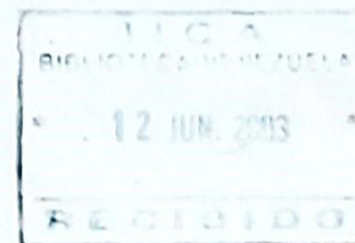


# IICA



## IICA in Jamaica: 25 years of Service to the Agricultural Sector



By: Lyndon E. McLaren

# **IICA in Jamaica: 25 Years of Service to the Agricultural Sector**

**In commemoration of IICA's 25<sup>th</sup> Anniversary in Jamaica  
June 12, 2000**

**Inter-American Institute for Cooperation on Agriculture  
Kingston, Jamaica  
September 2000**

**ISBN: 976-610-308-9**



## **M**essage from Dr. Carlos Aquino Gonzalez Director General, IICA

On the Twenty-fifth (25<sup>th</sup>) Anniversary of the Celebration of the opening of our office in your country, I send you on behalf of our Institute and on my own behalf, cordial greetings and best wishes for continued success and prosperity.

We are well aware that the continued development and transformation of the agricultural sector is an important feature of your proposed new development strategy. This strategy aims, in the medium term, to diversify and modernize the sector through the introduction of improved technology, increased production of non traditional export crops, improved marketing and extension services and promotion of agro-processing and small livestock development.

Your initiatives and our vision for the future are similar. We believe that agriculture must play a new, dynamic role in economic development and in this regard we have begun to implement a new vision for the sector, which was approved at the recent meeting of the Inter-American Board last October in Brazil.

IICA's initiative in Jamaica are therefore not designed to resolve the problems of agriculture unilaterally, but our Institute seeks to cooperate with international, regional and sub-regional bodies and institutions, to rationalize and coordinate our various contributions to overall economic development of Jamaica.

IICA's mission in Jamaica is to Cooperate with the Government of Jamaica, the private sector, national, regional and international

institutions in order to improve competitiveness and promote sustainable development of agriculture in Jamaica.

IICA seeks to support better use and management of the natural resources, particularly hillside lands and watershed areas; to contribute to rural development, food security, poverty alleviation and social stability; to improve middle management, technical capabilities and farmers skills; to foster Agribusiness development and private sector participation in agriculture; to contribute to the strengthening of the dialogue and coordination between Public and Private Sectors and Regional and International Agencies in Agriculture; to strengthen the linkages between Jamaica's agriculture and that of the wider Caribbean and Latin America; and to support activities which contribute to enhancing the competitiveness of the Jamaican Agricultural Sector.

The strategic areas for intervention as agreed in the agenda for cooperation are:

- To assist the Jamaican Agricultural Sector in its preparation for free trade and participation in the global economy.
- To promote the sustainability of Hillside Farming Systems and Watershed management.
- To support agribusiness micro-enterprise with emphasis on the incorporation of women and youth in agricultural development.



- To facilitate cooperation and interchange of technology and experiences between Jamaica, the wider Caribbean and Latin America.

Our plans also seek to facilitate upgrading Jamaica's institutional capability for the development, production and marketing of non-traditional crops, such as fruits, food crops and vegetables, and exploiting opportunities with respect to the agricultural sector through the development and fuller utilization of regional trade and integration mechanisms of the Caribbean Community.

The economy of small countries such as Jamaica is particularly vulnerable to the changes in external economic conditions and when combined with limited land area, scarce technical and financial resources, limited access to capital markets and absence of possibilities for economies of scale, economic development becomes difficult.

As you face the future, our Institute stands ready to cooperate with you and other international, regional and sub-regional bodies in your efforts to modernize the agricultural sector. We are convinced that this is the only way in which we can ensure a comfortable standard of living for this generation and prepare the way for the generations to come.

I hope, therefore, that this new millenium will be for all of us a new dynamic phase in technical cooperation as we seek to improve the quality of life not only for Jamaica but all the peoples of our region.

I am pleased to prepare this Preface to this publication which records our joint achievements in support of agricultural development in Jamaica during the past 25 years and please accept my best wishes for much success in your future endeavours.

*Carlos Aquino Gonzalez*  
*Director General of IICA*



## **M**essage from the Honourable Roger Clarke, Minister of Agriculture, Jamaica

On behalf of the Ministry of Agriculture, let me congratulate the Inter-American Institute for Cooperation on Agriculture (IICA) for 25 years of involvement in Jamaica.

This marks one quarter of a century of collaboration and mutual respect that has prevailed between IICA and the Ministry of Agriculture. In 1999 IICA opened its new offices in Hope gardens which stand as a monument to the Institute's increasing level of commitment and Jamaica's desire to facilitate IICA's support for our agricultural sector.

Let me take this opportunity to acknowledge the vision and invaluable contribution made by the Director General, Dr Carlos Aquino. His personal commitment to the sustainable development of agriculture in Jamaica and the wider region, has become the hallmark of IICA. The transformation of the organization and its objectives has impacted positively on the availability of technology transfer to the farm and the strengthening of the human resource pool, throughout the region.

The Government of Jamaica wishes to thank the entire IICA team for its support in our continued efforts to empower rural women and youth through micro-enterprise. Our environment has benefited through the education of our hillside farmers in practices of soil conservation and environmentally-friendly farming technology.

As Jamaica's agricultural sector reels under pressure to secure a more stable rural community, IICA has been tremendous in sensitizing the public that an investment in agriculture is an investment in rural stability.

Small countries like Jamaica must continue to support agencies such as IICA which is working assiduously to sensitize our farming communities of the urgency of sustainable agricultural development.

IICA is playing its role towards forging linkages between the Caribbean and Latin American countries which can only redound to our mutual benefit. IICA must therefore be commended for assisting us in cementing those linkages at the hemispheric level and for being constantly ally to Jamaica's agricultural sector since 1975.

Under the stewardship of Dr. Aquino, IICA has played a more participatory role and this has resulted in the signing of important Cooperation Agreements. From this has evolved a dynamic inter-agency network system within the Caribbean region. In this regard, IICA has collaborated with a number of local and regional organizations in the implementation of programmes and projects benefiting the agricultural sector.

On behalf of the Ministry of Agriculture, let me thank IICA for its commitment as a facilitator in providing opportunities to access regional and international markets through CARICOM and the FTAA.



Jamaica is faced with several challenges. Among them is the task of developing a more effective system of production marketing and distribution of our domestic crops. Our plan is to employ the new technologies which now afford immediate access to market information, reduce the cost of production and fuel competitiveness. I am confident that IICA will be here to help us.

