and the general situation is chaotic, people's reactions and their ability to act are varied. Some exhibit leadership qualities, some become excellent implementers of instructions given clearly, and others withdraw.

The person functioning in the Coordinator role should determine immediately who can be counted on for what; remember that you will not have all of the staff present, for some will not be able to get to the office.

Therefore, assess the abilities and the "disaster reaction" of each person available to you and involve them accordingly. Do not overburden staff; more importantly, utilize the leaders and keep them going with general orientation and count on their leadership abilities to solve the problems at hand. Work closely with the excellent implementers, providing clear instructions and giving them a new task each time the previous one is completed. Team individuals together if possible, a leader with an implementer; they will keep each other focussed and are likely to do a better job.

Individuals who have withdrawn are best left alone during these critical hours. As soon as possible, some dialogue along the lines of counselling will help them on their feet. Another reaction is denial; the individual denies that the situation is of disastrous proportions and may impede the organization of emergency activities. This individual again should be left alone or sent home for the time being. Eventually, they will join the efforts.

Daily meetings, first learning of the damage, second learning of their water and electricity needs, and food and other needs. Giving them a chance to tell their story to the entire office and giving everyone a chance to provide suggestions. Strengthening the office relationships, encouraging everyone to work together.

4. BEYOND THE FIRST WEEK AFTER THE DISASTER
5. AGRICULTURAL ASSESSMENT

IICA OFFICE IN JAMAICA

HURRICANE DRILL

What to do

1. Obtain plastic bags from Leonie
2. Assist in protecting our equipment :

Computers & Typewriters :

- a) Insert in plastic bag
- b) Place under desk or table
- c) Elevate on blocks

Xerox machine & computer drives

- a) Cover with plastic bags
- b) Cover with a white-board
- c) Tape down securely

Press & Platemaker

Move into AVC's room, then cover with plastic bags and white board.

3. Place telephones in desk drawers
4. Place all your important papers and files into plastic bags and secure in drawers, closets, etc.

Place all computer discs into the iron safe in Administration Department

Vulnerable areas

Printing room

Administration office

Representative's office

5. Contact Headquarters, alerting them of the impending disaster. Thereafter, make every effort to keep the telephone lines free.

What to do at home

- Secure items similarly
- Stay clear of glass windows
- Cover delicate items with plastic
- Store drinking water and non-perishable food.
- Secure supplies of batteries, candles and matches

After the Hurricane

1. Check in with the office and leave a note indicating how you fared and the names of family members overseas whom you would like contacted
2. After putting your personal affairs in order, report to IICA to take up your post.

A N N E X H

EXCERPTS OF MAJOR SPEECHES MADE BY THE PRIME MINISTER
DURING THE FIRST WEEKS AFTER THE HURRICANE

BROADCAST BY THE PRIME MINISTER,
THE RT. HONOURABLE EDWARD SEAGA,
SEPTEMBER 23, 1988

IN JUST FIVE HOURS ON MONDAY,
SEPTEMBER 12, HURRICANE GILBERT DESTROYED THE
LIFE'S WORK OF MANY THOUSANDS OF JAMAICAN
FAMILIES AND DEALT THE JAMAICAN ECONOMY ITS
MOST SEVERE BLOW. IN THE AGRICULTURAL SECTOR
THE POULTRY AND BANANA INDUSTRIES WERE WIPED
OUT. THE COCONUT INDUSTRY WAS MOSTLY DESTROYED
AND ALL THE BEARING TREES LOST THEIR FRUITS
FOR THE ENTIRE CROP. EVEN GROUND PROVISIONS,
SAFE FROM THE WIND, SUFFERED FROM THE RELENTLESS
RAINFALL WHICH LASHED THE COUNTRY FOR TWO DAYS
AFTER THE WINDS CEASED.

THE TOURISM SECTOR DID NOT SUFFER TOO BADLY; FIVE HOTELS WERE DAMAGED, SOME SEVERELY; A FEW OTHERS SUFFERED LESSER DEGREES OF DAMAGE. MANUFACTURING PLANTS, TOO, WERE LARGELY UNDAMAGED. THE MAIN ROAD STRUCTURE HELD UP WELL.

IT IS THE HOUSING SECTOR AND MANY PUBLIC BUILDINGS THAT HAVE SUFFERED GREATEST DAMAGE. THE ESTIMATES OF HOUSING LOST ARE STILL VERY CRUDE AND REQUIRE MUCH MORE DETAILED INVESTIGATION.

WHATEVER MAY BE THE RESULT OF SUCH SURVEYS, IT IS CERTAIN THAT THE DAMAGE WAS VAST AND THAT SOME ONE-HALF OF ALL THE HOUSING IN THE COUNTRY APPEARS TO HAVE BEEN DAMAGED OR DESTROYED.

THE COST OF ALL THIS IS STILL UNKNOWN. A WORLD BANK TEAM ARRIVED THIS WEEK TO HELP IN THE ASSESSMENT TO ENSURE THAT COSTS CAN BE DETERMINED ACCURATELY.

MEANWHILE, THE JOB OF RECONSTRUCTION HAS BEGUN.

ONE OF THE MOST PRESSING PROBLEMS AT THE OUTSET WAS TO PUT A SYSTEM IN PLACE TO FEED MANY THOUSANDS OF PERSONS WHO TOOK SHELTER IN CENTRES.

AT FIRST EVERY MEANS WAS USED INCLUDING THE SYSTEM DESIGNED TO FUNCTION IN DISASTERS. IT SOON BECAME OBVIOUS THAT RELYING ON THE PREPARATION AND DELIVERY OF COOKED FOOD WAS FUTILE. THAT SYSTEM WAS NOT DESIGNED TO COPE WITH AN ISLAND-WIDE DISASTER. AS A RESULT,

THE POLITICAL MACHINERY/

WAS A KEY ELEMENT IN PROVIDING TRANSPORTATION; MY OWN STAFF AT JAMAICA HOUSE AND THE MINISTRY OF CONSTRUCTION OFFICIALS WERE ON THE JOB CLEARING ROADS AND FALLEN TREES. POOR RELIEF OFFICERS COMMENCED SURVEYS OF THE NEEDY. THE PRIVATE SECTOR VOLUNTEERED AND EXPEDITED DISTRIBUTION. THE MEDIA INFORMED THE NATION. DONOR COUNTRIES AND INTERNATIONAL AGENCIES GAVE WONDERFUL EMERGENCY SUPPORT. THERE ARE TOO MANY TO MENTION ALL, BUT THE IMPRESSION THAT A VISITOR TO JAMAICA WOULD HAVE HAD IS THAT WE ARE A WONDERFUL PEOPLE OF STRONG AND STURDY CHARACTER WHO CAN RISE TO THE DEMANDS OF ANY CRISIS.

