

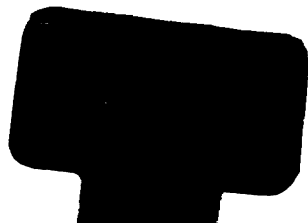


Inter-American Institute for Cooperation on Agriculture

Reflections on **Agriculture** in Jamaica



A collection of speeches presented by
Chelston W.D. Brathwaite
IICA Representative in Jamaica
1998-2001





**REFLECTIONS ON AGRICULTURE
IN JAMAICA**

Dr. Chelston W. D. Brathwaite



IICA



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CURRICULUM VITAE OF DR. CHELSTON W.D. BRATHWAITE

Chelston W. D. Brathwaite is a national of Barbados. He holds a doctorate degree in plant pathology from Cornell University (United States of America); a master's degree in agricultural sciences from the University of the West Indies (St. Augustine, Trinidad and Tobago); and a diploma in agricultural development, with distinction, from the University of London, England. He has also completed executive management and marketing courses at the Central American Institute for Business Administration (INCAE).

Dr. Brathwaite joined the Inter-American Institute for Cooperation on Agriculture (IICA) in 1981 as a regional plant protection specialist for the Caribbean region. In 1983, he was named IICA Representative in Trinidad and Tobago. In 1988 he served as Deputy Director for Central American and Caribbean Operations in San Jose, Costa Rica. In 1992, he was appointed Deputy Representative in Mexico and in 1995 he became Director of Administration at Institute Headquarters. In 1997, he was appointed Deputy Director for Central American and Caribbean Operations, and from 1998 to 2001, he served as IICA Representative in Jamaica.

On November 26, 2001, the Inter-American Board of Agriculture (IABA), at its Eleventh Regular Meeting, elected Chelston W.D. Brathwaite to the position of Director General of IICA, which he has exercised since January 15, 2002.

Before joining IICA, Dr. Brathwaite worked as a plant protection officer with the Regional Office for Africa of the United Nations Food and Agriculture Organization (FAO), and as a senior lecturer and assistant dean for research at the school of agriculture of the University of the West Indies in Trinidad and Tobago.

At the same time that he was IICA Representative in Jamaica, he served as Executive Secretary of a program to foster cooperation in agriculture between Caribbean and Latin American countries (CARILAC) and as advisor to the Director General on Caribbean affairs.

Dr. Brathwaite is recognized for his administrative and technical leadership in promoting agricultural development at the international level. He has broad experience in managing the design and execution of technical cooperation projects, and is especially interested in the multicultural and multinational aspects of agriculture and rural development. He speaks both English and Spanish. One of his books, *An Introduction to the Diagnosis of Plant Disease*, was translated into Spanish and is used as a text book in some Latin American and Caribbean universities and schools of higher education.

Dr. Brathwaite has extensive international experience gained from his work in the United States (as a research assistant with Cornell University), in Italy (with FAO), in Kenya (as an external examiner for the University of Nairobi), in Trinidad and Tobago (for the University of the West Indies and for IICA), in Costa Rica (IICA), Mexico (IICA) and Jamaica (also with IICA).

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2001

Twelfth Conference of the Jamaica Society for Agricultural Sciences (JSAS)
Bodles Research Station, Jamaica
May 29-30, 2001

INTRODUCTION

I am pleased to have been invited to be guest speaker at your 12th Annual Conference on "Contribution of Agriculture to the Jamaica Economy".

It is significant that this meeting is taking place in these research facilities, as it is our view that agricultural research is one of the keys to a successful agricultural sector.

According to Mr. Owen Arthur, Prime Minister of Barbados, "the Old World of: i) trade preferences ii) concessional flows of financial resources iii) domestic protectionism; and iv) inward looking, state dominated over regulated economic activity is vanishing or already gone".

There are six factors influencing Caribbean Agricultural development today:

1. Globalization and Trade Liberalization
2. The CARICOM Single Market and Economy
3. Declining importance of preferential markets
4. Advances information and biotechnology
5. Consumer preferences for food that are wholesome and free of pesticides
6. The need to care for the environment.

In order for agriculture to assist in the generation of employment opportunities and make its full contribution to National Development, the concept of Agriculture has to change. In the new scenario of the 21st Century, agriculture must be viewed for what it is viz the bedrock of the society and the corner stone of the economy. We cannot develop if we import what we eat, drink and wear.

In a recent study in El Salvador, it was found that while National Statistics indicated that Agriculture contributes 8% to GDP, analysis of the agri-food chains and the backward and forward linkages between agricultural activity and the rest of the economy indicated a figure of 38%. It is my opinion that a similar analysis will yield similar results in Jamaica and the Caribbean.

Agriculture must be seen as contributing to two important aspects of national development:

1. Food security for the nation.
2. National social stability.

A cursory glance at the statistics of our food production capacity shows that on average we only produce about 50% of what we eat, the other 50% is supplied by others.

The question which I have for you is, can Jamaica continue to produce the 50% of local food production and if not, who will feed Jamaica in the 21st Century?

I wish to deal now with these two questions. Can Jamaica hold on to current market share? Or will we lose ground in terms of our ability to feed ourselves in this Century?

I do not have the answers because I did not bring my crystal ball with me but it is my opinion that in order to increase production, there are several challenges which the agricultural sector must face:

1. The agricultural sector and the food production sub-sector in particular will have to embrace new relevant technology, research and training. We can no longer continue to do research that is conceived in the minds of scientists and academics, that is planned and executed without the involvement of those for whom it is intended, that is presented at scientific meetings of scholars and then neatly bound in a scientific journal and placed on the shelves of our libraries for posterity.
2. The research needs of today are for research that is client led, that is creative and seeks to solve real problems which limit the growth and development of an agribusiness enterprise or primary production or marketing of crops or livestock.
3. The research of the future must respond to the needs of the productive sectors of the economy and this will open new doors for private sector participation in the agenda for research. In fact, the private sector will then be encouraged to finance research that is in their interest.
4. Technology must be an input into the production of products by an enterprise and not an output of a research institution. This is the paradigm shift that we must make. The research agenda must be determined and fashioned by actions to solve the real problems of agricultural enterprises
5. What is needed are competitive agricultural research funds where the producers or managers of agricultural enterprises, along with the researcher, determine the agenda for agricultural research and present their proposals for consideration to a National Research Board for funding.
6. Michael Porter, the Guru of competitiveness and Harvard Professor of Economics, indicates quite clearly that there are only two bases for competitiveness, either we compete on price or we compete on differentiation. Competitiveness based on price is futile for a small

developing country and can lead to more poverty. Therefore, we must compete on the basis of differentiation and that means producing a product that is unique in some way and marketing the same.

7. But the production of specialty differentiated products requires continuous innovation, continuous investment in research and development. Now is not the time to invest less money in Research and Development. Now is the time to put more money into R & D that is focused, client-led and designed to promote the production of differentiated products for the global market place.
8. Let me give you an example of what I am talking about. Jamaica is unlikely to be competitive in the production of cheese internationally because New Zealand, U.S.A., Holland among others have developed the technologies for producing cheese efficiently but Jamaica can be competitive in the production of Jerk cheese. Why. Because it is a unique product which can be sold in specialty markets at a special price.
9. Another example, Jamaica is probably not competitive in the production of coffee, but Jamaica is competitive in the production of Blue Mountain Coffee. We must, therefore, do research on Blue Mountain Coffee to make it even more competitive and to innovate new and more efficient ways of producing it.
10. In order to modernize agriculture, we must:
 - a) Design a strategy which focuses on and redefines the role and functions of the public and private sectors in the development and delivery of services to the sector, especially extension services.
 - b) Redefine the role of central, parish and municipal levels of governance with respect to agricultural development. There is need for regional development plans.
 - c) Canvass the wider society of the need to identify with a broad policy on food security which encompasses national commitment to purchase local food and to understand its relationship to the development of the country.
 - d) Redefine a development strategy for the rural sector including emphasis on recreation and the environment e.g. Serenity Park.

If we do not take appropriate actions to modernize the sector then the real question for the future is **who will feed Jamaica?** I can begin to give you some answers to this question because there is an interest on the part of many in feeding this country. In 1997, a major player in the international food supply opened an office in Miami. This office is called the Caribbean Basin Agricultural Trade Office and one of the objectives of this office is to feed the Caribbean.

Let me ask you one little question which may set you thinking. I understand from a reliable estimate that there are 250,000 Jamaicans in Miami. Are we opening an agricultural trade office in Miami to supply Jamaicans there with food from Jamaica?

Let me now turn to the second role of agriculture as I see it i.e. **to ensure the development of the rural sector as a basis for national social stability.**

In Jamaica, current estimates are that 50% of the population live in the rural sector. This amounts to 1,200,000 people. Can you imagine for one moment, that one morning we wake up and all of these persons had come to Kingston because there is nothing to do in rural areas.

I put it to you that life in Kingston would be unbearable. The social chaos which would result from such a scenario could lead to civil war. But let us not imagine – let us think instead of what is necessary to ensure the growth and survival of the rural sector.

What is needed today in the rural sector is a new concept of development. In IICA we call it the new rurality. What is the new rurality? In essence, the new rurality implies a new vision of the rural sector and a shattering of some of the myths of the past about the role of the rural sector in economic development.

First let me deal with the myths and misunderstandings.

1. The concept that Urban means “modern” and rural means “backwardness” continues to be propagated both in the rural and urban society.
2. Rural policy continues to be limited to a focus on farming which limits the real potential of the sector in terms of its importance for rural agro-industry, ecotourism, forestry and recreation and the importance of the environment for national well-being.
3. The tendency not to assign priority to the importance of the rural sector in giving a sense of culture, contribution to peace, social stability, national independence and the moral values of a society.
4. The new rurality concept has five (5) main components which dismiss these myths:
 - i) **Territorial dimension of the definition of rural life**
The continuum defined as rural must include urban dimensions, so that it partakes of the economic, social, political and cultural linkages that explain the behaviour of the economy as a whole, going beyond a view of “rural” as covering only thinly distributed populations and farming but also inputs from the rural for the survival of the urban.
 - ii) **Multi-sectoral nature of the no longer exclusively primary rural economy.** The importance of non-land-based economic activity, non-farm employment, movement of economic activity away from solely land-based activity, the food production and

processing chain, and the broad development of the service sector provide excellent opportunities in areas such as entrepreneurial development and micro-enterprise.

- iii) **Factors external to the farm economy, which is the source of a chain of productive activities and population centres.** The concept of agriculture as a broader-based process with many functions leads to an emphasis on the positive external factors surrounding farming activity. Not to be disregarded, though, is the contribution of the population centres which the farming process creates and which provide energy for economic sectors such as banking and financial services, construction, and infrastructure etc.
- iv) **Culture, social fabric, and rural institutions as the foundation for social capital.** The existence of rural communities with traditions, history, culture, political institutions, and a sense of ownership of and belonging to the land constitute social potential that has not yet been capitalized on in support of rural development strategies. The rural people are normally some of the proudest and the most independent people in a society.
- v) **The feminization of agriculture.** There is recognition of the growing participation of rural women in agricultural production as well as of their role in generating income through non-agricultural rural work.

A new vision for the sector therefore implies a retreat from the sectoral view and an embracing of the basic elements of rural development to include emphasis on:

- ◆ A social safety net for marginal rural dwellers.
- ◆ An environmental policy that includes the development of recreational facilities.
- ◆ Improved rural infrastructure that provides employment opportunities.
- ◆ A food policy that is consistent with national goals and national food security.
- ◆ Implementation of strategic future initiatives e.g. agribusiness enterprises in the rural sector.

The Food Policy developed must include:

- A Policy on Food Production – emphasis on strategic commodities for national food security.
- A Policy on Food Imports linked together with food production
- A Policy on Food Exports linked to global markets and ethnic markets.
- A Policy on Food Processing – agro-industrial policy designed to add value added and differentiation to Jamaican products.

This new concept of the rural sector implies new institutional arrangements which change our traditional approach i.e. the need for a Ministry of Agriculture and Rural Development which has the mandate and resources to develop the rural sector in all its dimensions not only as it relates to agriculture but also to non-agricultural pursuits, and which can effectively coordinate the various services needed for rural development with other agencies and the private sector.

We cannot have a Ministry of Agriculture with responsibility for the maintenance of roads in the agricultural areas of the country and the funds for roads are controlled by the Ministry of Works. In the new paradigm, the funds would be allocated to the Ministry of Agriculture and Rural Development and the Ministry would contract the Ministry of Works to carry out the construction of roads in the agricultural areas under the management of an inter-ministerial task force.

In addition, local management expertise would supervise the implementation of the project in the interest of the community in order to ensure accountability and participation. Such a new modality will derive its strength from the inter-sectoral linkages which will be forged and which will provide for coordinated development in the rural areas.

Finally, there is a tendency to support the continuation of those sectors and enterprises that have demonstrated their ability to compete and to regard those that fail as necessary victims of progress e.g. sugar. The agricultural sector, cannot, however, be viewed within these strict economic parameters because there are social, environmental and political implications of a demise of any sub-sector of the economy that employs a substantial amount of labour. What is needed is a long term plan for these sub-sectors including diversification of the product mix.

In conclusion:

- (a) No society can ignore the importance and the welfare of a significant part of its population that live in the rural sector. The inherent risk to rural urban migration with all the attendant problems for urban unemployment and urban insecurity.
- (b) No society should ignore the potential risks of a dependence on external sources for its supply of food.
- (c) No society should ignore the threat to the environment that can result from subsistence production, on marginal lands by a large number of small farmers using a traditional approach.
- (d) A modern agricultural sector is an asset to every economy but agricultural modernization can only occur when the society invests in technological innovation, roads, markets, irrigation works, infrastructure, education and health.
- (e) A holistic approach to the development of the rural sector is necessary for agriculture to be sustainable in small developing economies such as ours.

Let us go forth from here and produce an integrated holistic rural development strategy to feed and support “the land we love” in the 21st Century.

Thank you.

**Address to the Jamaica Cooperative Credit
Union League Limited
Ocho Rios, May 10th, 2001**

Mr. Chairman, distinguished officials of the Jamaica Cooperative Credit Union League Limited, members of the League, ladies and gentlemen.

I am indeed honoured to have been invited by your Public Relations Officer, Claudette Christie, to present the opening address at your convention and your 60th Annual General Meeting.

Sixty (60) years is indeed a long time and if my memory serves me right, your organization would have been born during the second world war. Sixty not out is a good score in cricket and in any initiative and I salute and congratulate you and your League for providing sixty (60) years of service to Jamaica. Any institution that contributes sixty (60) years of service to the welfare of our community and to our country, must be commended.

Our world has changed considerably since the 1940s when your organization was born. Our world is now characterized as a global village and although there are no global conflicts, the global village is certainly not a paradise.

The last twenty (20) years has been characterized by dramatic changes in our world. According to John Naisbitt and Patricia Aburdene – authors of Megatrends 2000, there are ten (10) tendencies that are influencing our lives today as we enter the first year of the new millenium.

- (1) The Booming Global Economy (which apparently is slowing down)
- (2) The Rebirth of the Arts
- (3) The emergence of free market socialism
- (4) Global lifestyles and cultural nationalism
- (5) Privatization of the welfare state
- (6) The rise of the Pacific Rim economies.
- (7) The decade of women in leadership
- (8) The age of Biology, Information Technology and Global Communication
- (9) The Religions Revival

(10) The Triumph of the Individual

These trends are not of equal importance in all parts of the world and I am sure that you as an individual may have developed your own set of megatrends to guide your work, ideals, relationships and contributions to society.

Suffice it to say that we are entering a new world of social and economic relations that has a dynamic that is irreversible. The reality of a new millenium has come to mean a golden age in human history, a time to close the door on the past and to open the door of a new era. An era of opportunity, an era of challenge and an era of change. The questions that may be asked today are: Are we ready for the new millenium? Are we ready for the 21st century? Are we ready for change? Are we ready as individuals? Are we ready as employees? Are we ready as managers? Are we ready as professionals? Is the Jamaica Cooperative Credit Union League ready? Is our Government ready? Is our nation ready for the challenges of the 21st century?

The winds of challenge are blowing harder and harder. These winds are reshaping organizations, the social order and meaning of society. The changes are affecting relationships between manager and employee, between husband and wife and between parent and child.

Are you ready? Is your organization ready to cope with the changes and the challenges that lie ahead.

What is happening? Recent news from North America – Over 3 million layoffs have occurred in the last five (5) years. More than forty five percent (45%) of American companies have reduced their workforces every year since 1990. Eighty-five percent (85%) of U.S. organizations now outsource services once performed in-house. Merger and acquisition activity has been rising steadily over the past five (5) years and is currently at its all time high. Business failures have topped Four Hundred Thousand (400,000) in the first half of the 1990s and are on track to double those of the last decade.

Who knows how many organizations expanded rapidly, revamped their products lines, entered new markets, overhauled their systems and procedures, relocated to different facilities, installed new technologies, brought in a new management team, shut down some operations, tried to change their corporate culture, were deregulated, made sweeping budget cuts, or saw a change in ownership?

You watched the pace of change accelerate over the past decade and you won't see it relax during the foreseeable future. You can expect more pressure points. Further destabilization.

Some organizations will ride the winds of change, seizing the opportunity to go far, very fast, and sail past the competition. Others that are unprepared for the wind's force, and that mistakenly think their safety comes in bracing themselves against it, will find their rigidity a fatal stance. They will be shattered. Devastated. As for those that

think they can lie low until the storm passes, they will be left behind. Pete Silas, Chairman of Phillips Petroleum, described the situation well: "We can't wait for the storm to blow over, we've got to learn to work in the rain."

Here you have your own problems – FINSAC, Interest Rate, Crime etc.

I would like to speak briefly on the concept of organizational readiness and then treat in a more specific way, some of the principles for individual readiness.

Organizational Readiness

A company can achieve organizational readiness when everyone, from top management to the newly-hired employees, share a common understanding of the business, its goals and its purpose, and knows how he or she contributes to the company's business strategy. Organizational readiness requires the alignment of eight factors that together create a flexible, adaptive organization that is ready to meet both anticipated and unanticipated challenges:

→ **Strategy Development** – The degree to which senior management has created a shared sense of purpose in the organization, developed clear goals with associated measures, and created a work environment in which everyone understands the strategy and sees the connection between their work and the organization's strategic goals.

→ **Performance Measurement** – How clearly performance measures have been defined and linked to the company's most critical goals. The use of these measures (leading and operational indicators) supports the entire decision making process and serves as the foundation for individual goal setting and performance management.

→ **Organizational Design** – Ultimately, if an organization is to work effectively and efficiently, it needs to facilitate the way work is done so that customers find it easy to do business with the organization and the organization finds it easy to work with customers. This factor examines roles and responsibilities (distribution of authority and power) and the way information facilitates smooth internal operations.

→ **Knowledge Management** – Organizational readiness requires a learning organization mindset. This comes about when an organization has a system for organizing and sharing knowledge, and a culture that treats failure as a learning experience.

→ **Motivational Energy** – The ability to unleash and harness the potential energy of an organization is based on positive emotional states of employees. This is the result of management's ability to create working situations where everybody finds an answer to the question "what is in it for me?"

→ **Performance Management** – An aligned organization requires people to think holistically about the way work gets done and their individual jobs and tasks. A key to

achieving this sense of positive contribution is a performance management system which ensures individual goal setting and proper recognition of both team and individual performance. People need to be accountable for meeting their goals, and in turn, the organization needs to help people develop to their fullest potential.

→ **Distributed Leadership** – The driver that makes an organization go and keeps it glued together is leadership. The kind of leadership that is required in fast changing, unpredictable environments is not hierarchically based, but it is distributed throughout the organization. Such leadership focuses on creating clear directions and generating energy in people.

→ **Information Flow** – Information is a critical source of energy in the organization because it helps people understand what is needed and how to take action. The speed, reliability, accuracy, and timeliness of information and easy access to it, enables people to take action quickly as required. Having access to such information gives people a sense of empowerment and a feeling that they make a difference.

Individual Readiness

What about individual readiness for the manager and the employee of the 21st century.

In the 1950s and 1960s, workers saw work as a source of personal fulfillment, accepted organizational guidelines and enjoyed job security until pensionable age and had high institutional commitment. That generation of workers is slowly disappearing; the new generation is better educated and mobile. They display less obedience to authority and greater concern for self-expression, a strong need for achievement and self-actualization. A sound philosophy for this millenium therefore, must rest on the basic need for human beings to feel needed. The manager must take cognizance of workers' views, values and attitudes and find the means of meshing the organizational goals with the workers' individual goals.

The manager of the 21st century will have to:

- Provide the climate for workers to accept change
- Increase the level of motivation in the department
- Improve teamwork and decision making
- Plan for further development of each employee

The employee of this new millenium will have to take on more responsibility and therefore must acquire a sense of purpose within the institution in which he/she works.

To be effective, you must keep abreast of innovation in the management field and be creative and upgrade your skills.

In order to deal with change you must become a change agent in your organization. An agent of change in any organization must create some nine (9) goals.

- (1) You must cultivate a positive, optimistic and enthusiastic attitude.
- (2) You must take some ownership of change. Don't criticize. Contribute positively and constructively.
- (3) Choose your battles carefully. Don't fight everything. Choose those you can win. Define your circle of influence and your circle of concern.
- (4) Be tolerant of management mistakes. Give your boss the benefit of the doubt. Put yourself in his/her shoes.
- (5) Keep your sense of humour.
- (6) Don't let your strengths become your weaknesses. Continue doing what you do best, may not be the best advice. Get busy developing new skills. Only those who retool themselves constantly, stand a chance of being employed in the future.
- (7) Practise good stress management techniques. Exercise often, eat well balanced foods and find some time to relax.
- (8) Support higher management
- (9) Invent your future. Help create the new work environment which you desire, be proactive.

The concept of individual readiness takes the form of twelve (12) strategies for good living in the 21st century. These concepts are not new, but, proven tested principles for good living, whether you are a manager or an employee

1. Be honest – Beware of what you become in pursuit of what you want. If you must lie, steal, cheat or mislead to achieve what you want, when you get it, it may have no value because now you must still live with yourself.
2. Find Your Assets – Every person has assets and liabilities. Using, developing and working with your assets will move you forward. Do not spend life looking at what you are not and wishing you were different. Take what God gave you and multiply it.
3. Think Big – Small goals, small dreams and small thinking lead to small results. Be big, act big, live big, dream big, and big things will happen. Remember, it is said, “as a man thinketh, so is he.” You may not get all

you want by thinking big, but you'll get closer than by thinking small. If you shoot for the sun, you may land on the moon, but if you only shoot for the moon and miss, you fall back to earth.

4. **Live With Enthusiasm –** Life is too short to waste even one day being negative. Start each day by thanking God for giving you one more day on this remarkable spinning planet. Life is how you see it. See it with enthusiasm and life becomes enthusiastic.
5. **Don't Let Possessions Possess You –** Things don't make life wonderful. People do. If your car, house, boat, jewelry, or other material things lead your life, you can become a very lonely person. Look inside and grow personally, follow positive principles and be all you can be, and you will become an example for others to follow.
6. **Don't Worry About Problems –** I believe that God is always a good God, and therefore, every problem is in my life for a good reason: To make me stronger, to put new opportunities in my life or just to direct me to become a problem solver and kick the worry habit.
7. **Look Down On No One –** Every chance you have to praise someone, do so, but never put down anyone. We all have assets and liabilities. Look for the good in everyone you meet. If you need to correct someone, use the sandwich method. First, talk about their assets; then explain the problem and how to correct it; finally, talk about their assets, again ending with a positive.
8. **Assume Full Responsibility –** The situation we are in is because of what we are and what we have done. Your world is a reflection of your activities and your decisions. Others can push your life in certain directions, but the end result is up to you. You control your destiny. Blame no one else for your situation.
9. **Don't Cling To The Past –** It's not what you have done that counts. It's what you are doing now that counts and where you want to go. Stop looking at negative events from the past, harping on them or wishing they didn't happen. The past is a cancelled check. The future is a promissory note.
10. **Establish Written, Specific Financial Goals –** Numerous studies have shown that individuals with specific, written goals achieve greater success than individuals with no goals or only very vague goals. Set exciting goals to keep you motivated, to reduce your current spending, to save for the future. List your goals in order of importance. Since you have limited resources, some goals may have to be postponed until others are satisfied.

Set interim goals as well as an ultimate goal so that you can measure your progress toward your goals.

11. **Implement Your Plan – This is the step where most people fail. Preparing a financial plan is a process that can be accomplished in a short period of time, but implementing the plan requires a lifetime of discipline and dedication. To help, keep these tips in mind:**
 - A. **Make saving and investing part of your monthly routine so that it becomes second nature to you.**
 - B. **Don't become overwhelmed by the amounts you need to save. In many cases, it will take years to see substantial progress toward your goals.**
 - C. **Develop an investment strategy that is compatible with your risk tolerance.**
 - D. **Don't try to accomplish too much at once or you will become disillusioned with your entire plan.**
 - E. **You should monitor your progress at least annually, altering your plan if progress is not satisfactory or if your goals have changed.**
 - F. **Don't use the excuse that you don't have enough money to start saving for your financial goals. Even if you only start out with small amounts, you need to make saving a habit. Over the years, you can increase your rate of saving.**

12. **Pray Consistently and Confidently – The bible says, "ask and you shall receive"; the way to ask is in your prayers. It goes on to say, "knock and it shall be opened unto you", the way to knock is to work. Remember, you must do your part. God helps those who help themselves.**

Pray consistently – because in this world of change and challenge, you must have a strong emotional religious conviction and connection that draws inspiration and purpose in life from above. Put your hope in a higher power when all else fails. People will sometimes disappoint you, but, God never will.

When I entered Cornell University Graduate School in 1966, one of the first meetings we had as postgraduate students was with the Head of the Department, Professor G. C. Kent. Professor Kent gave us an address entitled: "Where are you going". He pointed out that his Department demanded excellence in our work and he presented a quotation attributed to the Greeks that read "Before the gates of excellence the high Gods have placed sweat, long is the road thereto and steep and rough at first".

This quotation is as true for Jamaicans as it was for the Greeks. The ingredient which we need to weather the current economic storms is hope and rededication to excellence in our work, in our homes and in our communities so that what we produce is of lasting value.

One of the United States of America's greatest presidents said: "We hold these truths to be self evident that all men are created equal, that they are endowed by their creator with inalienable rights and that among these are life, liberty and the pursuit of happiness". In this small nation we have enjoyed the right to life, we have liberty and we have pursued happiness. Let us treasure these rights and let us protect them so that the life of our children and our children's children will be meaningful, purposeful and fulfilling.

Let us rekindle the spirit of community, let us return to the pride of satisfaction in a job well done and let the old and tested values of thrift, patience, self restraint and discipline be the guiding principles of our lives once more.

Ours is a country of resourcefulness and resilience, a people rich in culture and tradition; a country of respect for hard work where we jealously protect the Christian way of life.

This country has achieved great things with limited material and natural resources. Let us now seek to preserve them for the future. We cannot now allow the destruction of the economic pillars of our economy, by the few who seek to destroy them. We cannot tolerate poor standards in our services and productive sectors.

We cannot tolerate mediocrity. The challenges of our time do not require less responsibility, they require more responsibility. The challenges of our time do not require less discipline, they require more discipline. The challenges of our time do not require less hard work, they require more hard work. The challenges of our time do not require less tolerance, they require more tolerance. The challenges of our time do require more of all the characteristics which have made us proud. Let us recapture the dream of our forefathers; let us rekindle the flame of hard work; let us strive for excellence so that although small, we can continue to stand tall among the nations of the region and the world.

