

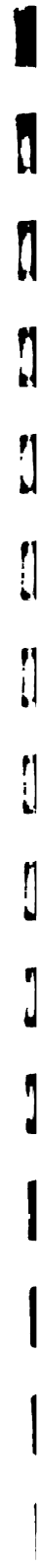


AC/ST-594  
12/7/87

# IICA-CIDIA

Centro Interamericano de  
Documentación e  
Información Agrícola  
1993  
IICA — CIDIA





**IICA-CIDIA**

✓  
**FIRST ANNUAL MEETING  
OF IICA PROJECT STAFF**

✓  
**MANAGEMENT SUPPORT FOR THE RURAL DEVELOPMENT  
PROCESS IN JAMAICA AND THE CARIBBEAN AREA**

**FOCUS ON: Increasing the Capabilities of  
Caribbean Institutions to Serve Rural  
Micro-entrepreneurs**

**DOCUMENTS FOR DISCUSSION**

**JULY 13 - 17, 1987**

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The primary difference between an entrepreneur and a professional business manager, generally speaking, is one of attitude.

The entrepreneur, especially when starting out, knows that he is operating on the threshold of success or failure. A single mistake can ruin him.

He can't afford that single mistake. He has to reach a certain market, make a stipulated amount of sales, and earn enough money to carry him forward.

While others leave the office at five o'clock, he stays behind and works to solve those problems that beset his business. He must manage. He takes his problems home with him. He lives his business twenty-four hours a day.

by Harold Geneen, MANAGING

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## 1. INTRODUCTION

As an IICA project begins to take shape regionally, those involved in the different country components should be afforded the opportunity to share experiences, program technical activities and discuss budgetary projections.

This meeting is the first of its type for the project titled "Management Support for the Rural Development Process in Jamaica and the Caribbean Area". The technical focus of the meeting will be on "Increasing the Capabilities of Caribbean Institutions to Serve Rural Micro-entrepreneurs." The purpose of the meeting is to programme and budget the 1988 project activities.

In April 1983, the first project component was developed in Jamaica with the objective of providing a systematic approach to working with the rural micro-entrepreneur. The concept was to support national agencies who assist rural producers through business training and advice on business management. The materials and training were developed for those operating businesses in agriculture, craft and small manufacturing, food-processing, services, repairs and retailing.

Three major technical activities were developed within the project concept: materials development, training of trainers and technical services. Materials development involved the production of three business manuals and one trainer's guide, by means of a participatory methodology whereby the rural producers and the trainers provided IICA with feedback on the materials. A description of each manual may be found in Appendix B.

Training of trainers involves regular training sessions throughout the country on the topics covered by the four manuals. These sessions, usually taught over a three day period, are conducted by IICA staff. Persons attending the sessions are usually field and managerial personnel from Jamaican government institutions, as well as private development agencies.

Technical services involves three activities which IICA provides once trainers are trained and they are training the producers served by their agency. While an IICA staff member observes a trainer, the training materials are evaluated for their effectiveness with the producers, the performance of the trainer is assessed and a resource person is available during training, should difficult questions arise which the trainer cannot handle.

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The Jamaican project component is advised by an informal group representing the eight participating agencies\* and the responsible staff from the IICA Office in Jamaica. The Small Business Training Advisory Committee meets on a bi-monthly basis in order to dialogue with the IICA staff on their concerns and suggestions for the project. 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 project.

*Start 1983*  
At July, 1987, 169 Jamaican trainers have been trained in "Operating", 189 in "Starting & Financing", 147 in "Marketing" and 26 in "Teaching Tools". At the producer level, IICA has observed business training sessions since mid-1983, where the total attendance has been over 8,000.

In March 1985, training began in Guyana, due to the expressed interest of the Minister of National Development and the Women's Revolutionary Socialist Movement. By July, 1987, -- trainers have been trained in Guyana.

In March 1986, training began in Barbados, when a number of development agencies requested a similar project. By July, 1987, -- trainers have been trained in Barbados.

In January 1988, the fourth project component will be initiated in St. Lucia.

In May, 1987, an exploratory trip was made to Trinidad & Tobago, in response to the expressed interest of the Honourable Minister of Agriculture.

In October, 1987, another exploratory trip will be made to Suriname, where agencies have requested a similar programme since mid-1986.

It is clearly time to establish stronger intra-project mechanisms for regional implementation; this meeting will add several more bricks to that foundation.

\* Ministry of Agriculture  
Ministry of Construction  
Ministry of Youth and Community Development  
National Development Foundation of Jamaica  
Self Start Fund  
Small Businesses Association of Jamaica  
Things Jamaican, Ltd.



## 2. AGENDA

Following is the agenda for the week:

### Monday, July 13, 1987

- 9:30 - 10:00 Introduction and Orientation  
Jan Hurwitch-MacDonald  
Rural Development Specialist, Caribbean
- Country Presentations
- 10:00 - 12:00 Jamaica : Adolescence to Adulthood  
Sandra Glasgow, Small Business Management Specialist, Jamaica
- 12:00 - 1:00 lunch
- 1:00 - 2:30 Guyana : Infancy to Adolescence  
Maisie Rayside, Business Training Officer, Women's Affairs Bureau, Guyana
- 2:30 - 4:00 Barbados : An innovative model  
Dick Donaldson, Small Business Management Specialist, Barbados
- 4:00 - 5:00 St. Lucia : Possible Application  
Sue Dechle, Farm Management Specialist, Jamaica (St. Lucia 1988)

### Tuesday, July 14, 1987

- 9:30 - 10:00 The Function of the Advisory Committee  
Jan Hurwitch-MacDonald
- 10:00 - 12:00 Meeting of Jamaican SBTAC
- 12:00 - 1:30 lunch at home of JHM
- 2:00 - 5:00 Analysis of SBTAC role and functions in Guyana, Barbados and St. Lucia; approach developing in Trinidad & Tobago





Wednesday, July 15, 1987

9:30 - 10:30 *St. Lucia*  
Farm Management and Information Systems  
Tomas Mulleady, Rural Development &  
Project Preparation Specialist, Jamaica

10:30 - 12:00  
Discussion of the Project in the  
Context of the 1987 - 1991 Medium Term  
Plan  
Jan Hurwitch-MacDonald & Tomas Mulleady

12:00 - 1:00 lunch

1:30 - 5:00 1988 Programming

Thursday, July 16, 1987

9:30 - 12:00 Reporting and Project  
Preparation

12:00 - 1:00 lunch

1:30 - 5:00 Training and Evaluation

Friday, July 17, 1987

To be scheduled at request of participants

*Training of trainers techniques*



### 3. COUNTRY PRESENTATION FORMAT

The following four sections contain the country presentations for Jamaica, Guyana, Barbados and St. Lucia.

In order to assure consistency of presentation, each participant in the meeting was provided with the following country presentation format:

\*\*\*\*\*

- 1 PAGE COUNTRY AND PROJECT BACKGROUND
- 1 PAGE PROJECT DESCRIPTION, OBJECTIVES & STRATEGY
- 1 PAGE ACHIEVEMENTS TO DATE
- 1 PAGE PROJECTIONS FOR FUTURE FOCUSING ON 1988

\*\*\*\*\*



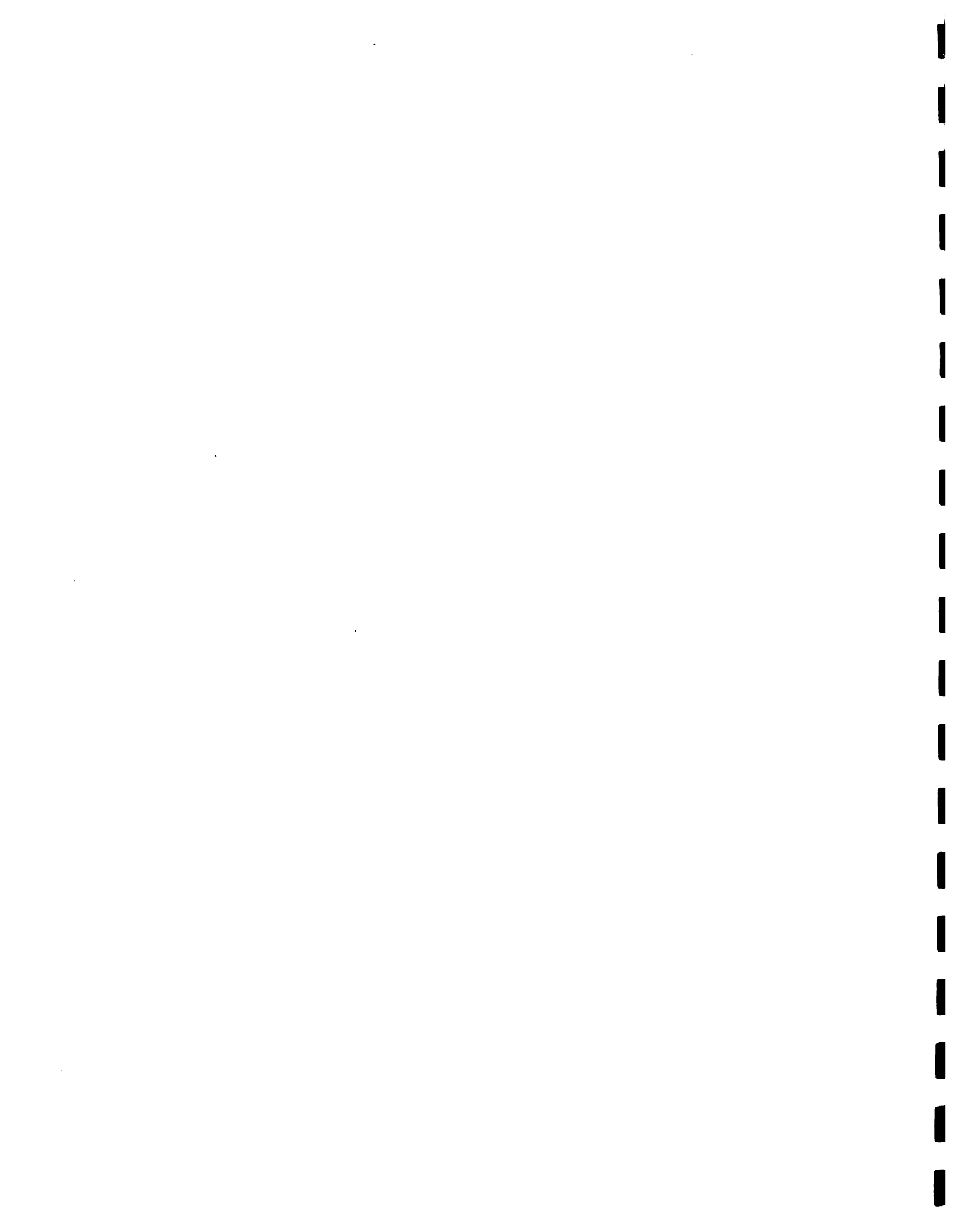
#### 4. JAMAICA PRESENTATION

##### 4.1 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 Business Association

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.

#### 4.2 Objectives and Achievements

##### 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. Additionally, a manual on training techniques was refined in response to the need for high calibre trainers.





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, and a total of 290 trainers from over 20 national institutions have been trained in one or more manuals since the inception of the project. By January 1987, 185 trainers had received training in at least one of the manuals, and 34 trainers who had previously had training in one or more manuals received training in the manual 'Teaching Tools for Small Business Trainers'.

Objective c:

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

Result:

In 1986, IICA observed training sessions at which a total of over 2,292 producers were in attendance. To date over 8,000 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.

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. 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, has incorporated the manuals in their curriculum for 1986/1987.

REMARK

4.3 Projections

4.3.1 Materials Development

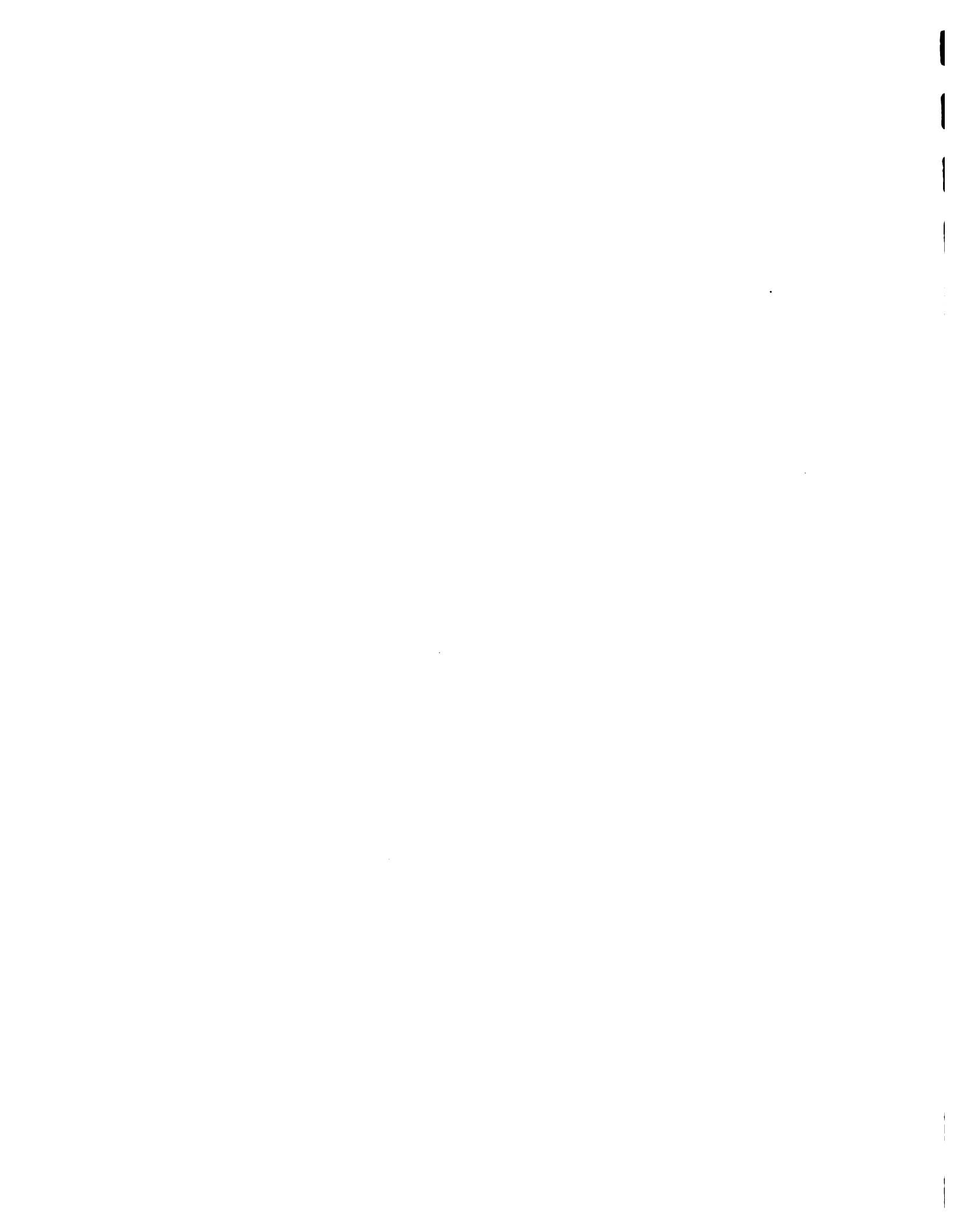
The Teacher's Guides for the "Starting and Financing" and "Operating" manuals will be developed and printed in Jamaica during 1987. The Guide for the Marketing manual is scheduled for 1988.

There will only teach wid

4.3.2 Training of Trainers

The training of trainers will continue in Jamaica through 1987. In 1987, a comprehensive islandwide schedule has been prepared. Minimum goals have been set for number of trainers trained in each manual: 70 in "Starting & Financing"; 80 in "Operating"; 80 in "Marketing"; and 40 in "Training Tools".

6d

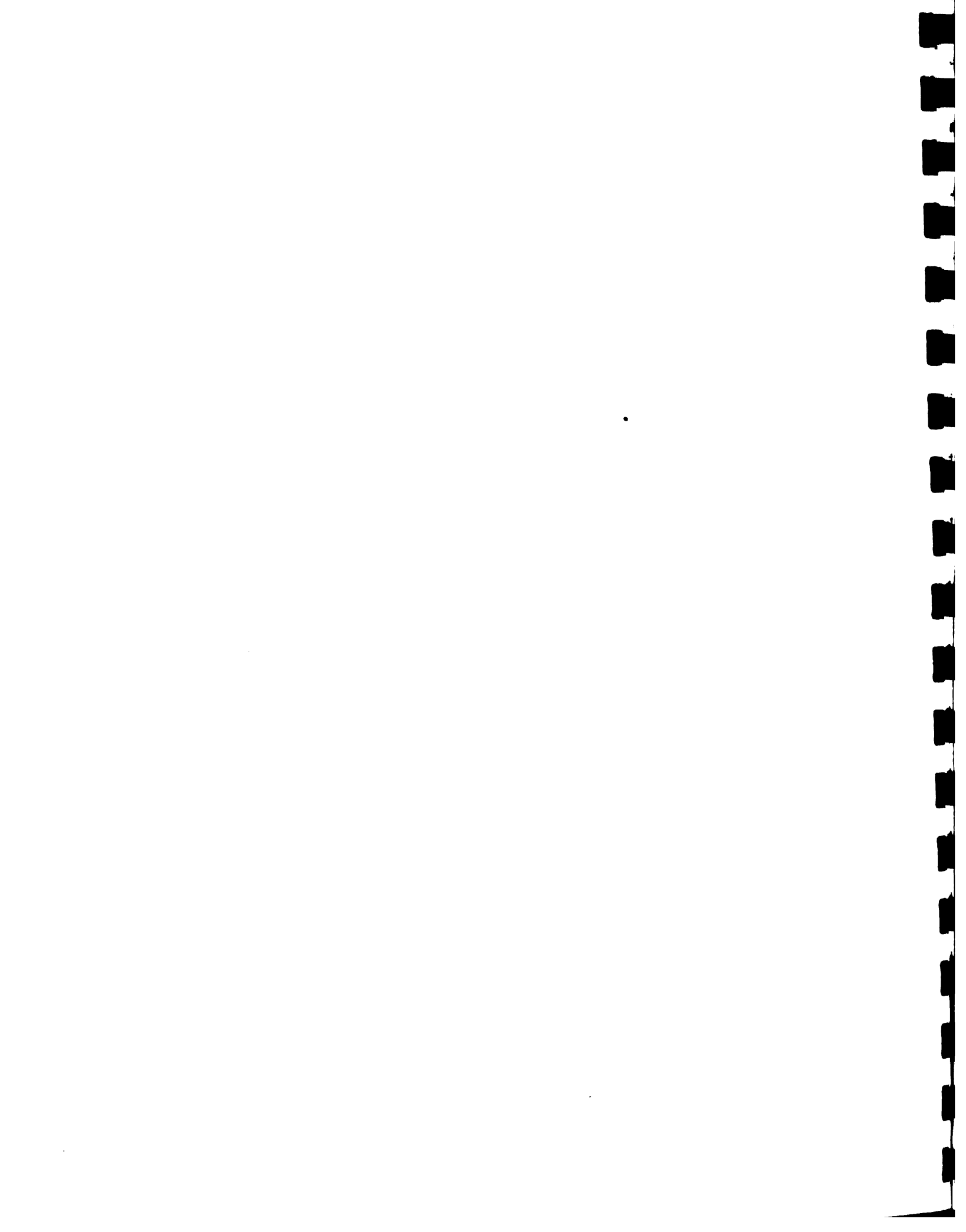


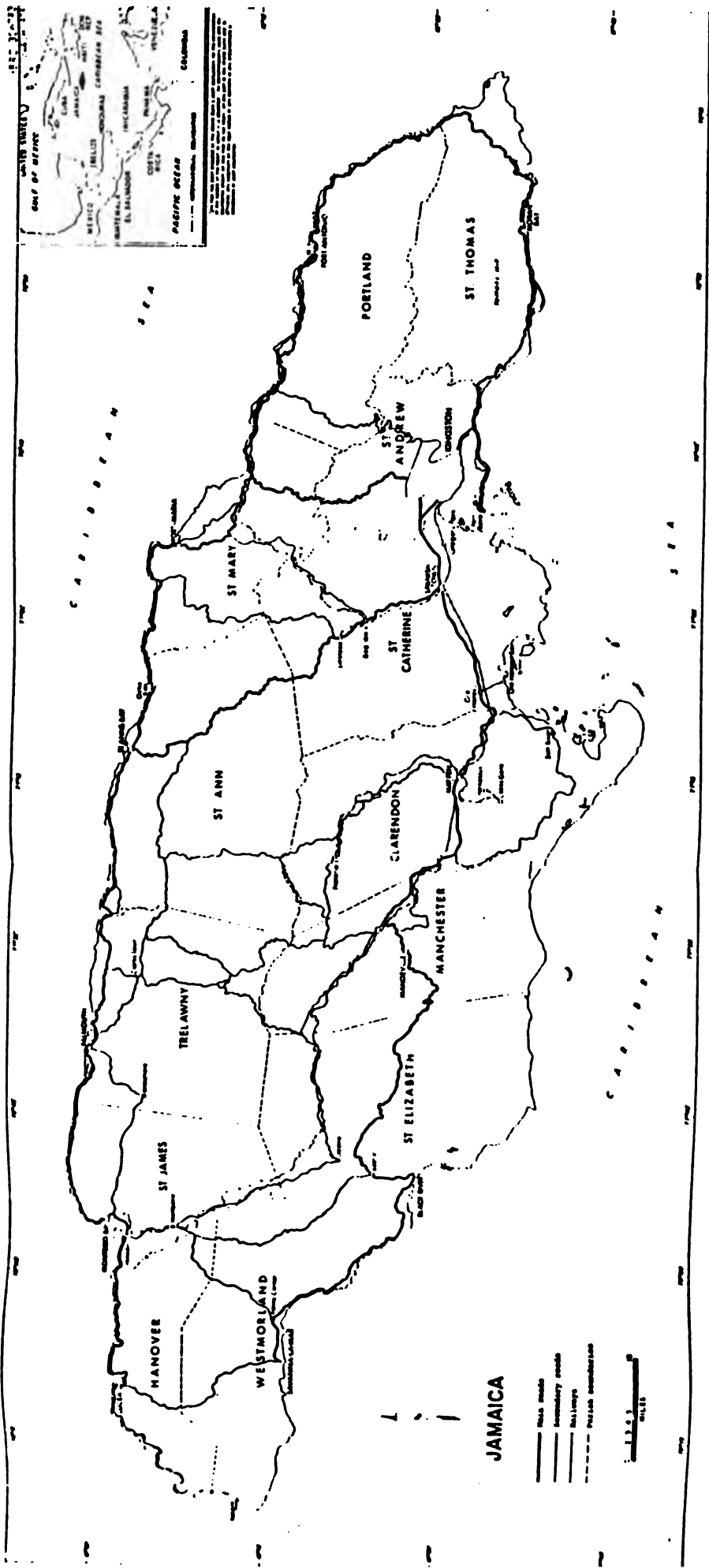
#### 4.3.3 Technical Services

Wherever training of producers takes place there should be technical services to support the trainers. Therefore, the technical services component will follow closely the introduction of training as outlined in Section 2.

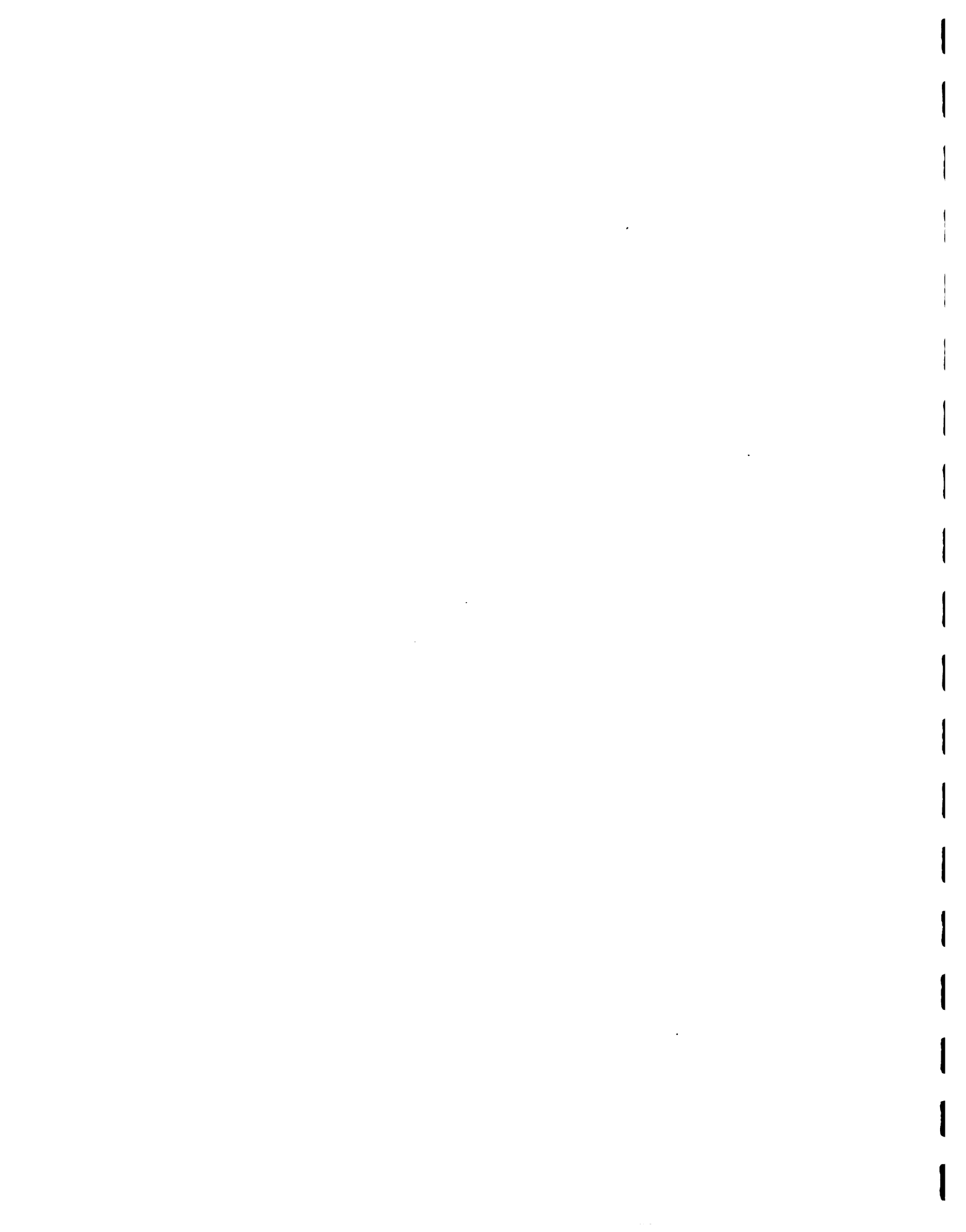
#### 4.3.4 Regional Support

Support to other Caribbean IICA Offices in the above 1 - 3.









**5. GUYANA PRESENTATION**



WOMEN'S AFFAIRS BUREAU - GUYANA  
IN COLLABORATION WITH THE INTER-AMERICAN INSTITUTE  
FOR COOPERATION ON AGRICULTURE  
TRAINING IN SMALL ENTERPRISE MANAGEMENT  
INFANCY TO ADOLESCENCE  
JAMAICA - JULY, 1987

Guyana the only English Speaking territory in South America lies on its North-Eastern Atlantic Coast and has common borders with Venezuela in the North-West and in the South West Brazil and in the East Suriname. Its size is approximately 216,000 square kilometres. The population of Guyana as recorded in the 1980 census was 787,100 of which women represented 50.45%.

Guyana is administered by sectoral ministries operating at a national level and regional democratic councils.

The Country is divided into ten regions, which are managed by a Regional Democratic Council. The Council coordinates the work of all major sectors in the Region.

The Women's Affairs Bureau the governmental agency for coordinating women's development works with non-governmental organisations such as CASWIG, the National Umbrella Women's Organisation and Regional Women's Affairs Commissions.

Programmes for women are funded within the framework of the budgetary allocation of the Women's Affairs Bureau, the Regional Democratic Councils and sectoral agencies are among the Programmes funded in this way. Seminars sponsored by the Women's Affairs Bureau at National and Regional level to identify the needs of women. Arising out of these seminars women identified the need for training in skills, which will help them in business management.

It should be observed that in the early seventies government embarked on a local food and national self sufficiency drive restricting the importation of certain food items which could be produced locally. Guyanese, mainly women responded by establishing cottage industries to produce alternatives in these areas.

Women's organisations have also established in generating projects such as catering cooperatives, mat production, tableware production, garment manufacturing etc.

Individual women also engage in activities such as dress making. To fulfill these needs, women participated in training programmes to teach them budgetting and costing, but these efforts were uncoordinated and limited.

The Women's Bureau responded to the needs of women and sought help from different agencies, among them the Inter-American Institute for Cooperation on Agriculture.

Help was provided in the form of personnel who came to Guyana in 1985 and conducted the first National Small Business Management Training for Trainers Seminar in "Operating a Small Business". In 1986 March another National Seminar for trainers was held in Prefeasibility and Feasibility studies and Marketing Guyanese small Business Products. Because of the success of these two Seminars the Business Training was extended to the Regions of Guyana.

Mavis Rayside, Senior Craft Production Officer, successful participant and a trainer was seconded to the Women's Affairs Bureau to co-ordinate the Small Business Training in Guyana. She received further training in Jamaica in August 1986.

PROJECT DESCRIPTION:

This project sets out mainly to train women in Small Enterprise Management. Women who are involved in Small Business e.g. Market Vendors, Farmers, Canteen Supervisors, Food Processors, Craft Producers, garment Manufacturers, Retailers and services whose businesses needed to be managed in a more efficient way.

The programme has a national component which is to core groups to teach others and a regional component in which participants engaged in small business are given relevant skills.

The main objectives of the programme are:-

OBJECTIVES:

1. To provide skills in the Management of Small Business for eighty women engaged in Small Businesses as Managers and producers.
2. To develop a core group of trained personnel who would provide technical support in training women involved in Small Business and in monitoring and evaluating their performance.
3. To improve the economic status of women in Guyana.
4. To adapt and print one manual  
"Operating a Small Business in Guyana".

PROJECT COMPONENTS:

The main project components involve:-

- Holding of seminars to train business and persons involved in small business.
- Adaptation of training manuals relevant to Guyana.
- Printing of Manual 'Operating a Small Business in Guyana'.

STRATEGY:

NATIONAL SEMINARS:

38  
Three National Seminars were held in March 1985, 1986 and 1987 to train ~~twenty persons (20)~~ in Small Business Enterprise Management and for the Small Business trainers. These persons consisted of Supervisors of Craft Production, garment manufacturers, food processing unit, canteens, sales clerks, planner, Agriculture Assistant and farmers.

The Women's Affairs Bureau organised the seminar in collaboration with the Inter American Institute for Cooperation on Agriculture (IICA) who provided small business consultants who came to Guyana to conduct seminars. All participants received manuals which they were trained to use to pass on the Business training. The following were discussed at these seminars.

- |       |      |   |   |
|-------|------|---|---|
| March | 1985 | - | "Operating a Small Business".                         |
| March | 1986 | - | (a) How to do prefeasibility and feasibility studies, |
|       |      |   | (b) Marketing Guyanese small business products        |
| March | 1987 | - | Teaching tools for small business trainers.           |

REGIONAL SEMINARS:

After the national seminar in 1986 the business training was extended to four Regions in Guyana 2, 5, 6 and 10 to train eighty four (84) producers and retailers in small enterprise management. Seven trainers assisted in training these producers. Two producers from each of these seminars in the Region were identified to attend the national seminar in 1987. Training tools for small business trainers - these persons have now strengthened the core of trainers in the Regions.

ACHIEVEMENTS:

A total of one hundred and twelve (112) persons were trained in small enterprise management. Thirty eight (38) trainers and eighty four (84) producers and retailers, consisted of persons from the following areas.

<u>AREA:</u>	<u>NUMBERS</u>
Salt fish making	8
Garment Manufacturing	1
Food Processing	2
Canteen Supervisors	5
Agriculture	26
Market Vendors	10
Craft Producers	20
Sales Clerk	5
Fish Vendor	8
Technical Personnel	5
Supervisors (working with low income producers)	<u>22</u>
	<u>112</u>

EVALUATION:

An evaluation of the small business training was held in Region 2 and 5. Business places were visited, participants were given further assistance in training to operate their business efficiently.





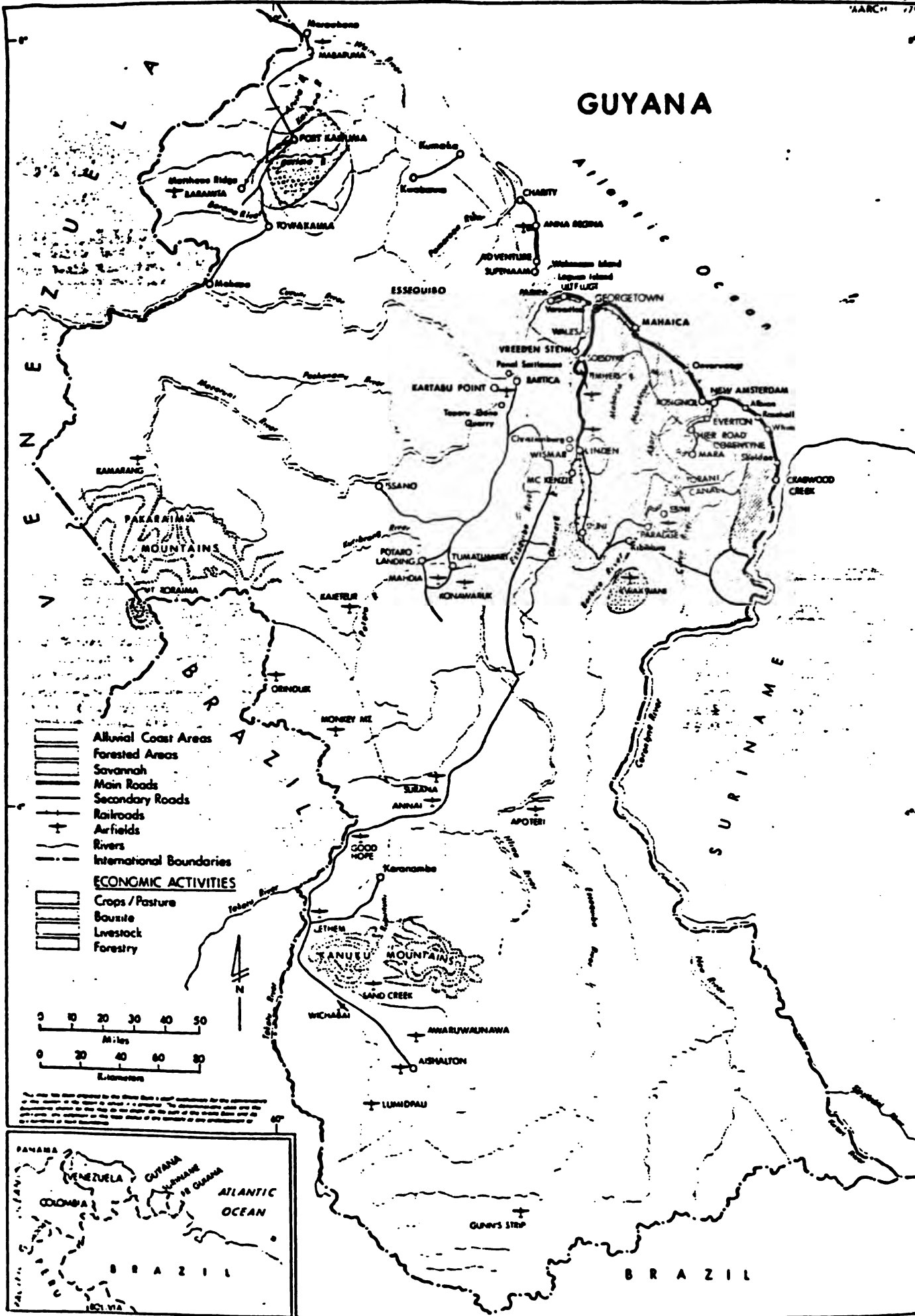
APPENDIX:

PROJECTIONS FOR FUTURE FOCUSING ON 1983:

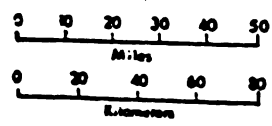
- JANUARY - Visits to Regions 7 and 8 to assess the needs for training for producers in these regions (Bartica and Madhia)
- FEBRUARY - 1) Training to be held in Region # 5 for cashalot farmers (Port Wellington) in February.
- 2) Training seminar in Region # 8 for farmers, food processors and craft producers (Madhia).
- MARCH - Training seminar for farmers, craft producers at St. Cuthbert Mission in Region # 4.
- APRIL - Training of Trainers to strengthen the core of trainers already trained by IICA and the Women's Affairs Bureau.
- MAY - Follow up Training for farmers and food processors in Region # 3 West Bank Demerara.
- JUNE - Training of farmers and craft producers in Region 1 Mabaruma.
- JULY - Evaluation of the training programmes done in Regions # 3, 4, 7, and 8.
- Report and evaluation of the two year project on small business management.



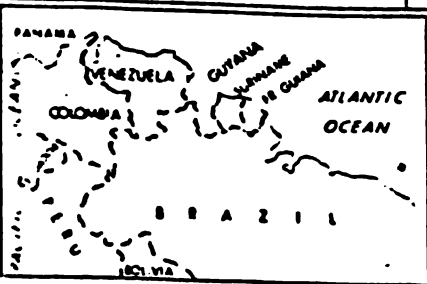
# GUYANA

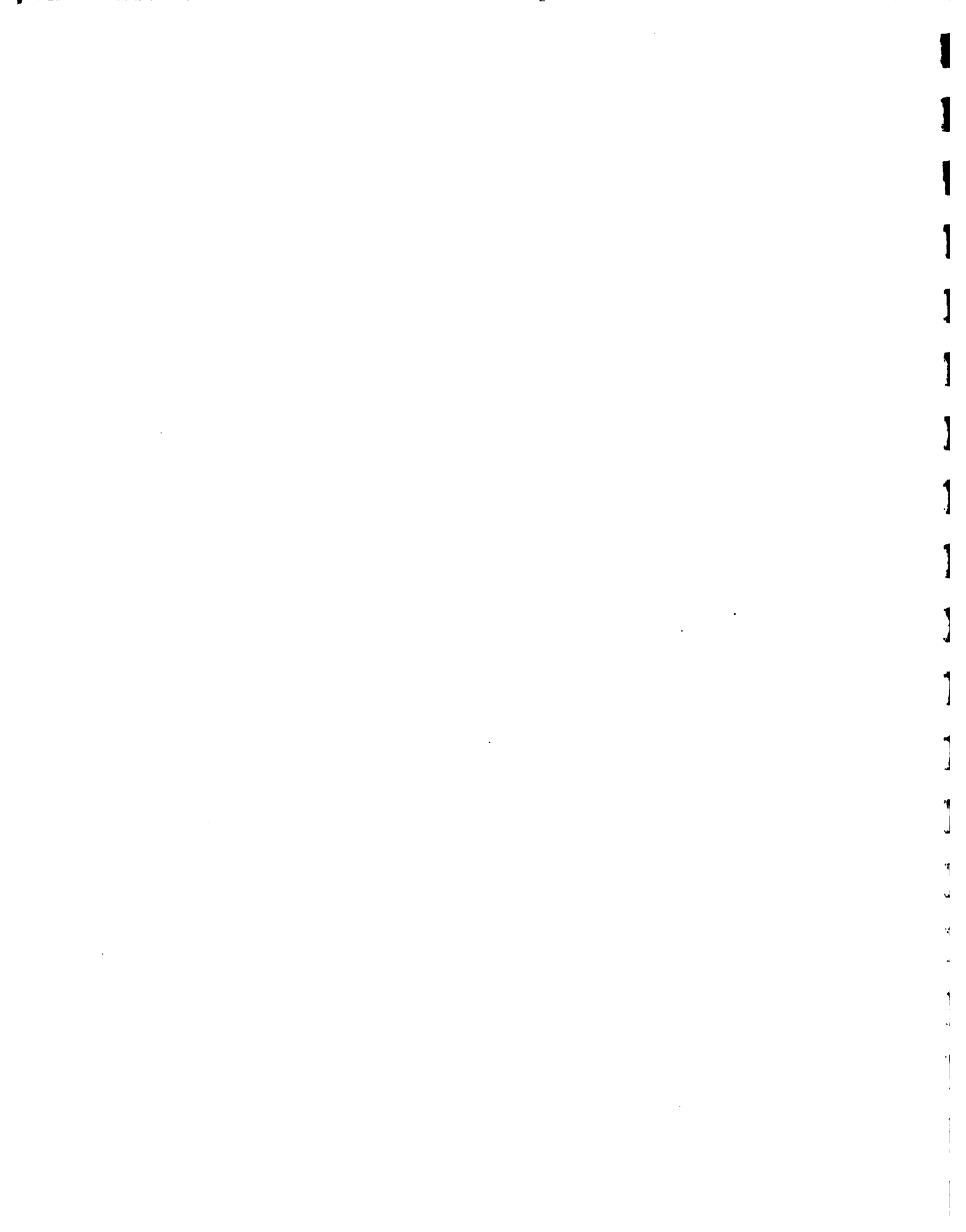


- Alluvial Coast Areas
- Forested Areas
- Savannah
- Main Roads
- Secondary Roads
- Railroads
- Airfields
- Rivers
- International Boundaries
- ECONOMIC ACTIVITIES**
- Crops / Pasture
- Bauxite
- Livestock
- Forestry

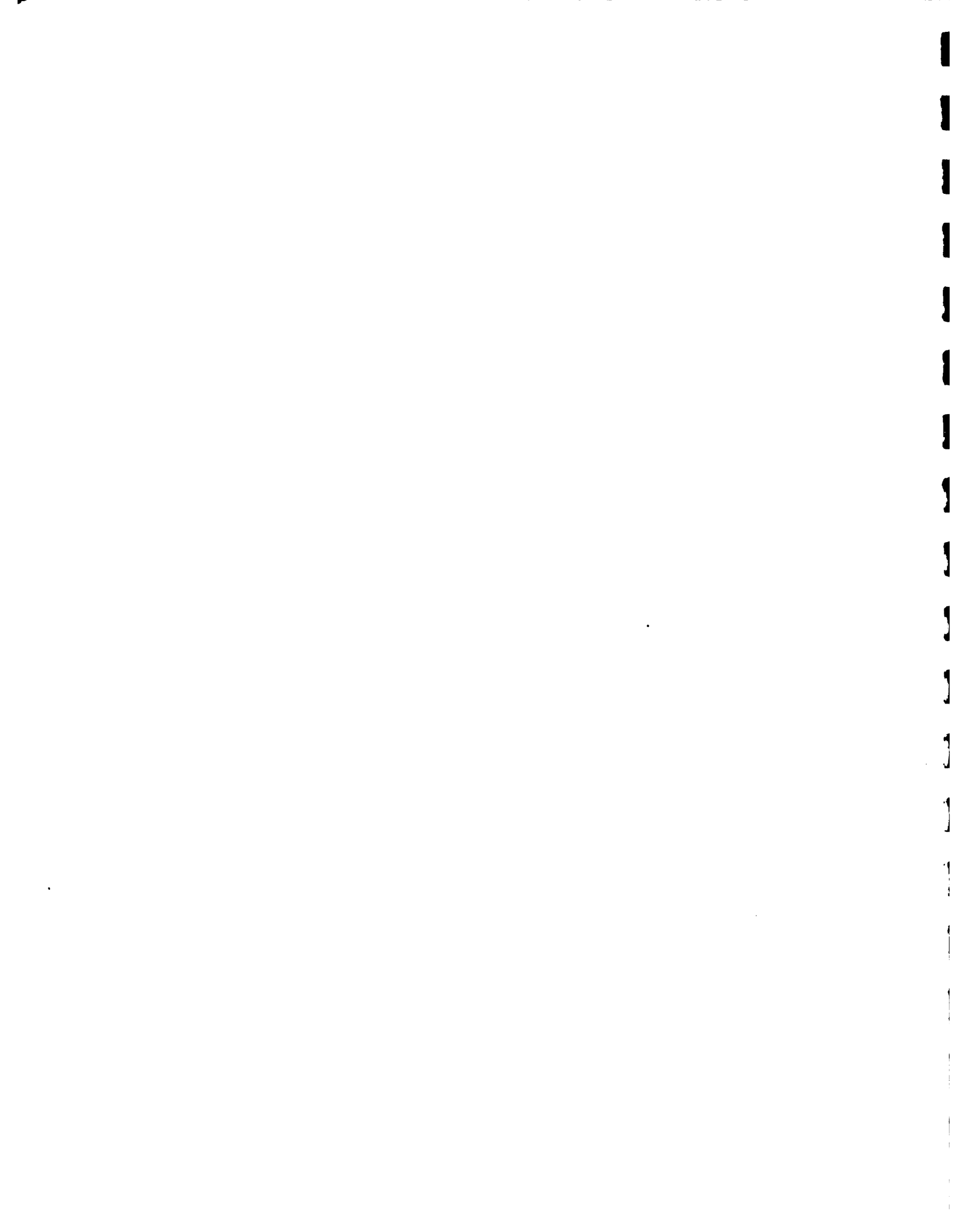


The map has been prepared for the Guyana Development Corporation by the Department of the Interior of the Guyana Government. The information is for general reference only and does not constitute a contract. The Government of Guyana is not responsible for any errors or omissions in this map or for any consequences arising from its use.





**6. BARBADOS PRESENTATION**



UNACED DESCRIPTION NOT  
WITH INSTITUTIONAL HEADS  
DURING MEETINGS RE T  
PROJECT

SMALL AGRI-BUSINESS MANAGERS  
TRAINING AND ADVISORY SERVICES PROJECT

RESPONSIBLE: Richard Donaldson

OBJECTIVE:

To strengthen selected national institutions' capability to provide on-going management training and advice to small agri-business managers.

ACTIVITIES:

- Material adaptation to Barbados
- Advisory committee organisation
- Training of trainers from selected agricultural related institutions in agri-business management.
- Observation of training of small agri-business managers in basic business skills.
- Implementing a training programme to develop the capability for selected agricultural related institutions to deliver a business advisory service to those small agri-business managers that desire it.
- Helping to establish and maintain the business advisory service.

RESULTS EXPECTED IN 1987

- To complete the adaptation to Barbados and publish the manuals on Starting and Financing, Operating and Marketing for Small Businesses.





- To organise and hold regular meetings of an advisory committee comprised of representatives from selected agricultural related institutions to insure the relevancy of the project to the needs of the people in Barbados.
- To hold three training of trainers sessions in small agri-business management.
- To attend as many training sessions for small agri-business managers as opportunity affords and time and personnel permit.



AC/BB-102  
12th February, 1987

Mr. Geoff Garvey,  
General Manager,  
Barbados Agricultural Development Corporation,  
Fairy Valley,  
CHRIST CHURCH.

Dear Mr. Garvey:

Pursuant to our recent meeting at which we discussed the IICA Management Training and Advisory Services Project, we agreed that the Barbados Agricultural Development Corporation had a sincere interest in and was willing to make a firm commitment to the furtherance and development of this project.

One of the first manifestations of this interest and commitment is the selection of a Representative of your institution to serve on the Advisory Committee. As you recall, we agreed that it should be a person who would represent your institution, be aware of the training needs of the Agribusiness Managers that the institution wants to help and be able to direct the efforts of persons designated to become trainers.

This is to advise you that the First Meeting of the Advisory Committee will be held at the IICA Office at 10:00am on Tuesday, 10th March, 1987. We would be very appreciative if you can confirm this by return mail with the name of your Representative.

Sincerely yours,

Michael J. Moran,  
DIRECTOR.

MJM:app

Letters also sent to: Robert Morris at BMC & BNDF; Haynesley Benn at Clifton Maynard at MAFF and Laurie Deane at BSIL.



III

# Copy

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

IICA OFFICE

IN BARBADOS

P.O. BOX 705C

BRIDGETOWN, BARBADOS.

AC/BB-168

10th March, 1987

Dear :

Reference is made to my letter AC/BB-102 dated 12th February, 1987 regarding the Agribusiness Management Training and Advisory Services Project. It was suggested that the first meeting of the Advisory Committee be held 10th March, 1987. However it was not possible to hold the meeting at that time.

This is to advise you that the meeting will be held at the IICA Office at 10:00am on Tuesday, 24th March 1987. The Agenda for the meeting is attached for your consideration. I would appreciate if you can confirm your participation and name of your representative.

Yours sincere

*Michael J. Jones*  
ORIGINAL  
RECORDED  
by Michael J. JONES  
DIRECTOR  
Director

Attch:

MJM:jic

cc: DDonaldson  
LSmith



**Letters sent to the following:**

**Mr. Clifton Maynard,  
Permanent Secretary,  
MAFF**

**Mr. Laurie Deane,  
Chairman & Managing Director,  
BSIL**

**Mr. Haynesley Benn,  
General Manager,  
BAS**

**Mr. Geoff Garvey,  
General Manager,  
BADC**

**Mr. Robert "Bobby" Morris  
Chairman,  
BMC**

**Mr. Robert "Bobby" Morris  
Director  
The National Development Foundation  
of Barbados**





**IICA MANAGEMENT TRAINING AND ADVISORY SERVICES PROJECT  
ADVISORY COMMITTEE MEETING**

10:00 am

IICA Office

24th March, 1987

A G E N D A

1. Welcome and Introduction Michael J. Moran,  
Director, IICA/Barbados
2. Nature and Scope of Project Dick Donaldson
3. Discussion of the value, of the Project, to each institution and an estimate of the potential recipients (Managers). By each institutional  
Representative
4. Discussion of the method and timetable for material adaptation. Dick Donaldson
5. Discussion for the first training of trainers including Date, Venue, Subject and number of trainers from each institution. Dick Donaldson
6. Discussion on other participants Michael Moran
7. Discussion of and decision concerning next meeting Re: Date, Venue, Chair etc. Michael Moran
8. Adjournment



IV

**THE FIRST MEETING OF THE MANAGEMENT TRAINING AND ADVISORY SERVICES  
PROJECT ADVISORY COMMITTEE WAS HELD AT THE IICA OFFICE ON  
24 MARCH 1987**

In attendance were:

Ethelbert Haynes	-	MAFF
Marcia Marville	-	BADC
Clyde King	-	BMC
Noel Symmonds	-	BSIL
Trevor Rudder	-	BSIL
Granville Farley	-	NDFB
Ken Husbands	-	BAS
Michael Moran	-	IICA
Richard Donaldson	-	IICA

IICA Director, Mike Moran welcomed the Representatives and made the introductions. Dick Donaldson described the purpose and methodology of the project as well as giving a brief synopsis of the materials and how they could be used. There was some discussion of the nature of the materials and that they may be more simplistic than would be appropriate for Barbados. A more in-depth discussion on how the materials could be used followed and it seemed to be the consensus that the range of the materials was very wide and that exercises could be selected to suit the needs of any of the institutions.

There was a basic agreement that priority should be given to Training for Trainers. There was also expressed a willingness to cooperate with one another by sharing the services of Trained Trainers at least until each institution had sufficient Trainers for their own needs. The question of the need to monitor and evaluate the activities of the project was raised. The difficulties of making a meaningful evaluation were pointed out but that every effort would be made to accomplish this task.

It was then decided that each institution would study the materials from their perspective and would make an estimate of the number of

Trainers needed to meet the Training and Advising needs of the Small Enterprise Managers they serve and bring it to the next meeting.

The next meeting of the Advisory Committee was scheduled to be held at the IICA Office on Tuesday, 31 March, 1987 at 10:00a.m. The meeting was adjourned.

**IICA MANAGEMENT TRAINING AND ADVISORY SERVICES PROJECT  
ADVISORY COMMITTEE MEETING**

**Time:** 10.00a.m  
**Date:** 31 March 1987  
**Venue:** IICA Office  
**Chairperson:** Michael Moran - IICA/Director

1. **Opening of Meeting**
2. **Discussions, correction and approval of Minutes of last Meeting**
3. **Matters arising from Minutes**
  - **Comments on Training Materials and an estimation of training needs by each institution**
4. **Discussion of the First Training of Trainers Session including setting date, venue, subject and a listing of Trainers from each institution**
5. **Discussion on other participants**
6. **Discussion of establishing a Regular Meeting date, venue and selection of Chairperson**
7. **Adjournment**



THE SECOND MEETING OF THE IICA MICRO AGRI-BUSINESS MANAGEMENT TRAINING  
AND ADVISORY SERVICE PROJECT ADVISORY COMMITTEE  
WAS HELD AT THE IICA OFFICE ON  
31 MARCH 1987

In attendance were:

Richard Donaldson	-	IICA
Granville Farley	-	NDFB
Ken Husbands	-	BAS
Clyde King	-	BMC
Marcia Marville	-	BADC
Oswald Parris	-	MAFF
Trevor Rudder	-	BSIL
Noel Symmonds	-	BSIL

The Meeting was called to order by Dick Donaldson in the absence of IICA Director Mr. Michael Moran. There being no addition or correction to the minutes of the last meeting they were approved as written.

A discussion concerning the relevancy of the Project Training Materials to those served by each institution was held and the following estimate of initial needs for Trainers was made:

BAS	-	2 Trainers
BSIL	-	2 Trainers
BMC	-	2 Trainers
BADC	-	4 Trainers
MAFF	-	2 Trainers
NDFB	-	1 or 2 Trainers

It was decided to hold the First Training of Trainers Session at BAS from 9:00a.m. to 4:00p.m. on Tuesday, May 5:12:19. The subject would be the Starting and Financing Manual.



Since Training Sessions would be held as frequently as needs dictated some of the institutions decided to send some Trainers to this session and some to later ones. BAS would send 1 Trainer, BSIL would send one, BMC may send one if they have identified one by that time, BADC would send 4, NDFB would send one and MAFF perhaps one. It was anticipated that not more than 10 would be enrolled from these institutions.

A discussion was then held about other participants and it was agreed to ask the institutions that had participated in the April 1986 session to participate. If the number exceeds 25, another group would be formed.

Marcia Marville and Noel Symmonds volunteered to meet with Dick Donaldson to review the Adaptation of Manuals on Thursday, April 2, 9:00a.m. at IICA.

It was decided to hold the next Advisory Committee Meeting between May 12 and 19 (time to be selected by Dick Donaldson and notices sent out) so that the Training Session could be discussed and the date of the Regular Meetings chosen. Future meetings will be held at IICA and chaired by IICA. There being no further business to discuss the meeting was adjourned.