TOGETHER WE HAVE RE-BUILT THIS COUNTRY BEFORE AND WE CAN RE-BUILD IT AGAIN. THE UNSTINTING AND UNSELFISH EFFORTS THAT HAVE BEEN MADE IN ALL WALKS OF LIFE DURING THIS EMERGENCY PERIOD ARE ELOQUENT TESTIMONY TO THIS FACT. MISCHIEF-MAKERS SHOULD NOT BE ALLOWED TO SIDE-TRACK US.

HURRICANE GILBERT IS TO BE REGARDED AS A SET-BACK OF GREAT PROPORTIONS, NOT A DEFEAT:

IT IS TO BE REGARDED AS A SOURCE OF NEW ENERGY
AND THRUST; NOT A GASP; IT IS TO BE SEEN AS AN
OPPORTUNITY TO REBUILD; NOT TO GIVE UP.

LET US THEREFORE SUMMON THE WILL TO DO
OUR BEST TO ENSURE A STRONG AND SPEEDY RECOVERY.

STATEMENT TO PARLIAMENT
BY THE RT. HON. EDWARD SEAGA, PRIME MINISTER
THURSDAY, OCTOBER 6, 1988

THE RE-BUILDING PROGRAMME

MR. SPEAKER:

THREE WEEKS HAVE PASSED SINCE HURRICANE GILBERT SMASHED INTO JAMAICA ON SEPTEMBER 12, LEAVING A TRAIL OF DESTRUCTION AND DEATH ALONG THE FULL LENGTH OF THE ISLAND. RETRACING THE TRAIL OF THE HURRICANE SHOWS THAT THE EASTERN AND WESTERN ENDS OF THE ISLAND WERE THE WORST DAMAGED WITH BOTH KINGSTON AND SPANISH TOWN ALSO EXPERIENCING SEVERE BLOWS.

EXAMINATION ALSO SHOWS THAT HOUSING, AGRICULTURE AND ELECTRICITY SERVICES WERE THE THREE AREAS OF GREATEST DAMAGE. OF COURSE, WITH ELECTRICITY DOWN MUCH OF THE MANUFACTURING SECTOR HAS BEEN MADE IDLE, ALTHOUGH FACTORIES ACTUALLY SUFFERED RELATIVELY LITTLE DAMAGE.

THE HOTEL AREAS, WHICH ALSO EXPERIENCED ONLY SELECTED DAMAGE, WERE IN SOME LOCATIONS HINDERED BY THE CUT-OFF OF ELECTRICITY. THE MINING SECTOR WAS THE LEAST AFFECTED PRODUCTIVE AREA OF THE ECONOMY AND IT IS NOTEWORTHY THAT THE ARTERIAL ROADS STOOD UP VERY WELL TO THE HEAVY RAINS WHICH ACCOMPANIED GILBERT.

IN THESE PAST THREE WEEKS WE HAVE WITNESSED SEVERAL THOUSANDS OF PERSONS SEEKING REFUGE IN SHELTERS, GENERALLY SCHOOLS, CHURCHES AND OTHER TYPES OF CENTRES. MANY THOUSANDS MORE ARE ENDURING THE EXPOSURE AND INCONVENIENCE OF DAMAGED HOMES. FARMERS HAVE BEEN ASSESSING THE DEVASTATION TO CROPS AND LIVESTOCK WHICH IN MANY AREAS SHOWED A COMPLETE WIPE-OUT. THOUSANDS OF GAINFULLY EMPLOYED PERSONS HAVE BEEN MADE IDLE BY THE CLOSURE OF FACTORIES AND OTHER BUSINESS OPERATIONS.

IT IS TRUE TOO THAT IN THE PAST THREE WEEKS THERE HAS BEEN A REDUCTION OF SOME OF THESE AREAS OF STRESS. THE NUMBER OF PERSONS IN SHELTERS HAS BEEN

AND, SOME HAD FORGOTTEN THE GOODWILL
THAT COMES FROM GOOD INTERNATIONAL
RELATIONS WITH FRIENDLY COUNTRIES
THAT CAN HELP;

WE WILL APPRECIATE IT MORE NOW!

IN THE FINAL ANALYSIS, NOTWITHSTANDING
THE BOUNTY OF ASSISTANCE FROM ALL QUARTERS, THE
JOB OF REBUILDING JAMAICA WILL BE OURS. WE WILL
HAVE TO SHOULDER THE MAIN BURDEN AND WE MUST ENSURE
THAT THE BURDEN IS PROPERLY SHARED. THE PEOPLE OF
JAMAICA HAVE BEEN CALLED ON TO REBUILD JAMAICA
BEFORE AND THEY HAVE DONE SO. WE HAVE REBUILT THE
COUNTRY, BRIGHTENED IT, CLEANED IT AND STRENGTHENED IT.
WITH PATIENCE AND COURAGE WE CAN DO IT AGAIN. MOST OF
THE OBSTACLES ARE NOW BEHIND US. WHAT REMAINS WITH
GOOD MANAGEMENT AND STRONG SUPPORT, WE CAN OVERCOME.
WE BUILT IT BEFORE; WE CAN REBUILD IT AGAIN.

OCT. 13, 1988

B R O A D C A S T

BY RT. HON. EDWARD SEAGA, PRIME MINISTER

HURRICANE RELIEF PROGRAMME

One month has now passed since Hurricane Gilbert struck Jamaica causing widespread damage. The most urgent task before us in the period immediately after the Hurricane was to get relief to those who suffered damage particularly the homeless. Thousands sought refuge in shelters. They had to be fed and cared. For many, it was a nightmare, a bad dream they wanted to wake up and forget.

To help families to resume normal lives was the highest priority from the beginning. This meant helping them to go back to homes and providing some assistance to help them get back on their feet.

The plight of Jamaica has met with tremendous response overseas and supplies have poured in from many people and organisations in many countries including thousands of Jamaicans overseas. These supplies have helped to feed and clothe many families over the critical period until we could put systems in place to provide proper supplies of food and other materials.

So, tonight I want to talk firstly about the supplies which are required and available to help those in need.

Food of course, is the first priority. The supply of imported food is available in most items in sufficient quantities to take care of the full demand of consumers.

Items presently in short supply are flour, condensed milk and chicken meat. All other imported basic foods are in adequate supply and orders have been placed for greatly increased quantities in order to flood the market place and shops so that shortages will be eliminated, and the pressure of large quantities will restore and keep prices at their normal levels.

The increased quantities of food are being ordered because it is expected that there will be shortages of local foodstuffs as a result of the devastation suffered by the Agricultural Sector overall.

I am not proposing to speak on the problems of Agriculture tonight, as those problems are still being sorted out, but I hope to be in a position to do so soon. Nonetheless, the time required to fully restore agricultural production is going to be several months, and so in the meantime, we will keep the Nation supplied with sufficient imported food to ensure that there are no shortages.