Some years ago I read an article on the development of Singapore, a country that is often discussed as a model for development among small developing countries and the article dealt with the 10 keys to success in the development of this small nation.

The key that was singled out as the most important for success was the ethos of the people, their social discipline, hard work, thrift, perseverance, ambition and honesty. We have these characteristics in Jamaica and they have in large measure been responsible for our successes. Let us, therefore inculcate these values in our children that our progress can be maintained.

These are difficult economic times not only for the small developing countries but for the developed ones as well. We are in the grip of a new dimension in world development in which information, communication, the individual, the entrepreneur and the private sector will play an increasingly important role.

Given the task at hand, I challenge each and every one of you to take hold of the dream of our forefathers and return this country to its place of pride and industry. I ask of you in the name of our nation's heroes: Nanny, Sam Sharpe, Paul Bogle, George William Gordon, Marcus Garvey, Sir Alexander Bustamante and Norman Washington Manley let us all work together to defeat the forces which seek to undermine the stability and progress of our nation. We must rise to the challenges of our time and work hard for a brighter tomorrow. As we have overcome difficulties of the past so too will we conquer the dangers of the present and will emerge a stronger people, better prepared to take our rightful place on the regional and world stage, confident that the vision of our forefathers has been fulfilled.

Let me end this presentation with a quotation from the Desiderata:

"You are a child of the universe, no less than the trees and the stars. You have a right to be here and whether or not it is clear to you, no doubt the universe is unfolding as it should. Therefore, be at peace with God, what ever you conceive Him to be and what ever your labours and aspirations in the noisy confusion of life, keep peace with your soul. With all its sham, drudgery and broken dreams, it is still a beautiful world. Be careful, strive to be happy."

And finally, in the words of our national anthem – Eternal Father bless our land, guard us with thy Mighty hand. Keep us free from evil powers. Be our light through countless hours. To our Leaders, Great Defenders, Grant true wisdom from above. Justice, truth be ours forever, Jamaica land we love.

I thank you.

**Address to Jamaica Association of Record Managers and
Administrators (JARMA)
April 5, 2001**

I am indeed pleased to have been invited here today to address you as members of the Association of Record Managers and Administrators. I am always pleased to come to these meetings, as this area of information seems to have attracted some of the most beautiful ladies in Jamaica. Having said that, I must congratulate the male colleagues among you, because, they should be aware that if we don't become part of this new wave which is the information age, we will be left further behind and we will be marginalised further.

There is no doubt that the society of the future will be based on information and knowledge. The three (3) basic factors of production land, labour and capital, have now been joined by a fourth dimension and that is, information.

Companies are becoming more linked in global networks in order to be more competitive, and the Internet has now become as common as the telephone as an instrument of communication and information exchange.

I have heard the persons who work in information being called information providers, information professionals, information workers, knowledge workers etc., but, the designation that I like best is that, you are information managers – JARMA has this as part of its title. If however, you are going to be good information managers, you must understand very clearly, what a manager is.

I don't have a good definition, but I can tell you what managers do.

- (1) Managers know their resources.
- (2) Managers know who their clients are
- (3) Managers seek to satisfy their clients' needs in a consistent and satisfactory manner.

So, for you as information managers, it is necessary to think on these matters. Let us take just one of these responsibilities and look at it carefully. Who are your clients? If you work in an institution, you probably have both internal and external clients. Their needs may be different. Have you identified their needs? Are you satisfying their needs in a consistent and satisfactory manner?

In the new global scenario, many institutions are changing and so your clientele is changing. Are you ready to service your new clients?

I believe that in order to be a good information manager today, you must become an agent of change or a change agent, if you will. In order to be an agent of change in any institution, enterprise or in society, you must cultivate certain characteristics.

- (1) You must cultivate a positive, optimistic and enthusiastic attitude.
- (2) You must take some ownership of change. Don't criticize. Contribute positively and constructively.
- (3) Choose your battles carefully. Don't fight everything. Choose those you can win.
- (4) Be tolerant of management mistakes. Give your boss the benefit of the doubt. Put yourself in his shoes.
- (5) Keep your sense of humour.
- (6) Don't let your strengths become your weaknesses. Continue doing what you do best, may not be the best advice. Get busy developing new skills. Only those who retool themselves constantly, stand a chance of being employed in the future.
- (7) Practise good stress management techniques. Exercise often and eat well balanced foods.
- (8) Support higher management.
- (9) Invent your future.

Help create the new work environment which you desire, be proactive and finally

Pray. Pray consistently. Because in this world of change and challenge, you must have a strong, emotional, religious conviction and connection that draws inspiration and purpose in life from above. Put your hope in a higher power when all else fails. People will sometimes disappoint you, but God never will.

Good luck and God's blessings.

Consultation on Youth in Agriculture and Food Production
Heart Trust/NTA Ebony Park Academy
Kingston, Jamaica
March 21, 2001

1. Let me on behalf of the Inter-American Institute for Cooperation on Agriculture and on my own behalf welcome you to this Consultation on Youth in Agriculture which we inaugurate today in cooperation with the Ministry of Agriculture and HEART Trust/NTA.
2. We in IICA believe that there is urgent need to generate employment opportunities for youth in Jamaica, and we believe that the agricultural sector can and must involve young people in food production and the development of the rural areas. This vital segment of the national economy needs to develop new strategies to capture the imagination, creativity and enthusiasm of youth in contributing to national development.
3. A recent report indicates that "Jamaica has a young population. Two out of every three Jamaicans are under 30 years of age. The bulge in the age group 15-24 which numbers 472,042 and accounts for 20.4 per cent of the total population poses a real challenge to the fiscal budget by its excessive demand for social services, particularly health and education. The high rate of unemployment in this age group as well as its involvement in violent crime and other forms of anti-social behaviour make it a high-risk grouping, with major implications for social policy".
4. In light of the above, this Consultation was organized in cooperation with the Ministry of Agriculture and with the full blessings of the Minister of Agriculture, the Honourable Roger Clarke, to:
 - To obtain the perceptions of youth on the feasibility of agriculture and related activities as options for employment and entrepreneurial activities.
 - To assess the factors which limit the involvement of youth in the agricultural sector.
 - To develop a set of recommendations that may inform decision-makers on policy measures necessary to promote youth involvement in agri-based enterprises.
 - To present case studies of successful youth involvement in agriculture.
5. Following the Consultation, there will be an exhibition which hopefully will highlight some job opportunities and avenues for self-employment in the agricultural and agro-processing sectors.
6. We are committed to this dialogue with you and hope that together we can find some strategies to generate employment for you in the agricultural sector.

7. All countries need to build up the foundations and maintain the conditions for sustainable development. Development rests on good governance, education, health, youth and other elements of social and physical infrastructure:
8. **Youth** because any strategy for sustainable development must address youth. A cornerstone to successful economic development is to build a young, versatile and mobile workforce that can meet the complex challenges of the 21st Century.
9. Encouraging entrepreneurial talent through appropriate education and training is one of the best ways to help create sustainable livelihoods that will enable young people to contribute to the economic and social well being of their communities.
10. In this regard, in Jamaica where two out of every three Jamaicans are under thirty years old, the emphasis on investment in youth is an investment in the country's future.
11. Development also rests on access to land, credit, physical infrastructure, as well as communication and information services.
12. This seminar today is about how can we, working together, tackle the complex challenges of our time. I say 'we' because none of us can do it alone, not the Government, not the private sector nor civil society. We need to develop partnerships not only within agriculture but outside of agriculture as well, because much of the expertise and resources which are needed to make a difference lie outside the traditional areas of Government.
13. It is up to us to sell to society a positive image of the importance of the agricultural sector and so foster strategic partnerships that will create a new fabric of relationships to help us confront today's challenging realities.
14. I look forward to hearing your views in helping to develop a strategic approach to the greater incorporation of youth in the agricultural development agenda of Jamaica.

2000

Goat Breeders Association of Jamaica
Bodles, Jamaica
November 23, 2000

Let me thank you for inviting me to say a few words to this distinguished gathering. I am told that meetings of the Goat Breeders Association are good meetings to attend, not only for the good food that is served but also for the interesting dialogue and discussion that take place.

I am pleased to be back at Bodles, the seat of Agricultural Research in Jamaica.

I understand that a great speech should be soothing and should be moving. The gentleman who told me this found out that after his speech 50% of the people were asleep and the other 50% had left.

I am also told that the goat breeders are some of the most vibrant men in the community. I don't know if it has anything to do with the continuous consumption of "mannish water".

Today, my address is likely to be neither soothing nor moving. I understand that an important part of your work is seeking to increase the local production of high quality goat meat. This like any new enterprise will be under threat from forces of globalization.

According to Mr. Owen Arthur, Prime Minister of Barbados, "the Old World of: i) trade preferences, ii) confessional flows of financial resources, iii) domestic protectionism, and iv) inward-looking, state-dominated, over-regulated economic activity is vanishing or has already gone".

There are six factors influencing Caribbean agricultural development today:

- i) Globalization and Trade Liberalization
- ii) The CARICOM Single Market and Economy
- iii) Declining importance of preferential markets
- iv) Advances in information and biotechnology
- v) Consumer preferences for foods that are wholesome and free of pesticides
- vi) The need to care for the environment.

In order for agriculture in general and goat production in particular to assist in the generation of employment opportunities and make its full contribution to National Development, the concept of Agriculture has to change. In the new scenario of the 21st Century, agriculture must be viewed for what it is viz the bedrock of the society and the corner stone of the economy. Agriculture is not a primary productive activity that ends at the farm gate. Agriculture involves the production, processing and marketing of agricultural products.

the backward and forward linkages between agricultural activity and the rest of the economy indicated a figure of 38%. It is my opinion that a similar analysis will yield similar results in Jamaica and the Caribbean.

Agriculture must be seen as contributing to three important aspects of national development:

- i) Food security for the nation.
- ii) National social stability.
- iii) Preservation of rural life and the environment.

Let me begin with the first role – **Food Security of the Nation**

The average person in Jamaica consumes 3 square meals per day. If we estimate the cost of each meal at US\$2.00 (or JA\$80.00) this is equivalent to US\$6.00 per day (or JA\$240.00), for one year 365 days this would be equivalent to $365 \times 6 = \$2,190.00$ per year. Then there are 2.5 million persons in Jamaica, so the value of the food consumed is about $2190 \times 2.5 \text{ million} = \$5,475,000,000$ per year.

If we include the food consumed by approximately 1 million tourist per year each spending an average of 10 days in Jamaica, then the figure would increase by 60 million to 5,535,000,000.

This market of a potential five point five billion dollars per year represents fertile ground for the development of enterprises engaged in the production and supply food. But a cursory glance at the statistics of our food production capacity shows that on average we only produce about 50% of what we eat, the other 50% is supplied by others.

The question which I have for you is **can Jamaica continue to produce the 50% of local food production and if not, who will feed Jamaica in the 21st Century?**

I wish to deal now with these two questions. The first question – Can Jamaica hold on to current market share? Or will we lose ground in terms of our ability to feed ourselves in this Century?

I do not have the answers because I did not bring my crystal ball with me, but it is my opinion that in order to increase production, there are several challenges which the agricultural sector must face.

The agricultural sector and the food production sub-sector in particular will have to embrace new relevant technology, research and training. We can no longer continue to do research that is conceived in the minds of scientists and academics, that is planned and executed without the involvement of those for whom it is intended, that is presented at scientific meetings of scholars and then neatly bound in a scientific journal and placed on the shelves of our libraries for posterity.

The agricultural sector and the food production sub-sector in particular will have to embrace new relevant technology, research and training. We can no longer continue to do research that is conceived in the minds of scientists and academics, that is planned and executed without the involvement of those for whom it is intended, that is presented at scientific meetings of scholars and then neatly bound in a scientific journal and placed on the shelves of our libraries for posterity.

The research needs of today are for research that is client led, that is creative and seeks to solve real problems which limit the growth and development of an agribusiness enterprise or primary production or marketing of crops or livestock.

The research of the future must respond to the needs of the productive sectors of the economy and this will open new doors for private sector participation in the agenda for research. In fact, the private sector will then be encouraged to finance research that is in their interest.

Technology must be an input into the production of products by an enterprise and not an output of a research institution. This is the paradigm shift that we must make. The research agenda must be determined and fashioned by actions to solve the real problems of agricultural enterprises

What is needed are competitive agricultural research funds where the producers or managers of agricultural enterprises, along with the researchers, determine the agenda for agricultural research and present their proposals for consideration to a National Research Board for funding.

Michael Porter, the Guru of competitiveness and Harvard Professor of Economics, indicates quite clearly that there are only two bases for competitiveness: either we compete on price or we compete on differentiation. Competitiveness based on price is futile for a small developing country and can lead to more poverty. Therefore, we must compete on the basis of differentiation and that means producing a product that is unique in some way, and then marketing the same.

But the production of specialty-differentiated products requires continuous innovation, continuous investment in research and development. Now is not the time to invest less money in Research and Development. Now is the time to put more money into R & D that is focused, client-led and designed to promote the production of differentiated products for the global market place.

Let me give you an example of what I am talking about. Jamaica is unlikely to be competitive in the production of cheese internationally because New Zealand, U.S.A., Holland among others have developed the technologies for producing cheese efficiently. But Jamaica can be competitive in the production of Jerk cheese or Jamaica's Goat Cheese. Why? Because these are unique products which can be sold in specialty markets at a special price.

- a) Design a strategy which focuses on and redefines the role and functions of the public and private sectors in the development and delivery of services to the sector, especially extension services.
- b) Redefine the role of central, parish and municipal levels of governance with respect to agricultural development. There is need for regional development plans.
- c) Canvass the wider society of the need to identify with a broad policy on food security which encompasses national commitment to purchase local food and to understand its relationship to the development of the country.
- d) Redefine a development strategy for the rural sector including emphasis on recreation and the environment e.g. Serenity Park.

If we do not take appropriate actions to modernize the sector then the real question for the future is **who will feed Jamaica?** I can begin to give you some answers to this question because there is an interest on the part of many in feeding this country. In 1997, a major player in the international food supply opened an office in Miami. This office is called the Caribbean Basin Agricultural Trade Office and one of the objectives of this office is to feed the Caribbean.

Let me ask you one little question which may set you thinking. I understand from a reliable estimate that there are 250,000 Jamaicans in Miami. Are we opening an agricultural trade office in Miami to supply Jamaicans there with food from Jamaica?

Based on my original formula, this 250,000 will consume 750,000 meals per day at US\$2.00 per meal that is US\$1,500,000 per day, US\$547,000,000 per year. How much of this food is Jamaica currently supplying? Wouldn't the Jamaicans over there love some ackee and saltfish, festival, jerk chicken and jerk pork and some red stripe beer. What are we doing about it?

Let me now turn to the second role of agriculture as I see it i.e. **to ensure the development of the rural sector as a basis for national social stability.**

In Jamaica, current estimates are that 50% of the population live in the rural sector. This amounts to 1,200,000 people. Can you imagine for one moment, that one morning we wake up and all of these persons had come to Kingston because there is nothing to do in rural areas.

I put it to you that life in Kingston would be unbearable. The social chaos which would result from such a scenario could lead to civil war. But let us not imagine – let us think instead of what is necessary to ensure the growth and survival of the rural sector.

What is needed today in the rural sector is a new concept of development. In IICA we call it the new rurality. What is the new rurality? In essence, the new rurality implies a new vision of the rural sector and a shattering of some of the myths of the past about the role of the rural sector in economic development.

First let me deal with the myths and misunderstandings.

- a) The concept that Urban means “modern” and rural means “backwardness” continues to be propagated both in the rural and urban society.
- b) Rural policy continues to be limited to a focus on farming which limits the real potential of the sector in terms of its importance for rural agro-industry, ecotourism, forestry and recreation and the importance of the environment for national well-being.
- c) The tendency not to assign priority to the importance of the rural sector in giving a sense of culture, contribution to peace, social stability, national independence and the moral values of a society.
- d) The new rurality concept has five (5) main components which dismiss these myths.

Territorial dimension of the definition of rural life

The continuum defined as rural must include urban dimensions, so that it partakes of the economic, social, political and cultural linkages that explain the behaviour of the economy as a whole, going beyond a view of “rural” as covering only thinly distributed populations and farming but also inputs from the rural for the survival of the urban.

Multi-sectoral nature of the no longer exclusively primary rural economy. The importance of non-land-based economic activity, non-farm employment, movement of economic activity away from solely land-based activity, the food production and processing chain, and the broad development of the service sector provide excellent opportunities in areas such as entrepreneurial development and micro-enterprise.

Factors external to the farm economy, which is the source of a chain of productive activities and population centres

The concept of agriculture as a broader-based process with many functions leads to an emphasis on the positive external factors surrounding farming activity. Not to be disregarded, though, is the contribution of the population centers which the farming process creates and which provide energy for economic sectors such as banking and financial services, construction, and infrastructure etc.

Culture, social fabric, and rural institutions as the foundation for social capital

The existence of rural communities with traditions, history, culture, political institutions, and a sense of ownership of and belonging to the land constitute social potential that has not yet been capitalized on in support of rural development strategies.

The rural people are normally some of the proudest and the most independent people in a society.

The feminization of agriculture. There is recognition of the growing participation of rural women in agricultural production as well as of their role in generating income through non-agricultural rural work.

A new vision for the sector therefore implies a retreat from the sectoral view and an embracing of the basic elements of rural development to include emphasis on:

- ◆ A social safety net for marginal rural dwellers.
- ◆ An environmental policy that includes the development of recreational facilities.
- ◆ Improved rural infrastructure that provides employment opportunities.
- ◆ A food policy that is consistent with national goals and national food security.
- ◆ Implementation of strategic future initiatives e.g. agribusiness enterprises in the rural sector.

The Food Policy developed must include:

- A Policy on Food Production – emphasis on strategic commodities for national food security.
- A Policy on Food Imports linked together with food production
- A Policy on Food Exports linked to global markets and ethnic markets.
- A Policy on Food Processing – agro-industrial policy designed to add value added and differentiation to Jamaican products.

This new concept of the rural sector implies new institutional arrangements which change our traditional approach. For example the need for a Ministry of Agriculture and Rural Development, which has the mandate and resources to develop the rural sector in all its dimensions (multi-sectoral approach) not only as it relates to agriculture, but also to non-agricultural pursuits, and which can effectively coordinate the various services needed for rural development with other agencies and the private sector.

We cannot have a Ministry of Agriculture with responsibility for the maintenance of roads in the agricultural areas of the country and the funds for roads are controlled by the Ministry of Works. In the new paradigm, the funds would be allocated to the Ministry of Agriculture and Rural Development and the Ministry would contract the Ministry of Works to carry out the construction of roads in the agricultural areas under the management of an inter-ministerial task force.

In addition, local management expertise would supervise the implementation of the project in the interest of the community in order to ensure accountability and participation. Such a new modality will derive its strength from the inter-sectoral

linkages which will be forged and which will provide for coordinated development in the rural areas.

Financing Agricultural Development

There also seems to be increasing conservatism in financial circles due to the recent experience of the financial sector. We believe that there is a need for innovative ways to finance the agricultural sector. The current high interest rate regimes and the stringent collateral requirements apparently have been impacting negatively on investment in the sector.

Clearly, it does seem that we need to understand the peculiarities of agriculture in order to fashion new investment policies and strategies for the survival of the sector. We believe that the financing arrangements appropriate for the manufacturing and tourism sectors are not suitable for agriculture. One may ask, what are the characteristics of agriculture, which make financing of the sector different?

There are five elements:

- i) Agricultural enterprises depend on a biological process and is therefore subject to high levels of risk including drought, pests, diseases, hurricanes and praedial larceny.
- ii) Some agricultural enterprises take years to produce a saleable product, e.g. citrus - you plant today and you harvest the first crop in 3-5 years.
- iii) Traditional collateral such as title to land may not be available as many farmers produce on leased or rented land.
- iv) The production units usually consists of a large number of small farmers which create problems for marketing, delivery of extension services, traceability, consistency of quality, communication and economics of scale.
- v) Agricultural enterprises usually require a high level of working capital and produce perishable products which are sometimes seasonal.

Given the above, sometimes it is not commonly recognized that agricultural enterprises are inherently more difficult to manage than most other enterprises.

Financing agricultural development is much more than contributing to the welfare of the less fortunate in the society. In fact, this sociological view of agricultural development should be abandoned because agricultural development needs to be seen as a contribution to national social stability, food security of the nation and to preservation of rural life and the environment

I am aware of the critical role your institution plays in the delivery of financial services to the rural sector, but I am also moved to suggest that what may be needed by the rural sector are not institutions that provide only financial services, but institutions that are committed to providing financial services, management services, project preparation services and technical support. This suggestion is made against the common experience that strictly financial institutions are sometimes unaware of the peculiarities of agriculture and tend to apply the same performance criteria to agricultural loans as they do to commercial loans.

In addition, our experience suggest that critical needs for agricultural development are:

- ◆ Project Identification
- ◆ Project Preparation
- ◆ Project Monitoring
- ◆ Project Management

The reality of our time suggests the need for a partnership with rural sector which incorporates these elements. The production clubs of Mexico are a good example of what I am describing.

In addition, training programmes in business management and computer use will be critical for the future.

Financing small farmer enterprises are often difficult due to collateral requirements and high interest rates, but these factors should signal financial institutions to move from mere being financiers and become partners in small farm operations by purchasing equity in viable operations. This would be a real contribution to agricultural development.

Let me end this presentation by telling you a little story called "Acres of Diamond". There was once a poor farmer who spent years trying to raise his crops. His land was rocky and difficult to till. Disenfranchised with his circumstances, the farmer became increasingly fascinated by tales of "easy wealth" gained by men who had searched for and discovered diamonds in the countryside. He, too, wanted to be rich.

He grew tired of the endless labour, and impulsively sold his farm to search for diamonds. For the rest of his life he wandered the vast African continent searching for the gleaming gem, but, the great discovery always eluded him. Finally, in a fit of despondency, broker financially, spiritually, and emotionally, he threw himself into a river and drowned.

Meanwhile, the man who had bought his farm found a rather large and unusual stone in a stream that cut through his property. It turned out to be a diamond of enormous value. Stunned by his new found wealth, the farmer discovered that his land

was virtually covered with such stoned. It was to become one of the world's richest diamond mines!

Now, the first farmer had unknowingly owned acres of diamonds. He sold the property for practically nothing in order to look for riches elsewhere. If only had had taken the time to study and realize what diamonds looked like in their rough state, and had first thoroughly explored the land he had owned, he would have found the riches he sought - on the very land he had been living upon!

We in Jamaica are standing in the middle of our acres of diamonds. If only we acquire the wisdom and patience to intelligently and effectively examine our circumstances and to explore the work in which we are now engaged, we will find that it contains the riches we seek.

Before we go running off to what we think are greener pastures, let's make sure that our own is examined. Oftentimes, while we're looking at other pastures, other people are busy looking at ours. There's nothing more pitiful than the person who wastes his or her life wandering from one thing to another, like the improvident seeker of diamonds, forever looking for the pot of gold at the end of the rainbow and never staying with one thing long enough to find it. For no matter what your goal may be, or whatever form your riches may take, you can be sure that your start on the road to its attainment can be found somewhere within your present surroundings.

Let us remember that Jamaica has its own acres of diamonds. There is a view that the country is in crisis but always remember that the Chinese word for crisis has two (2) components. One component spells danger, the other component spells opportunity. It should be your resolve to seize the opportunity. There are opportunities in this country and what we need is an attitude of entrepreneurship so that we may see the diamonds of opportunities in their rough state, polish them and develop them so that they can contribute to economic development and support economic growth in this the land we love.

Thank you.

**60th Anniversary Jamaica 4-H Clubs
Lovely Spot, Oracabessa, Jamaica
July 8, 2000**

Let me begin by thanking you for the opportunity to visit with you and for the honour which you have bestowed on me by asking me to deliver the key note address at your Celebrations today.

Sixty years is indeed a long time and if my memory serves me right, your organization would have been initiated during the Second World War.

Sixty not out is a good score in any initiative and I salute the Awardees for their sterling contribution and service. Service that contributes to the welfare of your community and your country is commendable.

Our world has changed since the 1940 and is now characterised as a global village. But although there are no global conflicts, the global village is certainly not a paradise.

In fact, one of the real challenges of our time in the developing world is finding gainful employment for the youth of our countries so that they may realise their full potential and reduce the possibility of their involvement in crime, violence, drug use, teenage pregnancies and antisocial behaviour.

However, the participation of youth in the development process cannot be achieved unless and until we modernize and change structurally the bases of our economies in line with the reality of the new global scenario.

According to Mr. Owen Arthur, Prime Minister of Barbados, "the Old World of: i) trade preferences ii) concessional flows of financial resources iii) domestic protectionism; and iv) inward looking, state dominated over regulated economic activity is vanishing or already gone".

There are six factors influencing Caribbean Agricultural development today:

1. Globalization and Trade Liberalization
2. The CARICOM Single Market and Economy
3. Declining importance of preferential markets
4. Advances information and biotechnology
5. Consumer preferences for food that are wholesome and free of pesticides
6. The need to care for the environment.

In order for agriculture to assist in the generation of employment opportunities for youth and make its full contribution to National Development, the concept of Agriculture

has to change. In the new scenario of the 21st Century, agriculture must be viewed for what it is viz the bedrock of the society and the corner stone of the economy. We cannot develop if we import what we eat, drink and wear.

In a recent study in El Salvador, it was found that while National Statistics indicated that Agriculture contributes 8% to GDP, analysis of the agri-food chains and the backward and forward linkages between agricultural activity and the rest of the economy indicated a figure of 38%. It is my opinion that a similar analysis will yield similar results in Jamaica and the Caribbean.

Agriculture must be seen as contributing to two important aspects of national development:

1. Food security for the nation.
2. National social stability.

Let me begin with the first role – **Food Security of the Nation**

The average person in Jamaica consumes 3 square meals per day. If we estimate the cost of each meal at US\$2.00 (or JA\$80.00) this is equivalent to US\$6.00 per day (or JA\$240.00), for one year 365 days this would be equivalent to $365 \times 6 = \$2,190.00$ per year. Then there are 2.5 million persons in Jamaica, so the value of the food consumed is about $2190 \times 2.5 \text{ million} = \$5,475,000,000$ per year.

If we include the food consumed by approximately 1 million tourist per year each spending an average of 10 days in Jamaica, then the figure would increase by 60 million to 5,535,000,000.

This market of a potential five point five billion dollars per year represents fertile ground for the development of enterprises engaged in the production and supply food. But a cursory glance at the statistics of our food production capacity shows that on average we only produce about 50% of what we eat, the other 50% is supplied by others.

The question which I have for you is **can Jamaica continue to produce the 50% of local food production and if not, who will feed Jamaica in the 21st Century?**

I wish to deal now with these two questions. The first question – Can Jamaica hold on to current market share? Or will we lose ground in terms of our ability to feed ourselves in this Century?

I do not have the answers because I did not bring my crystal ball with me but it is my opinion that in order to increase production, there are several challenges which the agricultural sector must face.

1. The agricultural sector and the food production sub-sector in particular will have to embrace new relevant technology, research and training. We

can no longer continue to do research that is conceived in the minds of scientists and academics, that is planned and executed without the involvement of those for whom it is intended, that is presented at scientific meetings of scholars and then neatly bound in a scientific journal and placed on the shelves of our libraries for posterity.