On behalf of the Ministry of Agriculture, I would also like to commend Dr. Chelston Brathwaite, the IICA Representative in Jamaica, for his enthusiasm, creativity and persistence in the arena of agricultural development. He is indeed a friend of Jamaica.

Again, congratulations to IICA Jamaica team and may God bless you, as we begin another 25 years together.

*Roger Clarke*  
*Minister of Agriculture*



The Honourable Roger Clarke, Minister of Agriculture and Dr. Carlos Aquino Gonzalez, Director General of IICA opened the new IICA Office at Hope Gardens on April 16, 1999.



## INTRODUCTION

In 1975 Jamaica joined three (3) other Caribbean nations, Cuba, Haiti and the Dominican Republic, as a member of the *Inter-American Institute for Agricultural Sciences (IICA)*, an institution of the Inter-American system. It was the first Commonwealth Caribbean country to do so. During the next several years other members of this English-speaking group sought membership of the OAS (Organization of American States) and of IICA.

Like the majority of former colonies of Britain, then newly independent, Jamaica was in the early stages of establishing and broadening its international contact. As dependent territories, these islands had had but little cultural and trading contact with the countries of Latin America where Spanish and Portuguese are the languages spoken.

In the early years of membership Jamaica's relationship with the Institute was casual. It seemed to result from IICA's institutional structure at that time and Jamaica's inexperience in international affairs, as seen in its failure to capitalize on technical cooperation opportunities with programmes such as PROMECAFE which were advancing technology of much relevance to Jamaican agriculture. Insufficient knowledge of developments /activities in the agricultural sector in Latin America and the language difference could also have been contributory factors. And this was in a period when the Director General of IICA was actively canvassing the incorporation of the Caribbean into the Institute, to broaden its coverage and regional significance.

During the intervening years IICA has undergone many changes in structure and programmes, whilst being involved in Jamaica in a broad spectrum of activities in response to the priority needs and requests of the agricultural sector. The interaction between Institute and country has certainly quickened.

Projects and activities organized and sponsored by IICA during this twenty five year association, in benefit of the Jamaican agricultural sector, are reviewed. IICA, an agency created as a consequence of a United States initiative to have established "an Institute of Tropical Agriculture to facilitate the advancement of agriculture in the Western Hemisphere".

As the new millennium approaches and globalization takes root the question may be asked "How can Jamaica best utilize this association in the years ahead?"

June 2000





## IICA, ITS HISTORY AND EVOLUTION

The current topic of IICA's twenty five years of service to the Jamaican agricultural sector is laid out and discussed against the background of IICA's creation, originally as a *School of Tropical Agriculture and an Agricultural Research Centre*, and its subsequent evolution and development into the major technical cooperation agency in agricultural and rural development serving the nations of Latin America and the Caribbean (LAC). This chapter provides the backdrop in which the review of the institutional bases, capabilities and inter-relations with national and international agencies of the Institute could facilitate closer association with Jamaica.

The relationship between IICA and Jamaica during its first quarter century of membership of the Institute, in which the vast majority of its member countries is Spanish speaking and without British traditions, is initially tentative but has become closer with the passing years.

The evolution and development of the *Inter-American Institute of Agricultural Sciences (IICA)* from its founding in 1942 through the phase of decentralization and outreach by means of the execution of a series of major projects of varied scope, content and geographical location, and a number of operational and institutional changes, not the least of which is its transformation into the *Inter-American Institute for Cooperation on Agriculture*, are briefly recounted; the many changes in governance, programme profile and management to meet its broadening mandate and clientele reviewed and commented upon.

This account will also call attention to the change in *modus operandi* of IICA and to the series of instruments - Plans of Action - periodically designed to guide the Institute's actions and inform the programmes it develops and executes.

It is anticipated that this portion of the discourse will be a useful means of bringing IICA's capacity and capabilities to the notice of a wider audience, than hitherto, within the Jamaican agricultural sector and perhaps beyond as a probable means of encouraging greater exploitation of these assets.

The agency now known as the *Inter-American Institute for Cooperation on Agriculture* dates from 1980 when a convention opened for signature by member countries during the year before was ratified, thereby formally bringing into being the new institution. IICA, thus recognized as the inter-governmental organization of the Inter-American system specialized in agriculture, was assigned responsibility for technical execution and administration of programmes and projects in the agricultural sector.

Its origin, however, can be traced to a proposal by Henry A. Wallace, Secretary of Agriculture of the U.S.A., which led to the founding in 1942 of the *Inter-American Institute of Agricultural Sciences* at Turrialba, Costa Rica, with the approval of the Pan American Union that subsequently became the General Secretariat of the Organization of the American States (OAS). Wallace recommended the creation of "an Institute of Tropical Agriculture for development of agriculture in the Western Hemisphere".



The Institute was therefore established essentially as a research and training centre to serve the Americas. Organized on the basis of a multilateral convention, it developed, indeed evolved, during more than four decades of its existence, into a regional technical cooperation agency serving Latin America and the Caribbean - the Inter-American Institute for Cooperation on Agriculture. The research and training for which the Institute was originally established still continues at the site of its founding. It is now an autonomous associate institution called The Tropical Agricultural Research and Training Centre, better known by its Spanish acronym as CATIE.

In the Institute's development several phases or stages can be recognized. During *the years 1942 to 1945* facilities were established at Turrialba in Costa Rica, research organized and initiated, and a programme of postgraduate education designed, thereby marking a *period of establishment and operationalization*.

*Between 1946 to 1949* those earlier initiatives were *consolidated in the period of consolidation*. Research primarily on local problems of the equatorial zone was intensified, a cooperative cocoa research project started, and the now internationally famous World Coffee Collection established. Additionally, a Tropical Agricultural Library, the Orton Memorial Library was organized and developed, providing services to Institute staff and students and training in Library Science to personnel in the Region. It contains one of the most extensive collections of published material on tropical agriculture in the hemisphere.

Next followed *diversification and outreach*, in *the years 1950 to 1959*, marked by substantial addition to and departure from the Institute's initial activities. Contact was extended to include national agencies outside of Central America. Three major externally funded programmes, the Scientific Communications Service, Project 39 of the OAS Technical Cooperation Programme for the Improvement of Agriculture and Rural Life, and the Regional Services Project were the vehicles for that change. These have undoubtedly influenced the direction of IICA's subsequent development.