**COURSE CURRICULUM FOR ENTREPRENEURSHIP .**

**PART I - THE ABC'S OF BUSINESS**

- . **Why is Management important in Small Business?**  
**An Introduction to Small Business Management** **1hr**
  
- . **Marketing hints - Financing hints**  
**An Introduction to Marketing and Financing** **1hr**
  
- . **Organizing your production in:**  
    **Manufacturing**  
    **Farming**  
    **Retail** **2hrs**
  
- . **Price Calculation in:**  
    **Manufacturing**  
    **Farming**  
    **Retail** **2hrs**
  
- . **Price Calculation Case Study**  
**A Practical Application of Price Calculation** **1hr**
  
- . **Working with people**  
**The importance of getting along with people**  
**(Works well to include Role Play)** **1hr**
  
- TOTAL PART I** **8hrs**

**PART II - BASIC RECORD KEEPING**

- . **Receipt Book and Order Book**  
**The very beginning of Record Keeping** **1hr**

• Cash Book		
The Beginning of a Cash Control System		1hr
• Cash Book Case Study		
Learning by doing		1hr
• Summarising your Cash Book		
Extracting information from Cash Book for other records		1hr
• Production Records		
Explaining how to design records to fit your needs		1hr
• Stock Control		
Explaining that you need enough but not too much		1hr
• Valuing your Assets		
Introducing the concept of depreciation		1hr
• Preparing Statements of Business Performance:		
	PART I	
	CASE STUDY	1hr
	PART II	1hr
	PART III	1hr
	CASE STUDY	1hr
	TOTAL PART II	11hrs

### PART III - PLANNING AND ANALYSING

• Planning		
You should run your Business - it should not run you!		1hr

. Budgeting	
An exercise in Financial Planning	1hr
. Cash Flow Planning	
How to use the Budget to determine cash needs	1hr
. Cash Flow Planning Case Study	
Learning by doing	1hr
. Increasing Income and Profits	
How to maximise your profits	1hr
	TOTAL PART III
	5hrs

#### PART IV - MARKETING

. What is Marketing	1hr
An Introduction to Marketing	
. Important activities of Marketing	
- Doing a Market Study	
- Getting what you sell to Consumers	
- Transporting what you sell	
- Storing what you sell	
- Packaging and labelling what you sell	
- Controlling quality	
- Promoting what you sell	
- Pricing what you sell	4hrs
. Hints on personal selling	
(Works well with Role Play)	1hr
. Marketing in a Manufacturing Business	1½hrs

Case Study to prepare a Marketing Plan	1hr
. Marketing in a Retail Business	1½hrs
Case Study to prepare a Marketing Plan	1hr
. Marketing in a Farming Business	1½hrs
Case Study to prepare a Marketing Plan	1hr
. Marketing in a Service Business	1½hrs
Case Study to prepare a Marketing Plan	1hr
TOTAL PART IV	16hrs

YOU MAY NOW BE INTERESTED IN HAVING A SMALL BUSINESS OF YOUR OWN!

**PART V - FEASIBILITY**

. The idea, people and resources	
How to select the best idea	1hr
. Feasibility Study	
How to make a decision about that idea	1hr
. Preparing a Project Plan	
To determine financing needs	1hr
. Feasibility Case Studies	
Learning by doing	1hr
TOTAL FEASIBILITY	4hrs

**PART VI - FINANCING**

. What is Financing and why is it important	
An explanation of Business Financing	1hr

. Special Loan Programmes in Barbados	
NDF	1hr
Barclays Bank 4H	1hr
WID	1hr
Community Revolving Loan Funds	1hr
. Grants and Grant Applications	
A Study of Grants	1hr
. Making the decision	
How to decide what is the best financing for you	1hr
	TOTAL PART VI
	7hrs

**PART VII - SETTING UP YOUR SMALL BUSINESS**

. Selecting the Legal Structure	
Comparing various types of Legal Structures	1hr
. Physical Organisation of your business	
Looking at location - type of building etc	1hr
. Setting up Records	
Looking at types of records and deciding what you want	1hr
. Using the Bank	
How to use Saving and Chequing Accounts	1hr
. Customer Relations	
How to treat your customers	1hr
	TOTAL PART VII
	5hrs

TOTAL CLASS-ROOM TIME	56hrs
REVIEW AND TESTING	4hrs
TOTAL COURSE	60hrs



**\*Letters were sent to the following**

**AC/BB-224  
7th April 1987**

**Dear Sir:**

The Advisory Committee for the Barbados Management Training and Advisory Services Project has approved the Scheduling of the Projects First Training of Trainers Session. The subject will be the Manual entitled 'Starting and Financing a Small Business in Barbados'. The Training Sessions will be held on the 5th, 12th and 19th of May at the Barbados Agricultural Society (BAS) at 'The Grotto', St. Michael. The sessions will begin at 9:00a.m each day and continue until 4:00p.m.

Please enroll your Trainer Candidates by having him/her complete the Enrollment Form accompanying this letter and returning it to IICA as soon as possible. The enclosed Guidelines for selecting Small Business Trainers is for your use.

Thank you for your cooperation!

Yours faithfully

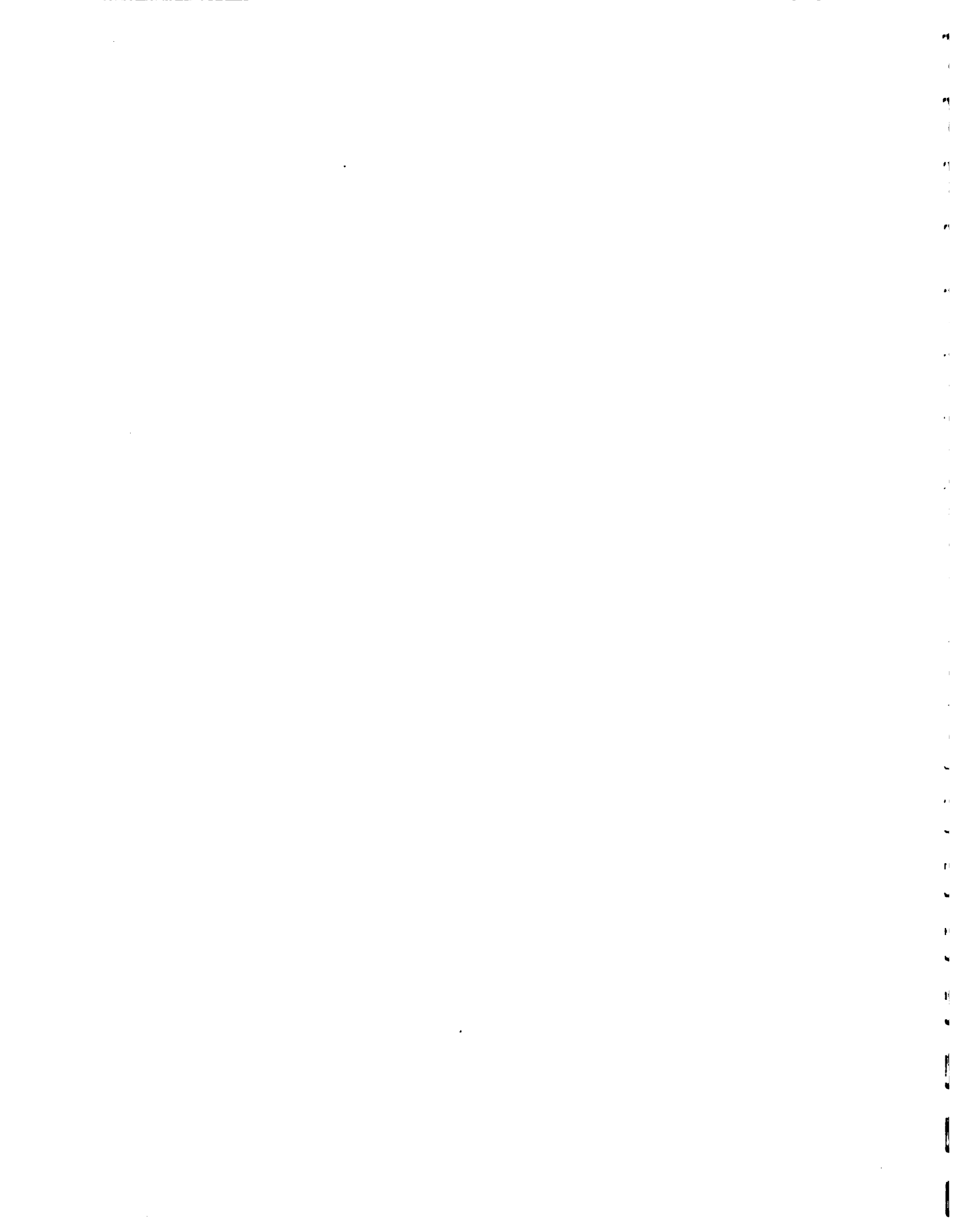
Michael J. Moran  
Director

Enc: as indicated

MJM:RD:me

\*Mr. Clyde Sealy, Manager of Agriculture, BNB  
Mr. Haynesley Benn, General Manager, BAS  
Mr. Laurie Deane, Chairman/Managing Director - BSIL  
Mr. Geoff Garvey, General Manager - BADC  
Mr. Robert Morris, Chairman - BMC  
Mr. Robert Morris, Chairman - NDFB  
Ms. Hazel Francis, CDO - Min. Labour  
Mr. Lawrence Greene, Director, National Training Board  
Mrs. Joan Williams, Director, Department of Women Affairs  
Ms. Lynn Allison, Director, Women in Development  
Mr. Oscar Holder, Chairman, 4 H Office  
Ms. Myrtle Jones, Ag. Registrar of Cooperatives





## GUIDELINES FOR SELECTING SMALL BUSINESS TRAINERS

The participants in an IICA small business seminar should be selected for their demonstrated interest in training others in small enterprise management. The sponsoring agency or organization has a particular responsibility in choosing only those whom they are confident will pass on the acquired information.

### 1. Background

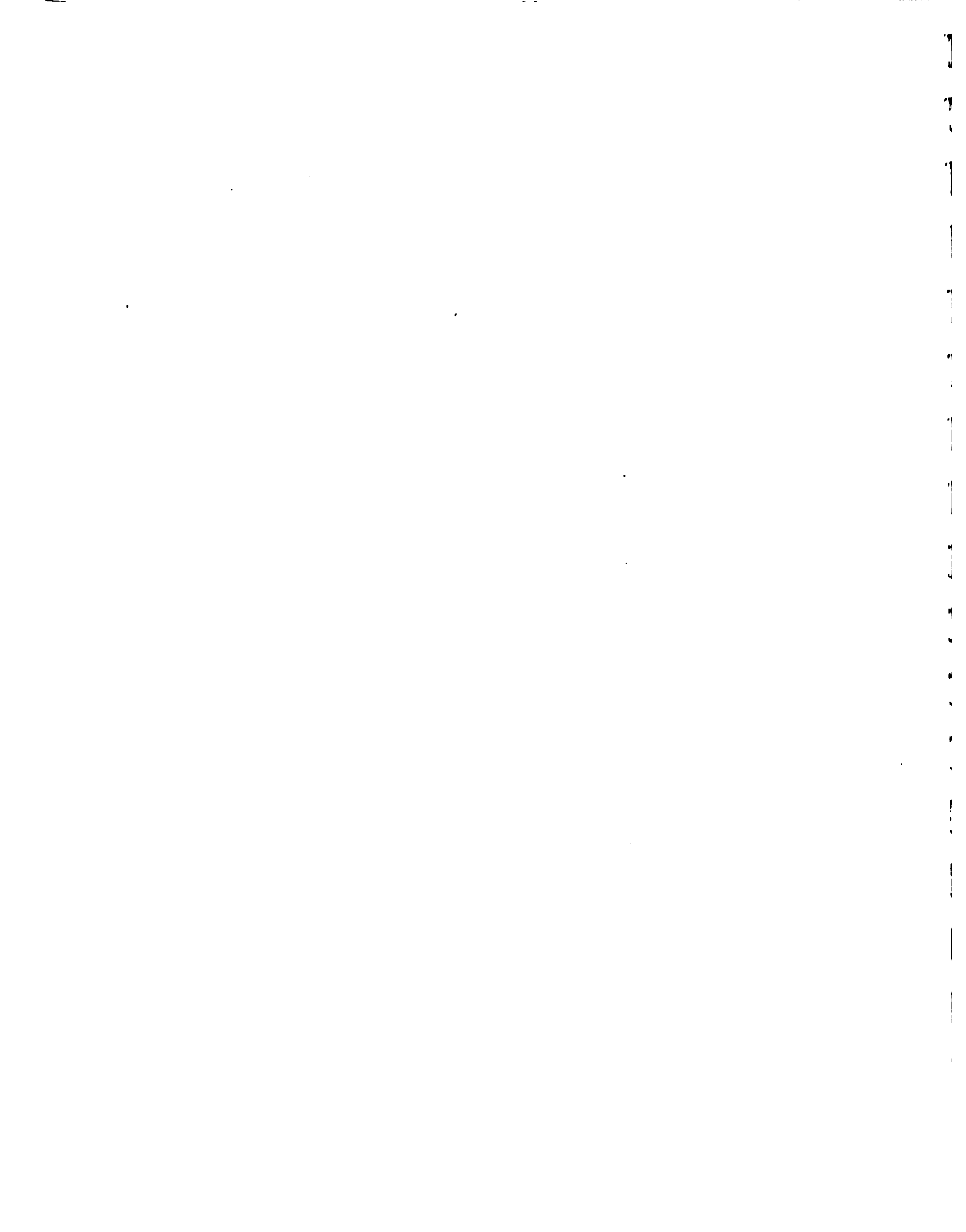
- 1.1 Education: a minimum of secondary school; some tertiary education is preferable.
- 1.2 Experience: a minimum of one of the following:
  - 1.2.1 has managed their own business
  - 1.2.2 has worked in someone else's business
  - 1.2.3 has taken some training in book-keeping or business management
  - 1.2.4 has trained producers in any subject related to income generation.

### 2. Institutional Functions

- 2.1 Has identified working with low-income producers on a regular basis as important for rural development.
- 2.2 Can dedicate a minimum of 1 day per week to small business training.

### 3. Personnel

- 3.1 Has acknowledged that small business management training is a skill they need in their work.
- 3.2 Has a definite interest in becoming a small business trainer working with micro-entrepreneurs.
- 3.3 Age: there is no limit, but it should be remembered that adults have difficulty accepting training from persons younger than 20; these individuals (under 20) are more effective when working with young people.



# IICA



**IICA MANAGEMENT TRAINING AND ADVISORY SERVICES PROJECT  
TRAINER ENROLLMENT FORM**

**Name:** .....

**Institution:** .....

**Mailing Address:**

**Office:** .....

.....

**Home:** .....

.....

**Telephone:**

**Office:** .....

**Home:** .....

**I would like to attend the following IICA Training Session(s) for Trainers in Small Enterprise Management.**

**Dates:** \_\_\_\_\_ 19\_\_

**Venue:** .....

**Subject(s):** .....

**All sessions will begin at 9:00a.m and end at 4:00p.m lunch will not be provided. Return this form to IICA as soon as possible. Advise if subsequently unable to attend.**

.....  
**Signature**

**INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE  
OFFICE IN BARBADOS  
P.O. BOX 705, BRIDGETOWN, BARBADOS. TEL: 425-1432/3/4. CODRINGTON HOUSE, CODRINGTON HILL, ST. MICHAEL, BARBADOS.  
TELEX: 2446 IICA WB. ELECTRONIC MAIL: 549**



**IICA MICRO AGRI-BUSINESS MANAGEMENT TRAINING AND ADVISORY SERVICES  
PROJECT ADVISORY COMMITTEE MEETING AGENDA**

**Time: 10:00a.m**  
**Date: 14th May 1987**  
**Venue: IICA Office**  
**Chairman: Michael Moran - IICA Director**

1. Opening of Meeting.
2. Additions or corrections to the Minutes of the last meeting.
3. Matters arising from the Minutes.
  - ° Discussions of Training Sessions May 5 and 12.
  - ° Selection of Regular Meeting Date.
4. Report by each Institution of Training plans and activities.
5. Suggestions to make the project more effective.  
(items 4 & 5 to be a regular feature of every Advisory Committee Meeting).
6. Discussion of procedure to follow in decision-making.
  - ° Majority vote after making a motion - having it seconded and discussing it.
  - ° Other.
7. Other concerns.
8. Adjournment

oo0oo



VIII a

MINUTES FROM THE IICA AGRI-BUSINESS MANAGEMENT TRAINING AND  
ADVISORY SERVICES PROJECT ADVISORY COMMITTEE MEETING  
ON 14 MAY 1987

In attendance were:

Richard Donaldson	-	IICA
Clyde King	-	BMC
Marcia Marville	-	BADC
Trevor Rudder	-	BSIL
Noel Symmonds	-	BSIL

The Meeting was called to order by Dick Donaldson in the absence of IICA Representative Michael Moran. There being no additions or corrections to the Minutes of the last meeting they were approved as written.

Dick Donaldson reported on the Training Session on the Starting and Financing Manual currently in progress. There are 20 participants: MAFF - 2; BADC - 4; BAS - 2; BSIL - 1; NDFB - 1; WID, Inc. - 1; WAND - 1; NTB - 2; MLCB - 2; BNB - 1; 4-H - 2; BWA - 1.

The Members of the Advisory Committee suggested that we ask the participants in the Training Session to indicate how they perceived their institutions could best get the training information to the people needing it. They also suggested that we make the questions in the Evaluation Report more specific.

The decision was made to present the teaching tools at the next training session. It will be held at whatever venue we can secure until IICA moves to the new location, which hopefully will have a place for training. We will then have a kitchen available for water and tea or coffee. We will try to hold it on June 9:16:23.



The Advisory Committee suggested that we give certification of attendance to all participants who attended any of the sessions. We could become more restrictive after we had decided on the rules and the participants made aware of them.

The decision was made to set the Regular Meeting date for the Second Thursday of every other month. The next Meeting will be on 16 July because of the Project Meeting in Jamaica 6-10 July. Subsequent meetings will be held on the Second Thursday of alternative months.

IX

\*Letters were sent to the following

AC/BB-307  
25th May, 1987

Dear Sir:

The IICA Micro Agri-business Management Training and Advisory Services Project held its first Training of Trainer Sessions at the Barbados Agricultural Society (BAS) 'The Grotto' on May 5:12:19.

The subject of the Training Session was the Manual titled 'Starting and Financing a Small Business in Barbados'. There were 20 participants in the course and 20 Certificates of Attendance were awarded. Even though all 20 participants were not in attendance at all sessions the Advisory Committee recommended that all be awarded certificates because no clear policy had been established on that issue.

The participants included: MAFF 2; BADC 4; BAS 2; BSIL 1; NDFB 1; WID Inc. 1; WAND 1; MLCB 2; 4-H 2; BWA 1; National Training Board 2; and Barbados National Bank Agriculture Department 1. These participants were in the eyes of the Trainers, very astute and demonstrated their willingness to participate.

The course evaluations revealed (from 12 participants):

1. WAS THE TRAINING COURSE MUCH MORE OR MUCH LESS THAN EXPECTED?

much more	3
more	4
what was expected	3
less	2
much less	-

Three of the Evaluators had attended a previous IICA Small Business Training Session.



2. WHAT WAS YOUR MAIN OBJECTIVE IN TAKING THIS COURSE?

I have encountered problems in my work to solve	1
I wanted more knowledge in this area	6
I want to become a Small Business Trainer	6
I was simply told I was taking the Course	2

(3 participants checked 2 reasons)

I am particularly pleased to have that many indicate they want to become a Small Business Trainer or learn about becoming one.

3. HOW WELL DID THE COURSE MEET THIS OBJECTIVE?

excellent	2
very well	7
well	3
not very well	-
weak	-

4. WAS THE COURSE ORGANIZED SO IT WAS EASY TO LEARN?

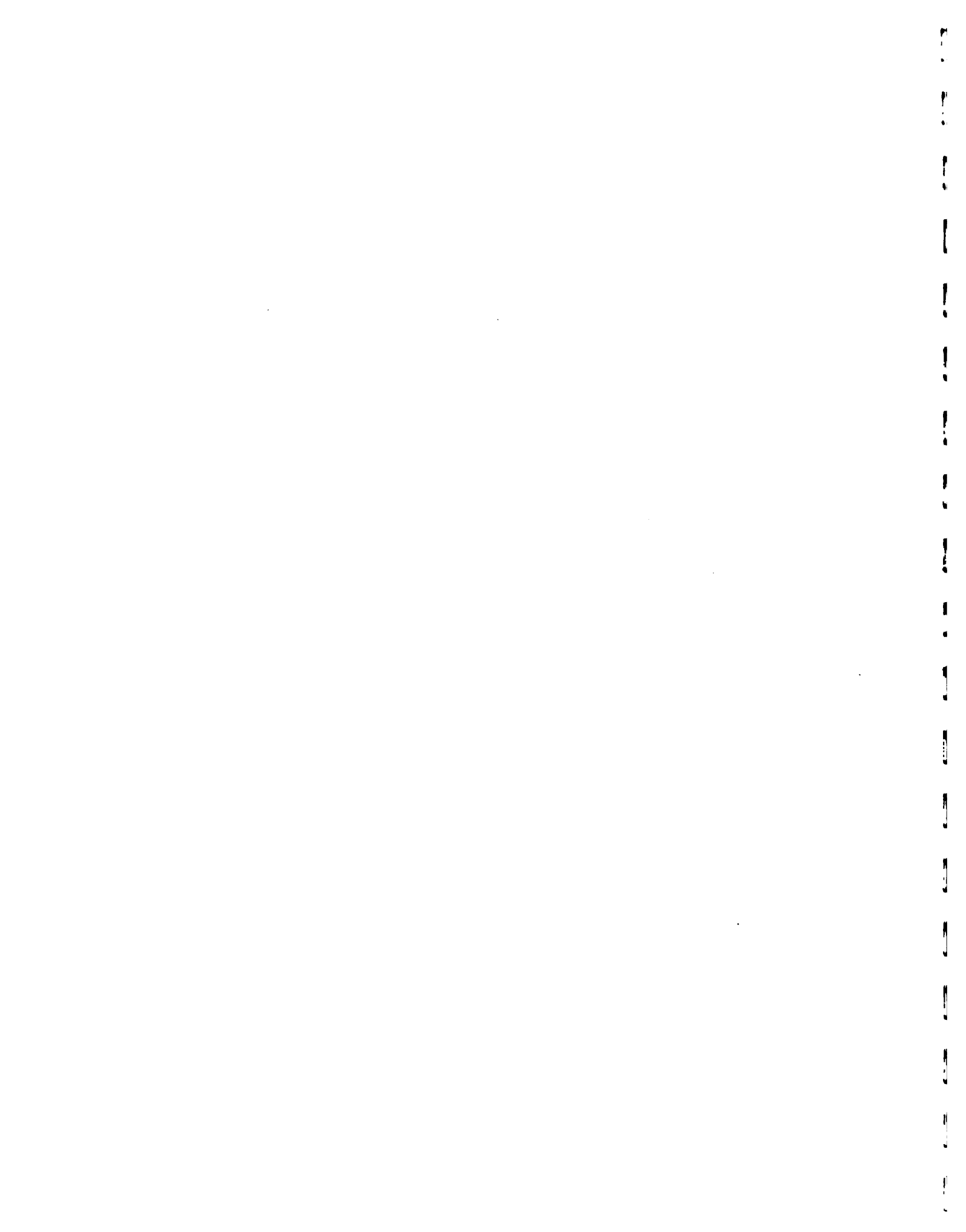
very easy	11
easy	1
average	-
difficult	-
very difficult	-

The materials were written with the goal of making the information as easy for the Small Enterprise Managers to learn as possible.

5. HOW MUCH OF WHAT YOU LEARNED WAS NEW?

most of it	2
much of it	4
some of it	2
not much	3

The Programme is structured in such a way that the Trainer of the Small Enterprise Managers makes an assessment of the business persons needs when deciding which exercises to teach to them, whereas we teach all of the exercises to the Trainers so that they can better make the assessment.



6. WHAT EXTENT DO YOU EXPECT TO USE WHAT YOU LEARNED?

very much	4
much	2
some	5
little	1
very little	-

When evaluating this information it is necessary to look at their objectives in question #2.

7. WHAT WERE THE MOST USEFUL THINGS LEARNED?

1. Feasibility Study and Project Plan	4
2. Legal Structures	2
3. That there is much need for training and sharing of information, and that with good teaching tools it is possible to retrain small business persons and therefore avoid failure.	1
4. Record Keeping.	1
5. All useful and necessary.	1
6. Techniques for helping Small Business persons to logically think through activities.	1

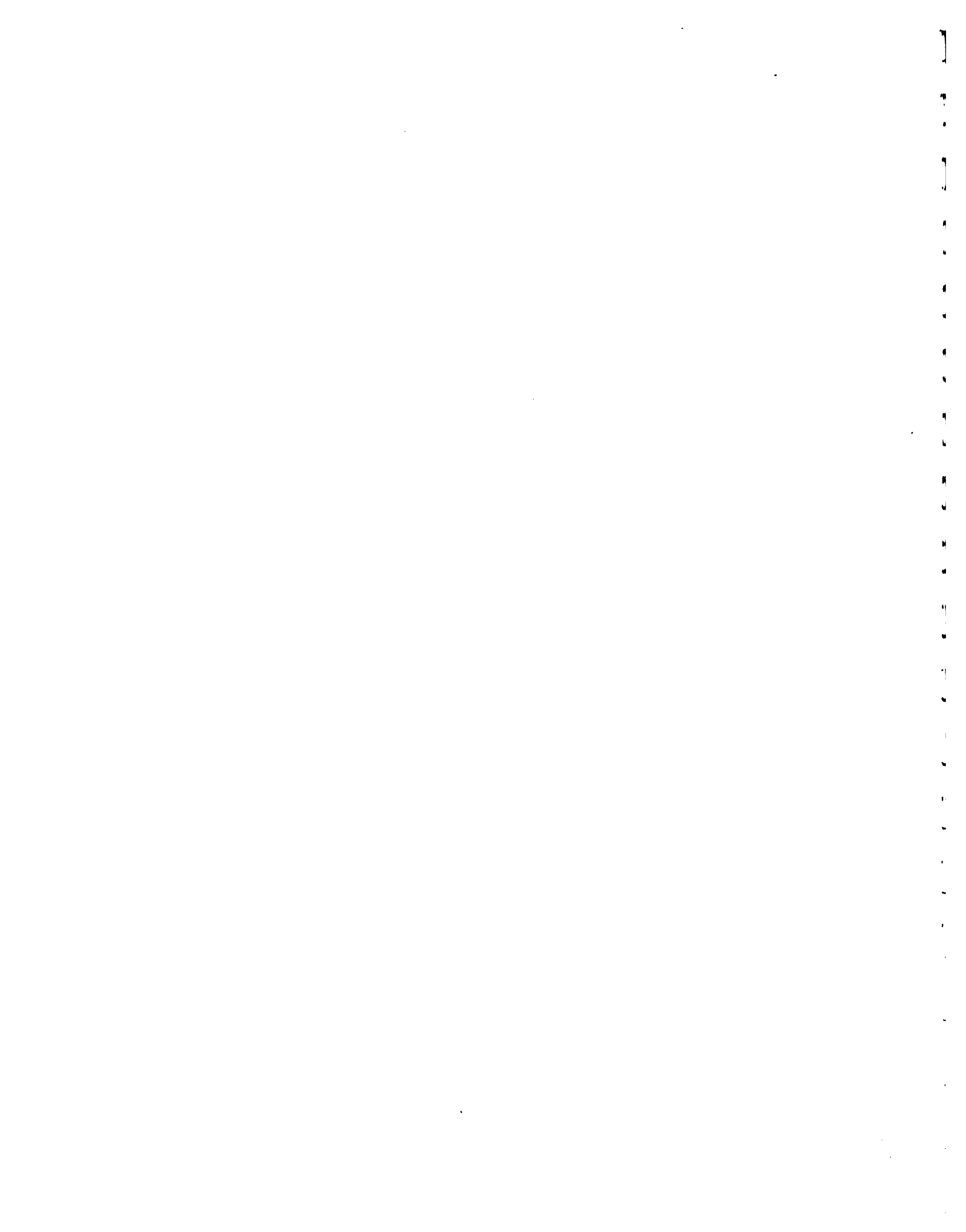
(Two failed to answer this question)

In evaluating the Trainers performances, where a perfect score would be 130 points and the worst 520 points, one Trainer scored 170 points and the other 185 points.

At an Advisory Committee Meeting on May 14 the Training Session (after two of the three days) was discussed and the decision was made to schedule the next session for June 9:16:23. The subject will be Teaching Tools for Small Business Trainers. The Institutions will be asked to enroll Trainers as soon as the venue is selected and invitations extended.

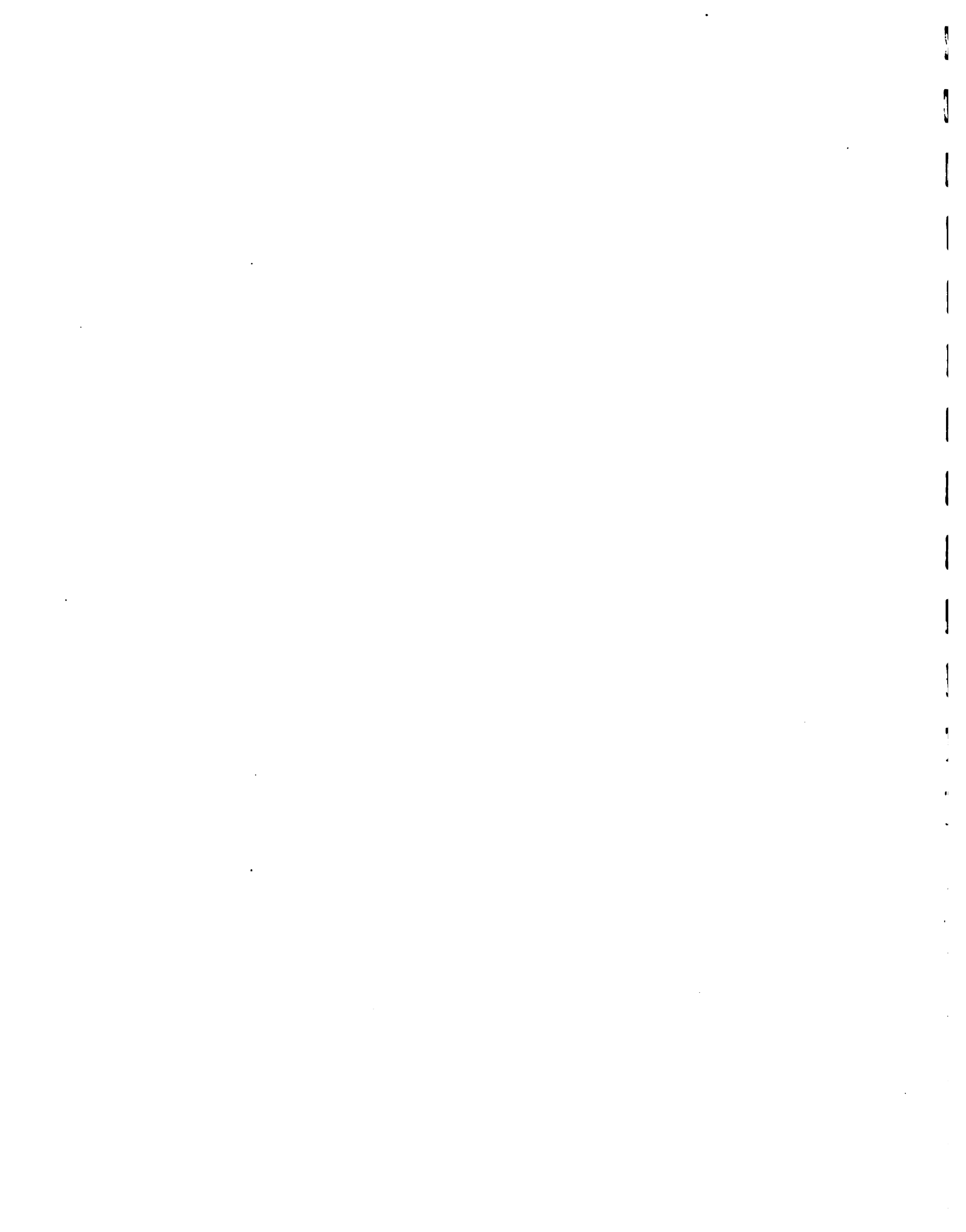
Respectfully submitted

Richard Donaldson  
Small Business Management  
Specialist



\*Mr. Ken Husbands, BAS  
Mr. Noel Symmonds, BSIL  
Mr. Trevor Rudder, BSIL  
Mr. Granville Farley, NDFB  
Mr. Oswald Parris, MAFF  
Ms. Marcia Marville, BADC  
Mr. Clyde King, BMC  
Mr. Robert Morris, BMC  
Mr. Robert Morris, NDFB  
Mr. Laurie Deane, BSIL  
Ms. Lynn Allison, WID, Inc.  
Ms. Jeannette Bell, WAND  
Ms. Hazel Francis, Ministry of Labour  
Mrs. Joan Williams, Dept. of Women Affairs  
Mr. Lawrence Greene, National Training Board  
Mr. Ernest Payne, 4-H Office  
Mr. Clyde Sealy, BNB  
Mr. Geoff Garvey, BADC





MICO AGRI-BUSINESS MANAGEMENT TRAINING PROJECT  
AND ADVISORY SERVICES IN BARBADOS

I. BACKGROUND AND JUSTIFICATION

1.1 Specific problem to be solved by this project

The national institutions in Barbados have a limited capability to serve the needs, for micro agri-businesses and non-farm agriculturally related businesses, for developing basic management skills and in giving advice to unemployed individuals to start their own businesses.

1.2 General problem giving rise to the specific problem

The agricultural sector, in Barbados, has been called upon to play a major role in the generation of employment opportunities and to restore the viability of small farm enterprises and cooperatives.

1.3 Constraints and potential of the national institutions to resolve the specific problem

These efforts have been constrained by the lack of a programme to train available personnel to give assistance in starting new businesses and improving the management skills of managers in existing farm level and Agriculturally related small Agri-businesses.

1.4 IICA actions relative to the specific problem

The Inter-American Institute for Cooperation on Agriculture, IICA/Barbados, has personnel available to make use of materials and methodology that have been developed for a Caribbean Regional Project and will be adapted to fit the culture of Barbados.

## II. OBJECTIVES

### 2.1 General Objective

To assist the agriculture sector in Barbados to generate employment opportunities and to restore the viability of small farm enterprises within the crop diversification efforts of Barbados.

### 2.2 Specific Objective

To give the national institutions in Barbados the capability to assist in the starting of micro agriculturally related businesses and providing their managers and the managers of existing enterprises with management training and advice to improve the chances of their enterprises to survive.

### 2.3 Products generated

2.3.1 Identifying national institutions that have an interest in micro agri-businesses.

2.3.2 Effectively operating a micro agri-business management training advisory committee in Barbados.

2.3.3 Adaptation of small enterprise management training materials to the Barbados culture.

2.3.4 Completion of training of trainer-advisers in management from national institutions in Barbados.

2.3.5 Completion of training managers of micro agri-businesses in Barbados.

2.3.6 Develop management training and advisory service capability in selected institutions in Barbados.

NARRATIVE SUMMARY

INDICATORS AND VERIFICATION

EXTERNAL CONDITIONING FACTORS

General Objective

To assist the agriculture sector in Barbados to generate employment opportunities and to restore the viability of small farm enterprises that have been threatened by non-sugar crops in plantations.

To reduce unemployment to below 19%

Natural disasters or world markets do not effect the Barbados economy too negatively.

Specific Objective

To give the national institutions in Barbados the capability to assist in the starting of micro agriculturally related businesses and providing their managers and the managers of existing enterprises with management training and advice to improve the chances of their enterprises to survive.

Number of institutions served  
Minimum of six.

National institutions cut back staff because budgetary priorities.

Products generated

1. Identifying national institutions that have an interest in micro agri-businesses.
2. Effectively operating a micro agri-business management advisory committee in Barbados.
3. Adaptation of small enterprise management training materials to the Barbados culture.
4. Completion of training of trainer-advisers in small enterprise management from national institutions in Barbados.

By end of February 1987  
Minimum of six

Opportunities to dialogue occur.

By end of March 1987

Commitment to participation exists and is maintained.

By end of May 1987

Printing priorities in Jamaica are favorable.

Some trainer-advisers from each national institution identified as serving the needs of small enterprise managers

Personnel from the institutions are identified and made available.  
Motivation of institution and trainers exists and is maintained.



trained in all the training materials  
by December 1988.

5. Completion of training managers of micro  
agri-business in Barbados.

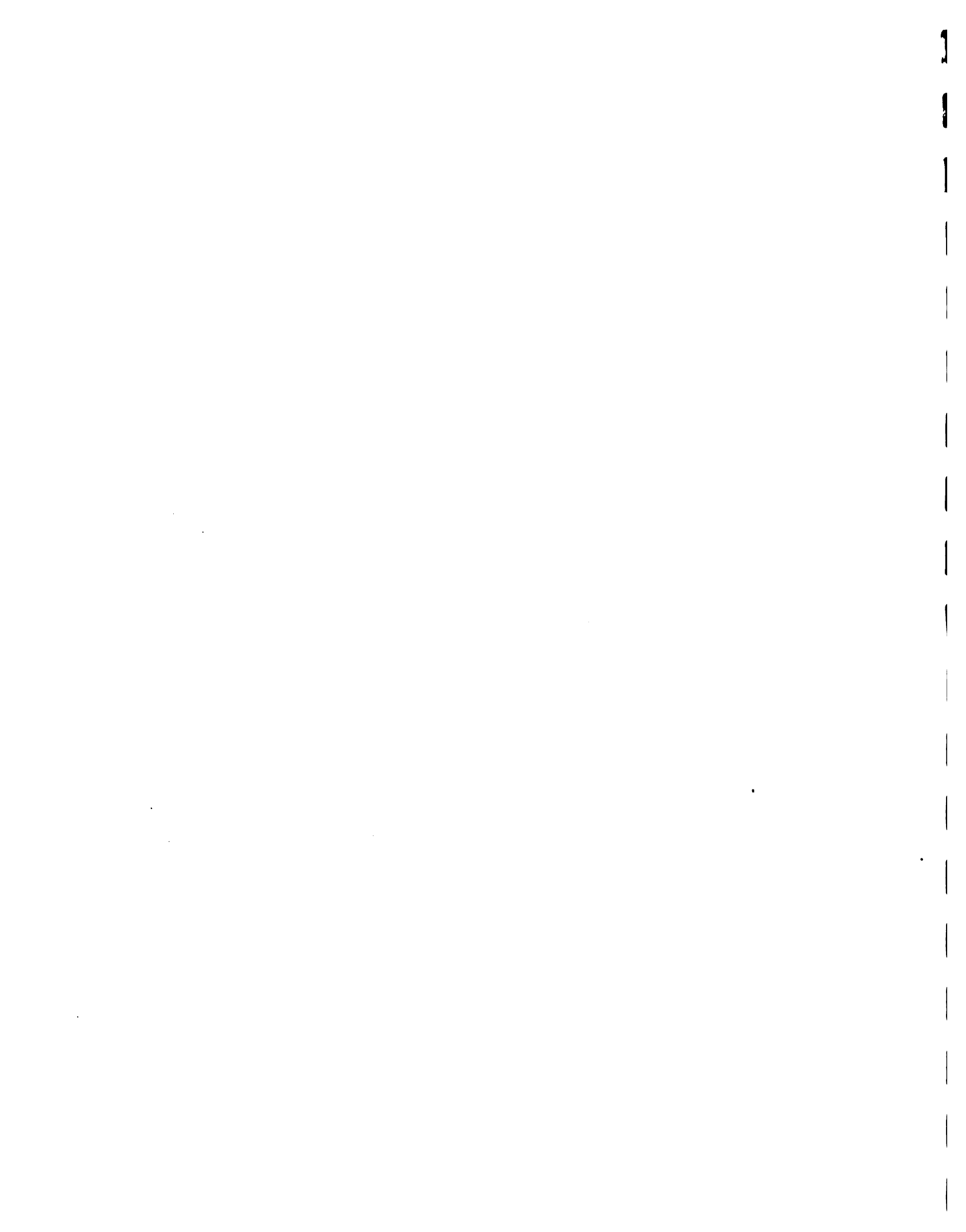
On going

That the need for the training and the  
desire to receive it exists.

6. Development of management training and  
advisory services capability in selected  
institutions in Barbados.

By December 1988

That the training materials have been  
developed and the agencies support the  
concept.



### III. GENERAL STRATEGY

The project will be composed of seven inter-related components, these being:

- 1) Identification of national institutions.
- 2) Advisory committee formation.
- 3) Adaptation of training materials.
- 4) Training of trainer-advisers.
- 5) Training of micro agri-business managers.
- 6) Business advisory services.
- 7) Institutionalizing of the project.

Each of these components is an essential part of the whole project.

#### 3.1 Identification of National Institution

Since the specific objective of the project is to strengthen national institutions by giving them the capability to train micro agri-business managers it becomes necessary to identify those institutions that have a sincere interest in and the budgetary capability of delivering these services. Some institutions answering that description are:

- Ministry of Agriculture, Food and Fisheries (MAFF).
- Barbados Agriculture Development Corporation (BADC).
- Barbados Agricultural Society (BAS).
- Barbados Marketing Corporation (BMC).
- Barbados National Bank, Agriculture Division (BNB/AD)
- Barbados Sugar Industries Limited (BSIL)/Small Farmer Liaison Division)
- Barbados National Development Foundation (BNDF).

Others may surface as the project develops.



### 3.2 Advisory Committee Formation

The advisory committee would be comprised of representatives of some of the identified institutions and would give direction to the project to ensure that its focus remains relevant to the needs of Barbados. They must meet on a regular basis and at each meeting; follow an agenda which is prepared and distributed beforehand, keep minutes and formalize action and decisions with motions that are moved-seconded-discussed and passed by vote.

### 3.3 Adaptation of training materials

With the assistance of members of the advisory committee, or other persons identified by them, the training materials would be adapted to the culture of Barbados.

### 3.4 Training of trainers

Training sessions would be held at locations and on dates most convenient to persons identified by their institutions to become a trainer-adviser of micro agri-business managers. These training sessions would continue until there were sufficient trainers trained in: Starting and financing a small business in Barbados, operating a small business in Barbados, marketing Barbadian small business products and in teaching tools for small business trainers, to meet the needs of all micro agri-business managers that desire them.

### 3.5 Training of small enterprise managers

The training of the business managers would then begin with project personnel present at as many sessions as possible to serve as a resource person for the trainer, to help upgrade the skills of the trainer and to assess the impact of the materials on the business managers, making any changes in the materials to make them

most effective. This training would take place in three ways:

- ° By holding group training sessions limited to 15-25 persons.
- ° By installing the training materials in the curriculum of secondary schools, vocational technical schools, agricultural schools and in adult education programmes.
- ° By going to the location of existing enterprises and holding one on one training sessions with the managers that cannot leave their enterprises to attend group training sessions but that need and desire the training.

### 3.6 Business advisory service

The one on one training sessions would evolve into an advisory service that would be available to all who had received training and would continue to identify problems and suggest solutions for as long as the manager needs and wants it. Some of the more resourceful trainers would be selected and trained as senior advisors. The senior advisors would be available to solve problems that were more complex than the trainer-adviser could handle. They would also monitor the activities and the records of trainer-advisers.

### 3.7 Institutionalising of the project

The project would be institutionalized by the time IICA's involvement comes to an end so that it's functions could continue as long as there is a need for them. It could be institutionalized in an institution that had the interest and the capability to perpetuate it or it could be left with the advisory committee providing that the committee was formalized and funded to ensure that its functions could continue and be effective.

#### IV. BENEFICIARIES

The beneficiaries of the project would be:

- The small enterprise managers who would receive assistance in starting small enterprises as well as management skills to improve their performance.
- The trainer-advisers who would receive business management skills as well as teaching techniques.
- The institutions which would be strengthened in their capability to serve the micro agri-business managers.
- The Government of Barbados would benefit to the degree in which unemployment decreases and productivity increases in the economy of Barbados.

V. ANNUAL BUDGET US\$60,000 IICA Funds - Counterpart Funds to be determined

#### VI. OBSERVATIONS

The IICA small Enterprise Management Training Project in Barbados would link-up with other IICA Projects currently operating as well as those being developed.

**HOW TO MAKE A CURRICULUM FOR YOUR  
SMALL ENTERPRISE MANAGER'S TRAINING SESSIONS**

1. Try to group them as much as you can as to:
  - a) Whether starting in business\* or operating an existing business.
  - b) Their level of sophistication.
  - c) Their type of business - to make it easier to choose relevant examples.
  
2. Consult the table of contents of all three manuals (or the one(s) you have been trained in) and choose the exercises that would help the SEMS in this group the most.

Guidelines

- a) All businesses need to develop records to control their cash.
  - b) All businesses should be able to determine profitability over a period of time.
  - c) All businesses need to be able to determine what price they need to receive for their product(s) or service and be able to review it as costs and market conditions change.
  - d) All businesses need to be able to consider the feasibility of expanding or changing the direction of their business before committing to the change.
  - e) All businesses need to develop a marketing plan.
3. Choose case studies (or make your own) that are most relevant to the group. Use case studies as much as you can to give the SEMS an opportunity to 'learn by doing', either alone or in work groups.
  
  4. Make up the schedule, allowing the time for exercises and case studies that you think will be needed to clarify the information.
  
  5. Make the training sessions short (one or two exercises).

\* e.g: anyone going to start a business will find enough information in the Starting and Financing Manual for a pre-start course of about 19 hours duration.



I. FOR A GROUP OF SMALL FARMERS - CRAFT MANUFACTURERS OR VENDORS  
THAT ARE ALREADY IN BUSINESS

* 1. Feasibility study - using a relevant example	1hr
* 2. Feasibility workshop - using a relevant case study	1hr
° 3. Why is Management important?	1hr
° 4. Price calculation - using a relevant example	1hr
° 5. Price calculation workshop - using a relevant case study	1hr
° 6. Organizing your production - <u>MFG</u> - <u>farming</u> or <u>retail</u>	1hr
° 7. Receipt book and order book	1hr
° 8. Cash book and cash book workshop	1hr
° 9. Cash book summaries	1hr
° 10. Part I of Statements of Business Performance	1hr
° 11. Workshop on statements - using relevant case study	1hr
° 12. Increasing income and profits	1hr
# 13. Marketing activities	1hr
# 14. Marketing activities and personal selling	1hr
# 15. Marketing plan for: MFG - Retail - farming - or service	1hr
# 16. Workshop (homework) - making a marketing plan for their own business - reports	1hr
Total	16hrs

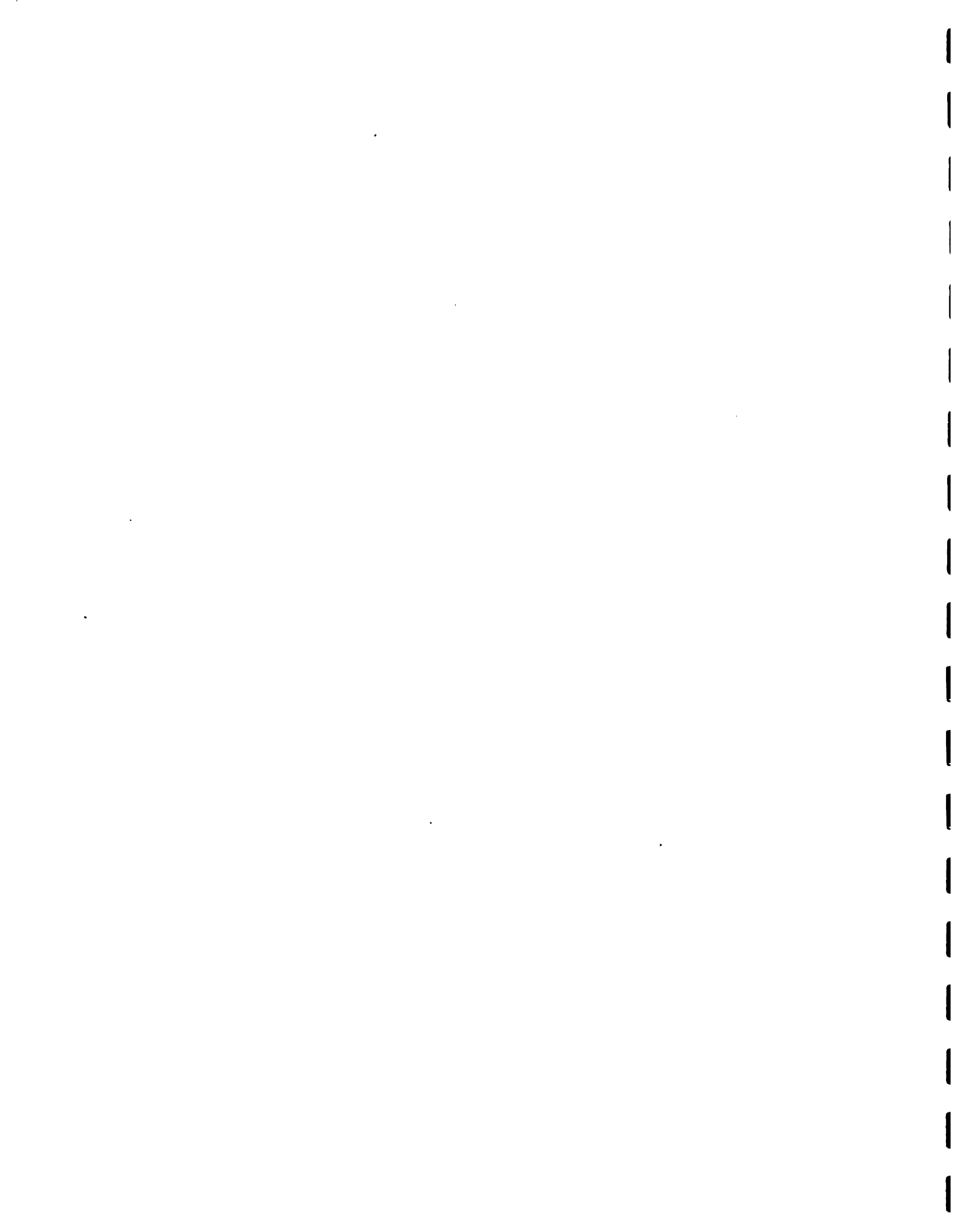
Could be set up in: 16 one hour segments  
8 two hour segments  
4 four hour segments

\* I would add 'working with people' to Vendor's Curriculum

\* Starting and Financing

° Operating

# Marketing



**II. FOR A GROUP OF SUGAR PLANTATION MANAGERS OR ASSISTANT MANAGERS  
THAT ARE DIVERSIFYING FROM SUGAR**

* 1. Feasibility study - using a relevant example	1hr
* 2. Feasibility workshop - using a relevant case study	1hr
° 3. Cash book and summaries 'by enterprise'	1hr
° 4. Cash book workshop - using relevant case studies	1hr
° 5. Valuing your assets	½hr
° 6. Parts II and III of Statements of Business Performance	1½hr
° 7. Statement workshop	1hr
° 8. Planning	1hr
° 9. Budgeting - making a relevant budget	1hr
°10. Cash flow planning	1hr
°11. Workshop - using budget developed	1hr
°12. Increasing income and profits	1hr
# 13. Marketing activities	1hr
# 14. Marketing activities	1hr
# 15. Marketing plan for farming	1hr
# 16 Workshop to develop a Marketing Plan (homework) and report to group	1hr
<b>Total</b>	<b>16hrs</b>

\* Starting and Financing

° Operating

# Marketing





PREPARING A MARKETING PLAN FOR

\_\_\_\_\_   
Crop

\_\_\_\_\_   
Date

I. Do a Market Study to find out:

- a. The amount of your crop being offered for sale, that is the supply.
- b. The amount of your crop that people want to buy, that is the demand.
- c. The quality of your crop that people want to buy.

1. At what time(s) can you have your crop ready for market to get the best price(s), that is when the supply is low, the demand is high and the quality is right?

Considering:

1. Changing planting dates and the resulting expected yield
2. Storing the crop to get a better price

Your decision is \_\_\_\_\_

Your expected yield \_\_\_\_\_

Your expected price \_\_\_\_\_

\_\_\_\_\_   
Total Receipts

II. PLAN YOUR PRODUCTION

- a. Decide when you need: Planting material \_\_\_\_\_

Other Inputs \_\_\_\_\_

b. Land preparation - What is needed? \_\_\_\_\_

When is it to be done? \_\_\_\_\_

c. Will it need inputs?

What quantities? \_\_\_\_\_

What will be the total cost? \_\_\_\_\_

d. When will you plant? Dates: \_\_\_\_\_

e. When will you weed? Dates: \_\_\_\_\_

f. When will you harvest? Dates: \_\_\_\_\_

g. Considering all of your activities:

Will you need help? Yes \_\_\_\_\_ No \_\_\_\_\_

When? \_\_\_\_\_

What will it cost? \_\_\_\_\_

III. CONSIDER MARKETING COSTS

a. What can you do to maintain quality and reduce post harvest losses?

1. Do you need to package your crop?

2. Would a label help?

b. Would a promotion effort increase your profits? Yes \_\_\_ No \_\_\_

If yes what kind?

How much would it cost? \_\_\_\_\_.

IV. Decide which marketing channels to use.

a. Who would buy your crop?

_____	_____	_____
	Consumers	Restaurants - Hotels
_____	_____	_____
Supermarkets	Hawkers	Exporters
_____	_____	_____
Processors	Cooperatives	Others

Your choice is \_\_\_\_\_ because \_\_\_\_\_

b. Will they buy all that you can produce? \_\_\_\_\_  
Yes No

If no, where will you sell the balance? \_\_\_\_\_

c. What are the best prices you can expect?

Date

\_\_\_\_\_ .\_\_ per \_\_\_\_\_

\_\_\_\_\_ .\_\_ per \_\_\_\_\_

\_\_\_\_\_ .\_\_ per \_\_\_\_\_

V. If the market will not give you the price that you want, what can you do to maximise profits or minimise losses?

\_\_\_\_\_  
\_\_\_\_\_

VI. LOOKING BACK AT YOUR MARKETING PLAN

What were your revenues? \_\_\_\_\_.

What were your costs? \_\_\_\_\_.

What were your profits? \_\_\_\_\_.

VII. IS THERE ANYTHING YOU SHOULD CONSIDER CHANGING FOR NEXT YEAR?

Yes \_\_\_\_\_ No \_\_\_\_\_

If yes - what?

**INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE  
EVALUATION OF SMALL BUSINESS MANAGEMENT TRAINER SEMINAR/WORKSHOP**

This questionnaire is designed to collect information on the presentation, content, and usefulness of this training course for you. The results will be used to improve the course for the future. Please answer all questions frankly and honestly. Do not sign your name on this evaluation.

Answer each of the following questions by circling your response on the scale shown:

1. Compared to what you expected, was the Small Business Management Training much more or much less than you expected?

much more      1      2      3      4      5      much less

2. What was your main objective in taking this course?

1. \_\_\_\_\_ I have encountered problems in my work that I hoped to learn to solve.

2. \_\_\_\_\_ I was interested in acquiring more knowledge in this area.

4. \_\_\_\_\_ To become a Small Business Trainer.

8. \_\_\_\_\_ I was simply told I was taking this course.

16. \_\_\_\_\_ Other reason (s). Please specify: \_\_\_\_\_

3. How well has the course helped you to meet this objective?

excellent      1      2      3      4      5      weak

4. Was the course organized in such a way that it was easy for you to learn?

very easy      1      2      3      4      5      very difficult

5. How much of what you learned in this course was new to you?

most of it      1      2      3      4      5      almost none

6. To what extent do you expect to be able to use what you learned in your work?

very much so      1      2      3      4      5      not at all



29

The IICA Micro Agri-business Management Training and Advisory Services Project held its Second Training of Trainer Sessions at the Government Laboratory, Culloden Road, on June 16:23:30.

The subject of the Training Session was the Manual titled 'Teaching Tools for Small Business Trainers'. There were 19 participants and one observer and 19 Certificates of Attendance were awarded.

The participants included: BADC 3; BSIL 1; BMC 1; 4-H 3; NOW 3; WID Inc. 1; WAND 1; BWA 2; NTB 2; BNB Agriculture Department 1; and IDC Craft Division 1; MAFF 1 Observer. These participants impressed the Trainer with their serious and competent approach to training.

The course evaluations (from participants) revealed:

1. WAS THE TRAINING COURSE MUCH MORE OR MUCH LESS THAN EXPECTED?

much more	1
more	6
what was expected	6
less	2
much less	-

Ten of the Evaluators had attended at least one previous IICA Small Business Training Session.

2. WHAT WAS YOUR MAIN OBJECTIVE IN TAKING THIS COURSE?

I have encountered problems in my work to solve	2
I wanted more knowledge in this area	9
I want to become a Small Business Trainer	11
I was simply told I was taking the Course	2

(some participants ticked more than one objective)

I am pleased at the number wanting to become a Small Business Trainer.

