

IICA
PM-A2/JM-
01-02

IICA



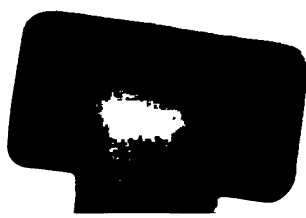
Modernization of the



IICA Office in Jamaica

Kingston Jamaica
April 2001

IICA OFFICE IN JAMAICA





**Modernization of the
IICA Office in Jamaica**

**April 2001
Kingston, Jamaica**

IICA OFFICE IN JAMAICA





Modernization of the IICA Office in Jamaica

**April 2001
Kingston, Jamaica**

IICA OFFICE IN JAMAICA

00008362

102A

PM-P2/JM-01-02

A2/JM-01-02

**April 2001
Kingston, Jamaica**



TABLE OF CONTENTS

1.	INTRODUCTION	1
2.	DEVELOPMENT OF A STRATEGIC PLAN FOR IICA TECHNICAL COOPERATION IN JAMAICA	2
3.	ADMINISTRATIVE MODERNIZATION OF THE OFFICE	9
4.	ENHANCING THE IMAGE OF IICA IN JAMAICA	12
5.	CONCLUSIONS AND RECOMMENDATIONS	14
6.	PUBLICATIONS OF THE IICA OFFICE IN JAMAICA 1998-2000	15
7.	PROFILE OF IICA JAMAICA	18



MODERNIZATION OF THE IICA OFFICE IN JAMAICA 1998-2001

1. INTRODUCTION

The IICA Office in Jamaica was established in 1975 on the signature of the basic agreement for cooperation between IICA and the Government of Jamaica.

During the past twenty-five (25) years, the office has cooperated with the Ministry of Agriculture and the Agricultural Sector to promote joint programmes in response to the priority needs and requests of the Sector (McLaren, 2000).


In 1998, a new Representative was appointed to the office who developed a programme for the modernization of the Cooperation Agency in Jamaica.

The modernization programme comprised three basic elements:

- (i) Development of a Strategic Plan for IICA Technical Cooperation in Jamaica.
- (ii) Administrative modernization of the office.
- (iii) Enhancing the image of the Institute in Jamaica.

This report presents the results of the implementation of this programme over the past three years.

The Representative expresses thanks and appreciation to the staff of IICA Jamaica and the officials of the agricultural sector who contributed to this effort.


Chelston W.D. Brathwaite
IICA Representative in Jamaica



2. DEVELOPMENT OF A STRATEGIC PLAN FOR IICA TECHNICAL COOPERATION IN JAMAICA

2.1 Redefinition of the Technical Cooperation Programme

In early 1998, the IICA Office in Jamaica initiated a process of redefinition of the role of the Institute in Jamaica. The process of redefinition of the technical cooperation programme was based on the following considerations.

- (i) That the IICA office of in Jamaica should enter into a strategic partnership with other international and regional institutions to combine technical and financial resources in the solution of problems within the context of a common agenda and a common programme.
- (ii) That there is need to develop a culture of cooperation, a culture of partnership, a culture of shared responsibility and common vision of the future of the agricultural sector in Jamaica
- (iii) That after twenty-two (22) years of work in Jamaica, it was time for a review of past actions and experiences to guide the future work of the Institute in Jamaica
- (iv) The process coincided with the appointment of a new Minister of Agriculture, the Honourable Roger Clarke, who defined modernization of the agricultural sector as the new mandate of his Ministry.
- (v) The process of redefinition was consultative and participatory and began with consultations with the various entities of the sector and culminated in a seminar on July 3, 1998, where representatives of the sector presented their views on what they perceived to be the future role of the Institute in Jamaica.
- (vi) As a result of the consultations and the views expressed in the seminar, IICA Jamaica produced the attached strategic plan to guide the future work of the Institute in Jamaica. The plan is flexible and subject to review and in fact an Advisory Committee headed by the Permanent Secretary was established to guide implementation of the plan thus ensuring cooperation and collaboration between the work of the Institute and the plans and programmes of the sector. The plan has as its basic objective to cooperate with national agricultural institutions to improve the competitiveness of the Jamaica's agriculture.



2.2 *Developed three new areas of work based on the results of the Redefinition Seminar*

Three new areas of work were defined viz.

- (i) Assist the Jamaican Agricultural Sector in its preparation for free trade and participation in the global economy.
- (ii) Support agri-business micro-enterprises with emphasis on the incorporation of women and youth in agricultural development.
- (iii) Facilitate cooperation and interchange of technology and experiences between Jamaica, the wider Caribbean and Latin America.

In addition, it was agreed that the office would establish a programme on information and documentation to be implemented by the establishment of an Information Centre.

