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Centro Interamericano de
Documentación e
Información Agrícola
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POST-GILBERT JAMAICAN AGRICULTURE AND IICA'S ROLE IN IT:

1989 Professional Retreat Of The IICA Office In Jamaica



IICA
M50
I59p

The Courtleigh Hotel

January 16-18 1989

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.



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**POST-GILBERT JAMAICAN AGRICULTURE AND
IICA'S ROLE IN IT: 1989 PROFESSIONAL
RETREAT**

✓
IICA OFFICE IN JAMAICA

The Courtleigh Hotel

January 16 - 18, 1989

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1. INTRODUCTION

The concept of the professional retreat was first introduced in our office activities in October 1986, when we addressed the new 1987-1991 Medium Term Plan and analyzed our current office projects and activities within that framework. This we did amid the pine trees and cool mountain air of Pine Grove as, with clear heads, we exchanged ideas overlooking the ever growing city of Kingston and its harbour. At the same time, the Inter-American Board of Agriculture (IICA's highest governing body) deliberated and approved the new Medium Term Plan at their biannual meeting, held that year in Mexico City. By the end of the month, our retreat was over, the Medium Term Plan was approved by the Board, and we had a clear picture of the technical work to be done in Jamaica in the next five years, and particularly in 1987.

We retreated again in early 1988 to review the guidelines for the "Plan of Joint Action for the Reactivation of Agriculture" and to produce our office recommendations. Once again, Pine Grove was the place of choice as we enjoyed cool breezes while sipping the finest of Blue Mountain coffee. By this time, the professional team was taking shape, kindled by activities at the first retreat. It became clear to us that the document resulting from retreat 2 was as much a reflection of our interdisciplinary teamwork, as of our individual technical inputs into IICA's overall reactivation effort.

The theme for the third retreat held January 16 - 18, 1989, is "Post-Gilbert Agriculture and IICA's role in it". Unfortunately, Pine Grove was not sufficiently recovered from Hurricane Gilbert to host our meeting. In the words of its owner, "we've lost so many pine trees, we hardly have a right to call it Pine Grove".

Retreat 3 focusses on a review and future projection of IICA projects in light of Gilbert-inflicted agricultural losses. We also spent time discussing the upcoming office evaluation.

The sections in this document reflect the presentations and deliberations, while the Annexes contain the handouts distributed. The conclusion contains individual assessments of the retreat concept and the three days invested in retreat 3.

We feel, as an office and a team, that the retreat permits a much-needed parenthesis during the year -a time to remove ourselves from office tasks and look at the larger picture and to look down the road. The retreat brings us up-to-date on activities in projects in which we are not involved.

The retreat is a good initiation for newcomers to IICA, be they senior professionals, field professionals or Peace Corps professionals.

And finally, the retreat is a powerful team-building tool. As an office, we are perhaps first a family, then a team, and then a group of individual technicians. For all of these reasons, we feel the retreat should be institutionalized in our office as an annual event.

A handwritten signature in black ink, appearing to read 'Jan Hurwitch-MacDonald', with a large, sweeping flourish extending to the right.

Jan Hurwitch-MacDonald
Representative

2. OVERVIEW OF EXISTING PROJECTS AND POST-GILBERT ACTIONS TAKEN.

2.1 Programme 2

2.1.1 Cropping Systems Research Project

A brief overview of the project was presented, pointing out the significance of the methodology being applied in the Cropping Systems Project.

There has been a greater rate of adoption of technology in the present Cropping Systems Project than in previous ones. This was attributed to the greater level of farmer participation in the on-farm testing and refining of technologies.

In discussions which followed, reasons were sought for lower rates of adoption of technologies generated in previous projects, and it was agreed that the lucrativeness of using a particular technology was a major factor, as well as it being important that the farmers understand the technology. The participation of farmers in the development of technology that is acceptable to themselves also imparts a degree of legitimation to the technology which makes the process of technology transfer easier. The importance of doing intensive market research before producing a crop was also emphasized.

Achievements to date:

In the four years of its existence, the most significant achievements of the Cropping Systems Research Project have been:

- Modifying the technology of producing cabbages. It is now possible to obtain 25 tons per acre. This is due to increased planting density and fertilizer per unit area.
- Using the technology of mini-sett yams with small farmers. This project is at present the only source of economic data on the use of mini-sett technology by small farmers.
- Successfully carrying out a small-scale broiler production revolving scheme for which accurate data is also available.
- Modifying the technology used in the production of Irish potato. This has changed the way farmers in the Guy's Hill area think about the production of Irish potatoes now that seed potato prices have risen from J\$1.50/lb. when the project started to the present price of J\$2.40/lb.

- In Watermount, Irish potatoes had never been grown before 1986. Potato was first introduced as an intercrop in sugar cane in the Garden Hill area of Watermount. The net profit from the potato intercrop was 45% greater than the gross returns from the sugar cane crop. After two seasons of on-farm research several farmers in the area have adopted potato as a new crop in their farming system.
- The project has tested and identified the technologies that are needed to develop a local seed potato production programme in which small-scale farmers will produce high quality seed for their own use.

In discussions, the question of using appropriate technology in a developing country such as Jamaica was emphasized.

It was also noted that new technology needs to be applied on a scale that will make it economically important to the small farmer. It was, therefore, proposed that larger areas on a smaller number of farms be used for demonstrating the economic benefits of new technologies.

Projections for 1989

1. Promote the expansion of yam production using mini-sett technology through on-farm demonstration production plots.
2. In Guy's Hill area concentrate on out-of-season crops of vegetables such as cabbage.
3. Encourage 22 farmers by the end of this year to produce Irish potatoes using the technology developed.
4. Aim to get additional 33 farmers in corn production using open-pollinated varieties.
5. Promote the expansion of passionfruit as a commercial crop on the steeper slopes to aid in soil conservation.
6. Much emphasis will be placed on rehabilitation and resuscitation of tree crops such as coffee, cocoa, ackee, breadfruit etc..

7. Training of farmers and extension personnel regarding training in managing new technologies. Nine field days are to be held on demonstration plots.

Economic Component

Lester Boyne

There are four main areas to consider at this time, namely:

1. Design of data collection formats for farm production activities.
2. Development of cost structures, net gains etc.
3. Comparison of economic indicators.
4. Market analyses.

One of the most important aspects of research is the keeping of accurate records on all that is being done on the agronomic side. This must then be followed up by accurate data collection on the economic side. Without this data, no suitable analysis can be carried out.

It is from the analysis phase that the data from the planning, experimentation and production phases are combined for deriving recommendations for farmers.

So far the data collection formats have been designed and are being used. These forms seek to capture all the costs of labour, materials and capital, as well as production, prices and marketing both from the new technologies and from the farmers' traditional methods so that comparisons can be made between both technologies.

It is important that all data be collected such as cost of inputs, outputs, transportation, farmgate prices, market prices, market outlets, information on cost of labour, availability of labour, rates used, terms used by farmers to measure outputs, sources of capital and interest rates, salvage value e.g. plastic mulch, yam sticks, etc. Cost and use of fodder (corn) for livestock and any other qualitative information that can assist in determining the quality of produce.

Analysis

Emphasis is placed on collection of accurate data because poor data may lead to wrong results and recommendations being made to farmers who may refuse to adapt the technology even if it shows high returns.

We note that farmers are interested in net benefits and protecting themselves from risks. Farmers may not want to change their system or adapt new technology mainly, because the new methods may impinge on too much of their time or use up too much of their capital. They may also have other concerns.

They usually expect that the new method should at least increase returns by over 50%.

So far results from the project in mini-sett yams, potato, green corn and small scale broiler schemes have achieved results of over 50%.

Watermount Field Team Report
Charles Reid

There was a target to establish fifteen 0.25 acre yam mini-sett plots with 15 farmers. However, there have been problems at the nursery resulting in a shortage of plantlets. Eleven farmers whose lands have been prepared and who have not received plantlets have asked for an alternative crop, preferably red peas. The mini-setts received by the four farmers are sprouting very slowly.

Cabbage plots are to be established with 20 farmers by December 31, 1989.

Eight farmers in Garden Hill - Kentish have farmer-financed farmer-managed Irish potato crops at present. These farmers are interested in producing seed potatoes using rooted stem cuttings taken from the commercial crops which are grown from imported Foundation seed. Farmers in Garden Hill - Kentish will assist in constructing the new greenhouse by providing their labour and skills.

No passionfruit is in production now. A nursery to produce seedlings for distribution is planned.

Seeds have been saved from the crop of the open-pollinated corn variety MD2 which survived the hurricane.

The coffee and cocoa rehabilitation programme has not begun. Five farmers will be participating in the new coffee establishment trial.

Some Irish potato planting material was salvaged from the screenhouse after it was destroyed by the hurricane. Only two plots of carrot have been established.

Guy's Hill Field Team Report
Zenia Lawrence

Yam: All plots and nurseries are in good condition.
Irish potato: Planting is still in progress, and we will continue to work with farmers in out-of-season production this year.
Corn: there is a shortage of planting material.
Sweet potatoes: Two farmers are involved in variety trials.
Passionfruit was damaged by the hurricane. No problem last year with marketing.
Planting holes have been filled on three farms for the new coffee establishment trial.
Onions and Snow peas have been planted.
Sweet pepper is being intercropped with carrot. Most of the planting has been completed.
Small-scale broiler production will be continued.

Hector's River/Grange Hill
Field Team Report
George Stewart

The area defined as the Hector's River/Grange Hill Cropping Systems area is located on the western side of the main road from Hector's River to Manchioneal between the St. Thomas/Portland border to Muirton Flat.

The existing cropping system has coconut and pimento as the main permanent crops with banana, plantain, cocoa and dasheen as the main food crops together with a small amount of vegetables - carrot, cabbage and tomato. A few farmers plant a small amount of yam.

The area was severely devastated by hurricane Gilbert and the farming community can be described as depressed and seriously demotivated. To date, very little resuscitation has taken place. Banana, the mainstay of small-farmer's income, remains almost totally neglected, the fields being littered by fallen coconut and breadfruit trees. What appears to have been a well planned network of roadways constructed over 25 years ago is now totally neglected and the roads are now mere tracks in some instances, and impassable in many cases.

The majority of the farmers are over 50 years of age, however there are a number of younger men who appear to be interested in farming.

In the past two months, efforts have been made to:-

- a. Study the farming systems in the area and discuss with the farmers their mode of operations.
- b. Identify the various communities and locations where farming is being done.
- c. Discuss with farmers the problems they encounter in their operations.
- d. Educate the farming communities about the work of IICA as a support agency for the economic and social improvement of the farming communities in South and Central America and the Caribbean, including Jamaica.
- e. Educate the farming communities about the programme of work intended for the area.
- f. Select farmers to participate in demonstrations and experiments.

Main problems identified:

1. Limited available labour force
2. Lack of finance
3. Poor marketing facilities
4. Low yields
5. Absence of technical guidance
6. Need for mechanical equipment
7. Need for proper production plan
8. Need for active farmers' organization

A number of farmers have been identified to do demonstrations or experiments.

Yam - five farmers in different areas have been identified to do demonstrations in mini-sett yam cultivation.

Corn - Six farmers have agreed to do work with corn.

Passion fruit - Seven farmers are interested in doing work with passion fruit. The crop is not known in the area.

Carrots - Some farmers are interested in cultivating carrots but practices are very poor.

Cocoa - At present, this is the only crop providing the small farmer with an income of any significance.

Banana - was the economic backbone of the area, as the main export and food crop. It was heavily damaged by the hurricane and most fields now lie in neglect.

Tree crops - It is proposed to introduce mango which has export and market potential. Pimento has been ravished by the hurricane and requires urgent resuscitation work. Coconut trees have been almost totally destroyed.

Poultry - It is proposed to start three poultry projects in the area.

2.1.2 Cropping Systems Outreach Project A.C. MacDonald

This is an adjunct of the Cropping Systems Project which is a Ministry of Agriculture Project funded by IDRC but managed and monitored by IICA. This project has introduced, over the last 3 years, new technologies to assist the small farmers in more productive and efficient agriculture.

The Cropping Systems Outreach is aimed at extending these new technologies to a wider range and larger group of farmers in four areas of the island. Its aim in the first year is to reach 700 farmers in the areas designated in cooperation with the Ministry of Agriculture. A seasoned Agricultural Extension Officer has been assigned to each area, and he along with the officers of the Ministry of Agriculture, will update and train the farmers in the new technologies. The areas selected are:

1. Smithfield - Cash Hill - Cascade - Hanover - West
2. Christiana/Allsides - Manchester - Trelawny
3. McNie/Douglas Castle - Clarendon/St. Ann
4. Unity - Lawrence Tavern - St. Andrew

In each area there will be 20 demonstration sites for the crops being introduced for improved technology.

The crops are:

1. Mini-sett yams
2. High density planting Irish Potato
3. Corn - for high production (green)
4. Cabbage - new cultivar of good keeping export quality

While the IICA technician will be solely responsible for the demonstration plots in the area, he will also assist the Ministry of Agriculture personnel in monitoring and supervising the extension plots.

Projections for 1989

It is hoped that the work will be extended to all parishes.

Hanover Report
Joseph Dehaney

Yam is the main crop in this area, but it was reported that they are now undergoing a dry period. Other crops to be planted include Irish potatoes, cabbage and corn.

Methodologies being used are those already tested in the Cropping Systems Research Project.

Manchester Report
Hervine Ramsay

This area comprises Devon and Christiana in Manchester and Allsides in Trelawny.

Mr. Hervine Ramsay was employed as of November 1, 1988 to be in charge of this area. He has been working in close collaboration with the Ministry of Agriculture's officer for the area. The problem is however, that the Ministry's officer was without transportation. A fair amount of time was spent in discussion on the crops to be planted and the problems that were being encountered. The question of the yams for the mini-sett planting materials was discussed. The main point developed around the question of whether or not it was essential to buy yams with heads. After a lengthy discussion, it was decided that yams should be bought with heads, as the heads gave the truest pointer as to the breaking of dormancy.

It was pointed out that despite everything there was great variation in this aspect of the technology as the maturity of the yams and time of reaping played an important part.

The question of storage of the yams was dealt with and the consensus was that everyone was still at a learning stage and observations should continue so as to arrive at the correct means of pinpointing the breaking of the dormancy of the yams.

Various suggestions were made as to the modus operandi. It was decided that notes should be made on every procedure that occurred during the time. A decision taken was that it would be good to procure yams produced from mini setts for further production of mini setts.

McNie/Douglas Castle Area Report
Alvin Henry

Upper Clarendon, southern St. Ann area.
Climate good in terms of rainfall and temperature.
One of Extension officers without transport. Therefore not much input from him (St. Ann)
Good working relationship with Clarendon Extension officer.
Vehicle damaged recently.
Has therefore been transporting both.
Farmers anxious to have project started. Ideal for growing areas. Demonstrations - irish potato, cabbage.
Cooperation with Land Authorities involved.

Crops

- Yam - 20 (10 for demonstration and 10 for extension)
- Irish potato - 30 (5 demonstration and 25 extension)
- Corn - area will do well. Farmers fear praedial larceny.
- Cabbage - of 100, 43 have been selected for demonstration and 41 for extension. Drop seed method used in planting cabbage (not nurseries).

Mr. Chin pointed out that since there would be 620 half-square plots of cabbage, potatoes and corn, care should be taken that there was adequate plant protection materials available to protect these crops. The officer should know the number of spraying equipment available in the area.

St. Andrew Report
Con Hutchinson

Started mid November. Visited area with Deputy EAO, met farmers. Visits area 2-3 times per week selecting farmers. Agricultural Officer in the area has also been selecting farmers.

Has already selected 31 farmers.

- 12 - mini-sett yams
- 4 - corn
- 6 - cabbages
- 7 - irish potatoes

Hoping to deliver some of inputs to farmers in next 2 weeks. Identified concrete floor house for nursery. Debated question of drainage in concrete floor room, ventilation etc.

C. Hutchinson - Has collected data collecting forms for the four crops in which involved.

Observations made of the area:

- area neglected e.g. in area of crop resuscitation since hurricane Gilbert. Extension officers, JAS, ACB etc. not involved in area.
- need for soil conservation
- unable to get copy of farmers register to assist in selection

Finally, it was drawn to the attention of everyone that the four 4-H clubs were also involved and that the outreach officers should work in close unity and collaboration with them.

The clubs are situated as follows:

- In Area I - Hanover - Maryland
- Area II - Manchester - Devon, Spaldings
- Area - St. Mary - Lucky Hill
- Area - St. Thomas - Font Hill

2.1.3 Hillside Agriculture Sub-Project Vivian Chin

The presentation was made from the document included in Annex J.

Discussion

- Pruning activity stressed in discussion, especially as regards cocoa, coffee, food and fruit trees such as breadfruit, ackee, avocado, and mango.
 - Soil conservation measures also stressed.
- It is proposed to incorporate ways and means of measuring soil loss in experiments and demonstration plots.

The Hillside project should be aiming not only to conserve but also to improve the quality of the land on which the work is executed. The use of legumes for cover crops, and the identification of legumes for the specific area was discussed. This particular area (northern part of watershed area) was selected because it is an area of mixed farming. Commodity Boards (coffee, cocoa and coconut) not involved in planning of the project. We had discussions with personnel of the Boards concerning their production recommendations. Those recommendations will be used as control treatments, in addition to the other type of control treatment which will be the farmers' practices. Other treatments in tree crop establishment experiments combine some practices that are done in other countries with some practices that are done here. One overall package for rehabilitation and resuscitation has been formulated but the rehabilitation treatment will differ on each set of farms since all farms do not have the same problems. Two source documents have been used to guide the formulation of the overall package.

Structure and staffing of the project

The project is integrated in the Research and Development Division (R&DD) of MINAG.

Staff based at MINAG:

Project Manager - R&DD staffmember responsible for the project.

Sub-project coordinator - person who will supervise the technical core team comprising economist, rural development officer/sociologist and plant protection officer. The core team will be based at Bodles. This officer will also supervise field teams.

Staff based at IICA:

Administrative Assistant - Will be responsible for all of the administrative matters for the project. Duties will consist of ensuring that project supplies requisitioned are acquired and handed over to the MINAG's Coordinator; liaising with the MINAG's Coordinator to ensure timeliness in the requisitioning and purchasing of supplies; dealing with all personnel-related matters; management of project vehicles; maintenance of record of project expenditures vis-a-vis the approved budget.

Technical Coordinator - responsible for the IICA side of monitoring and provision of technical support to the Ministry's team.

National and International Professionals at IICA will also provide a certain percentage of their time to supporting the project.

The Technical coordinator will receive part-time support by all other staff when the need arises.

JHM - went through office Organizational chart, making corrections where necessary. See Annex E for details

2.1.4 YAMEX Initiative

The group was informed how committee was formed at the suggestion of Vivienne Logan and Minister of State, Anthony Johnson.

IICA forms coordinating role e.g. reserving and paying for room at Wyndham, coffee break, preparation of minutes and agenda etc.

Has been successful in terms of:

1. Technical aspect - has become a forum for exchange for scientists, producers and exporters of yam.
2. Gave brief overview of concerns aired in last Yamex meeting, particularly regarding market, fungicide and pesticide residues etc.
 - Stimulating pilot project.
 - Seeking funds for medium-term project.