To help the most needy families overcome the hardship which they are now experiencing, we have begun the process of issuing Food Stamps to families who have no homes, that is, their homes are either destroyed or very badly damaged. As soon as the household survey which is now being completed is finished, as expected this weekend, it will be possible to determine how many other families can be assisted who may not have suffered as much damage as those now selected for Food Stamps. It is hoped to eventually provide Food Stamps for 200,000 persons at \$40.00 per month for at least three months.

each of whom had the same long spoon strapped to his arm. But here, all the men appeared to be well fed.

How, he asked, was this possible in heaven but not in hell although the conditions were the same?

He was given the answer. In hell the each man tried selfishly to feed himself by bending his arm to his own mouth and it could not work because of the length of the spoon; but in heaven each man extended his arm with the long spoon and was able to feed the man in front of him.

The result was that in heaven each one helped the other and all were fed; in hell each one tried to help only himself and none was fed.

The moral in the story is clear, not only for each to help the other in communities but for individuals and Government to act in partnership with some benefits from Government and the rest from those who receive the benefits.

I hope next week Thursday in another Broadcast to spell out more fully the level of assistance which Government will be able to offer to those in need.

I trust that in this address to you I have been able to clarify some of your problems, calm some of your fears, revitalise your determination, and send a message of renewed hope to you all.

Goodnight and good wishes. May God go with you.

B R O A D C A S T

BY RT. HON. EDWARD SEAGA, PRIME MINISTER

THURSDAY, 20TH OCTOBER, 1988

THE REBUILDING PROGRAMME

I have been broadcasting to the nation on each and every Thursday night over the past three weeks, providing information on matters concerning Hurricane Gilbert and, of course, giving as much encouragement as possible to those of you who might feel disheartened at times.

It is one of life's worst experiences to have personal possessions acquired over the years destroyed or damaged by four hours of hurricane force winds. This is moreso true of one's home, the structure which provides shelter for yourself and family. To experience a roof or home totally or severely destroyed must be a personal shock bordering on tragedy. And to have to continue to sleep in a house which is roofless or partly open must be cause for great distress.

Yet this is what has happened to some one hundred thousand households who have either lost their homes, or who watched helplessly as the hurricane inflicted severe damage on roofs, structures and furnishings.

Some of these families are still living in shelter such as schools and churches. But not many any more. The estimate of persons in shelters has now been reduced to the very low level of 700 from 210,000 immediately after the hurricane. Most of those who

were originally there have left the centres to pick up the pieces and to start life over again. Those who remain are to be relocated very shortly so that schools and churches can begin normal operations again. They will be temporarily housed in tents.

It is the intention of Government to deal with those persons still present in shelters by providing them with a small modest home, so long as investigations show that the families who remained really lost their homes. These families have remained in shelters because they have nowhere to go and it is not the intention of Government to heartlessly throw these homeless families out into the cold.

The far greater problem, however, is that of some 100,000 low-income households which the survey by the Ministry of Social Security, now virtually completed, records as suffering some damage, ranging from total destruction to damage of furniture only. The six categories of damage recorded by the house to house survey island-wide and the totals projected in each category are as follows:

1.	House totally destroyed	14,111
2.	Roof and structure severely destroyed	14,713
3.	Roof totally destroyed	23,811
4.	Roof and structure major damage	31,711
5.	Roof and structure minor damage	12,923
6.	Damage to furniture only	<u>2,731</u>
	Total	<u>100,000</u>

It is only natural for some today to believe that in their plight God might have forgotten them. The programmes I have outlined will I trust give you encouragement that the help that has commenced is now on the way.

You need only remember the words of those moving verses of an unknown author who tells us that we are in good, strong and caring hands which will ensure that we overcome.

The verses recall that -

One night a man had a dream. He dreamed he was walking along the beach with the Lord. Across the sky flashed scenes from his life. For each scene, he noticed two sets of footprints in the sand: one belonging to him and the other to the Lord.

When the last scene of his life flashed before him, he looked back at the footprints in the sand. He noticed that many times along the path of his life there was only one set of footprints. He also noticed that it happened at the very lowest and saddest times in his life.

This really bothered him and he questioned the Lord about it. "Lord, you said that once I decided to follow you, you'd walk with me all the way. But I have noticed that during the most troublesome times in my life, there is only one set of footprints. I don't understand why when I needed you most you would leave me."

The Lord replied, "My son, my precious child, I love you and I would never leave. During your times of trial and suffering, when you see only one set of footprints, it was then that I carried you."

B R O A D C A S T

BY
PRIME MINISTER, RT. HONOURABLE EDWARD SEAGA
ON

"AGRICULTURAL REHABILITATION"

THURSDAY, OCTOBER 27, 1988

This is my fourth and last in a series of weekly broadcasts which I have been making to inform the country on a regular basis of the programme organised by Government to deal with the problems created by Hurricane Gilbert.

In previous broadcasts I discussed the issue of Food Stamps, Building Stamps and Relief Employment. These have dealt with the devastation to shelter, reduced incomes resulting from dislocations caused by the Hurricane, and the resulting need for food and relief employment.

Tonight I shall be speaking to you on the impact of Hurricane Gilbert on the farming sector and how the Government proposes to deal with the resulting problems.

No sector in the economy was damaged to the extent of the devastation suffered by Agriculture. Crop destruction was evident from one end of the island to the other.

The losses were considerable. Banana, Poultry and Horticulture were virtually wiped out. Coconuts, Pimento and Coffee suffered heavy damage. Small farms with Root Crops and Vegetables have been seriously damaged all of which total some \$710 million.

Unlike buildings which can be restored in a few months to a year, crops take longer times.

Meanwhile, there is loss of income to the farmers running several weeks to several months. In fact, in so far as small farmers are concerned, this means loss of almost their entire economic base.

The 150,000 small farmers and their families constitute a bit more than one-quarter of the population of Jamaica. In effect, therefore, Hurricane Gilbert in this sector alone deprived approximately one-quarter of the population of Jamaica of most of its income. This is certainly in human terms a most devastating effect. Nothing of this degree of devastation has ever before affected Jamaica.

It is for this reason that it was decided by Government to issue food stamps to all persons whose homes were damaged to any degree at all in the recent hurricane.

And it is for this reason that I now outline to you some of the measures which we propose to take to revitalise Agriculture and to assist small farmers to regain their feet once more.

To do so we propose two sets of measures: the first using Agricultural Stamps to provide grants; and the second, a revision of loan terms from banking institutions together with new credits.

The huge sum of \$445 million is being made available by ^{Government} /for the rehabilitation of the agricultural sector through the Agricultural Stamps and new Agricultural Credit.