Towards the end of this phase, in 1958, an amendment to the charter of the institute authorized adoption of the system used by the Pan American Union to establish quotas to be paid by IICA members. A Board of Directors of the Institute was also created with membership consisting of senior officials from ministries and secretariats of agriculture of member countries.

Despite these changes training and research activities were intensified. Student numbers increased greatly and programmes were started in Agricultural Extension and Renewable Natural Resources (later reorganized as Forestry). Four cooperative research projects for cocoa, corn, coffee and native food crops were added. New ground was broken with the introduction of the use of atomic energy in agricultural research.

Under a new administration, *in the years 1960 to 1969*, membership of all twenty one American states was secured together with substantially increased operational resources. A new organizational structure was also created; the Executive Headquarters Offices were



moved to the capital of Costa Rica, San José; country and regional offices established to execute and coordinate field activities. Simultaneously the postgraduate education programme at Turrialba was redesigned and strengthened, and the research increased in scope, range and geographical location.

Further *expansion and outreach occurred in the period 1970 to 1980* when country membership peaked at twenty nine (29) and a new constitution (1979) was framed and adopted. However, the most striking features of the period were rapid expansion of the Institute and the introduction of many new programmes, noteworthy amongst which was the Simon Bolivar Fund (SBF). The SBF was established with a \$10 million contribution from Venezuela and additional contributions from other countries, for financing agricultural development in Latin America and the Caribbean. Fifty five (55) SBF projects in twenty five (25) countries generated new investment in excess of 4.5 times the initial outlay.

Then followed *the phase which began in 1981-1982* under the new convention. The Institute's mandate had been extended and its name changed to Inter-American Institute for Cooperation on Agriculture. Its purpose had become:

"to encourage, promote and support the efforts of member states to achieve their agricultural development and rural welfare."

Institutional reorganization was undertaken in response to the new challenge. The work of the Institute was concentrated under ten (10) programmes which for the first time included animal health and plant protection. Meanwhile the life of CATIE as an autonomous

research agency was extended for twenty years as of 1983. Significantly a unit was created to provide technical assistance in formulation of sector studies and investment projects - the Centre for Programmes and Investment Projects (CEPPI). The need to increase the pool of funds, until then available almost entirely from quota contributions of member countries and donations from permanent observer states, was recognized.

By 1986 when a new Director General took office, Latin America and the Caribbean were in deep crisis, under the burden of large external debt and the consequences of the adverse effect of worldwide agricultural protectionism. The Inter-American Board of Agriculture approved the Medium Term Plan 1986-1991 presented by IICA. It focused on "strengthening and developing the agricultural sector, boosting technological modernization and efficiency in agricultural production and accelerating the regional integration process." Five programmes were created to effect these changes. These were:

- Agricultural Policy Analysis and Planning
- Technology Generation and Transfer
- Organization and Management for Rural Development
- Trade and Agroindustry
- Agricultural Health.

It was the beginning of the period in the Institute's institutional life that has been referred to as *the phase of hemispheric consolidation and projection worldwide*.



Member countries gave support to the medium term plan a year later, and in envisaging agriculture as the driving force behind regional reactivation, assigned IICA the task of coordinating the preparation of a plan designed to contribute to securing this end. The Plan of Joint Action for Reactivation of Agriculture in Latin America and the Caribbean (PLANLAC) was prepared after extensive consultation and discussion. On approval the Institute developed a portfolio of hemispheric and regional projects to address the situation.

The approval of PLANLAC led to amendment of the MTP 1986-91, its extension to 1993 and the introduction of several institutional changes to enhance IICA's ability to execute the Plan. Three new areas of action were added namely: women in development, the environment and training of human resources.

Following this important development the Tenth Inter-American Meeting of Ministers of Agriculture was held in Madrid, Spain, in September 1991 in association with the Sixth Inter-American Board of Agriculture. The Board declared modernization of agriculture as the means of meeting the challenges of the new world order, with emphasis on comprehensive and sustainable modernization.

The fiftieth anniversary year of IICA's founding was 1992 and it coincided with the beginning of a period of sustained and intense effort to obtain increased donor support for Institute programmes and projects, at a time when it was difficult to obtain aid funds. Regarded as a strategic move with considerable potential, the initiative was marked by intensification of contact with wealthy member countries, U.S.A. and Canada, agencies in the Inter-

American system, agencies of the United Nations system and permanent observer countries.

In pursuing hemisphere-wide action IICA launched thirty eight (38) multinational projects aimed at stimulating intra- and extra-regional trade. Equally importantly the institute reinforced its efforts to secure cooperative agreements to support this far ranging programme.

Following on the period in IICA's evolution, that has been categorized as one of hemispheric consolidation and projection worldwide, came the adoption of a plan, MTP 1994-98, in which promotion of "sustainable agricultural development through transformation of production, trade and institutions" was emphasized. Four areas of concentration were selected:

- Socioeconomic Policy, Trade and Investment
- Science and Technology, Natural Resources and Agricultural Production
- Sustainable Rural Development
- Agricultural Health.

Special emphasis was placed on professional and technical training in the agricultural sector as these activities impacted on all four areas of concentration. It was further recognized that the trend towards economic globalization would exert a powerful influence on the operational structures of the institute and its member states. Consequently institutional changes were needed.



The subsequent establishment of Regional Centres in all five geographical zones of IICA, Central, Caribbean, Northern, Andean and Southern, was an attempt to support integration that was now proceeding at regional and hemispheric levels. These centres would manage multilateral cooperation and coordinate the work of Cooperation Agencies in each of their member countries. It was thought that this decentralization would result in the Institute's technical cooperation activities reflecting the lines of action set out for the "strategic areas" as well as regional priorities.

The Caribbean Regional Centre would pay special attention "to strengthening the processes aimed at integrating the Caribbean with other regions in the hemisphere." IICA's technical cooperation would seek to contribute to the sustainable development of agriculture and rural areas and be supported by networks set up for the exchange and dissemination of information developed by the Institute. The programme would focus on Trade and Integration, Technology Innovation, Agricultural Health, Rural Development, Education and Training and Agribusiness Development.

Further adjustment occurred when the Ninth Regular Meeting of the Inter-American Board of Agriculture approved adoption of the 1998-2002 MTP. That plan continued to emphasize sustainable agricultural development through transformation in production, trade and institutions and it reflected a clear recognition of the fact that events during the preceding four years had had a profound effect on agriculture in IICA member countries. The strategic areas for cooperation were now adjusted to: Policies and Trade, Science, Technology and Natural Resources, Agricultural Health and Food Safety, Rural Development, Training and Education and Information

and Communications. Essentially the new plan was a refinement of the preceding one taking into account the changes that had occurred in that time. IICA emphasized that its cooperation would be at multinational and national levels.