3. HOW WELL DID THE COURSE MEET THIS OBJECTIVE?

excellent	4
very well	6
well	2
not very well	3
weak	-





4. WAS THE COURSE ORGANIZED SO IT WAS EASY TO LEARN?

very easy	6
easy	8
average	1
difficult	1
very difficult	-

5. HOW MUCH OF WHAT YOU LEARNED WAS NEW TO YOU?

most of it	2
much of it	1
some of it	8
not much of it	2
almost none of it	3

6. WHAT EXTENT DO YOU EXPECT TO USE WHAT YOU LEARNED?

very much	6
much	5
some	3
little	2
very little	-

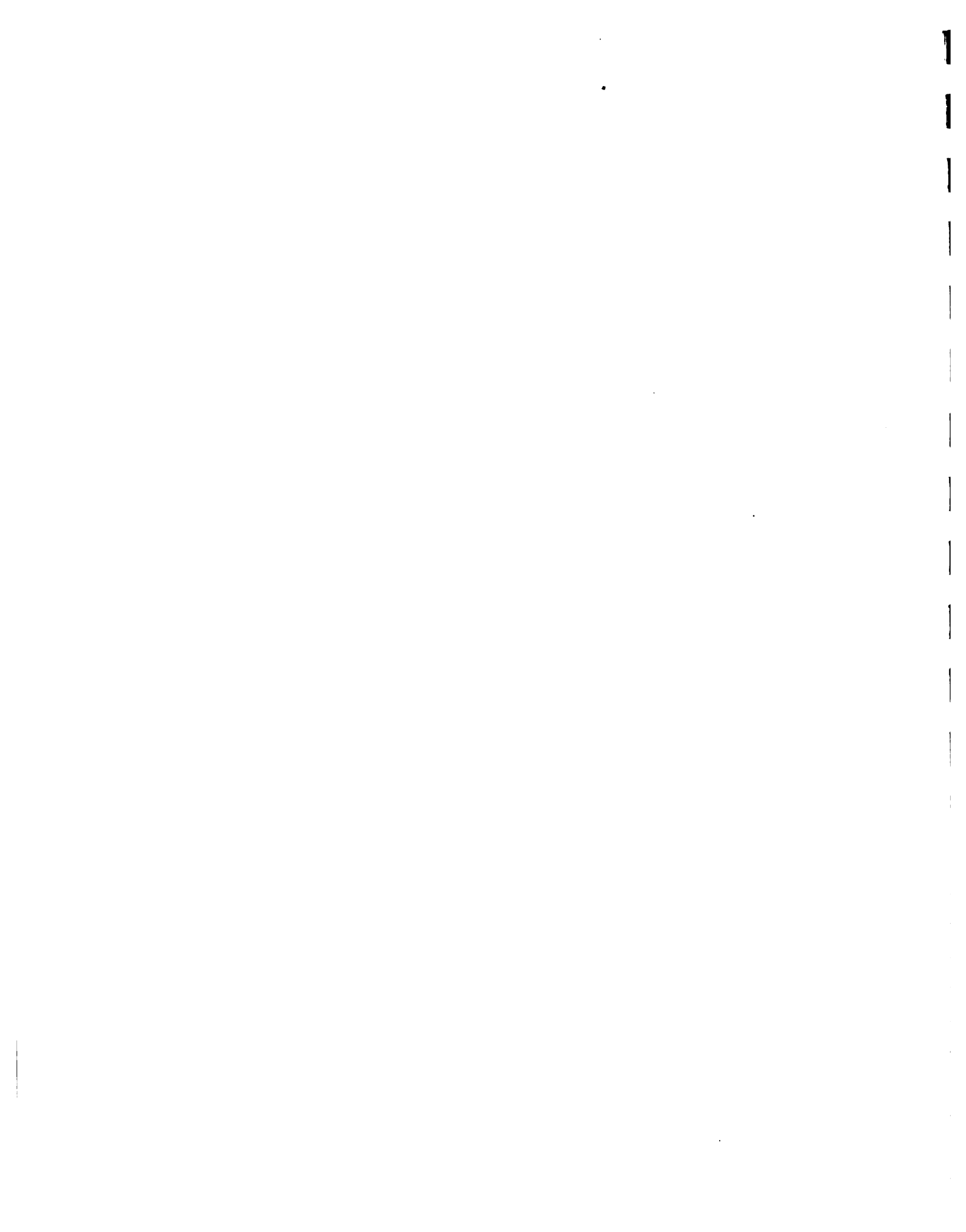
7. WHAT WERE THE MOST USEFUL THINGS LEARNED?

•How to make a Curriculum	4
•Ice Breaker	6
•The importance of preparation	4
•Make the presentation interesting	1
•Lesson planning	1
•The importance of group participation	1
•How to use Teaching Tools	1
•Practice Presentation	1
•Levels of learning	1

EVALUATING THE TRAINERS PERFORMANCE

There were sixteen evaluations on eleven topics, scored as follows:

- 1 point indicates no improvement needed (very good or excellent)
- 2 points - little improvement needed (generally good)
- 3 points - improvement needed (generally mediocre)
- 4 points - considerable improvement needed (generally poor)



In each topic: 16 would be the best score possible  
64 would be the worse score possible

In total: 176 would be the best score possible  
704 would be the worse score possible

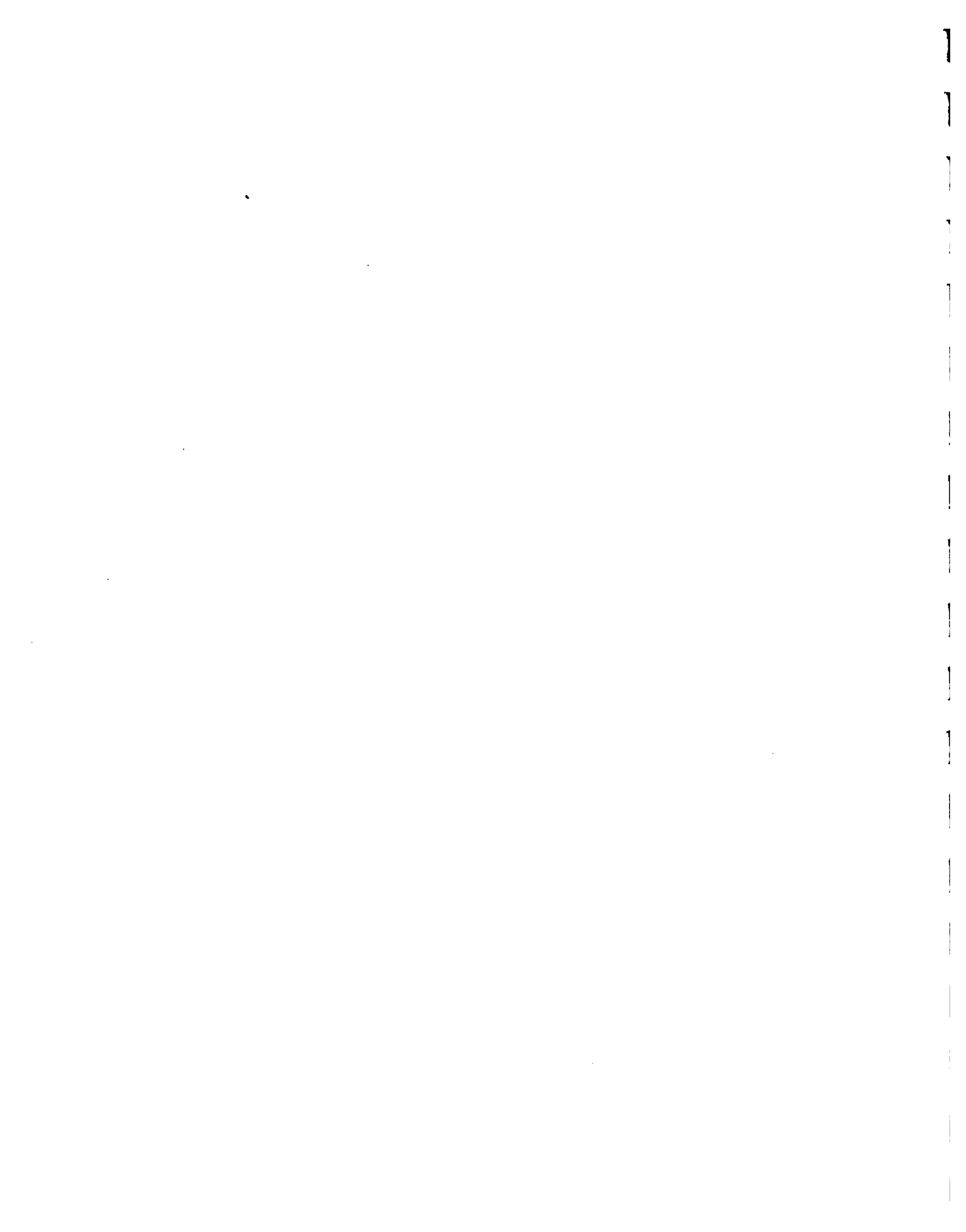
**BY TOPICS**

1. Making effective use of time in sessions	20
2. Inspiring excitement or interest in the subject	24
3. Maintaining an atmosphere which encourages learning	18
4. Taking appropriate action when participants appear bored	27
5. Getting participants to participate in discussions	20
6. Adjusting the rate at which ideas are covered so that I can follow and understand them	23
7. Clarifying material which needs explanation	19
8. Wrapping things up before moving on to a new topic	20
9. Explaining what is expected from each participant	22
10. Keeping me informed about how well I am doing	25
11. Acting, overall as a professional and effective trainer	17
	<u>17</u>
	<u>235</u>
	TOTAL SCORE

We hope to have a Training Session on the Marketing Manual in late August and one on the Operating Manual in late October. Each participating institution will be advised as to the exact date and venue in time to choose their participants. In the mean time, I would encourage you to meet with your participants and prepare plans to set up Training Programmes for the Small Enterprise Managers served by your Institution. I would be very happy to join with you in this task. Feel free to contact me at the IICA Office, telephone Nos: 425-1432/33/34.

Respectfully submitted

Richard Donaldson  
Small Business Management  
Specialist



**IICA MICRO AGRI-BUSINESS MANAGEMENT TRAINING  
AND ADVISORY SERVICES PROJECT ADVISORY COMMITTEE MEETING AGENDA**

**Time: 10:00hrs**  
**Date: 10th September, 1987**  
**Venue: IICA Office**  
**Chairman: Michael Moran, IICA Representative**

1. Opening of Meeting
2. Additions or corrections to the Minutes of the last meeting.
3. Matters arising from the Minutes.
4. Report of Project Training and Technical Service Activities.
5. Report by each Institution of Training Plans and Activities related to the Project.
6. Suggestions to make the Projects more effective.
7. Other concerns.
8. Adjournment.



**MINUTES FROM THE IICA AGRI-BUSINESS MANAGEMENT TRAINING AND  
ADVISORY SERVICES PROJECT ADVISORY COMMITTEE MEETING  
on 9th July, 1987**

**In attendance were:**

<b>Richard Donaldson</b>	<b>-</b>	<b>IICA</b>
<b>Noel Symmonds</b>	<b>-</b>	<b>BSIL</b>
<b>Tito Jemmott</b>	<b>-</b>	<b>BADC</b>
<b>Steve Reid</b>	<b>-</b>	<b>BMC</b>

The Meeting was called to order by Dick Donaldson in the absence of IICA Representative Michael Moran. There being no additions or corrections to the Minutes of the last meeting they were approved as written.

In response to the request by the Advisory Committee, made at the 14 May meeting for suggestions as to how the course participants in the May training session perceived their institutions could best get the training information to the people needing it. The following recommendations were noted:

- By adapting the content for Small Business Owners.
- My institution can allow me to conduct Small Group Sessions in Business Management.
- By organizing groups who need this assistance and using my services with those of the IICA.
- By setting up Small Business Training Courses/Seminars and inviting participants.
- By setting up training courses.
- By working in conjunction with Agricultural Extension Officers to organize Training Sessions at the community



level. However, initially I will be passing on knowledge as part of general information passed on to clients.

- By training more Trainers.
- By sponsoring more training courses of this nature and by making reading material readily available.
- By conducting training sessions.
- Through a cadre of Small Business Trainers which will be trained by me.

Dick Donaldson reported that current plans are to hold a Training Session on the Marketing Manual on August 18:25:Sept.1, and on the Operations Manual October 20:24:Nov.3. In 1988 there will be one on Starting and Financing in January, on Teaching Tools in February, Marketing in March and Operating in April. The project will then respond to requests for training of Trainers and will concentrate on assisting in implementing training of Small Enterprise Managers with top priority given to working with Agricultural Institutions.

Mr. Noel Symmonds of BSIL said that he was going to liaise with Mr. Rudder and Mr. Dean to plan training activities, he will invite Dick Donaldson to participate in the planning. They will be training Sugar Plantation Managers as well as Small Farmers. Mr. Tito Jemmott from BADC thinks they have a real need to provide training for about 200 Small Farmers. He thinks it will be best to make a curriculum for Small Farmers, try it on the Spring Hall Group making whatever adjustments seem appropriate and then taking it to the rest of the Small Farmers. Mr. Steve Reid had no particular group in mind to train but emphasised that all barbadian farmers need this type of training.

Dick Donaldson reported that he has received funding for printing 600 manuals and will try for another 600 next year, but that if the Advisory Committee feels that they may need more we should consider that need when we decide what, if anything we should charge for the manuals.

The Agenda being completed, the Meeting was adjourned. The next meeting will be on September 10th, 1987.

1. We are willing to work at the request of the Government of Barbados within the limits of the capability of the project personnel and the methodology of the project.

a. We can adapt the material to the needs and culture of Barbados.

b. We can give top priority to training as many Trainers as it will take to train as many Micro Agri-business Managers as need and want it.

2. Our main objective is to develop the capability within the institutions to give training and advice to the Small Enterprise Managers served by them.

3. Our greatest wish is to make a lasting contribution in Barbados.

4. We need to have the Ministry of Agriculture, Food and Fisheries to commit at least two persons to be trained as Trainer-Advisors to train the Small Farmers and Plantation Managers with IICA Personnel acting as a Resource Person. We also need the Ministry to provide the venue and notification to those to receive training.

5. The project will have failed if IICA Personnel does all the training, for two reasons:

a. When the project ends there will be no institutional capability to continue the work of the project.

b. Training without advising is not effective.





3



## 7. ST. LUCIA PRESENTATION

### 7.1 Background on St. Lucia

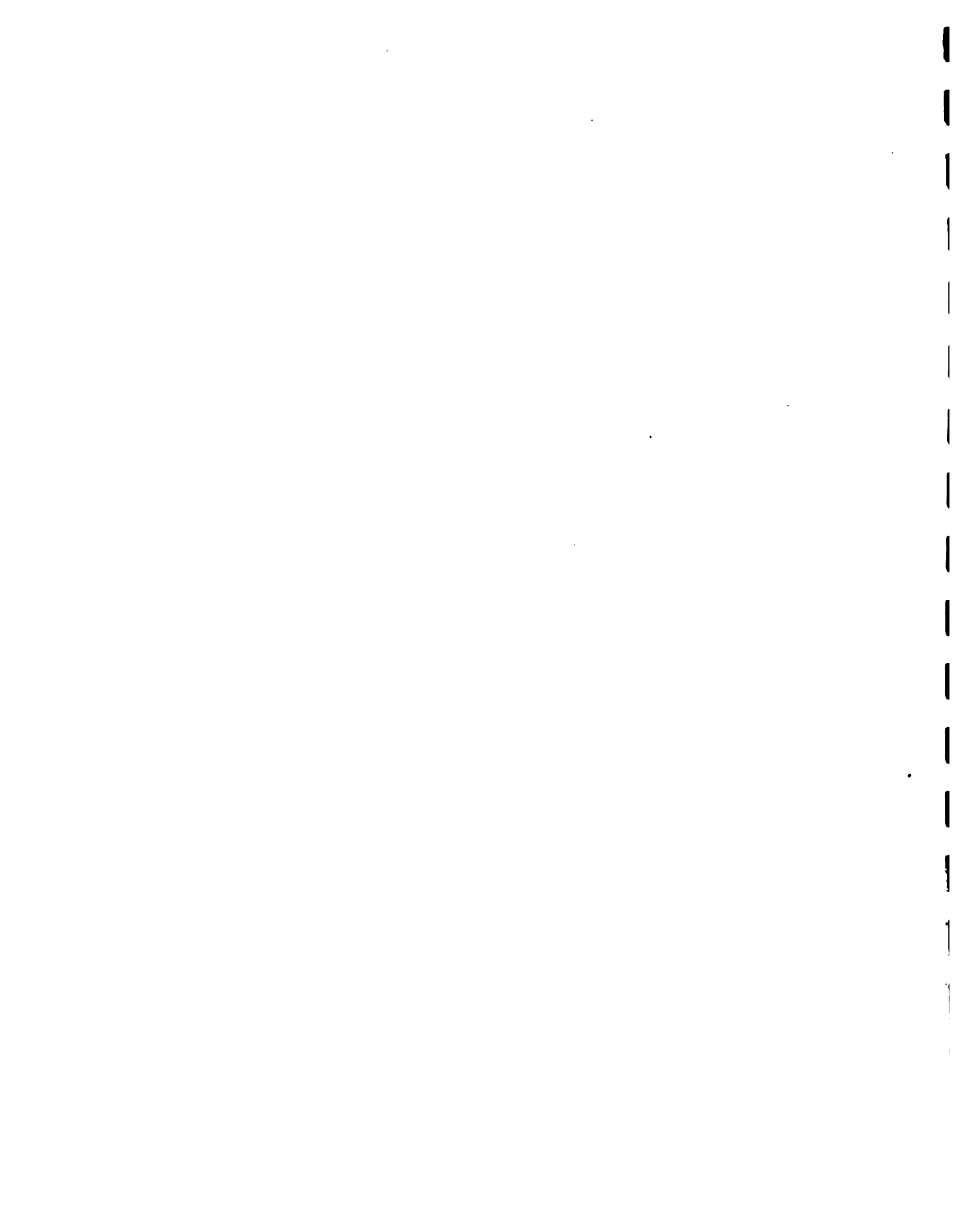
The island of St. Lucia is located in the Windward Islands group of the Lesser Antilles. It is situated between the French Island of Martinique in the North and the English-speaking island of St. Vincent in the South, and has an area of 238 square miles (616 sq. km). The official language in St. Lucia is English, but French patois is the predominant language among the rural population.

The island is very mountainous and rugged with a main ridge running almost through its entire length. The highest peak is Morne Gimie (958 m.) but the old volcanic cones on the west coast, Gros Piton (798 m.) and Petit Piton (736 m.), are the best known.

The climate is tropical. The wet season is May to December and the dry season is January to April, July being the wettest month and February being the driest month. Average annual rainfall varies from 126 cm in the drier south and north to over 400 cm in the central mountain areas.

The estimated population in mid 1979 was 123,800, 59% of whom were less than 20 years old, reflecting a relatively high dependency level. Unemployment in 1982 was estimated at 27% of the labour force. Of the 73% employed, 34% were in the agriculture sector.

The agriculture sector is one of the most important contributors to the economy. There was a significant reduction in 1980 which is attributed to the ravages of hurricane Allen, but since then the sector contribution has been on the upward trend, though slowly.



The Government of St. Lucia is aware of the significance of the agriculture sector in the overall development of the economy. It is trying to reduce the annual food import bill by addressing goals to improve nutrition for the low-income group, to increase and improve substitutes for imported agriculture products, to increase exporting of high quality produce, and to increase income within the sector.

The Farm Management Training Project in St. Lucia is a component of a new project called Strengthening of Farmer Organizations in the Windward Islands.

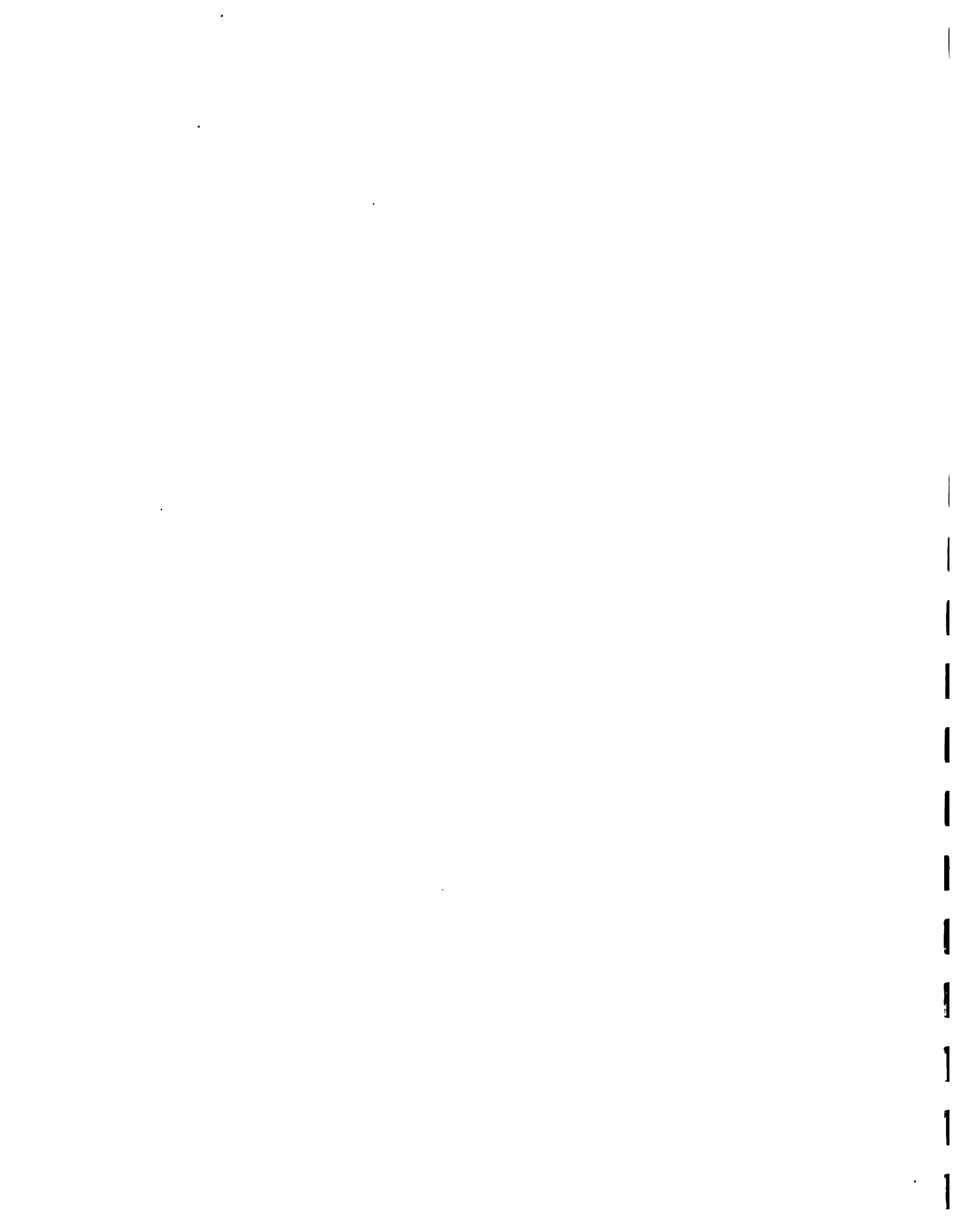
### Strengthening of Farmer Organizations in Windward Islands

#### 7.2 Description

The specific problems to be addressed by this IICA project are as follows:

- (1) No clear policy decisions or strategies exist for creating and/or strengthening organizations of small farmers which are required for organized production and effective marketing.
- (2) Associations of small farmers producing non-traditional crops are not actively involved in policy making which affects their welfare.
- (3) Exportable volumes of produce are low and inconsistent because the services from MOA are inadequate, insufficient and undependable for the small farmers.
- (4) Primary organizations are repeating mistakes which could be prevented by an interchange of experiences to share methods and models with organizations of similar needs.





- (5) Farmers are unable to effectively market their produce because of lack of reliable demand and supply information.
- (6) A tremendous gap exists between primary and secondary farmer organizations and the majority of the regional, international and other donor agencies due to lack of understanding local needs and potential.

General problems giving rise to these specific problems are as follows:

- (1) Serious problems exist with balance of payments, restricted credit and high interest rates, fluctuating prices of exports and increasing import prices, high levels of unemployment, and decreasing domestic and non-traditional export crops.
- (2) Small farmers do not massively and enthusiastically participate in programmes established to diversify production through import substitution and to increase exports of produce for which countries hold comparative advantages.

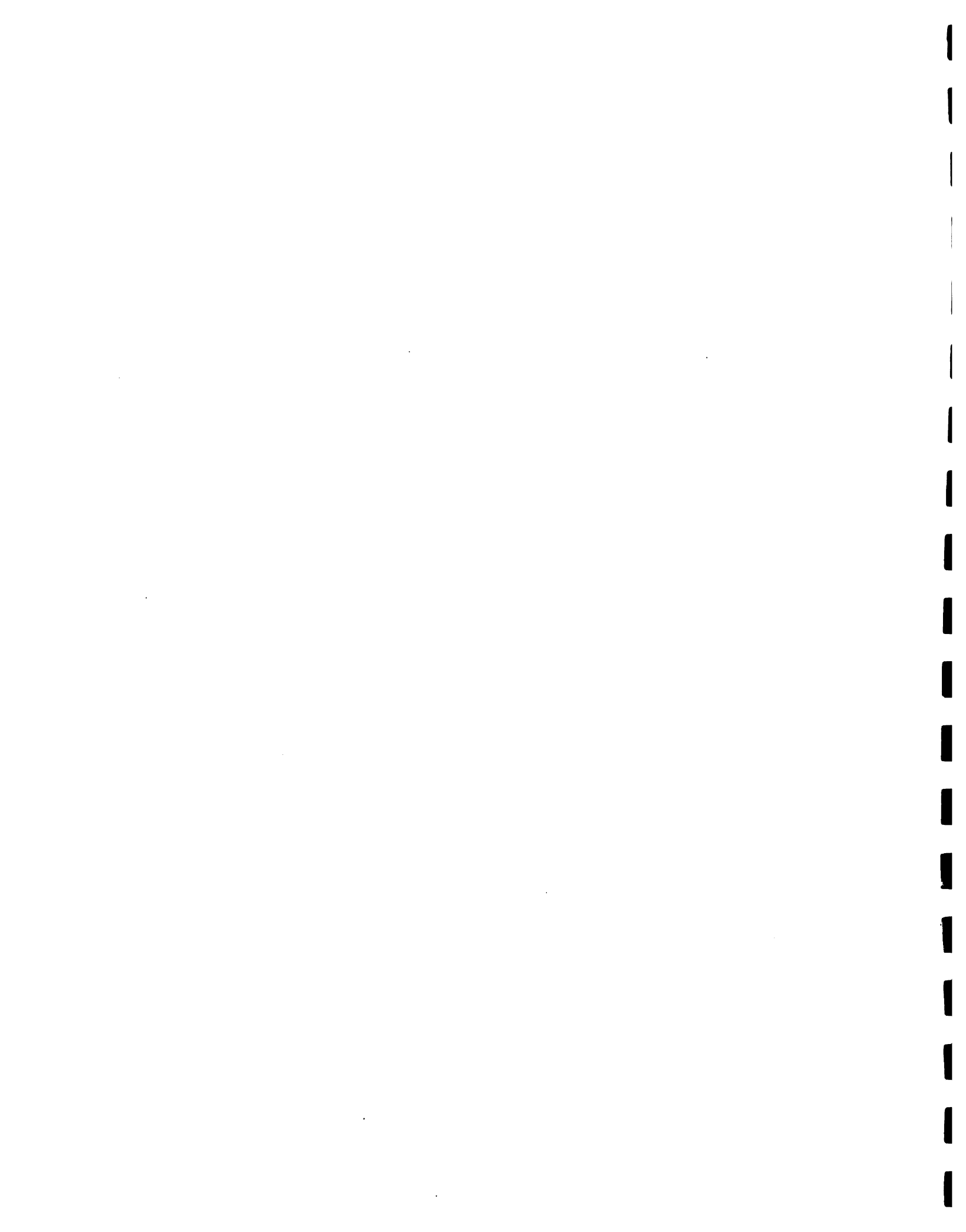
### 7.3 Objectives

To diversify agriculture oriented towards import substitution and export development.

To consolidate production and marketing capabilities of non-traditional farmers' organizations.

To increase farmer organization involvement in defining national production and marketing policies.

To improve services offered by second-level farmer organizations.



To establish an effective communication network to improve marketing and production activities.

To increase the ability of farmer organizations to channel external resources.

#### 7.4 Strategy

Help the small farmer participate actively in analyzing his situation and identifying specific actions.

Help the farmer organization and governments make rules to guide farmers in production/marketing decisions.

Facilitate the inter-island and inter-institutional transfer of experience.

Share philosophies, goals and methods of models with farmer organizations to assist them in striving towards goals.

Help farmers improve quality of life by producing more, spending less, and obtaining better market prices.

The Farm Management Training component is really a special adaptation of what was learned in Jamaica but will be applied to the St. Lucia reality.

#### Farm Management Training: Increasing Income of Windward Island Farmer Cooperative Members

#### 7.5 Description

Projects which will increase rural employment opportunities, and therefore income, are a priority to the Government of CARICOM countries because rural purchasing power has decreased in most countries in recent years. Caribbean governments also place a



high priority on stimulating rural production efforts which will generate foreign exchange. Any business which contributes foreign exchange or produces items which substitute for imports helps alleviate the balance of payments deficit. Most Windward Island small farm businesses fall in these categories.

However, Windward Island small farmers do not know how to manage their business efficiently. They use very few planning or monitoring tools to assist in making production and marketing decisions. Therefore, these farmers limit their opportunity to increase their income, not knowing their costs nor their net income or loss.

This project will focus on farm management training for members of farmer organizations in 3 Windward Islands: St. Lucia, Grenada, and Dominica.

#### 7.6 Objectives

To increase the income and improve the quality of life for low income rural producers.

To strengthen Windward Island farmer cooperatives and institutions serving them.

#### 7.7 Strategy

##### (1) Diagnosis

- Identify farmers' needs for training in specific areas of farm management.
- Analyze extension agents' capability to train farm management.
- Assess extension agent linkages with small farmers to determine areas requiring institutional strengthening.



**(2) Material Development**

- Develop materials appropriate to the Windward Island using participatory development and testing methodology with St. Lucia small farmers and extensionists.

**(3) Training Methodology Development**

- Develop a new training methodology for the Windward Islands to provide for the transfer of information.

**(4) Training**

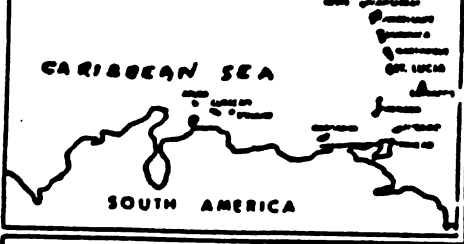
- Transfer to developed materials using the training methodology to assist in meeting the farmers' needs

At the completion of the training, the farmers and farmers' cooperatives should better understand the 'business operations of farming, and perceive farming as a business rather than 'a way of life'.



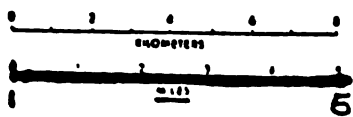
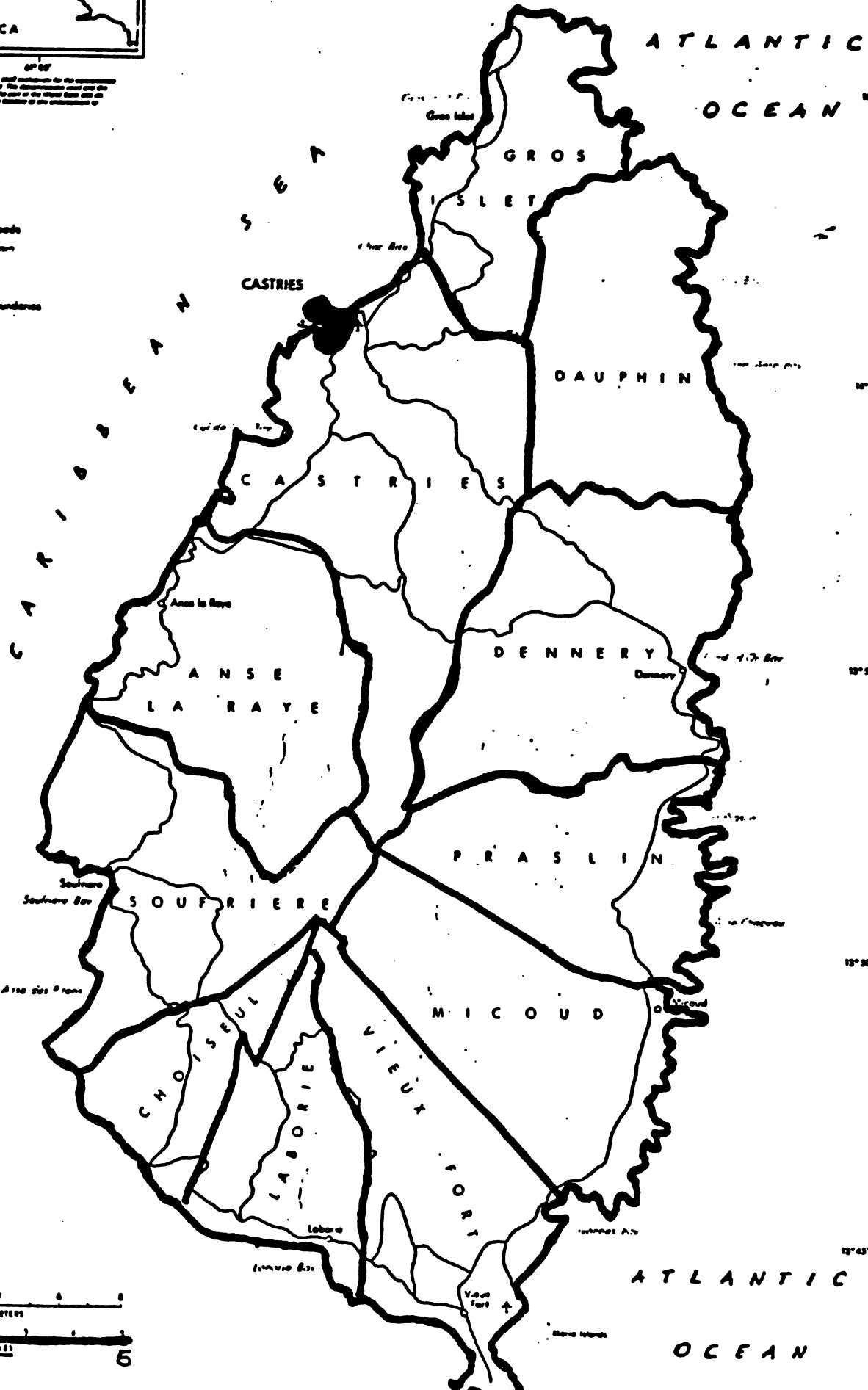


# ST. LUCIA



This map has been prepared by the United States Army Geographical Institute for the convenience of the general public. It is not intended for use as a navigational chart. The Government does not warrant the accuracy or completeness of the information shown on this map or the results of its use. The United States Government is not responsible for any errors or omissions, or for any consequences arising from the use of the information shown on this map.

- Major Roads
- Major Town
- Airport
- Port
- Parish Boundaries
- Islands



12° 00'  
12° 15'  
12° 30'  
12° 45'

60° 00'

60° 15'

60° 30'

60° 45'



## **8. PROJECT QUARTERLY REPORTS**

The project reporting system in IICA is on a quarterly basis. In a regional project, those responsible for the components must provide the project coordinator with timely information so this may be included in the quarterly reports.

The following pages contain the first and second quarterly reports for the project for 1987.



## QUARTERLY PROJECT REPORT

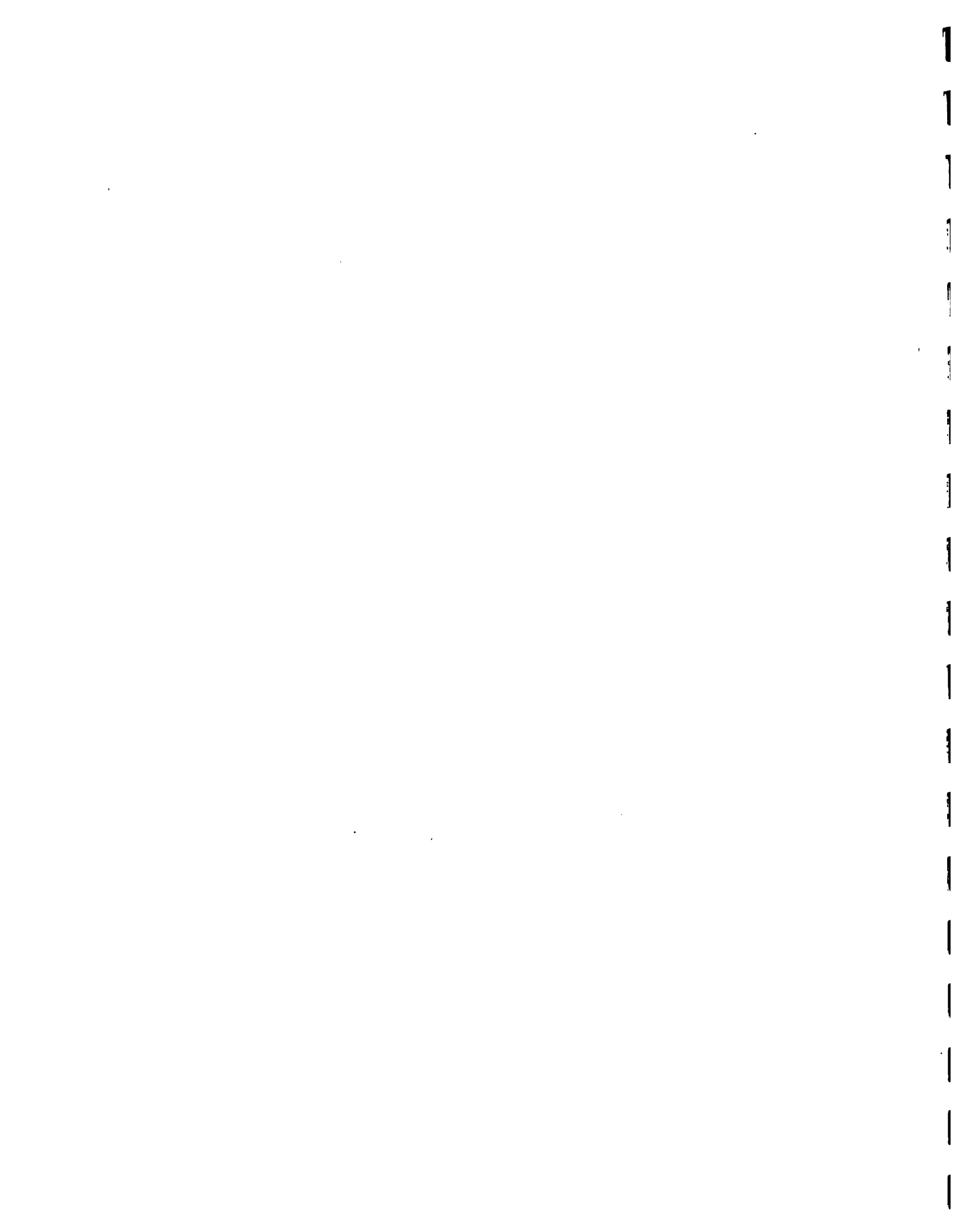
## I GENERAL INFORMATION

- 1.1 Project Code: A2872J1C01100
- 1.2 Title of Project: Management Support for the Rural Development Process in Jamaica and the Caribbean Area
- 1.3 Quarter 1 / x / 2 / / 3 / / 4 / /
- 1.4 Date of Report: Day 20 Month March Year 19 87
- 1.5 Person Responsible for Project: Jan Hurwitch-MacDonald  
and Tomas Mulleady

## II PROJECT PROGRESS DURING THE QUARTER

## 2.1 Tasks performed and results achieved.

Task by Code	Performed (Yes/No)	Results Achieved
201 a.1 Test first edition of "Marketing" manual.	Yes	Testing initiated with 23 trainers who participated in two 3-day seminars.
a.3 Publish manual "Operating a Small Business in Guyana".	No	Publication rescheduled to the second quarter as Guyanese national unable to complete adaptation.
a.4 Draft, finalize and publish "Operating Teacher's Guide.	Yes	Drafting of "Operating Teacher's Guide commenced.
a.5 Draft, finalize and publish "Starting and Financing" Teacher's Guide.	Yes	Drafting of "Starting and Financing" Teacher's Guide commenced.
b.1 70 Jamaicans trainers trained in "Starting and Financing a Small Business".	Yes	Nine (9) Jamaican staff members from 5 national institutions trained in "Starting and Financing".
b.3 80 Jamaican trainers trained in "Marketing Small Business Products"	Yes	Twenty three (23) Jamaican staff members of four national institutions trained in "Marketing".



	<b>b.5</b>	<b>Six Advisory Committee Meetings called and held.</b>	<b>Yes</b>	<b>Two meetings called and held on January 13 and March 3 with attendance of 12 and 8 respectively.</b>
	<b>c.1</b>	<b>Fifteen Guyanese trainers trained in "Teaching Tools".</b>	<b>Yes</b>	<b>Twenty-one Guyanese trainers from Regions 2, 4, 5, 6, 9 and 10 trained in techniques of teaching adults small enterprise management and a review of materials on small enterprise management in a four-day session.</b>
	<b>e.1</b>	<b>500 Jamaican micro-entrepreneurs observed being trained in small enterprise management.</b>	<b>Yes</b>	<b>A total of seventy three (73) individuals were observed being trained in topics such as feasibility, financing, market studies and record-keeping. These individuals included farmers, manufacturers, dressmakers and shopkeepers.</b>
	<b>e.2</b>	<b>5 Rural Jamaican enterprises visited and advised on small enterprise management.</b>	<b>Yes</b>	<b>Two (2) rural enterprises visited and advised on small enterprise management.</b>
	<b>f.3</b>	<b>Community College students trained in small enterprise management.</b>	<b>Yes</b>	<b>Fifteen final year Agriculture students from the Brown's Town Community College trained in "Starting and Financing a Small Business".</b>
<b>202</b>	<b>a.</b>	<b>Document with objectives, strategy and beneficiaries of assistance and training prepared for 1987-1991. Additional plan of operation for the period March - December 1987.</b>	<b>Yes</b>	<b>Draft of document prepared with purpose, objectives, description of the Farm Management and Information System Development for the Ministry of Agriculture. Preliminary plan of work developed with MINAG counterpart.</b>
	<b>b.</b>	<b>Seminar and on-the-job training of MINAG technicians in economic and financial budgeting techniques, total farm budgets and farm planning.</b>	<b>Yes</b>	<b>Participated in the development and implementation of a training programme in farm planning of 32 MINAG and Commodity Board technicians.</b>





## 2.2 Comments

The project continues to make an impact on the development of small enterprises in Jamaica and improving the human resource base in the public and private sectors. The three published manuals forming a series on small enterprise management have gained wide acceptance in the country and requests for IICA's input in national projects designed to improve the management of small enterprises and entrepreneurship education are on the increase. The project is currently collaborating with the Ministry of Education which is designing a curriculum on entrepreneurship for inclusion in the programmes of Technical and Vocational schools. It is likely that the series of manuals will be used wholly or in part as course material in the schools.

IICA is also having discussions with Vocational training institutions, such as H.E.A.R.T Academies, the Vocational Training Development Institute (VTDI), and the Jamaican Industrial Development Corporation (JIDC) with a view to incorporating the training manuals in the curricula of these institutions.

The Private Sector Organization of Jamaica (PSOJ), a national body representing private sector interests, recently requested 50 copies of the "Starting and Financing" manual for use in the first of several seminars for Business Education Teachers in rural and urban High Schools. The group has indicated that it will seek IICA's assistance for future seminars to be held in rural parishes.

In Guyana, the third and final in the series of national training events for trainers was held in Georgetown between March 24 and 27. Sandra Glasgow conducted the four-day session on training techniques and twenty-one (21) participants received Letters of Participation. This technician also had meetings with representatives of the Institute of Small Enterprise Development (ISED) and the Guyana Management Institute (GMI) two of the proposed agencies to sit on the Advisory Committee in that country. Visits were also made to villages in the Essequibo Region where the technician met entrepreneurs and trainers who have benefited from the programme.



Peace Corps Volunteer Dick Donaldson, who formerly worked on the project in Jamaica, began his two-year assignment in the IICA Office in Barbados. An Advisory Committee has been set up and two meetings convened. The following agencies are represented on the Committee:

Barbados Agricultural Society (BAS)  
 Barbados Agriculture Development Corporation (BADC)  
 Barbados Marketing Corporation (BMC)  
 Barbados National Bank, Agricultural Division (BNB/AD)  
 Barbados National Development Foundation (BNDF)  
 Barbados Sugar Industries Limited (BSIL)/Small Farmer  
 Liason Division  
 Ministry of Agriculture, Food and Fisheries (MAFF)

MINAG Farm Management Section counterpart to Tomas Mulleady resigned and Mr. Neville Lindo is the new counterpart. Implementation of the preliminary plan of work developed during the last quarter of 1986 continues. This includes technical assistance to prepare a milk cost of production study and the organization and implementation of a workshop to train MINAG - Research and Development technicians in the formulation of agricultural research proposal and ex ante evaluation of research results. Also assistance and information is being provided to the MINAG Research Division to develop a trout farming project proposal.

Work on the preparation of a project proposal to assist hillside small farmers has continued with the development of an outline to collect information to analyze farmers circumstances to implement on farm research trials based on farmers needs.

The meetings with government and private organization officials continued. Meetings were held with the Coconut Industry Board, Jamaica Banana Producers Association, Citrus Growers Association, Guys Hill Farmers Cooperative, People's Cooperative Bank and MINAG-Marketing Division technicians to learn about institutions' activities with small farmers and their information needs on problems affecting small farmers. Tomas Mulleady also attended a seminar on the situation of the extension service in Jamaica and its limitations to provide technical assistance to small and self-sufficient farmers.

Integration with the Farm Management Section staff and MINAG officers continues. The resignation of Reggie Budhan slowed down a little the progress of the plan of work but more exciting opportunities to cooperate with MINAG are expected in the future.



### III PROPOSED ACTION FOR THE UPCOMING QUARTER

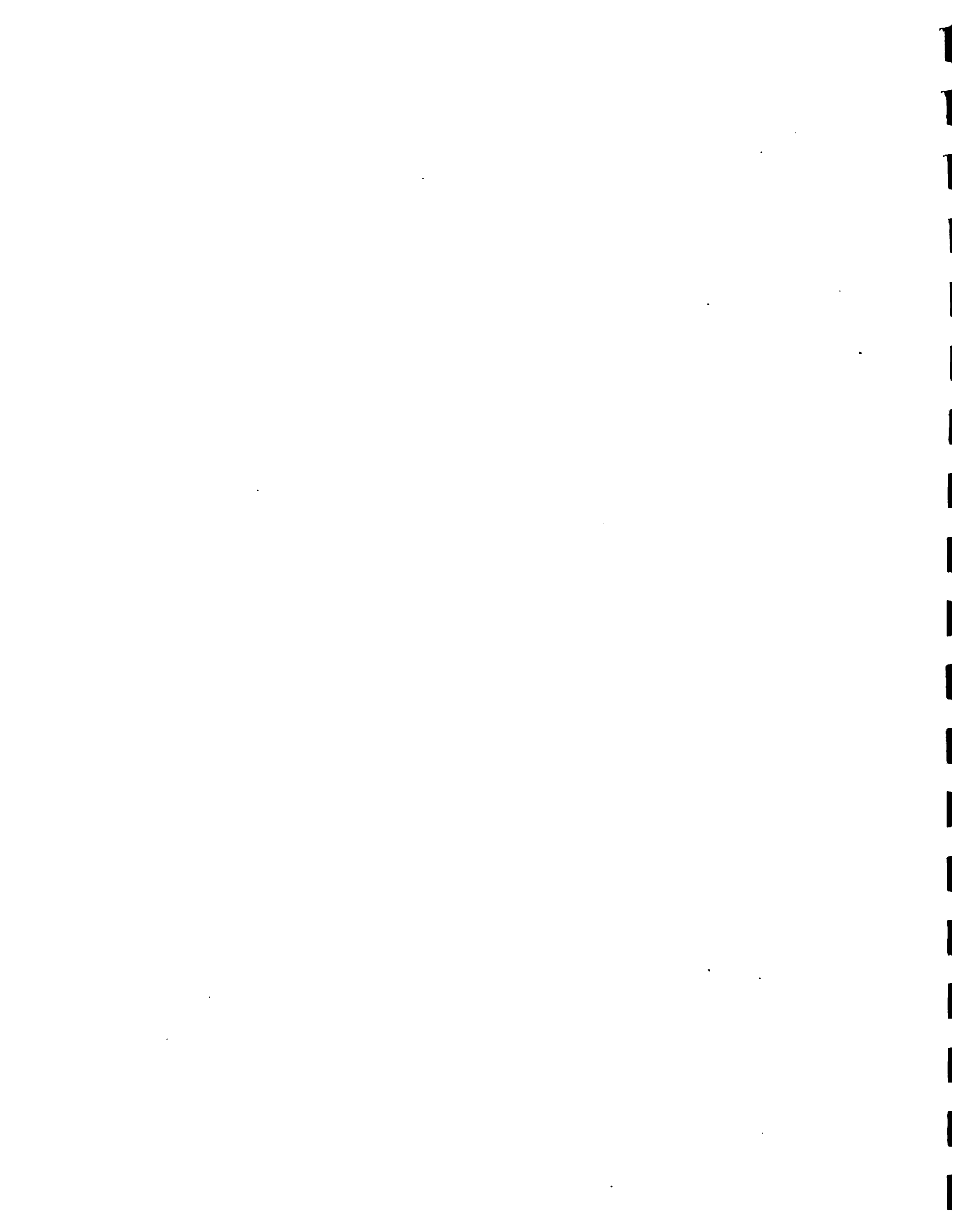
3.1 Results expected during the upcoming quarter for each task included in the plan of implementation of the approved plan of operation.

Task by Code	Description of Task	Results Expected
201 a.1	Test first edition of "Marketing" manual.	Completion in testing of the first edition.
a.3	Publish manual "Operating a Small Business in Guyana".	Manual published.
a.4	Draft, finalize and publish "Operating" Teacher's Guide.	Further progress in drafting "Operating" Teacher's Guide.
a.5	Draft, finalize and publish "Starting and Financing" Teacher's Guide.	Further progress in drafting "Starting and Financing" Teacher's Guide.
b.1	70 Jamaican trainers trained in "Starting & Financing a Small Business".	An additional 16 trainers trained in "Starting & Financing a Small Business".
b.2	80 Jamaican trainers trained in "Operating a Small Business".	An additional 24 trainers trained in "Operating a Small Business".
b.3	80 Jamaican trainers trained in "Marketing Small Business Products".	An additional 24 trainers trained in "Marketing Small Business Products".
b.4	40 Jamaican trainers trained in "Teaching Tools".	An additional 24 trainers trained in "Teaching Tools".
b.5	Six Advisory Meetings called and held.	One (1) Advisory meeting called and held on May 5 with at least 8 participants.
d.1	Twenty-five Eastern Caribbean trainers trained in small enterprise management.	At least 15 Barbadian trainers trained in "Starting and Financing a Small Business".



- |     |  |  |
|-----|--|--|
| e.1 | 500 Jamaican micro-entrepreneurs observed being trained in small enterprise management.  | A minimum of 100 micro-entrepreneurs trained in small enterprise management by IICA-trained trainers in sessions observed by IICA staff. |
| e.2 | Five rural Jamaican enterprises visited and advised on small enterprise management   | A minimum of 3 rural Jamaica enterprises visited by IICA staff and advised on small enterprise management                                |
| f.1 | 4-H Clubbites trained in small enterprise management   | A minimum of 20 clubbites trained in small enterprise management.  |
| f.3 | Community College/Technical School students trained in small enterprise management   | A minimum of 15 students of Community Colleges or Technical Schools trained in small enterprises management.                             |
| 202 | a. In-service training of Farm Management section staff in farm planning and methodology to determine milk cost of production. | Personnel trained in farm planning. Methodology and instruments to collect milk cost data developed.                                     |
|     | b. Training of MINAG-Research and Development staff in research project formulation and evaluation.                            | No less than 20 technicians trained.   |
|     | c. Development of project proposal in collaboration with IICA/Jamaica staff.   | Project proposal on hillside on farm agricultural research developed.  |
| 3.2 | Technical Assistance required for the project.   |  |
|     | None.  |  |





## 3.3 Resources required for the upcoming quarter.

Activity Code	Quotas US\$	CATIs US\$	External Resources (by source) US\$	Total US\$
A2872J1C011002	1890.00			1890.00
A2872J1C011015	330.00			330.00
A2872J1C011017	420.00			420.00
A2872J1C011018	6000.00			6000.00
A2872J1C011019	258.00			258.00
A2872J1C01102	597.00			597.00
<b>Total</b>	<b>9495.00</b>			<b>9495.00</b>



QUARTERLY PROJECT REPORT

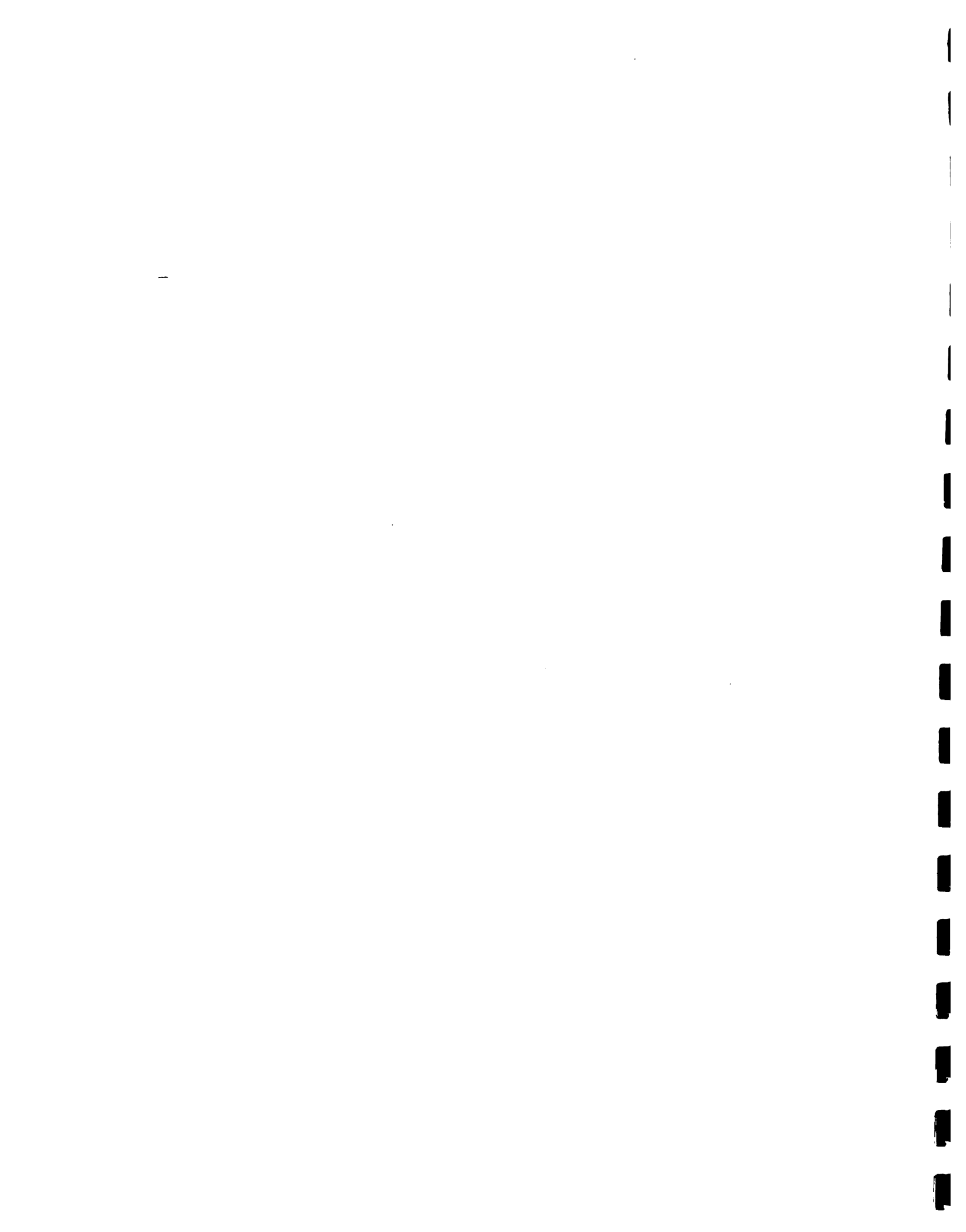
I GENERAL INFORMATION

- 1.1 Project Code: A2872J1C01100
- 1.2 Title of Project: Management Support for the Rural Development Process in Jamaica and the Caribbean Area
- 1.3 Quarter 1 / / 2 / x / 3 / / 4 / /
- 1.4 Date of Report: Day 24 Month June Year 19 87
- 1.5 Person Responsible for Project: Jan Hurwitch-MacDonald and Tomas Mulleady

II PROJECT PROGRESS DURING THE QUARTER

2.1 Tasks performed and results achieved.

Task by Code	Performed (Yes/No)	Results Achieved
201 a.1 Test first edition of "Marketing" manual.	Yes	Testing completed with the participation of an additional twenty (20) trainers.
a.3 Publish manual "Operating a Small Business in Guyana".	No	IICA/Jamaica awaiting adapted version of the manual from IICA/Guyana.
a.4 Draft, finalize and publish "Operating" Teacher's Guide.	Yes	Drafting continued.
a.5 Draft, finalize and publish "Starting and Financing" Teacher's Guide.	Yes	Drafting continued.
b.1 70 Jamaicans trainers trained in "Starting and Financing a Small Business".	Yes	Twenty-two (22) Jamaicans trained in "Starting & Financing a Small Business". This brings to 188 the number of trainers trained in this manual since the inception of the project.