(Handout may be found in Annex D)

2.2 Programme 3

2.2.1 Small Business/Youth Enterprise Project
(SEDPRO/YEP)
Jan Hurwitch-MacDonald

See Annex F for the Overview provided of this project.

- A. 1980-1983
Rural Women's Project 1983 (Transition year)
- B. 1984-1987
SEDPRO Phase I
- C. 1988-1989
SEDPRO Phase 2
(1989 - transition year)
- D. 1990-1992
Y. E. P.

Achievements

- A. 1980-1983
 - 1. Pilot methodology for women in agriculture
 - 2. Cost benefit on producing saltfish locally
 - 3. Reaping salt from the sea
- B. 1984-1987 - three basic components
 - 1. Publications (four manuals shown and described)
 - "Operating a Small Business in Jamaica"
 - "Starting and Financing a Small Business in Jamaica"
 - "Marketing Jamaican Small Business Products: A Guide"
 - "Small Business Training Tools"
 - 2. Trainers trained:
 - 58 in Training tools
 - 224 in Operating
 - 226 in Starting and Financing
 - 156 in Marketing
 - (List of agencies)
 - (over 5,000 producers trained by trainers at end of 1987)

3. Training of producers

C. 1988 - 1989

1. Publications:

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

"Post-Gilbert Financing"

"4-H Yam Production"

2. Training of Trainers by 1988:

- 182 in training tools

- 240 in operating

- 292 in Starting and Financing

- 179 in Marketing

- 107 in Post-Gilbert Financing

1989 - transition year. Anxious to learn how CSOP succeeds and how transfer of technology works.

Methodology can be used with 4-H.

D. 1990-1992 - Y.E.P.

Projected achievements:

1. Transfer of four new agricultural technologies to 4-H Clubbite members.

2. Preparation of technical and business training material.

3. Management and monitoring support for 4-H Clubs of Jamaica.

4. Increased participation of youth in agriculture due to perceived business potential.

2.2.2 Youth Enterprise Methodology

Youth Enterprise Methodology
Working with 4-H Club

Barbara Blosser

How Y.E.P. operating at present

Project started just prior to hurricane Gilbert.

Primarily 4 points.

1. Working in management consultancy basis.
Worked out by national 4-H club leaders in Kingston.
To help and identify and put into operation standard procedures, e.g. scheduling of meetings.
Handling of communications.
Information systems.

Development and dissemination

Monitoring of activities.

Computer use and capabilities.

Decision-making process

Organizational chart of 4-H.

Job descriptions

Program systems/budgets

Geographical outreach (Regional, parish)

2. Training.
Consists of 4-H staff, club leaders, club members.
Adapting of small business training tools to club activities.
Feasibility studies, preparing budgets etc.
When project in operation, record-keeping e.g. in yam mini-sett project.
3. Working with 4-H to find external resources/support for their organization, having additional PCVs, Canadian volunteers working.
4. 4-H has received loan to promote starting projects.
Come up with project, submit it to club leaders for approval etc. Oftentimes, clubbites do not know how to prepare project outline. Club was on verge of losing funds as they were not being utilized. IICA came in at this point with mini-sett technology.
Planting materials - fertilizer, plastic mulch, seedlings etc.
5 locations for pilot projects. Early ones Font Hill, Lucky Hill, Devon and Maryland. 10 identified clubbites in Devon and Spaldings. Attempting 0.5 acre plots each. Many found this land. 80% have cleared and forked lands. Problems getting mini-sets to them.
Youths have problems with transportation.
Coordinating school and time spent on farming.
Difficult for handling of funds.

Concerns which arose in discussion:

- Motivation
- Youth and agriculture
- Revitalizing an institution
- IICA - critical time for project - methodologies
- PCV concerns
- Human communication skills, ingenuity

Yam Mini-sett Training

<u>Date</u>	<u>Area</u>	<u>Venue</u>
March 1	Douglas Castle	McNie Community Centre
March 15	Cascade, Hanover	Smithfield Training Centre
March 22	Lawrence Tavern, St. Andrew	Robertson's Holding
April 19	Christiana	Christiana Area Land Authority

2.2.3 Farm Management Training and Generation of Information Project

Project has six major components. It falls under Programme 3, i.e. Organization and Management for rural development.

Six components.

1. Development of farm management training material
 2. Training of MOA-FMU personnel.
Lester Boyne suggesting 3 from FMU, 2 from the Data Bank and 1 from Marketing.
 3. Training of extension personnel
 4. Development of cost of production collection of data methodology.
 5. Development of record-keeping system
 6. Development of representative farm models
- Recommendation to policy-makers.
Project developed in March 1988.

Overview of activities projected for 1989.

- Collecting data, testing during training.
 - Plan to train 3 staff members of farm management unit in a number of areas.
 - Plans to train 60 extensions by March and 60 more by July. In long-run farm planning and record-keeping.
-

AVC - Cost of production not really telling farmer what he is interested in, i.e. what his returns/earnings will be. Must have a reference point.

- Models. Net income determines the percentage of land put to a particular crop. This is in turn dependent on price.

#6. Can linear programming go beyond next season's prices, if potential returns and net income are not known?

2.3 Programme 5

2.3.1 Blue Tongue Study A. C. MacDonald

Blue Tongue is caused by a virus that affects ruminants (e.g. sheep, goats and cattle). It is transmitted through semen and blood transfusions, and causes a breakdown in the animal's ability to move around. If there is no reinfection (e.g. if vectors are removed) over a period of time, it eventually passes out of the animal's system.

Two strains have been identified in Jamaica at Serge Island and Alcan.

Vectors are sandflies and midges.

Best means of protection is by isolation and controlling the disease by surveillance.

Samples were collected once monthly at the two sentinel farms and sent to Costa Rica for testing.

In discussions, the source of infection was questioned as well as whether or not the objectives of the programme were being met.

2.3.2 Desert Locust Identification D. McLeod

IICA/Ministry of Agriculture cooperating in program to identify locusts.

Activities:

- i) Poster
- ii) Development of leaflet
- iii) Three one-day seminars

A locust on the move can consume its own weight in herbage every day.

One km. sq. can contain 50 million locusts.

Posters have been completed.

IICA contributed to preparation cost. Posters have been distributed to rural agricultural offices.

Leaflet prepared by Mrs. Loudon and is being modified to emphasize the features which distinguish the desert locust from local grasshopper.

Aim - to get precise information for the identification of locusts out to extension officers and farmers. When conditions are right, locusts change colour and size and then migrate. This suggests that it might be easier to identify in the adult stage. Training Seminars planned. IICA coordinating, Ministry of Agriculture providing the technical input. Lecturers will look at the historical and practical aspect at the training seminars.

2.3.3 Animal Health and Plant Protection Information and Surveillance System

New multinational project to begin in 1989

The adverse effects of problems relating to animal and plant diseases and pests in the Caribbean countries have been recognized. These problems are highlighted when plans are made and agricultural production projects executed to meet demands for agricultural products for local consumption and export. The importation of animals and plant material for projects widen risks for the introduction of new pests and diseases. The surfacing of plant and animal diseases can cause a strain on national institutions which are depleted in staff and facilities as well as denying the country of anticipated gains. Jamaica is no exception to this. Monitoring is necessary.

A new project, which is multinational, is to begin in 1989. The bluetongue study reported on earlier is a part of this project. This goes back to a workshop held in Barbados in September 1987 and a report funded by C.I.D.A. The objectives: "to determine the feasibility of developing a regional animal health data monitoring system".

Jamaica along with other Caribbean countries that participate in this project should gain economic and institutional benefits.

3. ANALYSIS OF IICA'S 1988 POST-GILBERT ACTIONS, FUTURE PROJECTIONS AND RECOMMENDATIONS REGARDING POSSIBLE 1989 POST-GILBERT ACTIONS.

Lester Boyne

Basically four sub-activities under ESTA. The decision was to either strengthen existing on-going action, or to start something new which could possibly continue if it worked, or both of the above.

Activities:

1. Tree crop rehabilitation and resuscitation - CSR.
2. Loan assistance - way of strengthening SEDPRO
3. Cropping systems - way of starting outreach project
4. Youth enterprise - to give a little lead time with the 4-H methodology which was to start in 1989.

A total of \$ 94,000 was received and documents had to be written to obtain funds i.e. project profile prepared. After "Gilbert" JHM clarified to MINAG that IICA support would be inputs in conjunction with technical assistance. She pointed out that Dr. Pierrs also stressed this point when he came.

JHM - opportunity to expand technical work
- introduce technical activities which had met with resistance from farmers e.g. red peas
Try to do technical job in coherent and consolidated fashion. Modifications to initial document were made when Dr. Pierre was in Jamaica.

The document was prepared shortly after "Gilbert" with the expectation that the work would be accomplished by December 1988.

Specific Objective:

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

Sub-Activities

A. Tree crop rehabilitation and resuscitation on 325 farms in the C.S.P. area.

1. This was not achieved as equipment and other materials had to be bought. However, some 6 chain saws were bought and arrangements made to carry out the work.

2. Dr. Alvim, consultant, arrived and visited the area with IICA Staff and made suggestions as to what must be done.

B. 1000 persons provided loan assistance for refinancing Achievements:

One hundred and seven trainers were trained and 6,000 manuals prepared and distributed. The trainers should effect training of the above number of participants.

C. 250 farmers assisted with planting materials, supplies, small tools and on-farm demonstration production plots of short term crops (corn, cabbage, potato, carrot, turnip)

Achievements:

Arrangements have been made to provide the planting materials to supply the farmers. Some small tools bought as well as planting materials for the Cropping Systems Outreach.

100 bags potato, 6 pumps, 12 pruning saws, secateurs and cutlass bought. Mini-sett yams bought - 1,500 lbs, corn - 150 lbs, cabbage - 4 lbs.

Number of farmers were as follows:

Area 1	-	110
Area 2	-	70
Area 3	-	104
Area 4	-	<u>37</u>
Total		321

Staff hired - 4

Vehicles purchased - 3

D. 200 Youths involved in new agricultural projects

Achievements:

- (a) Some 50 youth are now involved
- (b) Technical committee formed
- (c) Methodology developed

Two funds - pre-investment fund

- initiating activities that fall within the joint
plan of action

Loan assistance available

Actions for 1989

For Activity A:

- 1. Dr. Marte will visit
- 2. Finance located for carrying out work of R & R in both CSO and CSR.
- 3. Four men to be employed in Area 4 and IICA staff will train them in use of chain saws and pruning operations. The fuel and oil for the saws will be charged to the CSR.
- 4. Employment of the men must be discussed with the Administrator and type of contract agreed on.
- 5. ACM will prepare leaflet on fertilizer requirements to be distributed to farmers.

Activity B:

All manuals will be distributed and training of participants to be completed.

Activity C:

700 farmers will be reached

All mini-sett yams will be bought

Corn, cabbage and potato seeds will be distributed on a revolving basis.

Activity D:

All 200 youths will receive assistance

What possible further action can IICA take in 1989 regarding post-Gilbert action?

Suggestions

- a. Assist in revival of farmer organizations e.g. JAS branches - bring national or international professionals/experts.
Project 2 - CSR, CSO, HASP
- b. 4-H revitalization
YEP
- c. More emphasis on soil conservation relating to soil fertility and the role of forage legumes.
Has not been tried as an intercrop. Forsee resistance from farmers in growing a crop simply to prevent soil erosion. Either not enough rain to move soil, or too much - entire hillside moves - chunks at a time.
Dr. McLeod stressed the importance of using forage legumes to prevent/minimize soil erosion - these legumes are mainly for animals. They also maintain soil fertility.
JHM - can be worked into the Cropping Systems project.
Encourage farmers to rest land by putting a forage legume there. Graze animals then move them.
Incentive - economic result - will have to pay less for fertilizer in the long run.
Will be tried first in the Cropping Systems Project.
Type of soil also a factor in land erosion e.g. shale slips
- d. Poultry and/or goat revolving schemes.
Cropping Systems Research, 4-H.

AVC - farmers have lost interest in organizations such as the JAS, because they do not have enough funds to do anything worthwhile.

When IICA does R&R work on farms, will the farmer be equipped to continue on his own?

- e. Implement continued activities with IDRC supplying funding.
1990 - continue project activities with new funds to be located soon.
Therefore question of completing pruning and preparing leaflets on fertilizer, then focus on suggestions for 1989.

4. 1990-1991 STRATEGY DOCUMENT - OVERVIEW PRESENTED BY JHM

Being written Jan. 1989. Written every two years.
Will go to Executive Committee for approval in June 1989.

- 1 Executive Summary
- 2 Agriculture in the country
 - 2.1 Overview of Social, economic, political situation
 - 2.2 Summary of Agricultural problems
 - 2.3 Outlook for the sector and investment projects
- 3 Possible Areas for IICA Action
 - 3.1 Review of IICA country actions
 - Programme 2 - AVC
 - Programme 3 - JHM
 - Programme 5 - ACM and Dr. McLeod
 - 3.2 Determination of possible areas for IICA action
 - Programme 1 - LB
 - Programme 2 - AVC
 - Programme 3 - JHM
 - Programme 5 - DMcLeod
 - 3.3 Feasibility of Addressing Areas identified JHM and JAB
 - Programme 1
 - 2
 - 3
 - 5
4. Strategy
5. Utilization of assigned resources under negotiation
 - Human
 - Financial

5. DISCUSSION OF THE UPCOMING OFFICE EVALUATION;
MARCH 5 -14, 1989

The Representative explained this was done each year in 4 IICA offices, one in each of the four IICA Areas.

Aspects of evaluation:

1. Adjustment to changing national needs.
2. Consistency of technical cooperation to the medium-term plan guidelines.

3. Results of analysis of the office management and support the Representative receives in carrying out duties.
4. Analysis of the consistency of the technical cooperation plan.

Important factors in dealing with a crisis

- a. Commitment - important factor in being able to overcome a crisis - fashions the way in which IICA is perceived by others.
- b. Administrative flexibility in adapting to situation.
- c. To what degree can adjustment be reproduced in other IICA offices?
- d. Evaluators will be able to answer this after evaluation. Is time spent on technical work proportionate to that spent on administrative procedures?
Documentation hand in hand with technical work.

ACM - IICA becoming better known in last few years.
AVC - in agreement. Better relationship in Ministry of Agriculture than for example in other IICA offices.

New IICA Administration

Give IICA an image of making projects work, through bringing in high quality technical staff, through efforts with the press, etc.

5 General Functions of IICA Representative

- i. Diplomatic
- ii. Liaising with govt. technical agencies, PIOJ, MINAG etc.
- iii. Project management
- iv. Admin. and personnel
- v. Obtaining financial resources

Evaluation of extent to which staff administrative procedures impede work.

JHM - asked if professional staff wanted to have a round-table-meeting with the evaluating team in addition to individual interviews.

LB - suggested that evaluators might feel that they would not get the information they wanted in a group situation.

6. CONCLUSION

At the closing, each person provided feedback on their impression of the three days.

H. Ramsay - Informal, relaxed way in which retreat conducted. Enjoyed it. Has learned a lot about IICA.

ACM - Informative, useful, everyone has had opportunity to make contribution. Process conducted in a democratic manner. Has been a learning process. IICA's image improving, people on the outside have been observing what is being done. Got assistance when it was needed most. These are the things that have a great impact.

Dr. McLeod - Found retreat stimulating. Was educated concerning the field activities of IICA. Objectivity in comments made. Appreciates spirit in which seminar took place. Learnt a lot concerning activities. Gets impression that IICA is an institution that cares. Enjoyed retreat.

A. Henry - Enjoyed the sessions. Regards it as an eye-opener to IICA work. Informative and educational. Setting was good. Informal atmosphere - oneness, sharing.

C. Hutchinson - Happy to have been associated with the retreat. One of first retreats with such an informal atmosphere. Has gathered a lot about the operations of IICA both in Jamaica and in other areas. Will be able to contribute a lot more in his area.

J. Browne - Happy to have learnt what people out in the field are doing - get overview of activities, problems, achievements. Gives a better picture of how everything hangs together. Dialogue, exchange of ideas - enjoyed very. Makes job enjoyable.

AVChin - Only since JHM took over office that have been having retreats. Previously did not know what other professionals were doing. Necessary part of office management. Gives everybody a part to give input into projects of others. Interaction important. Makes us reflect on what done, what not done too well, improve on what doing. Some ideas for improving some aspects of CSP.

JHMacDonald - Has helped to see forest instead of trees. Gets involved in one project at a time. Never spends enough time looking at global picture of the office. Helps to get everything into perspective. Learnt more about new staff members and their potential. Rewarding three days.

J. Dehaney - Better picture of what IICA doing. Learnt more about staff members. Ideas on what should be doing.

C. Reid - Very informative. Been brought up to date on other activities. Rejuvenated in some way.

Z. Martin - Starting year with retreat refreshing. Environment to get to know people, hear presentations. Better picture of each persons work. Learnt more about IICA outside of Jamaica. Challenge to do work better, more organized, understand what is expected during 1989. No distractions, good food.

L. Boyne - Wondered how would turn out when saw agenda. Participation impressed him, as well as how Director was able to utilize suggestions and fit it in. Can see how programmes grow and fit into scenario of IICA's work. Suggestions not thrown out. Relaxed atmosphere.

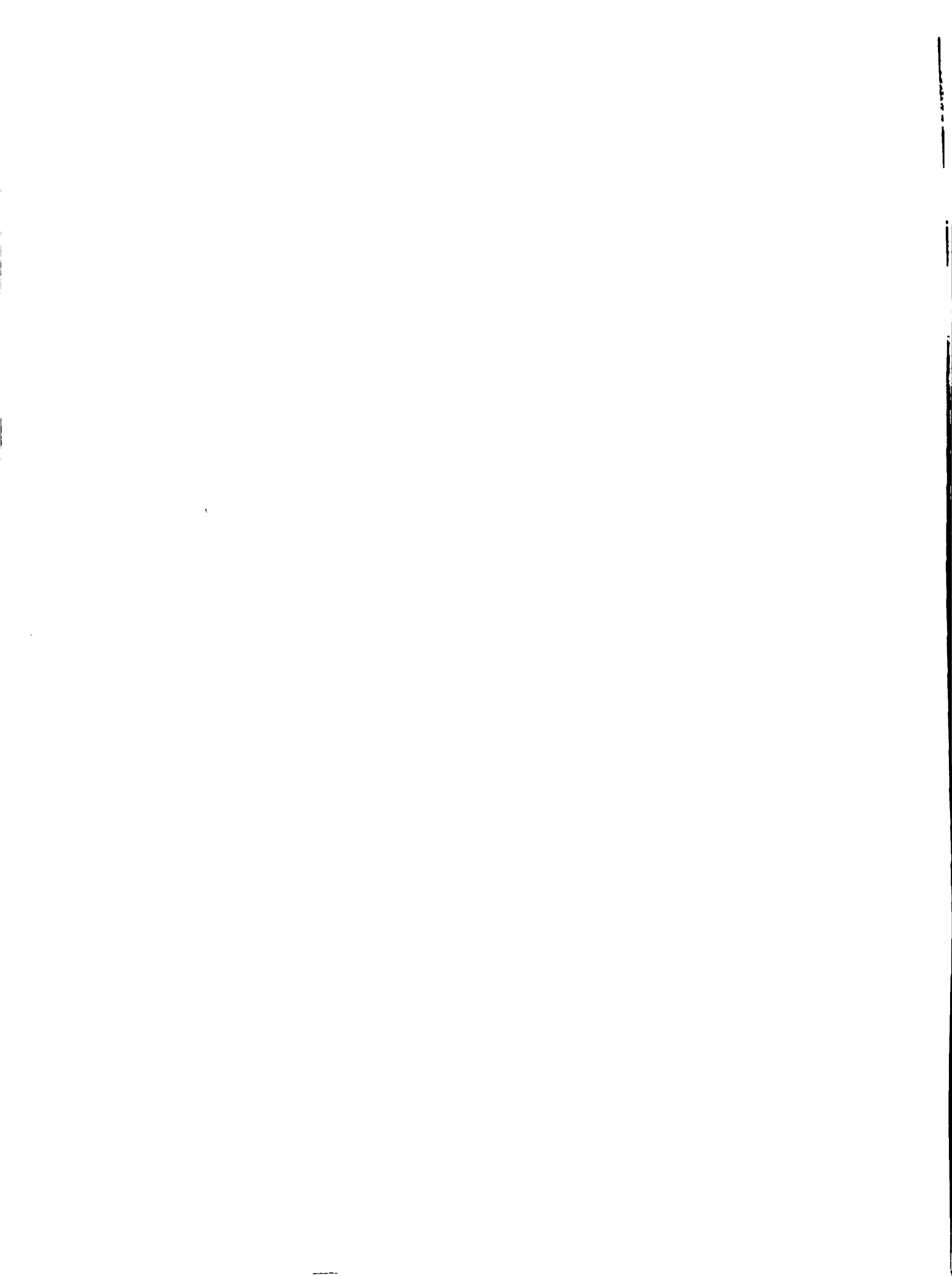
C. Durham-Rogers - Chance to see overall plan. Interesting. Understands IICA better.