2.2.1 Assist the Jamaican Agricultural Sector in its preparation for free trade and participation in the global economy

- Strengthen the trade policy and institutional framework;
- Support the establishment of a trade policy information and monitoring unit;
- Diffuse information on trade regulations and agreements and their implications - WTO, FTAA 2005 and the CARICOM Single Market;
- Strengthen public and private institutions in their preparedness for trade liberalization;
- Increase and facilitate access to trade and market information to policy makers, entrepreneurs and producers;
- Promote and coordinate an inter-agency forum (of public and private sector organizations) on trade policy issues;
- Diffuse information on sanitary and phytosanitary issues (SPS) affecting agricultural trade;
- Develop programme on pest-risk analysis pre-clearance procedures.

2.2.2 Support agri-business micro-enterprises with emphasis on the incorporation of women and youth in agricultural development

- Develop information support services and training programmes for micro-enterprise agricultural projects;
- Promote profit oriented activities among rural women and youth;
- Identify opportunities for rural agro-industry and small agri-business development in Jamaica.

2.2.3 Facilitating cooperation and interchange of technology and experiences between Jamaica, the wider Caribbean and Latin American countries

- Provide opportunities for professionals from the wider Caribbean and Latin America to visit Jamaica and provide relevant technology and information.
- Provide a flow of relevant information and technologies from the wider Caribbean and Latin America to Jamaica;
- Provide opportunities for Jamaican nationals to visit the wider Caribbean and Latin American countries to obtain relevant technology and information.

2.2.4 Establishment of a programme on information and documentation

- Establish a programme on agricultural information and documentation to provide bibliographic, electronic and market information to the Sector;
- Promote wider use of the Internet to access and disseminate information;
- Facilitate linkages to AGROINFO data base and networking with Latin American institutions;
- Access market and trade information base of CORECA and other regional institutions;
- Support for the establishment of rural information centres (INFOAGRO).

2.3 *Developed an Agribusiness Training Centre*

The IICA Office in Jamaica has recently established an Agribusiness Training Centre and will embark on the delivery of multimedia courses by CD-ROM and through the Internet in the field of Agribusiness to its clients.

The objective of the Centre is to develop solid cadres of professionals, technicians and managers who can lead the economic diversification and technological modernization process that is aimed at enhancing the productivity and competitiveness of the agricultural and rural sector in Jamaica.

The Centre

The Centre is equipped with six computers, facilitating computer-based training for a maximum of twelve (12) persons. Facilities are also available for group work/individual study. Courses are delivered on CD-ROM and through the Internet in a unique and interactive computer-based learning environment, this is enjoyable and highly effective.

Courses currently available are:

Farm Management for 1. Technicians, 2. Owners, 3. Managers - Online Internet course that covers many aspects of farm management for Caribbean farmers: production, financial, marketing, human resources and environmental. Includes the preparation of a farm management plan incorporating all aspects of the course.

Information and Extension Methods in Agriculture - CD-ROM course that exposes extensionists to information, communication and extension services in agriculture, specific to our Caribbean situation. Includes the preparation of a projected annual work plan of extension services

Other courses to come on stream in 2001:

- E-commerce for Agribusiness: Introduction and Local Commerce
- E-commerce for Agribusiness: regional and International Commerce
- Organic farming for Entrepreneurs
- Vegetable Production in the Caribbean

Training in the use of the computer and the Internet is also provided where necessary prior to the commencement of a course.

2.4 *Created three new national posts: Information Specialist; Rural Development Specialist and Agricultural Trade Specialist*

Three new national professional positions were created in the office. These are as follows:

- National Specialist in Agricultural Trade
- National Specialist in Rural Development
- National Specialist in Information

2.5 *Signed Cooperation Agreements with the Jamaica Exporters Association (JEA), the College of Agriculture, Science and Education (CASE) and the Jamaica Bauxite Institute (JBI)*

Cooperation agreements were signed with three national institutions viz JEA, CASE and JBI. These agreements have the following objectives:

Cooperation with the Jamaica Exporters Association

IICA and the JEA signed a technical cooperation agreement which strengthened the relationship between the two institutions. The agreement seeks to: Establish a framework and a legal basis for future specific Operations Agreements of contracts, which respond to proposals of cooperation by either part or arise from shared concerns among them:

- a. the need for support enhance the capabilities of the public and private sector for developing agriculture strategies and policies as required to modernize agriculture in Jamaica;
- b. the need to adapt the agricultural production structure in the context of current trade liberalization and increased international trade;

- c. the need to modernize the national agricultural research, technology transfer systems and provide information for agricultural development and rural well-being

Cooperation with the College of Agriculture, Science and Education

Signed a Memorandum of Understanding with the College of Agriculture, Science and Education (CASE). The overall purpose of cooperation between IICA and CASE is to support development of sustainable agriculture in Jamaica. This will be achieved through joint undertakings in research and outreach, training and enhancement of international programmes in all aspects of sustainable agricultural development.