Of this amount of \$445 million

- 1) \$50 million will be in grants of \$500 each to 100,000 subsistence farmers.

Agricultural Stamps will be issued for these grants in November.

- 2) \$35 million is being provided for loans of \$1,000 each to 35,000 small farmers at an 8% rate of interest through P.C. Banks controlled by the Agricultural Credit Board.

This is a reduction in interest rate from the present rate of 11%.

- 3) \$60 million is being made available through the Agricultural Credit Bank to those 40 selected P.C. Banks with which it operates, to on lend to their 15,000 farmer clients at an average of \$4,000 each at 8% interest.

Again this is a reduction from the present rate of interest of 11%.

- 4(a) All existing ^{interest rates on} /agricultural loans from the commercial

banks using Agricultural Credit Bank funds will be reduced to a common interest rate of 14% from rates as high as 18%.

4(b) A sum of \$300 million will be provided through the Agricultural Credit Bank and the Bank of Jamaica to commercial banks at an exceptionally low interest rate of 7% to 7½% to allow the commercial banks to provide new loans for rehabilitation at 9% to 9½% rates of interest. This will also mean that on average the lending rate to farmers through the commercial banks on loans not using Agricultural Credit Bank funds will be reduced to 18% from rates as high as 25%.

4(c) Further, both P.C. Banks and Commercial Banks will, where necessary, provide periods of grace of up to 2 years on the repayment of principal and will capitalise interest during that period. This will mean that no payments on principal or interest will be made on existing loans during the period of grace to give farmers time to recover before payments recommence.

4(d) Finally, the new payments will be worked out on a schedule with a longer repayment period to enable the new monthly loan payments to be no greater than the present monthly payments.

Despite these very substantial financial arrangements two clouds still hang over the future of agricultural lending - crop insurance and credit insurance. These are considered the real security required to protect lenders and borrowers since bankers would prefer not to have to call the farmers' security which generally involves his title to land.

On this basis, discussions led by Agro 21 and including all farming interests and representatives of the Insurance industry are to be pursued to determine how to establish a system of crop insurance. Some crops such as bananas and coconuts already have crop insurance. Crop insurance will provide assistance to the farmers in the event of crop destruction resulting from ^{natural} disasters.

In respect of credit insurance which insure banks against losses which may arise from agricultural loans, this is a far more difficult exercise. Discussions were held by me with the World Bank yesterday to request a consultant urgently to carry out an immediate study in order to advise on the feasibility of this proposal.

We are left with one area of Agriculture not included in these arrangements to ensure full cover of the sector. Only recently figures have been obtained showing results of the extensive damage to our forests totalling some 60,000 acres. This will call for a massive project of

re-afforestation as well as reaping the felled timber
some of
trees/which, if not removed and processed in 6 months
will be useless.

Fortunately, discussions were already proceeding with the World Bank on a major watershed project which will include the damaged areas. The purpose of this project will now be to:

- 1) remove felled timber for processing to
lumber;
- 2) use other uprooted trees not useable for
lumber to create hillside contour barriers;
- 3) replant the barren watersheds, much of which
was already stripped before Gilbert;
- 4) set up one national agency to deal with all
watershed matters having strong powers to
enforce legislation which is to be revised
with stronger penalties.

This agency would also carry out the necessary works to enable the reaping, re-planting and contouring to take place in conjunction with the other appropriate agencies of Government.

It is hoped that the programmes set in place for the rehabilitation of damaged farms and those for new lending will enable farmers to return to their fields with confidence.

This is especially important in the case of our agricultural exports and those substantial areas of domestic production such as poultry, fish, root crops and vegetables.

We have already reached a large degree of self-sufficiency in beef production except for specialised cuts for the hotel trade. The expansion of fish production from inland ponds is increasing very rapidly and is one of the real success stories of the self-sufficiency programme. Poultry production met full local demand up to one year ago when tourism requirement doubled the demand. It is intended to get poultry back into full production to meet demand, including tourism demand as quickly as possible.

The prospect in rice cultivation is limited to the amount of land suitable for growing rice. We are self-sufficient in most crops and in vegetables except for a few exotic varieties for the hotel trade.

However, we are not able to produce a number of crops which are vital to the nutrition of the nation and

therefore it is not possible to speak of full self-sufficiency in Agriculture. Wheat, corn and soya, three of the most important basic raw materials cannot be grown in any meaningful quantities in Jamaica because of our limited land size. Any thought of doing away with these to substitute more production in yam, green bananas, cocos, yampies etc., is ignorant of the fact that the nutritional content of these local crops is woefully low being only 5% of the 14% of the value which one dollar expenditure can purchase in protein value in the imported items. Hence, any such policy as I hear being suggested would result in a self-sufficient nation racked with malnutrition.

Before Gilbert, every export crop was under expansion for the first time in recent memory. This was the prime indicator of the new vitality in Agriculture. The new financing and re-financing arrangements announced tonight is intended to get these vital crops back on track again by completing rehabilitation as quickly as possible.

The small farm sector is receiving special attention and assistance as announced tonight. To these measures of financial support can be added the largest land ownership and distribution programme ever undertaken by any Government, which has provided ownership of land to small farmers of nearly 50,000 acres over the past few years through the Ministry of Agriculture.

Only 20,000 acres now remain to be distributed to complete the distribution of all available Government-owned land suitable for small farming. Other Government-owned land is being divested by lease to commercial farmers so that these larger contiguous acreages can remain with Government for the patrimony of the people.

The Ministry is also now engaged in the provision of titles to some 35,000 farmers on land settlements who received land up to 40 years ago but no titles. This project has already commenced and will eventually enable all Land Settlement farmers to have equal access to credit. In addition, proper roads together with water and lights, which were never provided in Land Settlement or the Land Lease schemes of the 1970's are now to be provided under this project being carried out by the Ministry of Agriculture.

To those who feel that our response to assisting the farming sector has been so substantial as to be excessive and should set the tone for dealing with other productive sectors, let me remind that Agriculture has special problems of risk and exposure that no other sector has.

The individual farmer is generally of advanced age. Having left school some 40 to 50 years ago he finds that he must master all the technology of land preparation,

contouring, planting techniques, selection of planting material, crop husbandry and care, disease protection and rehabilitation of affected crops, protection from larceny, ^{all this} and/for each crop, a task requiring at least an outstanding graduate of a secondary school. And he must put up with the hot sun on his back one day, and rain drenching his clothes the next, from dawn to dark. When all that is over he faces the risk of flood and storm winds.

He does all this to earn less than a girl sewing two pieces of cloth on a machine in a covered building with regular hours a task requiring far less technical training than farming.

This is why there is no next generation of farmers unless we make a special effort to encourage new farmers. This is what Solidarity and HEART^{and the College of Agriculture} are doing. But in the meantime our existing pool of elderly small farmers must themselves be nurtured and encouraged because they have the most difficult task of all the productive sectors' performers.