A. Pearson - Enjoyed exposure to other programmes, meeting staff.

G. Stewart - Very enjoyable three days. Functional retreat. Very rarely retreats set stage for other to function creatively. All leaving more educated in terms of own place and role in the organization. Feeling happy as a member of the team. Family spirit.

R. Fryzek - A lot of material covered above scope of work at IICA, but understands how all ties together. Met many staff members - got to know better.

ACM - Vote of thanks.



A N N E X A

AGENDA

IICA OFFICE IN JAMAICA

1989 PROFESSIONAL STAFF RETREAT

January 16 - 18, 1989

Held in the Executive Room of the Courtleigh

AGENDA

Monday, January 16

9:00 Welcome, introductions, orientation
Jan Hurwitch-MacDonald

10:00 Cropping Systems Research Project

Brief overview, achievements to date, projections
for 1989
Vivian Chin

Economic component
Lester Boyne

Watermount field team report
Charles Reid

Guys Hill field team report
Zenita Martin-Lawrence

Hector's River report
George Stewart

Discussion

12:30 LUNCH

2:00 Cropping Systems Outreach Project

Brief overview, achievements to date, projections
for 1989
A. C. MacDonald

Hanover report
Joseph Dehaney

Manchester report
Hervin Ramsay

McNie/Douglas Castle area report
Alvin Henry

St Andrew report
Con Hutchinson

Discussion

Discussion
4:30 BREAK
5:00 Hillside Agriculture Sub-Project
Brief overview and projections for 1989
Vivian Chin
Discussion

Tuesday, January 17

9:00 Small Business/Youth Enterprise Project SEDPRO/YEP
Brief overview, achievements and projections for 1989
Jan Hurwitch-MacDonald
YEP methodology
Barbara Blosser
Discussion
12:30 LUNCH
2:00 Farm Management and Generation of Information Project
Brief overview, achievements and projections for 1989
Discussion
3:30 Yamex
Brief overview, achievements to date, projections
for 1989
Jan Hurwitch-MacDonald
Discusison
4:30 BREAK
5:00 Animal Health and Plant Protection Activities
Blue Tongue study
A. C. MacDonald
Locust identification
D. McLeod
Animal Health and plant protection information and
surveillance system
D. McLeod

Wednesday, January 18

9:00 IICA's Gilbert Actions - ESTA and possible 1989
post-Gilbert actions
Lester Boyne

Discussion

12:30 LUNCH

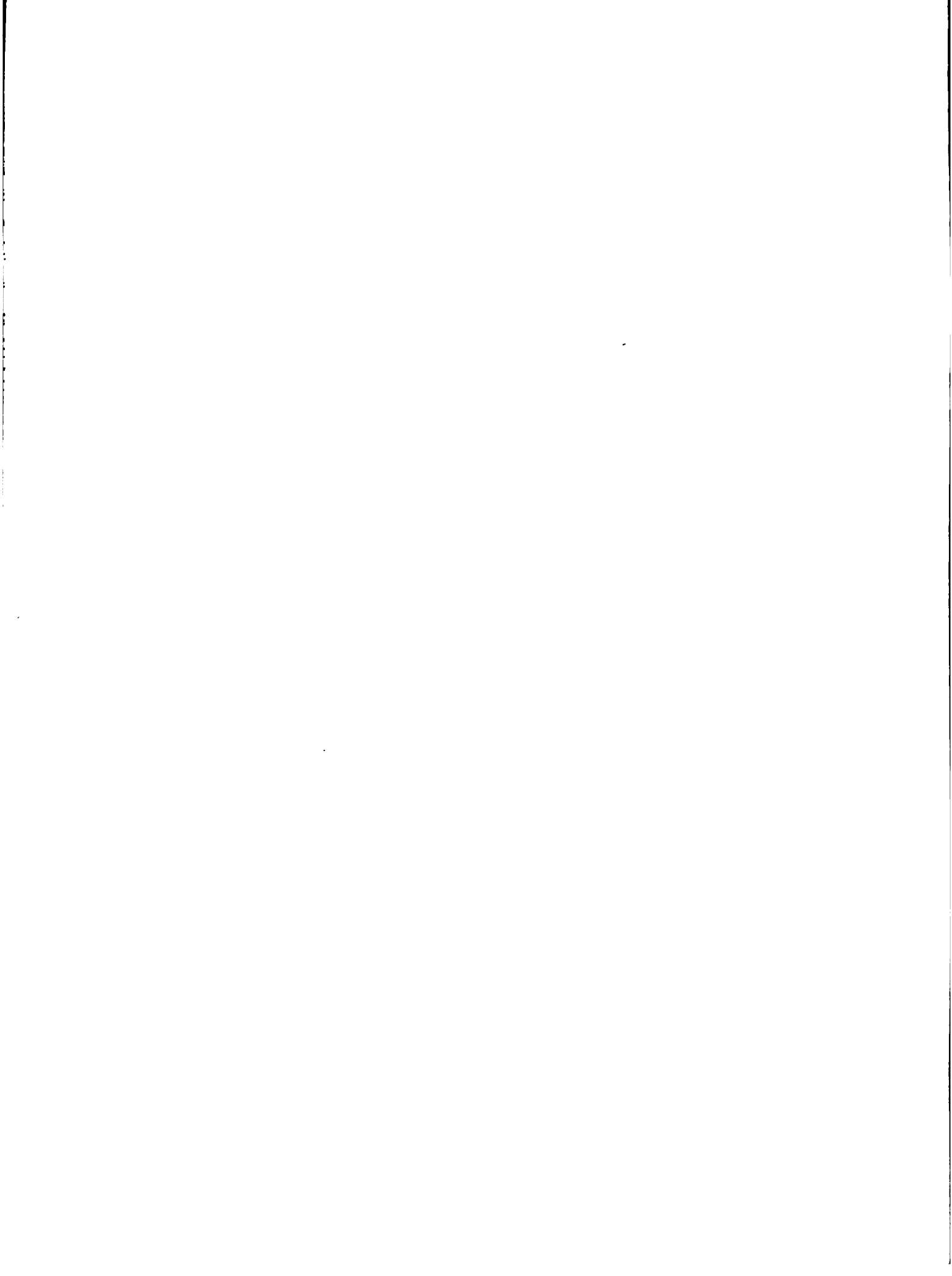
2:00 The IICA Office Evaluation

Overview and priorities
Jan Hurwitch-MacDonald

Discussion and recommendations

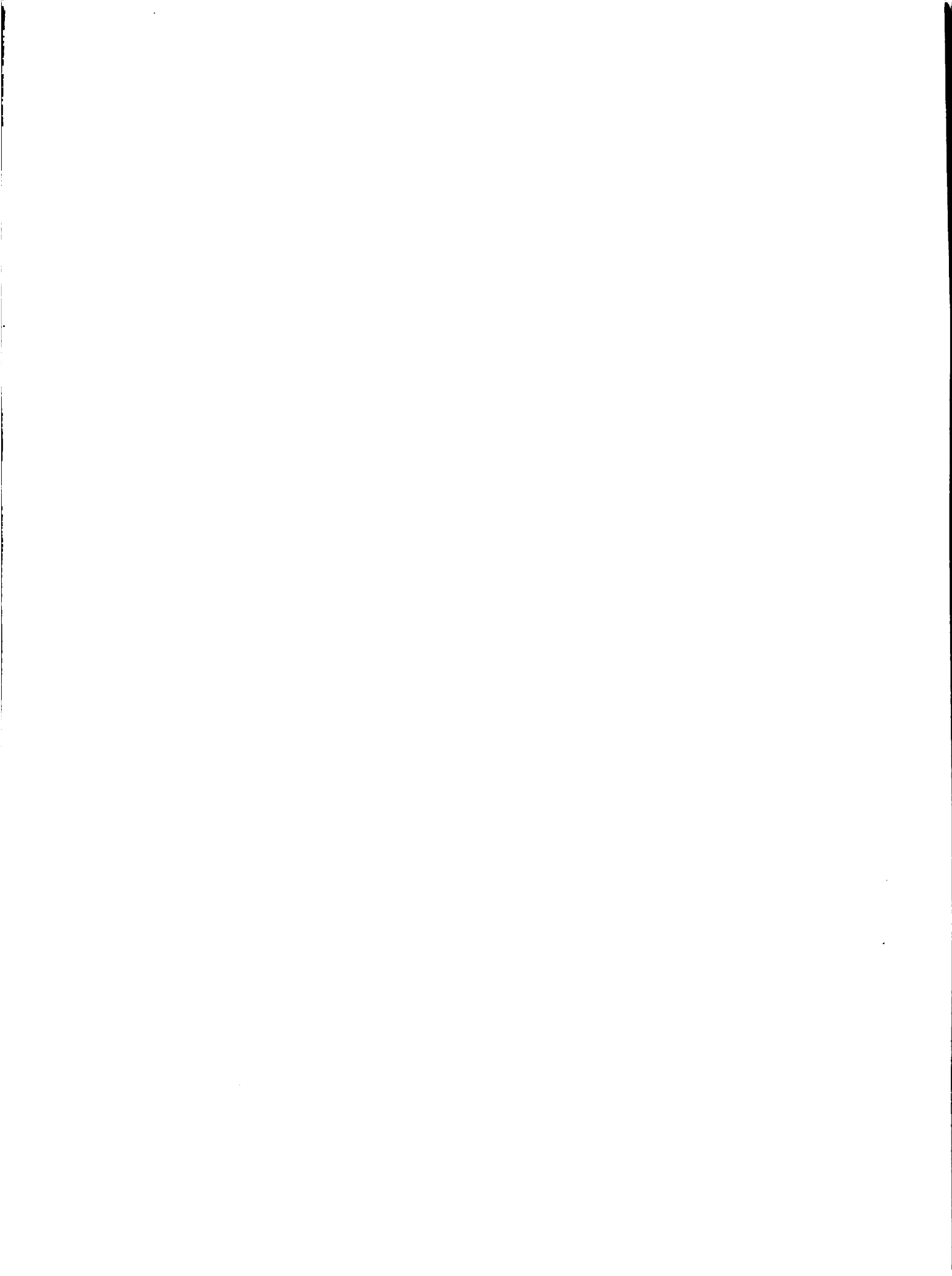
4:00 Closing

4:30 Depart



A N N E X B

LIST OF PARTICIPANTS



List of Participants

1. Mrs. Jan Hurwitch-MacDonald Representative
2. Mr. Vivian Chin Cropping Systems Project Coordinator
3. Mr. A.C. MacDonald Cropping Systems Outreach Project Coordinator
4. Mr. Lester Boyne Cropping Systems Economist
5. Mr. Charles Reid Cropping Systems Project, Watermount Field Team Leader
6. Ms. Cherry Rogers Watermount Economist (PCV)
7. Mrs. Zenia Martin-Lawrence Cropping Systems Project, Guy's Hill Field Team Leader
8. Ms. Antoinette Pearson Guy's Hill Economist (PCV)
9. Mr. George Stewart Cropping Systems Project, Hector's River Field Team Leader
10. Mr. Joseph Dehaney Cropping Systems Outreach, Area 1
11. Mr. Hervine Ramsay Cropping Systems Outreach, Area 2
12. Mr. Alvin Henry Cropping Systems Outreach, Area 3
13. Mr. Con Hutchinson Cropping Systems Outreach, Area 4
14. Ms. Barbara Blosser Youth Enterprise Project, Manchester (PCV)
15. Mr. Rob Fryzek Youth Enterprise Project, Hanover (PCV)
16. Mrs. Joan Browne Administrator
17. Dr. Dinsdale McLeod Programme 5 consultant
18. Dr. Renford Baker Deputy Director, R&D Ministry of Agriculture

Table 1

Item	Description	Quantity	Unit	Value
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A N N E X C

CSO MATRIX



Ministry of Agriculture - IICA

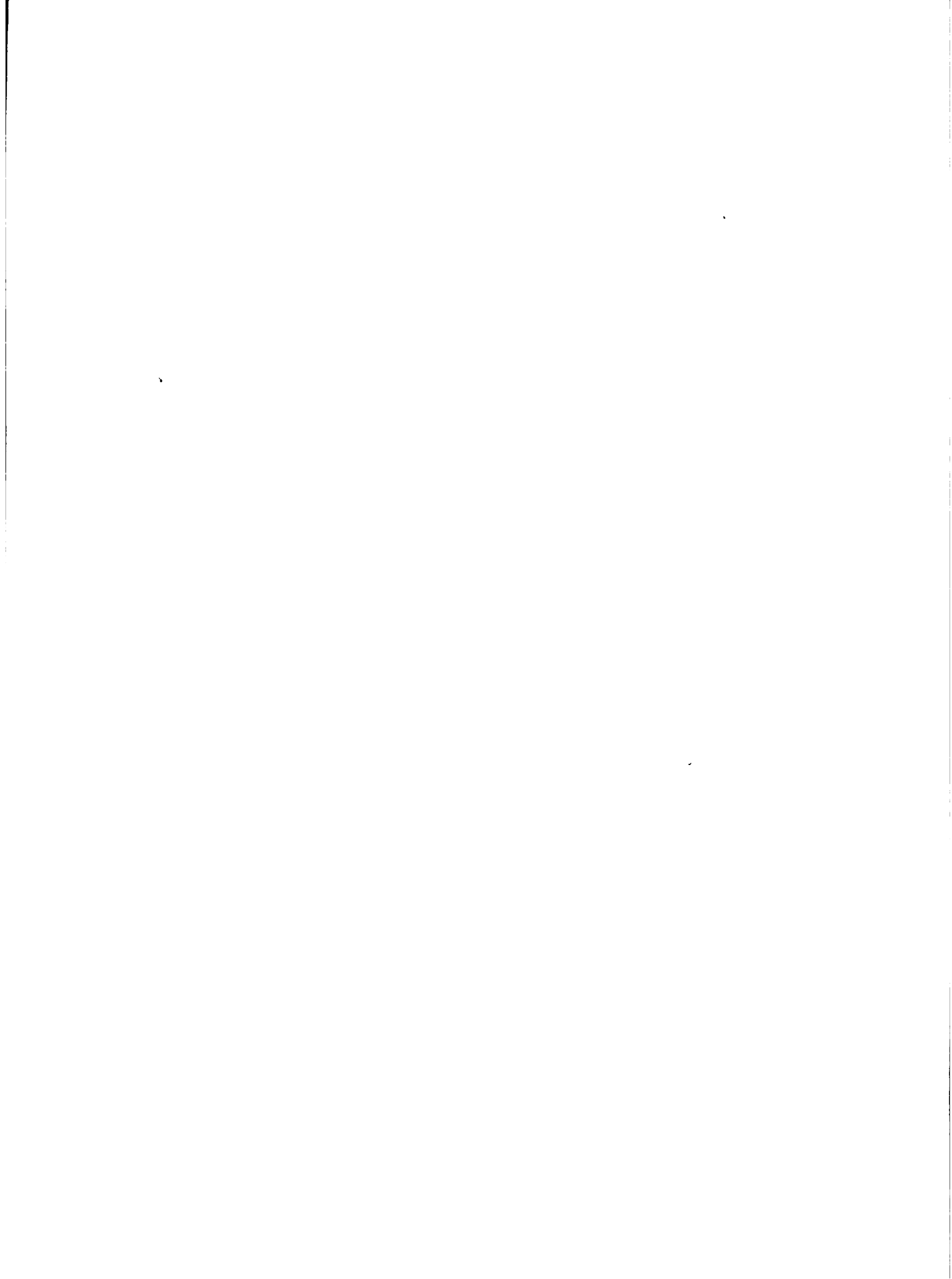
CROPPING SYSTEMS OUTREACH farmers reached in first planting

ACTIVITY:	AREA 1		AREA 2		AREA 3		AREA 4		TOTAL
	D	E	D	E	D	E	D	E	
YAM : 4 ac. of 80 ha. sqs	10	10	10	10	10	10	10	10	80
IRISH POTATO : 5ac. of 100 ha. sqs	5	15	5	25	5	25	5	15	100
CORN: 10 ac. of 200 ha. sqs.	3	27	3	67	3	67	3	27	200
CABBAGE: 16 ac. of 320 ha. sqs	2	58	2	98	2	98	2	58	320
TOTAL	20	110	20	200	20	200	20	110	700
Total for Area	130		220		220		130		700