2. The research needs of today are for research that is client led, that is creative and seeks to solve real problems which limit the growth and development of an agribusiness enterprise or primary production or marketing of crops or livestock.
3. The research of the future must respond to the needs of the productive sectors of the economy and this will open new doors for private sector participation in the agenda for research. In fact, the private sector will then be encouraged to finance research that is in their interest.
4. Technology must be an input into the production of products by an enterprise and not an output of a research institution. This is the paradigm shift that we must make. The research agenda must be determined and fashioned by actions to solve the real problems of agricultural enterprises
5. What is needed are competitive agricultural research funds where the producers or managers of agricultural enterprises, along with the researcher, determines the agenda for agricultural research and present their proposals for consideration to a National Research Board for funding.
6. Michael Porter, the Guru of competitiveness and Harvard Professor of Economics, indicates quite clearly that there are only two bases for competitiveness, either we compete on price or we compete on differentiation. Competitiveness based on price is futile for a small developing country and can lead to more poverty. Therefore, we must compete on the basis of differentiation and that means producing a product that is unique in some way and marketing the same.
7. But the production of specialty differentiated products require continuous innovation, continuous investment in research and development. Now is not the time to invest less money in Research and Development, now is the time to put more money into R & D that is focussed, client-led and designed to promote the production of differentiated products for the global market place.
8. Let me give you an example of what I am talking about. Jamaica is unlikely to be competitive in the production of cheese internationally because New Zealand, U.S.A., Holland among others have developed the technologies for producing cheese efficiently but Jamaica can be

competitive in the production of Jerk cheese – why - because it is a unique product which can be sold in specialty markets at a special price.

9. Another example, Jamaica is probably not competitive in the production of coffee but Jamaica is competitive in the production of Blue Mountain Coffee. We must therefore do research on Blue Mountain Coffee to make it even more competitive and to innovate new and more efficient ways of producing it.
10. In order to modernize agriculture, we must:
 - a) Design a strategy which focuses on and redefines the role and functions of the public and private sectors in the development and delivery of services to the sector, especially extension services.
 - b) Redefine the role of central, parish level and municipal levels of governance with respect to agricultural development. There is need for regional development plans.
 - c) Canvass the wider society of the need to identify with a broad policy on food security which encompasses national commitment to purchase local food and to understand its relationship to the development of the country.
 - d) Redefine a development strategy for the rural sector including emphasis on recreation and the environment e.g. serenity park.

If we do not take appropriate actions to modernize the sector then the real question for the future is **who will feed Jamaica?** I can begin to give you some answers to this question because there is an interest on the part of many in feeding this country. In 1997, a major player in the international food supply opened an office in Miami. This office is called the Caribbean Basin Agricultural Trade Office and one of the objectives of this office is to feed the Caribbean.

Let me ask you one little question which may set you thinking. I understand from a reliable estimate that there are 250,000 Jamaicans in Miami. Are we opening an agricultural trade office in Miami to supply Jamaicans there with food from Jamaica?

Based on my original formula, this 250,000 will consume 750,000 meals per day at US\$2.00 per meal that is US\$1,500,000 per day, US\$547,000,000 per year. How much of this food is Jamaica currently supplying? Wouldn't the Jamaicans over there love some ackee and saltfish, festival, jerk chicken and jerk pork and some red stripe beer. What are we doing about it?

Let me now turn to the second role of agriculture as I see it i.e. **to ensure the development of the rural sector as a basis for national social stability.**

In Jamaica, current estimates are that 50% of the population live in the rural sector. This amounts to 1,200,000 people. Can you imagine for one moment, that one

morning we wake up and all of these persons had come to Kingston because there is nothing to do in rural areas.

I put it to you that life in Kingston would be unbearable. The social chaos which would result from such a scenario could lead to civil war. But let us not imagine – let us think instead of what is necessary to ensure the growth and survival of the rural sector.

What is needed today in the rural sector is a new concept of development. In IICA we call it the new rurality. What is the new rurality? In essence, the new rurality implies a new vision of the rural sector and a shattering of some of the myths of the past about the role of the rural sector in economic development.

First let me deal with the myths and misunderstandings.

1. The concept that Urban means “modern” and rural means “backwardness” continues to be propagated both in the rural and urban society.
2. Rural policy continues to be limited to a focus on farming which limits the real potential of the sector in terms of its importance for rural agro-industry, ecotourism, forestry and recreation and the importance of the environment for national well-being.
3. The tendency not to assign priority to the importance of the rural sector in giving a sense of culture, contribution to peace, social stability, national independence and the moral values of a society.
4. The new rurality concept has five (5) main components which dismiss these myths:
 - i) **Territorial dimension of the definition of rural life**
The continuum defined as rural must include urban dimensions, so that it partakes of the economic, social, political and cultural linkages that explain the behaviour of the economy as a whole, going beyond a view of “rural” as covering only thinly distributed populations and farming but also inputs from the rural for the survival of the urban.
 - ii) **Multi-sectoral nature of the no longer exclusively primary rural economy.** The importance of non-land-based economic activity, non-farm employment, movement of economic activity away from solely land-based activity, the food production and processing chain, and the broad development of the service sector provide excellent opportunities in areas such as entrepreneurial development and micro-enterprise.
 - iii) **Factors external to the farm economy, which is the source of a chain of productive activities and population centres.** The concept of agriculture as a broader-based process with many functions leads to an emphasis on the positive external factors

surrounding farming activity. Not to be disregarded, though, is the contribution of the population centers which the farming process creates and which provide energy for economic sectors such as banking and financial services, construction, and infrastructure etc.

- iv) **Culture, social fabric, and rural institutions as the foundation for social capital.** The existence of rural communities with traditions, history, culture, political institutions, and a sense of ownership of and belonging to the land constitute social potential that has not yet been capitalized on in support of rural development strategies. The rural people are normally some of the proudest and the most independent people in a society.
- v) **The feminization of agriculture.** There is recognition of the growing participation of rural women in agricultural production as well as of their role in generating income through non-agricultural rural work.

A new vision for the sector therefore implies a retreat from the sectoral view and an embracing of the basic elements of rural development to include emphasis on:

- ◆ A social safety net for marginal rural dwellers.
- ◆ An environmental policy that includes the development of recreational facilities.
- ◆ Improved rural Infrastructure that provides employment opportunities.
- ◆ A food policy that is consistent with national goals and national food security.
- ◆ Implementation of strategic future initiatives e.g. agribusiness enterprises in the rural sector.

The Food Policy developed must include:

- A Policy on Food Production – emphasis on strategic commodities for national food security.
- A Policy on Food Imports linked together with food production
- A Policy on Food Exports linked to global markets and ethnic markets.
- A Policy on Food Processing – agro-industrial policy designed to add value added and differentiation to Jamaican products.

This new concept of the rural sector implies new institutional arrangements which change our traditional approach i.e. the need for a Ministry of Agriculture and Rural Development which has the mandate and resources to develop the rural sector in all its dimensions not only as it relates to agriculture but also to non-agricultural pursuits and which can effectively coordinate the various services needed for rural development with other agencies and the private sector.

We cannot have a Ministry of Agriculture with responsibility for the maintenance of roads in the agricultural areas of the country and the funds for roads is controlled by the Ministry of Works. In the new paradigm, the funds would be allocated to the Ministry of Agriculture and Rural Development and the Ministry would contract the Ministry of Works to carry out the construction of roads in the agricultural areas under the management of an inter-ministerial task force.

In addition, local management expertise would supervise the implementation of the project in the interest of the community in order to ensure accountability and participation. Such a new modality will derive its strength from the inter-sectoral linkages which will be forged and which will provide for coordinated development in the rural areas.

Finally, there is a tendency to support the continuation of those sectors and enterprises that have demonstrated their ability to compete and to regard those that fail as necessary victims of progress e.g. sugar. The agricultural sector, cannot, however, be viewed within these strict economic parameters because there are social, environmental and political implications of a demise of any sub-sector of the economy that employs a substantial amount of labour. What is needed is a long term plan for these sub-sectors including diversification of the product mix.

In conclusion:

- (a) No society can ignore the importance and the welfare of a significant part of its population that live in the rural sector. The inherent risk to rural urban migration with all the attendant problems for urban unemployment and urban insecurity.
- (b) No society should ignore the potential risks of a dependence on external sources for its supply of food.
- (c) No society should ignore the threat to the environment that can result from subsistence production, on marginal lands by a large number of small farmers using a traditional approach.
- (d) A modern agricultural sector is an asset to every economy but agricultural modernization can only occur when the society invests in technological innovation, roads, markets, irrigation works, infrastructure, education and health.
- (e) A holistic approach to the development of the rural sector is necessary for agriculture to be sustainable in small developing economies such as ours.

Let us go forth from here and produce an integrated holistic rural development strategy to feed and support "the land we love" in the 21st Century. I salute and congratulate the St. Mary's 4-H Clubs on your 60th Anniversary and wish you the best in your future endeavours.

Thank you.

**Third International Symposium on
Herbal Medicines in the Caribbean
Medallion Hall Hotel, Kingston, Jamaica
July 7 - 9, 2000**

It is my pleasant duty to welcome all participants, visitors, supporting staff, the Press to this 3rd International Symposium on Herbal Medicines in the Caribbean.

We at the Inter-American Institute for Cooperation on Agriculture (IICA) are pleased to be associated with this initiative as we consider that the increasing emphasis on natural cures will stimulate the need for emphasis on the conservation and utilization of our biodiversity.

This search for plants of medicinal value has resulted in the new practice of bio-prospecting or biological prospecting which is the systematic search for new sources of chemical compounds of potential economic value in the national biological resources of our countries.

NUTRACEUTICAL AND FUNCTIONAL FOODS

Nutraceuticals is the latest stage of development in the health food market and is based on recent advances in medical science and improved understanding of human nutrition. There are a number of molecules, known as actives, which are now known to be able to dramatically improve health status. Leading researchers in this field now believe that it should be possible to give effective protection against most forms of heart disease and many types of cancer, for example, with a diet that contains these actives. These actives can be extracted from plants and given in medical doses (nutraceuticals) or used as food additives in standard food products (functional foods) as a highly cost-effective way of raising health status and average life expectancy of a population.

The market for nutraceutical is extremely large and growing rapidly in all Western developed countries. This lucrative market is estimated at US\$6-14 billion per annum, and is predicted to expand to US\$200 billion per annum globally by the year 2005.

Some of the actives of current interest are extracted from temperate plants, some of which - such as soy - are already grown commercially. The good news for the Caribbean, however, is that at least half-a-dozen of the plants of current interest are tropical (and grow well in this region) and their lucrative new commercial potential has not yet been exploited. For example:

GINGER: contains flavonoids which have anti-inflammatory, vascular stabilizing and anti-platelet effects. They can be used in the treatment of rheumatoid and osteo-arthritis and they are cardio- and stroke protective.

TURMERIC: contains flavonoids which are anti-inflammatory, and also block tumor necrosis factor alpha. They can be used in the treatment of arthritis, asthma and ulcerative colitis, and they are cardio- and stroke protective.

BLACK PEPPER: contains antioxidants which help to prevent age-related neuro-degenerative diseases, e.g. Alzheimer's.

SUGAR BAGASSE: contains trimethyl glycine (betaine), which prevents the build up of the toxic amino acid homocysteine and thus protects against heart attack and stroke, liver and central nervous system degeneration.

BANANA: (especially skin) contains phospholipids, which reduce the risk of heart disease, asthma and allergic rhinitis conjunctivitis.

PIMENTO: contains several actives which look promising, but less is currently known about their medical benefits.

These new approaches have the potential to contribute in a significant way to national income and employment by exploitation of indigenous plant and animal species for such products as antibiotics, antiviral drugs, fragrances, aromas, insecticidal and nematocidal compounds, thus providing opportunities for the development of new biodiversity based products by micro and small enterprises in Jamaica in such areas as chemical and pharmaceuticals, horticulture, herbal medicine, organic agriculture, biotechnology, pesticide replacement and tourism.

It is against this background that the Agribusiness Council, Scientific Research Council, the Natural Products Institute at the University of the West Indies and IICA have drafted a pilot project to explore Jamaica's potential in this lucrative area.

But this will only be possible if we conserve our biodiversity and develop programmes of education in biodiversity as part of the science curriculum at the primary and secondary level in our schools in order to promote the valuing and the conservation of biodiversity of the Caribbean. We should also be vigilant that those from abroad who seek to exploit the biodiversity of our country contribute to national development.

In this regard, it must be recognized that the genetic resources of a country are in many respects similar to the mineral resources whether these be oil, bauxite or gold and as such, these resources should be managed, utilized and judiciously exploited to contribute to national welfare and national income not only for this generation but for generations to come.

During the past, SRC, PIOJ and the National Council for Science and Technology have been working together to help us define a strategy for conservation of biodiversity of Jamaica. These initiatives should lead to an understanding of our realities, our needs and our goals and the institutional mechanisms to achieve them.

Our Institute has been supporting initiatives in the conservation and exploitation of biodiversity throughout the hemisphere and we are committed to similar initiatives in the Caribbean.

We are aware that the Latin American and Caribbean region is host to more than 40% of all known plant and animal species of tropical forests, more than in Africa or Asia. Of the 250,000 higher plant species identified, at least 90,000 are found in this region. We in IICA believe that natural resource management goes beyond the national boundaries and hence there are the benefits of working cooperatively with other countries.

Therefore, we are committed to facilitate cooperation with similar initiatives in the Andean and Central American region so that there can be mutual benefit. This Institute will review the results of these deliberations with a view to facilitating the transfer of the rich experiences of the member countries in dealing with their problems to the Caribbean.

I, therefore, congratulate all the national, regional and international institutions involved in this exercise for their cooperation in organizing this seminar. Let us all hope that this event will give birth to a new awareness of the importance of herbal medicine in the Caribbean and will contribute to better use of our genetic resources.

Welcome, and may your deliberations be fruitful and productive.

Thank you.

**Valedictory Service and Graduation Ceremony
Elim Agricultural School
Kingston, Jamaica
July 2, 2000**

I wish to thank you for the honour you have bestowed on me by inviting me to give the feature address to the graduates today. When I was first invited to address you, I thought of the many things that I could say and of the message that I should bring to you today. I thought about a presentation on youth in the society today, a presentation on agricultural development in the 21st century and similar topics. However, after much sober reflections, I decided that what I wish to do today, is to address the young people who are leaving the school and going into the world of work in a letter. So here is my letter to you, the Graduating Class of 2000.

Dear students,

Today is your graduation day and I congratulate you on your achievements. As you pass from a student to an adult into the world of work, I would like to share with you some thoughts which may help you in your journey through life.

1. Be yourself, admire yourself and be proud of your achievements. There is only one person like you in all the world. God made you for a special purpose. You may admire others, you may see qualities in others that you like, but don't try to be anyone but yourself. Have confidence and trust in you.

What I am trying to say to you is better expressed in Chapter 22 of OG MANDIGNO's book, "The greatest success in the world" as follows:-

The Tenth Commandment of Success

Thou Must Never Strive To Be Anything But Thyself. To be what you are and to become what you are capable of becoming is the secret of a happy life. Every living soul has different talents, different desires, different faculties. Be yourself. Try to be anything else but your genuine self, even if you deceive the entire world, and you will be ten thousand times worse than nothing.

Never waste any effort into elevating yourself into something you are not, to please another. Never put false masks to gratify your vanity. Never strain to be valued for your accomplishments or your will cease to be valued for thyself.

Consider the plants and the animals of the field, how they live. Does a cotton plant bear even one apple? Does a pomegranate tree ever produce an orange? Does a lion attempt to fly? Only man, of all living things, foolishly strives to be other than what he was intended to be until life marks him a misfit.

Misfits are the failures of the world, always chasing after a more fruitful career they will never find unless they look behind them.

You cannot choose your calling. Your calling chooses you. You have been blessed with special skills that are yours alone. Use them, whatever they may be, and forget about wearing another's hat. A talented chariot driver can win gold and renown with his skills. Let him pick figs and he would starve.

No one can take your place. Realize this and be yourself. You have only the obligation to be true to yourself.

Do the very best that you can, in the things you do best, and you will know, in thy soul, that you are the greatest success in the world.

- 2. Always do your best. If anything is worth doing, it is worth doing well. Do whatever you do with dignity and pride. It doesn't matter what it is. Pursue whatever career you choose with dedication, pride and honesty.**
- 3. Keep learning, keep growing, learn something new always, and remember that leaving school is the beginning of your education.**

LET ME TELL YOU A LITTLE STORY.

There was once a boy, let us call him John Brown, who had a burning desire to go to college. He won a scholarship to Harvard, one of the most prestigious of U.S. Universities and studied Business Management. At the end of his years of study, he was awarded an M.BA (Master in Business Administration).

Well you know an M.BA graduate from Harvard is still one of the most sought after graduates in the Business World in the United States of America today. So after the graduation ceremony, the man went out on the balcony of his apartment overlooking the city and said: "World, here comes John Brown, M.BA" and he heard a soft voice in the distance which said: "Come unto me John Brown and let me teach you the rest of the alphabet".

Having successfully completed your schoolwork here, you are indeed on your way to being an educated person. Do remember, however, that formal school is just the beginning of your education in the school of life. Let me ask you some basic questions.

Do you know your constitutional rights and obligations as a citizen of Jamaica? Do you know the basic laws and procedures involved in the purchasing of property? Are you aware of the basic laws governing public companies? Do you understand taxation policies? Education policies? The rights of workers? The role of management? Do you really understand the workings of an economy? Are you familiar with our history, our culture and their contribution to our society?

These are some of the things you must now learn in order to be really educated and to contribute to society. Your formal training is only the beginning of your education.

- 4. Be honest in your business relationships. If you borrow money, repay it promptly or in accordance with the terms negotiated. If you know that you cannot repay, don't borrow. This should be applied whether you borrow from your family, your friends or your bank.**
- 5. Just as you are unique so is everyone else. So in your life you are going to meet persons who think very differently from you. If you can tolerate the differences so let it be; if you can't press on to discover other frontiers. The persons with opinions which are different from yours are not wrong, only different, and therefore you must still respect them. The differences which you see are part of the beauty in diversity. The differences are there so that they too can play the role for which they were born on this grand stage of life.**
- 6. You owe it to yourself to be happy and one famous writer noted that "Happy are those who dream dreams and are prepared to pay the price to see them come true". Be prepared to pay the price for you.**
- 7. Save one tenth of whatever you work for, whether small or large. These savings will help you in times of need, in emergencies, in case of illness or unemployment, etc. and can be the basis for planning your financial future. To quote the book "The richest man in Babylon", "Budget thy expenses that thou mayest have coins to pay for thy necessities, to pay for thy enjoyments and to gratify thy worthwhile desires without spending more than nine tenth of thy earnings".**
- 8. Choose your friends carefully always remembering that a friend is one who loves you and supports you in good times and in bad times without demanding a payment in cash nor in kind.**
- 9. Keep your sense of humour even in the face of adversity, knowing that every failure is only a step towards success and every adversity will only hide for a time, your path to peace and fulfillment.**
- 10. What about your future success. Some believe that their future success depends on their failures in the past. They say that they're afraid they won't be successful because that have failed financially in the past; or because they grew up in a troubled home; or because they have always had bad luck; or because they didn't get a good education; or because their parents mistreated them; or because they have been surrounded by negative people; and so on, and so on.**

Those who have spent years studying the differences between people who become successful in their lives and people who don't are fully convinced that:

- 1. Your success, beginning now, is not based on how many times you may have failed in the past.**
- 2. Your success, beginning now, has nothing to do with how much education you did or didn't get in the past.**
- 3. Your success, beginning now, has nothing to do with the family that raised you.**
- 4. Your success, beginning now, has nothing to do with whether or not you were born into poverty or wealth.**
- 5. Your success, beginning now, has nothing to do with how much money you have now, or do not have now.**
- 6. Your success, beginning now, has nothing to do with fair or how unfair life has treated you up to now.**
- 7. Your success, beginning now, has nothing to do with what you thought you could not do, in the past.**
- 8. Your success, beginning now, has nothing to do with what you have been afraid to do up to now.**
- 9. Your success, beginning now, has nothing to do with the negative opinions or attitudes of anyone else.**
- 10. You success, beginning now, is not based on what happened to you, or because of you, in the past.**

Your success, beginning now, is based entirely on what you do beginning today. If you decide to go for it, to believe in yourself, and to make your life work, it will not be your past that counts the most. It will be what you do in the future.

Some of the most successful people in the world had no 'education'; or they were born into an unsuccessful family; or had failed in their marriage; or they had gone broke; or they believed they were destined to live a life of poverty; or they had been taught to think they couldn't make it; or they were surrounded by negative people; or they had low self-esteem; or they had never believed anything would ever get any better.

On every list of the most successful people who have ever lived, you will find that at least half of them were born or lived in the worst of circumstances; and yet their successes are among the greatest success stories of all.

The day you decide to change how you think about your future, is the day you change the rest of your life.

Let me end this presentation by telling you a little story called "Acre of Diamond".

There was once a poor farmer who spent years trying to raise his crops. His land was rocky and difficult to till. Disenfranchised with his circumstances, the farmer became increasingly fascinated by tales of "easy wealth" gained by men who had searched for and discovered diamonds in the countryside. He, too, wanted to be rich.

He grew tired of the endless labour, and impulsively sold his farm to search for diamonds. For the rest of his life he wandered the vast African continent searching for the gleaming gem, but, the great discovery always eluded him. Finally, in a fit of despondency, broken financially, spiritually, and emotionally, he threw himself into a river and drowned.

Meanwhile, the man who had bought his farm found a rather large and unusual stone in a stream that cut through his property. It turned out to be a diamond of enormous value. Stunned by his newfound wealth, the farmer discovered that his land was virtually covered with such stones. It was to become one of the world's richest diamond mines!

Now, the first farmer has unknowingly owned acres of diamonds. He sold the property for practically nothing in order to look for riches elsewhere. If only he had taken the time to study and realize what diamonds looked like in their rough state, and had first thoroughly explored the land he had owned, he would have found the riches he sought – on the very land he had been living upon!

What so profoundly affects thousands who hear this lecture, is the fact that each of us, at any given moment, is standing in the middle of his or her own acres of diamonds. If only we acquire the wisdom and patience to intelligently and effectively examine our circumstances and to explore the work in which we are now engaged, we usually will find that it contains the riches we seek – whether they be material, spiritual, or both.

Before we go running off to what we think are greener pastures, let's make sure that our own is not just as green or perhaps even greener! Oftentimes, while we're looking at other pastures, other people are busy looking at ours. There's nothing more pitiful than the person who wastes his or her life wandering from one thing to another, like the improvident seeker of diamonds, forever looking for the pot of gold at the end of the rainbow and never staying with one thing long enough to find it. For no matter what your goal may be, or whatever form your riches may take, you can be sure that your start on the road to its attainment can be found somewhere within your present surroundings.

- (1) Remember, according to the Desiderata: "You are a child of the universe, no less than the trees and the stars, you have a right to be here". However, your right to be here

must not be interpreted as a right to live in poverty, but a right to live a life that is fulfilled, where you enjoy success and prosperity and the right to happiness.

(2) As you pursue your goals toward financial independence, always remember that the Chinese word for crisis has two (2) components. One component spells danger, the other component spells opportunity. It should be your resolve to seize the opportunity. Remember that in this world of challenge and change, you must have a strong emotional, religious conviction and connection that draws inspiration and purpose in your life from above. Put your hope in a higher power when all else fails. People will sometimes disappoint you, but God never will.

Good luck and God's blessings.

**Fifth Annual Meeting of the Heads of Pesticide Boards of the Caribbean
Kingston, Jamaica
June 20-22, 2000**

Mr. Chairman, distinguished guests, ladies and gentlemen. It is my pleasant duty this morning to welcome you on behalf of the Inter-American Institute for Cooperation on Agriculture. Our Institute attaches great importance to discussion on Sanitary and Phytosanitary concerns as these are critical issues in the new global trade scenario. We are therefore pleased to be associated with our fellow institutions, the Pesticide Control Authority of Jamaica and the representatives here in this important seminar.

It is with a sense of nostalgia that I welcome you here this morning because on October 23, of 1987, I had the privilege of presenting the opening address at the first meeting of the Heads of Pesticide Registration Boards in the Windward Island where the initiative was born.

Our world and the Caribbean have changed dramatically since 1987. The most significant change, in my view, from the perspective of pesticides is indeed the increased public awareness of the dangers of pesticides and the consequent shift towards integrated pest management and organic farming and emphasis on food safety. This realization has also resulted in the significant increase in the use of genetically modified plants and animal products in international food trade.

PROBLEMS ASSOCIATED WITH CURRENT PESTICIDE USE

Studies suggest that up to the mid-80s, about half of all pesticide poisonings and 80% of pesticide-related deaths occurred in developing countries, even though this is where only 20% of pesticides were used (30). In Sri Lanka, with a population of 14 million, 2.5 times as many people suffered pesticides poisoning and 5 times as many people died in 1978, when comparing with the United States, which alone, accounted for one third of global pesticide use (14). In another survey, six farmers out of 10 using pesticides, in one county of the state of Rio de Janeiro in Brazil, were found to have suffered acute poisonings (34). Generally, in developing countries safe pesticide use is not a common practice, and this is caused by widespread illiteracy, lack of protective clothing and equipment, lack of access to adequate medical care, lack of training in safety procedures, and restrictions on the right to organize for safe working conditions.

It is also reported (34) that in countries such as India and China, where persistent organochlorine compounds, e.g. DDT, are in use, the median concentrations in the fat of mothers' milk samples are sufficiently high that pesticide intakes of many breast-fed infants exceed the WHO Allowable Daily Intake standard. In fact, residues of DDT and benzene hexachloride, both suspected carcinogens, were found in all samples of breast milk collected from women in India's Punjab region. Through their mother's milk, babies were daily ingesting 21 times the amount of these chemicals considered acceptable. Similarly, samples of breast milk from Nicaraguan women have shown DDT levels an astounding 45 times greater than WHO's tolerance limits.

Concerning pesticide residues buildup in the food chain, a study (34) conducted in Australia states that pre-sowing pesticide treatments of soils were used for the control of pasture pest. In a long-term trial, it was found that pesticide residues in meat and milk of cattle grazing in the treated fields exceeded in many instances the maximum residue limits (0.2 and 0.15 ppm, respectively). Like residues were found in cattle introduced into the same fields 15 months after treatment. No data was gathered about wildlife; however, other grazers may have accumulated considerable amounts as well.

Similarly, the issue of contaminated drinking water is of rapidly growing concern. The evidence available points toward some serious problems. However, the full extent of contamination is not known as no systematic monitoring was done, but it is known that many of the modern herbicides exhibit strong potential for leaching to ground water.

Just recently we have been engaged in a forum here in Jamaica where we discussed the new European Union Regulations for pesticide residue limits in fresh fruits and vegetables. Clearly the challenge to comply with these limits is indeed a formidable task given our current practices in the use of pesticides in the Caribbean where a number of non-price factors continue to encourage the excessive use of pesticide in agricultural production. Such factors as:

1. Lack of information on alternative pest management strategies.
2. The dominance of pesticide companies in supplying pest-control information to the farmer.
3. Emphasis in the curricula of agricultural training on chemical pest control.
4. Lack of proper identification of pests and diseases and the losses which they cause and
5. Continued emphasis in research institutions on research on testing pesticide application methods, while ignoring alternative pest management approaches.

These factors will make compliance with the new global requirements difficult, unless we take steps to change our approach.