During 2000, IICA provided the library at CASE with a computer to upgrade the management of their information resources; sponsored the participation of Mr. Ricky Holness in a course in Good Agricultural Practices, held in Trinidad and Tobago and awarded Miss Dale McPherson of Elim Agricultural School, a scholarship to pursue studies for the Associate Degree in Agriculture at CASE.

Cooperation with the Jamaica Bauxite Institute

The overall purpose of cooperation between IICA and JBI is to support the development of sustainable agriculture in those communities adjacent to bauxite mining operations, through joint undertaking in agricultural production, livestock development, agro-industry, marketing, research, farmer education and related areas.

Since signature of this cooperation agreement, IICA and JBI have signed an agreement for implementation of the Mocho Goat project. This project is entitled "**Recovery of Mined-out Bauxite Lands for Goat Production in the Mocho Area of Clarendon**". The overall objective of the project is to increase the production and productivity of goat production in the Mocho area in support of national self-sufficiency, foreign exchange earnings/savings and employment creation. The JBI will provide J\$20,000,000 (approximately US\$500,000) over a five year period in support of the project.

2.6 Launched a Network of Rural Women Producers in Jamaica

In May 1999, IICA in collaboration with the Rural Agricultural Development Authority (RADA) and in consultation with other national agencies concerned with rural development in Jamaica, established a project designed to equip women to become self-reliant thereby empowering them to improve their socio-economic status. The project was to be achieved through the formation of a network of rural women producers in Jamaica.

A national consultation with rural women was held in May, 1999. It was at that consultation that the Network of Rural Women Producers in Jamaica was officially launched. The network seeks to achieve the following specific objectives:

- a. Creation of sustainable employment within the rural agricultural sector;
- b. Promotion of self-reliance among rural women producers in particular;
- c. Promotion of products made by rural women producers;
- d. Promotion of relevant training so as to upgrade and develop the human resource capacity of rural women producers;
- e. Strengthening of links among rural women producers;
- f. Advocacy so as to promote and sensitize the wider society to the needs of rural women producers;
- g. Institutional strengthening among rural women groups;
- h. Promotion of sustainability of individual groups and the Network of Rural Women Producers.

In 2000, IICA and RADA cooperated to establish a credit programme for rural women and a grant of US\$90,000 from the Organization of American States (OAS) was received for this programme. This facility currently operates to assist women to generate productive employment and increase family income through provision of loans to support their micro-enterprises. Further efforts are being made by IICA to seek funding for a project to provide business and computer training to these rural women.

2.7 Launched a Network of Agricultural Information and Documentation Units in Jamaica

Cognizant of the need for greater cooperation among agricultural information and documentation centres in Jamaica in order to improve the provision of agricultural information services in Jamaica, IICA in collaboration with the Ministry of Agriculture (MINAG) established a Network of Agricultural Information and Documentation Units in Jamaica. The network was launched in 1999 and brought together management and information personnel from agricultural agencies and units within the private and public sector and academia, which now make up this network. The Ministry of Agriculture Library serves as the National Centre for the Network with the IICA Information Centre as the supporting Secretariat. A Technical Committee of the Network was formed, comprising seven library and information professionals from the Ministry of Agriculture, the National Library of Jamaica, the University of the West Indies and the College of Agriculture, Science and Education and IICA. The objectives of this information network are:

- a. To establish an integrated agricultural information system that will augment existing information resources at the national level.
- b. To coordinate the information resources of network members in order to facilitate timely access.
- c. To establish and maintain contacts in order to ensure the availability of information required for the various agricultural sub-sectors.
- d. To be a global channel through which agricultural information is garnered and disseminated.

- e To assess the human resource training needs of the network and facilitate relevant programmes to address those needs.
- f To employ a strategic planning approach to information management to ensure viability and sustainability

Through the Kellogg Foundation seed money was granted for the operation of the Network in Jamaica.

2.8 *Established an Agribusiness Award for Entrepreneurship*

One of IICA's strategic areas of work in Jamaica is to support agribusiness micro-enterprises and rural agro-industry and therefore, the Institute was very pleased to have cooperated with the Ministry of Agriculture in the establishment of the Agribusiness Awards.

The awards were developed to promote entrepreneurship, innovation and employment in the agribusiness sector by rewarding entrepreneurs who make outstanding contributions to local agriculture. The contributions should be made through the use of local raw materials, development of a new product, use of a new technique, expansion of an existing business or provision of a new service which can make a significant contribution to food security, employment generation and/or development of new markets.