Total farmers reached 700

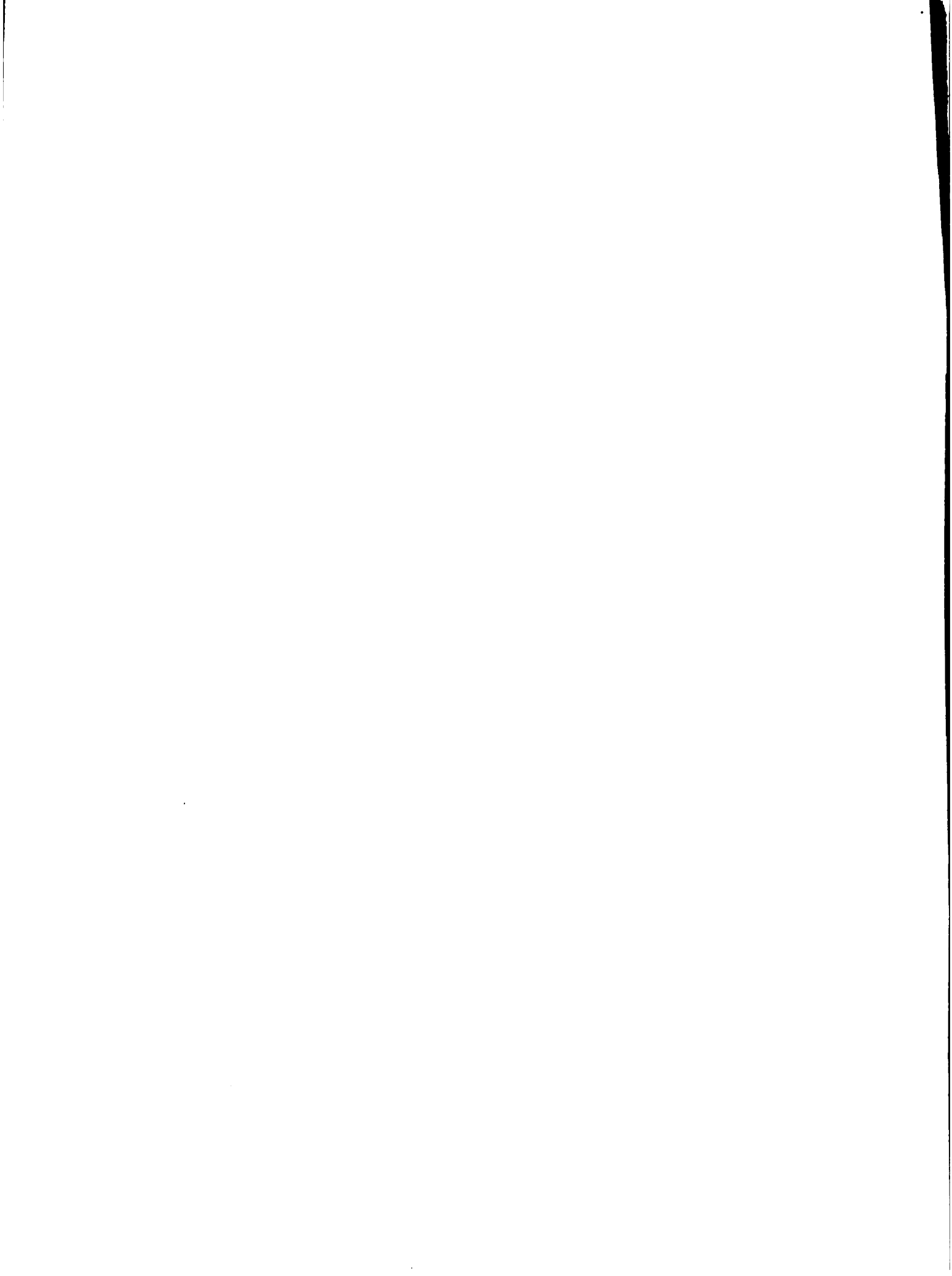
farmers = farmers involved in demonstration plots, assisted by IICA technicians
 farmers = farmers involved in extension plots, assisted by MOA Extensionists
 and IICA

- Area 1 : Smithfield-Cash Hill, Hanover
- Area 2 : Christiana-Allsides, Manchester
- Area 3 : McNie-Douglas Castle, St. Ann
- Area 4 : Unity-Lawrence Tavern, St. Andrew



A N N E X D

AGENDA OF THIRD MEETING
OF THE FULL YAMEX COMMITTEE





THIRD MEETING OF THE FULL YAMEX COMMITTEE

JANUARY 13, 1989 2:00 P.M.

THE ST. ANN ROOM, WYNDHAM HOTEL

AGENDA

1. Opening remarks and brief update
Mrs. Jan. Hurwitch-MacDonald
2. The current situation in the yam industry
Hon. Anthony Johnson, Minister of State
Ministry of Agriculture
3. Report on the two pilot projects:
4 - 11 pilot project, Mr. David Morris
IICA pilot project, Mr. Vivian Chin
4. New outreach activities, Mr. A.C. MacDonald
5. Report on the development of the medium term project
Dr. Vishnoo Asnani
6. Next Meeting
7. Adjournment

MINUTES OF THE SECOND YAMEX FULL COMMITTEE MEETING

Held on May 30, 1988 at 2:00 p.m. in the St. Ann Room, Wyndham Hotel

1. Brief opening remarks were made by Mrs. Jan Hurwitch-MacDonald who reviewed the Executive Summary (pp ii-iii).
2. The report of the Promotion Work Group was then given by Ms Freda Sangster, chairperson of the group. A summary of her presentation is detailed in Section III of the main document.
3. The report of the Production Work Group was given by Dr Vishnoo Asnani. He gave a brief history of the development of mini-sett technology, and then went into details of the proposals from his work group. These are covered in Section IV of the main document.
4. The report of the Marketing Work Group, which is located in Section V of the main document, was given by the chair for the group Mr Colin Williamson
5. Dr. Malcolm MacDonald presented the Pilot Project which is detailed in the main document
6. Presentation of the Medium Term Project was done by Mrs. Jan Hurwitch-MacDonald. A summary of her presentation is included in Section VIII of the main document.
7. Discussion

V. Morris raised the question of what farmer contribution at end of project would be?

Mrs MacDonald explained that the farmer could contribute either in-kind (yam seed) or monetarily.

V. Morris - Have the exporters been educated to the YAMEX methodology?

Mrs MacDonald recognized this potential problem as Mr. Williamson is the only exporter on the YAMEX Committee. Attempts have been made to inform other exporters with limited success.

Dr MacDonald - Should we postpone starting the pilot project until further education of exporters and farmers?

Ms Freda Sangster - We should continue with the pilot project. We need to reach JEA and should go to one of their meetings, perhaps with our brochures.

Mrs Audrey Wright - Can Mr Williamson market everything the pilot project would produce? (Yes) Do JEA and MINAG meet?

Lennie Morgan - It can be arranged but JEA has not proven to be very cooperative.

PRESS (C. Sirjue) Farmers Weekly section of Gleaner could be a forum for educating the farmer and exporter to YAMEX.

Dr Vishnoo Asnani - MINAG marketing should circularize all exporters inviting them to a meeting and expose them to minisett yam.

Ms Sangster - JAMPRO can do the same as they have access to farmers

Vernon Morris - Conduct marketing before producing

Lennie Morgan - Do market tests in Ja., through Green Grocers, first

Kenneth Crossman - Get the pilot project off the ground. Meanwhile, contact the exporters.

Dr MacDonald - Each phase must have a monitor.

Mrs MacDonald suggested : Disband 3 work groups and develop a working group that will continue to meet and advise the larger YAMEX Committee. Special committees would be formed on an ad hoc basis to deal with issues as they arise. All agreed

The members of the working committee were designated :

Freda Sangster, Agricultural Credit Bank
Hyacinth Campbell, Jamaica Banana Producers Association
Hopeton Fraser, Ministry of Agriculture
Dr Vishnoo Asnani, Scientific Research Council
Vivian Chin, IICA
Dave Hutton, Faculty of Agriculture, UWI
Colin Williamson, Omni International Ltd.
Audrey Wright, JAMPRO
Dr Malcolm MacDonald, Marketing Consultant
Jan Hurwitch-MacDonald, IICA

Mrs MacDonald pointed out that the Working Committee needed the mandate of the full Yamex committee to seek funding; all present agreed to her suggestion.

Dr Asnani agreed to submit an additional paragraph on uniform sprouting for inclusion in final report (pg. 10)

The report was ratified unanimously, and the mandate was given for printing of the final version by IICA. The commitment was made to have it ready by June 15.

8. Future projections (or where do we go from here?)

The following priorities were placed on the flip chart and ratified by the full Yamex Committee :

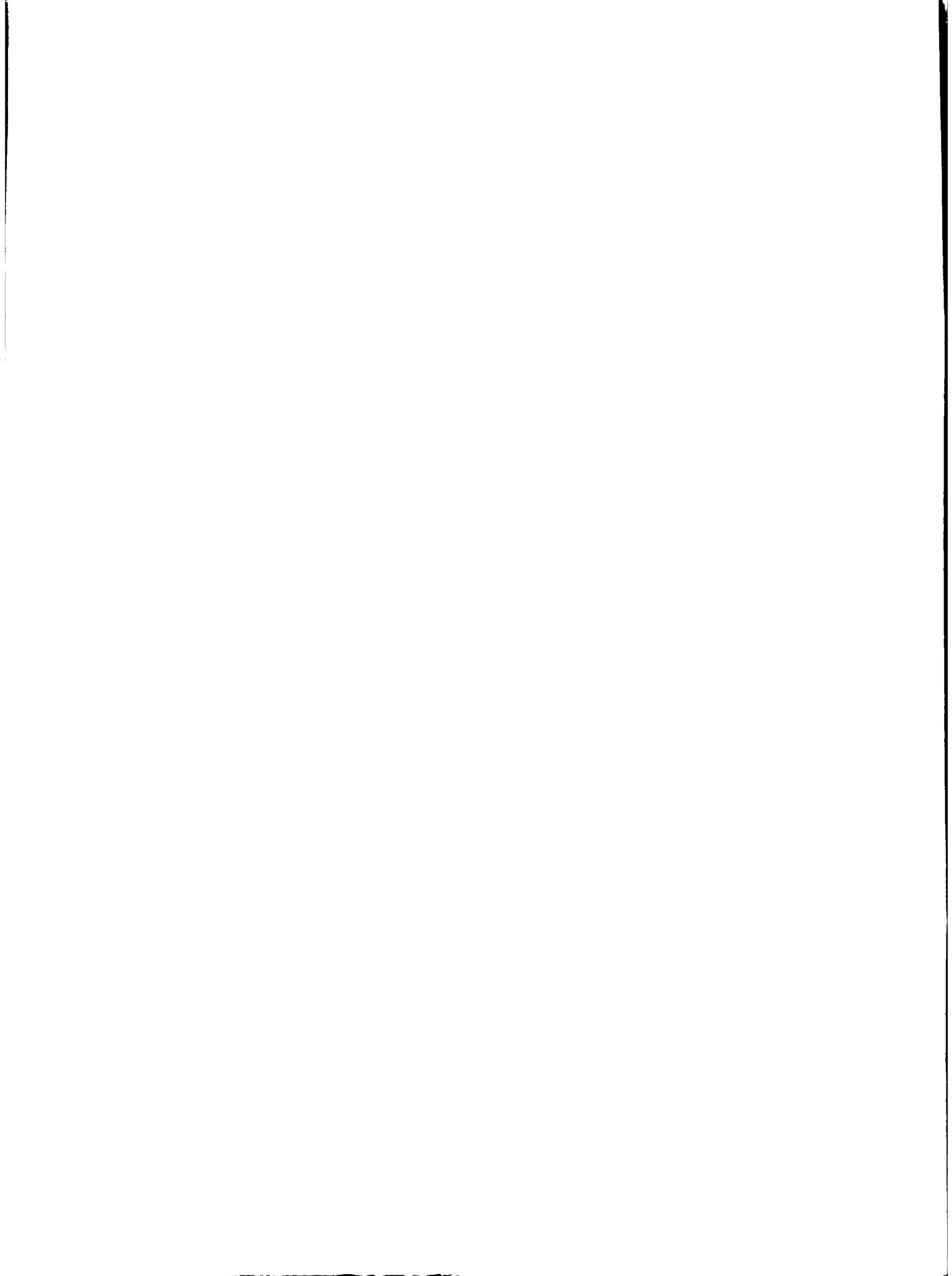
- A. Get the pilot project off the ground. *Colin, Dr C*
- B. Concurrently, develop a marketing strategy. *- Har, Colin*

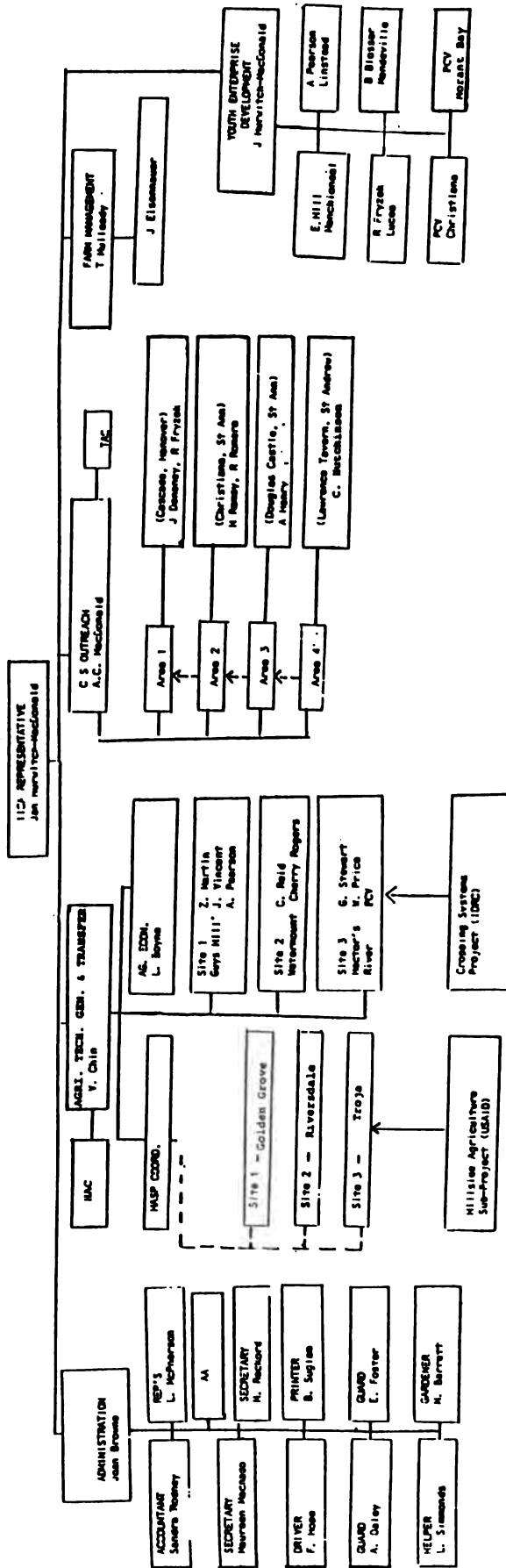
- ✓
- C. Connect with the other exporters. ICCA
 - D. Be sure we're walking on both legs soon! - JHM
 - E. Medium Term Project - Vishnu & Mac
 - 1. Finalize
 - 2. Locate funding
 - F. Next YAMEX Committee. on 5 December, 1988 at 2:00 p.m. at the Wyndham, St. Anns Room.
 - 9. There being no other matters for discussion, the meeting was adjourned at 4:10 p.m.