The job of building a strong agricultural sector is an on-going one. We have accomplished much in strengthening the export crop sector and advancing towards what self-sufficiency is possible. The small farm sector has had far more credit available over the past few years than

the total of all previous years in our modern history. Yet there is much to be done and we must continue to seek and implement further improvements one by one.

These broadcasts to the nation have not exhausted all topics which could be addressed. They have covered the complex ones which need comprehensive presentation. I have tried to do so.

When I present the Supplementary Estimates to Parliament next week I will outline the position in relation to other sectors such as manufacturing, construction, mining and tourism, as well as spell out in detail the source of financing the entire Programme of Relief and Re-building. This I hope will ensure that those who are genuinely seeking information will be able to obtain all that is required based on these broadcasts and presentations to Parliament.

The need for information will continue to be required and we will do our best to continue to be of assistance.

Perhaps Gilbert has helped to restructure as well as rebuild. It has humbled the strong and the weak, the rich and the poor. Out of this may come both a broader understanding and greater tolerance. I do hope so, we all need it. And if Gilbert has made us all realise our shortcomings as well as our strengths it would have been constructive as well as destructive.

There is an old saying that it is an ill wind that blows no good. It may just be that if we all pull together and work to rebuild our country, Hurricane Gilbert could prove to be a wind which we have been able to harness to some good effect for the entire nation.

BROADCAST
BY
PRIME MINISTER EDWARD SEAGA
ON
THE REBUILDING PROGRAMME

THE REBUILDING PROGRAMME AFTER THE RAVAGES OF
HURRICANE GILBERT HAS BEEN PROGRESSING STEADILY, ALTHOUGH NOT
SMOOTHLY, OVER THE PAST 2½ MONTHS SINCE THAT FATEFUL DAY OF
SEPTEMBER 12.

A GREAT NUMBER OF PEOPLE HAVE EITHER FOUND SOLUTIONS
TO THE PROBLEMS WHICH CONFRONTED THEM OR HAVE DEvised SOME
TEMPORARY SOLUTION TO HOLD THEM. LIKEWISE, A GREAT MANY
PEOPLE HAVE NOT BEEN ABLE TO SATISFACTORILY DEAL WITH THE
SERIOUS PLIGHT IN WHICH THEY FIND THEMSELVES.

IN EARLIER BROADCASTS, I INDICATED THAT AS WE
DEVELOPED PROGRAMMES TO MANAGE THE CRISIS, WE EXPECTED THAT
WE WOULD SUFFICIENTLY OVERCOME THE PROBLEMS TO BREAK THE
BACK OF THE CRISIS BY CHRISTMAS.

THE AREAS OF CRISIS, OF COURSE, WERE MANY.
AFTER THE HURRICANE WE WERE LEFT WITH:

NO LIGHTS
NO WATER
NO TELEPHONES
FOOD SHORTAGES
DAMAGED OR DEMOLISHED HOUSES
LACK OF EMPLOYMENT
DESTRUCTION OF CROPS
DRASTIC FALL OFF OF TOURISM
DISRUPTION OF SCHOOLS, BUSINESS, FACTORY
PRODUCTION
DAMAGED ROADS
AND SUSPENSION OF VITAL SERVICES.

THE LIST COULD BE LONGER, OR INDEED, IT COULD BE SHORTER BECAUSE MANY PROBLEMS COULD BE GROUPED INTO SIX CENTRAL CATEGORIES, REFLECTING THE NEED FOR:

- 1) INCREASED SUPPLIES OF FOOD;
- 2) RESTORATION OF POWER;
- 3) RESUMPTION OF WATER SUPPLY;
- 4) REPAIR AND RECONSTRUCTION OF ROADS, HOMES AND BUILDINGS;
- 5) CREATION OF RELIEF EMPLOYMENT:
- 6) REHABILITATION OF FARMS
- AND 7) THE RECOVERY OF TOURISM.

LET US..../

LET US NOW EXAMINE WHAT HEADWAY WE HAVE MADE IN THESE AREAS SO AS TO KEEP YOU UP-TO-DATE WITH WHAT HAS HAPPENED AND TO HELP YOU UNDERSTAND WHAT LIES AHEAD.

I NEED HARDLY RECALL THE PERIOD OF WIDESPREAD SHORTAGE OF FOOD SUPPLIES WHICH IMMEDIATELY FOLLOWED THE HURRICANE. TODAY, HOWEVER, THE PICTURE IS MUCH DIFFERENT. THE MAJOR AREAS OF SHORTAGES HAVE BEEN GRADUALLY ELIMINATED. THE MOST WIDELY FELT SHORTFALL WAS IN THE SUPPLY OF FLOUR, AFTER THE EXPLOSION WHICH SEVERELY DISLOCATED PRODUCTION AT THE FLOUR MILL. NOW FLOUR SUPPLIES ARE ADEQUATE AGAIN AND WILL KEEP IMPROVING.

SO TOO ARE THE REMAINING ITEMS WHICH WERE IN SHORT SUPPLY, MILK AND CHICKEN MEAT BEING THE ONLY TWO STILL NOT YET UP TO ADEQUATE LEVELS; BUT BY THE END OF THIS MONTH THE SUPPLY OF IMPORTED FOOD WILL HAVE BEEN EFFECTIVELY ADDRESSED WITH TEMPORARY SHORTAGES FROM TIME TO TIME.

THE SAME.../

WE HAVE NOW REACHED THE POINT OF OVERCOMING FOUR OF OUR MAJOR PROBLEMS IN THE RESTORATION OF FOOD, WATER, ELECTRICITY SUPPLIES AND THE CREATION OF LARGE SCALE RELIEF EMPLOYMENT. WE CAN, THEREFORE, GO ON WITH THE CONFIDENCE OF YOUR SUPPORT TO COMPLETE THE REMAINING THREE - REBUILDING OF SHELTER, RECOVERY OF TOURISM AND REHABILITATION OF FARMS, IN OUR TASK OF TAKING CARE OF THE NATION.

ALTHOUGH THERE IS MUCH YET TO BE ACCOMPLISHED, THE WAY AHEAD IS MUCH CLEARER NOW AND WE CAN BEGIN TO REPLACE DESPAIR WITH HOPE. NOTWITHSTANDING THE CLEARER PASSAGE, WE MUST NOT DECEIVE OURSELVES IN BELIEVING THAT THE WAY AHEAD WILL BE FREE OF OBSTACLES AND MISTAKES. WE ARE CARRYING OUT A RECOVERY PROGRAMME ON A GIANT SCALE IN A FEW SHORT MONTHS, AN EXERCISE NEVER BEFORE ATTEMPTED OF THIS MAGNITUDE AND WITHOUT DOUBT THERE WILL BE SOME HITCHES AND MISTAKES FROM WHICH WE LEARN AND IMPROVE.