Criteria used for selection of winners:

- Innovation (30 percentage points)
- Contribution to employment (20 percentage points)
- Contribution to the community (20 percentage of points)
- Use of local raw material (10 percentage points)
- Potential for developing new markets (10 percentage points)
- Contribution to food security (10 percentage points)

Awardees to date have been:

Youth Award 1999 - Mr. Robert Cooper - Organic Farming;
Youth Award 2000 - Mr. Carl Duncan - Mushroom Production
Agribusiness Award 1999 - Professor Lloyd Wright - Cheese Production
Agribusiness Award 2000 - Jamaica Agro-processors Association - Agro-industry.

2.9 *Produced Annual Reports for the Agricultural Sector in 1998, 1999 and 2000*

Annual Reports on the Contribution of IICA to the Agricultural Sector in Jamaica during 1998, 1999 and 2000 have been prepared. The reports inform the sector of IICA's activities in Jamaica and provide a basis for cooperation with national, regional and international institutions of the sector.

3. ADMINISTRATIVE MODERNIZATION OF THE OFFICE

3.1 Developed a revised map of the administrative functions and assignment of responsibilities to administrative staff

The administrative functions of the office were distributed among the administrative staff taking into consideration their capabilities and training.

In light of the above, job descriptions were reviewed and responsibilities assigned (see Manual).

3.2 Developed criteria for evaluation for staff and selected an Employee of the Year

In light of the new evaluation system in IICA, criteria were prepared for the evaluation of staff and evaluations were carried out in 1998, 1999 and 2000. Based on the evaluations above, an Employee of the Year was selected in 1999 and 2000, viz Maureen Machado, Executive Secretary in 1999 and Donna Halstead, Administrative Assistant in 2000.

3.3 Reviewed the salary scale

One of the complaints of staff in 1998 was the low salaries in the office and as a result of representations made to Headquarters and the Regional Centre, salaries were increased by 10% in 1998; 15% in 1999, 13.04% in 2000 and 8% in 2001. These increases now make the office salaries competitive in relation to the Jamaica labour market according to the report of the Human Resources Directorate.

3.4 Prepared an Orientation Manual for the office

An Orientation Manual for the office has been prepared.

3.5 Introduced "Quicken" Software for Budget Management

The "Quicken" software, which is used widely in the management of small businesses, has been introduced to manage the office budget in local currency.

3.6 Reviewed and updated office inventory

The office inventory has been reviewed and updated. Several obsolete items were removed from the inventory.

3.7 Prepared a new filing system

A new filing system for the office was prepared which takes into consideration the new structure of the Institute and the mailing lists of the office were updated.

3.8 *Established a direct bank deposit system for payment of salaries with detailed salary slips*

A direct deposit system for the payment of staff salaries was instituted and a schedule for salary payments developed

3.9 *Prepared a Notice Board for staff information*

A Notice Board to provide more information to staff was developed and a staff list and responsibilities of each member displayed.

3.10 *Investigated medical insurance plan for staff*

Medical insurance for staff was investigated and all staff have now been incorporated into the Caribbean Insurance Plan.

3.11 *Developed a system of monthly meetings*

A system of monthly meeting of administrative and technical staff has been implemented and minutes of staff meetings are sent to the Regional Centre on a monthly basis.

3.12 *Developed a system of monthly reports*

A system of monthly reports has been developed and staff report on their activities at the monthly meetings.

3.13 *Purchased new office vehicle*

A new office vehicle was purchased and new arrangements were put in place for vehicle maintenance.

3.14 *Developed policy guidelines for communication in the office*

New policy guidelines for communication in the office and for the management of publications of the office have been developed. (See Manual)

3.15 *Developed Reception area*

A reception area was developed in which there is a permanent display of IICA publications.

3.16 *Obtained improved computer infrastructure, increasing computers from two to ten*

The computer infrastructure of the office has been increased from 2 functional computers to currently 10 computers, 7 of which are in a network and 3 others for the Agribusiness Training Centre. The network was installed by the Informatics Division of Headquarters.

3.17 *Held a retreat on "Understanding Administrative Norms and Procedures" in January 1999*

A retreat on Understanding the Administrative Norms and Procedures of the Institute was held for Staff in January of 1999.

3.18 *Held workshop on Leadership, Motivation and Team Building in May 1999*

A workshop on Leadership, Motivation and Team Building was held in May 1999.

In order to promote leadership skills, motivate staff and develop teamwork among staff of the IICA Office in Jamaica, a workshop on "Leadership, Motivation and Team-building" was held at the IICA Office in Jamaica, Hope Gardens, Kingston, from May 19-21, 1999.

The objectives of the workshop were:

- a. to strengthen the leadership and teamwork in the Jamaica TCA
- b. to improve staff ability to communicate
- c. to create a shared vision of the work and its institutional context
- d. to develop creativity; and
- e. to improve understanding of the transformation process in IICA.

The facilitators of the workshop were Mrs. Jan Hurwitch, Consultant in Institutional Development, IICA Headquarters, and Miss Patricia Brenes, Technical Assistant, Technical Consortium, IICA Headquarters. A summary of the discussions in the seminar which are presented at Appendix 1 informed the vision pursued for IICA in Jamaica.