G: 11: Yamex. 6

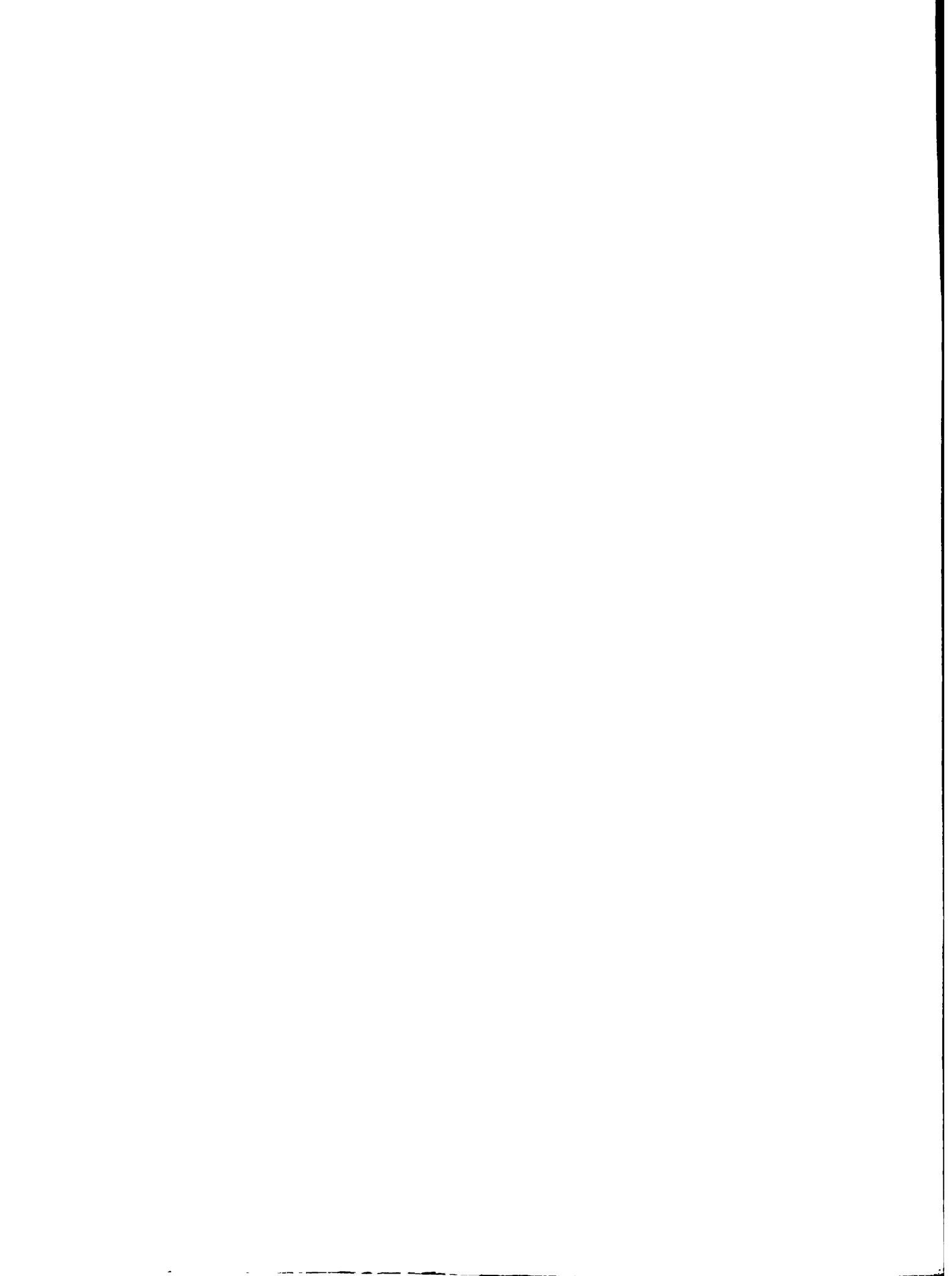
A N N E X E

OFFICE ORGANIZATIONAL CHART
WITH CURRENT MODIFICATIONS



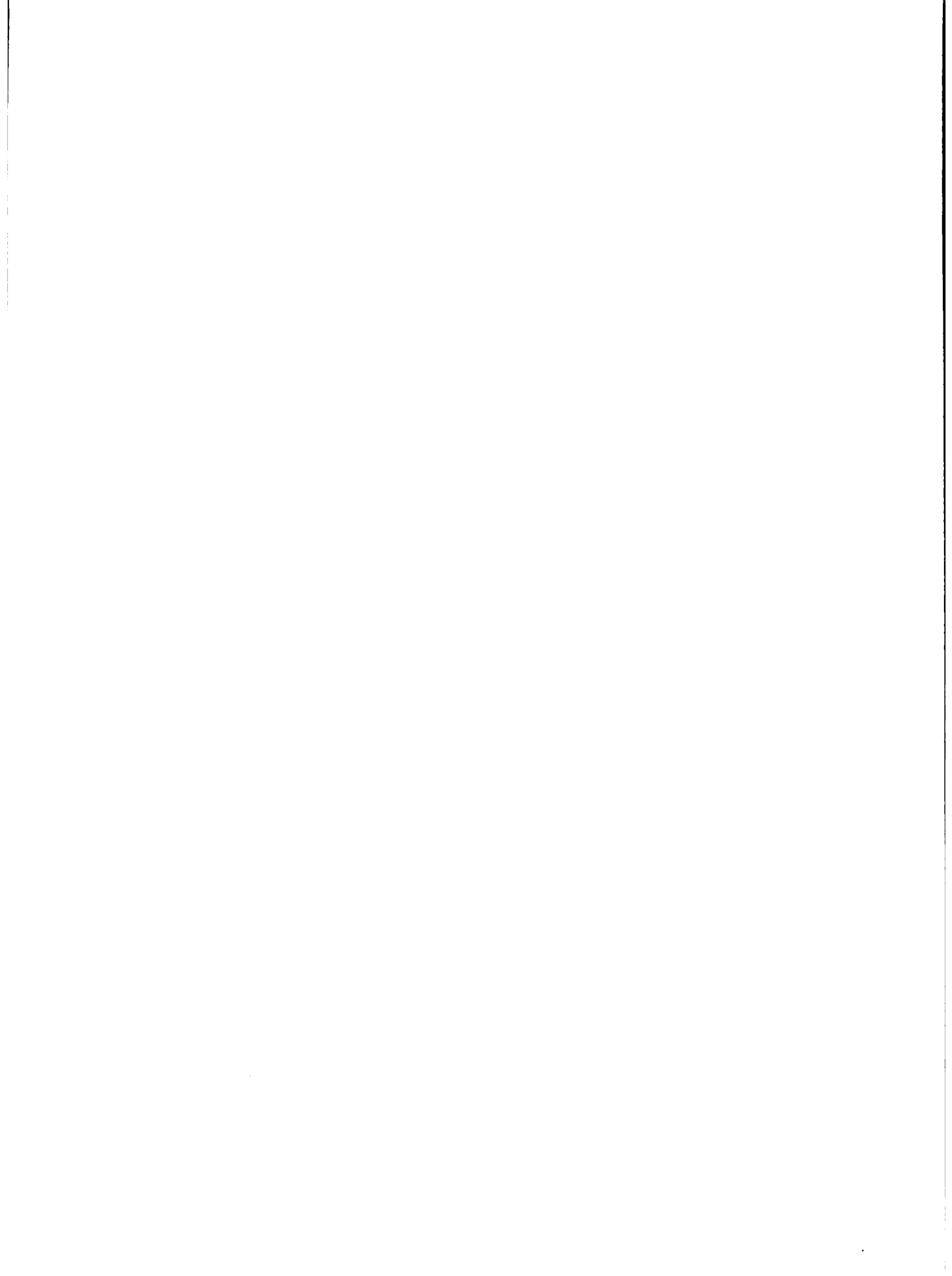


11CA OFFICE IN JAMAICA AT JANUARY 15, 1989



A N N E X F

SEDPRO/YEP PRESENTATION
AT IICA 1989 PROTREAT



SMALL ENTERPRISE DEVELOPMENT PROJECT (SEDPRO) AND YOUTH
ENTERPRISE PROJECT (YEP) PRESENTATION AT IICA 1989
PROFESSIONAL RETREAT

- A. 1980-83 Rural Women's Project

(1983 Transition year)

- B. 1984-87 SEDPRO PHASE I
See handout B. page 23-36

- C. 1988-89 SEDPRO PHASE II
See handouts C-1 and C-2

(1989 Transition year)

- D. 1990-92 YOUTH ENTERPRISE PROJECT



HANDOUT A

A. 1980 - 1983

1. Pilot methodology for women in agriculture:
High cost
FAO built on it
2. Cost benefit on producing saltfish locally:
Cost higher than imported saltfish
3. Reaping salt from the sea:
Taken up by the Scientific Research Council and the
Bureau of Women's Affairs

2. TECHNICAL COOPERATION PROJECTS IN JAMAICA

2.1 Rural Development/Small Business Management 1983 - 1987

2.1.1 Background

This project is multinational in scope and was initiated in Jamaica in 1983 when, at the request of Things Jamaican Limited, IICA developed a pilot test manual titled "Marketing Hints for Jamaican Craftworkers". This booklet, which was developed jointly with the producers, was distributed to 5,000 craftworkers, 300 of whom attended a one-day training session. In addition, 17 trainers from 6 national agencies were trained by IICA on how to use this manual. This pilot effort was well received by the agencies and demonstrated the need for a more comprehensive approach to understanding business operations, using the same simple, participatory format.

In the course of discussions between IICA and the national agencies, it was recognised that many of the low-income rural producers with whom these agencies worked did not know how to manage their businesses efficiently. They used few, if any, planning and monitoring tools to determine what to produce, how much to produce, how to produce and how to sell. They kept few, if any, records and, if these were kept, they were usually not up-to-date. Consequently, these very small business people were severely limiting their opportunities for increasing their incomes.

In their attempts to assist these business people in alleviating their problems, the agencies were hampered by the fact that there existed no suitable training materials for this target group. Thus the agencies asked IICA to work with them in developing training materials and courses, as well as to train their staff.

In January 1984, the Small Business Training Programme was initiated and an advisory committee (the Small Business Training Advisory Committee or SBTAC) was formed, comprised of representatives from IICA and the following six national agencies:

Ministry of Agriculture
Ministry of Construction (Housing)
Ministry of Youth and Community Development (Bureau of
Women's Affairs and 4-H Clubs of Jamaica)
National Development Foundation
Things Jamaican, Limited
Small Businesses Association of Jamaica

The committee was further strengthened in May 1985 and July 1986 respectively, when the Self-Start Fund and the Jamaica National Investment Promotions Limited joined the group.

2.1.2 Scope of Work

The project activities are divided into three main areas: materials development, training of trainers and technical services. In addition, meetings of the SBTAC serve as fora for inter-agency consultation and collaboration.

Materials Development

Three manuals forming a series on business management for small enterprises have been published. They are titled:

Operating a Small Business in Jamaica: A Guide

Starting and Financing a Small Business in Jamaica: A Guide

Marketing Jamaican Small Business Products: A Guide

The first in the series, the manual on "Operating a Small Business" was published in 1985, after an 18-month period of development and testing. The second and third in the series were published in July, 1986 and December, 1986, respectively, both undergoing a similar period of development and testing.

The manuals have been widely circulated to agencies participating in the project and to other interested institutions locally and overseas, and they have received high commendation and praise. All three manuals are geared for use by individual, partnership and cooperative enterprises involved in agriculture, manufacturing, retailing and the provision of services. Accompanying the business manuals is a guide for trainers, titled "Training Tools for Small Business Trainers".

Training of Trainers

Regular sessions have been conducted throughout the island at which managers, field workers, extensionists, loan officers and social workers of national institutions, as well as teachers, are trained to become trainers in business management. These sessions are usually held over a three-day period, using the business manuals as course material. Also offered are 3-day sessions on training techniques.

During these sessions, IICA specialists in rural development and small business management guide the trainers in the basic techniques of teaching adults and specifically in teaching the business concepts contained in the three manuals.

Technical Services

Once trainers have completed training in the manuals, training sessions are organized by each agency for the micro-entrepreneurs they serve. IICA is invited by the agencies to observe trainers training the micro-entrepreneurs in order to:

- i) assess the performance of the trainers
- ii) evaluate the effectiveness of the materials, and
- iii) act as a resource

With the assistance of the Peace Corps, IICA has placed technical services officers in Kingston, and the parishes of Portland, Clarendon, St. Ann and St. James. These volunteers cover twelve of the fourteen parishes, working with agency trainers to deliver training and advice to micro-entrepreneurs.

The Small Business Training Advisory Committee

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

The Advisory Committee meets on a bi-monthly basis in order to dialogue with the IICA staff on their concerns and suggestions for the programme. The committee reviews the training materials as they are developed, receives reports from IICA regarding the performance of their trainers, and generally provides a forum to discuss and decide upon directions for the programme which are suitable to all participating agencies.

2.1.3 Output and Impact

Objective a:

To produce six training manuals, each covering a different aspect of business management.

Result:

During 1986, the second and third in the series of training manuals were developed, tested and published. The first in the series Operating a Small Business was published in 1985. All three manuals encompass the business concepts which would have been covered in the 6 manuals. In 1987, a manual on training techniques was developed and tested in response to the need for high calibre trainers. This manual, titled Training Tools for Small Business Trainers will be published in early 1988. Three additional manuals shall also be developed and tested during 1988:

for trainers: The Trainer as Small Business Advisor

for administrators: Conceptual Approaches to Small Business Training and Methodological Approaches to Small Business Training.

Objective b:

To train approximately 89 national agency staff to become business trainers using the manuals developed.

Result:

The original target of 89 trained trainers by 1987 has been far surpassed. By December 1987, 226 trainers from over 25 national institutions had received training in at least one of the manuals, and 58 trainers who had previously had training in one or more manuals received training in the test manual 'Training Tools for Small Business Trainers'.

Table I on page 31 depicts the breakdown of trainers trained by agency and topic. During 1988, the focus shall be upon upgrading the skills of trainers already trained by IICA. However, 60 additional trainers also shall be trained during the year. See pages 34 and 35 for the 1988 training schedule.

Objective c:

To train approximately 2,280 low-income micro-entrepreneurs in business management.

Result:

By 1987, IICA had observed training sessions at which a total of 6,488 producers were in attendance. These producers have been in attendance at training sessions covering topics such as price calculation, record-keeping, organizing production, starting and financing small enterprises, and marketing products of small enterprises. During 1988, it is estimated that a minimum of 220 additional micro-entrepreneurs shall be observed by IICA.

Objective d:

To strengthen 5 national institutions through joint development of the programme.

Result:

One of the aims of the project is to so strengthen the national agencies that each will have institutionalized the capability to offer on-going training and technical assistance in small enterprise management to producers. This objective has been accomplished in varying degrees, having been largely limited by budgetary constraints faced by individual agencies. Nevertheless, many agencies such as Things Jamaican, Ltd., the Bureau of Women's Affairs, 4-H Clubs and the National Development Foundation have incorporated business training as on-going activities, using the IICA-developed materials and training methodology. In addition to agencies on the Advisory Committee, IICA has worked with a number of other national institutions. Notable among these are: HEART/Solidarity, the Institute of Cultural Affairs and the Social Development Commission. Efforts have also been made to include the business materials in the curricula of secondary schools, and the Brown's Town Community College, a pilot school selected by IICA, incorporated the manuals in their curriculum for 1986/1987.

In addition, staff of a number of other agencies and institutions have attended IICA training sessions in one or more of the three business manuals. These agencies are:

Ministry of Health	Scout Association of Jamaica
Jamaica Agricultural Society	Westmore Business School
Elim Agricultural School	Muirton Boys Home
Canadian Save the Children Fund	Kingston Technical High School
Girls Town	Little London School
Jack's Hill Community Council	Women's Construction Collective
St. Thomas Craft Producers' Assn.	Sheffield All-Age School
Jamaica School of Art	Frome Secondary School
Bankra Craft	College of Agriculture
Women's Centre	His Majesty's First Youth Club

During 1988, IICA shall continue to work with trainers from each of these agencies and institutions upon request.

2.1.4 Publications and reports generated during the year

In 1987:

Starting and Financing a Small Business in Jamaica: A Guide
(223 pages) second printing.

In 1988:

Training Tools for Small Business Trainers (220 pages)

The Trainer as Small Business Advisor

Conceptual Approaches to Small Business Training

Methodological Approaches to Small Business Training

Table I

Trainers trained by IICA by Topic and Agency in 1987

<u>Agency</u>	<u>"Starting & Financing"</u>		<u>"Operating"</u>		<u>"Marketing"</u>		<u>"Teaching Tools"</u>	
	1987	to date	1987	to date	1987	to date	1987	to date
Ministry of Agriculture	-	45	6	36	6	30	8	14
Ministry of Construction (Housing)	-	7	-	8	-	7	-	7
Bureau of Women's Affairs	1	7	1	5	-	-	1	3
4-H Clubs	3	29	1	32	-	21	1	1
H.E.A.R.T./Solidarity	-	-	-	10	-	-	-	-
Brown's Town-Community College	40	54	40	53	40	54	-	14
Social Development Commission	6	38	18	27	11	15	7	7
Things Jamaican, Limited	1	6	-	11	-	4	-	1
Other	16	40	9	42	4	26	6	11
Totals	67	226	75	224	61	156	23	58

2.1.5 Special courses, seminars, meetings held in 1987

Name of Event and Location	Date	Organizations	No. of participants per organization	Results Obtained
- Meeting IICA Office	January 13	Small Business Training Advisory Committee (SBTAC)	12	Inter-Agency Collaboration
- Meeting IICA Office	March 3	SBTAC	8	Inter-Agency Collaboration
- Seminar on "Teaching Tools", Buff Bay, Portland	March 24-26	Ministry of Agriculture	21	21 trainers trained
- Seminar on "Starting and Financing a Small Business", Savana-la-mar, Westmoreland	March 19-21	Social Development Commission 4-H Other	4 2 16	22 trainers trained
- Seminar on "Operating a Small Business", Highgate, St. Mary	May 19-21	Ministry of Agriculture	13	13 trainers trained
- Seminar on "Operating a Small Business", Port Antonio, Portland	June 9-11	Bureau of Women's Affairs Other	1 7	8 trainers trained
- Seminar on "Operating a Small Business", Brown's Town, St. Ann	June 16-18	Brown's Town Community Other	10 3	13 trainers trained
- Seminar on "Marketing Small Business Products", IICA Office	June 16-18	College of Agriculture Ministry of Construction 4-H Clubs Bureau of Women's Affairs Other	3 2 1 1 8	15 trainers trained
- Seminar on "Operating a Small Business", Montego Bay, St. James	June 23-25	Social Development Commission Urban Development Commission	11 2	13 trainers trained
- Meeting IICA Office	July 14	SBTAC	14	Inter-Agency Collaborator
- Seminar on "Operating a Small Business" Savana-la-mar, Westmoreland	August 11-13	Social Development Commission Others	4 11	15 trainers trained

SCHEDULE FOR 1988 IICA TRAINING OF TRAINERS IN SMALL BUSINESS MANAGEMENT.

STARTING AND FINANCING A SMALL BUSINESS IN JAMAICA

These training sessions will provide trainers with the basic business information required to start and finance a small business in Jamaica, as well as training techniques to convey this information to small producers. The seminar shall focus on the businesses of small manufacturing, retailing, services and farming. Included in the topics covered are: feasibility study, available types of financing, fund raising and grant proposal writing, preparation of loan requests, financial management and special loan programmes for those unable to access commercial credit.

1988 training dates and locations:

Pt. Antonio	:	Feb. 9 - 11
Brownstown	:	March 8 - 10
Mandeville	:	March 22 - 24
Kingston	:	June 7 - 9

OPERATING A SMALL BUSINESS IN JAMAICA

These training sessions will provide trainers with the skills needed to operate a small business efficiently and the training techniques required to convey this information to small producers and traders. The seminar shall focus on the businesses of small manufacturing, retailing, services and farming. Included in the topics covered are: price calculation, basic record-keeping, cash book, preparation of financial statements, planning and budgeting, cash flow, planning production records, inventory control and increasing income and profits.

1988 training dates and locations:

Kingston	:	January 26 - 28
Mandeville	:	May 17 - 19
Brownstown	:	June 14 - 16
Pt. Antonio	:	August 9 - 11

Name of Event and Location	Date	Organizations	No. of participants per organization	Results Obtained
- Seminar on "Teaching Tools", Port Antonio, Portland	August 25-27	Ministry of Agriculture Bureau of Women's Affairs Other	1 1 6	8 trainers trained
- Seminar on "Starting and Financing a Small Business", Port Antonio, Portland	September 19, 26-27	College of Agriculture	32	32 students trained
- Seminar on "Starting and Financing a Small Business", IICA Office	September 22-24	4-H Clubs Social Development Commission Bureau of Women's Affairs Things Jamaican Other	1 1 1 1 2	6 trainers trained
- Seminar on "Teaching Tools", Mandeville, Manchester	October 20-22	Ministry of Agriculture Social Development Commission	6 1	7 trainers trained
- Seminar on "Operating a Small Business", Port Antonio, Portland	October 24, 31 & November 1	College of Agriculture	27	27 trainers trained
- Annual Meeting for Trainers, Pine Grove	November 3-4	Bureau of Women's Affairs Institute of Cultural Affairs Ministry of Agriculture Things Jamaican Ministry of Construction Social Development Commission National Development Foundation Wolmer's Girls School St. Thomas Craft Producers Mt. Pleasant Community Revolving Loan Fund Other	1 1 1 4 2 2 1 1 1 1 1 1	16 trainers input into project problems and solutions
- Meeting IICA Office	November 4	SBTAC	8	Inter-Agency Collaboration

MARKETING JAMAICAN SMALL BUSINESS PRODUCTS

These training sessions provide trainers with the basic information needed to successfully market small business products, as well as training techniques to impart this information to small producers and traders. The seminar shall focus on the businesses of small manufacturing, retailing, services and farming. Included in the topics covered are: what is marketing and why is it important, important activities of marketing, doing market studies, pricing of goods and services, and hints on personal selling.

1988 training dates and locations

Sav-la-mar	:	January 26 -28
Brownstown	:	April 26 -28
Kingston	:	August 23 - 25
Pt. Antonio	:	October 11 - 13

TRAINING TOOLS FOR SMALL BUSINESS TRAINERS

These training sessions are for trainers who have been trained in one or more of the IICA business manuals. They will provide trainers with training techniques and tools which should improve their ability to teach the business topics to small producers and traders. The seminar shall focus on the businesses of small manufacturing, retailing, services and farming. Included in the topics covered are: training methodology, chapter specific training hints for the small business manuals, case studies, curriculum development and forms for planning training events.

1988 training dates and locations:

Sav-la-mar	:	March 29 -31
Pt. Antonio	:	April 12 -14
Kingston	:	May 17 -19
Montego Bay	:	May 25 - 27
Highgate	:	June 14 -16
Mandeville	:	September 27 - 27

2.1.6 Beyond 1988

This project will terminate at the end of 1989. During that year, additional training of trainers will be scheduled and micro-entrepreneurs will receive their final year of assistance from IICA.

Materials to be published will be a final version of the manual titled Marketing Jamaican Small Business Products. In addition, any materials scheduled for publication in 1988, which require further testing during that year, will be published in 1989.

A final project evaluation will begin in April 1989; expected recommendations shall be available in September 1989. This will permit ample time for the Advisory Committee to take these recommendations into consideration for the future development of its member institutions.

4. List of Publications produced during 1988

HANDOUT C.1

- (i) Small Business Training Tools Test Edition
Small Enterprise Development Project.
IICA, Jamaica. p 185.
- (ii) Establishing a Training Project to Support Micro-Enterprise
Development. SEDPRO, IICA, Jamaica. p 128.
- (iii) Post-Gilbert Financing: Assistance for Small Businesses and
Small Farms. SEDPRO, IICA, Jamaica. p 41.