It is within the framework of the 1998-2002 MTP that IICA now operates in all member states.



Dr. Raul Soikes, (3rd from right), Representative in Jamaica, 1975-1977, with staff of the office.



## IICA's ACTIVITIES IN JAMAICA, 1975 - 2000.

As IICA looks towards the Year 2000 and celebration of a quarter of a century's partnership with Jamaica it seems appropriate to look both backwards and forwards, like Janus. Backwards to the early tentative efforts to identify and execute technical cooperation with Jamaica, to the progress made in later years and to the initiative in 1998 by the first Caribbean national to be appointed Director of the IICA Jamaica office to convene a consultation to develop a technical cooperation agenda for the period 1998 to 2000. The product is "a strategic plan to support sustainable agricultural development in Jamaica." And forwards to define a vision of areas within IICA which Jamaica might with advantage aggressively exploit for its future development.

### The 1970's: IICA Plants its Roots in Jamaica

In the late 1970's when Jamaica became a member of IICA, the Ministry of Agriculture was the principal institution with which the Institute interacted as it began to structure its programme of technical cooperation. At that time the Director General was actively canvassing membership of English speaking Caribbean states many of whom had not long been independent. It was during the phase of IICA's development (1970-1980) referred to as that of *Humanistic Projection*. A phase in which under the leadership of the Brazilian, Dr. Jose Emilio Araujo, institutional strengthening and technical cooperation were emphasized.

At that time the Ministry of Agriculture was moving into a phase of reorganization and reorientation following the World Bank led

Agricultural Sector Study of 1973. About the same time the IICA Office in Jamaica became operational employing a cadre of two international professionals, both from Latin America and with only Latin American experience. Those two factors resulted in a tentative and what could be called an arms length association between the two cooperating parties. The offer of a spacious building within a complex owned by the Ministry may have served to strengthen the linkage between them but was declined on grounds that the fledgling IICA Office, in the shadow of the Ministry, might lose its identity.

In the intervening period the IICA Jamaica Office has been located some considerable distance away, in the Lady Musgrave area of Kingston. Recently the Office was relocated to the grounds of the Royal Botanical Gardens, Hope, within a stone's throw of Ministry of Agriculture headquarters. This is indeed symbolic of the changes which have occurred in the IICA/Jamaica association.

Meanwhile Institute management at Headquarters has been successively in the hands of four (4) Directors General, with the incumbent at this hour being from the Caribbean, a national of the Dominican Republic.

These recent events are especially timely in a period of rapid change in the wider world - the era of globalization. It is also a period noteworthy for the reduced availability of aid, bilateral and international, to developing countries like Jamaica.

It is also a period in which the countries of Latin America that have lagged behind many Asian states in their economic development are tentatively moving towards integration within the continent and with



the Caribbean. That process will probably accelerate as a result of the impact of free trade.

IICA because of its long-standing operational presence throughout Latin America can facilitate interchange, exchange and networking with institutions in the region. This capability although considerably improved over the years has existed for some time but is only now being appreciated. At the 1998 consultation mentioned earlier, it has been proposed that Jamaica move aggressively to utilize this comparative advantage.

Twenty five years are but a short time in the life of an institution, but as IICA has evolved to meet the changing circumstances of its member countries and of those outside the region whose policies impinge upon them, it has reduced its programme areas from ten to five.

The first five years of IICA/Jamaica association coincide with the closing years of the decade of the 70's and of IICA's 1976-1980 Medium Term Plan - the policy framework within which its technical cooperation programme and activities with member states are determined. A practice followed throughout subsequent years when Plans were periodically revised or updated.

The *modus operandi* governing the development of country programmes has been one of analysis of ongoing policies and plans followed by consultation as to areas in which assistance is desired, within the existing resource constraints.

Those years were a period of rapid expansion of IICA and the initiation of several new programmes notably the Simon Bolivar Fund Projects. The country programme for Jamaica was a mix of defined projects and a series of short term activities.

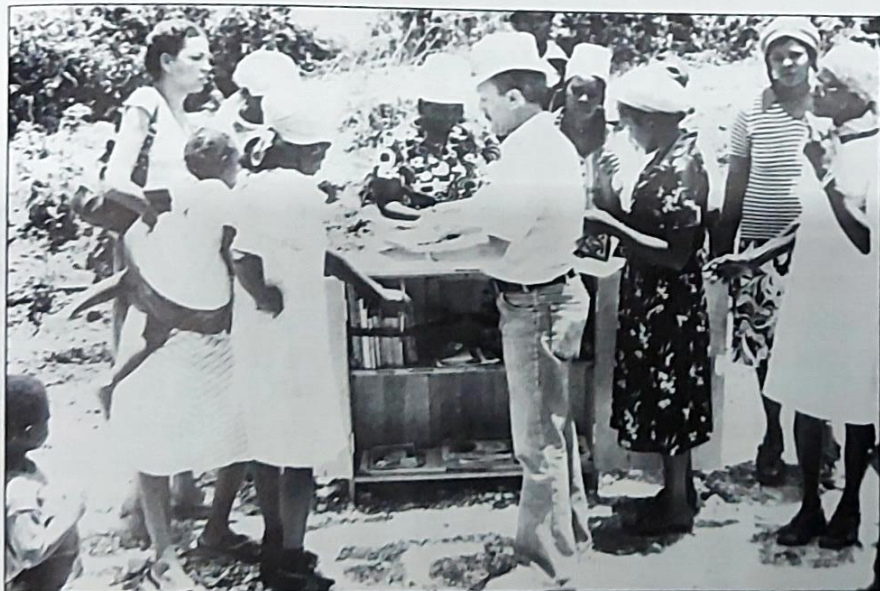
In the Simon Bolivar Fund Project "All Sides Pilot Hillside Agricultural Project", undertaken over three years, IICA was for the first time to become involved in agriculture in a hilly zone in Jamaica. It was designed to use terracing as the means of erosion control on hilly land and to develop a body of knowledge on hillside farming and cropping systems conducive to changing the traditional pattern of hillside farming. And to evolve a production system that increased production and productivity and improved farmer income levels. Many cropping systems were tried. However, after two years, work was started on less costly soil conservation measures in an adjacent region. A series of cropping systems were tested, refined and their economic feasibility determined. Ultimately results and experience from both these projects were the catalyst for the design and funding by USAID of the US \$26 million "Pindars River/Two Meetings Project" for exploitation of hillside agriculture. All Sides was to be the first of several projects for exploitation of hillside land in which IICA would be involved.