It seems to me therefore that you bear a heavy responsibility not only to this generation but to future generations, and I wish you success in your endeavours.

Thank you.

IICA SALUTES RADA ON ITS 10TH ANNIVERSARY
Kingston, Jamaica
June 15-16, 2000

The Inter-American Institute for Cooperation on Agriculture (IICA) wishes to congratulate the Rural Agricultural Development Authority (RADA) on the occasion of its 10th Anniversary.

The provision of an effective, efficient and sustainable extension service to the farming community is a very important role. No modern society has prospered in the absence of an efficient agricultural sector and an efficient agricultural sector requires an efficient extension service.

A recent report of the Inter-American Development Bank recognizes that an important component of the new global scenario is the dramatic transformations taking place in the food and agriculture sectors and the new opportunities that international trade offers to the food production sector. **“The importance of agriculture is being rediscovered, acknowledging the central role it has in overall sustainable economic development.**

In many countries of the region, the sector still involves a great share of the economy and allows for natural comparative advantages in the production of a number of commodities. Agriculture is then a logical focal point for investment leading to economic growth. However, this growth will only occur to the extent that the sector is modernized, its efficiency and productivity are increased, diversification is improved, and the multiplier effects generated by the links between agriculture and other sectors of the economy are strengthened at the national level. A prerequisite to the achievement of these goals is to reinforce technology development and diffusion, and focus the way that Sectoral policies are implemented.”

The new dimension of agricultural development does demand new production technologies to increase primary production, it is clear that we can no longer concentrate our efforts on production alone, agro-industry, agri-business, marketing, promotion, [world trade organization standards], and regulations, food quality, sanitary and phytosanitary regulations and the use of information and information technology to solve problems are all critical components of modern agriculture.

The success of a modern agricultural sector will depend on six (6) key areas:

1. An appropriate policy environment
2. Technology Development and Diffusion
3. Efficient Animal and Plant Health Services
4. Up to date Market Information Services
5. Export Promotion Services
6. Access to Investment and Financial Services.

The linking and coordination of institutions that provide these services to agriculture to make agriculture a business is critical and RADA has a key role to play in the process.

We believe that our mandate to support the agricultural sector of our Member States is still valid. After all, the agricultural sector represents the provision of employment, food and the conservation of the environment. Agriculture is also important for national social stability.

1. We believe that in today's world of globalization and market led development a technical cooperation agency should be providing access of the country in which it is based to technology in the hemispheric and regional market place so that we can begin our research at a higher point on the learning curve.
2. A technical cooperation agency in this era of information based development should be at the forefront of bringing global market information to the sector.
3. A technical cooperation agency should focus on rural micro-enterprise development and agribusiness development for attacking rural poverty and rural /urban unemployment.
4. A technical cooperation agency should focus on helping our countries develop agro-industrial policies so that we do not continue to be only providers of raw material and therefore limit the value of our agricultural products.
5. We should also be helping to facilitate trade by helping the country where we are based understand the trade rules, (TBT) Technical Barriers to Trade and phytosanitary and zoosanitary standards of other countries.

These are some of the roles which we intend our institute to play in the Jamaican Agricultural Sector.

We see RADA as our brother institution - we are here to lend a helping hand in those areas in which we have a comparative advantage.

As a result of the consultations and the views expressed in the Redefinition Seminar, IICA Jamaica has produced a strategic plan to guide the future work of the Institute in Jamaica. The plan is flexible and subject to review and, in fact, an Advisory Committee headed by the Permanent Secretary and with membership from RADA has been established to guide implementation of the plan, thus ensuring cooperation and collaboration between the work of the Institute and the plans and programmes of the sector.

The plan has as its basic objective to cooperate with National agricultural institutions to improve the competitiveness of Jamaica's agriculture.

The strategic areas for intervention are:

1. Assist the Jamaica Agricultural Sector in its preparation for free trade and participation in the global economy.
2. Promotion of the sustainability of Hillside Farming Systems and Watershed Management.
3. Support agri-business micro enterprises with emphasis on the incorporation of women and youth in agricultural development.
4. Facilitate cooperation and interchange of technology and experiences between Jamaica, the Wider Caribbean and Latin America.

Current initiatives between IICA and RADA are:

1. Implementation of a national training course on globalization
2. Promotion of a network of Rural Women Producers
3. Selection and Promotion of the Agribusiness Awards for the rural sector
4. Promotion of the sustainability of hillside farming systems and watershed management
5. Support to the Rural Information Network

These then are the areas in which we will work. We believe that linking these with the areas defined in RADA's plans allow us to go forward together to make a meaningful contribution to Jamaica's agriculture.

We wish RADA the very best in its future endeavours.

**Seminar on WTO Agreement on Sanitary and Phytosanitary Measures
Hilton Kingston Hotel, Kingston, Jamaica
May 24 - 25, 2000**

It is my pleasant duty this morning to welcome you to this meeting on behalf of the Inter-American Institute for Cooperation on Agriculture.

Our Institute, IICA, is committed to ensuring that the Caribbean Region derive the maximum benefits possible from participation in the new trading arrangements and agreements whether these be in the context of the WTO, the arrangements to replace the Lome IV Convention, the CARICOM Single Market and Economy or the FTAA process. We wish to ensure that the problems facing small vulnerable economies are considered when the large and the small sit at the negotiating table.

Sanitary and Phytosanitary issues and Food Safety concerns are critical issues in the new global trade scenario and we are pleased to be associated with our fellow institutions, the Ministry of Agriculture, FAO, the WTO, and the Ministry of Foreign Affairs, and International Trade in this important seminar.

As you know, we recently signed an agreement with the Regional Negotiating Machinery (RNM), where IICA will be sending one of its senior staff members to the RNM and will provide appropriate financial and technical support to the work of this important regional Mechanism to support the member countries of CARIFORUM and to ensure that the concerns of the Caribbean Agricultural Sector are adequately addressed in trade negotiations of the future.

In this regard, your work in this seminar is important and timely. A special welcome therefore to our main presenters, Mr. Joao Magalhaes of the World Trade Organization, Mr. David Byron of the FAO, Dr. Gene Pollard of the FAO, Dr. Sandra Vokaty of IICA, Dr. Bickman of ISNAR, and other representatives of Regional Institutions.

I thank the Chairman, Mr. Aaron Parke, Permanent Secretary in the Ministry of Agriculture for chairing this Opening Session, I thank the Honourable Minister of Foreign Trade for his continued interest and support for our work in agriculture and of course I thank the dynamic and practical Minister of Agriculture, the Honourable Roger Clarke, a farmer and a politician, for his stirring address.

Ladies and Gentlemen, I welcome all of you and hope that our work here will contribute to a better understanding of the role of Sanitary and Phytosanitary measures in trade.

Thank you.

**The Potential Contribution
of International Strategic Alliances in Addressing Food Safety
and Security Problems in the Caribbean**

**Meeting of the Ontario Institute of Agrologists (OIA),
Ottawa, Canada,
April 13- 15, 2000**

1 INTRODUCTION

Mr. Chairman, Ladies and Gentlemen, let me begin by saying how pleased I am to be in Canada and to have the opportunity to address this distinguished gathering of scientists, of the Ontario Institute of Agrologists.

This Conference is timely for, in the context of a globalized world, not only must there be efforts to facilitate free trade and the international flow of goods and services, but there must also be a free flow of information between and among the various constituencies of the global village.

My presentation, complements the work presented by my colleagues, Arlington Chesney and Patrick Antoine but seeks to focus more on the food safety and security issues in the Caribbean and the potential of international strategic partnerships to address some of the issues.

Let me begin by addressing the current state of food safety and security in the Caribbean region.

2 THE STATUS OF FOOD SAFETY AND SECURITY IN THE CARIBBEAN

The Rome Declaration on World Food Security and the World Summit Plan of Action, laid the foundation for diverse paths to a common objective for food security, at the individual, household, national, regional and global levels. The importance of food security was also underlined by other major international conferences of recent years, such as the FAO/WHO International Conference on Nutrition and the United Nations Conference on Environment and Development that gave emphasis to issues surrounding world food and agriculture. These issues include elimination of under-nutrition and food insecurity, safeguarding the productive potential and broader environmental functions of agricultural resources for future

generations, the very essence of sustainability, while satisfying food and other needs.

In 1996, the World Food Summit declared, and most people now agree, that food security exists when all people, at all times have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preference for an active healthy life.

Informed opinion suggests that the countries of the CARICOM Caribbean are producing only 50% of their food needs. The food import bill which was estimated at 1 billion in 1995 continues to increase at an increasing rate. There is a school of thought that food security is not necessarily the production of food but the ability to purchase food. But should the Caribbean continue to use its limited foreign exchange resources to buy food for an increasing population and the tourist industry? The use of scarce foreign exchange to buy food, limits the availability of the resources for other development activities.

As most of you are no doubt aware, the Caribbean Region is one of the most vulnerable regions of the world in terms of food security. This is reflected partially by data on the commercial balance for agricultural trade in Latin America and the Caribbean (1993-1995).

**TABLE 1. COMMERCIAL BALANCE FOR AGRICULTURE
IN LATIN AMERICA AND THE CARIBBEAN
(\$1000)**

	Exports	Imports	Balance
Central America and Panama	3,742,437	1,553,903	2,188,534
Andean Region	5,246,959	3,854,998	1,391,961
Southern Cone	23,358,467	7,164,984	16,193,422
Caribbean Region	2,546,485	3,664,574	- 1,118,089
TOTAL	30,339,337	22,348,247	16,991,090

SOURCE: FAO

It is clear from this table that while the balance of agricultural trade is positive for the Central, Andean, and Southern regions, the balance is negative for the Caribbean.

I will refer to three recent documents which give an indication of the state of food security and safety in the region.

2.1 THE STATE OF FOOD AND NUTRITION

The State of Food and Nutrition (from a paper by Fitzroy Henry, Audrey Morris and Simon Anderson on Food and Nutrition in the Caribbean as reported in Health Conditions in the Caribbean, PAHO, Scientific Publication 561. 1997 pp. 190-203.)

“Over the past 25 years notable changes have occurred in the Caribbean region with respect to food and nutrition. The countries have experienced substantial improvement in food available for consumption, as evidenced by the food balance sheets produced by the Food and Agriculture organization of the United Nations (FAO). Meanwhile, dependence on imported food has increased and a diet typical of developed countries has largely supplanted the traditional diet. At the same time, nutritional problems have undergone an epidemiological transition: under-nutrition, manifested by energy-protein malnutrition, has declined, while over-nutrition, evidenced by obesity – especially in adult women – has become common. In some countries of the Caribbean more than half of the adult females and over a quarter of the males are reported to be obese. It is not surprising that these countries also report high mortality due to nutrition-related chronic diseases such as diabetes, high blood pressure, coronary heart disease, stroke, and cancer. A recent report showed that about 30% of all adults 35 years and over are hypertensive and 12% - 15% suffer from diabetes mellitus (approximately 20% among the population of East Indian origin). Available evidence indicates that chronic disease problems are growing rapidly in the region”.

2.2 THE STATE OF THE AGRICULTURAL SECTOR

The State of the Agricultural Sector (from a publication prepared by Diana Francis and Patrick Antoine for the Caribbean Regional Centre entitled “Performance and Prospects for Caribbean Agriculture” June, 1998.)

“The assessment of the performance of the agricultural sector in general and of its subsectors and specific industries in particular over the 1991-1995 period is based on data obtained from national statistics and regional and international reports”.

Most countries of the region reported lack-luster performance of their agriculture sectors during the 1991-1995 period. The fall-off in the performance of the agricultural sector over the 1991-1995 period was due, in large measure to the problems experienced in the main export crop industries and general stagnation in the other sub-sectors. While

output from the fish, livestock and forestry sub-sectors have increased in most instances, this has been insufficient to compensate for the decline in crop production. For those countries reporting favourable, albeit low average growth rates, this was attributable to improved production techniques in the major export crop industries and strong performance in domestic food production.

The declining share of agriculture in gross domestic product for some Caribbean countries reflects the reduced dependence on agriculture. A few countries have achieved some success in transforming their economy from an agriculture base to a service and/or industry-led economy. This structural transformation process was stimulated by rapid growth of the agricultural sector, not its demise. This was the case during the mid-1970s to mid-1980s when the agricultural sector in most countries experienced rapid growth. The slowdown in the rate of growth from the late-1980s may be closely linked with a general lack of reinvestment in the agricultural sector. Reinvestment is an important pre-condition for the generation of internal dynamism. Other factors which may explain this slowdown include macro-economic instability and increasing uncertainties with the preferential market regime, particularly for bananas.

The provision of appropriate macroeconomic policies and incentives to encourage private sector initiative has been articulated in the various development strategies in the region. However, compared to other sectors (tourism and manufacturing), the incentive regime for the agricultural sector in most member states remained far too general, in some instances, mis-conceived and in practically all Caribbean countries, improperly administered”.

2.3 THE STATE OF FOOD SAFETY

The State of Food Safety (from a paper prepared by G. Grant, T. Dewdney, A. Gordon and J. Reid on the Status of Food Safety in Jamaica. August, 1999. Presented at an Inter-American Meeting on Food Safety, Costa Rica, September 1999.)

“In Jamaica, like most of the other countries of the Caribbean and Latin American region, there appears to be heightened concern about food safety issues. These concerns have dramatically increased in recent times because increased movement of plants, live animals and their products as a result of trade globalization has greatly increased the actual potential risk to the sector. And while it is being stated that both the developed and developing countries are potentially at risk, it is apparent that it is the poorer developing countries such as Jamaica which face the greatest adverse consequences.

For example, diarrhoeas are being reported as the second leading cause of morbidity and mortality in the Caribbean Region – including Jamaica – especially for children five years and under (health conditions of the Americas, 1996). Similarly, diarrhoeal diseases (Travellers' Disease) are being reported as the most frequent disease condition affecting travellers from the industrialised to tropical and sub-tropical countries of the world. This has serious implications for countries of the Caribbean Region where tourism is arguably the largest foreign exchange earner with a current value of US\$20.0 billion. The tourism sector also provides an important source of employment since it has been estimated that it employs one out of every nine workers in the region (Alleyne, 1992). In addition, available demographic data indicates that the national population at risk from food related illnesses in the region is some 6 million and with the total exposed population rising to approximately 11 million when visitors (tourists) are added.

Jamaica reflects the situation that obtains in the other countries of the region whereby preventative measures being undertaken to either eliminate or minimize food safety hazards are inadequate.

The easy access and wanton or indiscriminate use of a wide array of chemical pesticides, veterinary pharmaceuticals and other products have served to add a new dimension to an already serious situation. When added to the frequent findings of other organic and microbiological contaminants found in these same food supplies, the country is presented with serious obstacles to the attainment of safe food supplies by international standards. Again, the country is deficient in its capability to undertake inspection and health validation of imported food products at the point of entry or proper risk management analysis to guide the application of SPS measures.

Because of the inability of Jamaica and other Caribbean countries to put in place effective food safety measures, it is estimated that vast sums in foreign exchange, along with actual loss of shares in the lucrative food export markets of North America and Europe, are being experienced. Considerable amounts of food for export from the region are being condemned at the ports of entry as being unfit for human consumption due mainly to contamination”.

3. THE CHALLENGES TO MEETING FOOD SAFETY AND SECURITY NEEDS IN THE CARIBBEAN

Increasing the levels of food safety and security in the region is indeed a challenging task which will depend in large measure on the ability of

the societies to address a large number of challenging problems of the agricultural sector.

The Caribbean agricultural sector continues to be affected by several policy, institutional, management and infrastructural problems.

The major ones are discussed below.

- 3.1 A long term trend has been a decline in the agricultural sector's contribution to overall economic development, declining employment in agriculture and resource productivity, increasing consumption of imported foods, continued high rural unemployment, and aging of the farm population. This trend will likely continue, but strategies are needed to increase farm productivity, contribute to increased food security and attract young people into farming.
- 3.2 The dual nature of Caribbean agriculture is reflected in the fact that a significant portion of the domestic staples consumed in Jamaica is produced by a large number of subsistence farmers. These farmers, often confined to marginal land have achieved a measure of efficiency in terms of yield per unit of resources employed. They do however, remain high cost producers. Trade policy needs to balance the global advantages of allocative efficiencies offered by free trade regimes against the destruction of the livelihoods and way of life of a large section of the rural population of the Caribbean. (Multifunctionality).
- 3.3 The private sector has a greater role to play in overall economic development as the public sector continues to decline in size and importance in the economy. Most countries embarked on structural and economic reform programmes, which among other effects, reduced the state's role in agriculture. This has been done through the reduction of subsidies, the deregulation of commodity boards, the divestment of state enterprises and government-owned lands and reduction in state support services such as research and extension. While the private sector is expected to increase its role, the challenge to policy makers is to design appropriate strategies and provide the correct mix of incentives to encourage private sector participation in agriculture, particularly as a source of investment resources and in the development of marketing channels.
- 3.4 Investment in agriculture remains relatively low and resource mobilization for re-investing in the sector is not effective.

Interest rates are high which constrains borrowing by most small farmers and young entrepreneurs and potential entrants into agriculture. In addition, human capital is also limited, particularly to meet the new challenges and exploit emerging opportunities for the sector.

- 3.5 Inadequate infrastructure facilities (roads, transport, irrigation, etc.) continue to affect the process of diversification, particularly the non-traditional sector, small farmers and general rural development. This situation, together with inadequate social infrastructure and few employment opportunities are together a push factor for the rural-urban migration and low investment in the rural sector.

An understanding of the following twelve (12) specific problems is important in any strategy to improve Caribbean agriculture:

- i) Simultaneous decline in agri-food production and productivity with the increase in consumption due to population growth and expansion in the tourism sector since the 1960s.
- ii) Reduction in the performance of traditional export crops due to a declining production, falling real prices and production geared toward preferential markets quotas.
- iii) Market regimes which have insulated the economies of many countries from international market forces and the future of which are uncertain.
- iv) Inadequate processing, marketing and transportation infrastructure to facilitate trade in agri-food commodities.
- v) Slow progress toward agricultural diversification.
- vi) Insufficient intra-sectoral linkages between agricultural production and agro-industry and inter-sectoral linkages between agriculture and other sectors of the economy especially tourism.
- vii) Inadequate information systems on national agriculture to permit efficient planning and programming.
- viii) Infrastructural and institutional constraints (such as transportation and marketing infrastructure, labour market regulations), which hinder economic integration in spite of well articulated political mechanisms
- ix) Low levels of human capital and deterioration in the stock of physical and financial resources.
- x) Low levels of technology in agricultural production.
- xi) Training programmes not adapted to the new global scenario.
- xii) The need for institutional modernization.

4. THE NEED FOR ATTENTION TO THREE STRATEGIC AREAS

Time does not permit me to deal with all of these issues and so I have decided to address three of them.

- (1) The introduction of science and technology into agricultural production.
- (2) Re-orientation of training programmes to suit the new global scenario
- (3) Institutional modernization.

4.1 The introduction of more science and technology into agricultural production in the Caribbean

Here I wish to deal with three aspects:

- 4.1.1 The generation of technology
- 4.1.2 The application of technology
- 4.1.3 The need for private sector/public sector partnerships in the generation and application of technology.

4.1.1 *The generation of agricultural technology in the Caribbean*

A key strategy in improving the efficiency and competitiveness of agricultural enterprises is the constant development, adaptation and application of appropriate technologies.

In the Caribbean in recent times, funding for research and technology generation in agriculture continues to decline in real terms while the goals and mandate of research and development institutions continue to widen encompassing not only increased production but also competitiveness, market research, sustainability of natural resources and social equity. In addition, research managers are under tremendous pressure to demonstrate that investments in Research provide significant benefits to the clients in particular and society, in general.

The limited funding for agricultural research limits the capacity of research institutions to respond to the increasing demands of national governments and farmers.

The premier institution of agricultural research in the Caribbean is the Caribbean Agricultural Research and Development Institute (CARDI) which in 1998 had a budget of some US\$5 million. Informed opinion suggest another 5 million is spent on national research institutions. Given that the agricultural GDP of the CARICOM countries is about US\$1,654 million (10% of GDP of US\$16,542.1 million) this expenditure on research represents about 0.5% of the agricultural GDP.

TABLE 2. INVESTMENTS IN AGRICULTURAL R&D
(expressed as a percentage of national agricultural GDP)

Region or Country	Number of Countries	1961-65	1971-75	1981-85	Most Recent Year
Developing Regions:					
Sub-Saharan Africa (excluding South Africa)	17	0.42	0.67	0.76	0.58 ^a
South Africa	1	1.39	1.53	2.02	2.59 ^a
Asia and the Pacific (excluding China)	15	0.14	0.22	0.32	-
China	1	0.57	0.44	0.42	0.42 ^b
Latin America and the Caribbean	26	0.30	0.46	0.58	-
West Asia and North Africa	13	0.28	0.50	0.52	-
	18	0.96	1.41	2.03	-
Developed Countries:					
United States	1	1.32	1.36	1.93	2.22 ^c
Australia	1	1.54	3.56	4.52	4.42 ^d

^a1999 estimate, ^b1993, ^c1992, ^d1998

Source: Extracted from Agricultural Research and Development: The Need for Public-Private Sector Partnerships (Issues in Agriculture 9) by Clive James

These data indicate that on average, industrialized countries invest about 2% of their agricultural GDP in agricultural research while developing economies

invested much less. Clearly there is need for more investment in agricultural research in the region.

CURRENT RESEARCH EFFORTS

An analysis of the recent Research Landscape in the Caribbean indicates emphasis on the traditional biological sciences viz. Plant Genetic Resources, Integrated Pest Management, Post-Harvest Technology, Animal Genetic Resources, Livestock Feed and Feeding Systems, Natural Resources Management, Technology Adaptation and Application and Information and Communication. While this clearly is an impressive range of issues which are being addressed, and respecting the mandates of the various institutions and their policy framework for operations, it does occur to me that there is need for more emphasis in the Caribbean on research on the production of:

- ◆ Nutraceuticals from local plant species
- ◆ Agro-industrial Policy Development Information Technology for the application of expert systems in Agriculture
- ◆ Biotechnology on genetically modified plants and animal species.
- ◆ Organic farming
- ◆ International marketing of non-traditional Caribbean agricultural products.
- ◆ Food processing and packaging
- ◆ Food safety standards
- ◆ HACCP systems for indigenous products
- ◆ International quality standards
- ◆ Market research techniques
- ◆ Research on spices
- ◆ Marine research

These areas represent the new exciting areas of agricultural research which will contribute to competitiveness of the sector in the 21st Century.

There is definitely the need for more funds for agricultural research and better management of these funds to address key critical issues in agricultural development. The need for great cooperation between public entities involved in research and technology transfer is obvious.

MARKET AND TECHNOLOGICAL INTELLIGENCE

The need for market and technological intelligence. Small countries such as those in CARICOM clearly cannot do all the research that is necessary for their agricultural development and so an important element of the research effort should be market and technological intelligence – the gathering of research data and technology from sources outside the region. This requires two things: (1) financial support; and (2) a new kind of Information

Intelligence Specialist whose orientation is not to store information but to collect it, sort it, classify it, and to make it available to those who need it. The networking of institutions and professionals and attendance at scientific meetings is also an important part of this strategic thrust.

MARKET LED RESEARCH

There is general consensus in international circles that research institutions in the future must take a wider and more strategic approach in their mission to support the agriculture sector, as the global agricultural market changes from being supply-driven with an emphasis on yields, to being demand-driven with an emphasis on value-added and the development of market niches. In particular, research institutions must:

- ◆ Ensure that the varieties of the export commodities that are grown in the country meet world standards with respect to SPS, quality, and perhaps environmental norms;
- ◆ Explore the potential of introducing new crops that have good export potential;
- ◆ Provide information and detailed instructions to growers;
- ◆ Provide market information to wholesalers and exporters on their existing and potential markets
- ◆ Provide information on the laws and regulations of the WTO and of regional trade organizations with which the country is affiliated
- ◆ Assist traders in exploring new export markets in order to identify suitable niches for non-traditional agricultural exports;
- ◆ Assist the local agri-food industry in exploring the markets for processed agricultural commodities.

To accomplish these tasks, the institutions must adopt a strategy that is much more oriented toward both agri-food systems and commodity subsectors than in the past and forge alliances with other government agencies and the private sector. They must also link their research to a more diverse clientele, including inspection agencies, food processors, exporters, wholesalers and the consumer.

4.1.2 The application of technology - A new kind of extension service

The application and transfer of technology in any country requires among other things an efficient and effective extension service. Recently in the Caribbean, budgetary constraints have resulted in a weakening of the traditional extension services of

the Ministry of Agriculture. Let us take the situation of Jamaica as an example.

In recent times, with the reduced role of the state in agriculture, the agricultural extension service which is now managed by the Rural Agricultural Development Authority (RADA), has experienced a reduction from 200 Extension Officers in 1999 to 50 Extension Officers today. Given that there are some 200,000 small farmers in Jamaica, this gives a ratio of one extension officer to every 4000 farmers. Using the traditional farm visit approach of Extension Officers of two farms per day, the 4000 farmers would be serviced in 7.6 years. Clearly, this method of communication will not provide an effective system of technology transfer.

Given the above scenario, a system of extension based on groups of farmers is highly desirable. The Jamaican Agricultural Society has begun a process of working with farmers groups as an approach to resolving this situation. More recently, the JADF, IICA and RADA have begun a process of communicating with the farmers groups by moving a technical team to meet with farmers in their districts and seeking to resolve their problems in areas such as understanding the implications of the WTO and integrated pest management.

THE FARMERS ROLE IN EXTENSION

There is need however for a new approach to agricultural extension in the Region. This approach must take the farmer as a partner in technology transfer and not just a recipient of information and science which he must apply. It must be recognized that farmers bring to the table practical knowledge and skills acquired in their long struggle against the harsh limitations imposed by the economic, physical, biological and social environment in which they operate. This realization is fundamental to the development of mutual trust between extension agent and farmer and will, if embraced, transform our approach to extension work with small farmers. The approach will result in the development of technology with the farmer, rather than the development of technology for the farmer. The other dimension of the change in extension that is necessary is the focus of agricultural extension. In my view, extension must focus on the farm as an economic enterprise and not as a subsistence entity and therefore extension must assist the farmer to transform his farm from a subsistence entity

to a commercial enterprise. This requires an extension officer who is a change agent, who has technical skills and who understands the need for a holistic approach to the problems of agricultural and rural development.

PRIVATE SECTOR/PUBLIC SECTOR PARTNERSHIPS IN TECHNOLOGY GENERATION AND TRANSFER

The decreasing public budget for technology generation and transfer throughout the Caribbean and declining external aid for agricultural research, suggest the need for increased participation of the private sector in agricultural research. Unfortunately, while many advanced and developing countries have established policies that encourage increased participation of the private sector in research and development, this has not been the case in the Caribbean. There are examples of private sector R&D activities in the region with respect to traditional export commodities e.g. sugar, bananas, coffee and to a lesser extent citrus but research on food crops has very limited private sector support. There is need for a package of incentives which encourages the private sector to invest in agricultural research. The Canadian experience in this regard may be useful for the Caribbean. The contribution of the private sector to National Agricultural Research Funds, which could be managed by the private sector and the public sector cooperatively, may be one approach to private sector research input.

4.2 A new agricultural education curriculum for sustainable agricultural development

Structural adjustment programmes and reduced spending by national governments have had two dramatic effects on agricultural education in the Caribbean.