(iv.) 4-11 YAM PRODUCTION USING MINI-SETT
TECHNOLOGY

Return to
AR. 99

Agency

Trainers Trained by IICIA by Topic to Agency: 1988

Agency	STRUCTURE + FINANCY		ORGANIZATIVE		MARKETING		TEACHING TOOLS		POST-CONTRACT	
	1988	to date	1988	to date	1988	to date	1988	to date	1988	to date
Ministry of Agri.	-	45	2	33	-	30	1	31	-	-
Ministry of Const.	-	7	-	8	-	7	1	8	-	-
Bureau of Women Affairs	-	7	6	11	-	-	2	-	-	-
4-11 Clubs	4	33	-	32	-	21	1	22	-	-
HEART - secondary	3	3	1	14	-	-	-	-	-	-
Rowan's Town C.C.	41	95	-	53	2	56	-	57	-	-
Social Soil Cont.	-	38	-	27	2	17	-	19	-	-
Training Jamaica's	-	6	2	13	-	-	2	6	-	-
Rio Grande Project	14	14	2	2	-	-	1	11	-	-
ND Foundation	-	0	-	-	-	-	1	1	-	-
Schools	3	0	5	5	-	-	2	2	-	-
Other	6	46	5	47	22	48	6	32	107	107
Totals	76	292	26	240	26	179	27	182	107	107

* Institutional breakdown

SMALL BUSINESS MANAGEMENT SUPPORT FOR THE RURAL DEVELOPMENT
PROCESS IN JAMAICA

PO.2 - 1989

1. Identification

1.1 Programme III Code: A2892JIC01200

1.2 Geographical scope: National Host country: Jamaica

1.3 Funding:

Regular Funds: X : Quotas X Other_____

External Funds: on request from IDB and AID

1.4 Person responsible:

Jan Hurwitch MacDonald, Representative and Rural
Development Specialist
(IPP, Quotas)

Persons Assisting:

Ellen Hill, Small Business Management Specialist (Peace
Corps Volunteer, until April 1989)

Rob Fryzek, Small Business Management Specialist (Peace
Corps Volunteer,)

Antoinette Pearson, Small Business Management Specialist
(Peace Corps Volunteer,)

Barbara Blosser, Small Business Management Specialist
(Peace Corps Volunteer,)

2. Results of the Year

IDENTIFICATION	NARRATIVE DESCRIPTION OF RESULTS	DATE OF COMPLETION	INDICATORS AND TARGETS
a	Relevant training materials to be used by Jamaican institutions serving rural micro-entrepreneurs (1-4)	12/89	Publication of: Training Tools (M5) Business Advisory (M6) Project Meth. (M7&8) Post-Gilbert Financing (M9) Small Business Training Methods (M10) CRLF Bookkeeping (M11)
b	Increased capabilities of Jamaica's institutions to serve rural micro-preneurs through human resource development (2)	12/89	105 Jamaican trainers strengthened in Post-Gilbert finan- cing; 40 in training techniques
c	Increased capability of Jamaican rural micro-entrepreneurs and farmers to obtain financing for their businesses (3)	12/89	5000 Jamaican micro-entrepreneurs trained by IICA- trained trainers in Post-Gilbert Financing

d	Relevant training materials to be used by 4-H Clubs of Jamaica (1-4)	12/89	Publication of technical training manual in yam mini- sett production.
e	Strengthened 4-H Clubs of Jamaica through human resource development (2)	12/89	40 4-H Club leaders trained in small business management
f	Increased capability of young farmers' organizations to manage their agricultural businesses effectively (3)	12/89	Members of 40 4-H Clubs receiving IDB loans trained in rural enterprise management and new technologies from IICA's Cropping Systems Project. Total trained: 400

- g** **Jointly designed project with
4-H Clubs of Jamaica for 1990-
1994 to increase youths'
interest in agriculture as a
viable business (6) 12/89**
- h** **Project external financing 12/89**
- Project Document**
- agreement**

3. Activities to be performed during the year to accomplish each result:

<u>CODE</u>	<u>TITLE OF ACTIVITY</u>	<u>RESULT SOUGHT</u>
A2892JIC02201	Management and Monitoring Support	Result (a)
	March 1989	a1 Post-Gilbert Financing (M9) published.
	March 1989	a2 Training Methods (M10) published.
	July 1989	a3 Training Tools (M5) published.
	August 1988	a4 Project Methodology (M7&8) published.
	Sept. 1989	a5 CRLF Book-keeping (M11) published.
	Dec. 1989	a6 Business Advisory Services Guide (M6) published.
		Result (b)
	July 1989	b1 105 trainers trained in M9;
	July 1989	b2 40 trainers trained in M10
		Result (c)
	Dec. 1989	c1 5000 Jamaican micro-entrepreneurs trained in M9

	Result (d)
July 1989	d1 Technical manual for 4-H Clubbites on yam mini-sett technology published.
	Result (e)
Dec. 1989	e1 40 4-H Club leaders trained in small business management
	Result (f)
Dec. 1989	f1 400 4-H Clubbites trained in small business and new ag. technologies
	Result (g)
Oct. 1989	g1 Project Document
	Result (h)
Dec. 1989	h1 Agreement

PO.2 "B" Small Business Management Support for Rural Development (1989)

UNIT : JAMAICA

6. Summary of resources by source of funding and major object of expenditure

ACTIVITY, CODE AND FUNDING SOURCE	1	2	3	4	5	6	7	8	9	(3-9)	Total	
	MAJOR OBJECT OF EXPENDITURE (US\$)											
Personnel Costs A2892JIC02100												
Activity A2892JIC02101				3,000				8,500			(11,500)	11,500

Quotas

2. Origin of resources
- Quotas
3. Justification of expenditures on consultants
 - \$4,500 to hire part-time consultant to assist Representative in co-ordinating activity
 - \$4,000 to mobilise National Consultant listed above and Peace Corps Volunteers attached to the project.

4. Remarks

Focus of this year's Small Business will be on youth projects as we phase out the Small Business Enterprise Development Project and phase in a Youth Enterprise Project for which a project document will be prepared during the year. An emphasis on training in post-Gilbert Financing will also take priority.

HANDOUT D

1990 - 1992 Youth Enterprise Project

CARICOM Standing Committee of Ministers of Agriculture at their meeting in 1988 expressed concern that young people in the Caribbean area were becoming less and less inclined to become involved in agriculture.

The project which falls within IICA Programme III Guidelines and Technical Cooperation will be specifically aimed at carrying out activities designed to promote and strengthen young farmer organizations and improve business management skills.

OBJECTIVE

The specific objective of the project is to assist the 4-H Clubs of Jamaica to implement technical methodologies leading to youth enterprise development.

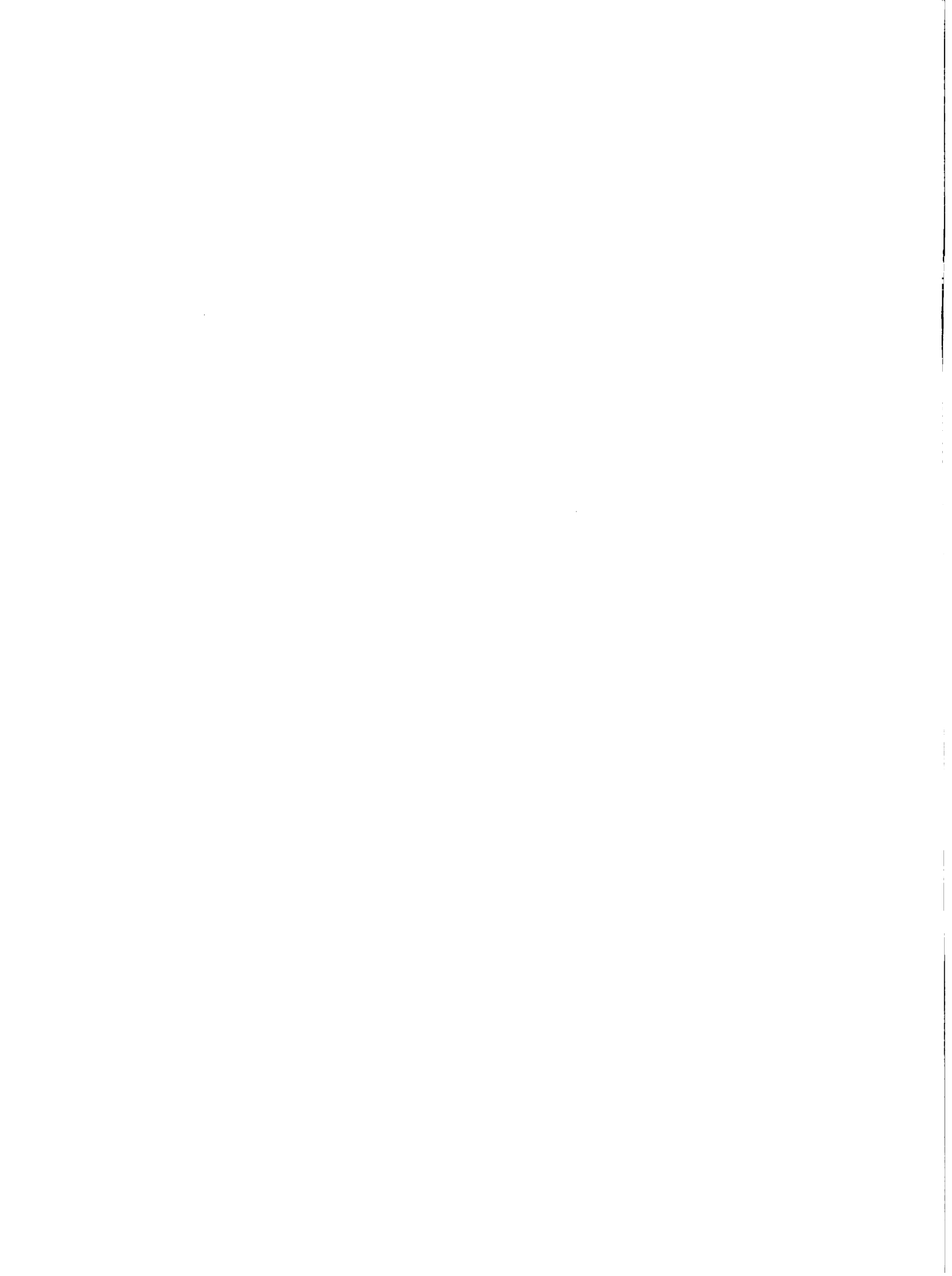
STRATEGY

Initial Activity	ESTA 1988
Pilot Project	1989
Medium Term Project	1990-92

The project shall consist of 8 major steps.

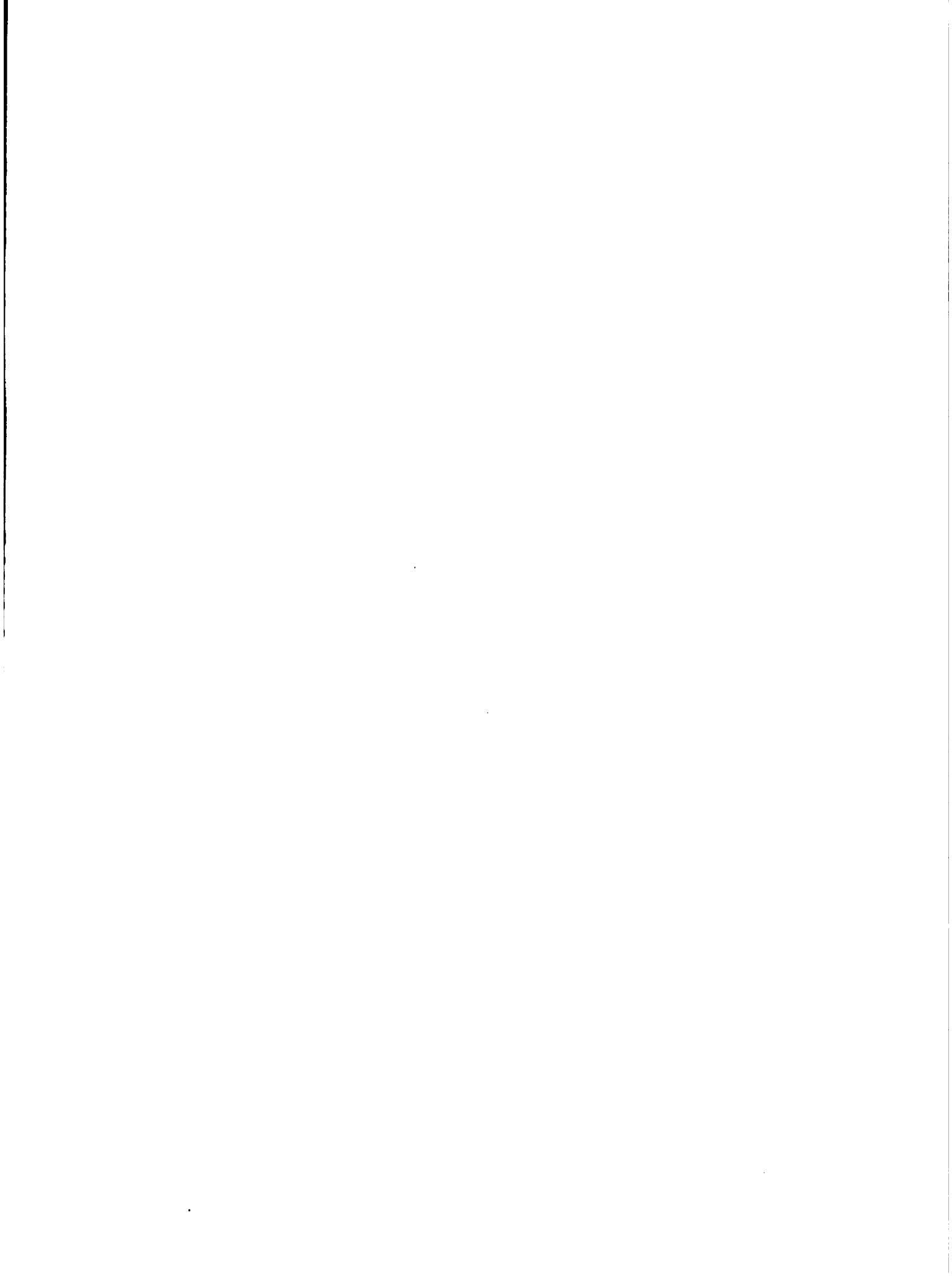
- Step 1: Technology Selection
4-H and IICA organize a technical committee to analyze MOA-IICA Cropping System Project research results and to select superior technologies which may be extended to Clubbities
- Step 2: Select Pilot Clubs
4-H selects twenty (20) pilot clubs for the transfer of the superior technologies identified in Step 1.
- Step 3: Planting Materials
IICA assists in accessing planting materials (such as sprouted yam mini-sett or rapidly multiplied Irish potato) for selected pilot clubs.
- Step 4: Technical Materials Preparation
IICA prepares materials for technical training adapted to 4-H Clubbite requirements (such as 4-H Yam Mini-sett Manual).

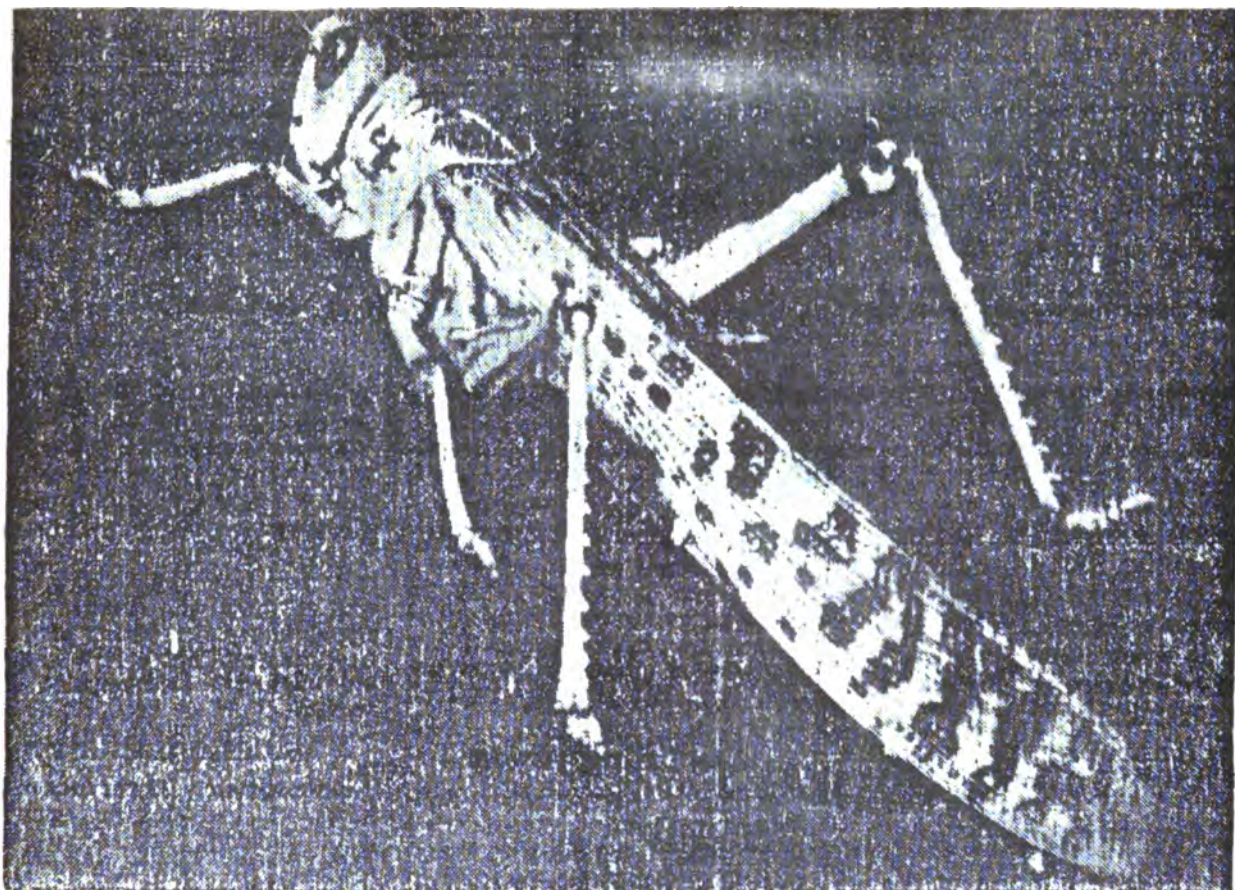
- Step 5: Technical Training
IICA conducts technical training for leaders of twenty (20) pilot clubs.
- Step 6: Business Training Manuals Preparation
IICA prepares materials for business training adapted to 4-H Clubbrite requirements, based on the SEDPRO methodology (such as Post-Gilbert Financing Manual).
- Step 7: Business Training
IICA conducts business training for leaders of twenty (20) clubs.
- Step 8: Management and Monitoring Support
IICA supports 4-H in staff management and project monitoring.



A N N E X G

NEWSPAPER CLIPPING ON COMMITTEE
TO MONITOR DESERT LOCUSTS





THE AFRICAN DESERT LOCUST (*Schistocerca gregaria*)

Committee to monitor desert locusts

A CO-ORDINATING Committee set up in the Ministry of Agriculture to monitor the status of the African desert locust has undertaken a detailed survey to determine the distribution and population of locusts in Jamaica.

Following upon this, it hopes to pinpoint areas where specimens have been collected, and search these areas to determine the existing population, host plants and level of damage.