4. ENHANCING THE IMAGE OF IICA IN JAMAICA

4.1 Prepared a "Corporate Profile and Information for Visitors" Booklet

A document entitled "A Corporate Profile and Information for Visitors" which highlights the scope of the work of the office and the competence of our staff was prepared for our clients and our visitors.

4.2 Promoted better relations with Embassies and High Commissions of IICA Member States in Jamaica

The Embassies and High Commissions of IICA Member States in Jamaica were supplied with information on the activities of the Institute and the Representative participated in official functions of the country representatives.

4.3 Promoted a National Forum for the Discussion of New and Emerging Issues in Agricultural Trade

The 'Forum for the Discussion of New and Emerging Issues in Agricultural Trade' continued in 2000 with relevant issues being discussed. Among these were:

- The Future of Caribbean Agriculture
- CARICOM Single Market and Economy (CSME) - Implications for the Agricultural Sector of Jamaica
- Needs Analysis of the Readiness of Jamaican Institutions for WTO-SPS
- Financing Agricultural Production
- Local Food Production for the Tourism Sector

4.4 Promoted quarterly meetings with Heads of Regional and International Agencies viz CFNI, CARDI, FAO and IICA

Quarterly meetings between the Heads of the institutions above were fostered to share information and to promote joint initiatives.

4.5 Represented the Institute at official functions both within the sector and at the diplomatic level

The office was represented at official functions both within the sector and in the wider diplomatic community.

4.6 Presented addresses at official functions to promote the institutional image

The Representative presented 38 addresses at official functions in the agricultural sector which have been compiled in a document for the office entitled "Addresses, Speeches and Presentations 1998 - 2001".



4.7 Promoted Representation of the Institute to Agricultural shows, e.g. Denbigh

Participated in the Denbigh Agricultural shows in 1998, 1999 and 2000 and presented the Agribusiness Awards to those selected

4.8 Developed brochures, booklets and reports on IICA activities for sale and distribution

A number of brochures, publications, reports and booklets were prepared during the period. The most significant are presented in Chapter 6.

4.9 Developed better relations with the media

Better relations were fostered with the media and extensive coverage of our activities occurred both in the print media, television, radio and through our webpage.

4.10 Promoted the sale of IICA books and distributed relevant publications

The sale of IICA books was promoted and relevant publications referred to at 4.8 above and those from the Regional Centre were widely distributed.

4.11 Developed a Webpage for IICA Jamaica

A Webpage was developed for the office which at the time of this report contained the following:

The IICA Jamaica website was up and running from March of 2000 and grew steadily over the year. The webpage incorporates information about IICA Jamaica, its programmes and projects, with links to other useful sites on the web. Included is an important link to Agri2000, a metabase of bibliographic databases of agricultural institutions throughout Latin America and the Caribbean. The IICA Jamaica library database is also accessible via Agri2000 on the SIDALC website www.sidalc.net. The webpage also boasts a growing Electronic Library of recent IICA Jamaica documents. The site can be found on the Agroinfo Americas site at www.agroinfo.org/caribbean/iicacarc/jamaica. As the website continues to grow in the coming year, it should make a significant contribution to IICA's role as a provider of information, both locally and globally.

The Internet remained a major source of information used both in the office and for clients and the Information Centre.

5. CONCLUSIONS AND RECOMMENDATIONS

In the three years the following critical areas of work were carried out:

- **Development of a Technical Cooperation Programme:** carried out a redefinition seminar, which identified priority areas of work and developed a technical cooperation agenda (1998-2002), in line with priorities of the Ministry of Agriculture and IICA's Medium Plan.
- **Preparation of Projects:** assisted in the preparation of two technical cooperation projects which have been approved, namely (i) Technical Support to the Jamaican Agricultural Sector in its Preparation for Free Trade and Participation in the Global Economy; (ii) Support Agri-business Micro-enterprise with Emphasis on Participation of Women and Youth in Agricultural Development.
- **Negotiation of External Resources:** successfully negotiated initiatives, which have resulted in external funds being made available to supplement quota funds. Viz. Project for the Recovery of Mined-out Bauxite Soils for Goat Production in the Mocho Area of Clarendon, Jamaica (US\$90,000 per year for five (5) years).
- **Preparation of Annual Reports:** prepared Annual Reports in 1998, 1999 and 2000, which were widely distributed and considered excellent.
- **Development of Cooperation Agreements:** developed cooperation agreements with the Jamaica Exporters Association (JEA), the College of Agriculture Science and Education (CASE) and the Jamaica Bauxite Institute (JBI).
- **Development of National Forum:** developed in cooperation with the Agricultural Trade Specialist a National Forum for the discussion of new and emerging issues in agricultural trade.
- In addition, (i) the office represented the Institute in Jamaica and promoted a positive image of the Institute; (ii) provided effective management of the financial and physical resources; (iii) promoted and developed an efficient cadre of human resources in the office; (iv) the regulatory measures of the Institute were effectively implemented to avoid fraud and other anomalies in the office; (v) the work of the Institute was effectively communicated to relevant authorities and clients.