- |  |     |   |
|--|-----|---|
| b.2 80 Jamaican trainers trained in "Operating a Small Business".                                    | Yes | Forty-seven (47) trainers trained in "Operating a Small Business". This brings to 169 the total number of trainers trained in this manual.  |
| b.3 80 Jamaican trainers trained in "Marketing Small Business Products"                              | Yes | Thirty-five (35) trainers trained in "Marketing". A total of 147 trainers have been trained to date in this manual.   |
| b.4 40 Jamaican trainers trained in "Teaching Tools".  | Yes | Seven (7) trainers from two national institutions trained in "Teaching Tools". Twenty-six Jamaicans have been trained in teaching techniques to date.   |
| b.5 Six Advisory Committee Meetings called and held.   | No  | The Advisory Committee Meeting scheduled for May was cancelled.   |
| d.1 Twenty-five Eastern Caribbean trainers trained in Small Enterprise Management.                   | Yes | Twenty (20) staff members of national institutions in Barbados trained in "Starting and Financing a Small Business".  |
| e.1 Five hundred Jamaican micro-entrepreneurs observed being trained in small enterprise management. | Yes | A total of 224 individuals observed being trained in 28 sessions in topics such as Feasibility study, Market studies, Price Calculation, Cash Flow Planning, Budgeting and Record-keeping. These individuals included farmers, shopkeepers, bee-keepers, woodcarvers, leathercrafters and students. |
| e.2 Five rural Jamaican enterprises visited and advised on small enterprise management.              | Yes | Three (3) small enterprises visited and advised on small enterprise management.   |



- |     |   |     |  |
|-----|---|-----|--|
| f.1 | 4-H Clubbites trained in small enterprise management.                                     | Yes | Twenty eight (28) Clubbites at the College of Agriculture trained in "Starting and Financing a Small Business".  |
| f.2 | HEART/Solidarity beneficiaries trained in small enterprise management.                    | No  | HEART/Solidarity has established its own training facility and no longer requires IICA's input in training its beneficiaries.  |
| f.3 | Community College/ Technical High School students trained in small enterprise management. | Yes | Fifteen agriculture students of the Brown's Town Community College completed the final term of a 3-term course on small enterprise management using IICA's manuals. In addition, twenty-four students of the Titchfield High School in Portland were trained in the methods of carrying out Feasibility studies for small enterprises. |
| g.1 | 100 Guyanese micro-entrepreneurs observed being trained in small enterprise management.   | Yes | Five individuals (market vendors and craft vendors) from Regions 2 and 5 trained in the techniques of price calculation and preparing cash books.  |

## 2.2 Comments

The Plan of Operation had called for the publication of the manual Operating a Small Business in Guyana in the second quarter. However, the adaptation of the materials which has been undertaken by the Women's Affairs Bureau has been progressing at a slower rate than had been anticipated and as yet, no information has reached the IICA/Jamaica Office on when the materials will be ready for publication.





**2.3 Assessment of project progress including level of execution, achievements made, constraints and any modifications considered necessary.**

The project has been progressing satisfactorily and according to the plan of operation. In Jamaica, with the assistance of six U.S. Peace Corps Volunteers an island-wide programme designed to train trainers in the four manuals produced by the project has been in progress. To date, thirteen three-day seminars have been successfully concluded, involving one hundred and forty three participants drawn from ten of the thirteen parishes in the island. The participants were drawn from eight national agencies and four Secondary schools.

Development of the teacher's guides which will accompany the business manuals continued, and these will be published in the last quarter of 1987.

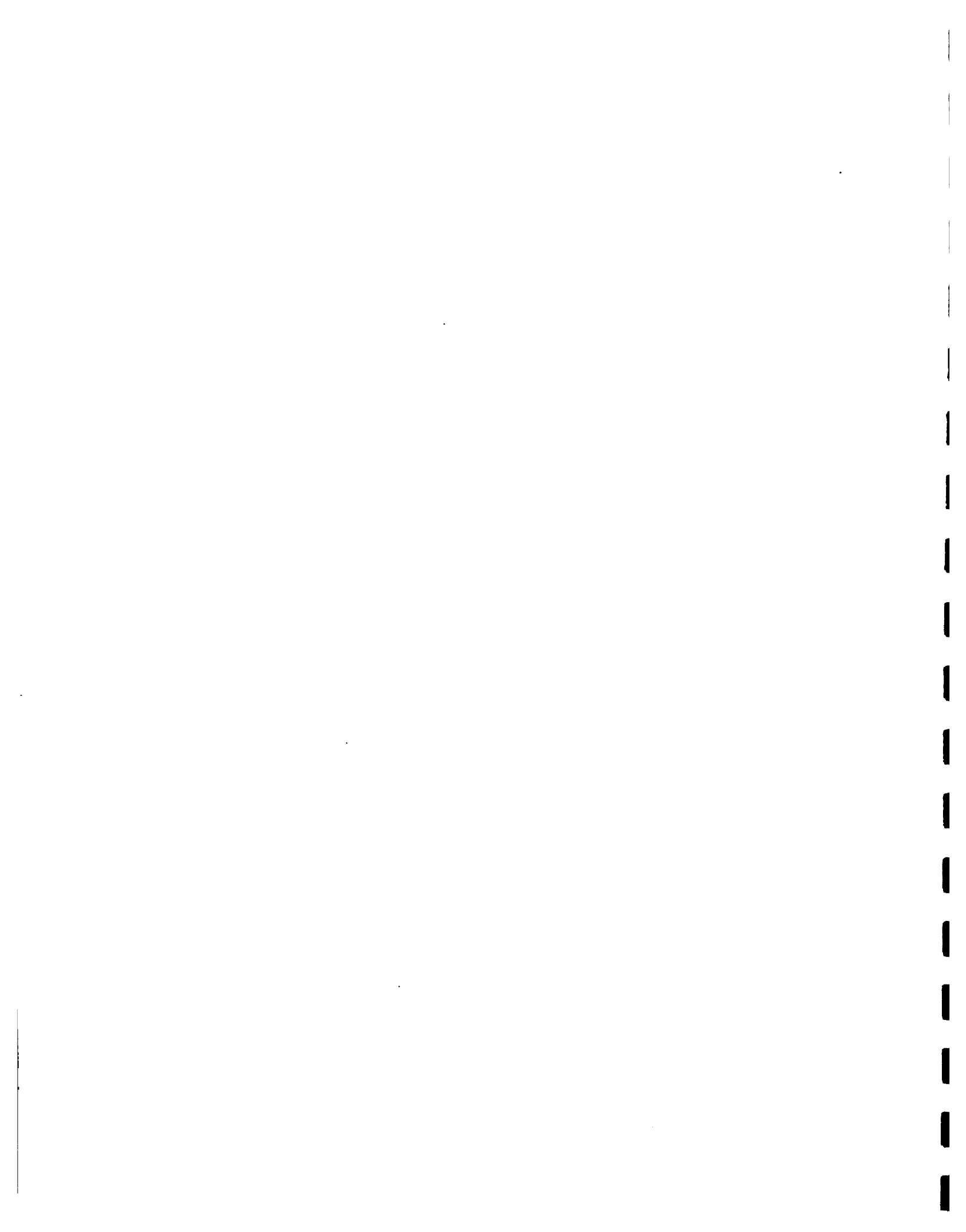
The project continues to receive enquires and requests from individuals and groups inside and outside of Jamaica, for the materials produced by the project. The Ministry of Education has recently developed several modules for a curriculum on entrepreneurship which are to be used in a pilot project in eleven Technical High schools across the island. The modules are to be taught in these schools in the next school year, beginning in September 1987, and it is envisaged that in the following year, the course on entrepreneurship will be integrated into the curricula of all secondary schools in the island.

The project has also collaborated with the Private Sector Organization of Jamaica (PSOJ) and the Ministry of Education in staging three successful one-day seminars at which fifty-three Business Education Teachers and Guidance Counsellors from forty-one rural secondary schools attended. The objective of the seminars was to highlight the importance of including in the school curriculum, a course on entrepreneurship education in order that students wishing to embark on self-employment on graduation, could be better prepared.

In Barbados, the project's Advisory Committee has met on three occasions and initial drafts of adapted manuals on Operating a Small Business, Starting & Financing a Small Business and Marketing Small Business Products have been sent to the Jamaica office. The first training seminar for trainers in 1987 was successfully staged at the Barbados Agricultural Society with participation from twenty individuals.



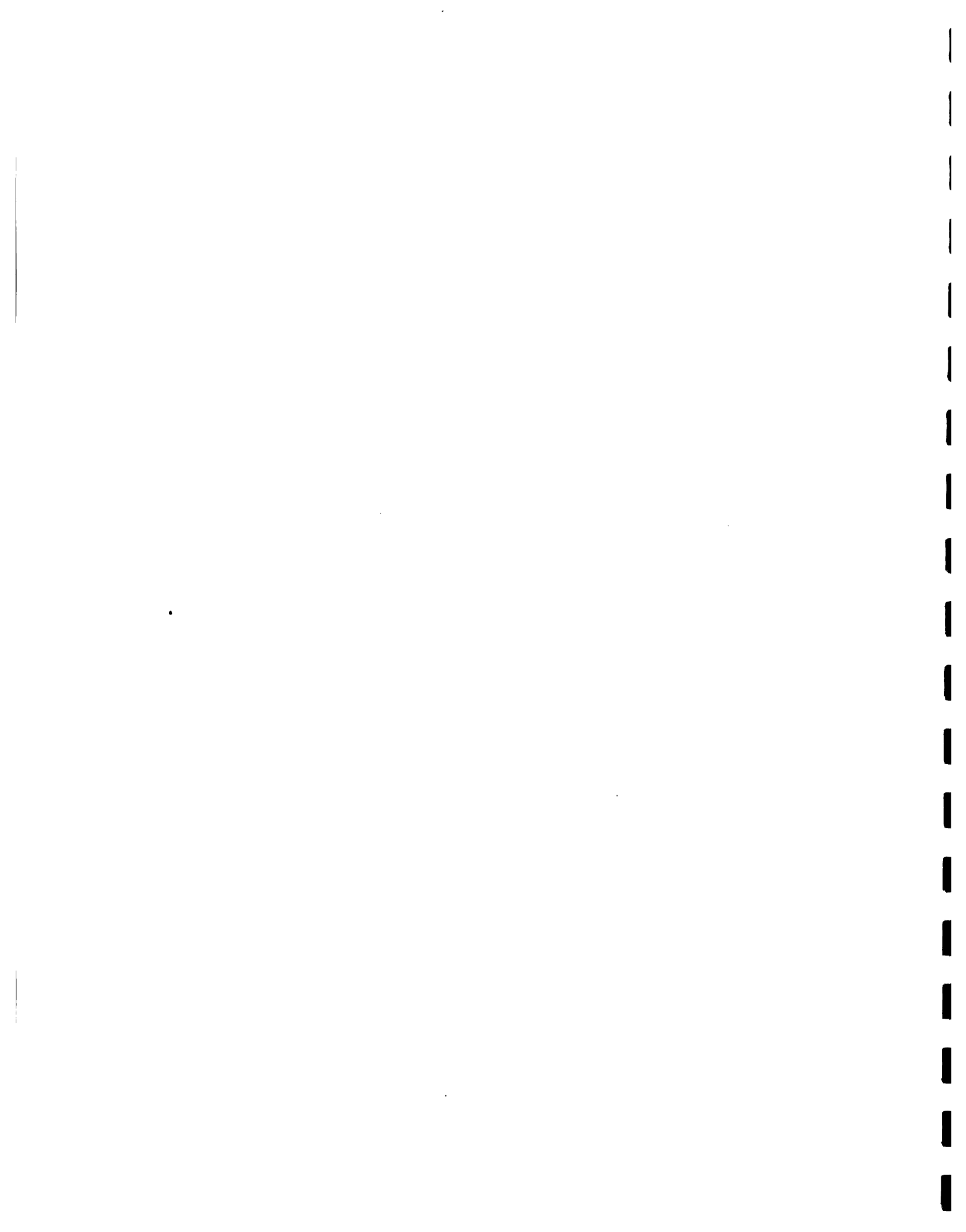
In Guyana, the final in a series of seminars for trainers was held in the first quarter, and concentrated on training techniques. A total of thirty-eight individuals are now qualified as trainers of small enterprise management in that country. Progress in adapting the manual on Operating a Small Business though moving at a slower pace than originally estimated, has continued, and agencies have been invited to sit on the Advisory Committee.



### III PROPOSED ACTION FOR THE UPCOMING QUARTER

3.1 Results expected during the upcoming quarter for each task included in the plan of implementation of the approved plan of operation.

Task by Code	Description of Task	Results Expected
201 a.4	Draft, finalize and publish "Operating" teachers guide.	Completion in drafting the guide; preparation for publication.
a.5	Draft, finalize and publish "Starting and Financing" teacher's guide.	Completion in drafting the guide; preparation for publication.
b.1	70 Jamaican trainers trained in "Starting & Financing a Small Business".	An additional 20 trainers trained in "Starting & Financing a Small Business".
b.2	80 Jamaican trainers trained in "Operating a Small Business".	An additional 20 trainers trained in "Operating a Small Business".
b.3	80 Jamaican trainers trained in "Marketing Small Business Products".	An additional 10 trainers trained in "Marketing Small Business Products".
b.4	40 Jamaican trainers trained in "Teaching Tools".	An additional 8 trainers trained in "Teaching Tools".
b.5	Six Advisory Meetings called and held.	One (1) Advisory Committee meeting called and held on July 14 with at least 8 participants.
e.1	500 Jamaican micro-entrepreneurs observed being trained in small enterprise management.	A minimum of 80 micro-entrepreneurs trained in small enterprise management by IICA-trained trainers in sessions observed by IICA staff.
e.2	Five rural Jamaican enterprises visited and advised on small enterprise management.	A minimum of 3 rural Jamaican enterprises visited by IICA staff and advised on small enterprise management.
f.1	4-H Clubbites trained in small enterprise management.	A minimum of 10 clubbites trained in small enterprise management.



**3.2 Technical Assistance required for the project.**

None.

**3.3 Resources required for the upcoming quarter.**

<b>Activity Code</b>	<b>Quotas US\$</b>	<b>CATIs US\$</b>	<b>External Resources (by source) US\$</b>	<b>Total US\$</b>
A2872J1C011002	2040.00			2040.00
A2872J1C011015	330.00			330.00
A2872J1C011016	900.00			900.00
A2872J1C011017	430.00			430.00
A2872J1C011018	5500.00			5500.00
A2872J1C011019	304.00			304.00
<b>TOTAL</b>	<b>9504.00</b>			<b>9504.00</b>

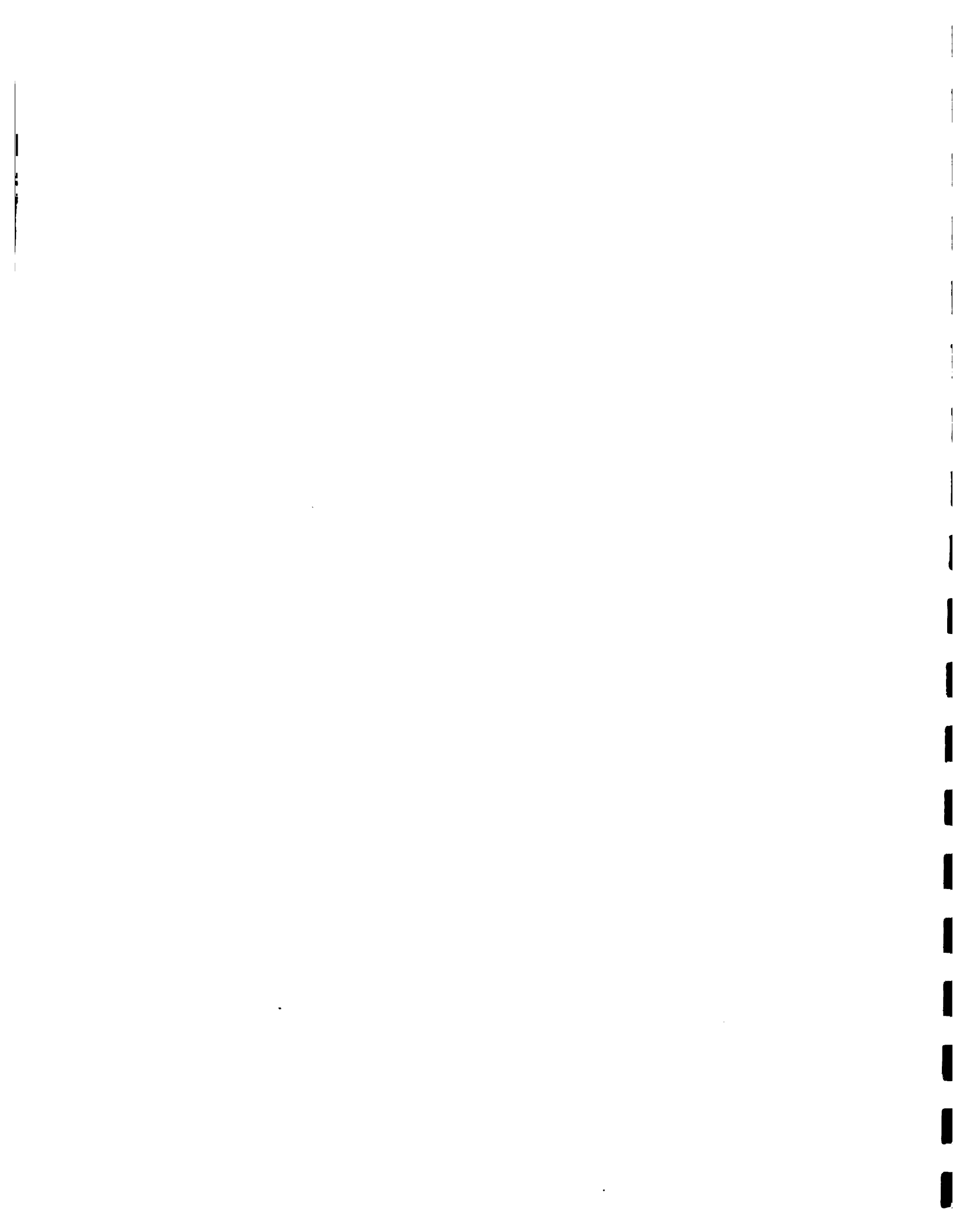




TABLE 1

**Small Business Training Programme**  
**Report on Trainers Trained**  
 For 2nd Quarter 1987

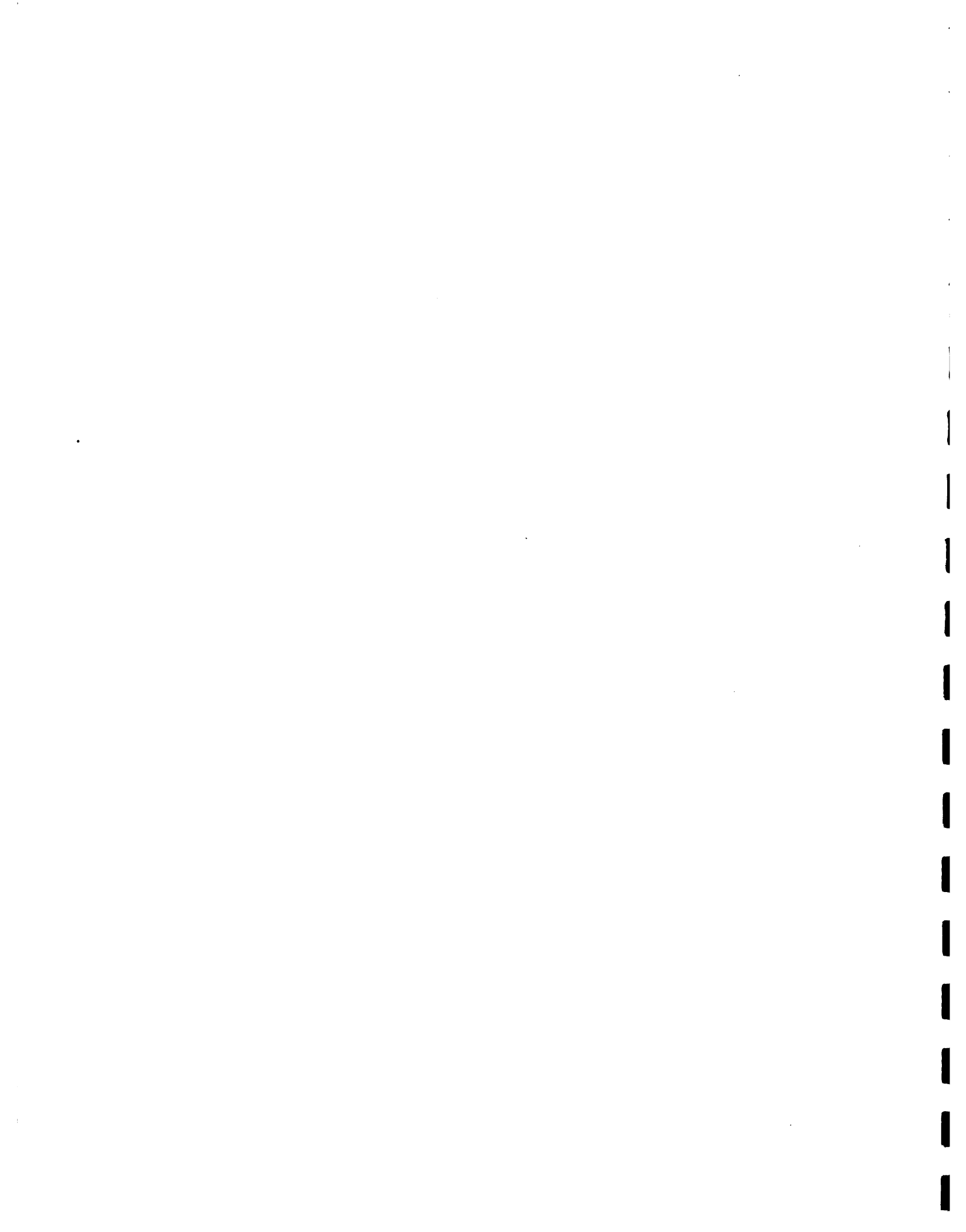
<u>AGENCIES:</u>	<u>Operating</u>		<u>Starting</u>		<u>Marketing</u>		<u>Teaching Tools</u>	
	<u>THIS</u>	<u>TO</u>	<u>THIS</u>	<u>TO</u>	<u>THIS</u>	<u>TO</u>	<u>THIS</u>	<u>TO</u>
	<u>QTR.</u>	<u>DATE</u>	<u>QTR.</u>	<u>DATE</u>	<u>QTR.</u>	<u>DATE</u>	<u>QTR.</u>	<u>DATE</u>
Ministry of Agriculture	6	34	-	44	6	30	-	5
Ministry of Construction	-	8	-	6	-	7	-	7
Bureau of Women's Affairs	1	5	-	6	-	1	-	1
4-H Clubs of Jamaica	1	30	2	40	-	30	1	1
Institute of Cultural Affairs	-	7	-	8	-	5	-	-
Social Development Commission	3	11	5	42	11	27	6	6
Things Jamaican Ltd.	-	7	-	5	-	4	-	2
Other agencies	10	41	15	37	3	28	-	4
<b>Totals</b>	<b>21</b>	<b>143</b>	<b>22</b>	<b>188</b>	<b>20</b>	<b>132</b>	<b>7</b>	<b>26</b>



## 9. PROJECT TRIP REPORTS

The reporting system in IICA for travel on technical missions provides for the collection of information important to project design, implementation, monitoring and evaluation. A broad distribution of trip reports strengthens the above activities.

The following pages contain two trip reports pertaining to travel on technical missions during the first semester of 1987.



TRIP REPORT

I GENERAL INFORMATION

- 1.1 Name of staff member: Sandra A.C. Glasgow
- 1.2 Duty station: IICA/Jamaica
- 1.3 Operations center visited: IICA/Guyana
- 1.4 Places visited: Georgetown, Anna Regina, Mainstay, Whyaka, Charity
- 1.5 Dates and duration of trip: March 22 - April 3, 1987 (12 days)
- 1.6 Date of report: Day 8 Month April Year 1987

II PURPOSE OF TRIP

- 2.1 Specific purpose of trip.
  - 2.1.1 To conduct the final in the series of business management seminars for trainers in training techniques. To review topics contained in the manuals on business management.
  - 2.1.2 To discuss with staff of the IICA Office in Guyana and the Womens Affairs Bureau progress in implementing the project in Guyana.
  - 2.1.3 To visit with entrepreneurs and groups in Region 2 of Guyana which have benefitted from training in small enterprise management; to discuss with the beneficiaries how the project can continue to assist them.
  - 2.1.4 To meet with members of the proposed Advisory Committee for Guyana .
- 2.2 A2872J1C01101 Increasing capabilities of Caribbean Institutions to serve rural micro-entrepreneurs.



### III SUMMARY OF RESULTS

#### 3.1 Principal results achieved.

3.1.1 A four day seminar was conducted by this technician between March 24 and 27 at the Sophia Auditorium, Georgetown, Guyana. The manual "Teaching Tools for Small Business Trainers" was covered in the first three days and the fourth day was spent reviewing the business management materials covered in the seminars held in 1985 and 1986. Twenty-two (22) participants attended; of these nine (9) were from the original group trained in 1985 and in 1986 two (2) who were trained in 1986, nine (9) producers trained in the Region in the latter part of 1986 who were identified as potential trainers, and two (2) who had not previously been involved in the programme.

Twenty-one (21) participants were awarded Letters of Participation and these represented six Regions of the country (Regions 2, 4, 5, 6, 9 and 10). Participation was excellent during the four days and participant evaluations of the seminar were generally very positive.

3.1.2 Discussions regarding the progress of the project in Guyana were held with the following persons:

Dr. Franz Alexander IICA Representative  
 Hon Urmia Johnson Director, Women's Affairs Bureau  
 Cde Patricia LaFleur Coordinator, Women's Affairs Bureau  
 Cde Maisie Rayside, Special Projects Officer, Women's Affairs Bureau

A project document is being prepared by the Women's Affairs Bureau and is to be submitted to an appropriate funding agency by the IICA Representative. The budgetary difficulties facing the project in Jamaica were explained and it was emphasized that an injection of external funds would be required to lend support to the project in the future. The funds would be needed to complete the adaptation of the manuals and to print sufficient copies for distribution to participating agencies; in-country travel and per diem expenses for technicians based in Jamaica to train Guyanese trainers.

With the just concluded seminar, a total of thirty-eight (38) persons have now been trained as trainers of small enterprise management. Seven of these trainers assisted in the staging of four seminars for producers held in Region 6 (New Amsterdam), 5 (Fort Wellington), 2 (Anna Regina) and 10 (Linden) between September





and November 1986. These seminars were coordinated by the Special Projects Officer Mrs. Maisie Rayside, herself a trainer, with the assistance of Ms. Patricia LaFleur and Mrs. Hazel Haley of the Women's Affairs Bureau.

It was suggested that, in order to reduce costs, trainers living and working in the Regions could be responsible for planning and assisting in the execution of future regional seminars for producers, while continuing to receive guidance and support from the Georgetown office of the Women's Affairs Bureau.

The matter of printing the manual "Operating a Small Business in Guyana" was also discussed. Mrs. Rayside informed this technician that she was awaiting the formalization of the Advisory Committee so that these persons could have a say in the adapted material before it was printed. The publication has therefore been rescheduled to the second quarter.

**3.1.2** At the invitation of the Minister in the Ministry of National Mobilization and Director of the Women's Affairs Bureau Cde Urmia Johnson, this technician accompanied by Cdes La Fleur and Rayside, paid a visit to the Essequibo Region. The following was achieved:

- a) Met the Chairman of the Regional Women's Affairs Commission, Cde Barbara Amsterdam who accompanied the team on a visit to Whyaka, the site of an peanut-growing project involving local women. A member of that group, Udel Fredericks, had participated in the training for producers in Region 2 and had later been selected to attend the training on "Teaching Tools for Small Business Trainers". Also visited Tapakuma and Mainstay Lakes, and observed an Amerindian group rehearsing a traditional dance for their upcoming national conference.
- b) Met the Chairman of the Regional Administration Cde Ivor Allen and the Regional Executive Officer, Cde Roshan Alli. Later visited the Charity Market and met a vendor who had been trained in the seminar for Producers held in November 1986.
- c) Met with eleven members of the Regional Women's Affairs Commission to discuss ways in which the group can support training in small enterprise management in the Region. The Commission organizes training for women in the Region and helps to secure loans for agricultural development



and for small enterprises. Representation on the Committee is drawn from various agencies, including the Ministry of Agriculture, the Ministry of Education, the Ministry of Co-ops (Craft Division), the WRSM and the Amerindian community.

**3.1.4 Meetings were held with the representatives of two agencies which are to be members of the Advisory Committee.**

- a) The first meeting was held with representatives of the Institute of Small Enterprise Development, (ISED) Messrs Cecil Khurdan and Jeff Adiken. The Institute was launched in January, 1986 and was established to "create, stimulate, encourage and improve entrepreneurial skills" in Guyana. It was set up along the lines of the National Development Foundation model and receives support from the Government of Guyana, the Guyanese business community, the Foundation for International Training (FIT) and the Pan-American Development Foundation (PADF).

The discussions centred on the methodology employed by the project in training micro-entrepreneurs to use the business management materials as well as ways in which entrepreneurs in various regions of Guyana could access loans and technical assistance for the Institute. The project was seen as a vehicle for promoting the Institute as it works mainly with the Institute's target group and is geographically wide in scope. Messrs Khurdan and Adiken promised to continue working closely with the project as members of the proposed Advisory Committee.

- b) The second meeting was held with Dr. Roy Ibbot, Director of the Guyana Management Institute. This meeting was held at the suggestion of Cde Urmia Johnson, who felt that the Institute should sanction the manuals for use by micro-entrepreneurs and should play a key role in their adaptation for Guyana. The Guyana Management Institute has responsibilities for "promoting management training, developing management systems, and upgrading technological practices in management.

Dr. Ibbott welcomed the idea of the project and advised that he had spent some time reviewing the materials which had been sent to him by Mrs.



Rayside. He expressed the view that the modules should be smaller in size and suggested that for some of the exercises, the language may be too "high level" for producers. He proposed the use of video in training producers as he felt that this would be a more appropriate medium to convey messages as "Caribbean people respond more to 3 - dimensional images".

Dr. Ibbott also presented this technician with a copy of a proposal which had been submitted for funding to the Institute of Small Enterprise Development which he felt would complement the business management materials. The proposal calls for the development of a package of structured training courses which can be used by trainers to conduct training programmes or as a self-study package by entrepreneurs. It is proposed that a series of booklets will be developed and will include topics such as:

**Registering Your Business**  
**Small Business Guide to Taxes and Incentives**  
**Commercial Banks and Small Businesses**  
**Development Banks and Small Businesses**  
**Understanding NIS Operations and Benefits**  
**Importing and Exporting for Small Business**  
**Investment Planning for Small Businesses**  
**Income Tax and Small Businesses.**

3.1.5 A courtesy call was also made on the Permanent Secretary Mr. L.E.B. Johnson in the Ministry of National Mobilization (within which the Women's Affairs Bureau is housed). Mr. Johnson was appraised of the work of the project since its inception in Guyana.

### 3.2 Future action and follow-up required.

The IICA office in Jamaica will, on receiving the material adapted for Guyana on "Operating a Small Business", print 1000 copies of the manual. However, the material is needed by July 1987 as prior commitments made for the use of the printing press make it impossible to print the manuals after that time.



**Trip Report**

**info 8**

**I. GENERAL INFORMATION**

**1.1 Name : Jan Hurwitch-MacDonald**  
**Project: Management Support for the Rural**  
**Development Process in Jamaica and the**  
**Caribbean Area**

**1.2 Station : IICA Office in Jamaica**

**1.3 Visited : IICA Office in Barbados**  
**IICA Office in St. Lucia**  
**IICA Office in Trinidad & Tobago**

**1.4 Places visited:**

**Barbados: Barbados Agricultural Society**  
**Training Centre**

**St. Lucia: Ministry of Agriculture**  
**National Research & Development**  
**Foundation**  
**Small Business Association**  
**Ministry of Youth & C. D.**  
**STAFSCOOP**

**T & T : Ministry of Food Production, Marine**  
**Exploitation, Forestry and the**  
**Environment (MFPMEFE)**  
**4- Clubs**  
**Agricultural Development Bank**  
**National Development Foundation**  
**SERVOL**

**1.5 Dates and duration of trips:**

**Barbados: May 3 - 6, 1987**  
**May 11 - 13, 1987**

**St. Lucia: May 6 - 11, 1987**

**T & T: May 13 - 17, 1987**

**1.6 Date of report: June 25, 1987**





## II. PURPOSE OF TRIP

### 2.1 Specific purpose of trip:

#### BARBADOS

- 2.1.1 Assist in training of trainers module  
"Starting & Financing a Small Business in  
Barbados"
- 2.1.2 Plan for future development of project component  
in Barbados
- 2.1.3 Provide orientation for project Annual Meeting to  
be held in July 1987
- 2.1.4 Discuss with Peace Corps requirements for St.  
Lucia, Dominica and Grenada

#### ST. LUCIA

- 2.1.5. Consult with national office and local  
authorities on the appropriate project component  
for St. Lucia
- 2.1.6. Clarify role and functions of PCV Sue Dechle in  
St. Lucia
- 2.1.7. Explore possible extensions to Dominica and  
Grenada with Regional Director

#### TRINIDAD & TOBAGO

- 2.1.8. Present the project concept to national  
authorities
- 2.1.9. Collaborate in the development of a project  
profile based on T&T priorities

### 2.2 Codes and titles of activities related to the trip:

- A2872J1M011014 Increasing capabilities of Caribbean  
Institutions to serve Rural  
Microentrepreneurs
- A2872L1P011004 St. Lucia Short term Technical  
Cooperation and Preinvestment
- A2872T1P011008 Trinidad & Tobago Short Term Technical  
Cooperation and Preinvestment



3.1.6 The role and functions of PCV Sue Oechsle were discussed with IRD Specialist Jerry La Gra, to whom Sue will report. Jerry will provide Sue with the specifics of her role and functions, once she arrives in St. Lucia. Jan to provide her with an overview of her job responsibilities.

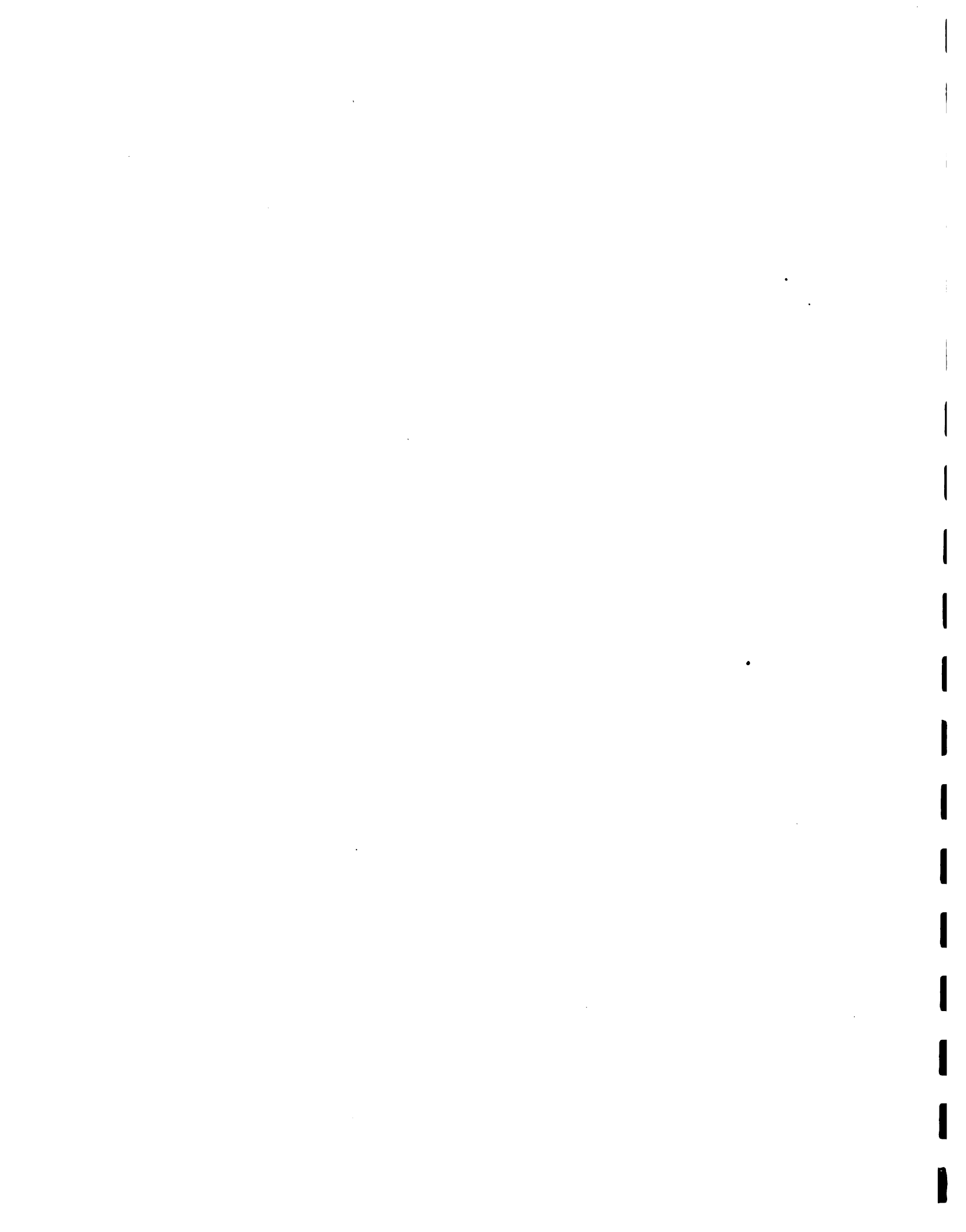
3.1.7. Possibilities for extending the project to Dominica and Grenada were discussed with Regional Director Pierre, as well as IICA Officers in these countries, Urban Martin (Dominica) and Cosmos Joseph (Grenada). It was decided that Urban and Cosmos would review the business manuals and discuss the project possibilities with key agencies in Dominica and Grenada, communicating their findings to Jan. It was also decided that a likely IICA technical approach for extending the project to Dominica and Grenada would be through the project coordinated by Jerry La Gra: Strengthening of Farmers' Organizations in the Windward Island. The approach which Jerry and Sue develop in St. Lucia could become the model for collaboration between the two IICA projects (Jerry's & Jan's) in the other Windward Islands.

#### TRINIDAD & TOBAGO

3.1.8 The project concept was presented to authorities listed in 1.4 at four different meetings. The Minister of Agriculture has taken a personal interest in the project and he stressed his support. It was decided that IICA would prepare a project profile outlining the approach to be used in T&T. A preliminary Advisory Committee was established and a tentative first training date set for October 13-15, 1987.

3.1.9. Collaboration was provided to Chelston Brathwaite on the draft project profile outlining the methodological approach for T&T. This was refined after further discussions were held with national officials. The final version has already been circulated to interested parties by Chelston. The approach outlined is composed of eight inter-related components: pilot project, small agribusiness promotion exercise, advisory committee formation, materials adaptation, small agribusiness promotion unit, trainer training, small agribusiness development fund and business advisory services.

3.1.10. Additional technical areas addressed were the Pesticide Management Seminar in Jamaica for March 1988 and the possibility of a farming systems project for Tobago, using the methodology developed in Jamaica.



### 3.2 Future action and follow-up required

#### BARBADOS

3.2.1 A more precise 1988 operations plan for Barbados will be prepared by Dick and Jan during the Annual Meeting. This will become a part of the regional project's operating budget for 1988.

3.2.2. Jan has discussed a preliminary publication schedule with Dick. This will be finalized at the Annual Meeting, as well as plans for funds disbursement.

3.2.3. Jan will contact Steve to determine his interest in reentering Peace Corps and continuing his work with IICA in Grenada.

#### ST. LUCIA

3.2.4. Sue to be transferred at the beginning of 1988.

3.2.5. The St. Lucia project profile should be discussed with CIDA.

3.2.6. Jan awaits comments of Urban Martin and Cosmos Joseph.

#### TRINIDAD & TOBAGO

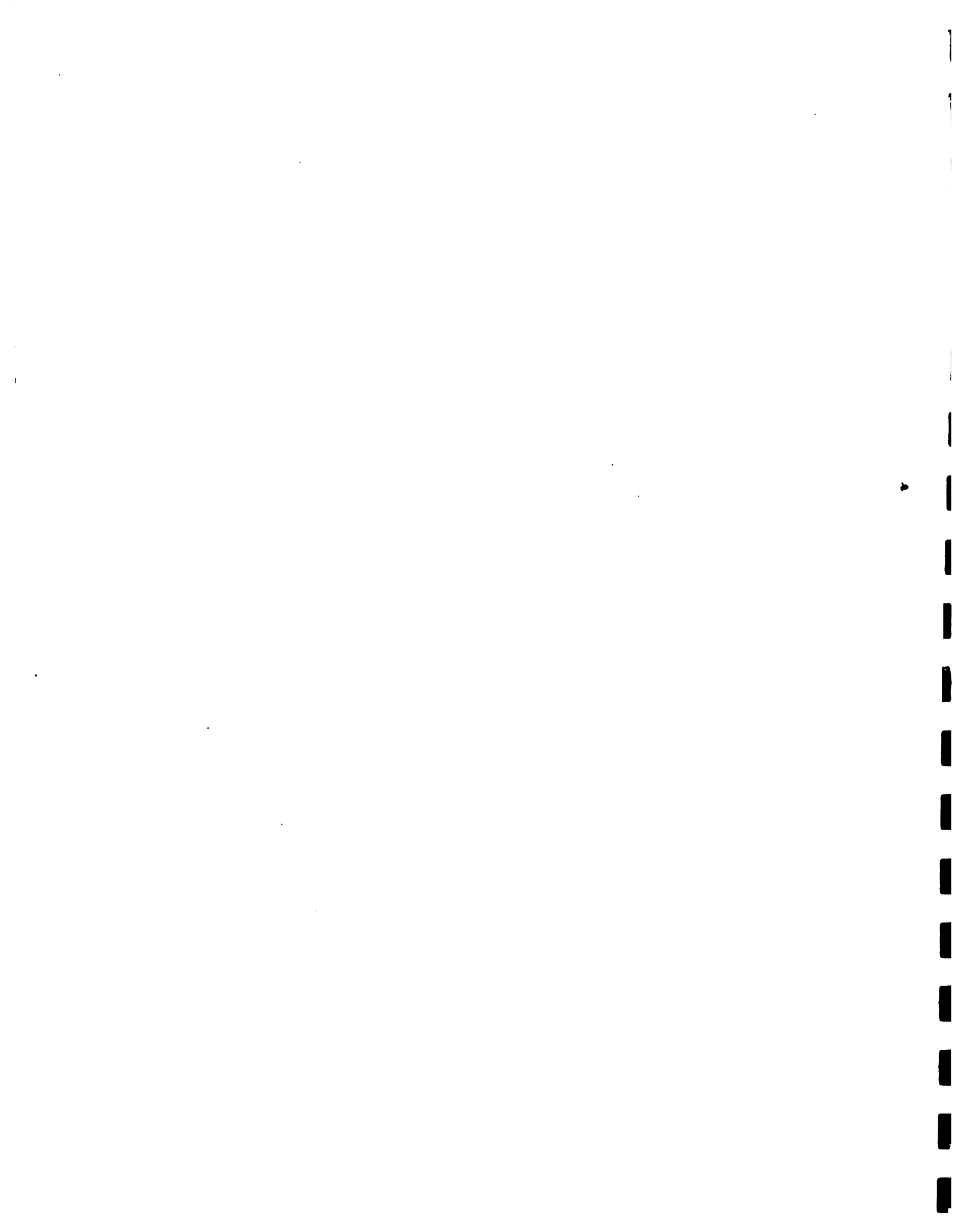
3.2.7 As Peace Corps does not operate in T&T, staffing for the project should be taken into consideration for 1988. The new IPP would be able to coordinate the project, should he/she have an ag economics background. Another alternative would be to hire two NPP's; one could coordinate the business project.

3.2.8 Jan has committed to conduct the first training in T&T, tentatively scheduled for October 13-15, 1987. This will hopefully coincide with the first visit to Suriname, which has expressed serious and consistent interest in the project.

COPIES: IICA BARBADOS/ Moran/ Estefanell/ Donaldson  
IICA ST. LUCIA/ Alexander/ La Gra  
IICA T&T/ Brathwaite  
IICA DOMINICA/ Martin  
IICA GRENADA/ Joseph  
IICA JAMAICA/ Mulleady/ Dechsle

PEACE CORPS W/ Velasco  
PEACE CORPS EC/ Marinelli/ Rigler  
PEACE CORPS JAMAICA/ Wright/ Sileski

Steve Harwood



**ANNEX 1**

**LIST OF INDIVIDUALS CONTACTED**

**ST. LUCIA**

**Mr. Andrew Desir, Director Extension Service, Ministry of  
Agriculture**

**Mrs. Pat Charles, Director, National Research and Development  
Foundation**

**Mr. Ed Leopold, Vice President, Small Business Association  
Ms. Auguste, Secretary**

**Mrs. Isaacs, Permanent Secretary, Ministry of Community  
Development**

**Mr. Lionel, Ministry of Community Development**

**Mr. Jean Baptiste, STAFSCOOP**

**Mrs. Claudia Jean Baptiste**

**Mr. Evelyn Kennedy**

**Mr. Larry Leighton**

**TRINIDAD & TOBAGO**

**The Honourable Lincoln Myers, Minister, Ministry of Food  
Production, Marine Exploitation, Forestry and the Environment**

**Dr. E. Patrick Alleyne, Permanent Secretary**

**Mr. Horatio Nelson, Director of Extension Services**

**Mr. Joseph Duncan, Planning division**

**Mrs. Jennifer Yearwood, Planning Division**

**Mrs. Laureen Phillip, Planning Division**

**Mr. Theon White, 4-H Division**

**Father Jerry Pantin, Director, SERVOL  
Sister Ruth Montrichard**

**Mr. Edward Chong-Ling, T&T Development Foundation**

**Mr. Asraf Ali, CARDI**

**Dr. Carlisle Pemberton, Faculty of Agriculture, UWI**

**Mrs. Anthea Solomon-Walcott, Agricultural Development Bank**

**Mrs. Satu Ramcharan, National Self Help Commission**





**10. REPORTING FROM PROJECT COMPONENTS**

Project components should report monthly to the IICA Office in Jamaica, so that this information can be included in the overall project reports. The following format is to be used:

\*\*\*\*\*

**INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE**

**SMALL ENTERPRISE DEVELOPMENT PROJECT (SEDPRO)**

**REPORT OF ACTIVITIES FOR THE MONTH OF \_\_\_\_\_**

- 1. Name of Technician:**
- 2. Base Office:**
- 3. Materials Development/ Adaptations:**
- 4. Training of trainers:**
- 5. Training of producers:**
- 6. Small Enterprise Advisory Service:**
- 7. Schools:**
- 8. Meetings:**

\*\*\*\*\*

The following three pages contain an example: the April 1987 report from Barbados



**INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE**  
**SMALL ENTERPRISE DEVELOPMENT PROJECT (SEDPRO)**  
**REPORT OF ACTIVITIES FOR THE MONTH OF April, 1987**

**1. Name of technician:**

Dick Donaldson

**2. Base Office:**

IICA/Barbados

**3. Materials development/adaptation:**

I have completed the first draft of the Cultural Adaptation of MI and II, MIII and MIV and they have been hand carried to Jamaica by Mrs. Sandra Glasgow.

**4. Training of Trainers:**

Training sessions were held at WID:

30th March	4 Trainers	Receipt Book - Order Book Cash Book - Production Records
1st April	3 Trainers	Stock Control - Valuing your Assets Part I and Part II of Statements
3rd April	2 Trainers	Working w/people and review

**5. Training Producers**

22nd April	Course Introduction	9 Producers present
29th April	Order Book	10 Producers present

**6. Small enterprise advisory service:**

None.



7. School - 23rd April

Taught for one (1) hour at Barbados Community College  
"Feasibility".

8. Meetings:

31st March - Held our second Advisory Committee Meeting.

2nd April - Met with Mr. Noel Symmonds of Barbados Sugar Industries Ltd (BSIL) to go over the Banking of MI and II and the Cultural Adaptation of MI and II, and MIII and MIV.

8th April - Met with Mr. Clyde Sealy - Agricultural Department, Barbados National Bank. I explained our project and he enthusiastically told of the number of clients of his that need the training.

13th April - Met with Mr. Parris of Ministry of Agriculture, Food and Fisheries (MAFF). He has been quite critical of our programme and material. I said that I was concerned about his criticism of the material and that if there were any real problems with it I would like to know of them now rather than when I am trying to teach in front of 20-25 students. He could not find any thing specifically wrong.

15th April - Had a review session with Cheryl Holder of Women in Development (WID) to go over her lesson plans. She does more preparatory work than any trainer I have seen. Visited Caribbean Conference of Churches (CCC) to get grant application examples. I was promised that they would be ready by 21st April.



24th April - Mr. Philip Knight from Commonwealth Youth Group came to visit. He is interested in non governmental services to youth in the Caribbean Commonwealth.

30th April - Met Jeanette Belle and Joyce Bynoe of Women and Development (WAND). They decided to send three (3) trainers to our session in May.





## **11. ADVISORY COMMITTEE MEETINGS**

**Regularly scheduled Advisory Committee meetings will assure close coordination with the priorities of national agencies.**

**The following pages contain examples of the agenda and minutes from Advisory Committee meetings held in Jamaica.**





# IICA

INSTITUTO INTERAMERICANO DE COOPERACION PARA LA AGRICULTURA  
INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE  
INSTITUT INTERAMERICAIN DE COOPERATION POUR L'AGRICULTURE  
INSTITUTO INTERAMERICANO DE COOPERACAO PARA A AGRICULTURA

ANTILLEAN ZONE  
IICA Office in Jamaica  
P.O. Box 349  
Kingston 6, Jamaica.  
Telex 2270

A reminder to members of the Small Business Training Advisory  
Committee

The next meeting of the SBTAC will be held on September 9,  
1986, at 10:00 a.m. at IICA, 11-1/2 Seaview Avenue. The Agenda  
is attached for your reference.

In order for our deliberations to be as productive as possible,  
I urge each agency to send a written report on activities  
relating to small business training, if a representative cannot  
attend the meeting.

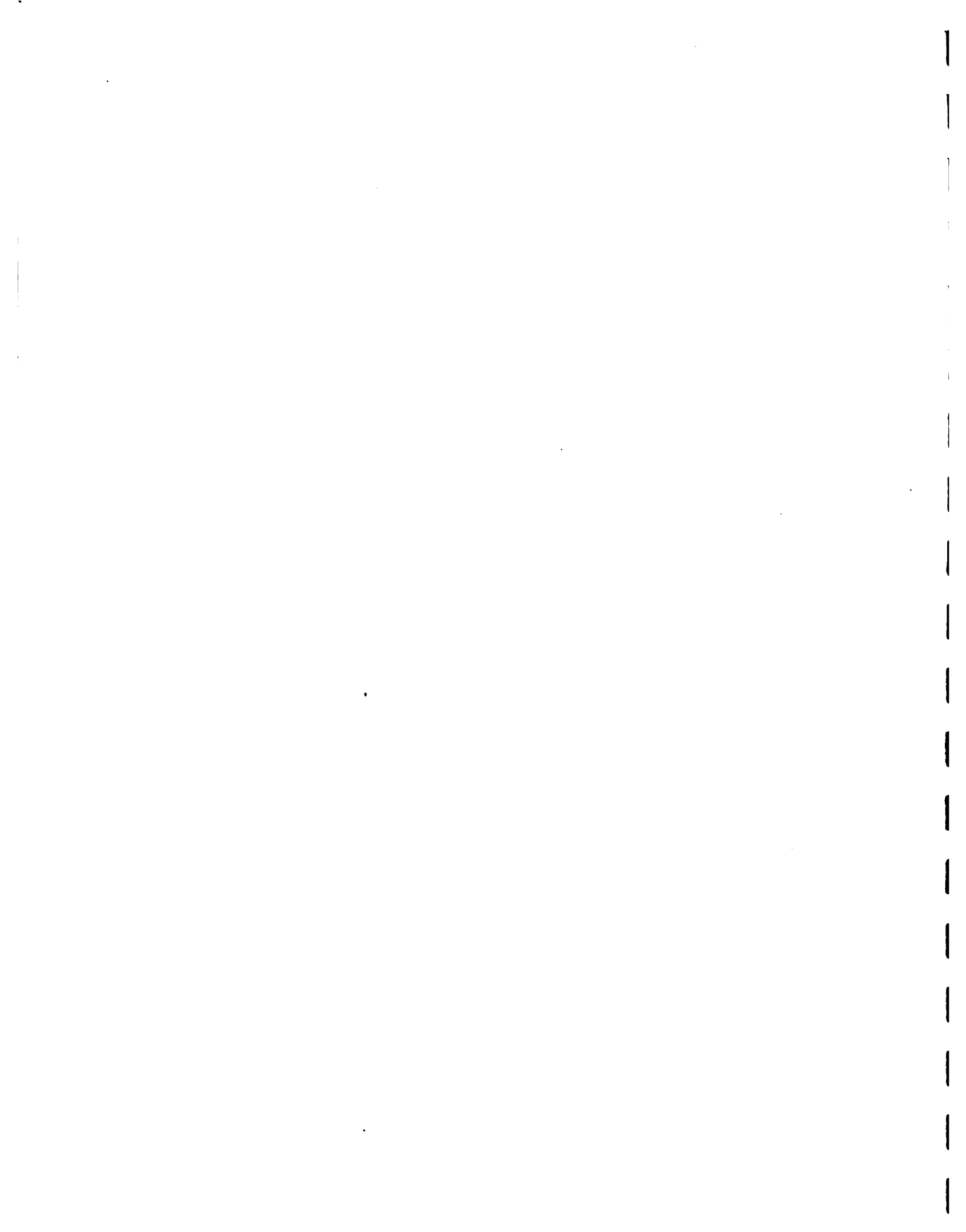
Looking forward to your attendance and participation.