Meanwhile, it has been determined by the experts at the Ministry that the African desert locusts (*Schistocerca gregaria*) which invaded the Caribbean region last October and which was positively identified in five parishes here in Jamaica, does not pose a threat to Jamaica's agriculture.

The Director of Research and Development at the Ministry of Agriculture, Mr. Walter Van Whervin, said this yesterday in response to

questions by the **Farmers Weekly**

01101401 Since the nine immature specimens which were collected from the parishes of Clarendon, St. Mary, St. Elizabeth, Portland and St. Ann last year, were found to be desert locusts, some 39 specimens have been submitted to the Ministry of Agriculture.

These, however, were found to be from the grasshopper families **Tettigoniidae** and **Acrididae** and not the desert locust.

"It is highly improbable (though not impossible) that the desert locust would survive here in Jamaica, but if there was a large-scale invasion and the insects did survive and adapted to local conditions, we have the technology at our disposal to effectively cope with such a situation," Mr. Van Whervin said.

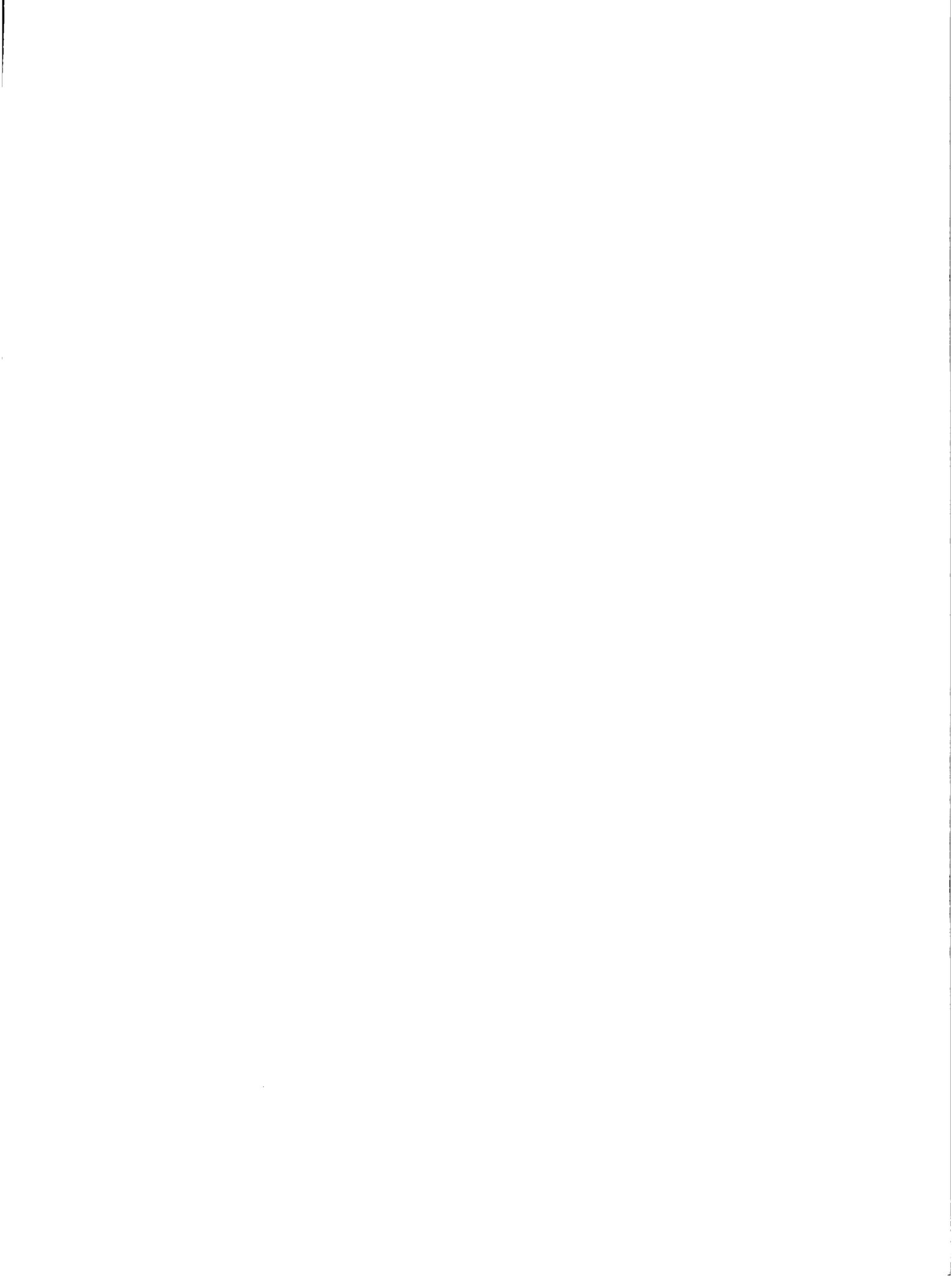
As part of its public education programme, the Research and De-

velopment Division of the Ministry of Agriculture, in collaboration with the Inter-American Institute for Co-operation on Agriculture (IICA) will hold a series of regional training sessions.

These will be aimed at helping farmers and other persons to identify the different specimens of locusts and will include information on the desert locust — identification, life history, population dynamics and control. This programme is expected to come on stream by the end of the month (January).

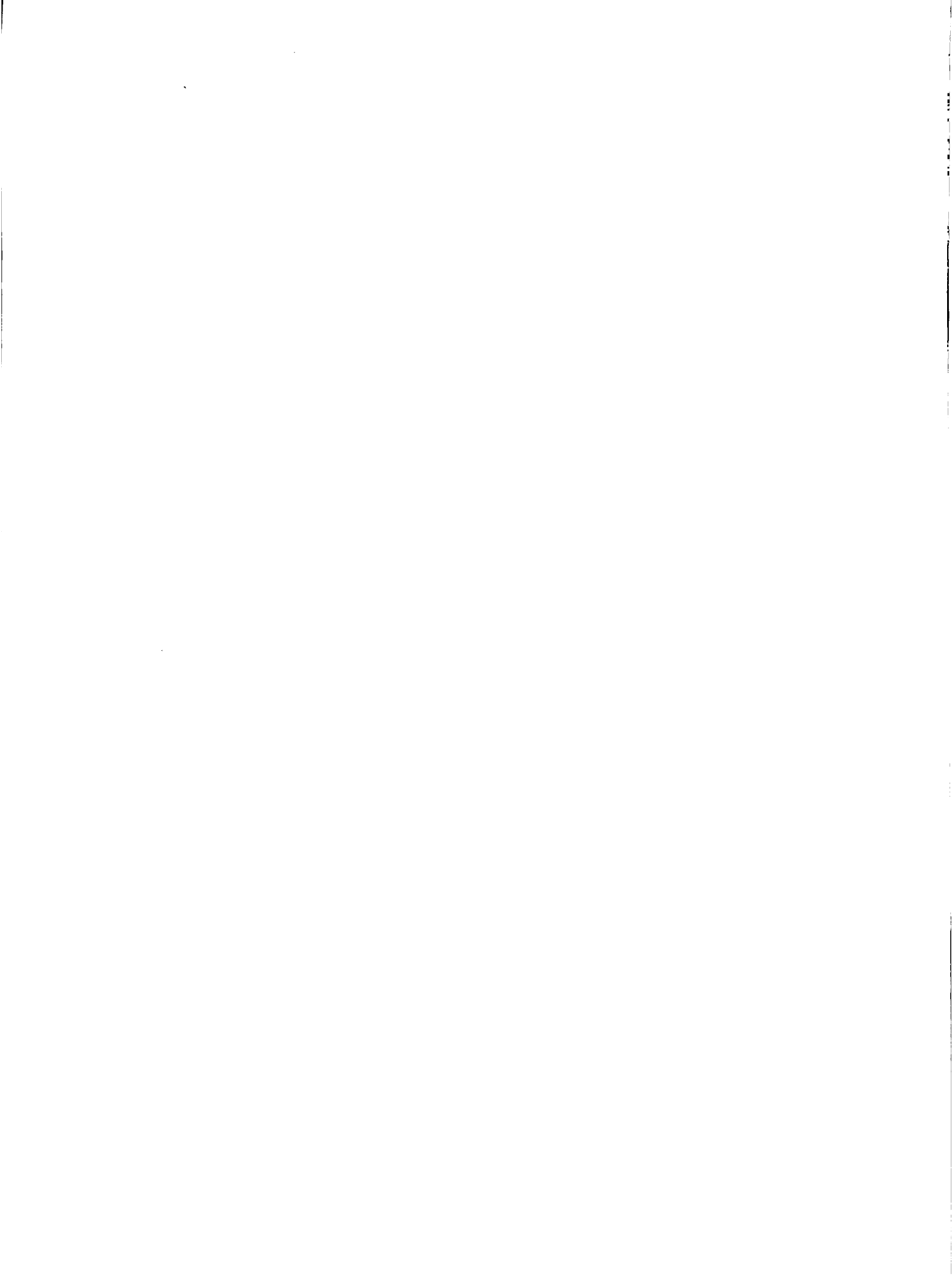
Here in Jamaica, posters showing the desert locust and giving information on how it may be identified, have been prepared by the Ministry of Agriculture and are now being distributed.

Mr. Van Whervin noted that to the untrained eye (layman) the **Schistocerca pallens** (local grasshopper) was the one most often mistakenly identified as the desert locust. He went on to point out that the long-horned grasshopper from the **Tettigoniidae** differed significantly from the desert locust, in that it had very long antennae — sometimes longer than its body, whereas in the desert locust these



A N N E X H

ESTA TO ASSIST JAMAICA RECOVER FROM HURRICANE
GILBERT AGRICULTURAL LOSSES



**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)**

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 months time and make needed adjustments for 1989 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 crop 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.

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 liaise 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 PCV'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 PCV's will work with a minimum of 1000 loan applicants.

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.

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.



A N N E X I

DIRECTORATE OF PROGRAMMING
AND EVALUATION

(EVALUATION OF IICA'S ACTION IN JAMAICA)

DIRECTORATE OF PROGRAMMING AND EVALUATION

EVALUATION DIVISION

FORM IERP 1

SCOPE OF WORK FOR EVALUATION MISSION:

EVALUATION OF IICA'S ACTION IN JAMAICA

1. IDENTIFICATION OF REPRESENTATION AND OF PROJECTS INCLUDED IN EVALUATION

IICA Representation in: JAMAICA

Period covered by the evaluation: From January / 1984 to June / 1988

Representative: JAN HURWITCH

Since January/1986

Projects included in the evaluation

In the case of Jamaica, it was decided to evaluate the area of Rural Development, and within it, the project on "Small business management support for the rural development process in Jamaica: II," which is being implemented by the Representation. The Mission will analyze the history of the technical cooperation provided to the country in this area, as well as the direct and indirect results achieved, with special reference to the aforementioned project. In choosing the area of Rural Development, reference was made to the document entitled "IICA's Action Strategy by Country. Jamaica 1988-1989." In addition, the national component of the multinational project on "Survey and monitoring of animal and plant diseases and pests to facilitate increased production efficiency" has been

included in order to examine previous actions carried out in Jamaica in the area of animal health. Following are descriptions of the two projects.

1.1 Representation project

- Title: Small business management support for the rural development process in Jamaica: II
- Code: A2882J1C02100
- Geographic scope: National Headquarters: Kingston, Jamaica
- Title of legal instrument governing project: _____

- Duration: From January / 1988 to December / 1988
- Funding:
Regular resources: Quotas US\$66,650 Other US\$ _____
External resources: National US\$ _____ Other _____
- Counterpart agencies: Ministry of Agriculture, Ministry of Youth and Community Development, and Things Jamaican, Limited
- Head of Project: J. Hurwitch

1.2 Component of a multinational project

- Title: Survey and monitoring of animal and plant diseases and pests to facilitate increased production efficiency
- Code: A2886D1E03200
- Geographic scope: Multinational Headquarters: Trinidad and Tobago
- Title of legal instrument governing project: Agreement between CIDA (Canada) and IICA
- Duration: From July / 1988 to December / 1991

- **Funding:**
Regular resources: Quotas US\$480,900 Other US\$ _____
External resources: National US\$ _____ Other US\$318,000 (CIDA)
 - **Counterpart agencies:** Ministries of Agriculture in each country of the Caribbean Area
 - **Head of project:** Barry Stenshorn
-

2. PURPOSE OF THE EVALUATION

- a. To determine the extent to which IICA's technical cooperation (1984-1988) has been and is being adapted to the needs of the country, and identify the factors and conditions that favor this adaptation.

It is important to determine:

- * the degree of initiative that can be exercised for generating a new perception of needs and priorities, and
- * the viability of offering technical cooperation based on IICA's capacities and comparative advantages

- b. To determine the extent to which IICA's technical cooperation (1984-1988) is consistent with the guidelines of the 1983-1987 and 1987-1991 Medium Term Plans; how these guidelines are spelled out in the IICA Action Strategy by Country documents and how they are reflected in the Representation's capacity to participate in the dialogue on agricultural policies, promote requests for technical cooperation projects, and establish relations with various institutions that play an important role in formulating and implementing public policies. In the case of the Jamaica Representation, it is important to identify:

* its effective capacity to participate in this dialogue

* its possibility of playing an active role in promoting requests for technical cooperation

c. To examine and appraise the performance and results of the Representative's role in and support for:

*Maintaining official relations with the country and broadening the base of institutional and financial support for technical cooperation activities, with emphasis on the determining factors of the performance observed.

*Managing technical cooperation, including the terms under which technical cooperation instruments are agreed upon and implemented, and the maintenance of smooth relations with public and private sector authorities and with representatives of international agencies;

*Internal management of the Representation and attention to formulation of and follow up on projects, and securing of external resources.

d. To evaluate the effectiveness of the technical cooperation offered to the country and determine the factors and conditions which contribute to such effectiveness; this entails:

- analyzing the consistency of the technical cooperation activities planned for the period covered by the evaluation, and analyzing the design of cooperation and administrative support instruments and the manner in which they are agreed upon and processed for approval;

- evaluating the ability of the Representation and its projects to adapt to changing circumstances (both in the country and within IICA); and

- analyzing the products generated by the technical cooperation activities carried out, the use which counterpart agencies make of these products and, when pertinent, determining the degree to which they are institutionalized. Indirect results which go beyond the institutional scope and have an impact on the sector as a whole will also be identified.

e. To evaluate results of relations with Headquarters

*With regard to the processes involved in planning and approving projects, particularly:

- the extent to which the procedures fulfill their purpose of ensuring that actions are consistent with institutional mandates, and available resources and capacities;
- the bureaucratic burden of these procedures and their impact on management of the Representation.

To offer suggestions for simplifying these procedures in keeping with the requirements and advantages of Representations such as that of Jamaica

* Concerning staff administration

-extent to which current procedures for staff administration facilitate or impede Representation management.

* Concerning the accounting system

-mechanisms for control, protection and planned use of assigned resources

-in the event that problems should arise, pertinent information on the keeping of records in two currencies.

* support from Headquarters units in:

- identifying, coordinating, formulating and implementing technical cooperation instruments
- securing external resources

f. To characterize the model IICA has developed in Jamaica for organization and coordination of the Representation and its impact on the capacity to meet the Institute's priorities for the future and improve IICA's image in the country. To emphasize how this enables the Representation to:

- * generate innovative thinking;
- * apply the strategy for institutional strengthening;
- * modify IICA's image in the country;
- * be recognized for its comparative advantages in providing technical cooperation services.

What kind of organization is desirable for the Representation, given its volume of activities?

3. BACKGROUND

The Representation is to prepare a document on the history (performance and results) of IICA's technical cooperation to the country during the period covered by the evaluation. This document will be delivered to the Mission.

In order to provide further background information, the Representation should also have the following basic documentation at hand:

- Action Strategy by Country drawn up at the end of 1986, to support the 1988-1989 Program Budget
- Documents that have been drawn up in support of previous Program Budgets (e.g., Action Plan at the Country Level)
- National sectoral development plans in force during the period covered by the evaluation (January 1984-December 1988)
- Program Budgets for the 1984-1985 and 1986-1988 periods
- Annual plans of operations for 1984, 1985, 1986 and 1987, 1988
- Reports on annual budget performance
- Annual reports of the Representation
- Reports on projects in the subject area selected and on the multinational component selected
- Auditor's reports

4. FRAMEWORK OF ANALYSIS

Bearing in mind the different aspects covered by the evaluation of IICA's action in Jamaica, DIPROE has prepared a breakdown of the six purposes under eight headings, listing in each case the results expected from the Mission's analysis. To guide this analysis, there are a number of questions on situations, facts and conditions which should be answered and weighed for purposes of future decision-making. These questions and the other elements of the Scope of Work can be adjusted by authorities and officials of national organizations involved with Institute action, as well as by the Representation staff and by the evaluators themselves, in terms of their expectations for the evaluation.

OBJECT OF THE ANALYSIS

DESIRED RESULT(S) OF THE ANALYSIS

QUESTIONS FOR OBTAINING INFORMATION

1. Adjustment of technical co-operation to national needs

The evaluators determine the extent to which technical co-operation adjusts to the needs of the country, whether a new perception of needs and priorities has been generated, and whether technical cooperation has been offered in view of IICA's comparative advantages.

*To what extent are selected technical cooperation instruments consistent with the needs of the country?
*What factors and conditions limit development of a new perception of the country's technical co-operation needs and priorities?

2. Consistency of technical co-operation with MTP guidelines

The evaluators determine the consistency between technical cooperation and the guidelines of the MTP; the capacity of the Representation to participate in dialogue on agricultural policies and promote demands for technical co-operation.

*How is the approach of the MTP interpreted and put into practice with regards to instruments of technical cooperation, studies and events held by the Representation?

*How has the Representation's capacity to encourage and participate in the dialogue on agricultural policies and rural development for small farmers and to promote requests for technical cooperation improved?

3. Results of the analysis of the Representative's management and of the support she received in carrying out her duties

The evaluators determine the effectiveness of the Representative's management as such.

*How effective is the Representative's performance with regard to:
-maintaining official relations, and
-expanding the institutional base of support for technical cooperation activities and securing external resources?

The evaluators assess the effectiveness of performance in coordinating technical cooperation.

*What impact has the support received by the Representative had on the effectiveness of the performance observed?

OBJECT OF THE ANALYSIS

DESIRED RESULT(S) OF THE ANALYSIS

QUESTIONS FOR OBTAINING INFORMATION

4. Analysis of the consistency of the technical cooperation planned

The evaluators determine the performance and results of the Representative's participation in tasks pertaining to project formulation and follow up.

The evaluators assess the consistency of the objectives, strategy, instruments and resources established for cooperation in the country with the sectoral and institutional problems it seeks to solve.

*The following questions must be answered based on observed performance and results:

-Are the conditions agreed to for technical cooperation the best for both the country and IICA?

-To what extent does the country make use of the different technical and resource-administration services that the Institute puts at its disposal?

*Which factors facilitate and limit a more effective participation of the Representative in these tasks?

.Based on the Representation's interpretation of sectoral and institutional problems, the mission should answer the following questions:

-How consistent is the definition of the objectives, strategy, technical cooperation instruments and resources assigned to the Representation?

-To what extent did national authorities and technicians take part in the definition of areas for IICA cooperation in the country and how useful was their participation?

-Bearing in mind the degree of consistency found, what is the likelihood of reaching the situation described upon termination of IICA technical assistance to the country?