Support for establishment of a National Agricultural Information System 1978 - 79 allowed for improvement of the system through institutional strengthening especially by means of training, with CIDIA playing the key role. IICA's involvement in later years was to exert a further influence on strengthening the system.



In the field of Plant Protection, a new activity in its mandate, IICA took the initiative to convene the First Meeting of Directors of Plant Protection of member states and representatives of Regional and International agencies (FAO, OIRSA) and to consider plant quarantine issues. Issues of great relevance to Jamaica and the Region in facilitating the expansion of trade in agricultural produce.

These more substantive actions were complemented by several short term activities such as facilitation of the attendance of Jamaican personnel to scientific meetings, observation tours and by provision of specialists to study and advise on agricultural problems.



The late Dr. Percy Aitken-Soux, Representative in Jamaica, 1978-1983, participating in activities with members of the rural community of Allsides.

### The 1980's: A Decade of Development

During the Decade of the Eighties many important policy changes occurred in the Institute as a result of the introduction of new Medium Term Plans (MTPs). The 1978 - 80 MTP gave way to the 1983 - 87 MTP, and then to the 1987 - 91 MTP, the framework within which overall institute action is determined and executed.

The year 1981 marked the end of the era during which José Emilio Araujo had been its Director General and enthusiastically promoted and pursued the concept of humanistic projection and the emphasis that this connoted for the programmes and projects of IICA. The Institute was seen as the instrument for the improvement of people and their circumstances, through the use of science and technology.

It was however in 1980 that the new convention renaming IICA - the Inter-American Institute for Cooperation on Agriculture came into force and formally assigned it responsibility for defining and executing projects in the agricultural sector. This achievement redounded to the credit of the outgoing Director General.

Of much more significance for Jamaica and indeed all member countries were the new arrangements in the convention by which members would now participate more actively in influencing the work of the Institute. This was to be achieved by creation of a Board of Directors comprised of representatives of member states who would meet biennially and of an Executive Committee consisting of agricultural representatives from twelve (12) member states, to be distributed by administrative zone and serving in rotation, which would meet at least annually. Country representatives from





agricultural administration were thereby enabled to participate in deliberations on IICA's work programme. For small Caribbean countries like Jamaica, all new entrants to the Latin American system, this signaled an opportunity for more interaction and participation.

Initially the current ten (10) programme areas were maintained and IICA-funded projects continued alongside others financed from the Simon Bolivar Fund. Specialized programmes such as PROMECAFE, PRACA and special projects like PROTAAL and Agricultural Credit Insurance assumed importance but had little relevance to Jamaica's needs at that time.

However the specialized centres - CATIE, CIDIA and CEPPI- that now came into prominence were to afford valuable technical cooperation to Jamaica. CATIE in provision of germplasm, CIDIA with institutional support for upgrading the Agricultural Information and Documentation System and CEPPI in identifying and preparing projects for bilateral or international financing.

The assistance, in two phases extending over three (3) years, to the Black River Upper Morass Development Company (BRUMDEC) consisted in the conduct of research to define appropriate systems of crop production on peat soils of the area, demonstrated the best production method(s) and provided technical publications for improving the technical and productive capabilities of small and medium scale farmers. Despite these results the company abandoned its long term development plans for the area. The large investment made to drain the upper morass was therefore lost.

A regional programme was initiated in 1982 to upgrade the skills of Antillean countries to provide animal health services. Work began to establish an Information and Alert System including procedures for animal diseases. Jamaica participated.

Up until 1983 the Institute continued its work in ten (10) programme areas pursuing *inter alia* two regional activities of special interest and value to Jamaica, in animal health and plant protection respectively. The one was the convening the first meeting of the Animal Health Commission (COINSA). The other produced a much needed Bibliography of Crop Pests in the Caribbean. These initiatives in "agricultural health" were to be continued and expanded in later years as expansion of trade became a high priority.

Meanwhile the US \$23 M programme to eradicate African Swine Fever from Hispaniola begun in 1981, to remove the threat of this much dreaded disease to the region and to North America, proceeded apace to a satisfactory conclusion. In securing the elimination of the entire hog population followed by phased introduction of "clean" stock, project personnel had to overcome several formidable obstacles, some rooted in local cultural beliefs. IICA as executing agency and their project staff earned the respect of the international community for this accomplishment. The Caribbean island states, jointly possessing a much smaller and less valuable hog industry than the U.S.A., were more vulnerable and therefore especially grateful for the removal of this scourge.

In Plant Protection, the companion field to Animal Health, Jamaica benefited from a regional programme in which national personnel received training in plant quarantine systems: an area of competence



of importance at a time when there was emphasis locally on export of high value crops to North America. A thrust in which IICA was a partner as it also conducted research to collect the marketing information.

When the conversion of operations from the 1983-87 MTP to the MTP 987-91 was made, major changes occurred. The number of programme areas was reduced from ten to five. There was also some change in the conceptualization of the new programmes: Agrarian Policy Analysis and Planning, Technology Generation and Transfer, Organization for Rural Development, Marketing and Agro-Industry, Animal Health and Plant Protection.

The principal objective of the new plan was "to propel development of the agricultural sector as the main source of economic growth" by intensifying modernization and increasing production efficiency.

About this time a decline in the institutional strength in the local Ministry of Agriculture was evident as seen especially in its limited ability to generate and transfer technology to medium and small farmers. This situation dictated the need for less hands-on technical cooperation and greater institutional building and policy planning and the necessity to undertake projects for generation and transfer of technology to small farmers.

Project initiatives utilizing external grant funds to institute projects for Cropping System Research and Operating a Small Business in Jamaica were responses to those needs. Both these and the Cropping Systems Project of 1985 included extensive training at several levels. The component which involved training in the

identification and control of diseases of vegetables, roots, tubers and rhizomes, as indicated by subsequent production performance, was especially valuable. Potato varietal trials, red pea / carrot intercropping and cabbage varietal trials all provided technology useful to the small farmer sector to which much effort was then being directed. Documentation of the technologies was valuable in facilitating their extension.