- (i) Dramatic reduction in the employment of agricultural graduates by Ministries of Agriculture
- (ii) Reduced funding for schools and colleges that train agricultural graduates.

These two factors have resulted in more graduates seeking employment in the agricultural private sector and outside the agricultural sector. This has resulted in the need for a graduate who is more adapted to private sector employment where agribusiness management and the skills of private sector employment are more relevant including more emphasis on communication, planning and marketing.

Educational institutions in the region have been slow in adjusting their curricula to the new realities which include the following 10 issues.

- (i) changing employment opportunities in agriculture
- (ii) rapid scientific progress and technical change
- (iii) increased awareness of environmental issues
- (iv) increased awareness of gender issues and the role of women in agriculture
- (v) the need to integrate population issues in agricultural education
- (vi) marginalization of agriculture and rural life and increase numbers of urban-based students
- (vii) the need for an inter-disciplinary systems approach to agricultural education, research and extension
- (viii) the need to emphasize the importance of the global economy
- (ix) the application of business principles to agricultural production
- (x) the need for agricultural education curricula to be guided by the policy objectives of national governments.

A NEW EXTENSION GRADUATE

There is also a need to revisit the approach to education in general. Current research suggest that what is needed of an agricultural extension graduate today, is less attention to scientific and technical knowledge of various agricultural disciplines and more emphasis on the ability to communicate with diverse rural groups. Also it is necessary to support these groups in a process of collaborative problem solving and to assist the small scale family farm advance from subsistence agriculture to commercial production.

This transition must be part of the curriculum with practical examples which emphasize the holistic nature of the agricultural production process.

In summary, agricultural education in the region must respond to the demand of the market for graduates and must be carried out taking into consideration the national policies and strategies of the Caribbean countries.

IICA'S STRATEGY FOR AGRICULTURAL EDUCATION

In this context, our institute has developed a strategy for strengthening education and training in agriculture which has three objectives:

- (i) To contribute to the modernization of higher and vocational agricultural education centres, and of agricultural training systems and institutions in order to improve the relevance and quality of their products.
- (ii) To support training programmes for the agribusiness community and for the staff of public and private agricultural organizations in order to strengthen the competitive capabilities of the organizations and improve their position on international markets.
- (iii) To systematize and disseminate experiences on the modernization of agricultural education and training, and to strengthen horizontal cooperation.

THE IMPORTANCE OF AGRICULTURAL EDUCATION

This initiative recognises that agricultural education will be the most important input in our efforts to modernize the agricultural sector. In this regard, our institutions should embrace the basic principles for agricultural education as presented by Polan. (4)

These are:

- Promote agricultural education programmes oriented towards work and responding to the concrete need of the communities, the regions and the countries.
- Increase entrepreneurial capacity and the practical skills of the students
- Promote links between educational institutions with the productive sector and the world of work
- Promote the exchange of experiences between the educational institutions themselves at the national and international level.
- Promote the integration of subjects such as population, environment, gender and sustainable development in agricultural education and in rural extension programmes.
- Place special emphasis on the development of relevant curricula, to improve the quality of instruction and promote better institutional administration and management.

LATIN AMERICAN EDUCATION STRATEGY

- ◆ To formulate a Latin American agricultural education strategy we propose the following:
 - Articulate a regional view for the purpose of speaking a sole common language. This view must be based on the lessons

learned so far and the recognition of what has worked well and what has not. Educational institutions, technical cooperation agencies and sponsoring agencies must participate equally in developing this view.

- Analyze the supply and demand of training material for human resources in the region. Conduct studies at the country and sub-regional level to obtain information on: What skills do students need to acquire? What is the opinion of future employers? Are educational institutions prepared to offer this type of programme? What can be done individually and jointly?

4.3 Institutional modernization

This represents, in my view, the most important component of the package of strategies which are needed for a modern agricultural sector. I shall attempt to deal with this in three basic aspects.

- (i) Are the current structure and focus of the Ministries of Agriculture adequate to address the needs of the sector.
- (ii) Are we institutionally ready to comply with the requirements of the new global scenario.
- (iii) What operational mechanisms need to change for the sector to be modernized.

Let me present my thoughts on the first question. **The role of Ministries of Agriculture.** In my view Ministries of Agriculture served an important role in the colonial period of our development when the "command and control" philosophy of the colonial masters was relevant to their interest. Today, national development requires innovation, flexibility, entrepreneurship, enlightened management and decentralization of decision making. Ministries of agriculture were not created to deal with these matters. In recognition of this, several governments in the Caribbean have been implementing public sector reform programmes.

As part of its process of modernization, the Government of Jamaica has embarked on a programme of reform of the Public Sector to secure a small efficient public service able to respond flexibly to need, recovering much of its costs and with delegated authority.

The essential elements of the Government of Jamaica's policy for public sector modernization are:

- a. Improving quality of service provided by essential government agencies to internal and external clients.
- b. Enhancing the efficiency and effectiveness of central government agencies

- c. Rationalizing the size and scope of the public sector by privatizing entities and contracting out services that can be run more efficiently by the private sector
- d. Enhancing transparency and accountability in government procurement, contracting and financial management
- e. Creating an effective regulatory environment that would encourage orderly private sector development
- f. Improving tax administration
- g. Strengthening local government

4.3.1 Executive Agencies

The Government is in the process of converting various entities of the public sector into "Executive Agencies". These agencies would be based on the experience of other countries which have demonstrated that the introduction of "Executive Agencies" results in:

- ◆ A stronger organizational identity and an enhanced sense of purpose
- ◆ A more strategic perspective on operations
- ◆ Better internal communications and more staff involvement in operational decisions
- ◆ Greater attention to client needs and service quality
- ◆ More attention to revenue generation, and financial performance and awareness of costs.

The fundamental objectives for transforming an agency into an Executive Agency are to sustainably improve the quality and quantity of services it provides to its clients, as well as the cost-effectiveness with which those services are provided.

There are currently 11 pilot projects in operation in the public service of Jamaica and while the Ministry of Agriculture is not one of these pilot projects, the experience of other Ministries could result in Ministries of Agriculture adopting the model.

The granting of enhanced autonomy subject to strict accountability for performance is a relatively new concept in Jamaica and marks a significant departure from traditional public service management practices. Its success will depend on strong and continued commitment, at both the political and the administrative levels. Also, especially in the early period, the evolution of the executive agencies will have to be watched closely and suitable refinements in strategy, legal and administrative framework and management practices will need to be made in a timely manner.

4.3.2 INSTITUTIONAL READINESS FOR WTO MANDATES

The readiness of current public institutional infrastructure to respond to WTO Sanitary and Phytosanitary mandates.

Our office in Jamaica has recently hired a consultant (Dr. Janice Reid) to evaluate the level of preparedness of Jamaica in relation to the requirements of the WTO/SPS agreements to which Jamaica is a signatory.

Preliminary results of the analysis indicate the following:

- i) food safety issues is managed by 16 sections of 5 ministries of government
- ii) there are weaknesses in participation in international fora,
- iii) the food safety legislation is outdated,
- iv) there is a lack of risk analysis, no inquiry point has been established,
- v) there is limited awareness of SPS rules and regulations,
- vi) duplication in inspection and inspection procedures, is evident,
- vii) there is limited laboratory facilities for food safety analyses, and
- viii) there is poor surveillance and alert services programmes.

There is a widely held view that small developing countries are going to find it difficult to comply with WTO/SPS regulations and this is confirmed by the Jamaican case. This is not to say that there is no SPS system operating in Jamaica. There is a system that is characterised by being outdated, fragmented and does not address current national needs. It may be that the kind of structure which was developed here in Canada in 1996, where the government consolidated all federally mandated food and fish inspection, animal and plant quarantine, and all other agricultural health related activities into a single agency, the Canadian Food Inspection Agency (CFIA), may be relevant to Jamaica and other countries in the Caribbean.

4.3.3 INSTITUTIONAL REFORM IN BARBADOS

In Barbados, the Prime Minister in 1998 requested an evaluation of the role and functions of the Ministry of

Agriculture. The objective of the exercise is to develop a plan for the agricultural sector of Barbados through an analysis of the resource base and the nature of the internal environment as well as the situation and outlook for the sector given the current anticipated changes in the global economic environment. The exercise also addresses the institutional requirements for and cost of implementing the Plan.

The scope of the study is the agricultural sector with a focus on the Ministry of Agriculture (MAR), the Barbados Agricultural Development and Marketing Corporation (BADMC) and the Rural Development Commission (RDC). The sugar and fisheries sub-sectors already have development plans in various stages of implementation and the structure and operations of the Meteorological Services Department of the AR would be unaffected by this study.

The approach towards achieving the objectives of the exercise was diagnostic and prescriptive. It involved the use of rapid assessment techniques and was carried out in four major activities.

- i) An analysis of the evaluation of the agricultural sector of Barbados, identifying its structure and measuring its performance
- ii) An assessment of the perceptions by stakeholders through the conduct of a rapid assessment method called a Sondeo
- iii) Documentation on the situation and outlook for agriculture
- iv) A National Consultation on Agriculture was held on December 10th and 11th 1998.

Whilst the results are still confidential, the basic recommendation is a reorganization of the Ministry incorporating a National Agricultural Commission and Barbados National Agricultural Institute. The advantage to be derived by the new institutional arrangements include:

- i) A mechanism for the integration and coordination of the diverse interests and activities of the agricultural sector will be established.
- ii) The legitimacy and reputation of the Government of Barbados agricultural institutional arrangements will be enhanced through the liquidation of various institutions.

- iii) With respect to the critical functional area of technology research and development, individual discretion, risk taking, innovativeness and creativity will be enhanced, through the establishment of the less bureaucratic BNAI.
- iv) The Agricultural Information System will be much more effective and efficient through upgrading of infrastructure and systems and training of personnel.
- v) Personnel will be trained, re-deployed and/or made redundant
- vi) Recognition of the dual nature and characteristics of the agricultural sector will be emphasized.
- vii) Reduction and/or elimination of duplication of efforts among key institutions
- viii) Improvement in the effectiveness and technical and cost efficiencies of the agricultural development process through rationalization of all functional areas.

5. STRATEGIC ALLIANCES AND AGRICULTURAL DEVELOPMENT IN THE CARIBBEAN

Horizontal technical Cooperation among countries and institutions can contribute to the process of agricultural modernization which is currently in progress in the Caribbean. This type of cooperation, however, must take cognizance of the cultural, social, economic and political realities of the region and should be carefully considered prior to an intervention in order to avoid the image of the colonial "messiah" with the prescription for all ills. The approach must be to work with the countries or institutions and not to dictate specific recommendations without a thorough knowledge of the circumstances.

Potential International Strategic Alliances for Agricultural Modernization

Problem Area	Actions to be carried out	Institutions and/or countries that can assist
1. The introduction of more science and technology into agriculture.	Research Intelligence gathering, improved extension services, increased funding for research exchange of experiences in private sector participation in research.	International Agricultural Research System (CGIAR), National Research Institutes in North America and Latin America, Funding Agencies for Agricultural Research and Technology Transfer e.g. ISNAR and Service Agencies of the Sector. Universities and Research Foundations, International Banks.

Problem Area	Actions to be carried out	Institutions and/or countries that can assist
2. Review of the operations of Ministries of Agriculture.	Exchange of experiences with countries which have carried out a similar process of institutional modernization recently.	Countries to be identified
3. Reorientation of training programmes to suit the needs of the new global scenario	Revision of the curricula of institutions of agricultural training in the region with a view to modernization. Provision of staff to implement recommendations.	Institutions of agricultural education who have modernized their agricultural education systems. Exchange of professionals from colleges and Universities where modern agricultural education curricula exist.

5. Programme of work as it relates to potential Canadian Assistance

5.1 Technology Transfer

- a) Provide opportunity for Caribbean professionals to examine the workings of the public sector/private sector partnerships for agricultural research in Canada.
- b) Provide information on food safety systems and the new procedures for handling same.
- c) Provide support and financing for the establishment of competitive National Agricultural Research Funds.
- d) Provide information on such issues as intellectual property rights in agriculture, genetically modified organisms and biotechnology.

5.1.2 Training

We are aware of the Caribbean Regional programme for Economic Competitiveness (CPEC Project), through which Canada is supporting human resource development in the Caribbean. We applaud the initiative. We think that this and similar initiatives should among other things:

- a) Provide scholarships for Caribbean students to do post-graduate studies in Canada.
- b) Foster Agribusiness opportunities by providing opportunities for Caribbean agro-entrepreneurs to work with Canadian entrepreneurs in similar fields.

- c) Make available to Caribbean countries available training materials CD-Rom and other materials for distance training.
- d) Provide financial and technical support for the revision of curricula of agricultural educational institutions in the region.

5.1.3 Institutional Reform

- a) Provide financial and technical support to foster private sector/public sector relations.
- b) Provide the Canadian experience in the establishment and operations of the Canadian Food Inspection Agency to Caribbean countries as a possible model for managing food safety, food inspection and quarantine programmes in a single agency.

5.1.4 Joint Ventures

a. Joint Ventures in Agribusiness

Joint ventures between Canadian and Caribbean businesses in which the Canadian counterpart agrees to purchase Caribbean agricultural products and will cooperate in the provision of those services necessary for the entry of the products into Canada. These include sanitary and phytosanitary requirements, food safety requires and any and all HAACP requirements.

The approval of SPS related information, e.g. MRL for pesticides for non-traditional tropical crops, represents a potential non-tariff barrier to trade from Caribbean countries. This could be addressed within the context of a joint venture arrangement between a developed country importer and developing country exporter.

b. Joint Ventures in Education

Joint ventures between Universities and Institutes in Canada and those of the Caribbean is necessary. In addition, West Indians in Canada should establish a scholarship fund to provide for Caribbean students to visit Canadian Institutions for obtaining new experiences and professional opportunities for joint research projects.

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**Address to Jamaica Organic Growers Association
Girl Guides Headquarters, Kingston, Jamaica
March 29, 2000**

A recent analysis of the population suggest that in any community there are normally 15% of the population in good health, 15% with severe diseases and 75% who are not ill but at the same time not functioning at maximum capacity.

Some are tired, hypertensive and affected by minor irritations. There is much evidence to suggest that one of the reasons for this state of health is poor nutrition. Our foods today are highly processed and contain a large number of preservatives and pesticides.

The consumer of the 21st Century has made it clear that they will not continue to purchase food with high pesticide levels, as several of these chemicals have been associated with cancers and other debilitating diseases.

As a result of the new consciousness about wholesome food, many countries in the developed and developing world have been concentrating their efforts on food safety – efforts to improve the wholesomeness of food for the consumer.

What is the status of food safety in Jamaica. A recent study by George Grant, and others note the following:

“In Jamaica, like most of the other countries of the Caribbean and Latin American region, there appears to be heightened concern about food safety issues. These concerns have dramatically increased in recent times because increased movement of plants, live animals and their products as a result of trade globalization has greatly increased the actual potential risk to the sector. And while it is being stated that both the developed and developing countries are potentially at risk, it is apparent that it is the poorer developing countries such as Jamaica which face the greatest adverse consequences.

For example, diarrhoeas are being reported as the second leading cause of morbidity and mortality in the Caribbean Region – including Jamaica – especially for children five years and under (health conditions of the Americas, 1996). Similarly, diarrhoeal diseases (Travellers’ Disease) are being reported as the most frequent disease condition affecting travellers from the industrialised to tropical and sub-tropical countries of the world. This has serious implications for countries of the Caribbean Region where tourism is arguably the largest foreign exchange earner with a current value of US\$20.0 billion.

The tourism sector also provides an important source of employment since it has been estimated that it employs one out of every nine workers in the region (Alleyne, 1992). In addition, available demographic data indicates that the national population at

risk from food related illnesses in the region is some 6 million and with the total exposed population rising to approximately 11 million when visitors (tourists) are added.

Jamaica reflects the situation that obtains in the other countries of the region whereby preventative measures being undertaken to either eliminate or minimize food safety hazards are inadequate. Despite the lack of adequate data due to either non or under-reporting the trends indicate widespread adverse public health impact from the low levels of sanitary and hygienic practices being undertaken at both the production and processing levels and in fact along the critical points of the entire food chain.

For example, the current available data on reported food-borne related incidence in Jamaica indicated an overall total of 1,500 cases or 6.4/100,000 population for the period 1995 – 1996 (Epidemiological Report, Ministry of Health, 1996). There was also a total of 34 outbreaks of food related intoxications involving 984 cases, while reported cases of gastroenteritis in children stemming from contaminated food supplies was placed at 145,000 for this same period. Two explosive epidemics of Typhoid Fever occurred in 1990 involving 173 confirmed cases out of a total of 473 suspected cases indicating levels of unsatisfactory hygiene and sanitation. In addition to this, recent surveys indicated undesirable levels of hygiene and sanitation among some of the catering facilities supporting the tourist industry.

Some of this is due possibly to the mushrooming of so-called roadside or street vending food operating which provide for little or no sanitary facilities and in most instances are not being monitored by the relevant public health authority.

A parallel situation exists with respect to agricultural products destined for international trade. The easy access and wanton or indiscriminate use of a wide array of chemical pesticides, veterinary pharmaceuticals and other products have served to add a new dimension to an already serious situation. When added to the frequent findings of other organic and microbiological contaminants found in these same food supplies, the country is presented with serious obstacles to the attainment of safe food supplies by international standards.

Again, the country is deficient in its capability to undertake inspection and health validation of imported food products at the point of entry or proper risk management analysis to guide the application of SPS measures.

Hence, because of the inability of Jamaica and other Caribbean countries to put in place effective food safety measures, it is estimated that vast sums in foreign exchange along with actual loss of shares in the lucrative food export markets of North America and Europe are being experienced. Considerable amounts of food for export from the region are being condemned at the ports of entry as being unfit for human consumption due mainly to contamination.

The European Union Regulations

Recently, the European Union has established new maximum residue levels for products from other countries for their market and we are being asked to provide information on the products or pesticides used in the production of our crops.

The British government will be putting additional pressure on retailers and their supplies by publishing annual pesticide residue testing along with the name of the retailer, the product and country of origin. This approach could severely damage the reputation of a country.

As a result of this approach, we at IICA have established a task force in collaboration with the J.E.A., Ministry of Agriculture, RADA and the Pesticide Control Authority to review the situation in Jamaica.

Pesticide Documentation Task Force:

Phillip Chung: RADA
 Carol Thomas: Plant Quarantine
 Gregory Simpson: Residue Laboratory
 Paul Whyllie: Pesticide Control Authority
 Garnet Malcolm: Agro-Grace
 Byron Noble: IICA

Objectives:

1. Improve record keeping by farmers of their pesticide use.
2. Provide information to farmers of good agricultural practices that will result in achievement of MRLs.

Budget/Funding

Agreement in principle that Agro-Grace and the Agro-Chemical Association will fund the printing of the document with IICA and RADA to provide technical input.

Information to be recorded by Farmer

- ◆ Name, source, Batch number of chemical used.
- ◆ Concentration
- ◆ Dates and methods of application
- ◆ Crop(s)
- ◆ Acreage

Support

- ◆ **Testing facilities to be identified/developed**
- ◆ **Residue analysis to be conducted, to identify the current or baseline situation**
- ◆ **Farmers to be assisted to use standard units of measurement.**

Schedule

- ◆ **Document to be designed and field-tested**
- ◆ **Document to be modified, if necessary and mass-circulated**
- ◆ **“Selling” to be supported by exporters. They are to be encouraged to refuse to buy “undocumented” produce.**

Given the above, Organic Agriculture is very important for the future and many countries are in fact pursuing with great effort this new approach to production.

There are two aspects:

1. **The production of products using organic pesticides or no pesticides**
2. **The use of organic fertilizers in place of the traditional fertilizers.**

We believe that given the state of consumer demand, there is great potential for organic farming as long the appropriate certification is done and research carried out.

We, therefore, would encourage the youth to continue in these endeavours. We have awarded Mr. Robert Cooper the Agribusiness Award 1999 based on his organic farm and we propose to support this initiative in the future within the limits of our capacity.

I wish you well in your endeavours.

A Toast to the New Millenium January, 2000

Let me welcome all of you and on behalf of my immediate family and the IICA Family, and I wish to express our best wishes to you and yours for the festive season and for the new millenium.

We at IICA were blessed in 1999 in that we successfully implemented a number of planned activities of our cooperation agenda which we formulated in 1998 in cooperation with the Ministry of Agriculture and the Agricultural Sector.

I would just like to mention what we consider to be the 11 most important initiatives of 1999:

1. In cooperation with the First Lady, Lady Cooke and RADA we established the Network of Rural Women Producers.
2. In cooperation with the Agribusiness Council, Jamaica Agricultural Society, Jamaica Agricultural Development Foundation and RADA, we implemented the national training course of Globalization where we visited the rural areas to inform farmers about globalization and the WTO.
3. We established the "Forum" for the discussion of new and emerging issues in agricultural trade and in cooperation with JEA and Professor Clayton of the University of the West Indies we dealt with minimum residue levels for the export of fresh produce to Europe and explored possibilities for the production of neutraceuticals and functional foods in Jamaica respectively.
4. In cooperation with RADA, we prepared an index of pests and diseases of plants in Jamaica. An index that was not updated since 1967. We now have the most up to date pests list in the Caribbean – a tool vital for regional and international trade under WTO Rules.
5. We established in cooperation with the Ministry of Agriculture the Jamaica Agricultural Documentation and Information Network.
6. In cooperation with the Jamaica Agricultural Society (JAS) we implemented a programme in leadership and team building and subsequently facilitated a group from the JAS and the Ministry on a visit to St. Lucia to observe contract farming where farmers produce for the supermarkets and hotels.
7. We presented the Agribusiness Awards to three Jamaicans at the Denbigh Agricultural Show and were able to congratulate Professor Lloyd Wright for the production of Jerk Cheese and Mr. Robert Cooper for Organic Farming. We subsequently facilitated a visit to Panama and Costa Rica for Mr. Cooper to see organic farming in these countries.

8. We facilitated the visit of Dr. Fenton Ferguson and Dr. Richard Harrison to Brazil to participate in the Hemispheric Meeting of 34 Ministers of Agriculture of the hemisphere where important issues in Agricultural Trade were discussed.
9. We facilitated a group of marketing professionals from the Eastern Caribbean to see the Ministry of Agriculture/JEA One-Stop Shop at the Norman International Airport and with the possibility of using the same as a model for Caribbean Agricultural Exports.
10. We prepared a project proposal for the recovery of mined out bauxite soils for Goat production in the Mocho Area of Clarendon in cooperation with the Jamaica Bauxite Institute where we seek to foster small farmer production, community strengthening, and agro-industrial development of the Mocho Community.
11. Concluded the Morant Yallahs Agricultural Development Project.

We deeply appreciate your cooperation in all of these initiatives and we look forward to continued cooperation in the new millenium where we will again emphasize International Trade, Women and Youth, the Environment and Information.

We thank all who collaborated with us most of whom are represented here today. You continue to help to make our work easier as we see to serve a common client.

I would now like to take this opportunity to introduce to you those who did the work – our staff –

TECHNICAL STAFF

Mrs. Hyacinth Chin Sue	Rural Development Specialist
Mr. Zithroy Annikie	Watershed Mgmt. Specialist
Miss Kathryn Duncan	Information Specialist
Mr. Byron Noble	Agricultural Trade Specialist
Dr. Janice Reid	Consultant

SUPPORT STAFF

Mrs. Maureen Machado	Executive Secretary
Mrs. Anne Marie Hinds	Programme Secretary
Mrs. Andrea Tucker	Secretary
Miss Donna Halstead	Administrative Assistant
Mrs. Karen Barrett	Accounting Assistant
Mr. Henry Powell	Driver/Messenger
Miss Leonie Simmonds	Office Attendant
Mr. Aston Daley	Gardener

Thank you and God bless you

1999

Rural Agricultural Development Authority (RADA) Training Course
Eltham Training Centre, Jamaica
November 9, 1999

Let me begin by telling you two little stories.

Story no. 1: There was once a boy, let us call him John Brown, who had a burning desire to go to college. He won a scholarship to Harvard, one of the most prestigious of U.S. universities and studied business management. At the end of his years of study, he was awarded an M.B.A. (Master in Business Administration).

Well you know an M.B.A graduate from Harvard is still one of the most sought after graduates in the business world in the United States of America today. So that after the graduation ceremony, the man went out on the balcony of his apartment overlooking the city and said: "world here comes John Brown, M.B.A" and he heard a soft voice in the distance which said: "come unto me John Brown and let me teach you the rest of the alphabet."

Story no. 2 is from England. Two men were working together laying bricks for a wall at St. Paul's Cathedral, one of the most famous cathedrals in London. A visitor passed by and asked the first man – what are you doing? And the man answered – I am laying some bricks. Then he went to the second man – what are you doing? And the man replied, I am building a cathedral,

These two stories have some common elements, which are very much related to agricultural extension today and to the course on which you are embarking for the 21st century.

We are entering the 21st century in another 60 days or so and the 21st century is already being called the century of knowledge and information.

The extension officer is expected by the farmer to be a source of knowledge and information but in order to be a source of knowledge and information, you must keep learning, you must keep upgrading your skills, keep sharpening the saw, as Stephen R. Corey writes. You can only provide current, correct up-to-date information if you keep learning, if you keep growing. Like John Brown, you must keep learning the letters of the alphabet. Because you went to school and you got a B.A. or a B.Sc. or a certificate in agronomy or science or whatever, does not mean that you know it all and it also does not mean that the world now owes you a living because you are qualified.

It is now that learning begins. We have been led to believe that the journey of life begins in primary school, then you go to secondary school then to university, you get a degree then you get a job and then you tell those farmers all the wonderful things that you learnt in the books. But that is not the way it should be, life must be a long learning experience.

In addition to sharing knowledge, you must help to generate knowledge, to be creators of knowledge but in order to do so, however, you must be open to new ideas and you must listen to the farmers. The farmers too have knowledge; they have rich experiences, which can help you in your role as an extension officer. The relationship between the farmer and the extension officer should therefore be a relationship of mutual trust and the sharing of experiences.

What is trust? Trust is made up of five (5) basic elements:

- truth
- respect
- understanding
- sympathy
- tolerance

The twenty-first century will see agriculture very different from that of today. Agriculture in the 21st century will be science-led and science-based. The extension officer will not be a carrier of free inputs e.g. fertilizers and seeds, but a carrier of knowledge and information.

What kind of information? What kind of knowledge? You will be expected to have knowledge of not only agronomy and soil, irrigation, insects and pest's problems and their solution, but you will be expected to have knowledge of markets both domestic and foreign, of consumer needs, of standards, of procedures and regulations for domestic and international trade issues. You will be expected to be adviser, consultant, counselor and friend of the farmer. Develop your communication skills; they will be important in the new millennium for if the agricultural sector is to change, then you must become an agent of change.

As a change agent, you will have to take some responsibility for change.

1. Consider yourself as a part of an important organization in the process of change to make it more effective.
2. Make helping to manage that change an important part of your job description.
3. Remember that complaining is not the same as contributing.
4. If you detect a problem, be prepared to suggest a workable solution.
5. Have the guts to report the problems to management but do not go around griping and complaining.
6. Remember you are a paid employee of the organization; protect your paycheck and your career by helping to fix things.

Having said this, I must say a word about management of institutions in the 21st century.

In the 1950's and 1960's, workers:

- Saw work as a source of personal fulfillment;
- Accepted organisational guidelines and enjoyed job security until pensionable age; and
- Had high institutional commitment.