THE STORY.../

THE STORY OF THE TWO FROGS TRAPPED IN A BUCKET OF MILK COMES TO MIND. UNABLE TO CLIMB OUT, ONE GAVE UP IN DESPAIR AND DROWNED. THE OTHER KEPT SWIMMING. AS HE SWAM, THE MILK HARDENED, TURNING INTO BUTTER WITH EACH CHURNING STROKE. EVENTUALLY, ALL THE MILK WAS CHURNED TO BUTTER BY THE CONSTANT MOVEMENT AND FROM THE HARD SURFACE OF THE BUTTER THE FROG JUMPED OUT.

LOOKING BACK, I AM SURE THAT AFTER SEPTEMBER 12 WHEN HURRICANE GILBERT STRUCK, THERE WERE MANY WHO WANTED TO GIVE UP IN DESPAIR. I AM EQUALLY SURE THAT TODAY THE MOOD HAS NO DOUBT CHANGED FOR THE MAJORITY WHO SEE A POSITIVE TIME-TABLE EMERGING. AND FOR THOSE WHO STILL FEEL THAT THEIR LIVES HAVE BEEN SHATTERED, I ASSURE YOU THAT WE WILL CONTINUE TO SEARCH UNTIL WE FIND YOU TO LEND YOU A HELPING HAND. WE WILL NOT PASS YOU BY ON THE OTHER SIDE.

A N N E X I

THE REPRESENTATIVE'S MEMO TO THE DIRECTOR
GENERAL PROVIDING AN UPDATE ON DEVELOPMENTS
OCTOBER 10, 1988

3. Priorities of the IICA Office in Jamaica from the first days after September 12 have been :

1. Relief

- 1.1 Assist our staff and their families
- 1.2 Assist the Red Cross
- 1.3 Assist with shelters

2. Technical

- 2.1 Emergency agricultural assessment
- 2.2 Priority mini-projects

3. External Relations

- 3.1 Readjustment of IICA-GOJ projects for next 2 years
- 3.2 Liaison with other international organizations and bi-lateral donors

I am pleased to report that in the Relief category we have organized two special committees to assist our neediest staff members in their food and financing requirements (minutes of their meetings and decisions are being forwarded separately to you and the Staff Association); we have organized a rotating "IICA team" which assists the Red Cross daily; and those IICA staff members who could, turned their homes into shelters for needy while others assisted at shelters. The shelter work has been completed, as well as the emergency relief to our staff members; we continue to assist staff with their requirements to attain normalcy as well as providing support to the Red Cross.

In the Technical category, we have almost completed the Emergency Agricultural Assessment (see table in #2 above) which is being compiled from both primary and secondary sources. Several mini-projects were outlined in the Emergency Short-Term Action hand carried to Sede Central by Dr Pierre, while two more were developed this past week in response to a visiting IDRC team.

In the External Relations category, readjustment of IICA's projects follows four steps :

1. Discussions between counterpart government officials, IICA project leaders and IICA Representative
2. Documentation
3. Reorientation of staff
4. Action

All ongoing IICA projects are being adjusted and each is presently at the following step :

Small Business :	Step 4
Cropping Systems :	Step 3
Farm management :	Step 1
Youth enterprise:	Steps 1, 2, 3 (1989 start up)
Cassava :	Final report being written

In the area of liaising with other international organizations and bilateral donors, we have been in continuous communication with USAID and IDB and maintained contact with FAO and CIDA. USAID has added some funds to the project we are currently negotiating with them and we have under preparation an additional project for their consideration. IDB has provided us with space to use our computers on their electricity, while we have provided them with fax services. We have expressed our interest in working on a post-Gilbert agriculture project with them.

4. Jamaicans are a resilient and spirited people. The radios are playing seven different pop tunes about "Gilbert" as we wear T-shirts emblazoned with "I Survived Hurricane Gilbert". Recent work with the poor through the Red Cross taught some new terminology : "star-gazing" means sleeping roofless while "springing it" means sleeping on springs without a mattress. We are now inclined to use Gilbert's nickname Rufus (Roof-us)

In spite of the spirited tone, some degree of depression has set in as the impact of the calamity, particularly on the agriculture sector, is confronted with gravity.

for our office to provide emergency assistance to the Government of Jamaica. I thank you, sir, and your key staff who provided the timely visit, phone calls and/or telegrams conveying support at a critical moment.

6. Finally, I emphasize that the challenge of rebuilding Jamaica is just beginning. The next fifteen months are critical, particularly for those of us working in agriculture. This office is ready to meet the challenge and thanks you in advance for your continued support.

Distribution

Reginald E. Pierre, Operations Director, Area II
C. Luiselli, Asst. Deputy Director General (Operations)
Diego Londono, Director of Programming & Evaluation
Paul Sisk, Director of Finance
Jorge Werthein, Director of External Affairs
Carlos Pomareda, Director Program I
Eduardo Trigo, Director Program II
Fausto Jordan, Director Program III
Rodolfo Quiros, Director Program IV
Harry Mussman, Director Program V
IICA Representatives

A N N E X J

COMMUNICATIONS WITH THE STAFF ASSOCIATION



MEMORANDO

Nº AP/056-88

FECHA: September 21, 1988

A: Jan Hurwitch-MacDonald, IICA Representative in Jamaica

DE: Arturo Padilla, President IICA STAFF ASSOCIATION

ASUNTO: Your letter dated September 17, 1988

1. The Board of Directors of the IICA Staff Association has just learned of the tragic consequences of Hurricane Gilbert in Jamaica, and wishes to express its deepest concern and sympathy to all those affected.

2. In order to help alleviate the plight of IICA staff in Jamaica who suffered losses, our Association would like to contribute monetary and/or material assistance (food, clothing) as quickly as possible and to the best of our ability.

3. Please inform us immediately of the most efficient channels to follow in delivering this aid, as well as the kind of aid preferred.

4. Our hearts are with you in this difficult time.

cc.: CBrathwaite
FHope
OTingling

VIA FAX

AC/JM-624/88

Chelston Braithwaite and Staff of IICA
Trinidad & Tobago

October 5, 1988

The Staff of IICA Jamaica

Thank you.

We have received your gifts and have formed a committee to handle the distribution of the items.

As chairperson of that committee, I wish to thank you on behalf of the staff for your kind and generous effort. By the choice of items we could see that all your thoughts went into it.

We have also thanked Dr. & Mrs Pierre for being the "Two wise men."

Thanking you again.