Fitz Cole  
Chairperson

DISTRIBUTION

Edie Gidden & Charmain Simms, Ministry of Agriculture  
Patricia Sinclair, Bureau of Women's Affairs  
Joan Browne, National Development Foundation  
Fitz Cole, Things Jamaican, Ltd.  
Harold Folkes & Yvette Mason, 4-H Clubs of Jamaica  
Errol Dunkley, Small Business Association  
Roderick Riley, Ministry of Construction  
Winston Martin & Leroy Aldred, Self Start Fund  
Michael Gordon & Lennox Picart, JNIP

4301



**A G E N D A**

**SEVENTEENTH MEETING  
SMALL BUSINESS TRAINING ADVISORY COMMITTEE  
SEPTEMBER 9, 1986**

**Chairperson: Fitz Cole**

- 1. Welcome, Introductions & Apologies for absence.**
- 2. Confirmation of Minutes of last meeting.**
- 3. Matters arising from Minutes.**
- 4. Treasurer's report - Joan Browne**
- 5. Submission of Budget for printing of Marketing Manual -  
Jan Hurwitch-MacDonald.**
- 6. Update by each agency on small business training activities.**
- 7. IICA Reports:**
  - Materials development: Jan Hurwitch-MacDonald**
  - Training & technical services: Harry O'Brien**
- 8. Report on status of request to USAID.**
- 9. Report of Sub-Committee on Advisory Services -  
Winston Martin.**
- 10. Other matters.**
- 11. Selection of chairperson for next meeting November 4, 1986.**



Minutes of the twelfth meeting of the Small Business Training Advisory Committee, held November 5, 1985 at IICA, 11 1/2 Seaview Ave., Kingston

Chairperson: Eileen Orr, Bureau of Women's Affairs

Attending: Joan Browne, National Development Foundation  
Roderick Riley, Min. of Construction  
Leroy Aldred, Things Jamaican, Ltd.  
Angela Hamilton, Small Businesses Assn.  
Jan Hurwitch-MacDonald, IICA  
Sandra Glasgow, IICA  
Dick Donaldson, IICA  
Beth Adundson, IICA  
Steve Harwood, IICA  
Susan Oechsle, IICA

Regrets: Winston Martin, Self Start Fund  
Harold Folkes, 4-H  
Yvette Mason, 4-H

Absent: Ministry of Agriculture

1. Mrs. Eileen Orr opened the meeting and welcomed those present.
2. The minutes from the last meeting (sept. 3, 1985) were reviewed and approved.
3. Mr. Leroy Aldred made the treasurer's report, indicating that the SBTAC account had been opened at the Royal Bank, Kingston Mall with a check for Ja\$ 100. The account # is 703-2196 and the signators are : Leroy Aldred, Joan Browne, and Winston Martin. The account earns 20% per annum which is paid twice yearly.
4. Each agency reported on its small business training activities:

#### 4.1 National Development Foundation

The NDF will soon be holding a series of 5 training sessions to go through the "Operating" manual. They have received a request from HEART to conduct small business training. The manual is being used in their weekly classes, but funds have not yet been collected. They still have a problem with the price calculation as their producers are mostly retailers.

#### 4.2 Ministry of Construction

Business training continues satisfactorily in 9 sites., but has ceased in Christiana. Training will begin in Mo-Bay in Jan. 86, for which they will require that IICA train the trainer. They have received 40 "Operating" manuals and 505 of these have been sold (\$ 20. collected to date). The producers are reacting positively to the manual. All of their training





is presently in the "Operating" manual. They lost 2 trainers: Joan Gayle and Junior Ballentine.

#### 4.3 Things Jamaican

Today is the last day of the TJ swing around the island training in sections of the "Starting 7 Financing" manual. Approximately 300 producers were trained during this swing island-wide and the materials received a good reception. The machine embroidery course finishes this week along with the business training. Two new courses have started: 3 months of bamboo at Bumper Hall and hamper basket at Mile Gully. Both will require business training. TJ has a problem of too few business trainers for their requirements. The "Operating" manuals are being distributed regularly as part of the HEART training and payment is deducted. Approximately 20 manuals were sold during the island-wide swing. Distribution will also be done through TJ field personnel.

#### 4.4 Small Businesses Association

Training planned for MayPen has been cancelled. No other training started as yet. No distribution system established for the manuals as yet. JHM suggested that SBA announce the manual's availability through their regular channels for public relations, ei. newsletter, meetings, etc.

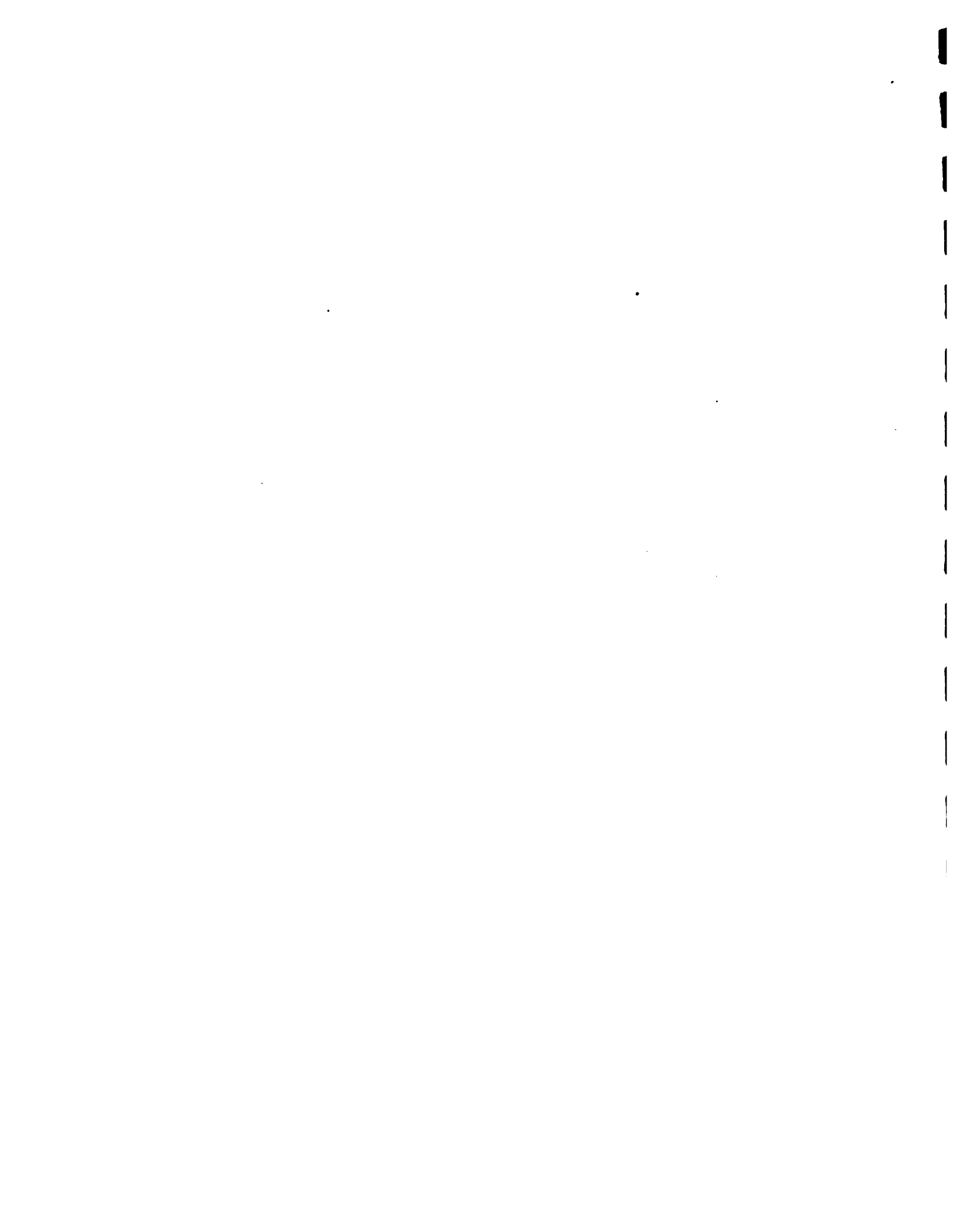
#### 4.5 Self Start Fund

The written report prepared by SSF was read at the meeting; it stated the following:

1. SSF personnel continue to be directly involved in training sessions organized by IICA.
2. Contact with the Knockalva Agricultural Technical School has been established. The Vice-Principal thinks the programme now conducted by IICA will be of tremendous help to the school in general and graduates in particular. The school is awaiting word from SSF in regard to training session in the Cornwall area. A teacher has already been nominated to attend.
3. Another Client Source, S>D>C>, is now included in IICA training programme. One 5-day session was convened by Charlie and Sandra. SSF personnel participated and hope that similar joint IICA/SSF sessions will be organized islandwide.

Winston Martin

The chair thanked Mr. Martin for taking the time to provide a written report.



#### 4.6 Bureau of Women's Affairs (Eileen Orr)

The "Operating" manuals are selling without any problem. One trainer is doing the business training at present, but people are not attending regularly. The business training is now being made into a three month course, with 2 sessions on Wednesdays.

#### 5. IICA staff proceeded to report on their activities:

##### 5.1 Materials development (Sandra Glasgow)

The first draft of the marketing manual should be done by the end of December. The revision process has begun for the manual on starting and financing, and this should also be completed by the end of the year, with a press date of March 86 and a delivery date of May 86. A copy of the first part of the Teacher's manual for the Operating manual was circulated. It will also be complete by the end of the year.

##### 5.2 Training (Beth Amundson)

A cumulative table showing the number of trainers trained was distributed. An update of training given by IICA during October was made, and plans for training in November and December were announced.

##### 5.3 Technical Services (Dick Donaldson)

Three tables showing the number of producers observed by IICA being trained by the agencies were distributed and discussed.

6. The announcement that Stan Volpe will not be located in Mo-Bay was made. This is due to his separation from Peace Corps because of health reasons. Steve Harwood and Susan Oechsle were introduced by Jan and they each gave background information on themselves and explained what they will be doing. Steve will be located in Ocho Rios and will cover the parishes of St. Ann St, Catherine and Clarendon, while Susan will be located in Pt. Antonio and will work in Portland, St. Thomas and St. Mary.



7. Sandra reported on the distribution of the "Operating" manual, which is as follows:

	has received	balance
NDF	50	800
MinCon	45	165
MinAg	160	800
SBA	20	-
BWA	36	-
4-H	100	95
TJ	209	1141
IICA	500	

reserved for HEART 500

After a brief discussion, the committee decided that a \$ 10.00 continues to be an acceptable price for the manuals. TJ will experiment with selling the manuals at the Craft Fair on Dec. 7 & 8. charging 10.00 to craftworkers and 20.00 to the general public. The possibility of actively merchandising the manuals by each agency was also discussed and considered a good idea. IICA may distribute the manuals through their PCV's in the field deducting the amount from each agency's quota of manuals.

Announcements were made of other end-of-year craft fairs:  
Ministry of Construction Dec. 16 7 17 on their grounds  
Bureau of Women's Affairs Dec. 6 & 7

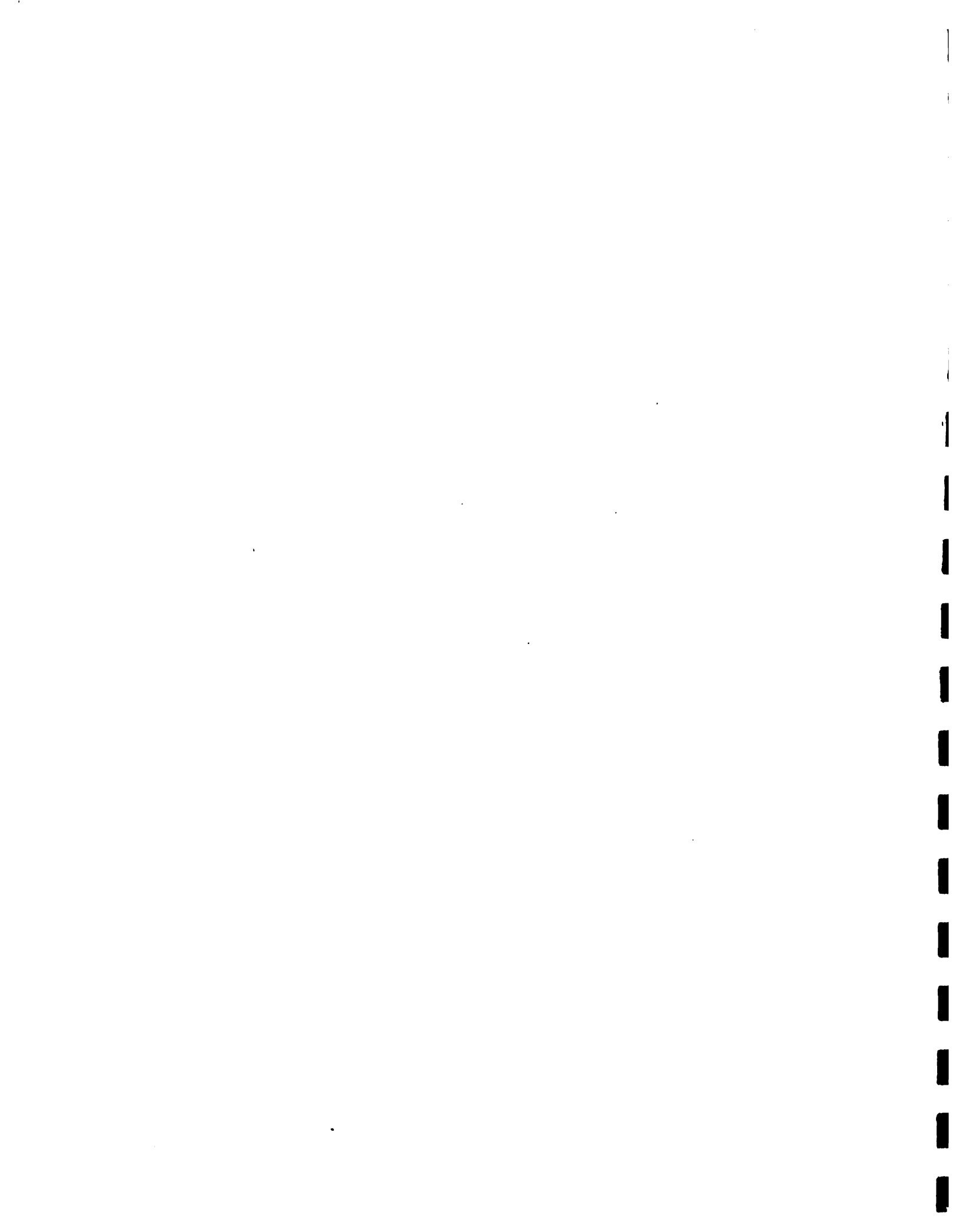
9. The committee raised their concerns regarding the amount of work it would be for IICA to produce a newsletter and was concerned that such a publication reach more than just the trainers trained by IICA, such it be published. It was decided to put this matter on the agenda for the next meeting to discuss again at the new year.

10. Jan provided an update on the possibility of meeting with agency representatives. Letters will be sent from IICA to Mrs. Lee at MinCon, Sonia Gallimore at TJ, and Joan will discuss with NDF top management.

11. There being no other matters, the date of the next meeting was established for Jan 7, 1986, with Roderick Riley as Chair.

The meeting concluded at 12:30 p.m.

Minutes taken by Jan Hurwitch-MacDonald



## 12. TRAINING MODULES

The small enterprise development training using the business manuals is taught in 3 day modules.

The following pages contain examples of both traditional and non-traditional scheduling of training.

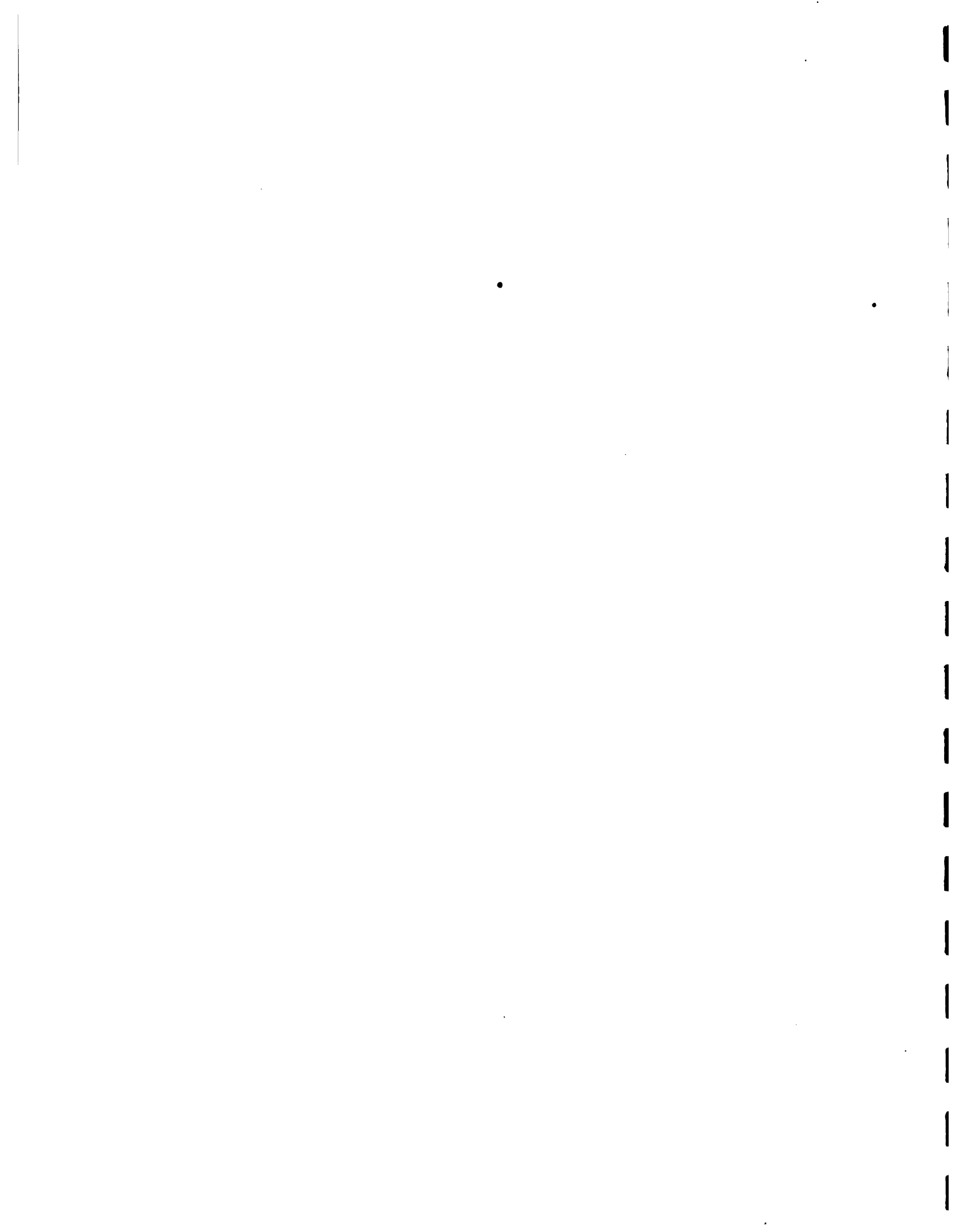
Pages 49 - 52 show the traditional training format for each of the four modules offered:

Starting & Financing	page 49
Operating	50
Marketing	51
Teaching Tools	52

Pages 53 - 55 contain three examples of non-traditional approaches:

Brownstown Community College	page 53
Guyana (as requested)	54
Barbados (as requested)	55





STARTING AND FINANCING A SMALL BUSINESS IN JAMAICA  
COLLEGE OF AGRICULTURE  
PORT ANTONIO

TRAINER: SUSAN OECHSLE

DAY #1

Morning Session Introduction and Orientation  
The Idea, People and Resources

L U N C H

Afternoon Session Feasibility Study  
Preparing a Project Plan  
Workshop on Case Studies

DAY #2

Morning Session What is Financing and Why is it important  
Special Loan Programmes  
Preparing a Loan Proposal  
Preparing a Grant Proposal

L U N C H

Afternoon Session Grant Proposal Writing Workshop  
Making the Decision

DAY #3

Morning Session Selecting the Legal Structure  
Physical Organization of Your Business  
Setting Up Records

L U N C H

Afternoon Session Using the Bank  
Customer Relations  
Closing and Presentation of Letters of  
Participation



**IICA SMALL BUSINESS TRAINING PROJECT**

**Training of Trainers Programme in  
"Operating a Small Business in Jamaica"  
SDC Office - Spanish Town  
May 26, 27, 28**

**Trainer #1 T.C. Niemann, Trainer # 2 Harry O'Brien**

**Tuesday, May 26**

**Morning Session:**

**Introductions and Orientation  
Why is Management Important in Small Business?  
Hints on Marketing  
Hints on How to Finance Your Business**

**L U N C H**

**Afternoon Session:**

**Organizing Your Production  
Price Calculation and Workshop  
Planning and Feedback Session**

**Wednesday, May 27**

**Morning Session:**

**Working with People  
Receipt Book and Order Book  
Cash Book and Workshop**

**L U N C H**

**Afternoon Session:**

**Production Records  
Stock Control  
Valuing Your Assets  
Statements of Business Performance: Parts I & II  
Planning and Feedback Session**

**Thursday, May 28**

**Morning Session:**

**Discussion of Homework  
Statements of Business Performance:  
Part III and Workshop  
Planning  
Budgeting**

**L U N C H**

**Afternoon Session:**

**Cash Flow Planning and Workshop  
Increasing Income and Profits  
Closing and awarding of Letters of Participation**



IICA SMALL BUSINESS MANAGEMENT TRAINING

"Marketing Jamaican Small Business Products"

S.D.C. Centre, Spanish Town, St. Catherine

December 16 - 17, 1986

TRAINERS: Harry O'Brien and T.C. Niemann

Tuesday, December 16

Morning

Session:

- Introduction and Orientation - (HCO' & T.C.)
- What Is Marketing - (HCO')
- Important Activities of Marketing - (HCO')
  - . Knowing Your Market
- Exercises in doing marketing studies - (HCO', T.C.)

L U N C H

Afternoon

Session:

- Important activities of marketing (cont'd)
  - . Getting what you sell to consumer - (T.C.)
  - . Storing what you sell - (T.C.)
  - . Packaging - labelling - (T.C.)
  - . Controlling quality - (T.C.)
  - . Promoting what you sell - (HCO')
  - . Pricing what you sell - (HCO')
- Planning feedback session - (HCO')
- Homework assignment

Wednesday, December 17

Morning

Session:

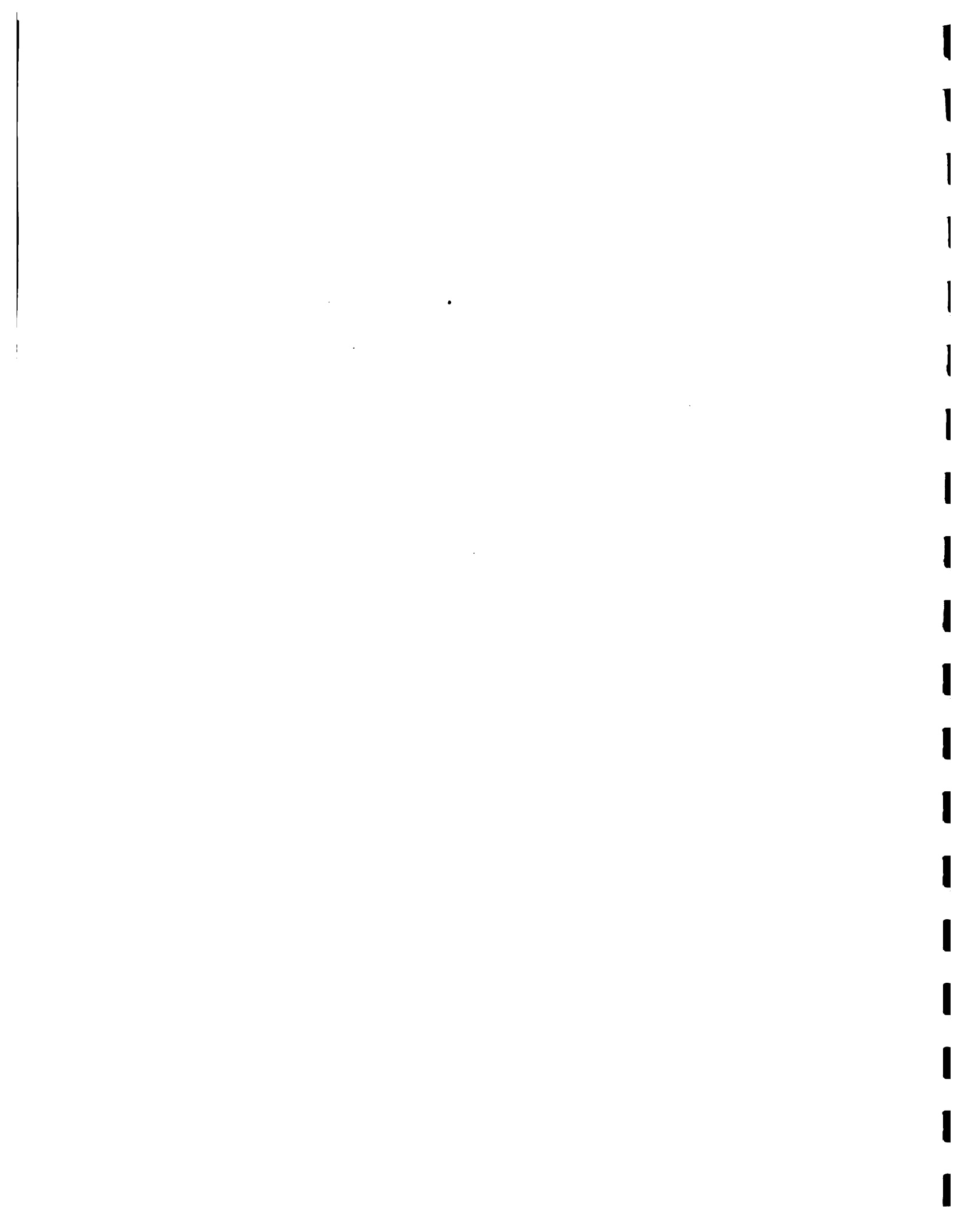
- Hints on how to sell - (HCO')
- Workshops on Marketing strategies - (HCO')
  - . Manufacturing, Retailing, Service, Farm - (T.C.)

L U N C H

Afternoon

Session:

- Workshops reports on marketing strategies (HCO')
- Closing and awarding of letters of participants - (T.C.)



**IICA'S SMALL BUSINESS MANAGEMENT TRAINING FOR TRAINERS IN  
"TEACHING TOOLS FOR SMALL BUSINESS TRAINERS"  
IICA Office, 11½ Seaview Avenue, Kingston 10**

**June 24, 25, 26, 1986**

**Tuesday, June 24**

**Morning Session:**

- . Ice Breaker
- . Overview of seminar
- . What ice breakers do for training
- . Workshop on Ice Breakers & workshop reports
- . Coffee Break
- . Approach
- . How People Learn
- . Elements of lesson activities

**L U N C H**

**Afternoon Session:**

- . Planning the training event
- . After training
- . Workshop on using the Training event sheet
- . Planning and Feedback session

**Wednesday, June 25**

**Morning Session:**

- . Trainer Preparation
- . Training Performance
- . Coffee Break
- . Workshop on using the training event sheet and the evaluation sheet
- . Workshop reports
- . One-half hour training session led by participant with ½ hour for feedback and discussion

**L U N C H**

**5201**





- . One- half hour training session led by participant with ½ hour for feedback and discussion
- . One-half hour training session led by participant with ½ hour for feedback and discussion
- . One -half hour training session led by participant with ½ hour for feedback and discussion

Thursday, June 26

Morning Session:

- . Role Playing as a Business - Training Tool
- . Coffee Break
- . One-half hour training session led by participant with ½ hour for feedback and discussion
- . One-half hour training session led by participant with ½ hour for feedback and discussion

L U N C H

Afternoon Session:

- . One-half hour training session led by participant with ½ hour for feedback and discussion
- . One-half hour training session led by participant with ½ hour for feedback and discussion
- . Reflection
- . Closing and awarding Letters of Participation



BROWNS TOWN COMMUNITY COLLEGE

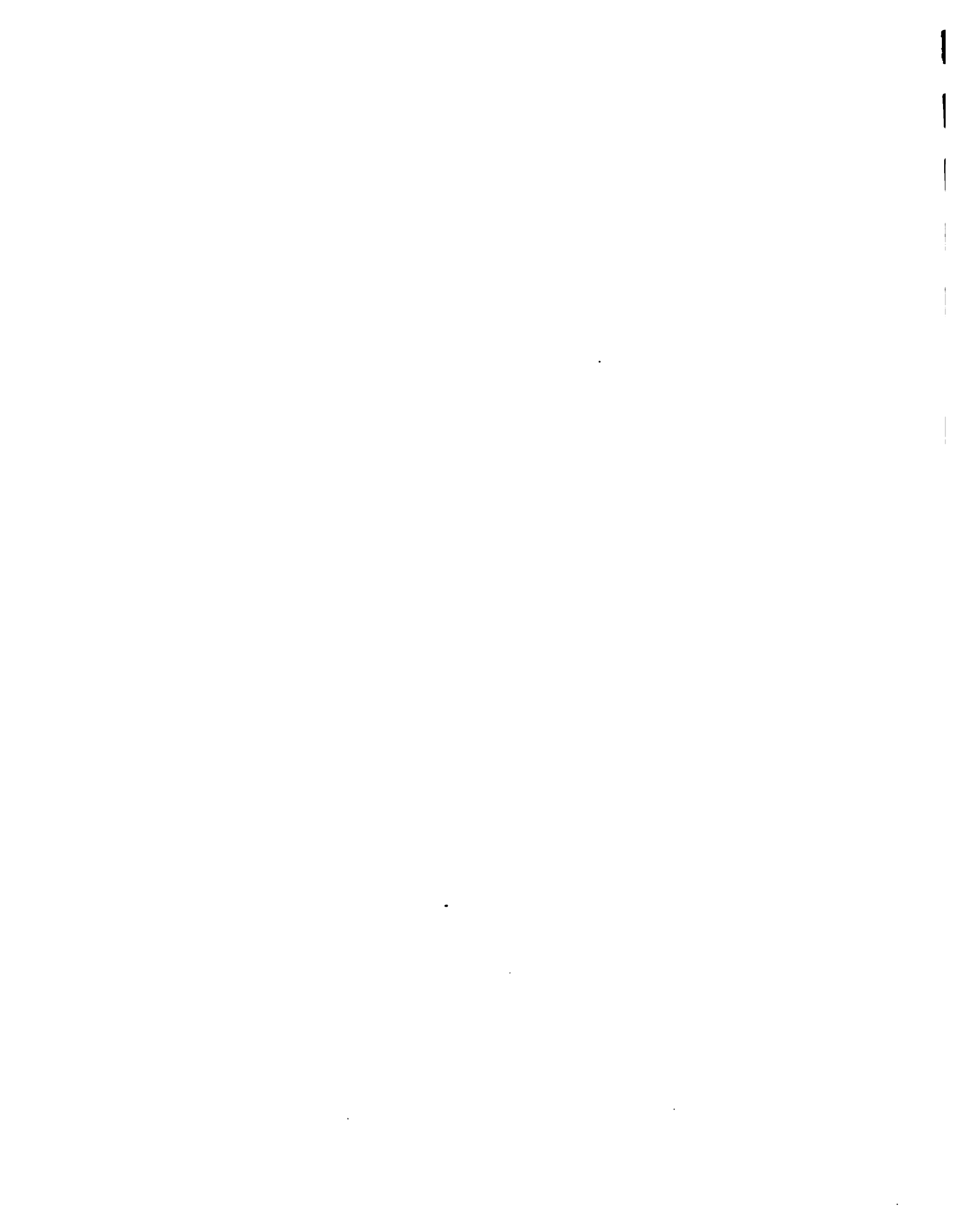
SMALL BUSINESS MANAGEMENT FOR RURAL DEVELOPMENT

Course Schedule

**Mondays: 3:00 - 4:00 p.m.**

**Wednesdays: 2:00 - 4:00 p.m.**

1985	Monday, November 25	: The Idea, Resources and People
	Wednesday, November 27	: Feasibility Study
	Monday, December 2	: Feasibility Study
	Wednesday, December 4	: Feasibility Review
	Monday, December 9	: Financing and the National Development Foundation
	Wednesday, December 11	: Self Start Fund
1986	Monday, February 10	: Review of Financing
	Wednesday, February 12	: Ash Wednesday no class
	Monday, February 17	: Special Loan Programmes
	Wednesday, February 19	: Preparing Loan Proposals
	Wednesday, February 24	: Preparation of Grant Proposals
	Monday, February 26	: Grant Proposal Writing
	Monday, March 3	: Setting up the Business: Legal
	Wednesday, March 5	: Using the Bank
	Monday, March 10	: Organizing your Production
	Wednesday March 12	: Price Calculation
	Monday, March 17	: Receipt Book, Order Book
	Wednesday March 19	: Cash Book
	Monday, March 24	: Easter Monday no class
	Wednesday, March 26	: Expense Record, Sales Record
	Monday, March 31	: Production Records
	Wednesday, April 2	: Production Records
	Monday, April 7	: Valuing your Assets
	Wednesday, April 9	: Business Statements
	Monday, April 14	: Business Statements
	Wednesday, April 16	: Planning & Budgeting
	Monday, April 21	: Budgeting
	Wednesday, April 23	: Cash Flow Planning
	Monday, April 28	: Increasing Income & Profits
	Wednesday, April 30	: Review







**SMALL ENTERPRISE MANAGEMENT TRAINING SCHEDULE**

**MARCH 25 & 26**

**BRIDGETOWN BARBADOS**

**MONDAY, MARCH 25, 1986**

**INTRODUCTIONS**

**FEASIBILITY STUDY**

**WORKSHOP**

**LUNCH**

**CASH BOOK**

**VALUING ASSETS**

**BUSINESS STATEMENTS**

**TUESDAY, MARCH 26, 1986**

**PLANNING**

**BUDGETING**

**LUNCH**

**CASH FLOW**

**INCREASING PROFITS**

**CLOSING**





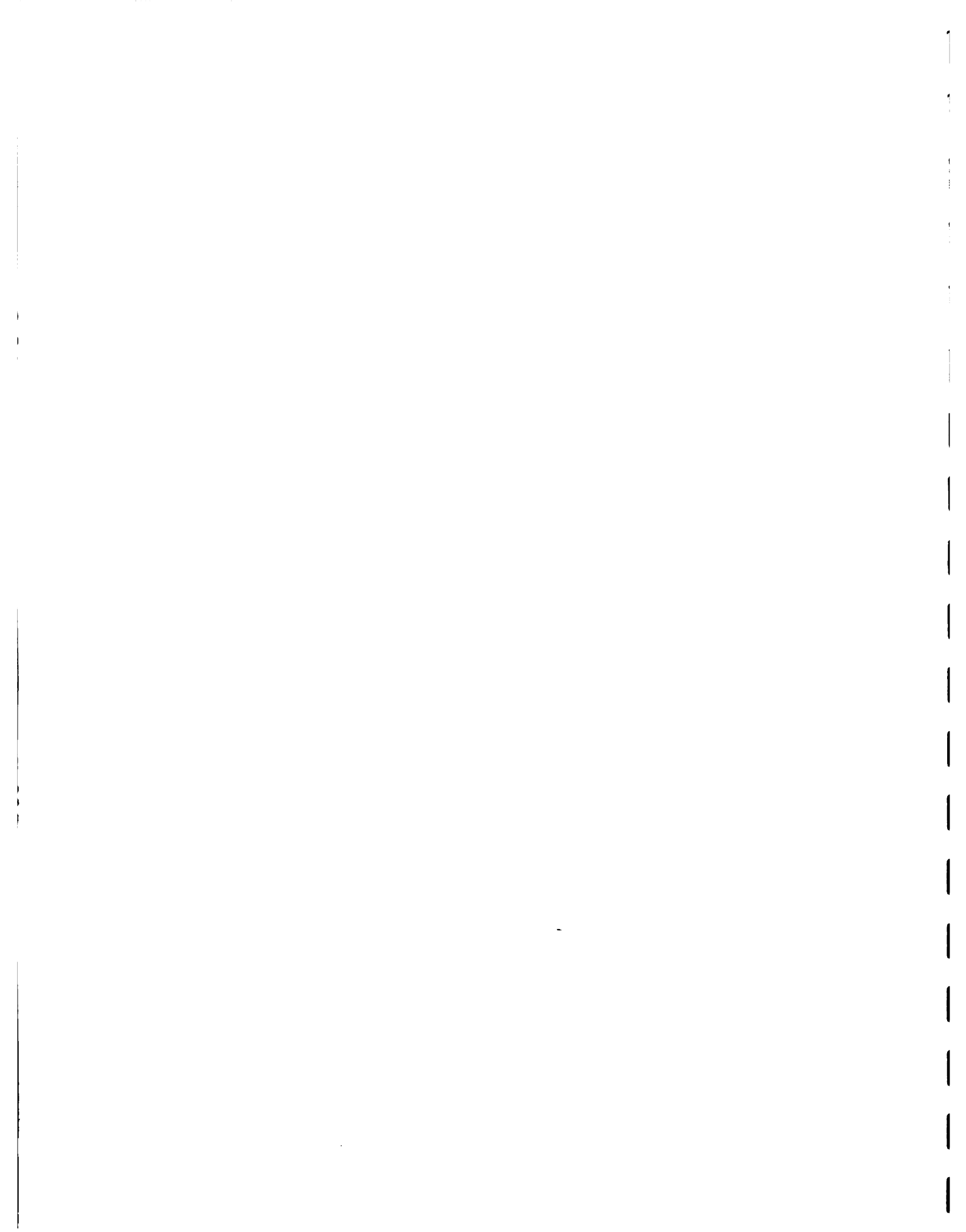
### 13. PROJECT PREPARATION

Projects are prepared in IICA for the purposes of approval for internal (quotas) and external (extraquotas) funding.

IICA staff are required to use the project profile or project document format.

A brief project document for Barbados begins on page 57; a project profile for the Windward Islands begins on page 65; and another profile for institutional strengthening in Jamaica begins on page 72.

Finally, an outline of the new Project Document (1988 - 1991) currently under preparation, may be found on pp. 76 - 78.



## SMALL ENTERPRISE MANAGEMENT TRAINING PROJECT IN BARBADOS

### I. BACKGROUND AND JUSTIFICATION

#### 1.1 Specific problem to be solved by this project

The national institutions in Barbados have a limited capability to serve the needs, for micro agri-businesses and non-farm agriculturally related businesses, for developing management skills and in giving assistance to unemployed individuals to start their own businesses.

#### 1.2 General problem giving rise to the specific problem

The agricultural sector, in Barbados, has been called upon to play a major role in the generation of employment opportunities and to restore the viability of small farm enterprises and cooperatives.

#### 1.3 Constraints and potential of the national institutions to resolve the specific problem

These efforts have been constrained by the lack of a programme to train available personnel to give assistance in starting new businesses and improving the management skills of managers in existing farm level and Agriculturally related small Agri-businesses.

#### 1.4 IICA actions relative to the specific problem

The Inter-American Institute for Cooperation on Agriculture, IICA/Barbados, has personnel available to make use of materials and methodology that have been developed for a Caribbean Regional Project and will be adapted to fit the needs in Barbados.



## II. OBJECTIVES

### 2.1 General Objective

To assist the agriculture sector in Barbados to generate employment opportunities and to restore the viability of small farm enterprises within the crop diversification efforts of Barbados.

### 2.2 Specific Objective

To give the national institutions in Barbados the capability to assist in the starting of micro agriculturally related businesses and providing their managers and the managers of existing enterprises with management training and advice to improve the chances of their enterprises to survive.

### 2.3 Products generated

2.3.1 Identifying national institutions that have an interest in micro agri-businesses.

2.3.2 Effectively operating a small enterprise management advisory committee in Barbados.

2.3.3 Adaptation of small enterprise management training materials to Barbados needs and culture.

2.3.4 Completion of training of trainer-advisers in small enterprise management from national institutions in Barbados.

2.3.5 Completion of training managers of micro agri-businesses in Barbados.

2.3.6 Develop training and advisory service capability in selected institutions in Barbados.



NARRATIVE SUMMARY

INDICATORS AND VERIFICATION

EXTERNAL CONDITIONING FACTORS

General Objective

To assist the agriculture sector in Barbados to generate employment opportunities and to restore the viability of small farm enterprises that have been threatened by non-sugar crops in plantations.

To reduce unemployment to below 19%

Natural disasters or world markets do not effect the Barbados economy too negatively.

Specific Objective

To give the national institutions in Barbados the capability to assist in the starting of micro agriculturally related businesses and providing their managers and the managers of existing enterprises with management training and advice to improve the chances of their enterprises to survive.

Number of institutions served  
Minimum of six.

National institutions cut back staff because budgetary priorities.

Products generated

1. Identifying national institutions that have an interest in micro agribusinesses.
2. Effectively operating a small enterprise management advisory committee in Barbados.
3. Adaptation of small enterprise management training materials to Barbados' needs and culture.
4. Completion of training of trainer-advisers in small enterprise management from national institutions in Barbados.

By end of February 1987  
Minimum of six

Opportunities to dialogue occur.

By end of March 1987

Commitment to participation exists and is maintained.

By end of May 1987

Printing priorities in Jamaica are favorable.

Some trainer-advisers from each national institution identified as serving the needs of small enterprise managers

Personnel from the institutions are identified and made available.  
Motivation of institution and trainers exists and is maintained.





trained in all the training materials  
by December 1988.

5. Completion of training managers of micro  
agri-business in Barbados.

That the need for the training and the  
desire to receive it exists.

6. Development of training and advisory  
services capability in selected insti-  
tutions in Barbados.

By December 1988

That the training materials have been  
developed and the agencies support the  
concept.



### III. GENERAL STRATEGY

The project will be composed of seven inter-related components, these being:

- 1) Identification of national institutions.
- 2) Advisory committee formation.
- 3) Adaptation of training materials.
- 4) Training of trainer-advisers.
- 5) Training of small enterprise managers.
- 6) Business advisory services.
- 7) Institutionalizing of the project.

Each of these components is an essential part of the whole project.

#### 3.1 Identification of National Institution

Since the specific objective of the project is to strengthen national institutions by giving them the capability to train micro agri-business managers it becomes necessary to identify those institutions that have a sincere interest in and the budgetary capability of delivering these services. Some institutions answering that description are:

- Ministry of Agriculture, Food and Fisheries (MAFF).
- Barbados Agriculture Development Corporation (BADC).
- Barbados Agricultural Society (BAS).
- Barbados Marketing Corporation (BMC).
- Barbados National Bank, Agriculture Division (BNB/AD)
- Barbados Sugar Industries Limited (BSIL)/Small Farmer Liaison Division)
- Barbados National Development Foundation (BNDF).

Others may surface as the project develops.



### 3.2 Advisory Committee Formation

The advisory committee would be comprised of representatives of some of the identified institutions and would give direction to the project to ensure that its focus remains relevant to the needs of Barbados. They must meet on a regular basis and at each meeting; follow an agenda which is prepared and distributed beforehand, keep minutes and formalize action and decisions with motions that are moved-seconded-discussed and passed by vote.

### 3.3 Adaptation of training materials

With the assistance of members of the advisory committee, or other persons identified by them, the training materials would be adapted to the needs and to the culture of Barbados.

### 3.4 Training of trainers

Training sessions would be held at locations and on dates most convenient to persons identified by their institutions to become a trainer-adviser of micro agri-business managers. These training sessions would continue until there were sufficient trainers trained in: Starting and financing a small business in Barbados, operating a small business in Barbados, marketing Barbadian small business products and in teaching tools for small business trainers, to meet the needs of all micro agri-business managers that desire them.

### 3.5 Training of small enterprise managers

The training of the business managers would then begin with project personnel present at as many sessions as possible to serve as a resource person for the trainer, to help upgrade the skills of the trainer and to assess the impact of the materials on the business manager, making any changes in the materials to make them



most effective. This training would take place in three ways:

- By holding group training sessions limited to 15-25 persons.
- By installing the training materials in the curriculum of secondary schools, vocational technical schools, agricultural schools and in adult education programmes.
- By going to the location of existing enterprises and holding one on one training sessions with the managers that cannot leave their enterprises to attend group training sessions but that need and desire the training.

### 3.6 Business advisory service

The one on one training sessions would evolve into an advisory service that would be available to all who had received training and would continue to identify problems and suggest solutions for as long as the manager needs and wants it. Some of the more resourceful trainers would be selected and trained as senior advisors. The senior advisors would be available to solve problems that were more complex than the trainer-adviser could handle. They would also monitor the activities and the records of trainer-advisers.

### 3.7 Institutionalising of the project

The project would be institutionalized by the time IICA's involvement comes to an end so that it's functions could continue as long as there is a need for them. It could be institutionalized in an institution that had the interest and the capability to perpetuate it or it could be left with the advisory committee providing that the committee was formalized and funded to ensure that its functions could continue and be effective.





#### IV. BENEFICIARIES

The beneficiaries of the project would be:

- The small enterprise managers who would receive assistance in starting small enterprises as well as management skills to improve their performance.
- The trainer-advisers who would receive business management skills as well as teaching techniques.
- The institutions which would be strengthened in their capability to serve the micro agri-business managers.
- The Government of Barbados would benefit to the degree in which unemployment decreases and productivity increases in the economy of Barbados.

V. ANNUAL BUDGET US\$60,000 IICA Funds - Counterpart Funds to be determined

#### VI. OBSERVATIONS

The IICA small Enterprise Management Training Project in Barbados would link-up with other IICA Projects currently operating as well as those being developed.

J



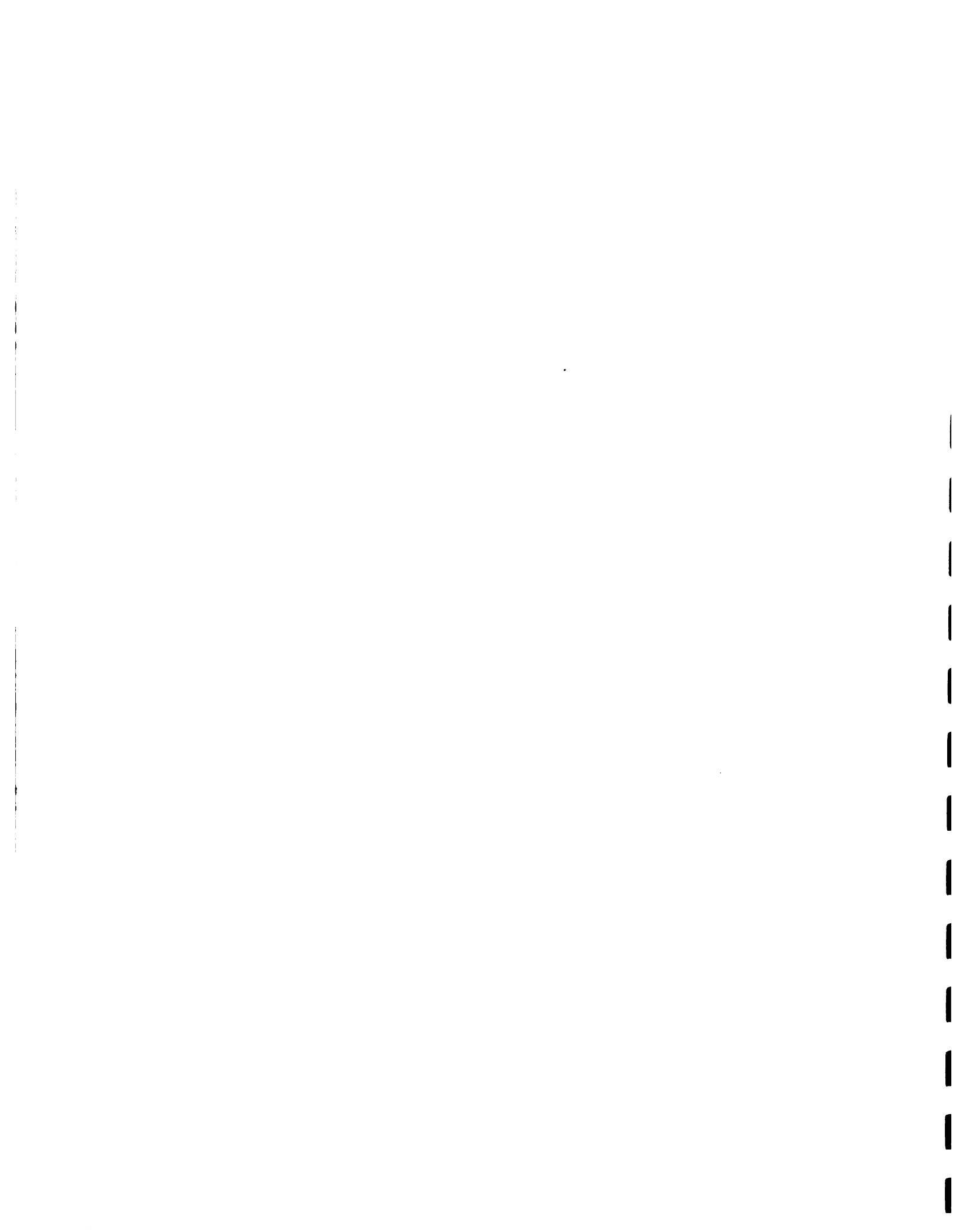
# FARM MANAGEMENT TRAINING: INCREASING THE INCOMES OF WINDWARD ISLAND FARMER COOPERATIVE MEMBERS

## 1. BACKGROUND AND JUSTIFICATION

The Governments of CARICOM countries place a priority on projects which will increase rural employment opportunities, and therefore income. This is because rural purchasing power (and therefore material level of living) has decreased in most countries in recent years. In addition, present Caribbean governments place a high priority on stimulating rural production efforts which will generate foreign exchange. Any business which contributes foreign exchange or produces items which substitute for imports helps alleviate the balance of payment deficit. Most Windward Island small farm businesses fall into one of these two categories.

However, Windward Island small farmers do not know how to run their businesses efficiently. They use few, if any, planning and monitoring tools to determine what to produce, how much to produce, and how to sell. Their account, order and receipt books, inventories and production records, when kept, are not kept up-to-date. Consequently, these small farmers limit their opportunity for increasing income, as they do not know their real costs of production, nor their annual net income or loss.

This project will focus on farm management training for members of farmers' cooperatives in three (3) of the four Windward Islands: St. Lucia, Grenada and Dominica. Initially, the project will include the following cooperatives: Ti Rocher, Sw Region, Mille Fleur Honey and Bellevue in St. Lucia, Grenfruit Women's Coop, United Worker's Coop and Young Worker's Coop in Grenada and in Dominica.



## 2. OBJECTIVES

### 2.1 General

To increase the income and improve the quality of life of low-income rural producers of the Windward Island.

### 2.2 Specific

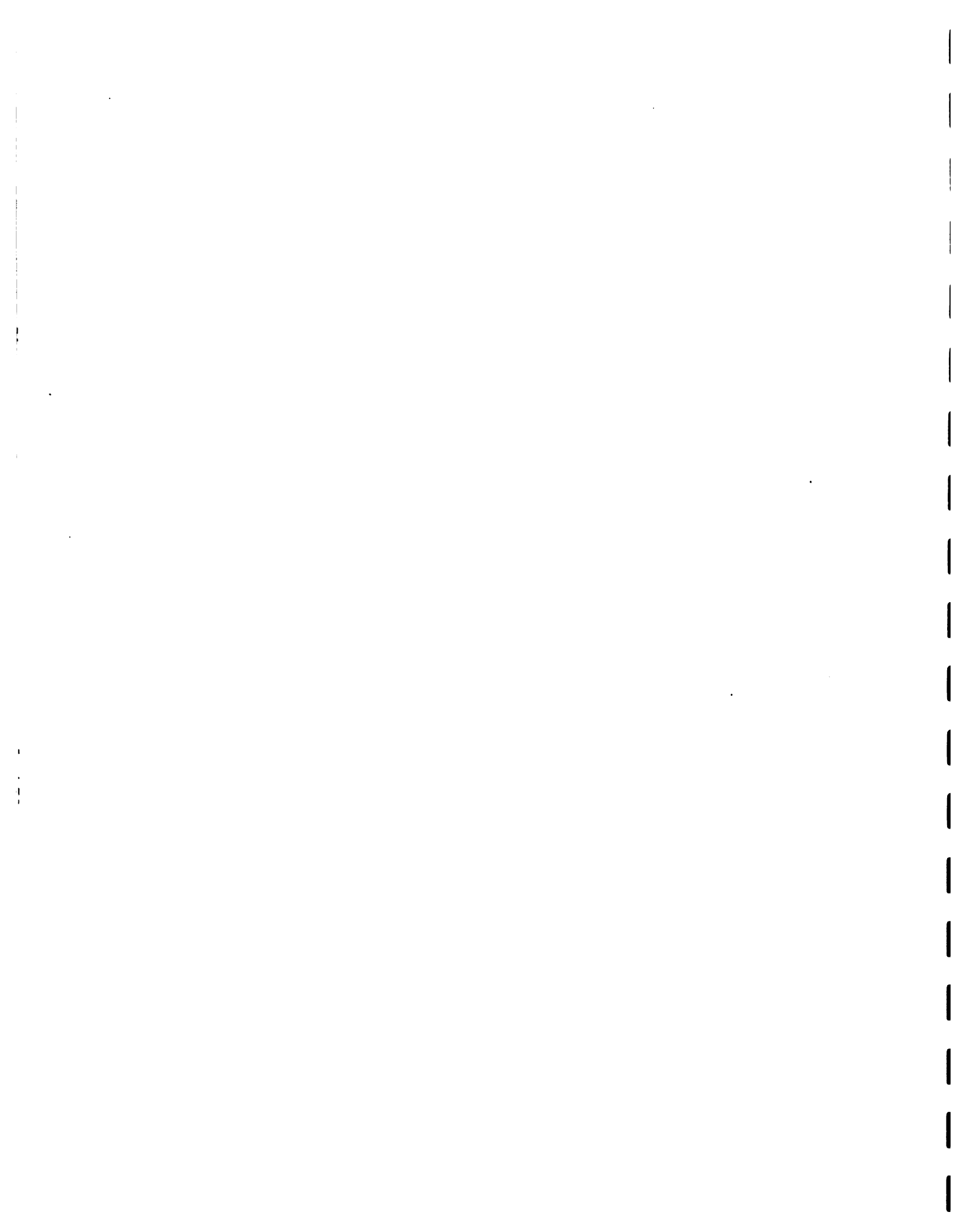
To strengthen Windward Island farmer cooperatives and institutions serving them.

### 2.3 Products

- a) Windward Island small farmers who perceive and operate their farms as a business.
- b) Extensionists capable of training small farmers in managing farms as businesses.
- c) Written diagnosis of farmers' needs in business management in St. Lucia, Dominica and Grenada.
- d) A farm management training methodology which responds to the needs of farmers interviewed.

## 3. STRATEGY

The project will be composed of four major inter-related components, these being diagnosis, materials development, training methodology development and training.



### 3.1 Diagnosis

A three month diagnostic phase will institute activities in each country. Small farmers' needs for training in particular areas of farm management will be identified utilizing a methodology for diagnosis recommended by the MOA Extensión Director in St. Lucia. Extension agents will participate with IICA Staff in this exercise in each country. An analysis will be made, at this time, of extension agent capability to train in farm management, focusing on areas which will require strengthening. Extension agent linkages with small farmers will be assessed also, in an effort to determine areas requiring institutional strengthening. A local research and development institution from the private sector (NRDF in St. Lucia, NDF and/or MCL in Dominica, \_\_\_\_\_ in Grenada) will also participate in the questionnaire design and analysis of information during this phase.