This generation of workers is slowly disappearing; the new generation is better educated and mobile. They display less obedience to authority and greater concern for self-expression, strong need for achievement and self-actualization. A sound philosophy for management in the next millennium therefore must rest on the basic need for human beings to feel needed. The manager must take cognizance of workers' views, values and attitudes and find the means of meshing the organisational goals with the workers' individual goals.

The manager of the 21st century will have to:

- ➔ Provide the climate for workers to accept change
- ➔ Provide increased the level of motivation in the department
- ➔ Improve teamwork and decision-making
- ➔ Plan for further development of each employee

The extension officer of tomorrow will have to take on more responsibility and therefore must acquire a sense of purpose within the institution in which he/she works. To be effective, you must keep abreast of innovation in your field, be creative, and upgrade your skills.

Let me now digress and speak about the 12 personal strategies for personal growth and good living in the 21st century. I intend to deal with these strategies because unless you have an effective plan for personal growth, it is unlikely that you will be an effective extension officer.

These strategies were taken from a speech by a top manager in a U.S. corporation. These concepts are not new, but proven and tested principles for good living and whether you are a manager or an extension officer, they should serve us well in the 21st century.

1. **Be honest** – beware of what you become in pursuit of what you want. If you must lie, steal, cheat or mislead to achieve what you want, when you get it, it may have no value because now you must still live with yourself.
2. **Find your assets** – every person has assets and liabilities. Using, developing and working with your assets will move you forward. Do not spend life looking at what you are not and wishing you were different. Take what god gave you and multiply it.
3. **Think big** – small goals, small dreams and small thinking lead to small results. Be big, act big, live big, and dream big and big things will

happen. Remember, it is said, "As a man thinketh, so is he." You may not get all you want by thinking big, but you will get closer than by thinking small. If you shoot for the sun, you may land on the moon, but if you only shoot for the moon and miss, you fall back to earth.

4. **Live with enthusiasm** – life is too short to waste even one day being negative. Start each day by thanking god for giving you one more day on this remarkable spinning planet. Life is how you see it. See it with enthusiasm and life becomes enthusiastic.
5. **Do not let possessions possess you** – things do not make life wonderful. People do. If your car, house, boat, jewelry, or other material things lead your life, you can become a very lonely person. Look inside and grow personally, follow positive principles and be all you can be, and you will become an example for others to follow.
6. **Do not worry about problems** – I believe that god is always a good god, and therefore, every problem is in my life for a good reason: to make me stronger, to put new opportunities in my life or just to direct me to become a problem solver and kick the worry habit.
7. **Look down on no one** – every chance you have to praise someone, do so, but never put down anyone. We all have assets and liabilities. Look for the good in everyone you meet. If you need to correct someone, use the sandwich method: first, talk about their assets; then explain the problem and how to correct it; finally, talk about their assets, again ending with a positive.
8. **Assume full responsibility** – the situation we are in is because of what we are and what we have done. Your world is a reflection of your activities. Others can push your life in certain directions, but the result is up to you. You control your destiny. Blame no one else for your situation.
9. **Do not cling to the past** – it's not what you have done that counts. It is what you are doing now counts and where you want to go. Stop looking at negative events from the past, harping on them or wishing they did not happen. The past is a cancelled check. The future is a promissory note.
10. **Establish written, specific goals** – numerous studies have shown that individuals with specific, written goals achieve greater success than individuals with no goals or only very vague goals. Set exciting goals to keep you motivated. List your goals in order of importance. Since you have limited resources, some goals may have to be postponed until others are satisfied. Set interim goals as well as an ultimate goal so that you can measure your progress toward your goals.

11. **Develop and implement a financial plan** – a financial plan is vital to personal growth, but remember that implementing the plan requires a lifetime of discipline and dedication.

To help you keep these tips in mind:

- a) Make saving and investing part of your monthly routine so that it becomes second nature to you.
 - b) Don't become overwhelmed by the amounts you need to save. In many cases, it will take years to see substantial progress toward your goals.
 - c) Develop an investment strategy that is compatible with your risk tolerance.
 - d) Don't try to accomplish too much at once or you will become disillusioned with your entire plan.
 - e) You should monitor your progress at least annually, altering your plan if progress is not satisfactory or if your goals have changed.
 - f) Don't use the excuse that you don't have enough money to start saving for your financial goals. Even if you only start out with small amounts, you need to make saving a habit. Over the years, you can increase your rate of saving.
12. **Pray consistently and confidently** – the bible says, "Ask and you shall receive"; the way to ask is in your prayers. It goes on to say, "knock and it shall be opened unto you", and the way to knock is to work. Remember, you must do your part. God helps those who help themselves.

I would like to end this presentation by paraphrasing Winston Churchill, Prime Minister of England during the Second World War, who said: "to every man, (and I would imagine to every woman) there comes a time in his lifetime, that special moment when he is figuratively tapped on the shoulder and offered the chance to do something very special, unique to him and fitted to his talents. If that moment finds him prepared and qualified for the work, this could be his finest hour".

I believe that all of you have been tapped on your shoulders and offered the opportunity to be an extension officer in Jamaica. Each one of you must do you utmost to ensure you are the very best extension officer in RADA, prepared and qualified for the work which you are expected to perform.

I wish that all of you would find in the performance of this role some of your finest hours.

Let today, be the beginning of a new chapter in your career as an extension officer bearing in mind that your contribution to food security of this nation is important.

Finally, live your life so that at any hour you will be able to shake hands with yourself and try to accomplish at least one thing worthwhile each day. Then when the nights come you will be able to pull up the covers and say to yourself – I have done my best.

Go forth from here not to build the wall of mediocrity but the cathedral of excellence in extension in Jamaica, the land we love.

Thank you.

**Tenth Annual Conference of the Jamaica Society for Agricultural Sciences (JSAS)
Bodles Agricultural Research Station, Bodles, Jamaica
November 9, 1999**

**Some Opportunities and Challenges for Agriculture in
Jamaica in the 21st Century**

Mr. Chairman, distinguished members of the Jamaica Society for Agricultural Sciences, distinguished guests, ladies and gentlemen.

In another 50 days or so, we will begin the year 2000. The 21st century will arrive and today I wish to discuss briefly with you the role of agriculture in Jamaica in the 21st century.

To begin, I must inform you about my concept of the role of agriculture in Jamaica. agriculture in Jamaica in my view should have two roles:

- to promote and ensure a reasonable level of food security for the nation, and
- to ensure the development and growth of the rural sector as a basis for national social stability.

Let me begin with the first role:

Food security of the nation

The average person in Jamaica consumes 3 square meals per day. If we estimate the cost of each meal at US\$2.00 (or Ja\$80.00) this is equivalent to US\$6.00 per day (or Ja\$240.00), for one year 365 days this would be equivalent to $365 \times 6 = \$2,190.00$ per year. Then there are 2.5 million persons in Jamaica, so the value of the food consumed is about $2190 \times 2.5 \text{ million} = \$5,475,000,000$ per year.

This market of a potential five point four billion dollars per year represents fertile ground for the production and supply food. but a cursory glance at the statistics of our food production capacity shows that on average we only produce about 50% of what we eat, the other 50% is supplied by others.

The question which I have for you is **can Jamaica continue to produce the 50% of local food production and if not, who will feed Jamaica in the 21st century?**

I wish to deal now with these two questions. The first question – can Jamaica hold on to current market share or will we lose ground in the next century in terms of our ability to feed ourselves?

I do not have the answer because i did not bring my crystal ball with me but since the population of Jamaica is increasing at 1% per year in order to maintain market share

i.e. to stay where we are today in terms of food security, food production must increase at a minimum of 1% per year.

In order to obtain this increase to me there are four challenges which the agricultural sector must face.

1. The agricultural sector and the food production subsector in particular will have to embrace new relevant technology, research and training. We can no longer continue to do research that is conceived in the minds of scientists and academics; that is planned and executed without the involvement of those for whom it is intended; that is presented at scientific meetings of scholars and then neatly bound in a scientific journal and placed on the shelves of our libraries for posterity.

The research needs of today are for research that is client led, that is creative and seeks to solve real problems which limit the growth and development of an agribusiness enterprise or primary production or marketing of crops or livestock.

The research of the future must respond to the needs of the productive sectors of the economy and this will open new doors for private sector participation in the agenda for research. In fact, the private sector will then be encouraged to finance research that is in their interest.

In summary, technology must be an input into the production of products by an enterprise and not an output of a research institution. This is the paradigm shift that we must make.

What is needed are competitive agricultural research funds where the producers or managers of agricultural enterprises, along with the researcher, determines the agenda for agricultural research and present their proposals for consideration to a national research board for funding.

Michael Porter, the guru of competitiveness and Harvard professor of economics, indicates quite clearly that there are only two bases for competitiveness, either we compete on price or we compete on differentiation. Competitiveness based on price is futile for a small developing country and can lead to more poverty. Therefore, we must compete on the basis of differentiation and that means producing a product that is unique in some way and marketing the same.

But the production of specialty differentiated products require continuous innovation, continuous investment in research and development. Now is not the time to invest less money in research and development, now is the time to put more money into r & d that is focussed, client-led and designed

to promote the production of differentiated products for the global market place.

Let me give you an example of what I am talking about. Jamaica is unlikely to be competitive in the production of cheese internationally because New Zealand, United States of America, Holland among others have developed the technologies for producing cheese efficiently but Jamaica can be competitive in the production of jerk cheese. Why? Because it is a unique product which can be sold in specialty markets at a special price.

Another example, Jamaica is probably not competitive in the production of coffee but Jamaica is competitive in the production of blue mountain coffee. We must therefore do research on blue mountain coffee to make it even more competitive and to innovate new and more efficient ways of producing it.

2. Design a strategy which focuses on and redefines the role and functions of the public and private sectors in the development and delivery of services to the sector, especially extension services.
3. Redefine the role of central, parish level and municipal levels of governance with respect to agricultural development. There is need for regional development plans.
4. Canvass the wider society of the need to identify with a broad policy on food security which encompasses national commitment to purchase local food and to understand its relationship to the development of the country.
5. Redefine a development strategy for the rural sector.

If we do not take appropriate actions to modernize the sector then the real question for the future is **who will feed Jamaica?** I can begin to give you some answers to this question because there is an interest on the part of many in feeding this country.

In 1997, a major player in the international food supply opened an office in Miami. This office is called the Caribbean Basin Agricultural Trade Office and I would like to read for you some excerpts from the document which justified the opening of the office.

Let me ask you one little question which may set you thinking. I understand from a reliable estimate that there are 250,000 Jamaicans in Miami. Are we opening an agricultural trade office in Miami?

Based on an original formula, this 250,000 will consume 750,000 meals per day at US\$2.00 per meal that is US\$1,500,000 per day, US\$547,000,000 per year. How much

of this food is Jamaica supplying. Wouldn't the Jamaicans over there love ackee and saltfish festival, jerk chicken and jerk pork and some red stripe beer. What are we doing about it?

Let me now turn to the second role of agriculture as i see it i.e. **to ensure the development of the rural sector as a basis for national social stability.**

In Jamaica, current estimates are that 50% of the population live in the rural sector. This amounts to 1,200,000 people. can you imagine for one moment, that one morning we wake up and all of these persons had come to Kingston because there is nothing to do in rural areas.

I put it to you that life in Kingston would be unbearable. The social chaos which would result from such a scenario could lead to civil war. But let us not imagine – let us think instead of what is necessary to ensure the growth and survival of the rural sector.

What is needed today in the rural sector is a new concept of development. In IICA we call it the new rurality. What is the new rurality? In essence, the new rurality implies a new vision of the rural sector and a shattering of some of the myths of the past about the role of the rural sector in economic development.

First let me deal with the myths and misunderstandings:

1. The concept that urban means “modern” and rural means “backwardness” continues to be propagated both in the rural and urban society.
2. Rural policy continues to be limited to a focus on farming which limits the real potential of the sector in terms of its importance for rural agro-industry, ecotourism, forestry and recreation and the importance of the environment for national well-being.
3. The tendency not to assign priority to the importance of the rural sector in giving a sense of culture, contribution to peace, social stability, values and national independence.
4. The new rurality concept has five (5) main components which support this:

i) **Territorial dimension of the definition rural life**

The continuum defined as rural can include urban dimensions, so that it partakes of the social, political and cultural dynamics that explain the behaviour of key variables in rural development, going beyond a view of “rural” as covering only thinly distributed populations and farming.

ii) **Multi-sectoral nature of the no longer exclusively primary rural economy.** The importance of non-land-based economic activity, non-farm

employment, movement of economic activity away from solely land-based activity, the food production and processing chain, and the broad development of the service sector provide excellent opportunities in areas such as entrepreneurial development and micro-enterprise.

- iii) **Factors external to the farm economy, which is the source of a chain of productive activities and population centres.** The concept of agriculture as a broader-based process with many functions leads to an emphasis on the positive external factors surrounding farming activity. not to be disregarded, though, is the contribution of the population centers which the farming process creates and which provide energy for economic sectors such as services, construction, and infrastructure.
- iv) **Culture, social fabric, and rural institutions as the foundation for social capital.** The existence of rural communities with traditions, history, culture, political institutions, and a sense of ownership of and belonging to the land constitute social potential that has not yet been capitalized on in support of rural development strategies.
- v) **The feminization of agriculture.** There is recognition of the growing participation of women in agricultural production as well as of their role in generating income through non-agricultural rural work.

A new vision for the sector therefore implies a retreat from the sectoral view and an embracing of the basic elements of rural development to include:

- social safety net for marginal rural dweller
- environment policy
- rural infrastructure
- food policy that is consistent with national goals
- strategic future initiatives

The food policy issues must include:

- policy on food production – strategic commodities
- policy on food imports) linked together with exports
- policy on food exports)
- policy on food processing – agro-industrial policy

This new concept of the rural sector implies new institutional arrangements which change our traditional approach. For example a Ministry of Agriculture and Rural Development which has the mandate and resources to develop the rural sector, not only as it relates to agriculture but also to non-agricultural pursuits and which can effectively coordinate the various services needed for rural development.

We cannot have a ministry of agriculture with responsibility for the maintenance of roads in the agricultural areas of the country and the funds for roads are controlled by the ministry of works. In the new paradigm, the funds would be allocated to the ministry of agriculture and rural development and the ministry would contract the ministry of works to carry out the construction of roads in the agricultural areas.

In addition, local management expertise would supervise the implementation of the project in the interest of the community in order to ensure accountability.

Such a new modality will derive its strength from the inter-sectoral linkages which will be forged and which will provide for coordinated development in the rural areas.

There is a tendency to support the continuation of those sectors and enterprises that have demonstrated their ability to compete and to regard those that fail as necessary victims of progress. The agricultural sector cannot, however, be viewed within these strict economic parameters because there are social, environmental and political implications of a demise of the sector in any economy:

- (a) No society can ignore the importance and the welfare of a significant part of its population. The inherent risk to rural urban migration with all the attendant problems for urban unemployment and urban security.
- (b) No society should ignore the potential risks of a dependence on external sources for its supply of food.
- (c) No society should ignore the threat to the environment that can result from subsistence production, on marginal lands by a large number of small farmers using a traditional approach.

Final comments

A modern agricultural sector is an asset to every economy but agricultural modernization can only occur when the society invests in technological innovation, roads, markets, irrigation works, infrastructure, education and health.

A holistic approach to the development of the rural sector is necessary for agriculture to be sustainable in small developing economies such as ours.

Let us go forth from here and produce an integrated holistic rural development strategy to feed and support "the land we love" in the 21st century.

Thank you.

**St. Elizabeth Homecoming Foundation Ltd.
Kingston, Jamaica
October 7, 1999**

Let me begin by offering my congratulations to the St. Elizabeth Homecoming Foundation and to say how pleased we are to be associated with this event.

I heard of the Dance of the Hon. Minister in Sweden and if I could dance, I too would be dancing because this initiative in our view is an example of the critical role which the private sector must play in the agri-cultural development of Jamaica.

We at IICA firmly believe that agricultural development is impossible unless we forge effective linkages between the public and private agricultural sector, between farmers and consumers, and between town and country.

I bring in this envelope, five barley loaves and two small fishes and I hope you will make it grow to feed the 2.5 million in Jamaica.

There is no secret that the process of globalization and structural adjustment has mandated that governments all over the world retreat from state control of the "commanding heights of the economy" especially the agricultural economy

Today, deregulation and privatization is the order of the day and State control is slowly being replaced in many economies by the dominance of the market and individual entrepreneurship.

That is not to say that government's role is less important – governments are becoming more important as facilitators of development and creators of the parameters within which the markets operate.

It is therefore important that governments, the private citizen and the international community hold hands and cooperate in a new social contract for the development of the country.

We are fully aware that marketing is one of the weak links in agricultural development in Jamaica. We therefore salute your efforts and wish this initiative a bright and prosperous future.

Three words to the farmers – provide **service** and **quality standards** and you will be successful.

**Opening of the Forum on Agricultural Trade
Hilton Hotel, New Kingston, Jamaica
September 10, 1999**

Let me begin by adding my words of welcome to you and to hope that our deliberations will be positive and productive.

Just over a year ago, in the same room at this hotel, representatives of the public and private agricultural sector cooperated with our Institute in defining an agenda for cooperation between IICA and the agricultural sector in Jamaica

That agenda identified four strategic areas for intervention in the period 1998-2003. These areas are:

1. To assist the Jamaican Agricultural Sector in its preparation for free trade and participation in the global economy.
2. To promote sustainability of Hillside Farming Systems and Watershed Management.
3. To support agribusiness micro-enterprises with emphasis on the incorporation of women and youth in agricultural development.
4. To facilitate cooperation and the interchange of technology and experiences between Jamaica and the wider Caribbean and Latin American countries.

Within the area of assisting in the preparation for free trade the following tasks were identified:

1. Strengthen the trade policy and institutional framework
2. Support the establishment of a trade policy information and monitoring unit.
3. Diffuse information on trade regulations and agreements and their implications – WTO, FTAA 2005, Post Lome IV and the CARICOM Single Market.
4. Strengthen public and private institutions in their preparedness for trade liberalization.
5. Increase and facilitate access to trade and market information to policy makers, entrepreneurs and producers.
6. Promote and coordinate an inter-agency forum (of public and private sector organizations) on trade policy issues.

7. Diffuse information on sanitary and phytosanitary issues (SPS) affecting agricultural trade.
8. Develop programme on pest-risk analysis and pre-clearance procedures.

It is in compliance with the 6th and 7th tasks that we meet today to begin the inter-agency forum on agricultural trade issues.

I am pleased today to report that work has been initiated in this vital area.

1. We have appointed a Trade Specialist in the person of Mr. Byron Noble.
2. We have initiated in cooperation with the Ministry of Agriculture, JAS and Agribusiness Council of Jamaica (ABC), the national training programme on globalization.
3. And today we initiate the trade forum.

Let me begin by saying:

1. This is your forum. We are only the facilitators of the process.
2. The style, format, content and results will depend on you.
3. We see this forum as important as we move towards the Seattle Negotiations and FTAA process.

We are aware that small economies like ours have limited negotiating power and this is compounded by the difficulties of forming a complete team of negotiators, especially one capable of addressing a continually expanding trade agenda.

It is clear however that globalization is not going away so what is important for our countries is that we be prepared.

In a recent ECLAC document which I read on elements of readiness of small economies for participation in the global market, the document had this to say and I quote:

“The evident differences that may be observed between the hemisphere’s small countries on the one hand and the larger countries of Latin America on the other give rise to the conclusion that the small countries run the risk of not being able to take practical advantage of the potential benefits of their prospective membership in the Free Trade Area of the Americas (FTAA). It will thus be necessary to readjust and strengthen certain domestic policies in the small countries and, at the same time, promote decisive

international cooperation efforts to substantially enhance their readiness to participate in an ambitious hemispheric integration process.

The fact that most of the small countries are relatively less developed may reflect less structural readiness to benefit from FTAA.

A relatively larger agricultural sector than in big countries and a lower level of urban development have as their corollary a lower level of industrial and service development. Low export diversification with a low total value, or with a high proportion of vulnerable products such as textiles, does not facilitate their linkage with a competitive and changing hemispheric market. Appalling education and infrastructure rating in some of these countries exacerbate the situation, demonstrating clearly the need to take their lower relative development level into account.

In order to increase their readiness for FTAA, the small countries – with varying emphasis, depending on the group of small countries in question – should give priority to reforming their tax systems in order to reduce their dependency on taxes on foreign trade; increase the amount of human and financial resources devoted to negotiation and management of matters connected with trade policy; ensure that future trade liberalization processes are implemented gradually, giving priority to reducing tariff spreads as a first step; implement policies and allocate resources to improve education coverage and quality, and strengthen their science and training infrastructures in order to facilitate the assimilation of technology. It is also clear that they should continue to implement macro-economic policies and institutional changes designed to achieve low inflation rates, stable exchange rates and higher levels of saving and reserves.

It is clear from the above that there is an urgent job which has to be done. I hope that this forum will contribute to the efforts of the country to deal with the pressing problems and take advantage of the opportunities presented by the new global initiatives in trade liberalization.

Thank you.

**Donor Environmental Committee Meeting
Terra Nova Hotel, Kingston, Jamaica
June 22, 1999**

IICA'S CONTRIBUTION TO WATERSHED MANAGEMENT IN JAMAICA

Since 1996, our Institute has been involved in projects designed to promote the sustainable management of two watersheds in Jamaica. The first in cooperation with the European Union (EU) and the Caribbean Agriculture Research and Development Institute (CARDI) with respect to the Morant Yallahs Watershed and the second with the German Technical Development Agency (GTZ) with respect to the Rio Cobre Watershed.

We are aware that the main causes of watershed degradation in Jamaica are:

- Unsuitable hillside agricultural practices such as over cultivation of steep slopes, indiscriminate slashing and burning, and cultivating without soil conservation or engineering works;
- Deforestation due to illegal removal of trees for fuel and charcoal production, yam sticks and lumber;
- Illegal settlements on hillside lands;
- Improper construction and lack of maintenance of roads;
- Forest fires caused by individuals;
- Unapproved quarrying and sand mining.

Our work in the Rio Cobre and Morant Yallahs Watersheds is based on the concept that alleviating poverty and improving the standard of living of the rural hillside farmer is the key to the sustainable management of watersheds. We therefore have concentrated our work on farmer training and the generation of technological packages for small hillside agricultural producers.

Morant/Yallahs Agricultural Development Project (MYADP)

During 1998, the Institute continued to support RADA through the Technology Generation and Validation (TGV) component of MYADP. In this the final year of the project, emphasis was placed on documentation and institutional strengthening.

ICA and CARDI worked closely with RADA's Training Division to complete the review of five extension brochures.

Five technical reports were prepared based on results of field trials. These publications will be used to strengthen technology transfer in the project area. Survey to identify problems and possible solutions to the main crops were carried out.

Arrangements were formalized with the Research & Development Division to have personnel from Bodles participate in on-farm trials in Phillips field. Variety trials

on cauliflower, broccoli, sweet corn, string beans and sweet pepper were conducted in support of RADA's Domestic Food Crop Project.

Yardly Hybrid carrot (a recent introduction) is now in demand in the Font Hill area as it continues to out perform the Danvers, especially under drought conditions. It also produces a superior quality tuber.

GV worked closely with RADA's Land Husbandry Specialist to disseminate good land husbandry techniques in the vegetable growing areas of Font Hill, Penline Castle and Somerset.

Over 40 farmers benefited from a programme to establish pineapple barriers in Font Hill – a major carrot growing area. The new live barrier is acceptable to farmers because of the potential to derive an income from pineapples and likely reduction in labour to rebuild barriers from year to year.

Farmers' adoption of peanut continued, but the rate of adoption was checked by market problems identified in the first year.

Other technologies to which farmers were exposed include:

- Oxen-drawn plough, minisett yam, insect repellent plants, composting, low cost goat housing, plantain as temporary shade and income earner in coffee, dry farming (mulch) in escallion, carrot on ridges, West Indian red hot pepper variety and individual basins for tree crops.
- Presentation of videos to farmers groups
- Establish demonstration station at 4-H Centre, Font Hill
- Farmer exchange visits
- Workshop on On-Farm Adaptive Research (OFAR) with RADA extension staff

Rio Cobre Project

The Rio Cobre Watershed Project is a joint undertaking of IICA, GTZ and RADA and is designed to provide a broader framework for watershed management in Jamaica.

The year 1998 is the second in the project life and among the major achievements are:

- Increased farmer participation
- Institutional strengthening in the project area

With the objective of sustainability, focus and emphasis were placed on environmentally friendly technologies with high-income generation potential.

Collaborators are mainly RADA, Coffee Industry Board (CIB), Local Management Committees (LMC)

Important technologies introduced include:

- Goat Agro-forestry Production System (GAPS) based on the Costa Rican model. Some communities have constructed rustic goat houses (9-10 animals per unit), built from local materials, such as bamboo and round wood. Fodder banks are established from some five important leguminous and non-leguminous species from which all feed requirements are met.

Waste/manure from the goat pens is broken down by the Red California Earthworm and used as fertilizer in the fodder bank or on other crops.
- Multiple-cropping which ensures a steady income for the farmers. Avocado as the permanent crop, being inter-cropped with corn, pumpkin, sweet potatoes, plantain, pineapple and eating cane planted in alternate strips on contour barriers – pineapple and sugar cane being the live barriers.
- Establishment of other environmentally-friendly technology, such as the introduction of Macuna: a viney leguminous plant which provides ground cover, produces large quantities of biomass which can be used to improve soil fertility.
- Development of pesticide from locally grown shrubs.
- Reinforcement of simple local technologies, such as soil conservation barriers fabricated from bamboo, wood, farm debris, and the production of sugar cane or pineapples – the latter two having the effect of stabilizing the barriers and providing income for the farmer.

Additionally, regular farmer training sessions are held resulting in improved group dynamics and group interaction.

Most importantly, the Rio Cobre farmers, being convinced of the benefits of these simple environmentally friendly practices, have started to adopt some of them. For example, GAPS, use of Red California Earthworm for the management of waste and the establishment of soil conservation barriers with sugar cane and pineapples as stabilizers.

As a result of a recent evaluation of the Rio Cobre project, we are proposing the establishment of an international committee to coordinate the work in the watershed.

**Official Launching of the Biological Control of the Coffee Berry Borer Project
Jamaica Conference Centre
Kingston, Jamaica, June 4, 1999**

Let me first thank you for the invitation to present an address to this distinguished audience on the launching of the Programme on the **Biological Control of the Coffee Berry Borer Project** in Jamaica, designed to enhance the production of the best coffee in the world. Number one coffee needs number one management and number one research.

It is clear to me that those involved in the development of this initiative must be commended for their vision and foresight which seeks to find an environmentally friendly solution to a problem which threatens the Coffee Industry in Jamaica.

The practice of sustainable agriculture is the only policy that will ensure the quantum of food production for this generation and generations to come without depleting the agricultural resource base.

Biological control of insect pests and the use of organic fertilizer should take precedence over imported chemical inputs to ensure a sustainable food production system free from health threatening and environmentally hazardous chemicals.

I am sure that all of you are aware of the tremendous benefits that can be derived from the use of biological control and so I would not wish to bore you anymore or to detail such benefits.

INSTITUTIONAL SUPPORT TO COFFEE PRODUCTION PROMECAFE

What I would like to do in this presentation is to discuss with you an issue, which in my view is of fundamental importance for our agriculture.