Bob
Sugden

A. Daley
Frankie
E. Foster

Mr. Pherson
Maureen
Machado
Leonie Simmonds



AC/JM-657/88

October 20, 1988

TO : Miguel Angel Araujo, Staff Association President
FROM : Lorna McPherson, IICA Jamaica Staff Association
Chapter Coordinator
SUBJECT : Post Hurricane Gilbert Activities

1. I am pleased to inform you of the new officers and other Board Members of the Jamaica Chapter of the Staff Association elected on October 19, 1988 to serve for one year. These are:

Coordinator	-	Lorna McPherson	(GSP)
Treasurer	-	A.C. MacDonald	(NPP)
Secretary	-	Jan Hurwitch-MacDonald	(IPP)
Others	-	A. Vivian Chin	(IPP)
		Joan Browne	(NPP)
		Maureen Machado	(GSP)

2. We wish to convey our sincere thanks and appreciation to you and all of our colleagues in the Staff Association for your solidarity and support which has helped us to face these difficult times. These activities have demonstrated to us that we are truly a part of the IICA family.

3. We have received a food package from the staff of the IICA Office in Trinidad & Tobago and this was distributed by a committee formed for this purpose. Please refer to the attached minutes.

4. In this office we had also started a collection of cash which accumulated to J\$9,025 (US\$1,641.) and which we used to assist the most urgent cases at the time.

5. Once you communicated the pledge of US\$3000 for our assistance fund, the Chapter met to discuss the most equitable distribution of these funds as there appeared additional factors of which we were unaware during the first three weeks after the hurricane, these being :

- Most staff members, particularly those in the lower income bracket suffered loss and damage either personally or to their immediate family.

Leonie Simmonds' (our office helper) mother is extremely aged and lives in the rural parish of St Mary. Her kitchen and bathroom, which are separate from the house, were completely destroyed, and the house severely damaged.

Joseph Dehaney's mother who lives in the western parish of Hanover was pinned under a beam when the hurricane took her roof. Fortunately Joseph was able to remove her to the hospital, and she is recovering satisfactorily. Joseph is a field officer with the IICA/IDRC Cropping Systems Project

- The crisis is not over as we anticipate the escalation of the following problems over the next six months :

- * food and medication shortages and radical price increases; we are currently without flour and baked products including bread countrywide due to an explosion at the flour mills three days after the hurricane
- * Health problems, particularly associated with lack of adequately treated water, and the severe damage to health facilities such as clinics (200 of the 377 clinics islandwide have had to be closed). Mosquitoes fleas, lice and other biting insects have proliferated since the passing of Gilbert, creating great discomfort for a number of our staff members
- * Problems related to people having to survive without public utilities - to date one half of the staff still have no electricity. This means that they have no refrigeration, no fans, no irons and no lights to work by in the evenings and in most cases are cooking on charcoal. In the case of one staff member who has a diabetic child, the insulin which she must obtain in Miami due to shortages here, must be stored on ice sought daily due to lack of refrigeration.

5. For the reasons mentioned above, we have established a special fund which will provide a one-time grant and subsequent loans to needy staff members, as outlined in the minutes attached.

I hope you will agree with us that this provides for the most equitable handling of the situation under the circumstances.

6. I cannot close this memorandum without communicating to you the concern of all our staff as Hurricane Joan sits upon your doorstep. We pray that our member countries in Central America will be spared and that you will not have to endure what has become a reality for us.

c.c. Dr M. Piñeiro, Director General
Dr Reginald E. Pierre, Operations Director, Area II
Ing. Augusto Donoso, Human Resources Director

Attachments : Minutes of IICA Jamaica Staff Association meetings of 9/28/88, 10/5/88 and 10/19/88.

Please note that there were daily meetings of all staff held from September 14 to October 5, but no formal minutes were taken other than those attached.

A N N E X K

MINUTES FROM THE RELEVANT IICA JAMAICA
STAFF ASSOCIATION MEETINGS

MEETING OF THE IICA JAMAICA STAFF ASSOCIATION HELD SEPTEMBER 28, 1988

In attendance were :

- Jan Hurwitch-MacDonald
- Joan Browne
- Sandra Rodney
- A. C. MacDonald
- Rodney Rieks
- Lorna McPherson
- Maureen Machado
- Franklyn Hope
- Leonie Simmonds
- Eustace Foster
- Bob Suglam

Mrs Browne chaired the meeting as Mr Vivian Chin, President of the Association, had visitors requesting technical information.

Mrs Browne announced that to date, US\$3,000.00 had been pledged by staff at Head Office. This money would come in some time towards the middle of October. She also announced that Dr & Mrs Pierre had brought in a package of food and toilet articles, a contribution from the IICA office in Trinidad & Tobago. She asked for suggestions as to how this food should be shared/utilised.

Sandra Rodney suggested that the food items be left at the office to form part of the lunch scheme.

Rodney Rieks suggested that the food be made up into parcels, not necessarily identical, and these packages be distributed to all members of staff.

Mrs MacDonald led the meeting through a vote on this issue, and Rodney's suggestion was taken. A committee to divide, package and distribute the package was constituted :

- Sandra Rodney - chairperson
- Franklyn Hope
- Maureen Machado
- Vivian Chin

The members of the committee were charged with the responsibility of sharing the items as far as possible to coincide with the needs of the individuals (e.g. giving the powdered milk to the parents). Mrs Browne pointed out that no griping would be tolerated from staff members after they had received their packages, and no special requests would be accepted.

Sandra asked members of the committee to meet at 9:00 on the 29th.

Regarding the financial contributions, Mrs MacDonald pointed out that US\$3000 was approximately J\$17,000. She also said that financial contributions were expected from non-IICA contributors. Under the circumstances, she suggested that a committee be constituted to deal with the allocation of these funds.

- 2 -

The members voted for are :

A. C. MacDonald, Chairman
Jan Hurwitch-MacDonald
Eustace Foster
Joan Browne

The first meeting of the 'fund' committee was called for 2:00 P.m. on Tuesday, October 4th, 1988.

Mrs MacDonald suggested that IICA's emphasis **should** be placed on the following areas of need :

- home repair and replacement of furniture & appliances
- meeting the expected sudden increase in the cost of basic food items
- assisting IICA staff members and their spouses/families in repairing damage to income-earning businesses and/or equipment .

Lorna McPherson asked what was happening with the proposal to purchase food in bulk. Mrs MacDonald asked Sandra and her committee to follow up on this aspect. She pointed out that it might end up as a cooperative.

A number of announcements were made by Mrs MacDonald :

- that no more plastic sheeting for temporary roofing would be brought in, but that USAID was flying in zinc sheets for distribution
- that staff members would be given one of the next two Fridays off from work. Mrs Browne would be responsible for working out a schedule of skeleton staff to man the office.

There being no further matters for discussion, the meeting was adjourned.