The Small Enterprise Development Project of 1984 aimed at fostering micro-enterprise development among rural dwellers. It had as its objective the increase of income and improvement in quality of life of low-income micro-entrepreneurs in Jamaica and the region, whilst upgrading national agencies serving the micro-entrepreneurial sector. Under the project, locally adapted training materials were further adapted, tested and incorporated into training manuals, several hundred trainers trained and a training programme on small **business management started**. This involved not only the training of trainers but also of low-income rural micro-entrepreneurs and institutionalizing the capability to train micro-entrepreneurs in five national agencies thereby striving to ensure continuity. These units served entrepreneurs in several areas including agriculture, craft, small manufacturing and food processing. The actual and potential impact was therefore considerable. Collaborators have acknowledged "the high quality of the technical input, effective management and operation of the project."

Underpinning the activities of cropping systems research was the project for Support for Planning and Management of Rural Development which upgraded the Farm Management Section of



MINAG and provided training in project identification, design, analysis and appraisal through workshops and seminars.

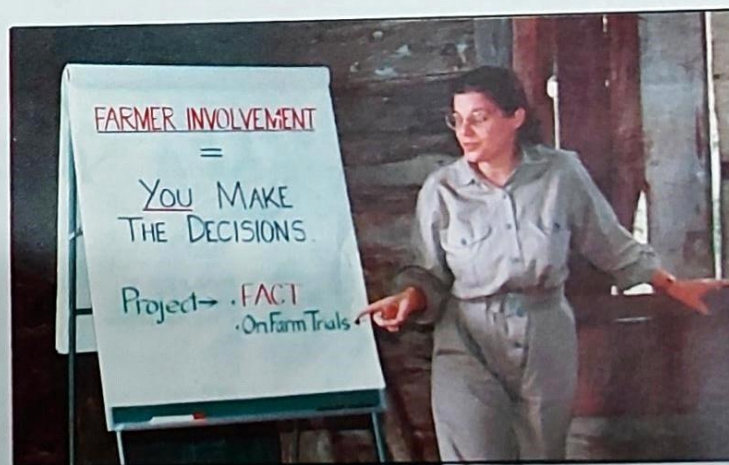
Support in Generation and Transfer of Technology focused on the conduct of on-farm research and the training of local technicians in techniques of that type of research, to facilitate its introduction in the continuing drive to raise small farmer production.

The appearance in coffee groves in Jamaica of coffee leaf rust, a major scourge to coffee culture, offered IICA an opportunity to provide invaluable assistance by facilitating technical visits to and exchanges with member countries in which coffee rust control was under study. The profile of a Coffee Rust Project was subsequently prepared by IICA and presented to IDB for financing.

It is also worth noting that many years earlier the Institute had been involved in a project at Turrialba for development of coffee rust resistant varieties, and in a cooperative project on coffee rust diseases and their control; the latter resulting in the establishment of PROMECAFE - the Cooperative Programme for the Protection and Modernization of Coffee Cultivation. Initially PROMECAFE membership was restricted to Central America, but more recently some Caribbean states, including Jamaica, have joined and benefited from the technology generated within its research network. Biological control of the coffee berry borer is an example of one such advance. Meanwhile PROMECAFE's productive research programme is ongoing.

Earlier evaluation of high yield cassava varieties by IICA, in the Cassava Production and Development Project, contributed to the

preparation of a project in which Jamaica attempted to develop the capacity to produce, process and commercialize cassava as a substitute for corn in imported animal feeds. During this period there was some emphasis on moving towards greater self reliance and sufficiency in food production, but despite the attractiveness of the project the initiative was abandoned.



Jan Hurwitch-McDonald, served as the only female Representative in Jamaica to date, from 1986-1989.



### **The 1990s: Establishing Support Services for Research and Extension Activities of Government Agencies**

In the last decade which began only two years after Hurricane Gilbert did massive damage to the agricultural sector *inter alia*, after which IICA reoriented its activities to give short term support to facilitate recovery and address new government priorities (e.g. cropping system outreach, tree crop rehabilitation and assistance to micro-entrepreneurs to access finance), the Ministry of Agriculture assigned high priority to agriculture giving the sector a new role in economic reactivation making it the driving force for growth and development. A new extension agency, RADA, was established in 1990. This had been preceded by the creation of the Agricultural Credit Bank in 1982 and of the National Irrigation Commission in 1986; two institutions which were intended to exert an important influence on agricultural sector performance.

IICA continued to work closely with the Ministry of Agriculture and national organizations such as the PIOJ, RADA, JAMPRO, the JAS, the NIC and Export Marketing Organizations, to support and enhance agricultural development. Collaboration with the local offices of bilateral, regional and international missions contributed further to this process.

Multilateral programmes and projects to solve problems common to two or more countries were given priority in IICA under PLANLAC, the plan setting out operations within the framework of the 1986-93 MTP.

At country level Generation and Transfer of Technology (begun in 1986), Rural Development and Farm Management and short term measures for institutional strengthening were the areas agreed on for emphasis in the early 90s.

A Project for Farm Management Training and Generation of Information enhanced the ability of the Ministry of Agriculture and other national agricultural institutions. This through generation of information and training materials and training in farm management to enhance their capability to assist small farmers to improve their farm management skills. An area in the farming sector long in need of improvement. Focus on business management training in later years served to uplift management skills among medium and small farmers. In addition the methodology for collection of cost of production data for annual crops and livestock was reviewed and improved to enhance the quality of information available to planners and policy makers.

Participation since 1988 in the National Yam Export Development Project through training of extension officers and farmers continued to provide a means of addressing small farmer yam production problems; this commodity having continued to show excellent export potential.

In Generation and Transfer of Technology, through on-farm adaptive research and extension methodologies, expertise in institution building in extension and research linkages was acquired as an input into improving the organization and management of local technology generation and transfer. This in turn was used to



reinforce efforts in the public sector to deliver services in agricultural research, extension and rural development.

Under the rubric of Organization and Management of Rural Development the Institute's cooperation was directed at developing, through seminars, workshops and courses, institutional management instruments for improving RADA's operations capability. A means of complementing the above initiative.

RADA had a key role in the Hillside Agriculture Sub-project (HASP) funded by USAID which had been introduced as a supporting component of the Cropping System Project. Its goal was "to develop hillside agricultural production systems which contribute to increased sustainable income on small-scale farms, whilst conserving watershed resources and strengthening farmers' organizations." The sites were small farms on hillsides in the Rio Cobre watershed. IICA administered external grant funds and provided technical support. This was part of a continuing process to develop a better understanding of the issues and problems faced on the small farm.