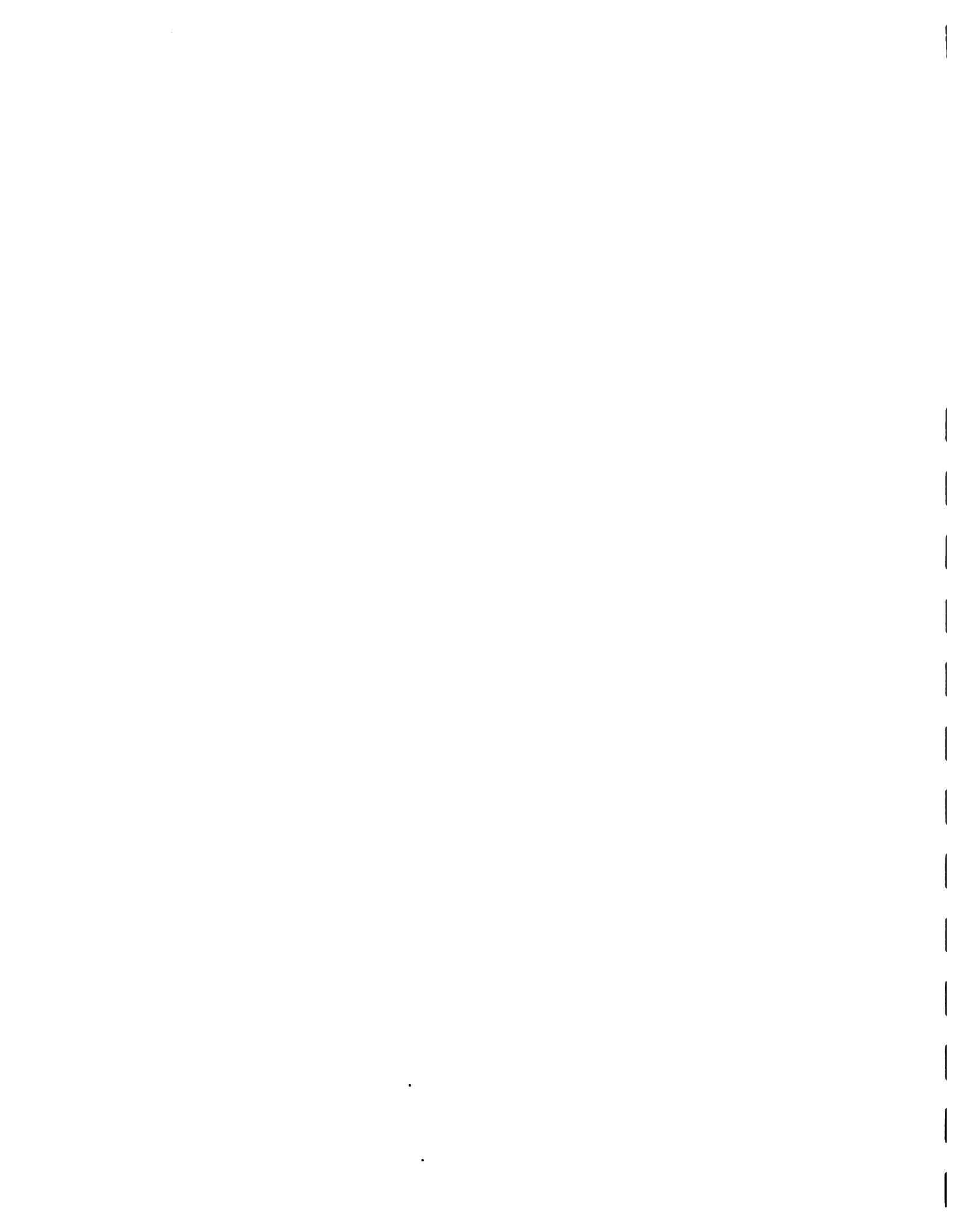
### 3.2 Materials Development

A six month phase for developing materials appropriate to the Windward Island will follow the Diagnostic Phase in St. Lucia alone (see Implementation Plan on Page 4). IICA has had four (4) years experience developing materials for use by rural small producers in Jamaica. A similar participatory development and testing methodology will be used for producing the materials together with St. Lucia small farmers and extensionists.

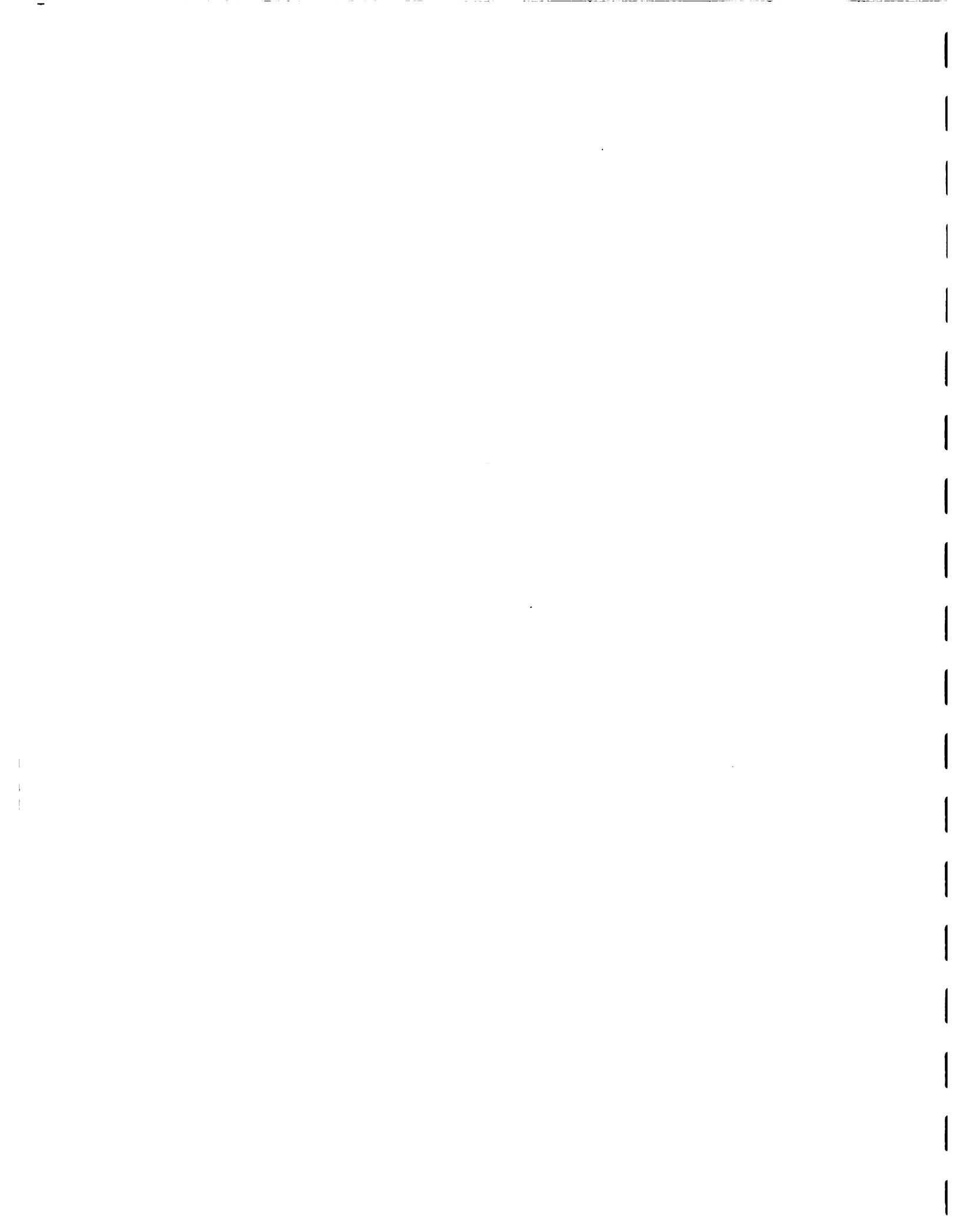
### 3.3 Training Methodology Development

Once the materials' development phase is underway, the development of a new training methodology for the Windward Islands will provide for the transfer of the information. The experience in Jamaica has taught IICA that rural small





producers with different literary levels require different training techniques. Creole will be incorporated into the training where appropriate. Use of visuals and cassette tapes are also contemplated.



IMPLEMENTATION PLAN

	YEAR 1 - 1988					YEAR 2 - 89					YEAR 3 - 90					YEAR 4 - 91							
	1	2	3	4	5	6	7	8	9	10	11	12	3	6	9	12	3	6	9	12	3	6	9
A. St. Lucia	[//////]					[XXXXXXXXXXXXXXXXXXXXXXXXXXXX]					TRAINING - 3 years					↑							
B. Grenada	[//////]					[//////]					TRAINING - 3 years					↑							
C. Dominica	[//////]					[//////]					TRAINING - 3 years					↑							

KEY: [//////] DIAGNOSIS      [XXXXXX] TRAINING METHODOLOGY DEVELOPMENT  
 [ ] MATERIALS DEVT.      [ ] → TRAINING



### 3.4 Training

A three year training phase will assure that, once farmers' needs are identified and a training methodology and appropriate materials are developed, sufficient time will be available to carry out the transfer of this important information.

Separate training programmes will be conducted in each country through the IICA national office, with the assistance of three (3) U.S. Peace Corps Volunteers who have been trained originally in the IICA Jamaica Project.

Farmers and farmers' cooperatives participating in the training should, when training is completed, better understand the business operations of farming and perceive farming as a business rather than "making a living by working the land".



BUDGET: YEAR 1 (PHASES 1,2,3) 1988 in US\$

<u>PERSONNEL</u>	<u>CIDA*</u>	<u>IICA</u>	<u>COST</u>	<u>NRDF</u>	<u>USPC</u>
IICA Coordination	-	20,000	-	-	-
IICA Trainer	-	-	-	-	15,000
MOA Extensionists	-	-	23,500	-	-
Research & Training Agency	18,000	-	-	18,000	-
<b>SUBTOTAL</b>	<b>18,000</b>	<b>20,000</b>	<b>23,000</b>	<b>18,000</b>	<b>15,000</b>
<u>OPERATIONS</u>					
Training Materials	6,000	6,000	-	-	-
Vehicle	15,000	-	-	-	-
Vehicle Maintenance	3,000	3,000	-	-	-
PC Computer	5,500	-	-	-	-
Recorder & Cassettes	500	-	-	-	-
International Travel	6,000	6,000	-	-	-
Local Travel	3,000	3,000	-	-	-
Printing-Diagnosis	5,000	2,000	-	-	-
Training Manuals	20,000	4,000	-	-	-
<b>SUB-TOTAL</b>	<b>64,000</b>	<b>24,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
OH @ 15%	12,300	-	-	-	-
<b>TOTAL</b>	<b>94,300</b>	<b>44,000</b>	<b>23,000</b>	<b>18,000</b>	<b>15,000</b>
<b>CAN\$ TOTAL</b>					

\* CIDA funds are being requested for only the first year of activities, the other participating agencies will continue operations during years 2-4.





# PROJECT PROFILE FOR STRENGTHENING OF JAMAICAN NATIONAL INSTITUTIONS THROUGH DEVELOPMENT OF THEIR RURAL BUSINESS MANAGEMENT SERVICES

## Introduction

Small farms and other rural enterprises, including very small and part-time, need to be managed in a business-like manner. Considerable effort has been dedicated to assisting them in technological aspects of production and marketing. In contrast, very little has been done in the area of increasing profitability through business training and consultancy, especially in adapting these to the particular needs of rural micro-entrepreneurs.

During 1984 and 1985, the IICA Office in Jamaica has been engaged in developing and testing the components of a methodology for strengthening the efforts of national institutions to provide business management services to the rural small enterprise sector. This methodology has three major and inter-related components: materials development, trainer training and technical services.

Financing from the U.S. Agency for International Development has enabled IICA to develop this project with the participation of the national institutions and to provide the training materials in business management to the rural producers at a subsidized price. However, the constraints presently being placed on all public sector agency budgets severely limit these agencies' utilization of the business materials and the training methodology to further the services which they provide to rural producers.

This project profile briefly outlines a three year plan to enable institutionalization of a business development capability for each public sector agency participating in the project. Financing required for this three year period totals US \$ \_\_\_\_\_ or CA\$ \_\_\_\_\_ and would be used primarily for public sector agency operating costs in the rural areas of Jamaica. The funds during the life of the project would be administered by the IICA Small Enterprise Management Project.

## Project Description and Methodology

The Small Enterprise Management Project was developed in 1983 in response to requests from GOJ institutions for staff training in small business management services for rural enterprises. In order to train the staff adequately, business training materials had to be developed. The process of staff training became, at the same time, an opportunity to test the materials. Observing the trainers train the producers was at



the producer level. .by September 1985, 95 trainers from 8 Jamaican agencies have been trained in the first of three modules: Operating a Small Business in Jamaica, and IICA has observed these trainers use the material with over 2800 producers.

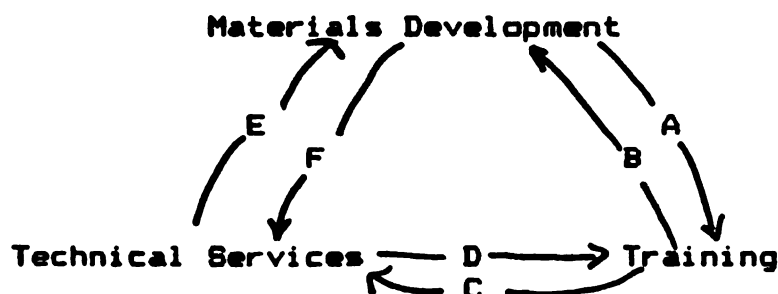
By the end of 1986, the two other modules will be complete:  
 Starting and Financing a Small Business in Jamaica  
 Marketing Small Bsuiness Products in Jamaica

Each module consists of the business training manual, a teachers guide for trainers, and an IICA-taught training of trainers session lasting three days.

In summary, the materials development and training components of the project have been operating successfully since initiation at the beginning of 1984.

In mid 1984, a technical services unit was added to the project. This unit has three functions: assessing the impact of the business training material on rural producers, evaluating trainer performance and providing them with feedback, and installing a business consultancy service for rural enterprises which can eventually be adopted by the participating agencies.

The three components of the project also function as an integrated system, mutually supporting and reinforcing one another, as shown in the following figure:



A. Materials development----->Training: the business manuals are used to train the trainers

B. Training----->Materials Development: trainers have direct input into refining materials

C. Training----->Technical Services: trainers train



D. Technical services----->Training: technical services staff observe trainers training producers and provide feedback on trainer performance.

E. Technical services----->Materials Development: technical services staff observe trainers training producers and provide feedback on refining materials.

F. Materials Development----->Technical Services: materials development enables business consultancy.

### The National Agency Business Development Capability

In order to assure a national agency business development capability (BDC), three years of extra-budget financing and technical assistance from IICA are required. These three years will begin in April 1986 and end in March 1989 (to correspond with the GOJ fiscal year). Activities will be divided into three stages, and each agency will develop its own time-frame for the stages. The stages are:

#### I. Strengthening business training in existing locations:

Each agency determines where business training presently is being conducted, and plans for how this training can be strengthened through additional operating funds. Six to twelve months are devoted to attaining a high level of training in terms of quality and quantity of performance.

#### II. Expand business training to new locations and initiate business consultancy at old locations:

Each agency determines new locations to which they should expand the business training. Twelve to eighteen months are devoted to establishing and attaining efficient and effective business training in each of these areas.

At the same time, business consultancy will begin in selected areas of the old training locations, selection based on the rural residents' request for services that go beyond business training. The best trainers in each agency will be selected to be trained by IICA to provide this business consultancy service.



**III. Business training and consultancy established in all locations:**

The remainder of the project time will be devoted to establishing business training and consultancy in all locations where the agency determines to work providing this service.

An end of project evaluation will measure the effectiveness of the IICA and agency activities designed to strengthen the services to rural micro-entrepreneurs.

**Budget**

**Operating costs for national agencies:**

	YrI	YrII	YrIII	Total
Min.of Agriculture	40.000	40.000	40.000	120.000
Min.of Construction	15.000	15.000	15.000	45.000
Min.of Youth: 4-H	20.000	20.000	20.000	60.000
Women's Bureau	10.000	10.000	10.000	30.000
Things Jamaican	20.000	20.000	20.000	60.000
Sub-total	105.000	105.000	105.000	315.000

**IICA coordinating unit**

Business advisor	10.800	12.000	13.200	36.000
Secretary	7.200	8.400	9.600	25.200
benefits 30o/o	5.400	6.120	6.840	18.360
Sub-total	23.400	26.520	29.640	79.560

**Total** 128.400 131.520 134.640 394.560.

IICA Overhead 10o/o 12.840 13.152 13.464 39.456

**Grand Total** 141.240 144.672 148.104 434.016





## **OUTLINE OF NEW PROJECT DOCUMENT :**

### **MANAGEMENT SUPPORT FOR THE RURAL DEVELOPMENT PROCESS IN THE CARIBBEAN AREA 1988 - 1991**

#### **1. Identification**

##### **1.1 Programme III**

##### **1.2 Caribbean**

##### **1.3 Regional scope**

**1.4 January 1, 1988 - Dec. 31, 1991 4 years**

**1.5 Responsible: JTM and JHM**

#### **2. Problems of the Region**

**Overall description of the problems taken from Dr. Pierre's Area Strategy Document, specifying at the end:**

**2.1 Limited capacity of Caribbean rural development agencies to assist rural small enterprises in improving their managerial performance.**

**2.2 Limited participatory farmer information systems within Caribbean agricultural development agencies.**

**2.3 Limited capability of Caribbean rural development agencies to identify, formulate and evaluate projects.**

**2.4 Technical cooperation methodologies within IICA which are inappropriate for Caribbean rural development.**

**2.5 Limited managerial capability of Caribbean rural development agencies participating in above (2.1 - 2.4), with particular emphasis on implementation.**

#### **3. Objectives**

**General: To strengthen Caribbean institutional systems responsible for action in rural development.**

**Specific: To assist Caribbean institutions to detect, analyze and solve management problems and to deliver management services to low-income producers.**



**Products:**

1. Increased capacity of rural development agencies to assist rural small enterprises in improving their managerial performance.
2. Improved participatory farmer information systems within agricultural development agencies.
3. Strengthened capability of rural development agents to identify, formulate and evaluate projects.
4. Adaptation of IICA rural development technical cooperation methodologies to Caribbean actuality.
5. Strengthened managerial capability of rural development agencies participating in above (1-4) with particular emphasis on implementation.

**4. Strategy**

The general strategy for this project is composed of five different strategic approaches, one to achieve each of the end-products. Each of these strategic approaches is a sub-project which will provide management support for the rural development process. The following table suggests which sub-project strategic approach will be used in each country during the IICA project time frame (1988 - 1991).

Countries:	Strategic Approaches: *	1	2	3	4	5
Jamaica		x	x	x		x
Barbados		x	x	x		x
T & T		x	x	x	x	x
Guyana		x		x		x
Suriname		x		x		x
St. Lucia			x		x	x
Dominica			x		x	x
Grenada			x		x	x

**\* Strategic Approaches:**

1. Rural Small Enterprise Development
2. Farm Management and Information Systems
3. Project Development
4. Rural Development Technical Cooperation: Caribbean Adaptations
5. Institutional Strengthening



Each of the sub-project strategic approaches will have three characteristics in common. These common characteristics are activities which involve training, advising and regional networking. These common characteristics will be applied in the following ways:

**1. Training**

- 1.1 Farm management**
- 1.2 Small enterprise development**
- 1.3 Project preparation, implementation and evaluation**

**2. Advising**

- 2.1 Economic studies and analysis**
- 2.2 Enterprise support systems and services**
- 2.3 Project preparation, implementation and evaluation**

**3. Regional networking**

- 3.1 Strengthening linkages between Caribbean planning and management institutions**
- 3.2 Strengthening linkages between institutions concerned with small enterprise development.**



#### 14. PROJECT ASSESSMENT AND EVALUATION

Project assessment and evaluation is an important part of the project cycle. Assessment tells us what is happening at different stages of the project, so that corrections may be made. Evaluation is a more scientific analysis, which may be done during (formative) or after (summative) the life of the project. IICA performs internal evaluations of its projects, as well as contracting for external evaluations.

This chapter contains five sections:

1. a questionnaire devised to analyze project impact
2. an analysis derived from the questionnaire in # 1, in order to report to an external doner, USAID
3. an analysis performed on data obtained by a national agency, Things Jamaican, Ltd.
4. an internal IICA evaluation
5. an external IICA evaluation

All of the above pertain to the Jamaica project component.





**IICA SMALL BUSINESS TRAINING PROGRAMME**

**IMPACT ANALYSIS SHEET**

**GENERAL INFORMATION:**

AGENCY: \_\_\_\_\_ (1)

INTERVIEWEE  
(S): \_\_\_\_\_ (2)

DATE AGENCY ENTERED PROGRAMME: \_\_\_\_\_ (3)

# PERSONS DOING TRAINING UPON ENTERING: \_\_\_\_\_ (4)

# NOW \_\_\_\_\_ (5) DIFFERENCE DUE

TO: \_\_\_\_\_ (6)

**REGARDING IMPACT ON TRAINERS:**

According to your records, how many trainers from your agency have been trained in:

**Starting & Financing**

**Operating**

\_\_\_\_\_ (7) \_\_\_\_\_ (8)  
M F T M F T

IICA's records:

**Starting & Financing**

**Operating**

\_\_\_\_\_ (9) \_\_\_\_\_ (10)  
M F T M F T

Difference may be due to: \_\_\_\_\_ (11)

How well do you think your agency's trainers are performing their business training? \_\_\_\_\_ (12)  
exc. very ave poor unaccep

What kinds of improvements would you like to see in their business training skills? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_ (13)



**REGARDING IMPACT ON PRODUCERS:**

Approximately how many producer business training sessions has your agency held? \_\_\_\_\_ (14)

What percentage of these would you say that IICA has observed? (circle one)

100% 90% 80% 70% 60% 50% 40% 30% 20% 10% (15)

What would you say is the average number of participants at each of your agency's business training sessions for producers?

----- (16)

M F T

At any one business training session, about what % of the producers would you say are repeat customers?

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100% (17)

What reasons do the producers give for coming back to training? \_\_\_\_\_

----- (18)

What reasons do the producers give for not coming back to training? \_\_\_\_\_

----- (19)

What do the producers say they learn most in the training that they can apply in their businesses? \_\_\_\_\_

----- (20)

How many do you think are applying this knowledge? (circle one)

100% 75% 50% 25% 0% (21)

How can you tell? \_\_\_\_\_

----- (22)

Do you think the small business training is changing their attitudes toward small business management positively?

Y N (23)

Do you think the small business training is increasing their understanding of small business management?

Y N (24)



**REGARDING IMPACT ON BUSINESSES:**

The following information refers to the manual and training in Starting & Financing a Small Business:

According to your records, how many producers have attended sessions in S & F? \_\_\_\_\_ (25)

(skip to # 29) OR

IICA records show that, for Starting & Financing, a total of \_\_\_\_\_ producers have attended sessions observed by (26) us. Adjusting for the sessions IICA has not attended and for repeat customers, this would be approximately \_\_\_\_\_ (27) which your agency has trained in S&F.

What % of these would you say have started their own businesses after training?

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100% (28)

\_\_\_\_\_ raw number (29)

How many of these would you say intend to start their own business after finishing training? \_\_\_\_\_ (30)

How many of these would you say are still in business?

the same % or number \_\_\_\_\_ 1/4 \_\_\_\_\_  
3/4 \_\_\_\_\_ 1/8 \_\_\_\_\_  
1/2 \_\_\_\_\_ none \_\_\_\_\_ (31)

After how long? \_\_\_\_\_ (32)

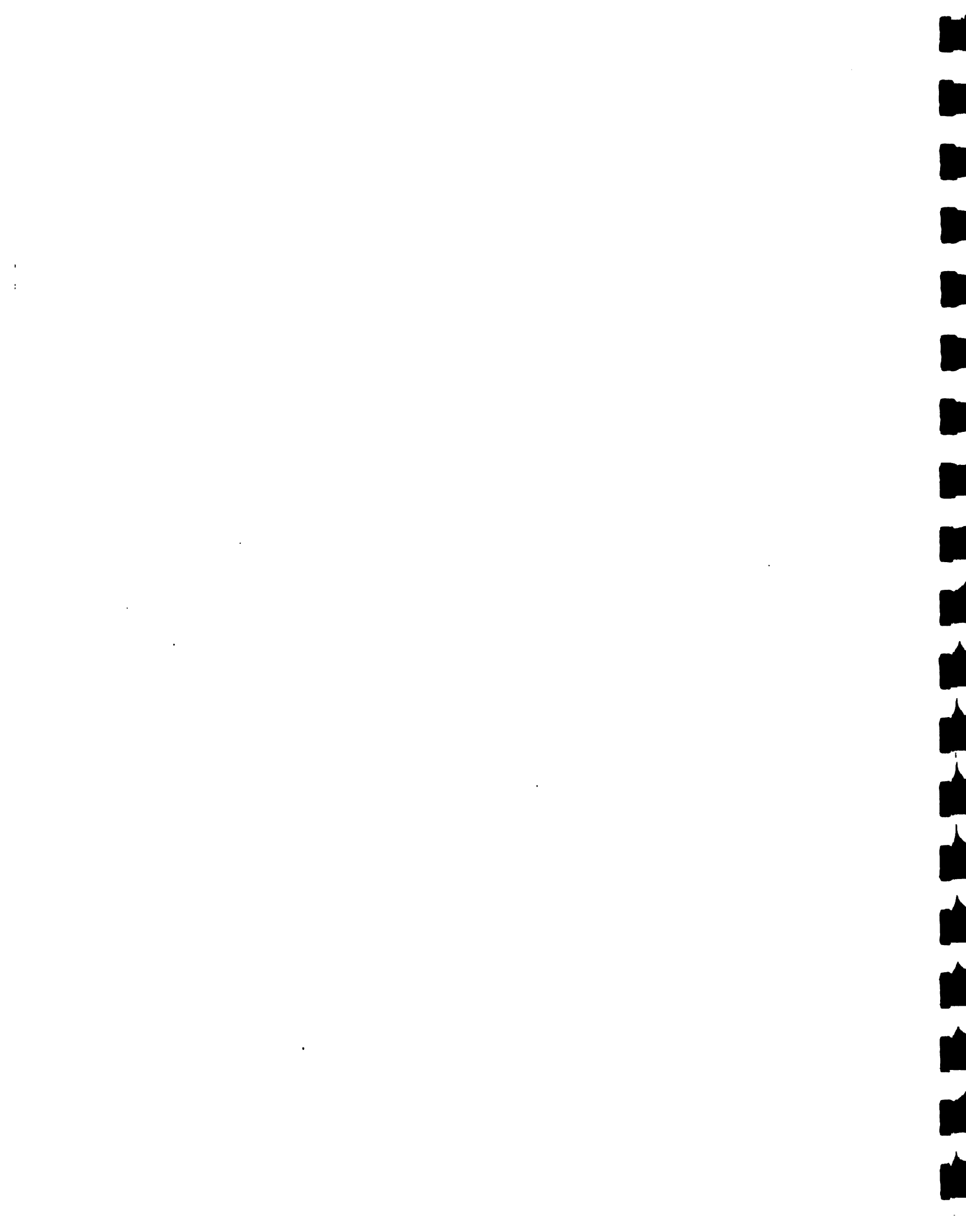
Approximately how much would you say they are earning from their business?

\_\_\_\_\_ day or \_\_\_\_\_ week or \_\_\_\_\_ month (33)

Can you tell me about one or more producer you know who, after training in Starting & Financing, has:

- a. started a successful business after your agency's intervention, or
- b. has improved their financial standing because of business training, or
- c. learned to be a more efficient manager because of business training, or
- d. who has been able to get a loan because of business training

-----  
 -----  
 -----  
 -----  
 -----



----- (34)

The following information refers to the manual and training in Operating a Small Business:

According to your records, how many producers have attended sessions in Operating? ----- (35)

(skip to # 38) OR

IICA records show that, for Operating, a total of \_\_\_\_\_ producers have attended sessions observed by (36) us. Adjusting for the sessions IICA has not attended and for repeat customers, this would be approximately \_\_\_\_\_ (37) which your agency has trained in Operating.

What % of those trained and operating businesses would you say are applying the information in some way in their businesses?

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100% (38)

----- raw number (39)

Approximately how much would you say these producers are earning in their businesses?

----- day or ----- week or ----- month (40)

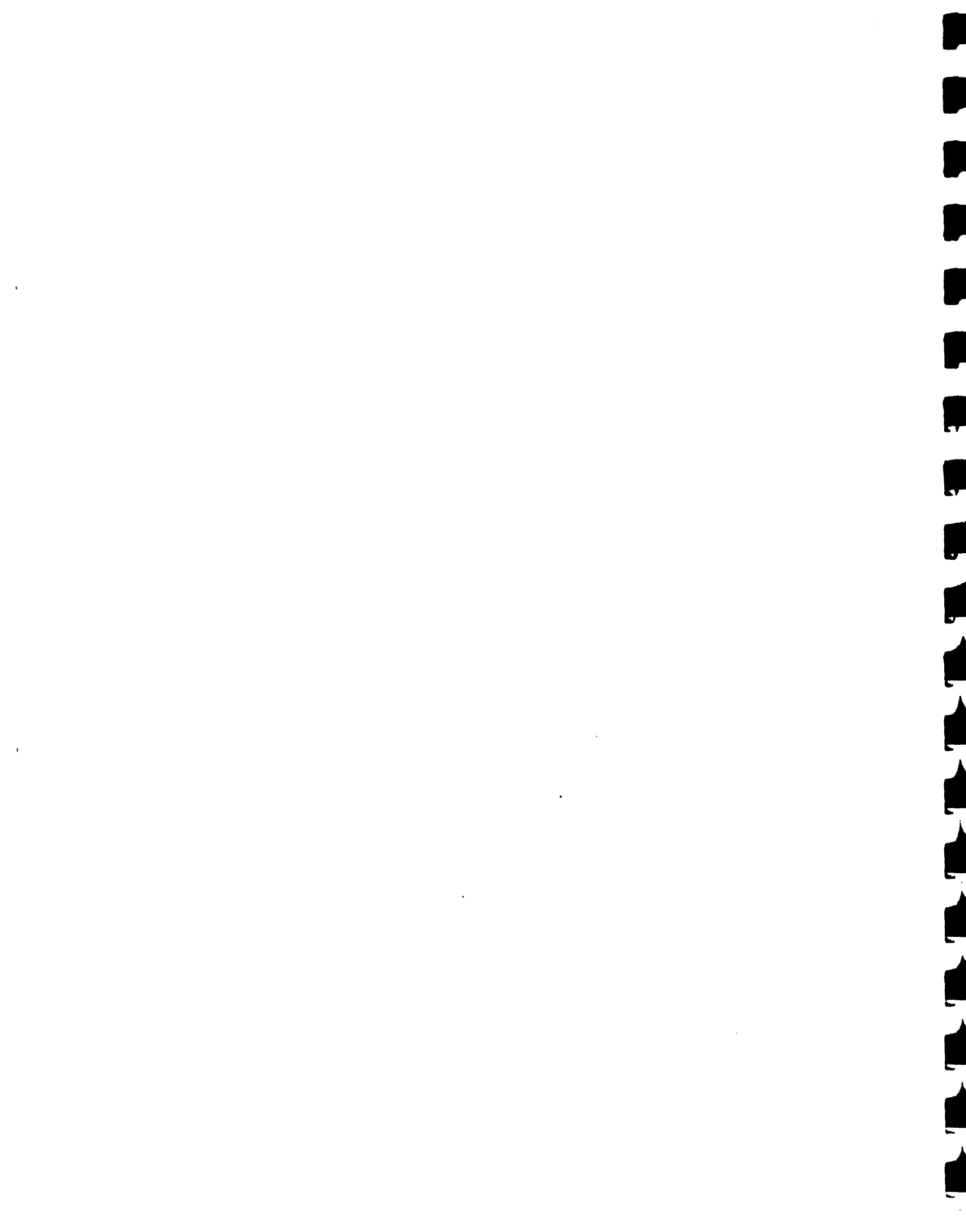
How many or what % of those trained, \_\_\_\_\_, (35) would you say are now using or doing the:

- receipt book \_\_\_\_\_ (41) stock control \_\_\_\_\_ (45)
- order book \_\_\_\_\_ (42) production records \_\_\_\_\_ (46)
- cash book \_\_\_\_\_ (43) business statements \_\_\_\_\_ (47)
- budgetting \_\_\_\_\_ (44) cash flow planning \_\_\_\_\_ (48)

Over and above what you just listed, how many or what % of those trained, \_\_\_\_\_, (35) would you say intend to use or do the:

- receipt book \_\_\_\_\_ (49) stock control \_\_\_\_\_ (53)
- order book \_\_\_\_\_ (50) production records \_\_\_\_\_ (54)
- cash book \_\_\_\_\_ (51) business statements \_\_\_\_\_ (55)
- budgetting \_\_\_\_\_ (52) cash flow planning \_\_\_\_\_ (56)









**IICA SMALL BUSINESS TRAINING PROGRAMME: ANALYSIS OF IMPACT AS OF FEBRUARY 1986**

**INTRODUCTION**

The IICA Small Business Training Programme was initiated in January 1984 with the participation of four Jamaican agencies: Ministry of Agriculture (MinAg), Ministry of Construction (MinCon), Things Jamaican (TJ) and the National Development Foundation (NDF). Two years later, 20 Jamaican agencies participate in the programme\*. However, in this paper, impact at the producer level will be analyzed for only the four agencies which have participated in the programme for 18 months or more.

**AGENCY PRIORITIES**

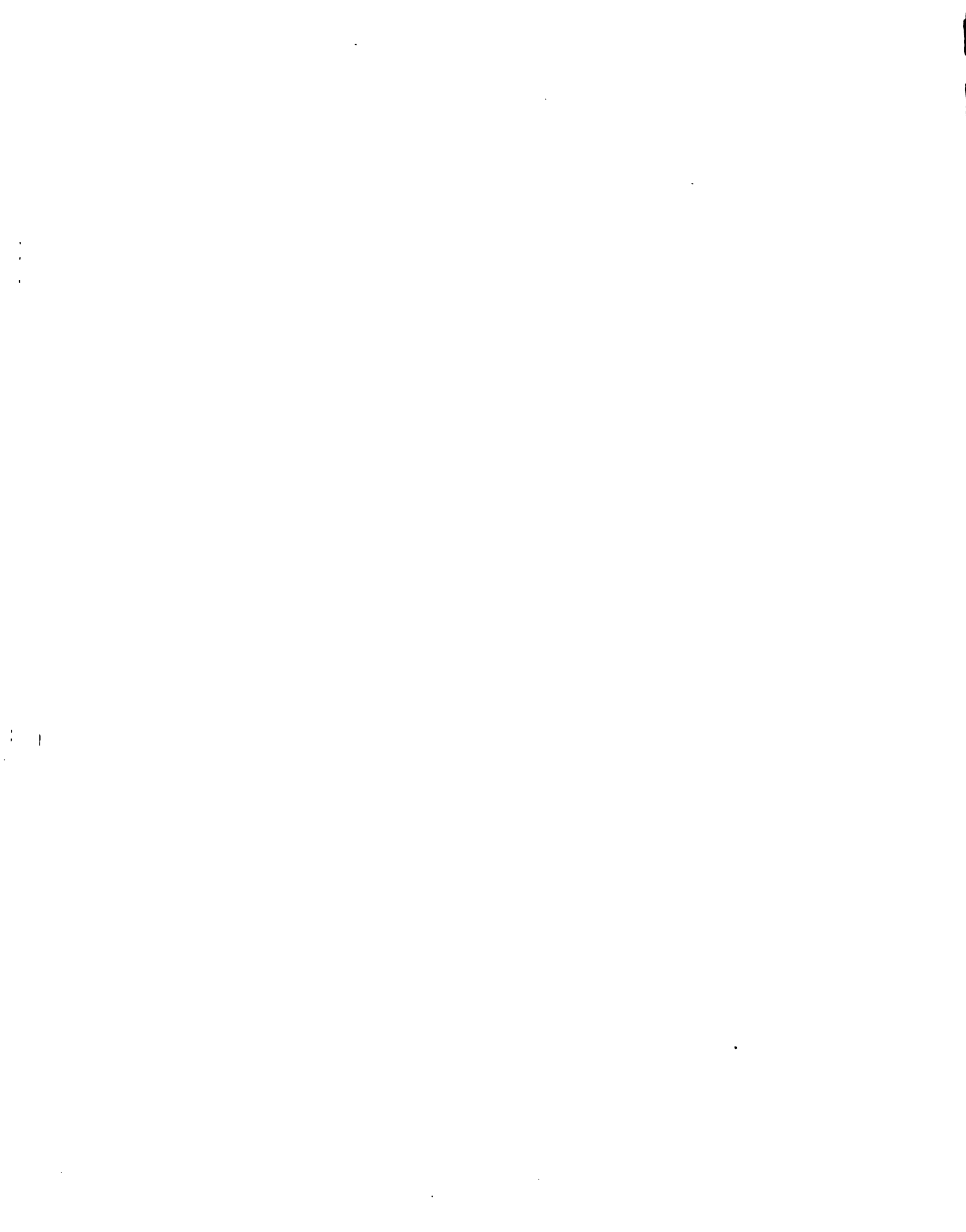
In the two years that the SBT Programme has been in existence, all four of the agencies analyzed have increased the number of their staff involved in small business training activities. The following figures point to the increasing importance which the agencies assign to the small business training activity:

**Number of small business trainers**

	<b>Initially</b>	<b>At present</b>	<b># Increase</b>	<b>%Increase</b>
MinAg	36	41	+5	+ 14%
MinCon	5	14	+9	+180%
TJ	3	7	+4	+133%
NDF	1	5	+4	+400%
<b>Total</b>	<b>45</b>	<b>67</b>	<b>+22</b>	<b>+ 49%</b>

\* 20 agencies presently participating in the programme:

- |                          |                                 |
|--------------------------|---------------------------------|
| Ministry of Agriculture  | Ministry of Construction        |
| Things Jamaican          | National Development Foundation |
| 4-H Clubs                | Bureau of Women's Affairs       |
| Ministry of Health       | Institute of Cultural Affairs   |
| Elim Agricultural School | Canadian Save the Children      |
| Bankra Craft             | Small Businesses Association    |
| Women's Centre           | Jack's Hill Community Centre    |
| Jamaica Ag. Society      | St. Thomas Craft Prod. Assn.    |
| Social Dev. Commission   | His Majesty's 1st Youth Club    |
| Self Start Fund          | Jamaican School of Art          |



## PROGRAMME DESCRIPTION

The activities of the programme are divided into three areas: materials development, training of trainers and technical services. Three business manuals are being prepared for low-income producers with a third grade literacy level. At the same time, selected staff from the 20 participating agencies are being trained to teach the information to the producers. On-going technical assistance is provided to the micro-entrepreneurs through a technical outreach service.

## TRAINERS TRAINED

As of February 1986, IICA has trained a total of 106 trainers in Jamaica in the manual on "Operating a Small Business" and 102 trainers in Jamaica in the manual on "Starting and Financing a Small Business". Training in the marketing manual will begin in March, 1986.

Regarding the performance of their trainers, the agency representatives interviewed indicate that it is average to good; all state that the primary weakness is in the trainers' lack of knowledge and use of teaching techniques. As a result, a training manual on training techniques is now under preparation by IICA.

## IMPACT ON PRODUCERS

Representatives from the four agencies interviewed state that they have held the following number of business training sessions for producers:

	MinAg	MinCon	IJ	NDE
Sessions held	52	120	103	200
Participants/ session, ave.	15	10	30	10
Total	780	1200	3090	2000
Repeat customers*	90%	80%	60%	0%
IICA observed**	20%	90%	80%	10%

---

\* producers continuing for 2 or more training sessions  
 \*\* sessions observed by IICA staff members to improve trainer's teaching techniques and obtain feedback for final



versions of the manuals.

Agency representatives were asked individually the reasons producers gave for coming back to business training, and responded as follows:

\* MinAg: the knowledge gained from training helps producers to manage their income and their business more efficiently

\*MinCon: satisfaction with training information

\* TJ: the information is useful to daily running of the business

They were also asked the reasons that producers gave for not coming back to business training and answered in the following ways:

\*MinAg: none

\*MinCon: disappointed with not receiving money for their business

\*TJ: lack of funds for transportation, etc.

Asked what the producers say they learn most in business training that they can apply in their business, agency representatives replied:

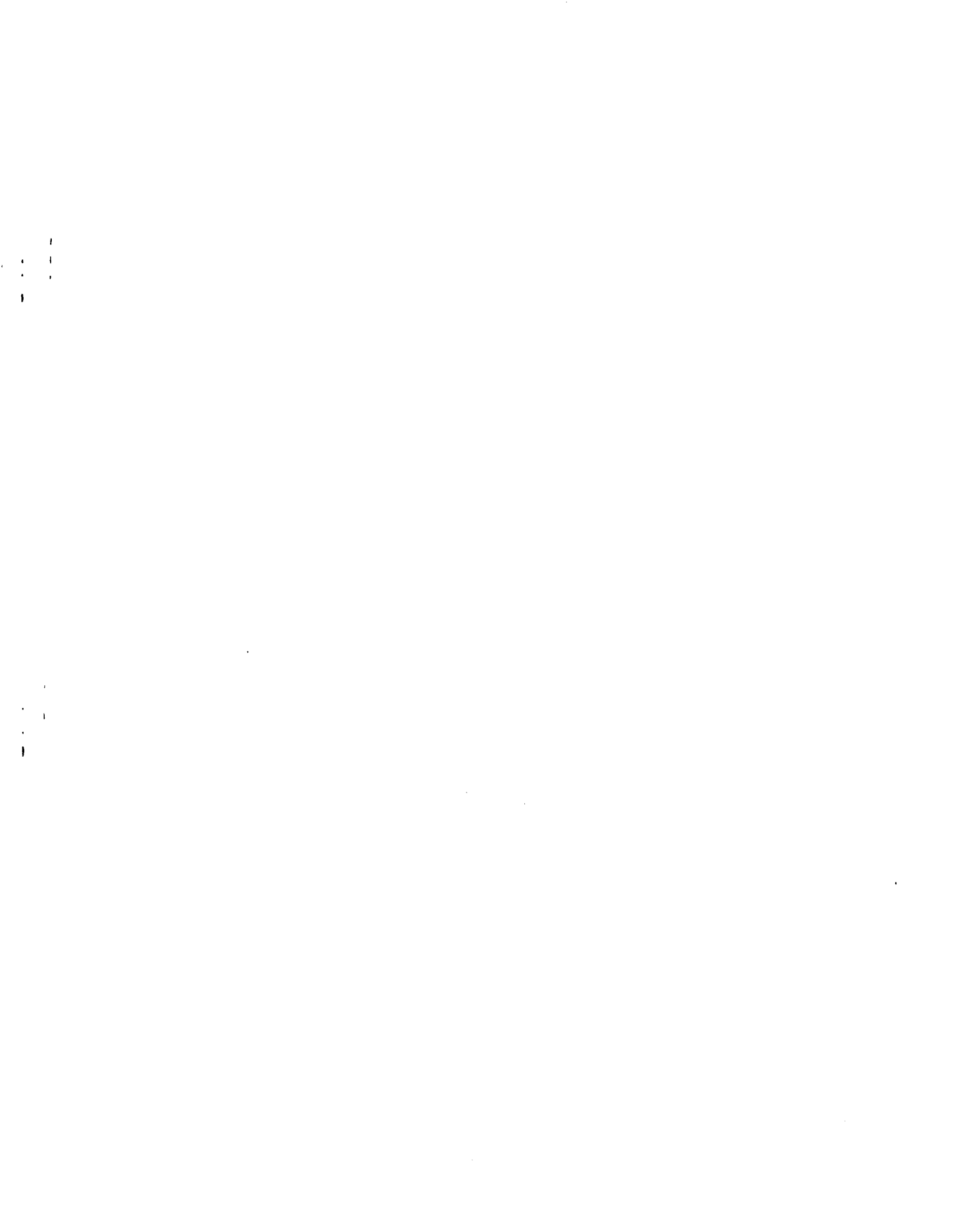
\*MinAg: price calculation, feasibility study

\*MinCon: record keeping, planning

\*TJ: record keeping

\*NDF: price calculation

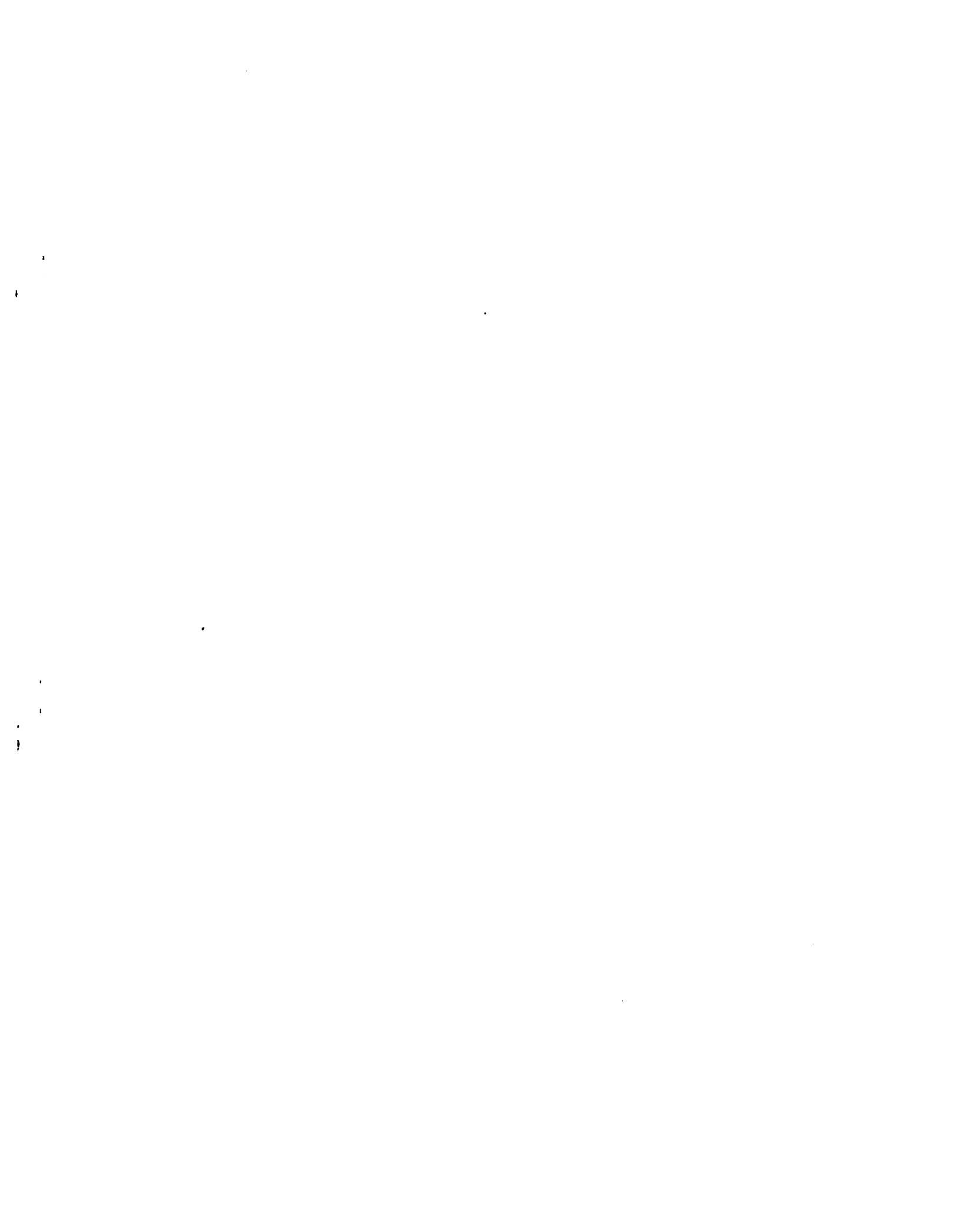




**IMPACT OF TRAINING ON BUSINESSES AND BUSINESS PRACTICES**

Agency trainers first began teaching rural producers the business manual on "Operating a Small Business" approximately 18 months ago. The table below depicts some of the relevant information regarding the producers' application of this information.

	<u>MinAg</u>	<u>MinCon</u>	<u>IJ</u>	<u>NDE</u>
total producers trained	600	333	3189	1073
% applying info in businesses	20%	20%	60%	60%
approx. earnings	60./wk.	60.-150./wk.	175./wk.	200./wk
<b>% using:</b>				
*receipt book	50%	20%	60%	60%
*order book	10%	20%	50%	60%
*cash book	40%	3%	20%	50%
*budget	80%	-	5%	40%
*inventory	40%	-	5%	50%
*prod.records	40%	1%	5%	40%
*statements	-	-	5%	50%
*cash flow	-	-	5%	60%
<b>% intend to use:</b>				
*receipt book	50%	80%	15%	-
*order book	50%	80%	15%	-
*cash book	60%	50%	15%	10%
*budget	20%	25%	1%	20%
*inventory	40%	-	1%	10%
*prod.records	60%	50%	1%	20%
*statements	10%	-	1%	10%
*cash flow	10%	-	1%	-



insert here....

**RESULTS OF TJ QUESTIONNAIRES FOR CRAFTWORKERS.....**

then insert.....

**RESULTS OF NDF QUESTIONNAIRES FOR PROSPECTIVE LOAN RECIPIENTS**

The National Development Foundation analyzed 101 questionnaires completed by mostly prospective clients . This analysis showed the following results:

Agency trainers first began teaching rural producers the business manual on "Starting and Financing a Small Business" approximately 5 months ago. Most of the agency representatives indicated that it was still too early to determine how many new businesses will be formed due to this training. However, one agency anticipates that at least 10% of those trained will begin new businesses.

**CASES OF SATISFIED USERS**

The interviews with agency representatives gave them an opportunity to describe producers who had:

- a. applied the knowledge learned in business training and made their business more profitable because of it,  
or
- b. begun to use some of the business management tools to their satisfaction,  
or
- c. become more knowledgeable about where their business was financially because of information learned in business training.

Following are some excerpts from the interviews regarding these three aspects:

NDF: (insert A)

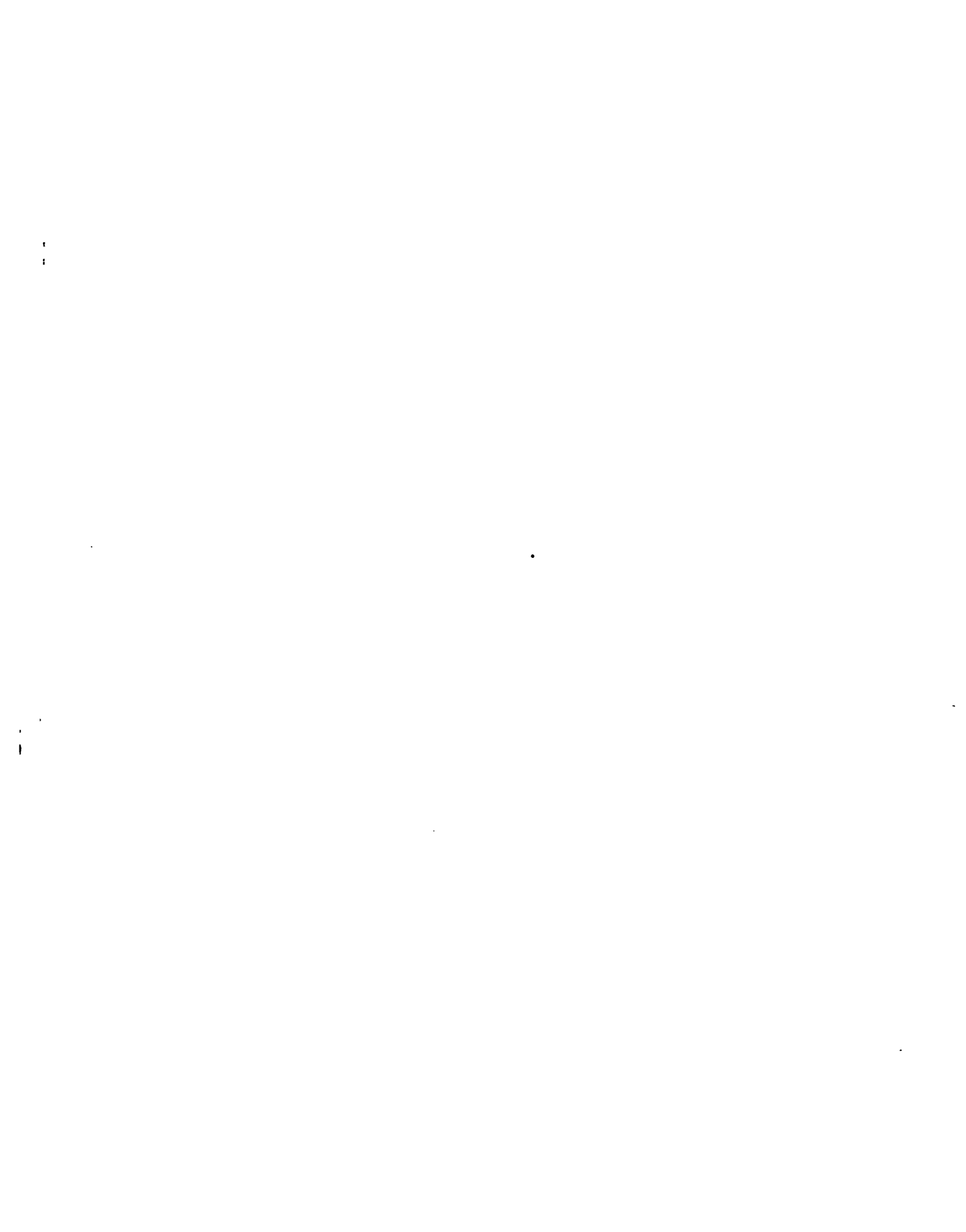
(insert B)

MinCon: (insert C)

TJ: (insert D)

(insert E)

**IICA AS THE APPROPRIATE ORGANIZATION TO CONTINUE THE**



## PROGRAMME

Agency representatives were asked "What other agencies are available to provide the kind of small business training services which IICA provides, and how would you rate IICA by comparison?" The following answers were given to this question:

NDF: (insert F)

MinCon: (insert G)

TJ: (insert H)

MinAg: none (no interview possible)

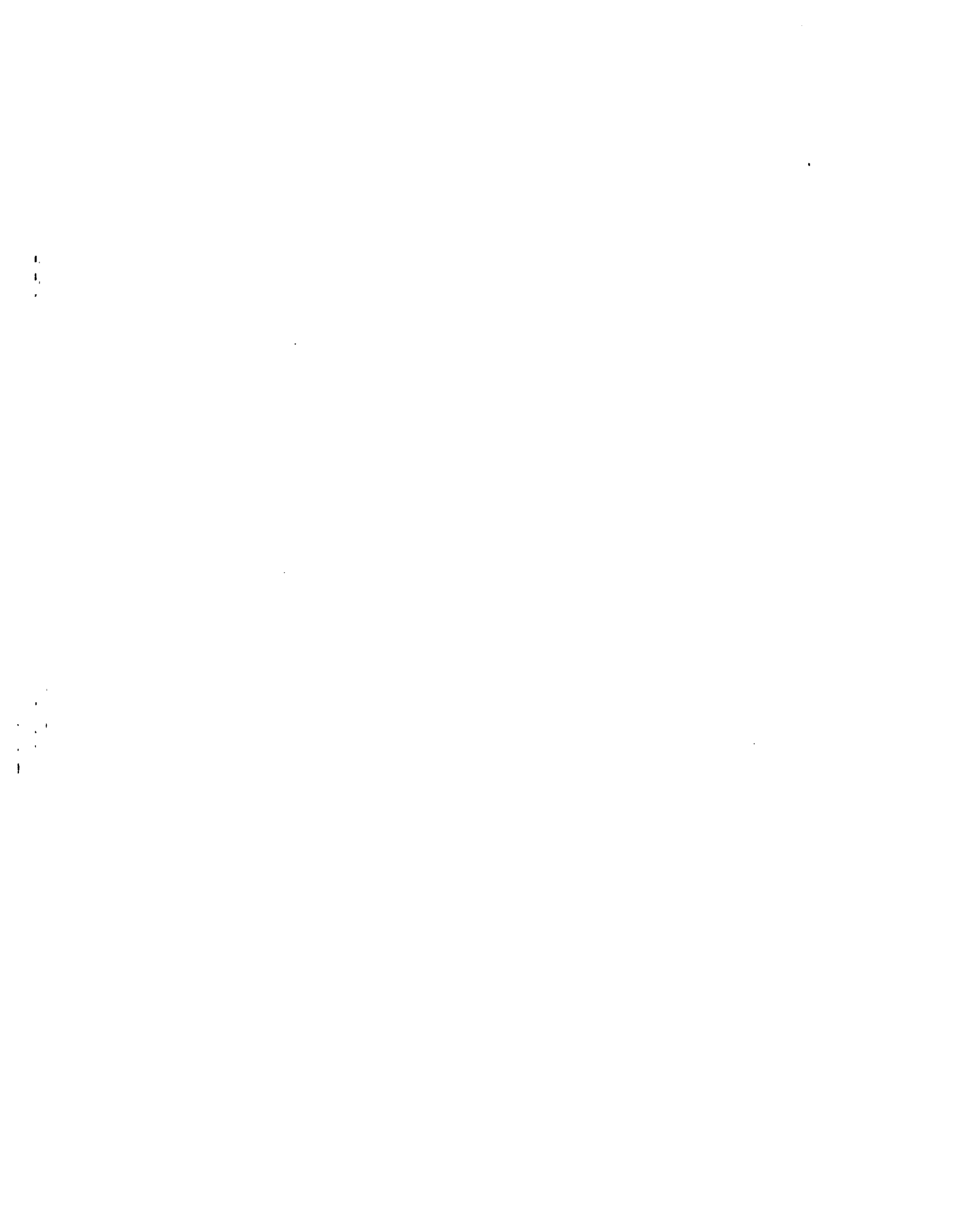
## SUMMARY

Our tentative conclusion at this point is that, based on responses from Jamaican agencies and the rural producers they serve, the business management manuals are filling a felt need.