IICA OFFICE IN JAMAICA

STAFF ASSOCIATION MEETING HELD OCTOBER 5, 1988

Present were: Jan Hurwitch-MacDonald
A. C. MacDonald
Sandra Rodney
Maureen Machado
Leonie Simmonds
Eustace Foster
Bob Suglam
Barbara Blosser, PCV (observer)

Minutes were recorded by Lorna McPherson

1. The meeting was chaired by Mr. A. C. MacDonald who asked Sandra to report on the activities of the "food committee."
2. Sandra reported that the committee had met and that the food gifts from the IICA Office in Trinidad & Tobago had been shared out into parcels which had been distributed to the staff and thanks remitted to that office.

They had also discussed the starting up of bulk purchasing of food items, and were in the process of collecting price lists from different suppliers. They intended to prepare an order form, and planned to organise the purchasing on a monthly basis.

Mrs. MacDonald questioned whether the committee would then be disbanded, but Sandra confirmed that they would continue as their work was incomplete. Mrs. MacDonald then suggested that somebody should be nominated to replace Rodney, who would leave IICA permanently the following week. Vivian Chin was unanimously appointed.

3. Mr. A. C. MacDonald then gave the report from the committee. The following decisions were reported:
 - 3.1 - that grants given so far shall remain non-refundable
 - 3.2 - That in future, grants would be given for special cases, up to a maximum of J\$500.00 each, e.g. to replace furniture damaged/destroyed by Gilbert or to re-establish income generating businesses of staff and their spouses.
 - 3.3. - That the remainder of the funds coming in would be administered on a revolving basis as a loan fund for staff members. These loans would be interest free, and should be for justifiable Gilbert related emergencies, the maximum being J\$2,000.00. (US\$1.00 = J\$5.50).
 - 3.4 - That to qualify, individuals must have been full time staff members of IICA/Jamaica since September 12, 1988.

A lot of discussion ensued, with the following decisions being taken regarding the loans:

- a) * Sandra will undertake the record keeping, as well as collection of loans by salary deductions
 - b) * A. C. MacDonald will design an application form which will incorporate a section authorising repayment by salary deduction
 - c) * The loan committee will meet on the 2nd and 4th Thursday of every month, these being October 13 & 27; November 10 & 24; and December 8 for 1988
 - d) * That the quorum for a meeting of the loans committee is 3 out of the 4 members
 - e) * That a special savings account would be opened for the loan funds. Three signatures would be given as authorities (Mrs. Browne, Mr. MacDonald and Mr. Foster), and withdrawals would require any 2 of the three signatures
 - f) * That if a staff member leaves IICA employment while having an outstanding loan, it is understood that the loan would be cleared out of their years of service payment
 - g) * That the maximum loan would be J\$2,000.00 repayable over a maximum one year period. If the person was also receiving a grant of \$500.00, then the maximum would still be only \$2,000.00, of which only \$1,500.00 would be repayable.
 - h) * There will only be one grant given to any one person
 - i) * That the members of the loan committee should be rotated on a yearly basis.
4. Mrs. MacDonald suggested that the minutes of this meeting be faxed to the President of the Staff Association, so that our colleagues who had been so generous in their contributions would be able to see what we were doing with the funds.
 5. The next meeting of the committee would be on October 19, at 2:30 p.m.
 6. Mrs. MacDonald announced that the practice of allowing staff alternative Fridays to handle post-Gilbert personal matters would continue until the end of October.

The meeting was then adjourned.

MEETING OF THE JAMAICA CHAPTER OF THE IICA STAFF ASSOCIATION
HELD OCTOBER 19, 1988.

Present were : Jan Hurwitch-MacDonald
 Joan Browne
 Sandra Rodney
 Maureen Machado
 Leonie Simmonds
 Bob Suglam
 Franklin Hope

Minutes were recorded by Lorna McPherson

The chairperson of the meeting Mrs Joan Browne pointed out that it was time to elect a new Executive Body for the Staff Association, as we had come to the end of the term of office of the current leadership.

The selected members of the Executive were :

International Professional Personnel

Jan Hurwitch-MacDonald
Vivian Chin

National Professional Personnel

A. C. MacDonald
Joan Browne

General Services Personnel

Lorna McPherson
Maureen Machado

A meeting of the Executive Body was called for 8:30 the next morning to elect a Coordinator, a Treasurer and a Secretary.

It was decided that this information should be sent by fax to Head Office.

Mrs Brown then reported on the last meeting of the funds/loan committee :

At the meeting of October 13th the committee dealt with and approved all applications from staff for loans and/or grants. Disbursement was pending assessment of the damages by non-IICA personnel, and arrangements had been made for these assessments to be carried out in the very near future.

Mrs MacDonald then announced that the Chapter had received J\$180 in cash from the Trinidad & Tobago Office, which was money left over from their collections after the food had been bought. Mrs MacDonald also acknowledged a cheque for US\$100 which had been sent by her aged grandmother.

Mrs MacDonald also read a translation of the appeal letter sent by the President on behalf of our Chapter. The meeting then charged the new Executive with the duty of drafting and submitting a letter of appreciation to the President of the Staff Association, and copying it to all IICA operating units. They requested that this letter should outline the current situation, and explain the actions we have taken, particularly in respect to the use of funds collected.

In light of the shortage and rationing of food in general and bread in particular, the food committee was asked to meet and present a report at the next meeting on what can be done to alleviate the severe inconvenience staff members are facing.

The next meeting was set for Wednesday, November 2, 1988 at 2:30 p.m. in the Conference Room.

There being no other matters, the meeting was adjourned.

A N N E X L

ACTUAL LIST OF CONTRIBUTIONS

ANNEX L

ACTUAL LIST OF CONTRIBUTIONS

<u>NAME</u>	<u>AMOUNT</u>	
Mrs A. Pilot (JHM's grandmother)	600.00	
Mr & Mrs Gurland (JHM's friends)	600.00	
Dr & Mrs Reginald E. Pierre	720.00	
IICA Trinidad Office	180.00	
IICA St Lucia	1,650.00	
Dr George Bucknire (IICA Guyana)	546.00	
Dr Hector Munoz	546.00	
IICA Headquarters Staff Association	5,456.99	
Association of Wives of IPPs	4,423.75	
IICA Headquarters staff collections	12,420.63	
Sub-total		27,143.37
Jan Hurwitch-MacDonald	2,000.00	
Joan Browne	300.00	
Vivian Chin	265.00	
Sandra Rodney	200.00	
Pearl Wallace-Fletcher	200.00	
Leonie Simmonds	60.00	
Eustace Foster	60.00	
Lorna McPherson	80.00	
Maureen Machado	60.00	
Tomas Mulleady	100.00	
Charles Reid	100.00	
Franklin Hope	100.00	
Sub-total		3,525.00
TOTAL		J\$ <u>30,668.37</u>