By 1993 when movement towards a liberalized economy and discarding of protectionist policies began, it was necessary to focus on the effects of these macro-economic reforms which would certainly lead to the need for greater competitiveness in agriculture. Technical cooperation continued to emphasize Generation and Transfer of Technology and Rural Management, and Agricultural Policy Formulation completed the platform.

In continuation of the projects and activities undertaken in the previous year to enable the Ministry and cooperating agencies to cope with the changes resulting from liberalization of the economy, IICA undertook actions to improve the public sector capability to upgrade the delivery of its services in research, extension and rural development. These included:

- the promotion of diversification and sustainability in domestic agriculture especially on hillsides.
- the complementing of the efforts of MINAG and USAID, through workshops and technical assistance, to reorganize management of agricultural research and extension.
- improvement of RADA's operational capability through advancing their operations and project design capabilities.
- support for diversification and export of non-traditional agricultural crops such as papaya and mini-sett yam.

In a GOJ/IICA project "Small Farmers Hillside Land Use", the capacity of national agencies to deal with issues and problems of small-scale farming through facilitating on-farm research and improved extension methodology was upgraded. Training in watershed management was also carried out. In both these areas the Institute had acquired extensive expertise and experience working elsewhere in Jamaica.

In the period 1995 - 1997 two projects were started in which IICA's resources were complemented, not for the first time, by external funds. With funds from OXFAM, the Rio Grande Valley Dasheen Project was launched in which efforts were made to increase small farmer income, through promotion of improved production and post-



production technology. Training and a revolving working capital fund were provided. In yet another crop with recognized export potential the production increased 11% and the local cooperative invigorated.

In the Morant Yallahs Valley Watershed a mix of European Union and IICA funds has been employed since 1995 in an integrated rural development project. The objective was to increase small farmer income, generate employment and reduce further deforestation and land degradation. In a project with six components IICA's role was to generate technology through on-farm research, select and package the research outputs and disseminate the validated packages. This component was clearly crucial to successful implementation, and demanded the forging of strong links with research in and outside of Jamaica and with extension agents and farmers in the project area. Having emphasized institutional strengthening and documentation throughout the four years of the project, ten extension brochures were reviewed and completed in collaboration with RADA and CARDI. Fourteen technical papers were prepared to support the technologies and explain the methodology. These would be valuable in the transfer of technology in the project area. Equally significant was the introduction and acceptance of a number of the technologies that had been verified.

During this same period the Service for Caribbean-Latin American Cooperation in Agriculture (CARILAC) was introduced as a regional project. Our local agri-business sector will benefit as the service is designed to assist the Caribbean in establishing and implementing greater cooperation with Latin America; to be achieved by reciprocal exchange of information and knowledge on

programmes, processes and technologies, that should enhance technical and managerial capabilities and raise productivity, profitability and competitiveness.

Similarly another regional project, from which Jamaica will profit, was initiated. Its objective is to upgrade the capability for managing agricultural health services in the Caribbean. Local and export agriculture will be the beneficiaries.



(l. to r.) Dr. Loy Van Crowder, former Technology Generation and Transfer Specialist, IICA Jamaica, Dr. Tomás Mulleady, Representative in Jamaica 1996-1997 and Dr. Armando Reyes-Pacheco, Representative in Jamaica 1989-1996.



### 1998 - 2002 and Beyond: A New Vision

During 1998 the technical cooperation programme between the agricultural sector and IICA was redefined in light of the new challenges facing the sector. Globalization and trade liberalization, movement towards economic integration in the hemisphere, advances in information and communications technology, greening of markets and declining importance of preferential markets have all contributed to that end.

The Ministry of Agriculture has been mandated to modernize the sector and IICA has, after consultation, set out to join with national agricultural institutions "to improve the competitiveness of Jamaican agriculture." Four strategic areas for immediate action were identified:

- Assistance in preparation for free trade and participation in the global market
- Promotion of sustainability of hillside farming systems and watershed management
- Support for agri-business micro entrepreneurs
- Facilitation of cooperation and international exchange of technology between Jamaica, the Caribbean and Latin America.

As a contribution to assisting the sector to prepare for free trade and participation in the global market a seminar on global market integration and the agri-food sector has been co-sponsored. The discussions resulted in the framing of recommendations for guidance of the sector.

The creation of an Information and Training Centre with an Information Specialist to develop an on-line database of the publications at IICA, disseminate information, provide access to other regional databases and supply other services is an important advance. It is the basis for establishment of a programme of information and documentation to supply bibliographic, electronic and market information services to agriculture and will facilitate networking with Latin American institutions. Not only will it be an invaluable window to sources of agricultural and trade information but will also provide training opportunities for professionals and farmers.

Training has also included the facilitation of cooperation and interchange of technology and experiences between Jamaica, the wider Caribbean and Latin America through exchanges, visits and horizontal technical cooperation among countries.

The presence of "IICA offices in thirty four (34) countries of the hemisphere with extensive networks of public and private institutional partners in the agricultural sector" is therefore a very valuable resource, as the Institute can, *inter alia*, facilitate networks in support of Jamaican agriculture. This could prove invaluable.

Technical cooperation projects and activities in the past and current year have indeed been in keeping with the priority areas targeted for attention in the 1998 Consultation. Therefore as part of the strategy to assist the agri-sector in its preparations for free trade and participation in the global economy, a National Training Course in Globalization was mounted. Participating groups thereby came to accept the need for their involvement in the framing of Jamaica's



trade policy. There was also an increased awareness of several important requirements for foreign trade in agricultural products and heightened appreciation of the necessity for production to be market-driven.

Yet another forum was convened in a related field, that of New and Emerging Issues in Agricultural Trade. There was extensive private and public sector participation. The dialogue will continue.

Two projects of importance to sustainable watershed management and hillside agriculture, the Rio Cobre Watershed Management Project and the Morant Yallahs Development Project were continued with highly satisfactory results. The former is continuing beyond 1999, after achieving a number of useful goals one of which has been to develop and promote Goat Agro-forestry Production Systems. Emphasis continues on environmentally friendly technology packages with high income generation. The latter project concluded in 1999 and results are reported earlier. Both must be seen as efforts directed at providing a broader framework for watershed development, a vitally important matter in Jamaica.

The Jamaica Agricultural Documentation and Information Network (JADIN) has been established to provide services in information and training with IICA supplying secretariat services.

Interest in rural women and rural micro-enterprise has been rekindled with the recent organization of a Workshop on Strategies for Strengthening Micro-Enterprises to launch a programme designed to empower rural women. IICA's previous experience in Jamaica in this field should be invaluable.