Today, IICA Jamaica is poised to be a significant force in agricultural development in Jamaica. It is recommended that appropriate financial resources are made available to make this a reality.

6. PUBLICATIONS OF THE IICA OFFICE IN JAMAICA 1998-2000

2000

IICA Office in Jamaica. *Biblio 2000: IICA Library Database*. Kingston, Jamaica: IICA, Office in Jamaica, 2000. (A2/JM-00/01).

IICA Office in Jamaica. *Proceedings of the Series 'Forum on new and Emerging issues in Agricultural Trade'*. Kingston, Jamaica: IICA, Office in Jamaica, 2000. (A2/JM-00-05).

McLaren, Lyndon E. *IICA in Jamaica: 25 Years of Service to the Agricultural Sector*. Kingston, Jamaica: IICA, Office in Jamaica, 2000.

Reid, Janice C. *Needs Analysis of the Readiness of Jamaican Institutions for WTO-SPS: Consultant Report*. Kingston, Jamaica: IICA, Office in Jamaica, 2000. (A2/JM-00-03).

Reid, Janice C. *Needs Analysis of the Readiness of Jamaican Institutions for WTO-SPS: Executive Summary*. Kingston, Jamaica: IICA, Office in Jamaica, 2000. (A2/JM-00-04).

1999

Annikie, Zithroy and Chris Smith. *A Goat Agroforestry Production System for Jamaica*. Kingston, Jamaica: IICA Office in Jamaica, 1999. (A2/JM-99/07).

Chin Sue, Hyacinth. *Morant Yallahs Agricultural Development Project. Final Report: Technology Generation and Validation*. Kingston, Jamaica: IICA Office in Jamaica, 1999. (A2/JM-99/08).

Chin Sue, Hyacinth, comp. *Workshop on Strategies for Strengthening Micro-Enterprises for Rural Women*. Kingston, Jamaica: The First lady of Jamaica: Rural Agricultural Development Authority: IICA Office in Jamaica, 1999. (A2/JM-99/06).

Duncan, Kathryn, comp. *Proceedings of the Workshop Network of Agricultural Information and Documentation Units in Jamaica*. Kingston, Jamaica: Ministry of Agriculture: IICA Office in Jamaica, 1999. (A2/JM-99/05).

IICA Office in Jamaica. *Contribution of the Inter-American Institute for Cooperation on Agriculture to the Jamaican Agricultural Sector During 1998: 1998 Annual Report*. Kingston, Jamaica: IICA Office in Jamaica, 1999. (A2/JM-99/01).

The Banana Sector of Costa Rica: Production, Organizational and Institutional Aspects of the Industry. Kingston, Jamaica: IICA Office in Jamaica, 1999. (A2/JM-99/03)

The Coffee Sector of Costa Rica: Production, Organizational and Institutional Aspects of the Industry. Kingston, Jamaica: IICA Office in Jamaica, 1999. (A2/JM-99/02).

Young, Florence. A Diagnosis of Agricultural Health in Jamaica. Kingston, Jamaica: IICA Office in Jamaica, 1999. (A2/JM-99/04).

Publications of the Morant Yallahs Agricultural Development Project (MYADP).