This issue is: **to what extent is our agricultural health system prepared for the new reality of globalization and the 21st century.** In other words, are we ready as a country, as a nation, as a ministry to confront the challenges presented by the new globalization? I would like to take this opportunity to recognize the contribution of Dr. Florence Young for some of the thoughts of this presentation. These thoughts were presented in a document called: "Modernization of the Agricultural Health System in Jamaica" which we prepared recently.

Let me begin by giving you a little background.

So what is the role of a National Agricultural Health System?

Recently our Institute has produced a small document called: "Model for a Modern National Agricultural Health and Food Safety System" in which we have tried to define three fundamental objectives of the system.

1. **Protection:** of crops and livestock from biological, chemical and physical agents that may lead to damage and losses in terms of agricultural production, productivity and marketing; as well as the protection of the population from such agents in agricultural products for human consumption, when they pose a threat to human health and life.
2. **Improvement** of animal health and plant protection in general, and of the hygienic handling of agricultural products for human consumption throughout the agricultural and agri-food chain.
3. **Regulation** of the **inputs** used in agricultural production activities.

THE JAMAICAN SYSTEM – STRATEGIC AREAS FOR ACTION

The critical strategic areas of agricultural health are as follows:

- Upgrading the infrastructure and operations of the national health systems in order to comply with sanitary and phytosanitary health standards as dictated by the WTO.
- Strengthening and developing leadership skills by the training of managerial personnel.
- Introducing new SPS standards and harmonizing technical procedures with trading partners.
- Upgrading national legislation and regulations so as to comply with international agreements.
- Identifying new or emerging problems that could pose a serious threat and preparing plans to prevent or control them.
- Strengthening capabilities to undertake epidemiological surveillance and risk analysis.
- Producing responses to agricultural health emergencies.

PRIORITY LINES OF ACTION FOR IMPROVING JAMAICA'S AGRICULTURAL HEALTH SYSTEM

1. Greater participation by agricultural producers, agri-businesses and private sector professionals and institutions in the execution of agricultural health programmes. This action can be achieved by the establishment of two multi-sectoral advisory committees. One to deal with animal health and food safety and the other to deal with plant protection and food safety. Each committee will plan and direct the execution of the respective agricultural health programmes. At this stage, two

committees are necessary because animal and plant products are dealt with separately, but with time, one multi-sectoral advisory committee should be the goal.

2. The issuance of agricultural health certificates by accredited professionals and from approved laboratories is required. Therefore, systems have to be put in place to obtain accreditation of agents and facilities. Users of the facilities and services such as inspection and certification will pay users fee, which will be used to maintain the services.
3. Upgrading the animal and plant legislations and regulations in order to adapt them to the new international standards. This should be approached in the context of a clear understanding of the Agreement on Sanitary and Phytosanitary measures of WTO. Also with the knowledge of all other national legislations which will impact on the outcome. The production of legislations should be embodied into a total package offering measures for the effective implementation of the Agreement.
4. The production of manuals which will reflect guidelines for the various activities from production, paying special attention to the integrated approaches to pest and disease control, harvesting, grading and packaging followed by inspection and certification, promoting the scientific criteria upon which the issuance of certificates are based.
5. Information on pests and diseases diagnosed traditionally form the basis to establish sanitary and phytosanitary import requirements. But to be aware also of new pests and diseases that if introduced or established, could become a sanitary or phytosanitary problem. Thus, the country needs to be aware of emerging agricultural health issues that could represent a serious risk and be prepared with mechanisms or systems for implementing emergency actions.

Active epidemiological surveillance mechanisms involving new methodologies for conducting statistical samplings and new technologies for detecting pathogens or pests are necessary to determine the presence of a disease or pest and the seriousness of the problem.

Thank you very much.

**Opening Ceremony of the Rural Women Network Workshop
King's House, Kingston, Jamaica
Friday, May 14, 1999**

It is my pleasant duty this morning to welcome all of you to King's House, and to this initiative to develop a network of rural women producers in Jamaica. It is not very often that I find myself in an audience of such beautiful ladies from all over Jamaica and indeed from all over the Caribbean and the world. With us today are not only those from the East, West, North and South of Jamaica, but also we welcome our visitors Mrs. Ameena Austin and Mrs. Ena Harvey from Barbados; Mrs. Marlene Antoine from Trinidad and Tobago; Mrs. Julie Phillips from the United States of America, and Mrs. Marcelle Banwitt from Costa Rica.

I would like to begin by giving you the background as to why we are here this morning.

In 1996, the Inter-American Institute for Cooperation on Agriculture (IICA) presented to the Sixth Conference of Wives of Heads of State and Government of the Americas in Paraguay, the results of the research carried out together with the Inter-American Development Bank (IDB) on women food producers in 18 Latin American and Caribbean countries.

In 1997, the wives of Heads of State and Government of the Americas requested that IICA formulate a program of hemispheric scope to address the problems of rural women that were revealed by the research on women food producers, and strengthen rural women's participation in business initiatives.

Resolution of the Inter-American board of Agriculture

In October 1997, the First Ladies of Costa Rica and Chile presented the business development program for rural women (PADEMUR) to the Inter-American Board of Agriculture (IABA) at its Ninth Regular Meeting, with the endorsement of the Inter-American Commission of Women (IACW).

The IABA, which is IICA's highest governing body, approved the business development program for rural women in Resolution 330, dated October 14, 1997. It calls for the:

- Adoption of the technical and financial measures required for implementing the program;
- Establishment of a special fund to secure resources to finance IICA's actions under the program; and
- Coordination of actions with financial and technical organizations to provide joint support to this program.

What is the Business Development Program for Rural Women (PADEMUR)?

PADEMUR promotes and supports efforts to improve living conditions and women's position in the sustainable rural development process in Latin America and the Caribbean.

Its objectives are:

- To strengthen organizations dedicated to providing services to rural women, using the gender approach;
- To develop political, social and economic leadership skills in rural women.

How PADEMUR operates

IICA is the organization responsible for developing PADEMUR. It is coordinated at the hemispheric level by IICA's Directorate for Rural Development.

Actions carried out at the regional and national levels are coordinated by IICA's Regional Directorates and its Technical Cooperation Agencies, respectively.

This effort is carried out in alliance with international and regional organizations, donor countries, non-governmental organizations and the private production sector, including:

- Inter-American Development Bank (IDB)
- Inter-American Commission of Women (IACW)
- Central American Bank for Economic Integration (CABEI)
- Central American Agricultural Council (CAC)
- Central American Social Integration Council (CISC)
- Swedish International Development Authority (SIDA)
- Agrifuture Foundation
- Pan American Development Foundation (PADF)

The Conference of Wives of Heads of State and Government of the Americas meets annually through the mechanism established by PADEMUR for decision making at the hemispheric level.

At the regional level, the regional committee of wives of heads of state and government is the coordinating body.

At the national level, the coordinating body is the national committee set up by the respective country's First Lady, which includes representatives of the agricultural sector and leading women organizations associated with the program.

It is in this context that I welcome you and sincerely hope that we can build in Jamaica a productive network that is effective, committed, caring and business-like. I know that our women are some of the most astute **businessman** and I have no doubt that we will be successful in our efforts. Without further ado, welcome and I know that our efforts will be successful.

May I take this opportunity to thank the First Lady for her words of welcome and for her untiring efforts to make this event a reality. I would also like to take this opportunity to thank Mrs. Hyacinth Chin Sue and the local organizing committee for their work in organizing this seminar and finally thank you for being here.

Thank you.

**Presentation to the Secretaries of the Ministry of
Agriculture, at the Secretary's Day Luncheon
Kingston, Jamaica, May 05, 1999**

In another 250 days, we will mark the end of the 20th century and the beginning of a new Millennium. A Millennium, which will be characterized by challenges, promise, excitement and adventure. The end of this millennium has been characterized in the last twenty years by 20 basic tendencies called mega trends by futurologists **John Maishitt** and **Patricia Aburdene**. These tendencies are:

1980 – 1990

1. Industrial society → to information society
2. Forced technology → to high tech/high touch
3. National economy → to world economy
4. Short term → to long term
5. Centralization → to decentralization
6. Institutional help → to self-help
7. Representative democracy → to participatory democracy
8. Hierarchies → to networking
9. North → to south
10. Either/or → to multiple option

1990 – 2000

1. The booming global economy of the 1990's
2. A renaissance in the arts
3. The emergence of free-market socialism
4. Global lifestyles and cultural nationalism
5. The privatization of the welfare state
6. The rise of the Pacific Rim
7. The decade of women in leadership
8. The age of biology
9. The religious revival of the new millennium
10. The triumph of the individual

These tendencies have affected all our lives and have challenged us in ways that we have never been challenged before. We have all survived the challenges, but the question today is, are we ready for the 21st century; are we ready as individuals; are we ready as secretaries; are we ready as professionals; are our governments ready; are we ready as a nation.

I cannot treat all of this in this session, but what I will try to do is to speak a bit about the concept of organizational readiness, and then treat some of the principles for individual readiness in a more specific way.

Organizational readiness

A company can achieve organizational readiness when everyone, from top management to the newly-hired employees, share a common understanding of the business, its goals and its purpose, and knows how he or she contributes to the company's business strategy. Organizational readiness requires the alignment of eight factors that together create a flexible, adaptive organization that is ready to meet both anticipated and unanticipated challenges.

→ **Strategy development** – the degree to which senior management has created a shared sense of purpose in the organization, developed clear goals with associated measures, and created a work environment in which everyone understands the strategy and sees the connection between their work and the organization's strategic goals.

→ **Performance measurement** – how clearly performance measures have been defined and linked to the company's most critical goals. The use of these measures (leading and operational indicators) supports the entire decision-making process and services as the foundation for individual goal setting and performance management.

→ **Organizational design** – ultimately, if an organization is to work effectively and efficiently, it needs to facilitate the way work is done so that customers find it easy to do business with the organization and the organization finds it easy to work with customers. This factor examines roles and responsibilities (distribution of authority and power) and the way information facilitates smooth internal operations.

→ **Knowledge management** – organizational readiness requires a learning organization mindset. This comes about when an organization has a system for organizing and sharing knowledge, and a culture that treats failure as a learning experience.

→ **Motivational energy** – the ability to unleash and harness the potential energy of an organization is based on positive emotional states of employees. This is the result of management's ability to create working situations where everybody finds an answer to the question "what is in it for me?"

→ **Performance management** – an aligned organization requires people to think holistically about the way work is done and their individual jobs and tasks. A key to achieving this sense of positive contribution is a performance management system, which ensures individual goal setting and proper recognition of both team and individual performance. People need to be accountable for meeting their goals, and in turn, the organization needs to help people develop to their fullest potential.

→ **Distributed leadership** – the driver that makes an organization go and keeps it glued together is leadership. The kind of leadership that is required in fast changing, unpredictable environments is not hierarchically based, but it is distributed throughout the

organization. Such leadership focuses on creating clear directions and generating energy in people.

→ **Information flow** – information is a critical source of energy in the organization because it helps people understand what is needed and how to take action. The speed, reliability, accuracy, and timeliness of information and easy access to it, enables people to take action quickly as required. Having access to such information gives people a sense of empowerment and a feeling that they make a difference.

What about individual readiness for the manager and the secretary of the 21st century?

In the 1950s and 1960s, workers saw work as a source of personal fulfillment, accepted organizational guidelines and enjoyed job security until pensionable age and had high institutional commitment.

This generation of workers is slowly disappearing; the new generation is better educated and mobile. They display less obedience to authority and greater concern for self-expression, strong need for achievement and self-actualization. A sound philosophy for the next millennium therefore must rest on the basic need for human being to feel needed. The manager must take cognizance of workers' views, values and attitudes and find the means of meshing the organizational goals with the workers' individual goals.

The manager of the 21st century will have to:

- **Provide the climate for workers to accept change**
- **Increase the level of motivation in the department**
- **Improve teamwork and decision-making**
- **Plan for further development of each employee**

The secretary of tomorrow will have to take on more responsibility and therefore must acquire a sense of purpose within the institution in which he/she works. To be effective, you must keep abreast of innovation in the management field, be creative, and upgrade you skills.

Let me now digress and speak about the 12 personal strategies for good living in the 21st century.

This concept of individual readiness was taken from a speech by a top manager in a U.S. corporation. These concepts are not new, but proven and tested principles for good living and whether you are a manager or a secretary, they should serve us well in the 21st century.

1. **Be honest** – beware of what you become in pursuit of what you want. If you must lie, steal, cheat or mislead to achieve what you want, when you get it, it may have no value because now you must still live with yourself.
2. **Find your assets** – every person has assets and liabilities. Using, developing and working with your assets will move you forward. Do not spend life looking at what you are not and wishing you were different. Take what god gave you and multiply it.
3. **Think big** – small goals, small dreams and small thinking lead to small results. Be big, act big, live big, and dream big, and big things will happen. Remember, it is said, “as a man thinketh, so is he.” You may not get all you want by thinking big, but you will get closer than by thinking small. If you shoot for the sun, you may land on the moon, but if you only shoot for the moon and miss, you fall back to earth.
4. **Live with enthusiasm** – life is too short to waste even one day being negative. Start each day by thanking god for giving you one more day on this remarkable spinning planet. Life is how you see it. See it with enthusiasm and life becomes enthusiastic.
5. **Do not let possessions possess you** – things do not make life wonderful. People do. If your car, house, boat, jewelry, or other material things lead your life, you can become a very lonely person. Look inside and grow personally, follow positive principles and be all you can be, and you will become an example for others to follow.
6. **Do not worry about problems** – I believe that god is always a good god, and therefore, every problem is in my life for a good reason: to make me stronger, to put new opportunities in my life or just to direct me to become a problem solver and kick the worry habit.
7. **Look down on no one** – every chance you have to praise someone, do so, but never put down anyone. We all have assets and liabilities. Look for the good in everyone you meet. If you need to correct someone, use the sandwich method – first, talk about their assets; then explain the problem and how to correct it; finally, talk about their assets, again ending with a positive.
8. **Assume full responsibility** – the situation we are in is because of what we are and what we have done. Your world is a reflection of your activities. Others can push your life in certain directions, but the end result is up to you. You control your destiny. Blame no one else for your situation.
9. **Do not cling to the past** – it is not what you have done that counts. It is what you are doing now that counts and where you want to go. Stop looking at negative

events from the past, harping on them or wishing they did not happen. The past is a cancelled check. The future is a promissory note.

10. **Establish written, specific financial goals** – numerous studies have shown that individuals with specific, written goals achieve greater success than individuals with no goals or only very vague goals. Set exciting goals to keep you motivated, to reduce your current spending, to save for the future. List your goals in order of importance. Since you have limited resources, some goals may have to be postponed until others are satisfied. Set interim goals as well as an ultimate goal so that you can measure your progress toward your goals.

11. **Implement your plan** – this is the step where most people fail. Preparing a financial plan is a process that can be accomplished in a short period, but implementing the plan requires a lifetime of discipline and dedication. To help, keep these tips in mind:
 - a) Make saving and investing part of your monthly routine so that it becomes second nature to you.
 - b) Do not become overwhelmed by the amounts you need to save. In many cases, it will take years to see substantial progress toward your goals.
 - c) Develop an investment strategy that is compatible with your risk tolerance.
 - d) Don't try to accomplish too much at once or you will become disillusioned with your entire plan
 - e) You should monitor your progress at least annually, altering your plan if progress is not satisfactory or if your goals have changed.
 - f) Do not use the excuse that you do not have enough money to start saving for your financial goals. Even if you only start out with small amounts, you need to make saving a habit. Over the years, you can increase your rate of saving

12. **Pray consistently and confidently** – the bible says, “Ask and you shall receive”; the way to ask is in your prayers. It goes on to say, “knock and it shall be opened unto you”, the way to knock is to work. Remember, you must do your part. God helps those who help themselves.

Finally, to all the secretaries, I say to you: “you're a child of the universe, therefore be at peace with god. Whatever you conceive him to be. With all the noisy confusion of life, keep peace with your soul; it is still a beautiful world. Strive to be happy” (adapted from *The Desiderata*).

Official Opening of the IICA Office in Jamaica
Hope Gardens, Kingston 6
April 16, 1999

For me, it is my pleasant duty to welcome all of you here this afternoon to this simple ceremony of inauguration of the IICA office at Hope Gardens.

When I arrived in Jamaica to take up responsibilities as IICA Representative here just one year ago, I had the pleasant surprise that I would be working in one of the most beautiful offices in Kingston. I learned that these facilities were once the seat of decision making for the agricultural sector in the colonial period and more recently, this Office housed the Permanent Secretary of the Ministry of Agriculture. We are pleased to be here and grateful to the government and people of Jamaica for these facilities. We hope that this location in Hope Gardens will allow us to bring hope to the farmers of Jamaica and the agricultural sector. We seek to ensure also that the beauty of these surrounding is reflected in the quality of our work.

We see this Office not only as a new physical structure, a new home, if you will, but we see this Office as an opportunity to write a new chapter in IICA/Jamaica agricultural sector cooperation. A chapter to be characterised by efficiency, commitment to our mission, and an increased capacity to respond to the needs and necessities of the Jamaica agricultural sector.

Ours is a simple mission:

“to cooperate with the government of Jamaica, the private sector, national, regional and international institutions in order to improve competitiveness and promote the sustainable development of agriculture in Jamaica”.

In pursuit of this mission, we seek to create an office that becomes a centre of services for the agricultural sector in information, training, and in facilitating cooperation with the wider Caribbean and Latin America.

We are pleased that you are here to share this vision with us and we look forward to your cooperation and support as we begin this new path in cooperation between IICA and the agricultural sector.

I hope that your afternoon with us will be a pleasant and rewarding experience.

Thank you and welcome.

Seminar on Inter-Agency Collaboration
Held by the Rural Agricultural Development Authority (RADA)
February 12, 1999

Mr. Chairman, distinguished guests, ladies and gentlemen, let me begin by thanking you for your kind invitation to this Seminar and to acknowledge the honour, which you have bestowed on our Institute by asking me to address this important meeting. Let me begin also with a quotation.

“Many of tomorrow’s most intriguing opportunities will require the integration of skills and capabilities residing in a wide variety of companies because no one firm possesses all the requisite resources to bring the new product or service to fruition.” From **Competing for the Future** by Gary Hamel Prahalad - one of the best management books published in 1994, according to Business Week.

Agricultural development is no exception to the new trends. It is in fact subject to the logic of inter-institutional cooperation for two basic reasons.

1. Agricultural development is multifaceted.
2. No one institution can possibly have all the expertise to bring about agricultural development.

This being the case, the need for cooperation among institutions is obvious. What is not always obvious is how to cooperate.

There seems to be a fear of loss of identity among institutions in the process of cooperation. Mr. Chairman, the reality of our time suggests that if we do not cooperate, we will soon become irrelevant because as the resources become smaller and smaller, the possibility for any one institution making a meaningful impact is becoming less and less likely.

It seems to me, therefore, that what are needed are clearly articulated national programmes and projects in which the agencies assisting the sector can participate.

This meeting in my view represents an appropriate forum for cooperation and coordination of policies but what is more urgent is the coordination of work plans. This can only be done if before the implementation cycle begins each year, the agencies sit down and prepare a matrix of what their individual contributions can be to the sector. In order to do this, however, a list of programmes and projects of the sector and roles, capabilities and budgets of the participating institutions must be available.

One mechanism for the cooperation is the establishment of National Teams, to include competent national and international professionals and an appropriate system of reporting, supervision and follow up.

The focus of our work must be our service to our ultimate clients - the farmers of Jamaica - who need our help and our assistance in order to improve their production, their productivity and their profits. The farmer is not interested in whether, CARDI, RADA or IICA pays our salaries, the farmer is interested in results and this is where we must focus our attention.

In what areas do we need to cooperate?

I have identified six (6) strategic areas for institutional cooperation. These are:

1. **Information sharing:** Sharing of plans and programmes
2. **Development of common policies and positions:** Research Policy, Project Identification, Import Policy etc.
3. **Development of joint initiatives:** Project preparation, Integrated development, Projects e.g. Morant Yallahs, IICA/CARDI
4. **Implementation of joint initiatives:** Economies of scale and pooling of expertise. Project implementation.
5. **Reporting on joint initiatives:** Joint publications.
6. **Joint Promotion of the Sector:** The reality of a widened sector/ agro-industrial base/holistic approach.

There are two ways to achieve effective cooperation. One way is by the control of the financial resources by a body which insist on institutional cooperation as the basis for the draw down of the resources. The second way is the promotion of a culture of cooperation among institutions.

The latter is the more sustainable but more difficult to implement. Institutions are made of persons whose model of personal development is hierarchical promotion and where individual success and not team success is rewarded. In order to develop a culture of cooperation in which work is successfully performed by teams of professionals, we must reward individual efforts for contribution to the results of the team effort and not to individual achievement.

This new thinking will have to be accepted in the halls of management and appropriate methods of evaluation developed to reward individual performance within an environment where the individual is cooperating with others while carrying out his/her particular set of duties.

Our Institute, under the leadership of Dr. Carlos Aquino, has been promoting this concept of teamwork within the institution but we would be the first to admit that we do not have a perfect system.

The Gurus of management emphasize that this participating approach to work is the model of the future. In fact there is no era in history where we have seen so much

emphasis on integration, cooperation, globalization and mergers. Clearly, we are slowly entering a new world where inter-institutional cooperation may not be an option but a necessity of our time, and we can help to bring about the change if we begin to focus on our clients. In other words, we will begin to cooperate when we begin to put farmers first, because we must all remember that if there are no farmers, there will be no future for us or for the agricultural sector.

Let me leave you with this thought - if the major nations of the world are getting together, to work together, is it not wise for our institutions to get together. Let us all work together in the interest of the Jamaican farmer.

I thank you.

Welcome Remarks at the Opening of the National Seminar on Biodiversity
Ministry of Agriculture, Kingston, Jamaica
January 19, 1999

PRESERVING JAMAICA'S BIODIVERSITY

Good Morning to all of you and I would like to take this opportunity to wish each and every one of you a prosperous and productive 1999.

Today, in welcoming you to this Seminar on Preserving of Biodiversity of this beautiful country, I wish to share with you some thoughts and reflections.

It is becoming increasingly clear that conventional measures of national income, such as gross national product per capita, give misleading favourable estimates of the economic well being of a country. These measures do not recognize:

1. The quality of life of the citizens;
2. Nor the state of its natural resources.

For this reason, it is often difficult to measure the extent to which the natural resources of a country, including its biodiversity, contribute to national welfare from per capita data. This contribution to national welfare has traditionally been seen in relation to the need for an ecologically balanced environment which contributes to conservation of soils, ecotourism and general biological diversity for the production of new germ plasm for new plant species.

Today, however, with the increasing need for new chemical compounds, genes, protein, antibiotics and products of potential economic value for medicine and the pharmaceutical industry, the maintenance, conservation and utilization of biodiversity takes on a new dimension.

This new approach has resulted in the innovative practice of bio-prospecting or biological prospecting which is the systematic search for new sources of chemical compounds of potential economic value in the national biological resources of our countries.

This approach has the potential to contribute in a significant way to national income and employment by exploitation of indigenous plant and animal species for such products as antibiotics, antiviral drugs, fragrances, aromas, insecticidal and nematicidal compounds. This would provide opportunities for the development of new biodiversity based products by micro and small enterprises in Jamaica in such areas as chemical and pharmaceuticals, horticulture, organic agriculture, biotechnology pesticide replacement and tourism.

But this will only be possible if we conserve our biodiversity and develop programs of education in biodiversity as part of the science curriculum at the primary and secondary level in our schools, in order to promote the valuing and the conservation of biodiversity of Jamaica. We should also be vigilant that those from abroad who seek to exploit the biodiversity of our country contribute to national development.

In this regard, it must be recognized that the genetic resources of a country are in many respects similar to the mineral resources whether these be oil, bauxite or gold. As such, these resources should be managed, utilized and judiciously exploited to contribute to national welfare and national income, not only for this generation but for generations to come.

During the past 6-9 months, SRC, PIOJ and the National Council for Science and Technology have been working together to help us define a strategy for conservation of biodiversity of Jamaica. These initiatives should lead to an understanding of our realities, our needs and our goals and the institutional mechanisms necessary to achieve them.

Our Institute has been supporting initiatives in the conservation and exploitation of biodiversity throughout the hemisphere and we are committed to similar initiatives here in Jamaica.

We are aware that the Latin American and Caribbean region is host to more than 40% of all known plant and animal species of tropical forests, more than in Africa or Asia. Of the 250,000 higher plant species identified, at least 90,000 are found in this region. We in IICA believe that natural resource management goes beyond the national boundaries and hence there are the benefits of working cooperatively with other countries.

Therefore, we are committed to facilitate cooperation with similar initiatives in the Andean and Central American region so that there can be mutual benefit. This Institute will review the results of these deliberations with a view to facilitating the transfer of the rich experiences of the member countries in dealing with their problems to Jamaica.

I, therefore, congratulate all the national institutions involved in this exercise for their cooperation in organizing this seminar. Let us all hope that this event will give birth to a new awareness of the importance of the conservation and management of genetic resources and biodiversity in Jamaica's development.

Welcome and may our deliberations be fruitful and productive.

Thank you.

1998

**Seminar on Integrated Commodity Research Approach
In the Hot Pepper Industry in Jamaica¹
St. Mary, Jamaica
November 30th, 1998**

Let me first say how pleased I am to be in St. Mary to enjoy again the beauty and warmth of rural Jamaica. I am pleased to be here also because our Institute considers technology, research and innovation in agriculture as one of the most important strategic areas to assist in the modernization of agriculture in the Caribbean.

The Caribbean subregion is facing significant challenges in making the agriculture and agribusiness sectors more competitive in this era of global trade liberalization. A key strategy to improving agricultural efficiency and international competitiveness in a sustainable way is the constant development, adaptation and application of appropriate technologies.

However, agricultural research is itself under threat owing to reduced financial support and agricultural researchers are becoming increasingly pressured to demonstrate that agricultural research investments provide significant benefits to their intended clients.

In addition, public agricultural research today, with less resources is being asked to address a wider range of issues as the public sector goals have broadened to include not only increased productivity but also international competitiveness, social equity and sustainability of natural resources.

The holistic approach to the sector does not require less resources, it requires more resources and research managers must improve the efficiency of the research and development process through better allocation of scarce research resources.

In 1989, IICA and CARDI signed a cooperative agreement wherein our Institute agreed to cooperate with CARDI in the following areas.

1. Provision of technical and financial resources for effective cooperation in activities of mutual interest.
2. Preparation of proposals for specific projects identified and agreed upon jointly and procurement of the necessary financing for their implementation.
3. Collaboration in the implementation of technical cooperation projects and activities financed by third parties, in accordance with arrangements mutually agreed upon for this purpose.
4. Facilitating the following:

¹ "CARDI/IICA collaborative strategies in terms of regional integration" at the St. Mary Banana Sports Club,

- i. Reciprocal technology transfer between CARDI and selected institutions in the Hemisphere.
 - ii. Participation of staff of IICA and CARDI in training, research and development initiatives and as Consultants in projects and activities implemented by either Party.
5. Strengthening the capacities and capabilities of each institution through the cooperative use of materials and facilities which are supportive of mutually agreed activities.

The financial matters and responsibilities involved the provision of US \$300,000 by IICA to CARDI annually. Since 1989, through subsequently signed agreements extending the first agreement, IICA has provided these resources. It means, therefore, that over the 10-year period 1989-1999, IICA will provide some US\$3 million to CARDI.