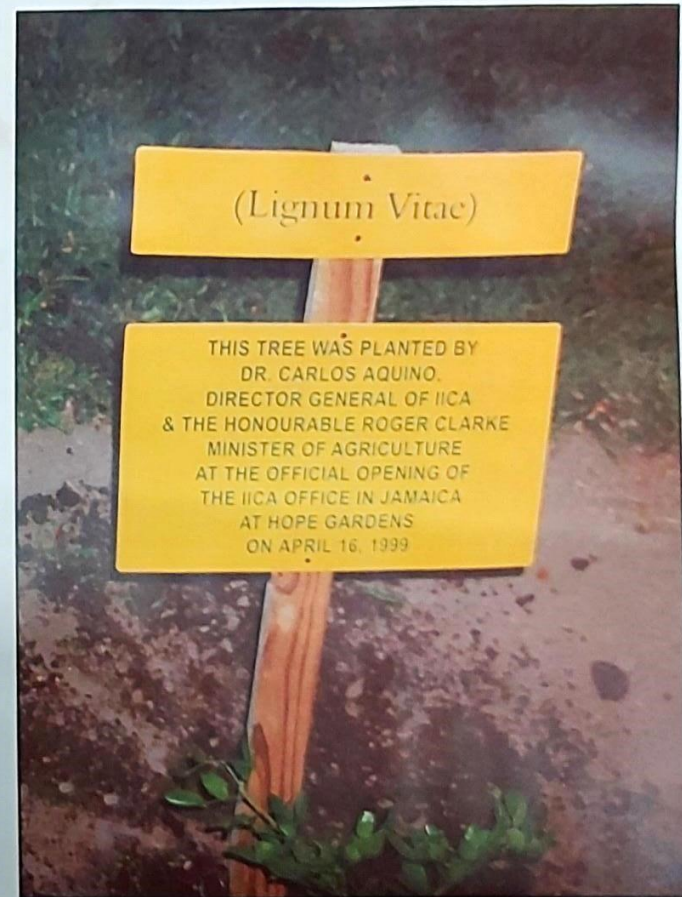
(l. to r.) Dr. Chelston W.D. Brathwaite, Representative in Jamaica 1998-present, The First Lady of Jamaica, Lady Cooke and Ms. Glenda Simms of the Women's Bureau, examine products of rural women producers in Jamaica.

Although, throughout this review attention has been drawn principally to the many projects that have been crafted and executed and the benefits secured from them, their number is greatly exceeded by the many "occasional activities" such as visits, support for attendance at scientific meetings, for participation in special training courses, consultancies etc. that IICA has financed. Substantial benefits have flowed from these and a productive working relationship has thereby been forged by the Institute with many local agencies. The next millennium now beckons.





June 12, 2000 was the anniversary of twenty five years of Jamaica/IICA technical cooperation. As the review of the content and activities of that programme has proceeded there has emerged the sense that as the Jamaica/IICA dialogue has developed the programme has evolved to meet the country's demands and needs, in similar fashion to the adjustment of the Institute's structure and programmes to the demands of its membership. In the last decade the pace of change has quickened, and it is likely that in the next it will be greater still. Whilst IICA's present strategy is to cooperate with national institutions to improve competitiveness and sustainability, both country and Institute must now prepare to deal effectively with the challenges of the twenty first century. The recent signature with Jamaica of a technical cooperation agreement for establishing a strategic alliance to assist member states of CARIFORUM to participate more effectively in international trade negotiations is but the first step in a long journey.



Jamaica's national flower, *the Lignum vitae*, planted at the IICA Office in Hope Gardens by the Honourable Roger Clarke, Minister of Agriculture and Dr. Carlos Aquino Gonzalez, Director General of IICA on April 16, 1999.



# G

## OVERNANCE 1975 TO DATE

### DIRECTORS GENERAL

1970 - 1981	Jose Emilio Araujo (Brazil)
1982 - 1986	Francisco Morillo (Venezuela)
1986 - 1994	Martin Pinero (Argentina)
1994 - 2001	Carlos Aquino (Dominican Republic)

### IICA REPRESENTATIVES IN JAMAICA

1975 - 1977	Raul Soikes (Peru)
1978 - 1983	Percy Aitken-Soux (Bolivia)
1984 - 1985	Claude Brouillard (Canada)
1986 - 1989	Jan Hurwitch McDonald (USA)
1989 - 1996	Armando Reyes-Pacheco (Honduras)
1996 - 1997	Tomás Mulleady (Argentina)
1997 - 1998	Enrique Reiger (Costa Rica)
1998 to date	Chelston W D Braithwaite (Barbados)



## ACRONYMS

		MINAG	Ministry of Agriculture
CARDI	Caribbean Agricultural Research and Development Institute	NIC	National Irrigation Commission
		OAS	Organisation of the American States
CARIFORUM	Caribbean Forum of African, Caribbean and Pacific States	OXFAM	Oxford Committee for Famine Relief
		PIOJ	Planning Institute of Jamaica
CARILAC	Service for Caribbean-Latin American Cooperation in Agriculture	PLANLAC	Plan of Joint Action for Agricultural Reactivation in Latin America & the Caribbean
CATIE	Tropical Agricultural Centre for Research and Teaching	PRACA	Programme for Agricultural Reform and Rural Development in Central America and Dominican Republic
CEPPI	Centre for Programs and Investment Projects	PROMECAFE	Cooperative Programme for Protection & Modernization of Coffee Cultivation.
CIDIA	Centre for Agricultural Information and Documentation	PROPLAN	Policy Analysis and Planning Project in Latin America
COINSA	Inter-American Commission on Animal Health	PROTAAL	Cooperative Project on Agricultural Technology in Latin America
GTZ	German Agency for Technical Cooperation	RADA	Rural Agricultural Development Agency
IICA	Inter-American Institute for Cooperation on Agriculture	USAID	United States Agency for International Development
JAMPRO	Jamaica Promotions Limited		
JAS	Jamaica Agricultural Society		



---

**INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE  
OFFICE IN JAMAICA**

P.O. Box 349, Hope Gardens, Kingston 6, Jamaica  
Telephone: (876) 927-0020, 702-4779, 702-4780 • Fax: (876) 702-4781  
E-Mail: [iicajam@cwjamaica.com](mailto:iicajam@cwjamaica.com)  
Website: [www.agroinfo.org/caribbean/iicacarc/jamaica](http://www.agroinfo.org/caribbean/iicacarc/jamaica)