There appear to be significant increases in record-keeping and improved management practices on the part of producers that participate in the business training sessions.

While it is still too early to measure, fragmentary evidence indicates that a significant portion of trained producers are increasing their net incomes.

Early indications point to an even greater demand for the marketing manual from producers and the training techniques manual from agencies and their trainers.



**RESULTS OF TJ QUESTIONNAIRES FOR CRAFTWORKERS: QUESTIONS RELATING TO BUSINESS TRAINING**

	<b>CAN DO CASH BOOK</b>	<b>CANNOT DO CASH BOOK</b>	<b>TOTAL</b>
<b>HAVE HAD NO BUSINESS TRAINING</b>	<b>30 11.9% (A) 22.2% (C)</b>	<b>105 41.8% (A) 77.7% (C)</b>	<b>135 (C) 53.7% (A)</b>
<b>HAVE HAD BUSINESS TRAINING</b>	<b>66 26.2% (A) 56.8% (B)</b>	<b>50 19.9% (A) 43.1% (B)</b>	<b>116 (B) 46.2% (A)</b>
<b>TOTAL</b>	<b>96 (E)</b>	<b>155 (D)</b>	<b>251 (A)</b>

**Descriptive statements:**

Of the 251 (100%) craftworkers who completed the questionnaire properly:

- \* 116 (46.2%) have had business training and 135 (53.7%) have not had business training
- \* 155 (61.7%) say they cannot do cash book, while 96 (38.2%) say they can do cash book
- \* 30 (11.9%) have had no business training and say they can do cash book
- \* 105 (41.8%) have had no business training and say they cannot do cash book
- \* 66 (26.2%) have had business training and say they can do cash book
- \* 50 (19.9%) have had business training and say they cannot do cash book

Of the 135 (100%) who have had no business training, 30 (22.2%) say they can do cash book.

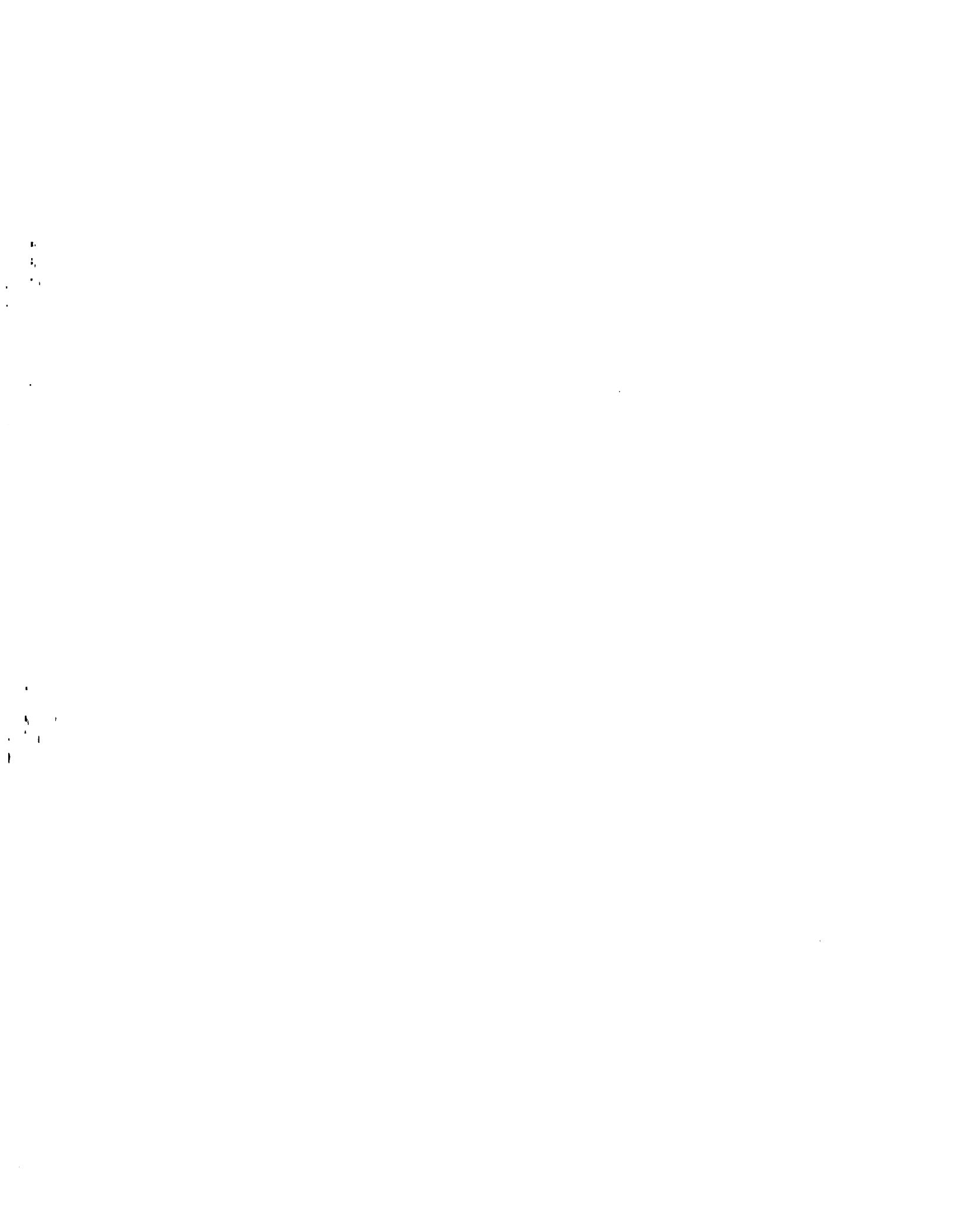
Of the 135 (100%) who have had no business training, 105 (77.7%) say they cannot do cash book





Of the 116 (100%) who have had business training, 66 (56.8%) say they can do cash book.

Of the 116 (100%) who have had business training, 50 (43.1%) say they cannot do cash book.



**RESULTS OF TJ QUESTIONNAIRES FOR CRAFTWORKERS: QUESTIONS RELATING TO BUSINESS TRAINING**

Things Jamaican is currently conducting a survey of craftworkers registered with them who have attained 3,4, or 5 star quality level assessment of their craft. Among the numerous questions asked, several refer to attendance at business training sessions and ability to do cash book.

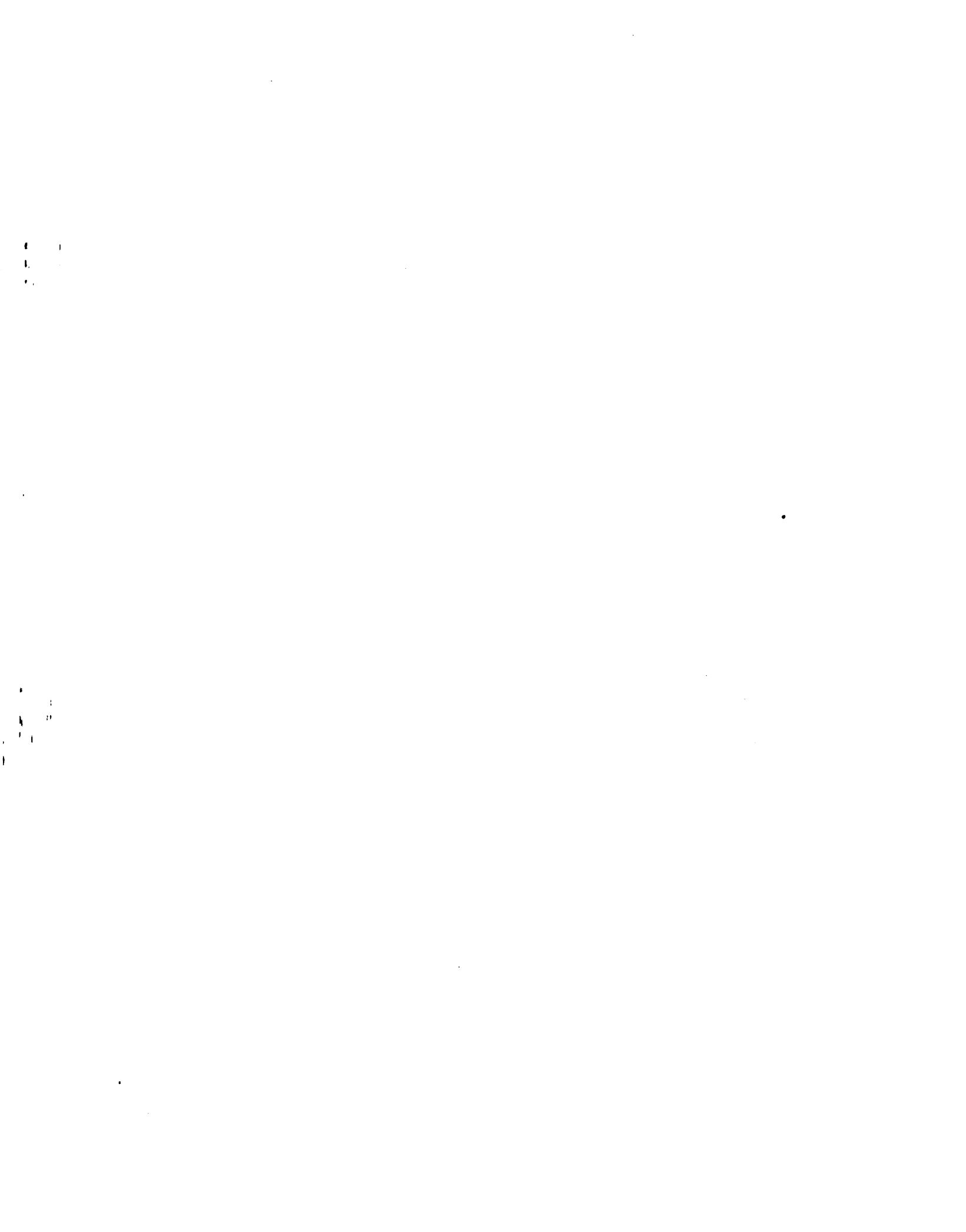
At the time of preparation of this paper, 251 correctly completed questionnaires had been returned to Things Jamaican. The table below presents a simple analysis of the results.

	CAN DO CASH BOOK	CANNOT DO CASH BOOK	TOTAL
HAVE HAD NO BUSINESS TRAINING	30	105	135
HAVE HAD BUSINESS TRAINING	66	50	116
TOTAL	96	155	251

By studying the table above, the following statements may be made about the relationship between business training and craftworkers' ability to maintain the cash book.

Of the 251 (100%) craftworkers who completed the questionnaire properly:

- \* 116 (46.2%) have had business training and 135 (53.7%) have not had business training
- \* 155 (61.7%) say they cannot do cash book, while 96 (38.2%) say they can do cash book
- \* 30 (11.9%) have had no business training and say they can do cash book
- \* 105 (41.8%) have had no business training and say they



\* 66 (26.2%) have had business training and say they can do cash book

\* 50 (19.9%) have had business training and say they cannot do cash book

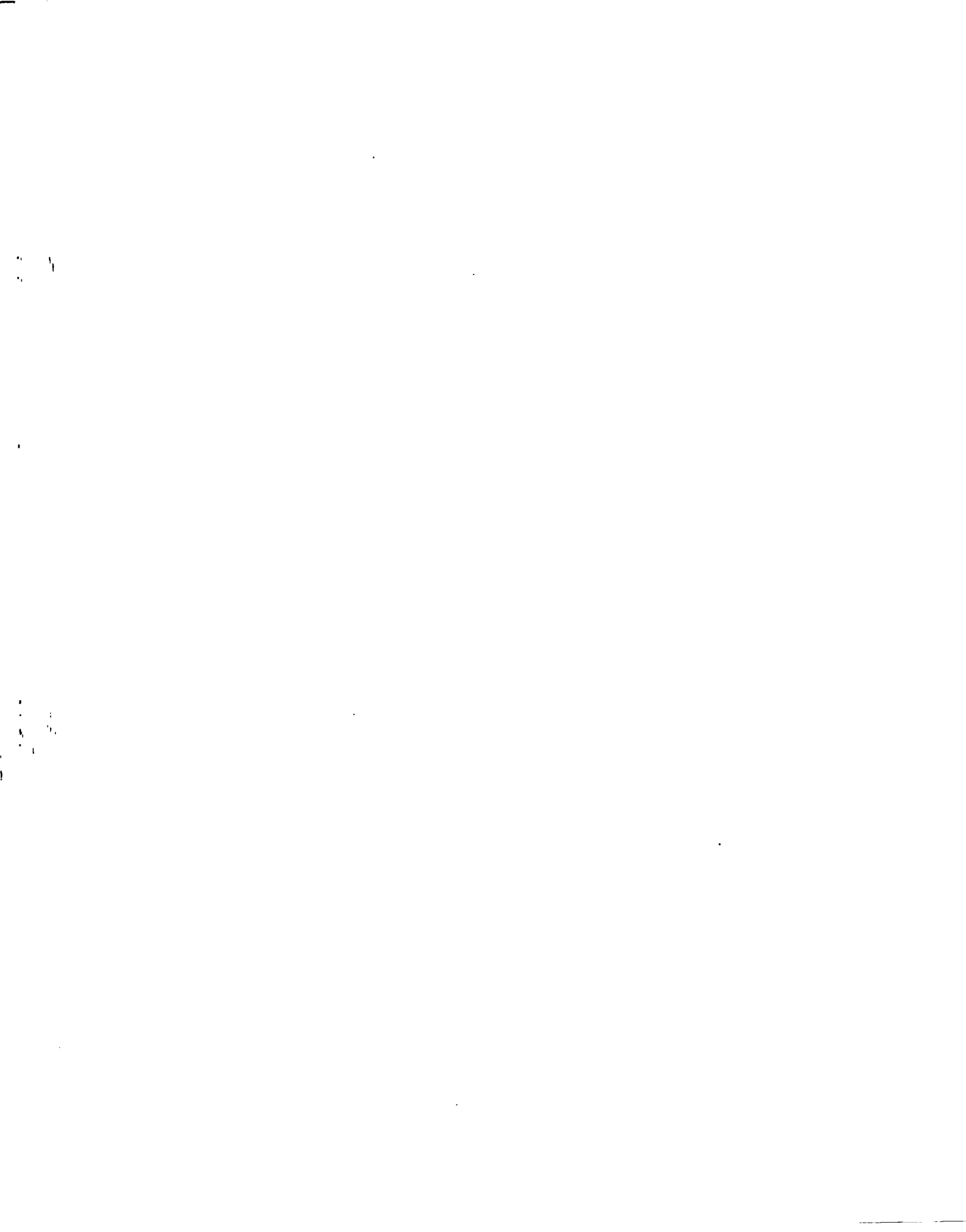
Of the 135 (100%) who have had no business training, 30 (22.2%) say they can do cash book.

Of the 135 (100%) who have had no business training, 105 (77.7%) say they cannot do cash book

Of the 116 (100%) who have had business training, 66 (56.8%) say they can do cash book.

Of the 116 (100%) who have had business training, 50 (43.1%) say they cannot do cash book.

The 251 questionnaires presently available for analysis are the first to be returned from 1500 that were sent out. It will be interesting to see whether the percentages and conclusions will change once the survey is complete.



**PROGRAMME 8 PROJECT EVALUATION: STRENGTHENING OF CARIBBEAN  
RURAL DEVELOPMENT PROGRAMMES THROUGH HUMAN RESOURCE  
DEVELOPMENT**

**INTRODUCTION**

**I. PROJECT EVALUATION IN ACCORDANCE WITH THE MEDIUM TERM PLAN  
AND THE GENERAL POLICY**

**II. PROJECT EVALUATION IN ACCORDANCE WITH MODELS OF IICA  
PROJECT STRUCTURE**

**A. OBJECTIVES, STRATEGIES, ACTIVITIES, RESULTS EXPECTED,  
DURATION PERIOD AND ALLOCATION OF RESOURCES**

**B. IICA SPECIALISTS**

**C. FINANCIAL AND OTHER RESOURCES**

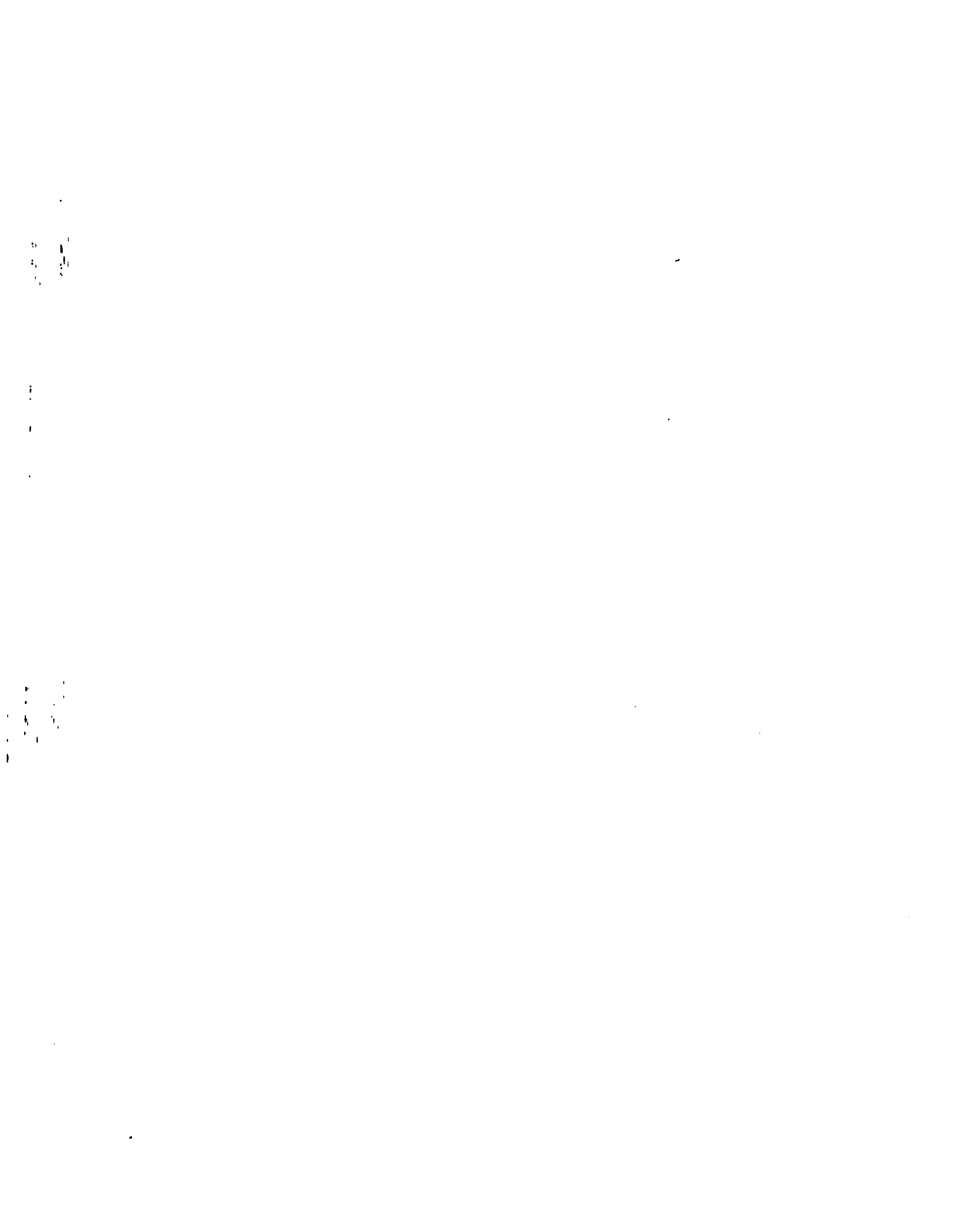
**III. PROJECT EVALUATION IN RELATIONSHIP TO BENEFICIARY  
INSTITUTIONS**

**IV. PROJECT EVALUATION REGARDING PROJECT ADVANCEMENT**

**V. PROJECT EVALUATION IN TERMS OF PROJECT RESULTS**

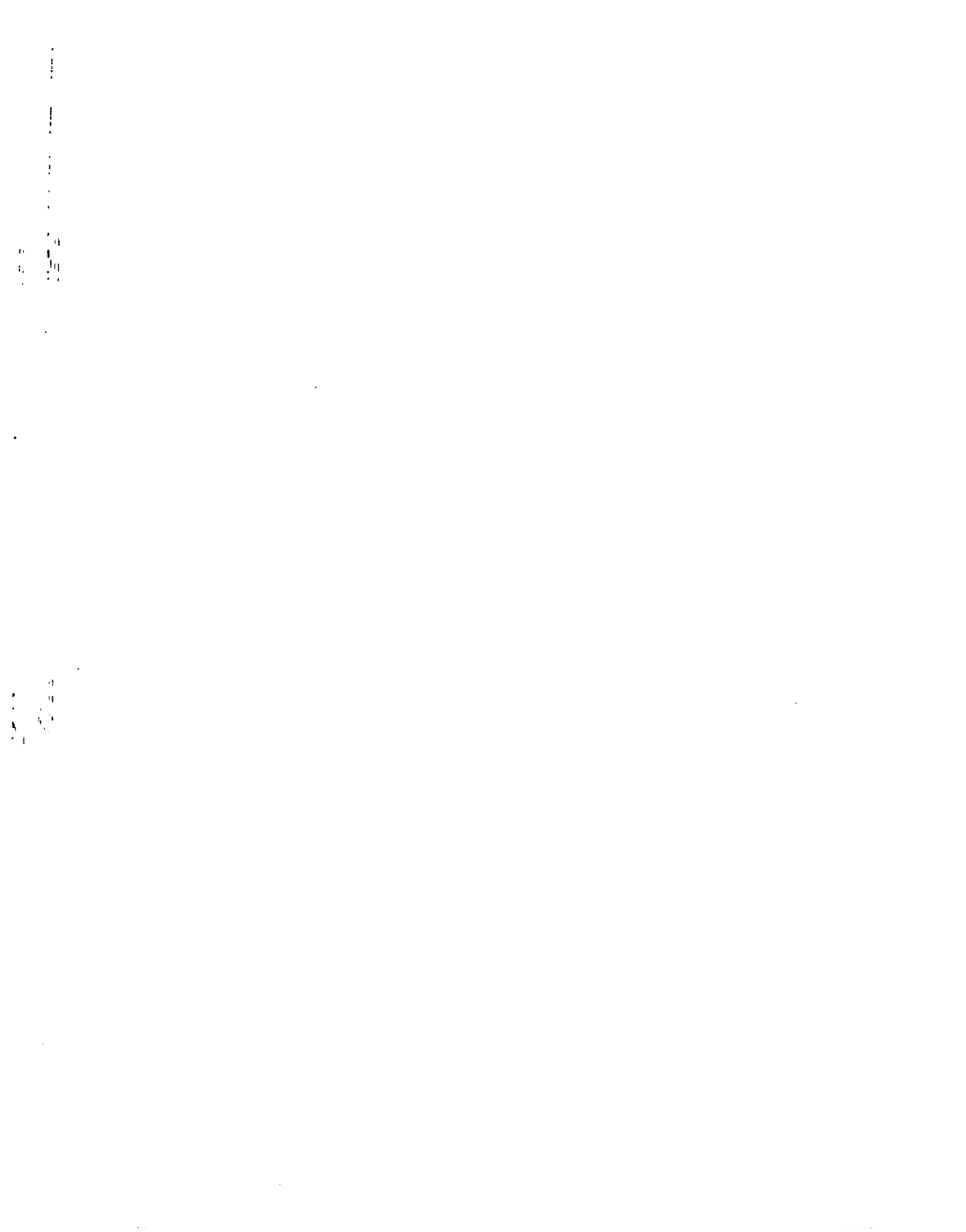
**VI. OBSERVATIONS**





**I. PROJECT EVALUATION IN ACCORDANCE WITH THE MEDIUM TERM PLAN  
AND THE GENERAL POLICY**

In order to clearly show the progress of the project in the context of the Medium Term Plan and the General Policy, the following pages contain four tables. These tables list the critical characteristics for IICA Projects and Programme 8 projects and describe the status of this project in relation to each factor.



**II. PROJECT EVALUATION IN ACCORDANCE WITH MODELS OF IICA  
PROJECT STRUCTURE**

**A. OBJECTIVES, STRATEGIES, ACTIVITIES, RESULTS EXPECTED,  
DURATION PERIOD AND ALLOCATION OF RESOURCES**

**OBJECTIVE 1:** To develop and publish 6 training modules for semi-literate rural producers on 6 aspects of small business management.

**STRATEGY:** To involve the public sector field staff as well as the rural producers in the production and refinement of manuals which are for their ultimate use.

**ACTIVITIES:** Research, develop and test the 6 manuals which will cover topics on starting, financing, operating and marketing for rural small businesses.

**RESULTS EXPECTED:** 6 published training manuals (which may be bound into three books) as well as the teacher's manuals to accompany these.

**DURATION PERIOD:** 1983 - 1986

**ALLOCATION OF RESOURCES:**

1983:

1984:

1985:

1986:

**OBJECTIVE 4:** To strengthen national institutions by installing a capability to train small producers in business operations.

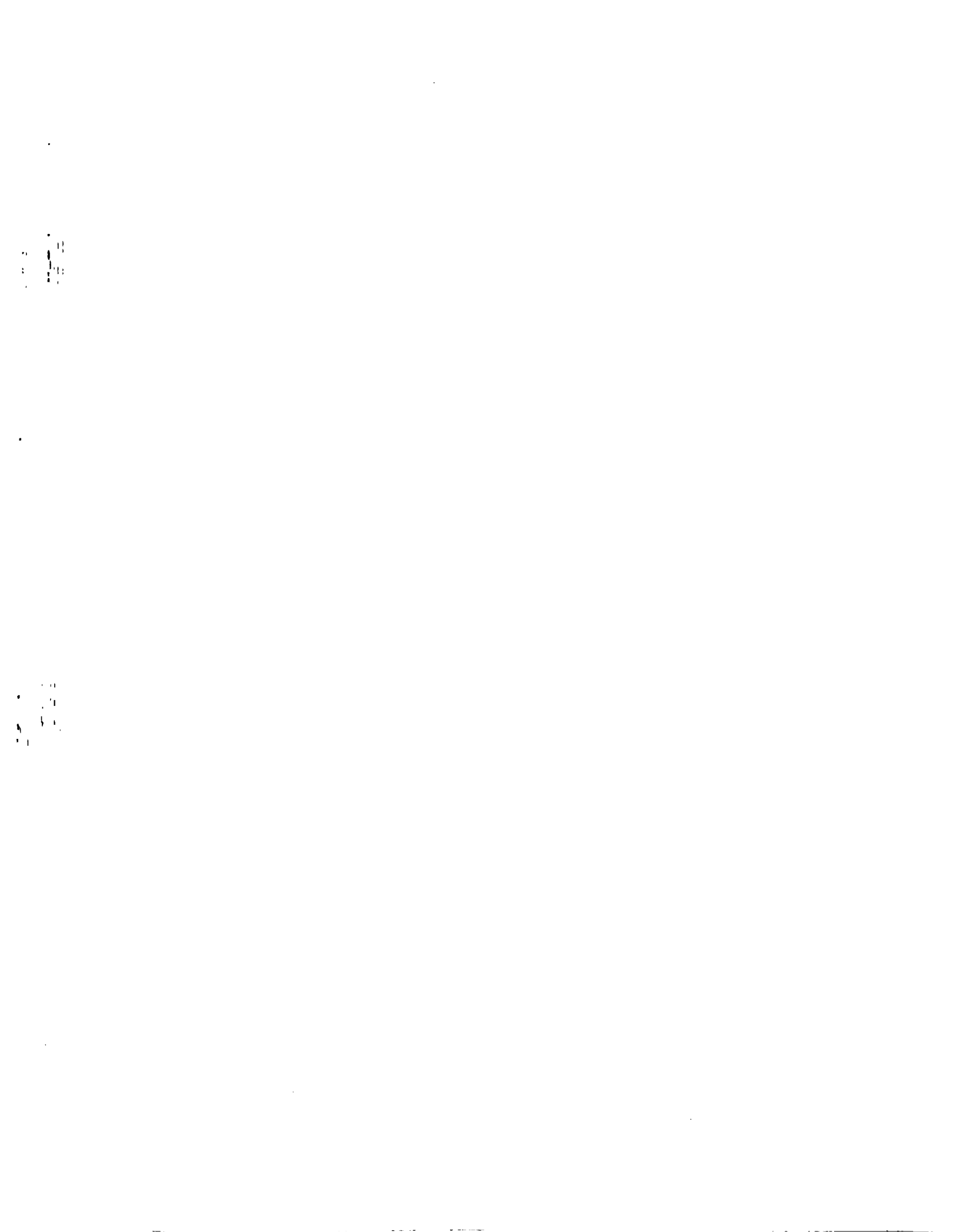
**STRATEGY:** Advise programmes and institutions on systems and operations for improved delivery of rural business services.

**ACTIVITIES:** Develop levels of confidence, provide on-going advice as well as follow-up and troubleshooting.

**RESULTS EXPECTED:** Five national institutions will have stronger rural outreach programmes.

**DURATION PERIOD:** 1983 - 1987

**ALLOCATION OF RESOURCES:** none



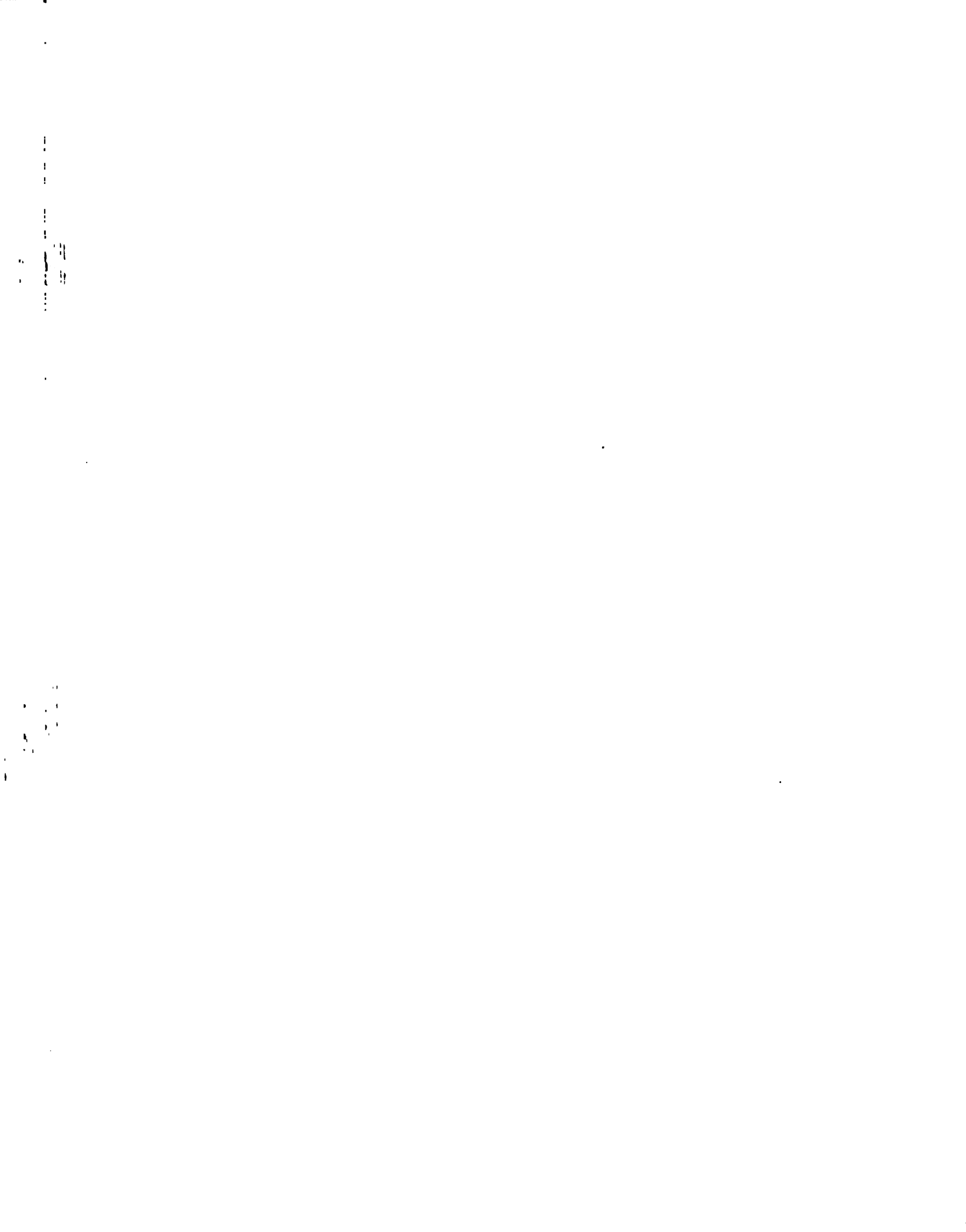
### III. PROJECT EVALUATION IN RELATIONSHIP TO BENEFICIARY INSTITUTIONS

Rural small business development is considered important by the Prime Minister and therefore a number of public sector agencies. These agencies are active in the development and monitoring of the project, which is formalized through their participation in the Small Business Training Advisory Committee. This committee meets bi-monthly and has held its meetings as planned throughout 1984 and 1985. Attendance is excellent and the committee has voted to take responsibility for a number of important issues, such as: collecting a minimal fee for the training manuals in order to establish a fund for reprinting, deciding upon the admittance of new agencies into the project and actively seeking USAID funding for the expansion of the project. The primary limitations and problems relating to the participation of the agencies in the project has to do with their limited operating funds which limits the amount of business training that they can carry out in the rural areas. Many business trainers are not paid per diem when they travel, or else receive their travel reimbursement up to 6 months late. An additional problem results from the business trainers having, at times, low motivation as they are often in fear of being made redundant. In spite of enthusiasm for the IICA Project, these two limitations make work difficult for the national agency personnel and the IICA staff. On the other hand, the national economic situation of Jamaica is so critical that those involved in the project are inspired to work harder in order to make a greater contribution.

### IV. PROJECT EVALUATION REGARDING PROJECT ADVANCEMENT

The level of execution of programmed activities is as planned or greater than planned, except in the case of materials development. Originally 6 manuals were planned; now 3 manuals are planned containing the same (and additional) information. These manuals were originally to be completed by the end of 1985, but are now scheduled for completion by July 1986. The process of preparing, testing and refining the manuals was underestimated. IICA depends on the scheduling of training by the participating agencies in order to test the manuals and cannot refine them until testing is completed. On the other hand, the quality of the first manual has surpassed expectations and the response to it has been extremely positive. Therefore, we believe it appropriate to spend the additional time required for quality manual production. A series of teacher's guides for trainers are also being prepared to accompany the manuals.

The training of trainers has already reached 9 in Jamaica where the original objective was 89. In addition, 20 trainers have been trained in Guyana, and 12 St. Lucians have attended



a round table discussion on the content of the first manual.

The number of producers attending training sessions has already surpassed the original goal of 2280 and is now at 28xx. IICA Jamaica is unable to keep count of producers trained in Guyana, and we suspect that training takes place in Jamaica that we are not aware of.

The number of participating agencies was originally set at five, but eight now are part of the advisory committee, and several have asked to join, but have been rejected by the committee. However, IICA will rarely refuse training to agency staff working in the rural areas. As a result, we have included some local organizations in our training programme, but not on the committee.

Possibilities for institutionalizing the project will most likely not reach the levels which project designers had originally hoped for. Nevertheless, each agency will have installed a stronger business training rural service, complete with manuals and training methodology, as well as trained trainers. Smaller agencies, or projects within agencies, will initiate their methodology with that developed by IICA. All should have a foundation upon which they can continue to build in the future.

## V. PROJECT EVALUATION IN TERMS OF PROJECT RESULTS

### A. Achievements or impacts

The national agencies participating in this project have been extremely supportive of its activities. They send additional, better qualified personnel to IICA to be trained as business trainers. They have increased the emphasis of the business training component in their rural programmes. And supervisory staff have expressed increased understanding of the importance of business development to rural development.

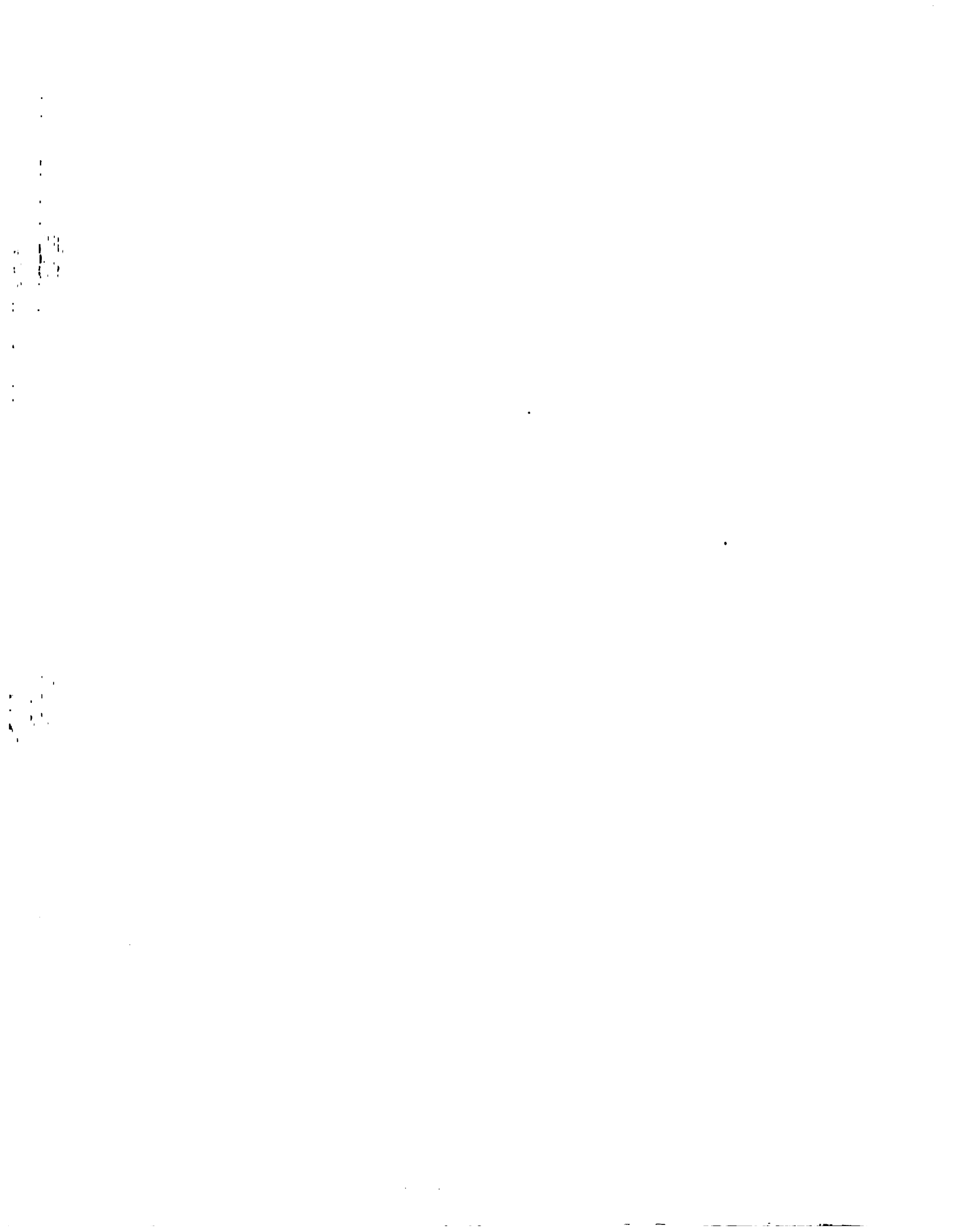
Unfortunately, these agencies cannot provide additional funds to the units this project works with because the entire agencies have extremely limited budgets.

### B. Institutionalization

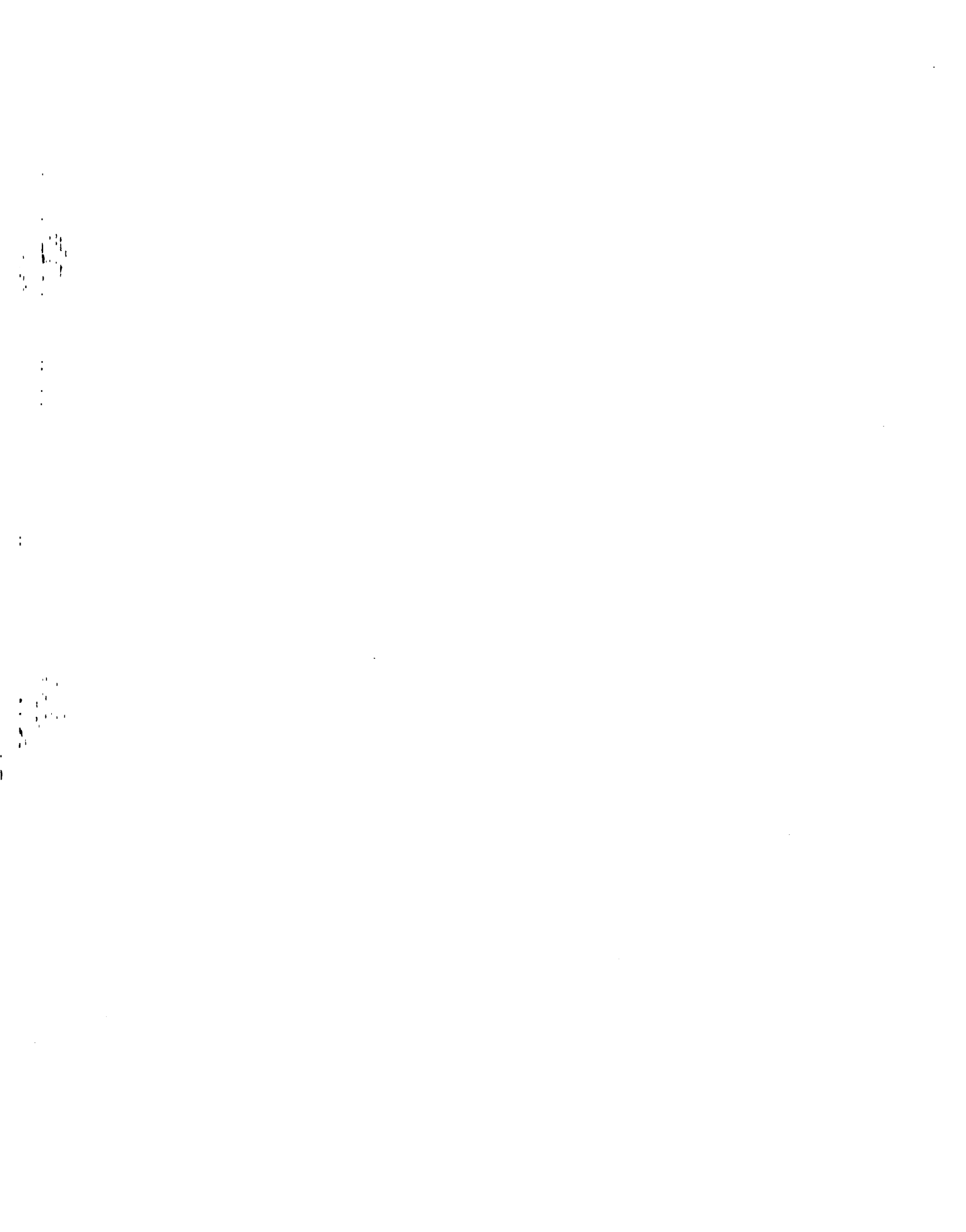
As mentioned before, institutionalization is beginning to take place, however not at the levels that were originally expected. For example, the advisory committee which is presently so active could be a continued responsibility of the participating agencies once IICA withdraws from the project. It appears, at this point, that IICA organization is essential to the continuation of the committee.

The training methodology and use of the manuals will become





an ongoing part of the participating agencies' activities. However, the step toward further institutionalization, the expansion of rural services to include business management consultancy, does not, at this time, seem likely.



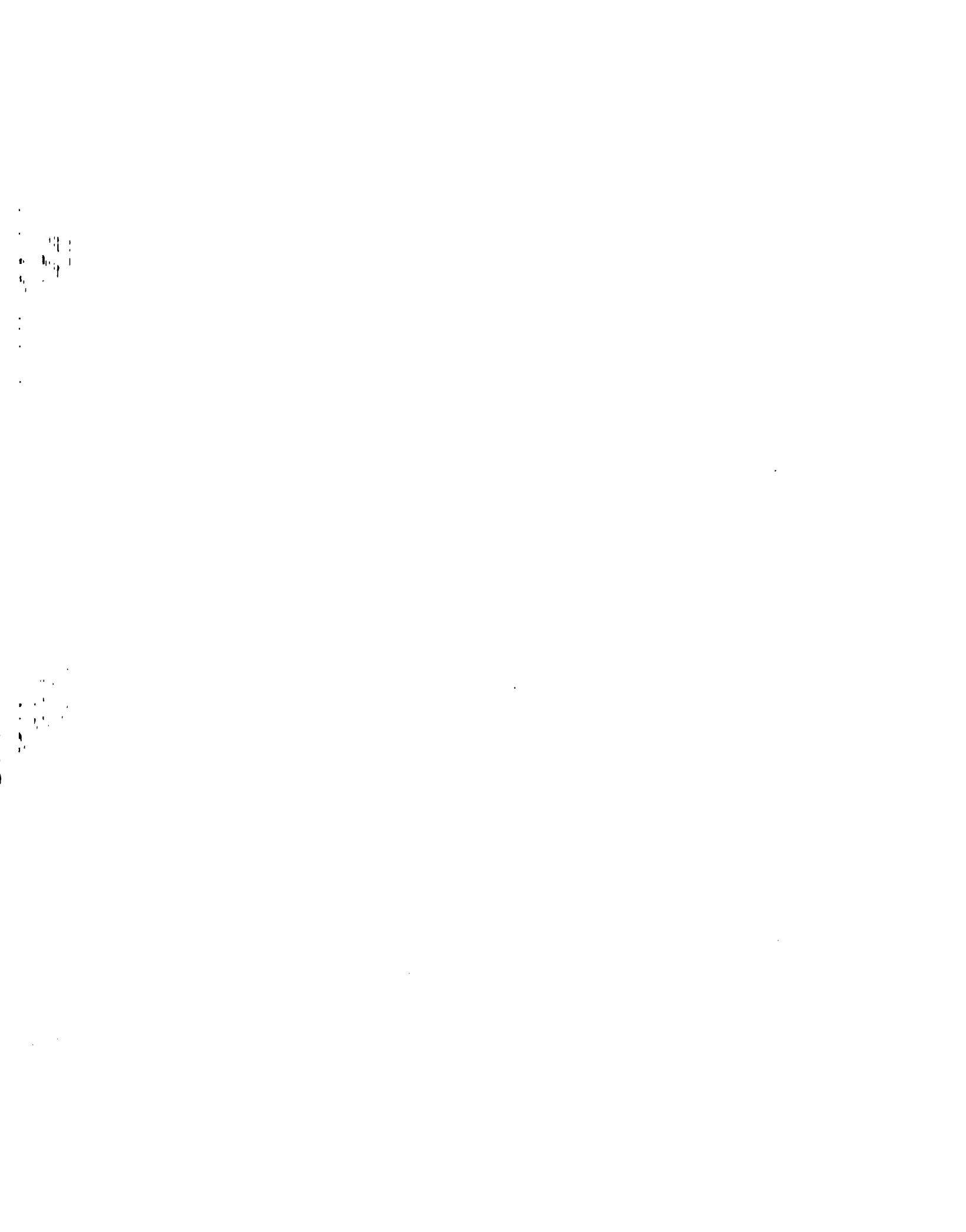
**IICA**

**SMALL BUSINESS TRAINING**

**EVALUATION REPORT**

**PREPARED BY:  
MICHAEL ENNIS -  
PROJECT DEVELOPMENT SERVICES  
& ASSOCIATES LIMITED**

**December 1985**



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1. INTRODUCTION  
\*\*\*\*\*

The Small Business Training (SBT) programme was developed in 1983 and implemented in January of 1984 by five government agencies ( Ministries of Agriculture, Construction, Youth & Community Development, the National Development Fund, Things Jamaica Ltd.) and the IICA Directorate in Jamaica. The programme is partially funded by USAID and will run until December 1987.

This review was commissioned by the IICA Directorate in Jamaica to assess the progress to date of the programme and its impact in the areas it was designed to address. The review will cover quantitative and qualitative performance of the programme and recommendations for its successful completion. In addition, a few pages will be dedicated to the continuation of the programme beyond 1987.

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During this review, attempts were made to interview all participating agencies along with a number of Producers trained by the programme and currently being trained. Regretfully, time constraint prevented a few agencies from scheduling interviews. The reviewer would like to express his appreciation to all interviewees for the time and information supplied. The information supplied was instrumental in the writing of this report.

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## 2. DESCRIPTION OF PROGRAMME

\*\*\*\*\*

The SBT programme is co-ordinated by the IICA Directorate (Jamaica) which in addition, provides the training of trainers for the programme. The IICA-SBT Programme with a staff of eight, conduct training sessions throughout the Island on a regular basis. These sessions are attended by trainers from the participating agencies.

Once the trainers have completed the training programme they are assigned a group of producers by their respective agencies. The producers training sessions are conducted in the local communities and are attended by producers who are already in business and those considering starting a business.

The programme employs a series of quantitative and qualitative evaluations of the training of trainers, the training of producers, and the content of the programme. The evaluation provide data as to the number of trainers and producers trained and provides a feedback mechanism for adjustments in the programme and the training materials produced.

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The programme to date has produced three training manuals (Starting A business, Financing A Business, and Operating A Business) with another (Marketing Small Business Products) in the production stages. The manuals are used religiously in both the trainers and producers training sessions. The manuals are sold to the agencies for J\$10.00 who in turn sell them to the producers for J\$10.00. Most agencies distribute the manuals regardless of the producers ability to pay in a timely manner, the emphasis here, is to get the manuals in the hands of the producers.

The programme is advised by an advisory committee (the Small Business Training Advisory Committee or SBTAC) consisting of representatives from each of the participating agencies and the IICA Directorate. The SBTAC meets bi-monthly to review the progress of the programme, provide feedback, and advise on programme activities. The IICA directorate works in tandem with the SBTAC in producing most of its training materials, the content of which is strongly influenced by the agencies' needs.

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### 3. OBJECTIVES OF THE PROGRAMME

Specific problems of low-income rural producers' ability to manage their business was identified as the justification for this programme. Contributing to the problem was the fact that there existed no adequate training materials available to those national institutions trying to alleviate the situation. Hence this programme was created to address the training of low income rural producers.

The successful tenure of the programme should result in producers' awareness of the importance of management tools such as planning, record keeping, budgeting and quality control. In addition the producers ability to employ such tools should be greatly enhanced.

The specific objectives of the programme are to provide training for these producers so that they will be better managers of their businesses. At the outset a target of 2280 producers along with 89 trainers was set by IICA in conjunction with the participating agencies; each agency having its own target of trainers and producers (See Appendix 1A) for individual agencies targets).

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Along with the primary objective the programme hoped to achieve the additional objective of producing six (6) training manuals, each covering a different aspect of business management. (See Appendix 1B)

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4. PROGRAMME PERFORMANCE TO DATE

=====

During this review the following areas of the programme were examined: (1) The training of trainers, (2) the training of producers, (3) the quality and relevance of the training materials, and (4) the role of the SBTAC.

Training of Trainers:

-----

The programme started with the hope of training 89 trainers from five agencies in two years. The business topics they would be trained in would be covered in the six manuals. To date training has been conducted in three business topics covering the aforementioned developed manuals. Seventy (70) trainers have been trained in "Starting and Financing a Business in Jamaica" while one hundred and six (106) trainers have been trained in "Operating a Business in Jamaica". The variance in numbers is a direct result of an increase in the number of agencies currently participating in the program. Agency participation has gone from the initial five (5) to twenty (20), with

eighteen (18) agencies having their trainers trained by the IICA staff (See Appendix 2A for breakdown of trained trainers). Agencies such as, Ministry of Housing and Construction, Things Jamaica Ltd, and The Bureau of Women's Affairs are on target relative to the number of trainers while the Ministry of Agriculture is running 50% below target and the National Development Foundation is training their own trainers with the IICA manuals.

The sessions are well attended and conducted in a lively upbeat manner with continuous participation from the attendees. The IICA staff demonstrates a command of the subject matter and the ability to communicate that knowledge to the attendees. Situational case studies are used to provide hands-on experience in problem solving. The case studies are worked on in groups which also promotes co-operation and interpersonal communication. In addition, attendees are called upon to solve problems or demonstrate a point on the blackboard.

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These sessions which are conducted over a three day period (not necessarily continuous) concludes with the awarding of completion letters. The awarding of the letters aren't based on any objective examination which is a concern to some agencies. The belief here is that the letters should represent some uniformed level of teaching competence.

#### Recommendations

The above concern is a reasonable one and therefore it is recommended that it be addressed. In addition, three days or 24 hours is a short time for attendees to properly absorb the material and it does not leave much room for those students who need a little extra attention. The sessions instead could be held over five days, with the additional hours set aside for more case study work (both individually and by groups), individualized attention, and the demonstration of teaching ability by each attendee by teaching an assigned topic to the rest of the class. The performance in the above exercises along with graded

homework assignments should provide information as to the level of each attendee. Those attendees performing below the required level should then be provided with some extra attention to bring them up to par. There should be no need for a final examination since the objective here is not to pass/fail the attendees but to ensure successful completion of the training.

Therefore, with the added time and emphasis, the letter of completion should represent a certain level of understanding of the topics covered with emphasis on teaching them to the producers.

Training of Producers:

The programme started out with the hope of training 2280 producers from the initial five agencies. To date those agencies have conducted producer training sessions in twenty nine different business concepts covering the first three manuals. The data collected on the number of producers however is not conclusive, therefore one cannot say definitively how many producers have been trained. It should

be noted however that unlike the trainers who had to attend all the sessions to complete the training, the producers have varying needs which can be satisfied by attending only a few sessions and using the rest of the manual as a reference when the need arises. With this in mind, the average of sixteen (16) (See Appendix 3A) producers in attendance to the one hundred and eighty eight (188) sessions observed Islandwide by IICA's personnel reflects the high level of interest shown by producers in the training, for example, deep rural areas such as Portland, Clarendon and Westmoreland had average attendance of over twenty-five (25) producers per class.