OBJECT OF THE ANALYSIS

DESIRED RESULT(S) OF THE ANALYSIS

QUESTIONS FOR OBTAINING INFORMATION

5. Analysis of the Representation's capacity to adjust to changing circumstances

The mission determines to what degree circumstantial changes affect cooperation objectives and strategy and assesses the capacity of the Representation to make the necessary adjustments to ensure that the on-going technical assistance provided is tailored to the needs of the country, and that the quality, usefulness and timeliness of the desired results is maintained.

- *What were the key indicators which allowed the Representation to perceive significant changes in the problems faced in national objectives and in institutional programs and policies?
- *What positive conditioning factors allowed the Representation to adjust its technical assistance in such a way that the quality, usefulness and timeliness of the desired results were not affected?
- *To what degree can this adjustment process be reproduced in other Representations?

6. Analysis of results in terms of outcome and impact

The evaluators establish the progress made and the limitations encountered in obtaining the final products established in the instruments of technical cooperation in the subject area covered by the evaluation.

- *Do the final products achieved correspond to those expected?
- *How have these achievements contributed to obtaining the Representation's objectives?

The evaluators judge the key advances made and limitations encountered in obtaining the specific objective of the instruments included in the evaluation.

- *What factors, conditions and events were decisive in obtaining the final products and which were limiting?
- *Does the relationship between the final products and the specific objective of the projects fulfill expectations?
- *What foreseen and unforeseen external conditioning factors arose?

OBJECT OF THE ANALYSIS

DESIRED RESULT(S) OF THE ANALYSIS

QUESTIONS FOR OBTAINING INFORMATION

The evaluators determine the impact of the projects and other technical cooperation instruments in sectoral institutions and at IICA.

- *Does the use the counterpart agencies make of products generated correspond to expectations?
- *How do officials and technical experts from counterpart agencies view these products in terms of their quality, usefulness and timeliness?
- *What results is the counterpart organization achieving that can be attributed to the effects produced by the IICA project?

7. Analysis of relations with headquarters

The evaluators determine the extent to which project planning and approval procedures ensure that actions are consistent with institutional mandates and available resources and capacity, and the bureaucratic burden of these processes on Representation management.

- *Within the planning and project approval procedures, which indicators for adaptation or consistency between actions and institutional mandates, capacities and resources are considered fundamental and necessary and which should be eliminated?
- *Which phases or steps of the process for planning and approving cooperation instruments are considered essential and which can be eliminated?
- *How have the management and the image of the Representation been affected by the establishment and application of the current procedures for planning and approving technical cooperation instruments?

OBJECT OF THE ANALYSIS

DESIRED RESULT(S) OF THE ANALYSIS

QUESTIONS FOR OBTAINING INFORMATION

The evaluators determine the extent to which the accounting and staff-administration procedures facilitate or impede Representation management.

- *Which problems associated with supervision, protection (against loss of purchasing power), record keeping in two currencies and use of assigned financial resources have frequently come to bear on Representation management?
- *Which problems associated with staff recruitment, evaluation, salary adjustment, and promotion have frequently come to bear on Representation management?

The evaluators determine the importance and timeliness of the support received from the different operating units at Headquarters in relation to the objectives of the Representation and the results of technical cooperation.

- *What have been the real benefits of the support received by the Representation and its projects for:
 - identifying, reaching agreement on, formulating and implementing instruments of technical co-operation,
 - generating and securing national resources as well as those from other external sources?

8. Image and prospects for the Representation

The evaluators characterize the model developed by IICA for the Representation in Jamaica and how it has modified the image of the Institute in the eyes of pertinent officials and sectors.

- *What are the main characteristics of the model (structure and management) of the IICA Representation in Jamaica and the factors that explain them?
- *What is IICA's image in the eyes of national officials with respect to technical cooperation and areas of comparative advantage for the Institute?

OBJECT OF THE
ANALYSIS

DESIRED RESULT(S) OF THE
ANALYSIS

QUESTIONS FOR OBTAINING
INFORMATION

*What are the Representation's prospects for meeting IICA's future priorities:
-with respect to the guidelines of the 1987-91 MTP,
-in terms of addressing immediate priorities concerning: generating innovative ideas, applying the strategy for institutional strengthening, and identifying priority projects of impact in the country,
-with respect to the guidelines set forth in the Declaration of Ottawa, as concerns the Institute?

5. TECHNIQUES AND PROCEDURES

The basic method to be used by the Mission responsible for evaluating IICA's action in Jamaica is that of "guided research," which entails the application of techniques such as: i) observation (analysis of documentary information, reviewing of reports, visits to offices of national agencies benefiting from the projects and, if possible, to the regions where the project activities are carried out; ii) in depth-interviews with national officials and Institute staff, using previously prepared guidelines or questionnaires; iii) group working sessions, in order to reach agreement on assessments made; iv) general discussions with national groups and with technical and administrative Representation staff; v) such others as the Mission may decide upon, depending on the nature, content and scope of the questions set forth in the Framework of Analysis.

The techniques and procedures followed should be designed to help the Mission concentrate on ascertaining the results of the technical cooperation provided and of the Representative's management performance, bearing in mind the process followed (programming, provision of resources, participation of national agencies, reaching of agreements, etc.) and the means used; the evaluators must also identify the causes (factors and conditions) of the results, as a basis for subsequent decision-making and institutional learning.

6. WORK PROGRAM FOR THE MISSION

Following is a proposed work program, drawn up by DiPROE, which will have to be adjusted in consultation with the Representation and members of the Mission.

ACTIVITY	DURATION	OUTCOME
1. Briefing meeting with the Mission and delivery of supplementary documentation	1st day (a.m.)	Clarification and adjustment of the Scope of Work, the program of activities and the contents of the Evaluation Report
2. Implementation of the Framework of Analysis	1st day (p.m.)	Framework of analysis implemented with specific questions in order to locate evidence in the documentation
3. Analysis of information and documentation in order to locate evidence and formulate hypotheses on factors and conditions determining results	2nd day	The Mission reaches preliminary conclusions on the performance and results of the Representation.
4. Preparation of guidelines or questionnaires for interviews	3rd day	The Mission establishes the terms in which the evidence will be corroborated and the hypotheses proved.

ACTIVITY	DURATION	OUTCOME
5. Carrying out of interviews and visits to agencies	4th and 5th days	Results and the factors and conditions explaining them have been established (conclusions).
6. Preparation of Evaluation Report (including typing and reproduction)	6th and 7th days	Preliminary version of evaluation report is produced.
7. Presentation of the preliminary findings of the evaluation to Representation staff.	8th day	Comments from Representation staff are received with a view to possibly making adjustments in the report.

7. COMPOSITION OF THE MISSION

Members of the Mission

- ~~Mr. Domingo Marte de la Cruz, Dominican Republic~~
- ~~Dr. Jean Casimir, Haiti~~
- Mr. Miguel A. Araujo, Technical Secretary of the Mission

8. DECISION-MAKING PROCESS AS RELATED TO THE RESULTS OF THE EVALUATION

The Mission will deliver the final version of the report to the Director of DIPROE on October 18, for its subsequent transmittal to the Programming Committee. Plans are for the Mission to present its main findings, conclusions and recommendations to the Programming Committee at a special meeting to be held on November 8, 1988. The Committee will analyze it from the standpoint of the implications which the findings of the evaluation have for IICA and will recommend approval by the Director General, with such adjustments as may be considered necessary.

The Director General will study both the Report and the Committee's recommendation at a Cabinet meeting, and will decide on IICA's position regarding the evaluation. A copy of the report will be sent to the authorities of the counterpart agencies, for information purposes, through the Representative.

An in-house IICA group, made up of representatives from Operations, the Programs and DIPROE, will analyze the recommendations of the evaluations conducted in Jamaica, El Salvador, Argentina and Colombia, and will suggest measures to be taken; these may entail making changes in duties, organizational structure and institutional procedures.

DIPROE will follow up on the application of these measures by the IICA units to which they are addressed, and will report to the Director General on its findings. In addition, DIPROE will analyze the opinion of the consultants on the relevance and usefulness of the concepts, methods, procedures and forms used, with an eye to making adjustments and to improving the evaluation system as a whole.

Annex J

**IMPROVING WATERSHED MANAGEMENT
AND
INCREASING SOCIO-ECONOMIC WELL-BEING
THROUGH
FARMING SYSTEMS RESEARCH AND DEVELOPMENT
A MINAG/IICA SUB-PROJECT OF THE GOJ-USAID
HILLSIDE AGRICULTURAL PROJECT**

**IMPROVING WATERSHED MANAGEMENT
AND
INCREASING SOCIO-ECONOMIC WELL-BEING
THROUGH
FARMING SYSTEMS RESEARCH AND DEVELOPMENT
A MINAG/IICA SUB-PROJECT OF THE GOJ-USAID
HILLSIDE AGRICULTURAL PROJECT**

Introduction

The sub-project is aimed at promoting the growth of perennial crops on hillsides and to increase the socio-economic well-being of Northern Rio Cobre watershed residents, while conserving natural resources.

It will seek to develop economically viable production systems, improved watershed management practices, and farmers' organizations which support production and marketing activities.

The major crops will include cacao, coffee, coconut, plantains, miscellaneous fruits and forest crops, legumes, vegetables and root crops.

Selected technologies developed in Jamaica and elsewhere will be tested alongside farmers' practices on the farms. These will include intercropping systems and soil conservation measures using a farming systems research methodology.

The sub-project will be located in the Northern Rio Cobre watershed area bounded by the following Extension Areas: Seafield and Pear Tree Grove in the north, Troja in the east, Riversdale in the south, and Redwood in the west (see Fig.1).

Budget Summary

YEAR	HAP	(J\$ x 1000)		FARMERS	TOTAL
		MINAG	IICA		
1	1,787,819	431,803	451,334	179,976	
	2,843,932				
5 Year Total	6,989,627	2,636,280	1,777,612	1,056,036	
	12,459,475				

The total budget for the five-year sub-project is J\$12,459,475. The portion to be funded by the Hillside Agricultural Project (HAP) is J\$6,989,627. Fifty-six percent of the total cost of the first phase will be funded by the HAP, and forty-four percent by MINAG, IICA, and the Farmers.

Farming Systems in the Sub-Project Area

Tree crops occupy 68% to 76% of farms followed in order of importance by rootcrops, vegetables and legumes. Rootcrops occupy 14% to 16%, and vegetables and legumes 6% to 8%. Other crops occupy from 4% to 7% of farms.

Key constraints to increased productivity and production include pests and diseases, shortage of high quality planting material, and the absence of effective systems of management for crops and soil conservation.

Socio-economic Factors

Problems identified by farmers encompass social, economic, institutional, and cultural factors which interact and impact on their crop production and income potential.

The Baseline Survey, which is a part of this sub-project, is scheduled to be completed and documented during the first year. It will establish the current technological and socio-economic status and constraints of farming in the area.

Description of the Sub-Project

The general objective is to increase the socio-economic well-being of Northern Rio Cobre watershed residents, while conserving natural resources.

The specific objective is to develop viable hillside agricultural production systems which will contribute to increased sustainable income to small-scale farmers, while conserving watershed resources and strengthening farmer organizations.

The strategy for the execution of the sub-project will be to involve farmers, farmer organizations, commodity boards, and the relevant divisions of the Ministry of Agriculture in the implementation and evaluation stages.

The strategy for the preservation, dissemination and transference of the technologies generated in the sub-project will include field days, training courses for technical personnel, preparation of technical bulletins and annual reports.

In addition, the Production, Extension, and Marketing Division has agreed to prepare and submit a sub-project for funding to be effective at the end of the second year of this FSR&D sub-project, so as to disseminate appropriate technologies generated.

QUANTIFIABLE TARGETS

Baseline Survey Report

A baseline survey will be completed for the project area, and a report presented within twelve months after commencement of the project. The baseline survey will provide a benchmark against which the sub-project impact will be evaluated.

The data generated from the survey will establish the present state-of-the-art with regard to farming systems, farmer participation in groups and organizations, social and economic conditions, production and cultural practices, and agronomic and socio-economic constraints.

Permanent Crops

The work to be done on permanent crops for the first two years will be phased so that one-third of the number of trials will be executed in Year 1, and the remainder executed in Year 2. This strategy will provide the sub-project with the lead time needed to recruit personnel, obtain firm commitments for planting materials, purchase of vehicles, equipment and supplies, and synchronize activities with reference to establishment and rehabilitation trials.

Consequently, in Years 1 and 2, the number of establishment and rehabilitation trials are as shown in Table 1.

Soil Conservation

Soil conservation measures will include minimum tillage, strip cropping, live barriers, mulching, continuous mounds, and hillside ditches. For each of the situations encountered on participating farms appropriate soil conservation measures selected from the above range will be utilized.

The actual amount of soil loss from experimental sites, as well as from other sections of the farms which are subjected only to farmers' practices, will be measured.

Table 1. Number of trials with permanent crops by year

Type of trial/crop	Number of Trials*	
	Year 1	Year 2
<u>Establishment</u>		
Coffee	5	12
Cocoa	7	14
Mango	1	1
Coconut	2	3
	15	30
<u>Rehabilitation</u>		
Coffee	5	9
Cocoa	6	12
Mango	1	1
Coconut	1	2
	13	24

* Each of the trials will be done on at least 2 farms. Intercropping will be done only in the establishment trials.

Type of Results

Establishment trials (Year 1)

- Data on plant development by treatment, from 15 trials on 30 farms. Initial data at planting, and data at end of year 1 on characteristics such as stem girth at soil level, mean number of laterals developed, mean length of laterals, mean plant height, and general condition of crop (pests and diseases).
- Production and economic data from 15 intercropping trials on 30 farms.

- Data on soil conservation practices.

Establishment trials (Year 2)

- Data on plant development by treatment, from 45 trials on 90 farms. Initial data at planting, and data at end of year 1 on characteristics such as stem girth at soil level, mean number of laterals developed, mean length of laterals, mean plant height, and general condition of crop (pests and diseases).
- Production and economic data from 45 intercropping trials on 90 farms.
- Data on soil conservation practices.

Rehabilitation trials (Year 1)

- Production and economic data from 13 trials on 26 farms.
- Data on soil conservation practices.

Rehabilitation trials (Year 2)

- Production and economic data from 37 trials on 74 farms.
- Data on soil conservation practices.

Training (Year 1)

- 9 field days for an estimated 1,350 persons comprised of farmers, Production, Extension & Marketing personnel and other associated technicians. Each field day will be conducted at three locations hosting 50 persons per location.
- 2 training courses each of 9 days duration, for a total of 40 technical personnel inclusive of Production, Extension, Marketing, Research & Development staff and other associated technicians.

Training (Year 2)

- 9 field days for estimated 1,350 persons comprised of farmers, Production, Extension & Marketing personnel and other associated technicians. Each field day will be conducted at three locations hosting 50 persons per location.
- 2 training courses each of 9 days duration, for a total of 40 technical personnel inclusive of Production, Extension, Marketing, Research & Development staff and other associated technicians.

Publications (Year 1)

- 3 Research & Development, Extension & Marketing Bulletins based on the results of the sub-project.

Publications (Year 2)

- 3 Research & Development, Extension & Marketing Bulletins based on the results of the sub-project.

Evaluation

An annual evaluation of the project will be executed at the end of each year.

Database

A database will be built up on plant diseases, plant pests, use of agricultural chemicals, soil fertility problems, crop productivity, and socio-economic aspects of small-scale farming in the sub-project area.

The database will be used for planning purposes since it will provide an up-to-date assessment of the abovementioned factors.

BENEFICIARIES

The main beneficiaries of the sub-project will be the farmers in the Rio Cobre Watershed area. These farmers can be grouped in three categories with respect to the type of benefit, and the time period in which these benefits will accrue.

- immediate and direct beneficiaries will consist of at least 168 farmers on whose farms work will be executed;
- other direct beneficiaries will consist of some 2,230 farmers who will benefit from the results of the on-farm trials through the extension of improved technology onto their farms.
- indirect beneficiaries will consist of a target group of some 5,480 farmers whose farms are sited in the Extension Areas of the Rio Cobre Watershed which are outside of the immediate influence of the sub-project.

Potential for expanding tree crops cultivation

In the area of immediate influence of the sub-project, there are 2,618 acres available on 1,826 farms in all size categories for expansion of tree crops.

Number of farms and acreage of farms

In the area of immediate influence of the sub-project, there are 2,398 farms which occupy 10,210 acres. Of these, 880 farms are less than 2 acres in size, 1,097 farms range in size from 2 to 6 acres, and 421 farms are larger than 6 acres.

Average size of these three groups of farms are 0.87 acre, 3.56 acres, and 12.97 acres respectively.

DESCRIPTION OF ROLES AND RESPONSIBILITIES

The roles and responsibilities are detailed in relation to the administration of project funds, and management of project execution with reference to the chronological plan of action.

Administration of project funds

IICA will be responsible for the administration of project funds. Requisitions for goods or services to be paid for from funds provided by the HAP will originate from the Sub-Project Coordinator. Requisitions for goods and services will be determined through consultations between the Sub-Project Coordinator based at the R&DD and the Technical & Administrative Coordinator based at IICA. A requisition will be approved by the Sub-Project Manager based at the R&DD and the IICA International Personnel responsible for the project before a purchase order is issued. A purchase order can be approved only by the IICA Representative.

IICA will be responsible for ensuring that the variance from budgeted amounts for line items does not exceed 10 percent.

Project funds received as J\$ will be deposited in a local account at the Canadian Imperial Bank of Commerce New Kingston Branch.

Management of Project Execution

The R&DD will be responsible for the management of project execution in the field. This will include the preparation of annual operation plans, the design of on-farm interventions, the testing of technological methodology, data collection and analysis, report writing, the recruitment of field team, field workers, and technical core team personnel, the

recruitment of the Sub-Project Coordinator and a Secretary, and the supervision of these personnel. The Sub-Project Manager will be a member of the permanent staff of the R&DD. IICA will provide technical support to the R&DD in the management of project execution in the field.

The Data Bank & Evaluation Division (DB&ED) of the Ministry of Agriculture will be responsible for the monitoring and evaluation of the project. IICA will provide technical support to the DB&ED in the monitoring of the project.

IICA will be responsible for recruitment of the Technical and Administrative Coordinator and the Administrative Assistant who will be based at IICA.

Local travel claims from eligible personnel based at the Ministry of Agriculture will be certified correct by the Sub-Project Coordinator and approved by the Sub-Project Manager and /by the IICA International Professional personnel responsible for the project before payment of such claims can be effected.

The F&D will be responsible for executing all on-farm trials and demonstrations, organizing farmers' groups, field days, and training courses, preparing leaflets for publication, and for coordinating institutional support. IICA will provide technical support to the R&DD in these areas.

Goods purchased will be handed over to the Sub-Project Coordinator as soon as possible after purchasing is effected. The Sub-Project Coordinator will be responsible for the distribution of research supplies and equipment to the field teams.

The R&DD will be responsible for executing the Baseline Survey. Field team members will function as data collecting personnel, and this exercise will bring them into contact with a large cross section of the farming community in the project area. IICA will provide technical support to the R&DD in this exercise.

Vehicles purchased with funds provided by the HAP will be considered the property of the Ministry of Agriculture, but IICA will be responsible for the management and maintenance of the vehicles.