Extension Brochures

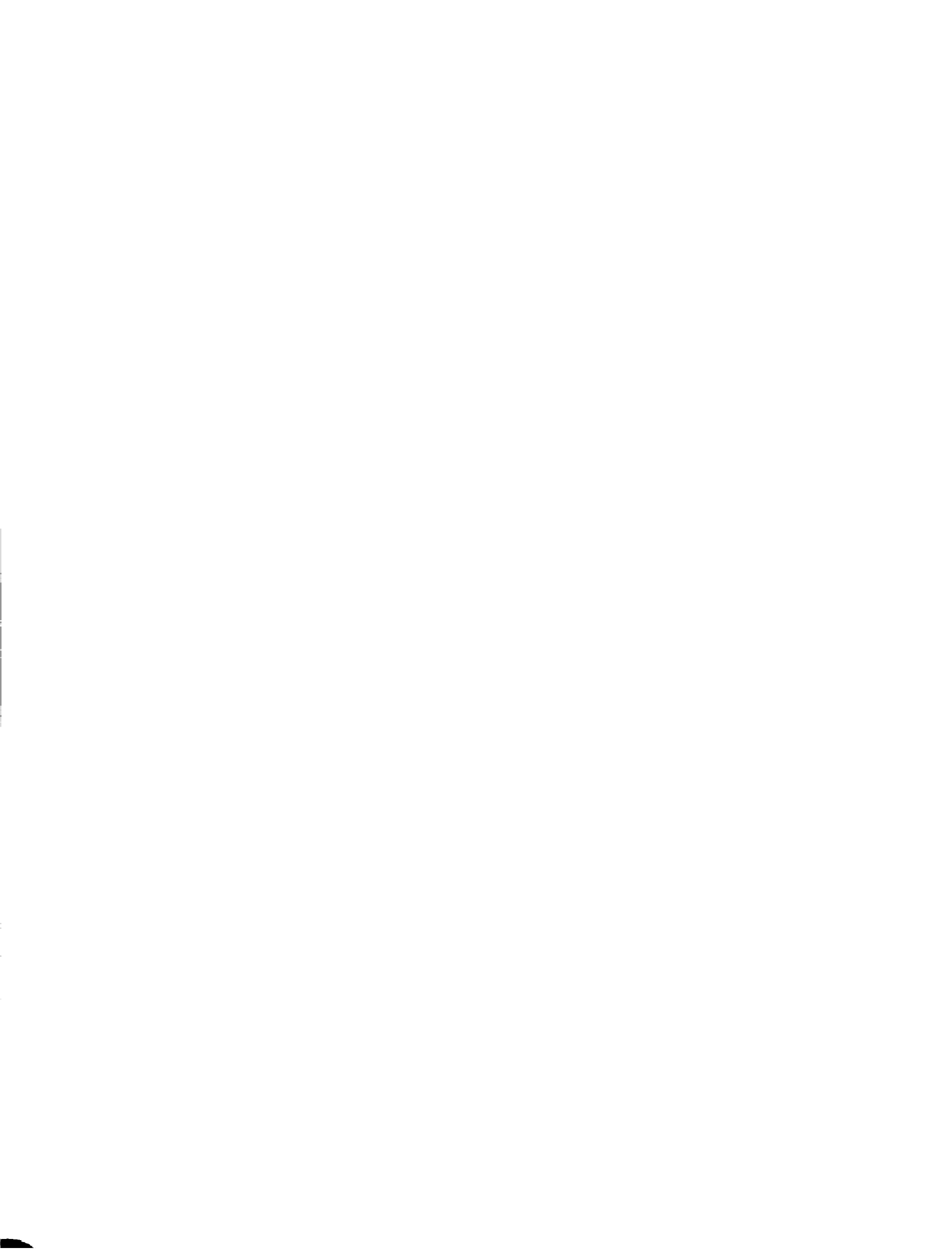
- Growing Coffee
- Growing Carrots
- Growing Hot Peppers
- Growing Peanuts
- Integrated Pest Management
- Minimum Tillage
- Pineapple Barriers
- Top Working Mango Trees
- Soil Conservation Practices for Coffee Cultivation: The Case of Mango Row

Technical Reports

- Analysis of Different Hedgerows in MYADP
- Analysis of Soil Status in MYADP
- Carrot on Ridges
- Economic Analysis of Farm Models
- Low Cost Goat Housing
- Plantain as Shade and Income Earner in Coffee
- Programme of Investigation
- Report on West Indian Red Variety Trials in MYADP
- Revised Inception Report
- Sociological Survey on Response of Farmers to TG&V Technologies
- Survey to Determine the Main Problems Affecting Farming Systems of Small Farmers
- Sweet Corn in Phillipsfield

1998

Annikie, Zithroy. A Case Study of Waste Management in a Goat Production System for Sustainable Agriculture in Rio Cobre Watershed. Kingston, Jamaica: IICA Office in Jamaica, 1998.



Campbell, L. and B. Ramakrishna. Report of Two Cases of Waste Management for Sustainable Agriculture: Pulper Waste Management Using Red California Earthworm (*Eisenia foetida*) in Jamaica and Waste Management for Organic Farming in Costa Rica. (Paper presented at the Scientific Research Council Seminar on Waste Management, Kingston, Jamaica, 1998).

Chin Sue, H. and L.D. Wickham. "Improving Traditional Yam production Systems: The Case of Yellow Yams in Jamaica". *Tropical Agriculture (Trinidad)* 75, 1998. p. 252-256.

IICA Office in Jamaica. *Technical Cooperation Agenda: A Strategic Plan to Support Sustainable Agricultural Development in Jamaica*. Kingston, Jamaica: IICA Office in Jamaica, 1998.

Ramakrishna, B. "Technology Transfer from Central America to Jamaica: A Case Study of Goat Agroforestry Production System (GAPS) in two Parishes". *Economic Policy and Sustainable Rural Development*, Vol. 4, No. 3, September 1998. p. 6-7.

Ramakrishna, B. "Windows of Sustainability in Jamaica (WS): First Year Experience in Rio Cobre Watershed Area". *Economic Policy and Sustainable Rural Development*, Vol. 4, No. 1, 1998. p. 3-5.