The attendees range from literate to semi-literate which calls for some creativity on the part of the trainers. The sessions are normally conducted with the trainer or selected producers reading from the manual and the trainer providing verbal and illustrative explanation along the way. This method falls short of reaching the semi-literates in that they don't read along and are unable to follow the explanations. Most trainers are aware of this fact, however, there is no defined method of dealing with this problem.

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To date most of the training sessions are held in Kingston, rural St. Andrew, and lower St. Catherine areas, hence the rural producers, those the program was actually designed for, have not been getting the full benefit of the training sessions. This is so for two reasons, (1) most of the trainers trained to date are located in the above areas and transportation cost to the rural areas has been prohibitive, (2) most of the agencies aren't active islandwide while all the agencies are active in the above areas.

In conversation with the agencies and the producers it was evident that the concepts taught were being applied in various degrees by the producers. Though its too early to see increases in the producers' income one can say that they have acquired an awareness of the business tools and the importance of these tools in business management. Some producers have actually started applying some of the concepts such as, record keeping, price calculation and invoicing to their business.

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## Recommendations

In summary the major problem here is in reaching many of the rural producers because of transportation and cost constraints. It is recommended that efforts be made to recruit trainers from the targeted rural areas. To address the semi-literate problem it is recommended that during the training, the concepts be explained as best as is possible in the producers own language before the manual is read. This should better able those who dont read well to follow along in both the reading and the explanations. To better keep track of the number of producers attending the sessions it is recommended that attendance records are kept by the trainers for just that purpose.

## The Training Materials:

The original six manuals have been reorganised into three manuals (See Appendix A). The first two, "Starting and Financing a Business in Jamaica" and "Operating a Business in Jamaica" have been developed and distributed.

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Both manuals are well written with simple language and many examples and illustrations which the producers can easily identify with. The manuals are very popular among the agencies and all see it as an invaluable tool and the best benefit to date they have received from the programme. The increase from five to twenty agencies and community groups is partly due to the successful introduction of the manuals, since none of the new participants had any comparable training materials.

In addition to the manuals, inclass teaching aids such as flipcharts have been developed, the use of which is not yet popular. However, this should change soon as the latest review of trainer evaluation forms shows a need for more blackboard picture-like illustrations.

#### Recommendations

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It is recommended that topical sections of the manuals such as price calculations and record keeping be extracted into a booklet with bolder writing and more illustrations targeting the semi-literate and facilitating the use of the material as a daily operating document.

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The Small Business Training Advisory Committee

The role of the SBTAC as mentioned before is advisory. The group meets regularly on a bi-monthly basis which is generally well attended by the participating agencies.

The SBTAC provided the forum through which all the agencies participated in the development of the manuals and the various evaluation and selection forms currently in use. In conversation with the agencies, they all point to the SBTAC as a medium to getting things done and all made special mention of the timely manner in which IICA would respond to request coming out of the SBTAC meetings.

## 5. AGENCIES ACCOMPLISHMENTS AND BENEFITS

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As mentioned before the number of agencies have grown from five to twenty. The Self-Start Fund does not participate in the training sessions but provides funding for very small business ventures. Thus along with the National Development Fund, the Trickle Up program, and certain aspects of the Bureau Of Women Affairs programme the Self-Start Fund are agencies in the programme to which producers can look to for funding of their projects.

Among most agencies' list of accomplishments to date are: Training the producers to start keeping records, using invoices, and using the price calculation formula to determine their prices. In addition producers have successfully applied for project funding and started operating a business. Overall most agencies felt that the producers display of awareness of the business tools is a significant accomplishment and a good signal that the programme was having an impact.

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Benefits to the participating agencies to date have been identified in three areas:

- (1) The main benefit claimed by most agencies is the availability of the training materials which they lack the resources to produce.
- (2) The training of trainers by IICA has provided the agencies with a streamlined and structured approach to small business development and the teaching thereof.
- 3) Trained producers become better clients to agencies such as Ministry of Housing and Construction that provides low-income housing, the National Development Fund and the Self Start Fund who provide loans and technical assistance, and Things Jamaica Ltd. who buys and markets the products of the producers. The producer being more business-like makes a more reliable and responsible producer which is a critical element in the success in the agency's programme.

In regards to benefits to the producers it is somewhat early to see results from application of the concepts such as recordkeeping and price calculations. However, as mentioned before some producers have acquired funding and started their own business as a direct

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result of participating in the programme and both the agencies and the producers believe that they are in a better position to negotiate the cost of raw materials and the price they get for their products.

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## 6. IICA ACTIVITIES VS OBJECTIVES

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To date the activities of the IICA directorate have resulted in increase resources for the participating agencies both in the form of the training materials and trained personnel. Agencies such as the National Development Fund and the Self Start fund are being promoted among the target group, a group that is normally apprehensive of funding organizations. These activities therefore are in parallel with IICA's overall objectives of promoting and strengthening those institutions addressing the needs of rural dwellers.

The SBT project set out to train rural producers to be better managers of their businesses. This was to be accomplished with the help of participating agencies. Though the programme is being hampered by limited financial resources of the agencies in carrying out rural training, some rural producers are receiving training and the training materials are being well received by the producers.

In summary the current activities are both inline with IICA's overall goals and the objectives of the SBT project.

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## 7. INSTITUTIONALIZATION OF THE PROGRAMME

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The continuation of the programme beyond 1987 is much desired by all the agencies interviewed. All cited the continuing need for the type of services now performed and the lack of resources of any one agency to incorporate the programme. Most point to an independent entity that would run the programme in the same manner as it is currently.

The independent entity route would be the recommended approach for the following reasons: The curriculum cuts across the agencies boundaries and targets rural producers regardless of affiliation with an agency. The personnel resources required could not be supplied by any one agency nor could the financial resources required to produce training materials.

Such an an entity could be created from the SBTAC ( an idea forwarded by some agencies). The following scenario is forwarded as a possible strategy:

The SBTAC would be incorporated as a non-profit organization. The directors would be representatives of the participating agencies. The agencies would assign the directors on a rotating basis of six months to a year during which the major part of that director's job with the agency is dedicated to representing that agencies interest in the programme. The directors responsibilities would include overseeing the direction of the programme and ensuring its objectives are achieved. A small secretarial staff would be assigned to the programme to facilitate communication, correspondence, and collating of data.

The current trainers within the agencies would become the trainer of trainers with the new trainers coming from among the producers. This aspect of the programme would be very critical to its success in that carefully selected producers as trainers would not only provide training and counselling but would also set a positive example in the proper management of their own businesses. In addition, having producers from within the community providing the training would eliminate the financial personnel constraint now associated with reaching the same rural producers.

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The training sessions could be conducted in a workshop format with the producer-trainer volunteering two (2) hours per week to help fellow producers understand the business tools needed for the success of their business. The producer-trainer should be motivated on the basis that the more successful businesses in the community is the more likely to be the success of his/her business.

The current trainers would then provide training to the producer-trainer and technical assistance to all producers. In addition they would be engaged in the collection of data and monitoring of the programme.

The IICA directorate could participate in the programme by providing technical assistance to the new entity and assist in the development of new training materials.

The cost of operation would be divided into two categories.

- (1) The ongoing expenses such as space, and secretarial services could be funded by all the participating agencies.
- (2) Special projects such as the developmewnt of training materials could be funded by funding organization such as USAID or the Foundation for International Training. The cost of the directors and the trainers would continue to be picked up by their respective agencies.

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In summary, the above strategy or some variation thereof is recommended as a practical approach to permanently institutionalize the SBT programme in the development of rural producers.

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## SUMMARY

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The SBT programme is filling a need of great demand by both the national Institutions and rural dwellers. The programme has produced training materials and a cadre of small business development trainers at the lowest possible cost to the agencies and the country by eliminating duplication of effort and incorporating programmes.

The programme has gained popularity among many more agencies and community groups than initially targeted and the training material produced to date has been well received. Work is currently in progress to introduce the training materials to other member states in the region which is a testimony to the confidence the programme generates locally.

Following is a summary of the recommendations made throughout the report.

### 1. Training of Trainers:

- Extend the sessions from three (3) days to five (5) days.

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- Incorporate more case studies for both individuals and groups.
- Incorporate a demonstration of Trainer teaching ability.

## 2. Traning of Producers

- Recruit Trainers from the targeted community to eliminate the transportation and financial difficulties associated with training the rural producers.
- Explain the concepts in language familiar to the producers before reading the manual to facilitate the semi-literate and the slower producers.
- Keep attendance records to obtain an accurate account of the number of producers attending the sessions.

## 3. The Training Materials:

- Extract everyday use sections into booklets and design them to target the semi-literate producers.

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#### 4. Institutionalization of the Programme

This should be done through the current SBTAC and the participating agencies. The trainers would be recruited from the producers within the rural communities. The current trainers would replace the IICA training staff and IICA would still supply technical assistance and assist in the development of new training materials.

conclusion, the SBT programme is having a significant impact on the rural producer and meeting its targets in most areas. A  
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w adjustments to the programme, per recommendations, would allow it to achieve more than 90% of its milestone by the end of its tenure.

**APPENDIX 1A**

**MILESTONES**

**PROJECTED TARGETS AT START OF PROGRAM**

**TRAINERS & PRODUCERS TARGETS BY AGENCIES**

<b>TRAINERS</b>	<b>PRODUCERS</b>	<b>AGENCIES</b>
60	200	NATIONAL INSTITUTION MINAG: Rural Farm Family Development Programme
12	1300	THINGS JAMAICAN: Cottage Craft Dev- elopment Programme
4	360	MYCD: Bureau of Women's Affairs
4	200	MIN. OF CONSTRUCTION: Community Services Programme
9	220	NATIONAL DEVELOPMENT FOUNDATION
89	2280	TOTAL

**APPENDIX 1B**

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**TRAINING MATERIAL TARGETS**

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**MANUALS:**

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1. Planning a Small Business
2. Organizing a Small Business
3. Financing a Small Business
4. Managing a Small Business
5. Marketing Small Business products
6. Income Generation: An Overview

**TRAINING MATERIAL REORGANISATION**

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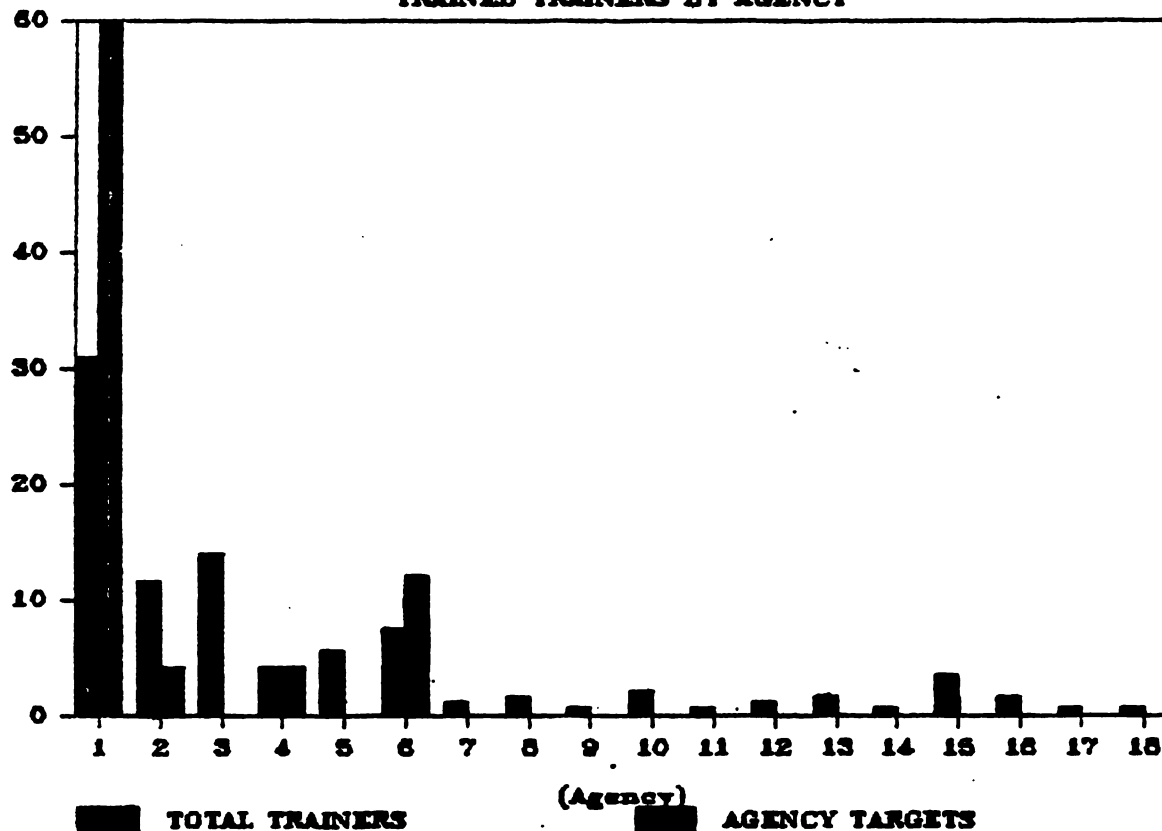
1. Starting & Financing A Business in Jamaica (manuals 1,2 & 3)
  2. Operating a Business in Jamaica (manual 4)
  3. Marketing Small Business Products in Jamaica (manual 5)
- \* Manual 6 has been included in all three manuals

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# APPENDIX 2A - BREAKDOWN OF TRAINERS

## TRAINED TRAINERS BY AGENCY

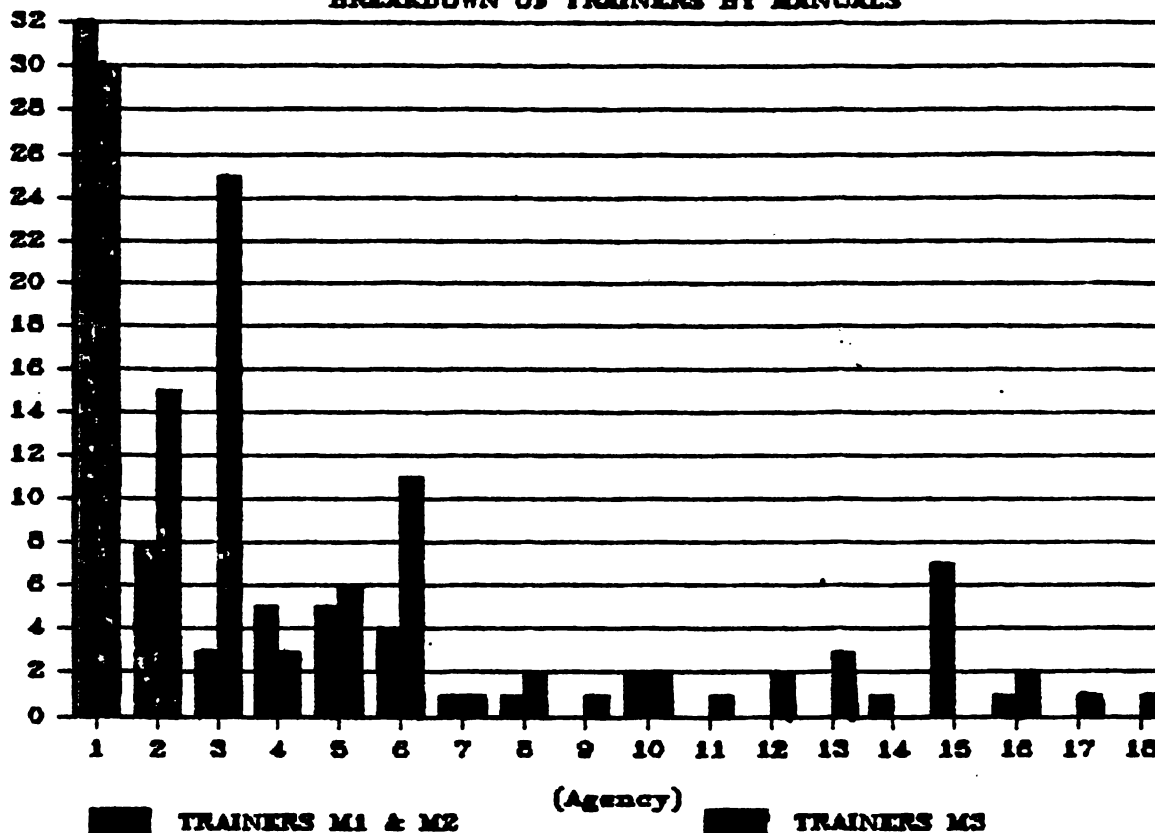


**KEY :**

- |   |                               |    |                                   |
|---|-------------------------------|----|-----------------------------------|
| 1 | MINISTRY OF AGRICULTURE       | 10 | CANADIAN SAVE THE CHILDREN        |
| 2 | MINISTRY OF CONSTRUCTION      | 11 | MINISTRY OF HEALTH                |
| 3 | 4-H CLUBS OF JAMAICA          | 12 | BANKRA CRAFT                      |
| 4 | BUREAU OF WOMENS AFFAIRS      | 13 | WOMEN'S CENTRE                    |
| 5 | INSTITUTE OF CULTURAL AFFAIRS | 14 | ELIN AGRICULTURAL SCHOOL          |
| 6 | THINGS JAMAICA                | 15 | SOCIAL DEVELOPMENT COMMISSION     |
| 7 | SMALL BUSINESS ASSOCIATION    | 16 | HIS MAJESTY'S FIRST YOUTH CLUB    |
| 8 | JACK'S HILL COMM. CENTRE      | 17 | JAMAICAN AGRICULTURAL SOCIETY     |
| 9 | JAMAICAN SCHOOL OF ART        | 18 | ST. THOMAS CRAFT PRODUCERS ASS'N. |

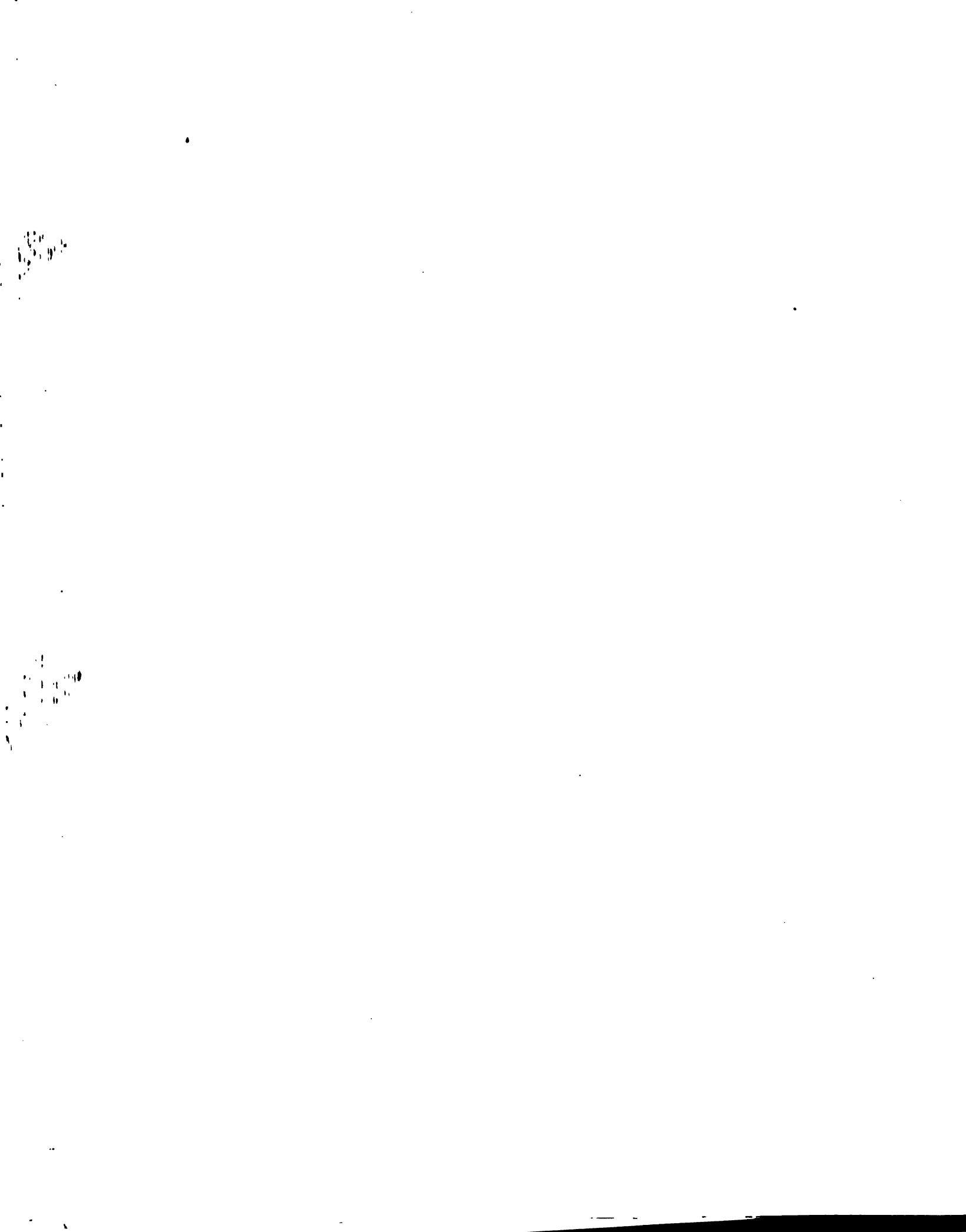
# APPENDIX 2B

## BREAKDOWN OF TRAINERS BY MANUALS



KEY :

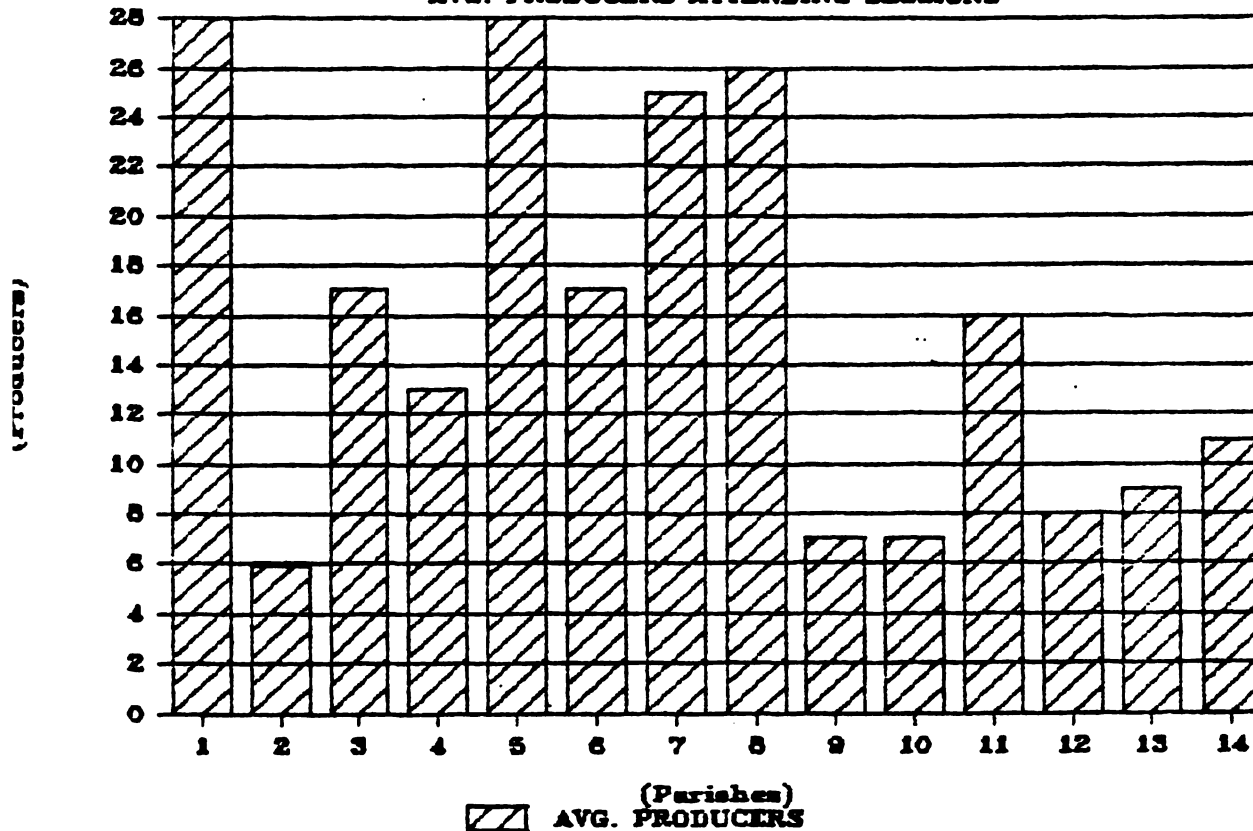
- |   |                               |    |                                   |
|---|-------------------------------|----|-----------------------------------|
| 1 | MINISTRY OF AGRICULTURE       | 10 | CANADIAN SAVE THE CHILDREN        |
| 2 | MINISTRY OF CONSTRUCTION      | 11 | MINISTRY OF HEALTH                |
| 3 | 4-H CLUBS OF JAMAICA          | 12 | BANKRA CRAFT                      |
| 4 | BUREAU OF WOMENS AFFAIRS      | 13 | WOMEN'S CENTRE                    |
| 5 | INSTITUTE OF CULTURAL AFFAIRS | 14 | ELIM AGRICULTURAL SCHOOL          |
| 6 | THINGS JAMAICA                | 15 | SOCIAL DEVELOPMENT COMMISSION     |
| 7 | SMALL BUSINESS ASSOCIATION    | 16 | HIS MAJESTY'S FIRST YOUTH CLUB    |
| 8 | JACK'S HILL COMM. CENTRE      | 17 | JAMAICAN AGRICULTURAL SOCIETY     |
| 9 | JAMAICAN SCHOOL OF ART        | 18 | ST. THOMAS CRAFT PRODUCERS ASS'N. |





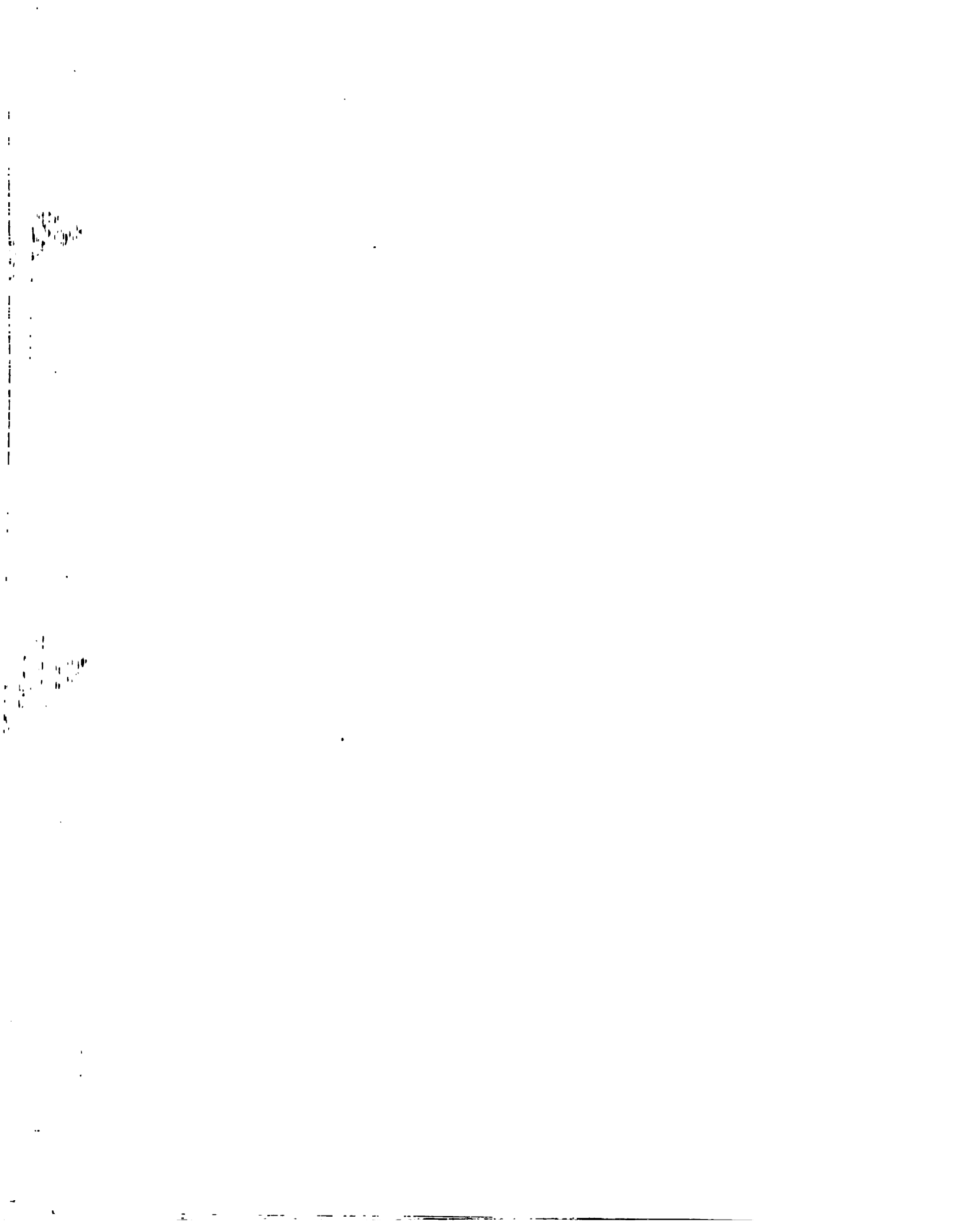
# APPENDIX 3A—IICA OBSERVED ATTENDANCE

## AVG. PRODUCERS ATTENDING SESSIONS



KEY :

- 1 ST. THOMAS
- 2 ST. ANDREW
- 3 KINGSTON
- 4 ST. CATHERINE
- 5 CLARENDON
- 6 MANCHESTER
- 7 ST. ELIZABETH
- 8 WESTMORELAND
- 9 HANOVER
- 10 ST. JAMES
- 11 TRELAWNY
- 12 ST. ANN
- 13 ST. MARY
- 14 PORTLAND



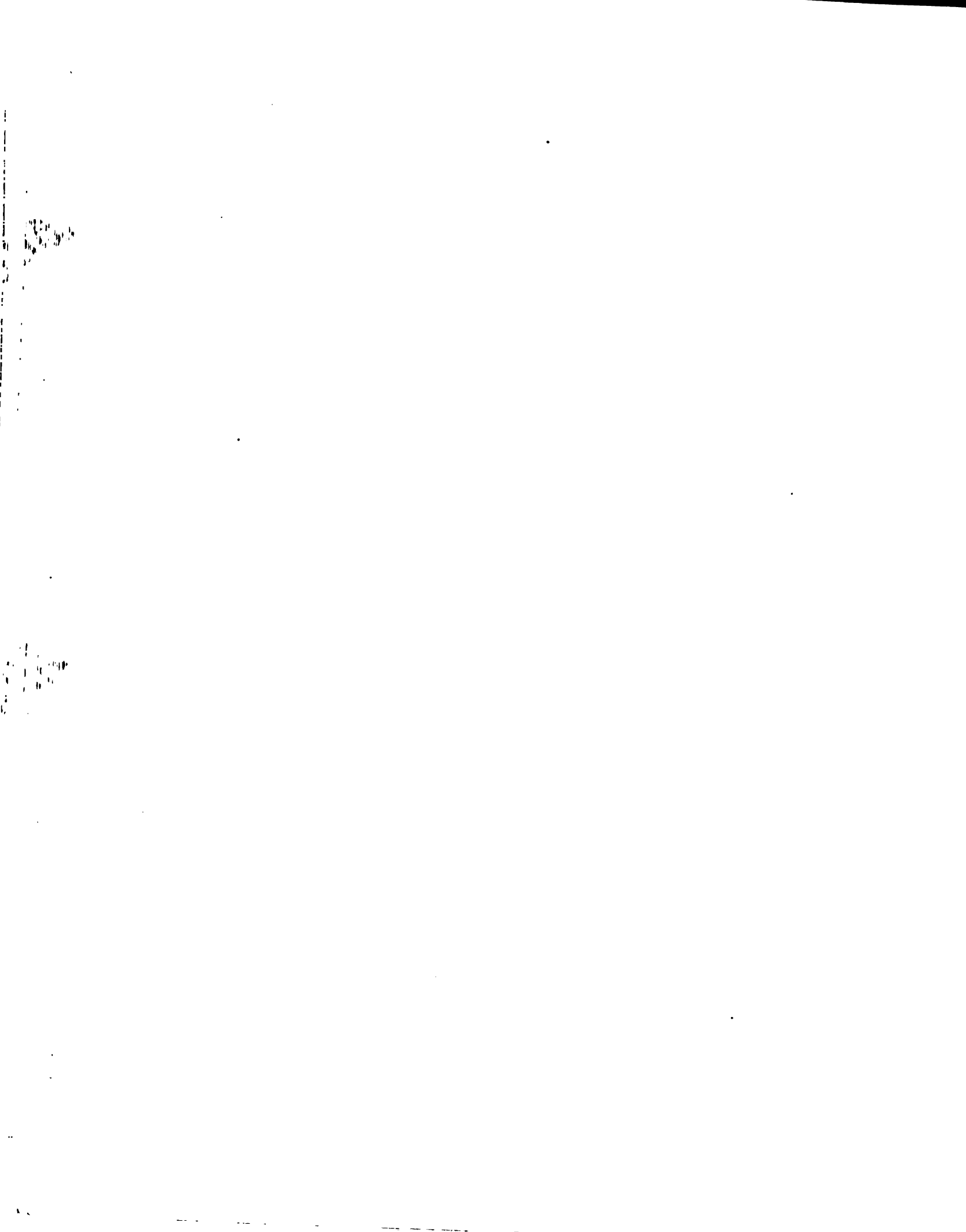
**APPENDIX A : LIST OF PARTICIPANTS**

**IICA JAMAICA : JAN HURWITCH-MACDONALD  
TOMAS MULLEADY  
SANDRA GLASGOW  
SUE OECHSLE**

**IICA GUYANA : MAISIE RAYSIDE**

**IICA BARBADOS : DICK DONALDSON**

**IICA ST. LUCIA : SUE OECHSLE**



## APPENDIX B

Contents of Manuals

The materials in the three manuals were originally developed in Jamaica by a number of agencies which joined together in a united effort to produce something that could be useful to all, and expensive to none. They formed a Small Business Training Advisory Committee to guide the preparation of the materials and the training of producers.

All three manuals can be used in individual, partnerships and cooperative enterprises. They are aimed at four major types of small enterprises: manufacturing, retailing, farming and service-type businesses.

STARTING & FINANCING A SMALL BUSINESS IN JAMAICA

This guide to starting and financing a small business was developed for those individuals or groups who want to start a small business or project and need help to find out if their business ideas are feasible. It also takes the micro-entrepreneur two steps further, by looking at sources of financing and those things which need to be done to get the proposed business "off the ground". This guide has also been prepared for the trainers (extensionists, field officers and promoters) who are helping to get these small businesses started.

Part I - Feasibility

This section begins the process of looking at a business from the initial idea, through the analysis of the resources needed, to the final decision. It includes looking at possible business alternatives, deciding on all needed resources, studying market demand and finally preparing a feasibility study for the proposed business.

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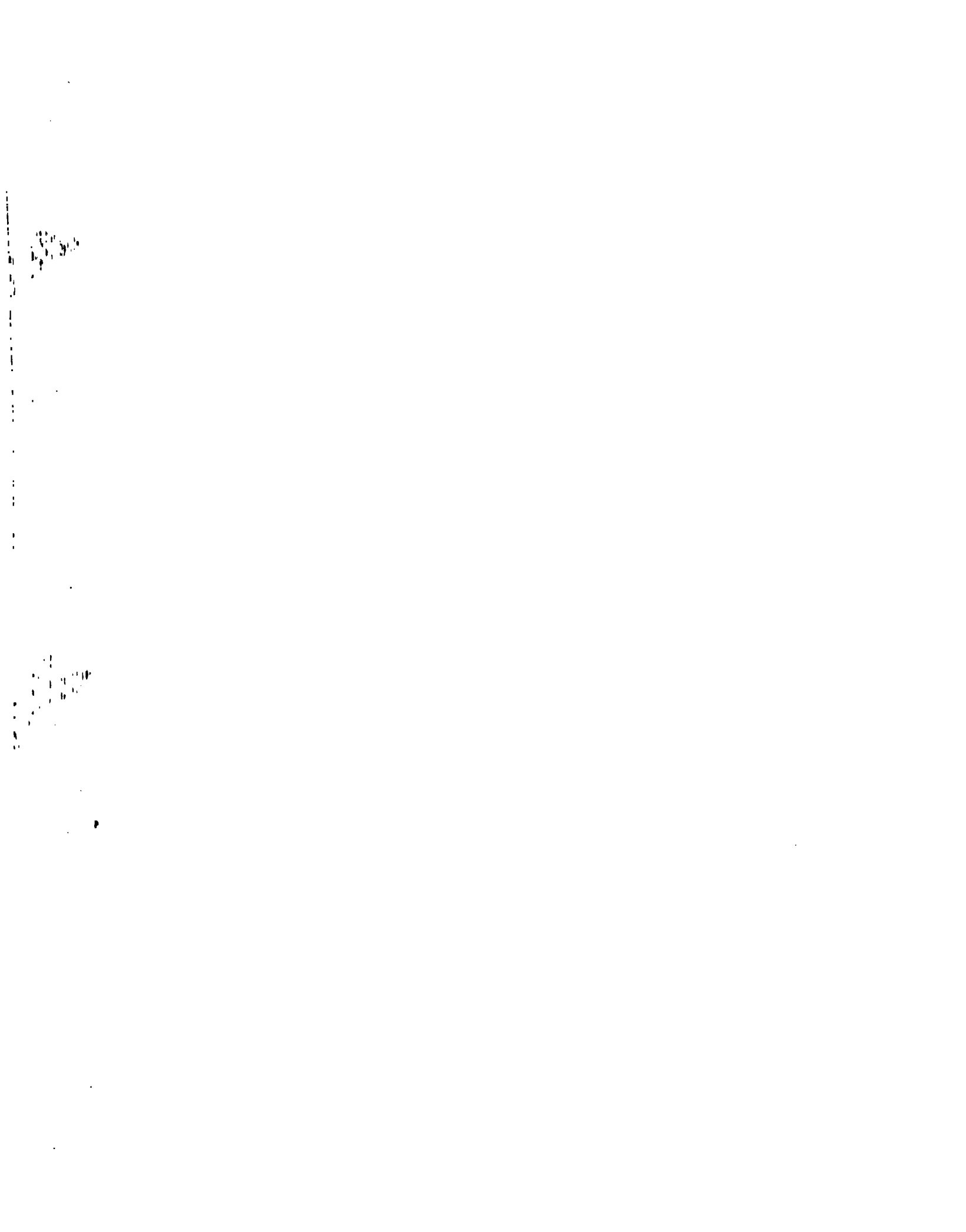
The feasibility study essentially has four parts. Part I examines the abilities needed for running the proposed business as well as the decisions that must be made on how the business will be set up and managed. Part II assists in estimating the probable market for the products or services to be offered and the probable prices and sales volume. Part III helps to determine the probable income, and looks at the costs of setting up and operating the business and how these costs will be financed. Part IV compares the projected income with alternative uses of time and skills. This section leads to the final decision as to the viability of the venture.

Contents:

- . The idea, people and resources
- . Feasibility Study
- . Preparing a Project Plan

Part II - Financing

The primary concern of the micro-entrepreneur is the availability of money. How much will it cost to set up his business and keep it running? Where will he get financing? Will he have enough to feed his family? These, and other important questions, are examined in this section on financing. It particularly addresses the theme of "What is financing and why is it important?" There is a focus on special loan programmes available in Jamaica. It provides guidance in preparing loan and grant proposals. Of further importance is the help it gives in putting the financial considerations in their proper perspective as just one of the necessary ingredients in starting a business.





Contents:

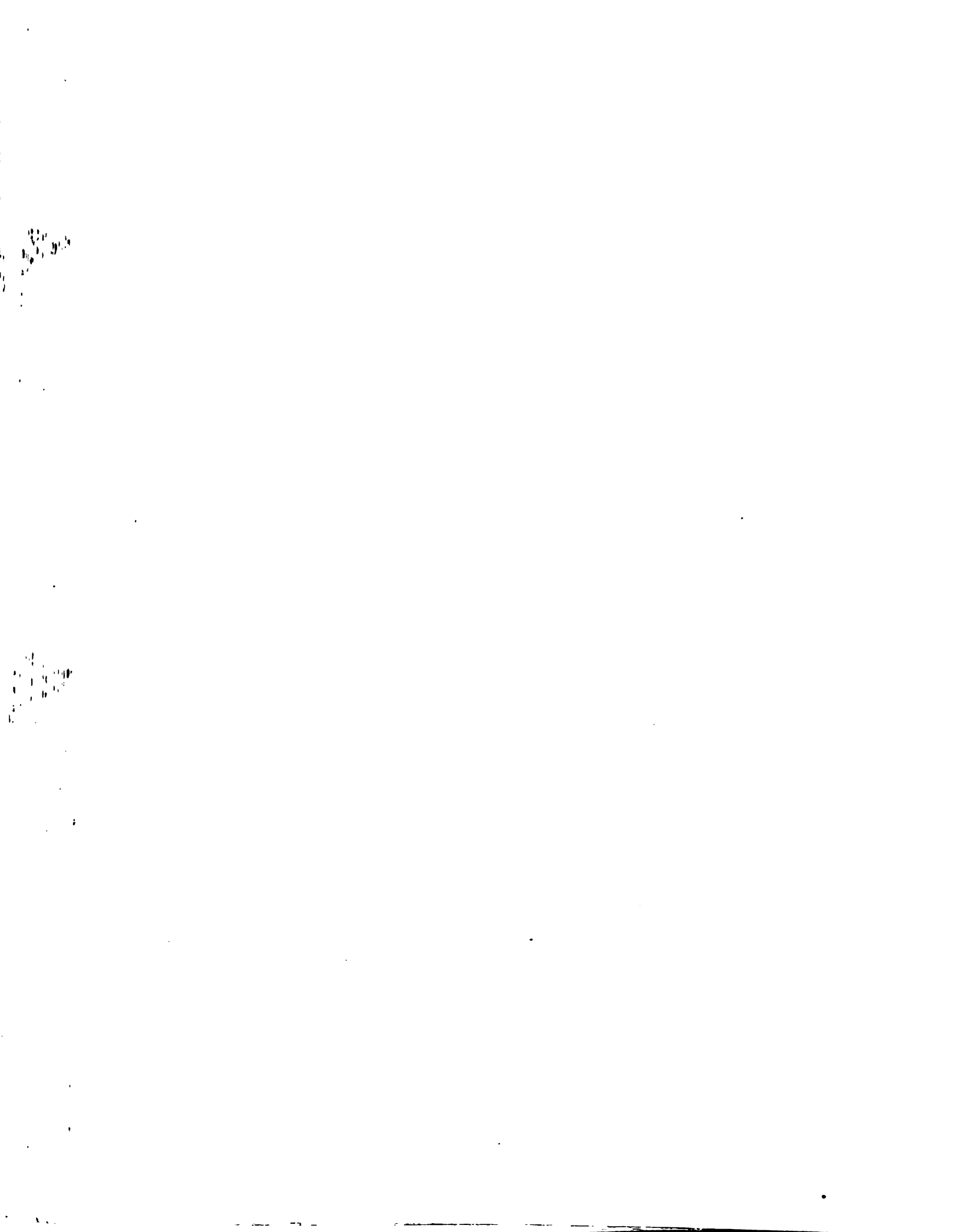
- . What is Financing and Why is it important?
- . Special Loan Programmes
  - The National Development Foundation of Jamaica
  - The Self-Start Fund
  - The Inter-American Development Bank/4-H Programme
  - The Community Revolving Loan Fund
  - A Comparison of Four Special Loan Programmes
- . Preparing Loan Proposals
- . Preparing Grant Proposals
- . Making the decision

Part III - Setting up your Small Business

This last section deals with all the other necessary components of starting a business. One purpose is to show that running a business is a time consuming job that makes constant demands on an individuals thoughts and energies. It deals with the seemingly mundane, yet important, tasks of selecting the legal structure of the business, using a bank, and customer relations. It stresses the necessary analysis that must go into making plans for and decisions about marketing and production. It reminds the businessman that he must consider the internal and external physical organization requested. Finally, it highlights the simple things, the need for basic records. Without the commitment to set up and keep these records, no business will survive and grow.

Contents

- . Selecting the legal structure
- . Marketing and production decisions
- . Physical organization of your business
- . Setting up records
- . Using the bank
- . Customer relations



## OPERATING A SMALL BUSINESS IN JAMAICA

This guide to operating a small business was developed for the many small business people who want to know more about operating their businesses better, but find the existing materials too difficult. It was also prepared for the trainers (extensionists, field officers, and promoters) who work together with small business people, trying to improve their management skills.

This manual was developed for easy continual reference. It is the one manual to return to time after time. Operating a small business is a constant challenge, and this manual can be a guide to meeting those challenges.

### Part I - The A.B.C's of Business

From the opening question, "Why is management important in small business?" to the exercise on working with people that affect your business, this section develops the process of appreciating the basic management skills needed to run a small business. It clearly shows that mastering one phase of management is not enough, but to have awareness of the task, still to be done efficiently, is a good beginning.

#### Contents:

- . Why is Management Important in Small Business
- . Hints on Marketing Your Product or Service
- . Hints on How to Finance your Business
- . Organizing Your Production
  - Organizing your Production in Farming
  - Organizing Your Production - Buying and Selling (Retailing)

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- . Calculating the Price of Your Product
  - Price Calculation for Retail Businesses
  - Cost/Price Calculation for Small Farmers
- . Working with People
  - Customers, Suppliers, Workers

## Part II - Basic Record Keeping

This section emphasizes the vital importance of keeping and using basic records. The foundation of good management is to know where you have been (what you have done), what is happening now, and deduce from the past and present what the future may bring to your business.

It is very difficult to project into the future without knowing what has happened. The knowledge obtained from simple, basic records can be used successfully by even the smallest businessman.

### Contents:

- . Your Receipt Book and Order Book
- . Your Cash Book
  - Summarising Your Cash Book
- . Production Records
- . Stock Control
- . Valuing Your Assets
- . Preparing Statements of Business Performance

## Part III - Planning and Analysis for your business

Even the smallest entrepreneur thinks about the future of his/her business. It is natural to want to see it survive and grow. Yet proper analysis and any subsequent planning are skills that are acquired. This section suggests the setting of goals and what

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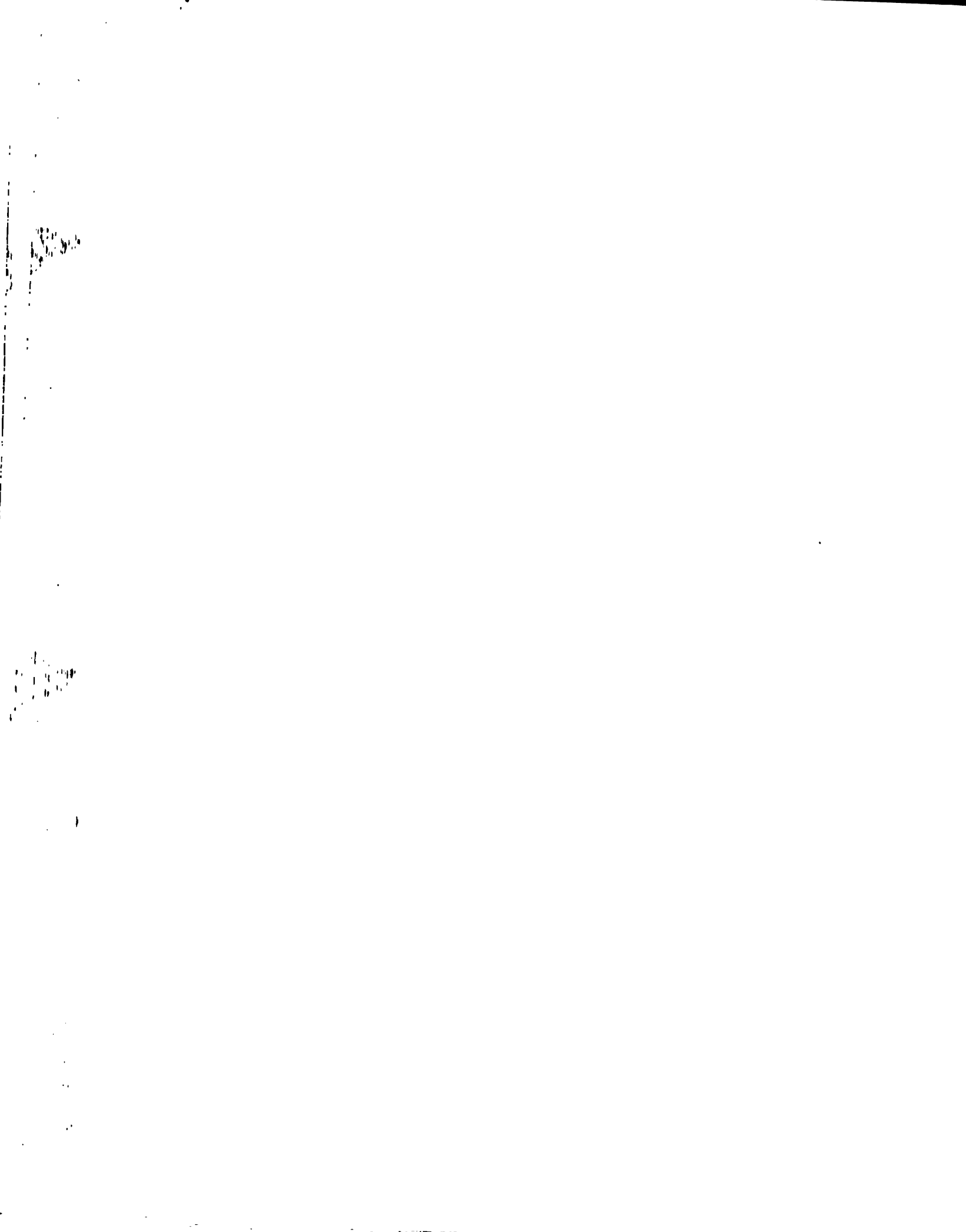
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must be done in order to achieve them. It shows how the use of budgeting techniques and cash flow planning can lead to an increase in income and profits.

Contents:

- . Planning
- . Budgeting
- . Cash Flow Planning
- . Increasing Income & Profits





## MARKETING JAMAICAN SMALL BUSINESS PRODUCTS

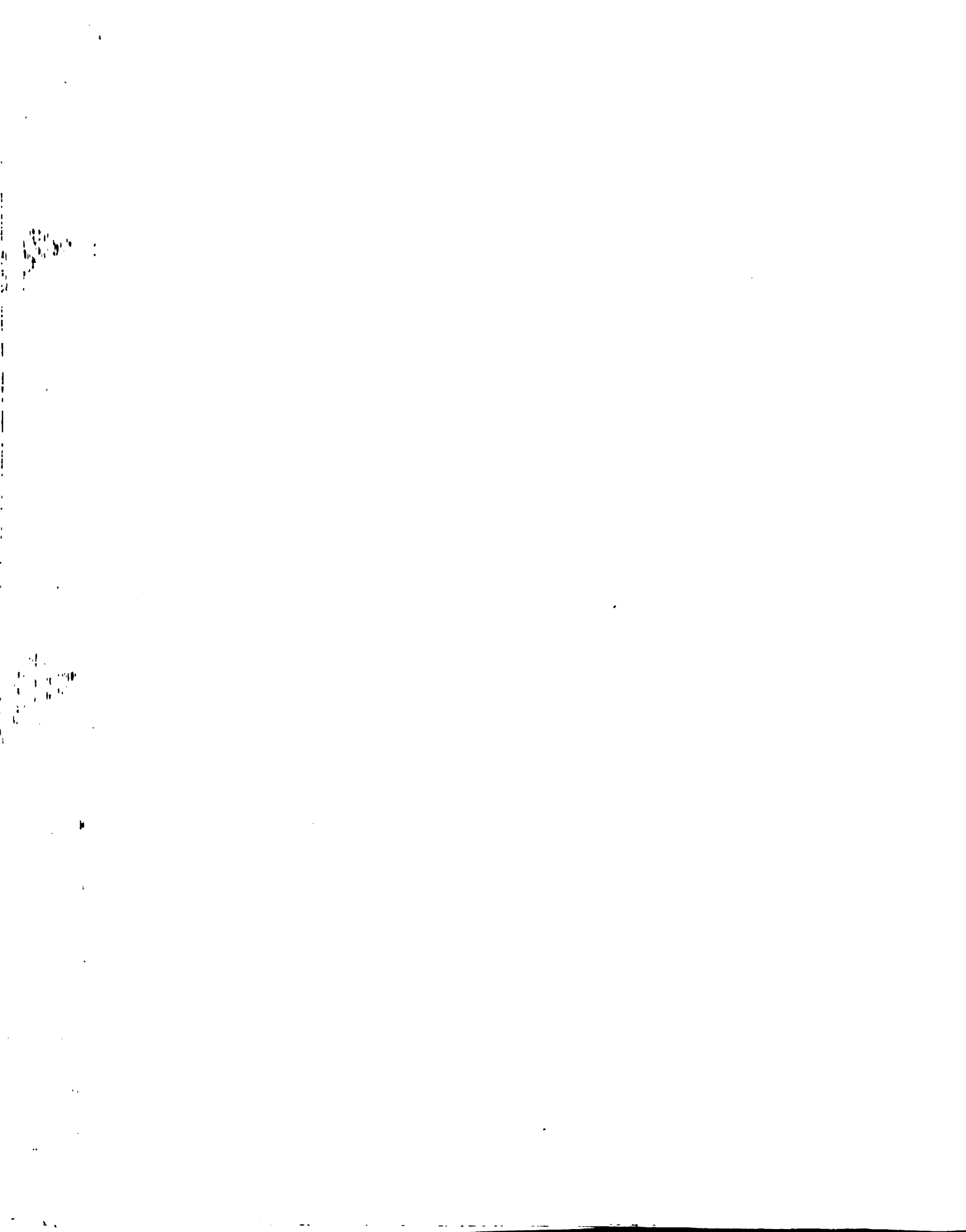
Every business, whether large or small, depends on its ability to market its product or service. The relative success of this marketing effort is certainly one of the primary determinants of profitability. This manual helps each entrepreneur to look at the marketing questions that affect them, whether they are engaged in manufacturing, farming, retailing or service business.

### Part I - The Importance of Marketing in Small Business

This section of the manual focuses on the development of the proper approach to marketing, regardless of the type of business involved. Providing the answers to such questions as, What will I sell?; Who will I sell to?; What will I charge?; Do I have any competition?; etc. is one of the stepping stones that must be used in the building of a marketing plan or strategy.

#### Contents:

- . What is marketing
- . Important activities of marketing
  - Finding out about markets and deciding to whom you will sell
  - Getting what you sell to the consumers
  - Transporting what you sell
  - Storing your goods or crops
  - Packaging and labelling what you sell
  - Controlling quality
  - Promoting what you sell
  - Looking at costs and pricing what you sell
- . Hints on how to sell



Part II - Marketing in manufacturing business

Part III - Marketing in retail businesses

Part IV - Marketing in farming businesses

Part V - Marketing in service businesses

Although each of these parts have many marketing problems in common, they also have some that are unique. Each one, therefore, has its own checklist that aids in the development of a one-of-a-kind marketing plan. Such areas as customer identification, sales forecasting, extent of competition, product strategies, distribution channels, promotion and price considerations, all must be addressed for each business individually. This manual helps to ask the right questions so that the answers will be incorporated into an effective marketing plan.