Publications of the Morant Yallahs Agricultural Development Project (MYADP).

A guide to practical application of miniset technology. Kingston, Jamaica: IICA, 1998

Coffee and coconut cropping system - an experience in Rio Cobre Watershed and is applicable to Morant Yallahs Agricultural Development Project. Kingston, Jamaica: IICA, 1998

Comparative Performance of two varieties of peanut in Llandewey. Kingston, Jamaica: IICA, 1998

Effect of seed quality on the performance of corn in Llandewey. Kingston, Jamaica: IICA, 1998

The effect of rate and time of application of fertilizer on yield and post harvest loss of carrots within the Moran Yallahs Watershed. Kingston, Jamaica: IICA, 1998



Profile of IICA Jamaica

Who are we (IICA)?	Who are our clients?	Our products	Basic principles	Measurement of Results and Successes	IICA of the Future		What IICA Jamaica wants to achieve in the next four years	
<p>We are a community working as a team to serve people. through facilitating the and promoting the sustainability and development of Jamaica's agriculture</p>	<p>Our clients are those to whom we render services and training: Some of these organizations are: Ministry of Agriculture, CARDI, NRCA, EFJ, WRA, Forestry Department, Coffee Industry Board, Farmers, etc.</p>	<ul style="list-style-type: none"> • Agricultural information • New technologies • Project Management • Training 	<ul style="list-style-type: none"> • Values: efficiency, trust, cooperation, friendliness, honesty, tolerance, sincerity, integrity, commitment • Adaptability • Positive attitude • Vision • Service: efficiency, teamwork 	<p>Feedback from our clients The percentage of positive change that can take place over a period of time</p>	<p>Internal Improve benefits of GSPs and LPPs in terms of rights, privileges, salaries, promotional opportunities and training More inter-relationship between TCAs and Headquarters</p>	<p>External Promote hemispheric leadership in agriculture Training institute for leaders and managers of the sector Information source for technological innovation Continue to facilitate agricultural development</p>	<p>Internal</p> <ul style="list-style-type: none"> • A model office for the sector • Efficiency • Technologically up-to-date with modern information 	<p>External A continued positive vision for the sector Assist Jamaicans to create jobs for themselves through agriculture. to combat the economic pressures of the country</p>



Activity	Inputs	Outputs	Resources	Location	Frequency	Responsible Party	Notes
1. Project Planning	Project Charter, Stakeholder Register	Project Management Plan, Stakeholder Engagement Plan	Project Manager, Sponsor	Office	Once	Project Manager	Define project goals and scope.
2. Scope Management	Project Management Plan, Stakeholder Register	Scope Statement, Work Breakdown Structure (WBS)	Project Manager, Business Analyst	Office	Once	Project Manager	Define project scope and deliverables.
3. Schedule Management	Project Management Plan, WBS	Activity List, Network Diagram, Gantt Chart	Project Manager, Scheduler	Office	Once	Project Manager	Identify activities and their dependencies.
4. Cost Management	Project Management Plan, Activity List	Cost Estimate, Cost Baseline	Project Manager, Cost Analyst	Office	Once	Project Manager	Determine project budget.
5. Risk Management	Project Management Plan, Activity List	Risk Register, Risk Response Plan	Project Manager, Risk Analyst	Office	Once	Project Manager	Identify and analyze project risks.
6. Quality Management	Project Management Plan, WBS	Quality Management Plan, Quality Metrics	Project Manager, Quality Analyst	Office	Once	Project Manager	Define quality requirements and standards.
7. Resource Management	Project Management Plan, Activity List	Resource Management Plan, Resource Histogram	Project Manager, Resource Analyst	Office	Once	Project Manager	Identify and acquire project resources.
8. Procurement Management	Project Management Plan, Activity List	Procurement Management Plan, Procurement Documents	Project Manager, Procurement Analyst	Office	Once	Project Manager	Identify and acquire external resources.
9. Communication Management	Project Management Plan, Stakeholder Register	Communication Management Plan, Communication Matrix	Project Manager, Communication Analyst	Office	Once	Project Manager	Plan and manage project communication.
10. Stakeholder Management	Project Management Plan, Stakeholder Register	Stakeholder Engagement Plan, Stakeholder Register	Project Manager, Stakeholder Analyst	Office	Once	Project Manager	Identify and manage project stakeholders.
11. Project Monitoring and Control	Project Management Plan, Stakeholder Register	Performance Reports, Change Requests	Project Manager, Control Analyst	Office	Continuous	Project Manager	Monitor project progress and performance.
12. Project Closing	Project Management Plan, Stakeholder Register	Final Report, Lessons Learned	Project Manager, Closing Analyst	Office	Once	Project Manager	Finalize project and close contracts.

Activity: Project Management