We believe that CARDI is vital for Caribbean Agriculture and thus we believe that our contribution is justified. We also believe that CARDI must continue to concentrate and focus its research efforts linking them closely with national programmes in order to make appropriate use of the limited resources.

Let us ask questions but let us also provide some answers. Research must be focused on real problems; there must be integration of efforts and clients must participate in the formulation and execution of research projects.

How many farmers are with us today?

The commodity chain must be used where we look at the interpretation of efforts along the chain from production to consumption.

Here in Jamaica, we are currently collaborating with CARDI in providing support to the Fresh Produce Demand and Supply System coordinated by the Agribusiness Council, the implementation of the technology component of the Morant Yallahs Project, and more recently in providing information from Latin America to attack the midge problem in peppers.

We are holding a meeting soon, to plan better coordination of our plan of work for 1999 and we hope in this way to go into the 21st Century with a coordinated programme of work which would be in line with the dreams of Martin Pineiro, the IICA Director General and the Jamaica Executive Director of CARDI, Mr. Derrick Dyer, who signed the first agreement for cooperation in 1989.

I am pleased to be here and I wish you success in this seminar

RADA RETREAT
Ocho Rios, Jamaica
November 19 - 20, 1998

I would like to begin by thanking the Chairman, Mr. Sam Lawrence, and the Acting Executive Director of RADA, Mr. Albert Shand, for inviting me to participate in this retreat.

Let me begin by congratulating you, Mr. Chairman on your vision in organizing this event.

The provision of an effective, efficient and sustainable extension service to the farming community is a very important role as no modern society has prospered in the absence of an efficient agricultural sector and an efficient agricultural sector requires an efficient extension service. I wish to quote from a recent report of the Inter-American Development Bank which states that:

“The economic reforms initiated in the mid 1980s together with the globalization of world markets have had a profound effect on the economic structure of the region. The insertion of the region’s economies into global markets has dominated the second half of the current decade.

An important element in this new scenario is the dramatic transformations taking place in the food and agriculture sectors and the new opportunities that international trade offers to the food production sector. **The importance of agriculture is being rediscovered, acknowledging the central role it has in overall sustainable economic development.**

In many countries of the region, the sector still involves a great share of the economy and allows for natural comparative advantages in the production of a number of commodities. Agriculture is then a logical focal point for investment leading to economic growth. However, this growth will only occur to the extent that the sector is modernized, its efficiency and productivity are increased, diversification is improved, and the multiplier effects generated by the links between agriculture and other sectors of the economy are strengthened at the national level. A prerequisite to the achievement of these goals is to reinforce technology development and diffusion, and focus the way that sectoral policies are implemented.”

While the new scenario, the new dimension does demand new production technologies to increase primary production, it is clear that we can no longer concentrate our efforts on production alone. Agro-industry, agri-business, marketing, promotion, world trade organization standards, and regulations, food quality, sanitary and phytosanitary regulations and the use of information and information technology to solve problems are all critical components of modern agriculture. As I mentioned recently at the meeting of another national agency, Agriculture is a business and when you wish to start a business, you need six (6) components for success (two (2) basic elements and four (4) support services).

- | | | |
|----|---|-------------------|
| 1. | A Plan | } Basic Elements |
| 2. | Financing | } |
| 3. | Information (continuous and relevant) |) |
| 4. | Research (continuous and relevant) |)Support Services |
| 5. | Training (continuous and relevant) |) |
| 6. | Promotion and marketing (continuous and relevant) |) |

The success of a modern agricultural sector in an appropriate policy environment will depend on four (4) key areas:

1. Technology Development and Diffusion
2. Animal and Plant Health Services
3. Market Information
4. Export Promotion

The linking and coordination of institutions that provide these services to agriculture to make agriculture a business is critical and RADA has a key role to play in the process.

Let me congratulate you again for holding this retreat. It is a wise institution that stops and examines itself and determines where it is going rather than wait to be stopped and be examined by outside intervention.

I share the Chairman's vision, or is it a dream, that RADA should not concentrate exclusively on small farmers but should seek to widen the base of its clientele to larger farms.

I think the idea of a review of your corporate image and business operations is key to the future and you must have a clear corporate strategy and attainable corporate goals. Among your goals as the Chairman mentioned, should be the idea of the RADA Fund in order to make you more self-reliant. The fund could be a rallying point for productivity and could be the basis for providing incentives to staff. The Parish Centres could be motivated by a process of internal competition. There should be clear targets and projections, in other words, you could agree to be self-sufficient in ten (10) years with the appropriate plans and programmes. The Fund idea will stimulate creativity, innovation and motivation. We are here to do our part to support you in this exercise.

The RADA Fund as a tool for self-reliance must not become however, the dominant force in your Parish Centres, there must be a balance with your technical programmes.

RADA must develop a strategy for working more closely with the Research Division and for capturing technology in the international market place. In this regard, IICA is committed to being the link to technology in Latin America and the wider Caribbean.

Policy information should also be part of your information system.

You must be prepared with a portfolio of projects for seeking external funds. "It is better to be prepared and not get the opportunity than to get the opportunity and you are not prepared." (Les Brown)

What about IICA? What role can our Institute as a technical cooperation agency play and what can our Institute contribute to the work of RADA.

In the Redefinition Seminar, which we held earlier this year, I made the following comments.

"There is a myth in some parts of the developing world that technical cooperation agencies such as IICA, have a limited role to play in the agricultural development because they are not funding agencies and do not supply million dollars loans and grants for development projects. I would like to point out that, this myth has no credible basis. Money is not always the solution to development problems, the application of technology, training, networking, market information, transfer of experiences and management can sometimes be more important. I am sure that we all can relate to failed projects where money was abundantly available."

We believe that our mandate to support the agricultural sector of our Member States is still valid. After all, the agricultural sector represents the provision of employment and food and the conservation of the environment.

1. We believe that in today's world of globalization and market led development a technical cooperation agency should be providing access of the country in which it is based to technology in the hemispheric and regional market place, so that we can begin our research at a higher point on the learning curve.
2. A technical cooperation agency in this era of information based development should be at the forefront of bringing global market information to the sector.
3. A technical cooperation agency should focus on rural micro-enterprise development and agribusiness development for attacking rural poverty and rural /urban unemployment.
4. A technical cooperation agency should focus on helping our countries develop agro-industrial policies so that we do not continue to be only providers of raw material and therefore limit the value of our agricultural products.
5. We should also be helping to facilitate trade by helping the country where we are based understand the trade rules, tariff barriers and phytosanitary and zoosanitary standards of other countries.

These are some of the roles which we intend to play.

We see RADA as our brother institution. We are here to lend a helping hand in those areas in which we have a comparative advantage.

You may then ask me what these areas are.

As a result of the consultations and the views expressed in the Redefinition Seminar, IICA Jamaica has produced a strategic plan to guide the future work of the Institute in Jamaica. The plan is flexible and subject to review and in fact an Advisory Committee headed by the Permanent Secretary has been established to guide implementation of the plan thus ensuring cooperation and collaboration between the work of the Institute and the plans and programmes of the sector.

The plan has as its basic objective to cooperate with national agricultural institutions to improve the competitiveness of Jamaica's agriculture.

The strategic areas for intervention are:

1. Assist the Jamaica Agricultural Sector in its preparation for free trade and participation in the global economy.
2. Promotion of the sustainability of Hillside Farming Systems and Watershed Management.
3. Support agri-business micro enterprises with emphasis on the incorporation of women and youth in agricultural development.
4. Facilitate cooperation and interchange of technology and experiences between Jamaica, the Wider Caribbean and Latin America.

This concept is embodied in the attached diagram and support specific areas of the policies and programmes of the Jamaican Ministry of Agriculture and the sector. The specific strategies for achievement of results in these strategic areas are described, but let me emphasize that training, information and communication are the key strategic actions to achieve the goals.

Each strategic area contains priority actions for implementation in 1999 as follows:

Priority Areas	Priority Actions for Implementation in 1999
1. Assist Jamaica in preparation for free trade	1. Strengthen efforts to enhance competitiveness 2. Technical support to modernized Agricultural Health. 3. Establishment of a programme of training and information on globalization.
2. Promotion of sustainability of Hillside Farming Systems and Watershed Management	1. Continue initiatives in Morant Yallahs Watershed Area with RADA, CARDI and the European Union. 2. Continue initiatives in the Rio Cobre Watershed Area.
3. Support agri-business micro-enterprises with emphasis on the	This is a new area. The specific actions proposed are as follows:

<p>incorporation of youth and women in Agricultural Development.</p>	<ol style="list-style-type: none"> 1. Develop information support services and training programmes for micro-enterprises agricultural projects. 2. Promote profit oriented activities among rural women and youth. 3. Identify opportunities for rural agro-industry and small agri-business development in Jamaica
<p>4. Facilitate cooperation and interchange of technology and experiences between Jamaica, the wider Caribbean and Latin America.</p>	<p>Actions proposed:</p> <ol style="list-style-type: none"> 1. Provide opportunities for professionals from the wider Caribbean and Latin America to visit Jamaica and provide relevant technology and information. 2. Provide a flow of relevant information and technologies from the wider Caribbean and Latin America to Jamaica. 3. Provide opportunities for Jamaican nationals to visit the wider Caribbean and Latin American countries to obtain relevant technology and information.

These then are the areas in which we will work and we believe that linking these with the areas defined in your plans, we can go forward together to make a meaningful contribution to Jamaican agriculture.

Thank you and I wish you the very best in your future endeavours.

**Inauguration of the Fresh Produce Availability
And Demand Information Service Project
Kingston, Jamaica
October 15, 1998**

We are particularly pleased to be associated with this Fresh Produce Demand and Availability Information Service Project as we genuinely believe that this is the beginning of the development of a Commodity Exchange Market for Agricultural produce in Jamaica.

Commodity exchange markets are now being used through the world as viable mechanisms to bring buyers and sellers together. These simple mechanisms have four advantages:

1. They reduce the marketing chain eliminating some of the middlemen, thus having the potential to reduce price to the consumer.
2. They provide market signals to the farmer as to what to produce, when to produce and the quality required.
3. For the marketing of perishables such as fruits and vegetables, fish, and dairy products it is possible to negotiate a price/sale prior to harvest.
4. It is not necessary to take the produce to market, thus reducing transportation costs. This can benefit both the producer and the consumer.

It was once thought that commodity exchanges were only suitable for grains and other non-perishable goods, but the success of these exchanges for perishables in countries such as Brazil and Argentina have proven otherwise. These markets have been critical in the development of international competitiveness and the formation of regional markets in the Southern Cone.

IICA has been associated with the establishment of commodity markets in Colombia, Costa Rica, El Salvador, Honduras, Nicaragua, Guatemala, Venezuela, and Panama and we are prepared to provide relevant technical assistance to Jamaica to ensure that these experiences can enrich your operations here.

In these countries, commodity exchanges have resulted not only in making markets more transparent and reducing price distortions, but have improved the technical efficiency of trade services through the development of private sector enterprises in storage, transportation, packing, financing and also have resulted in increased trade (both domestic and foreign) in primary agricultural products.

I would like to take this opportunity to congratulate the Agribusiness Council for its initiative in this endeavour, the Press for their willing cooperation, our sister institution CARDI and all those who have contributed in one way or another to this initiative.

In my view, it represents an example of genuine cooperation between the public and the private sector which cooperation I hope will grow and become a genuine model for the development of the Agricultural Sector in Jamaica.

Agribusiness Council of Jamaica - 4th Annual General Meeting
Kingston, Jamaica
August 12, 1998

I am pleased to be here today and I am grateful for the honour to address you this morning. I bring you greetings from our Director General, Dr. Carlos Aquino, and from our Director of the Caribbean Regional Centre, Dr. Arlington Chesney.

Mr. Chairman, four years is a short time in the life of an institution and yet in this short time, the Agribusiness Council seems to be on the road to success in building that bridge of cooperation between the public and private agricultural sub-sectors.

Congratulations on the celebration of your fourth Annual General Meeting.

There are other countries both within and outside the region who are interested in the model which you have developed to foster private/public sector cooperation, and recently one country of the region requested our cooperation to obtain a copy of your Statutes and Procedures.

Mr. Chairman, our Institute, IICA, is convinced that real progress in the modernization of the agricultural sector in our hemisphere is only going to become a reality when the private agricultural sector takes its rightful place as a full partner with government in the development process for the sector.

It is for this reason that we applaud the initiatives of the Agribusiness Council and we lend our full support to the Caribbean Agribusiness Association (CABA) which was established in the Dominican Republic in May of this year.

IICA has agreed to provide the Secretariat for CABA and, as you know, the dynamic Executive Director of the Agribusiness Council, Mr. Robert Reid, was elected the First Secretary to the Board of Directors of CABA. IICA would like to congratulate Mr. Reid on his appointment.

Mr. Chairman there are four basic things in order for agriculture to move forward in any country:

1. The policy environment must be right and in place
2. The mechanics for the generation, validation and transfer of technology must be right and in place.
3. The sector must produce what the market requires at the right time, in the right quantities, having the right quality and at the right prices; and
4. We must have productive and business-like farmers.

The private sector has a long history of dealing with the issues of the market in other endeavours and we must now apply the principles of business to all aspects of agriculture while helping the Government to create the appropriate policy environment.

Mr. Chairman, based on the redefinition seminar which we held last month, it is clear that the agricultural sector would like us to concentrate our work in four (4) key areas which support the national programmes.

These are:

1. Promotion of the sustainability of Hillside Farming Systems and Watershed Management.
2. Strengthening of efforts to enhance competitiveness and agricultural trade
3. Facilitating cooperation and interchange of technology and experiences between Jamaica, the wider Caribbean and Latin American countries.
4. Promotion of a forum for discussion of policy issues, diffusion of information and coordination of development assistance.

We hope that these initiatives will support the work of the Council and the sector in the future.

Mr. Chairman, organizations and institutions grow in three stages:

1. The first stage is the survival stage.
2. The second stage is the stage for consolidation and permanent growth; and
3. The third is the stage of diversification and decentralization.

Looking at your annual report, we believe that your council is now passing from the survival stage (1) to the stage of growth and consolidation (stage 2)

We would like to suggest that in this new stage the time has come for the creation of working groups of the membership to address such important issues as:

1. Market access for agricultural exports
2. Grades and standards for fruits and vegetables
3. Dumping and anti-dumping legislation
4. Application of WTO Standards
5. Sanitary and Phytosanitary Regulations
6. Market Information and Trade Monitoring, among others.

I would like to suggest that the Council may also wish to commission a study on the feasibility of the establishment of a Stock Market for agricultural produce similar to those which operate in other countries of the Hemisphere.

Mr. Chairman, IICA stands ready within the limits of our resources to assist the Council, the Ministry of Agriculture and other institutions of the sector in the process of modernization of the Sector, tasks which I see as our collective responsibility.

Thank you.

**PROCICARIBE Consultation
Le Meridien, Jamaica Pegasus
August 3-5, 1998**

PROCICARIBE joins a family of international cooperative programmes called PROCIS, based in Latin America and supported by IICA and the Inter-American Development Bank (IDB) and CGIAR.

These PROCIS are:

- The Cooperative Agricultural Research and Technology Transfer Programme of the Andean Sub-Region (PROCIANDINO).
- The Cooperative Programme for the Development of Agricultural Technology in the Southern Cone (PROCISUR).
- The Regional Cooperative Programme for Technological Development and Modernization of Coffee Cultivation (PROMECAFE); and
- The Cooperative Programme on Research and Technology Transfer for the South American Tropics (PROCITROPICOS), which also includes Guyana and Suriname, among its member countries.

This paper is based on a presentation made by Dr. H.A.D. Chesney, Director, Caribbean Regional Centre, at the launch of PROCICARIBE.

The four PROCIS emphasize different aspects of technological modernization of agriculture.

IICA also provides technical assistance to two PROCI-like mechanisms of sub-regional cooperation in agricultural science and technology. These are:

- The Regional Programme to upgrade Agricultural Research on staple grains in Central America and Panama (PRIAG); and
- The Central American Integrated System for Agricultural Technology (SICTA).

These reciprocal cooperation mechanisms have a common feature: They represent an inter-institutional arrangement of multinational scope, aimed at developing scientific and technical capabilities of member countries to modernize their agricultural sector. Agriculture, in the PROCI perspective, comprises the production, processing and marketing enterprises of agribusiness. We, at IICA, strongly urge that this perspective which represents a holistic approach, be adopted, articulated and promoted by the agricultural sector of the region. Further, those in the regional agricultural sector must lead the Caribbean public to understand the PROCI approach and recognize that agriculture is not solely a farm activity and, as such, the contribution of the agricultural sector to the GDP is greater than just that of the farm.

To justify IICA's support, the PROCI must meet the following set of requirements. In particular, it must:

- be a regional scope and operate in networking mode;
- be purposely structured and organized to solve common problems of highest priority to the member countries through their participating public and private sector entities, including agribusiness groups;
- be able to generate practical and sustainable solutions to technology problems identified jointly by the PROCI member;
- be able to capitalize on opportunities for advancing research for development and transfer of technology;
- be able to encourage synergy of country or institution efforts in research and technology innovation for sustainable agricultural development and modernization;
- promote integration of institutional capabilities and capacities, compatible with integration policy processes among the participating countries;
- be managed and owned by the PROCI members.

We believe that PROCICARIBE will meet these requirements, hence it justifies our support.

Mr. Chairman, such arrangements must also offer favorable conditions to promote involvement of other national and international actors engaged in or concerned with research for technological modernization of agriculture. However, this must be achieved without interfering with the decision-making and management responsibilities of the PROCI's core shareholders in the public and private sectors.

Accordingly, we wish to reiterate and restate that science and technology in the PROCI context must relate to the entire production chain. As such, a PROCI cannot be successful if it does not contribute to the achievement of a product with the specifications and reliability required by the market and allow for the economic and social upliftment of the entrepreneurs at all stages of the chain.

At the operational level, relations between IICA and the PROCI typically comprise the following institutional arrangements:

- If required by the PROCI's, governing body and subject to availability of funds, IICA may administer the executive secretariat and provide to the PROCI, an institutional and legal framework. This is determined on a case by case basis.
- In the case of PROCICARIBE, IICA will support and advise the executive secretariat, as deemed necessary and requested by the administrative entity. PROCICARIBE is unique in that it will be run by an institution - CARDI.

This has advantages for the PROCI - it has a home but it must be owned by the networks and participants. Assist the PROCI under a defined programme of technical

cooperation that is mutually formulated and could be financed with IICA's budgeted quota resources or externally-sourced funds. In such an arrangement, IICA's technical resources hemispherically, regionally and nationally are available to the PROCI's work agenda.

However, it is important to note that PROCICARIBE is not and cannot be an implementor of agricultural research and technology development. Accordingly, in the view of IICA, its role is therefore different to that of CARDI. These features of integration, coordination and facilitation are particularly essential at this time, when without exception, all institutions and agencies involved in agricultural development, be they national, regional, hemispheric or international, are experiencing budget reductions, both in real and relative terms.

Further, through its linkages with the other IICA-promoted, managed or supported hemispheric PROCIS, PROCICARIBE will be able to access information and technology hemisphere-wide. This should prevent re-invention in at least some areas and reduce the quantum of work that has to be done before technology can be acceptable and useful to agribusiness. In sum, PROCICARIBE will provide a link and focal point for strengthening relations among agricultural science, research and technology development organizations throughout the region.

In addition, PROCICARIBE is seen by IICA as one of the key institutional arrangements that are required to guide the regional agricultural sector into the 21st Century. A sector that will be influenced, if not directed, by trade imperatives; a sector that will have to change if it is to successfully meet the competition from non-regional sources; and a sector that will enhance, or at least maintain, its level of contribution to the economy of the region and its member countries.

Accordingly, IICA has promoted the formation of the Caribbean Agribusiness Association (CABA) - an agribusiness grouping that was launched in the Dominican Republic in May 1988. IICA has already promoted and facilitated the establishment of the Caribbean Council for Higher Education in Agriculture (CACHE), a group of 11 universities with faculties in different fields of agriculture. CACHE was officially launched in November 1997.

Furthermore, IICA is putting together, at a policy level, an alliance of sustainable development in agriculture for the entire Caribbean.

With respect to the alliance, IICA takes great care to ensure that there is no duplication with the CARICOM and CARIFORUM mechanisms, while ensuring that the views of agriculture, along with the environment and trade Ministries, are more effectively reflected in the decisions taken on agricultural sustainability and the process for materializing the proposed Free Trade Area of the Americas (FTAA).

Our ultimate aim is to have these key actors in the development of the regional agricultural sector sitting together, to at least discuss the direction to be followed.

To supplement these activities and to provide further support to PROCICARIBE and the regional agricultural sector as a whole, starting in 1998, IICA's Caribbean Regional Centre will intensify its programme for facilitating collaboration between the Caribbean and Latin America, known as CARILAC.

To this end, we will place special emphasis on the cooperation initiative that was launched in Belize by Ministers in 1997, linking the Caribbean Community (CARICOM) with the Regional Council for Agricultural Cooperation in Central America, Mexico, Panama and the Dominican Republic (CORECA). CARILAC is an enhanced inter-regional programme which will be headquartered in Jamaica and coordinated through the Caribbean Regional Centre in Trinidad and Tobago.

**Seminar on Redefinition of IICA'S Technical Cooperation Programme in Jamaica
Kingston, Jamaica
July 3rd, 1998**

Twenty-two years ago, Jamaica, as a member of the Organization of American States, ratified the Convention of the Inter-American Institute of Agricultural Sciences which subsequently became the Inter-American Institute for Cooperation on Agriculture and an office of the Institute was established in Kingston. During this period, the office has been engaged in a number of technical cooperation projects designed to assist and support the agricultural sector programmes of the Ministry of Agriculture, and agricultural sector agencies.

Every relationship should be reviewed from time to time.

Today, 22 years later, seems an appropriate time to review, to reflect and to redefine our programme of work in support of the sector. In our view, the review comes at a time when fundamental changes are taking place in our world, and these changes are impacting the agricultural sector throughout the world.

There are those who would agree with me that significant developments have occurred in the recent past which have been influencing world development. I would like to mention six (6) changes.

1. The collapse of communism and the surge in the number of democratic governments in our hemisphere.
2. The Globalization of markets and the integration of the world economy resulting in the formation of the World Trade Organization.
3. The application of computer technology in global communication, business, and production.
4. The recognition of the importance of the private sector in economic development and declining role of the public sector in controlling the commanding heights of the economies
5. The greening of markets. Consumers world-wide are demanding green products and services. Products must be produced with minimal impact on the environment, e.g. no pesticides etc. This is resulting in an increasing demand for organic foods.
6. People are living longer as a result of improved nutrition and improved medical care. This is resulting in a larger portion of population over 65 and this will create a series of demands which have not yet been defined - an essential demand will be for more food.

The agricultural sector of the future must respond to these global challenges and changes, by being economically competitive, by being environmentally sustainable, and socially equitable in the distribution of its benefits.

In the Caribbean, agriculture continues to be plagued by 10 problem areas:

1. Declining agricultural production and productivity.
2. Intra-CARICOM food imports constitute a small portion of total regional imports.
3. A decline in performance of traditional export crops.
4. Inadequate marketing and transportation facilities for trade in fresh, perishable agricultural commodities,
5. A slow movement towards agricultural diversification.
6. Technology to facilitate the rapid changes needed to modernize the sector and to take it into the twenty first century are inappropriate.
7. A paucity of trained personnel in a situation where the pool of middle and high level personnel is already inadequate
8. Absence of a framework to facilitate adequate sectoral linkages between primary agriculture and other sectors, including agro-industry and tourism
9. An inadequate data base on regional agriculture
10. The aging of the farm population.

If Caribbean agriculture is to be modernized, it must become sustainable and must confront each of these problems as challenges. But, sustainable agricultural production cannot be achieved by concentrating on only one part of the food system. A holistic approach to food production is necessary whereby constraints in the production, harvesting, post-harvest handling, marketing, processing and promotion of food are identified and removed. This holistic approach implies that we can no longer regard the sector as a sector for production of raw material or fresh produce but as an agro-industrial complex with backward and forward linkages with the rest of the society.

Ministries of Agriculture are still seen as agencies of production and extension and not as agencies of production, processing, marketing and promotion. In our view, the modernization of the state and the sector should encompass such considerations as a means of promoting the holistic approach to agriculture.

While we speak of the holistic approach to agriculture, we are aware that there is no institutional arrangement that promotes the approach. In fact, the successes of the traditional commodities were due to the holistic approach. Sugar cane being a classic example: the companies which managed sugar production, produced, marketed, promoted, transported, processed, and researched the production of cane and the marketing of sugar. This approach should be incorporated into our current efforts.

International Technical Cooperation agencies such as ours must seek to foster these linkages in order to promote modernization of the sector.

Mr. Chairman, the International Agencies have been critically examined in the last decade and their role has been questioned. There has been international concern about relevance, accountability, cost, the need to reduce duplication and their general role in a post cold war world. Our institution itself in the last 4 years has undergone a process of internal review and

restructuring resulting in the establishment of five regional centres in order to bring decision making closer to our clients and to reduce the cost of the bureaucracy.

There is a myth in some parts of the developing world that technical cooperation agencies such as IICA, have a limited role to play in the agricultural development because they are not funding agencies and do not supply million dollars loans and grants for development projects. I would like to point out that, this myth has no credible basis. Money is not always the solution to development problems, the application of technology, training, networking, market information, transfer of experiences and management can sometimes be more important. I am sure that we all can relate to failed projects where money was abundantly available.

We believe that our mandate to support the agricultural sector of our member states is still valid. After all, the agricultural sector represents employment, food and the conservation of the environment. We, however, believe that we should from time to time review our operations with a view to becoming more effective in our work.

There are a number of questions which we can ask ourselves today as part of this review.

1. In today's world of globalization and market led development shouldn't a technical cooperation agency be providing access of the country in which it is based to technology in the hemispheric and regional market place; linkages to countries like Brazil and Mexico? We can begin at a higher point on the learning curve.
2. Shouldn't a TCA, in this era of information based development, be at the forefront of bringing global market information to the sector?
3. Shouldn't we be focusing on rural micro-enterprise development and agribusiness development for attacking rural poverty and rural /urban unemployment?
4. Shouldn't we be focusing on helping our countries develop agro-industrial policies so that we do not continue to be only providers of raw material and therefore limit the value of our agricultural products?
5. Shouldn't we be helping to facilitate trade by helping the country where we are based understand the phytosanitary and zoosanitary standards of other countries?
6. Should we try to cover a wide range of issues and areas or should we concentrate on one project in a defined area taking an integrated development approach? Should we implement national projects with our limited ability to finance them or should we concentrate on the provision of timely and appropriate technical support to national projects, private sector initiatives and individual proposals; with due attention to marketing, trade and agro-industrial development?

7. What should be our mix of national vs. international personnel be? What should be our structure? Who should be our principal clients? What about support for training in Agribusiness?

Those who would be business entrepreneurs in agriculture - must start the process in school. Therefore we believe that agricultural schools must not only be centres of teaching and learning and exams, but must be centres for the development and evolution of business projects and the promotion of opportunities which can generate an income for the student's future. In other words, agricultural graduates must not be taught to get a job, they must be taught to create a job for themselves and for others.

In this regard, we have been in discussions with a private agency to promote the idea of a foundation for Agribusiness Development among the youth of Jamaica.

It is with questions like these in mind that I thought it appropriate to have this national consultation, this opportunity to review, this opportunity to redefine our programme of work bearing in mind that IICA is not the national office but a network, an inter-American agricultural network of 34 offices and more than 200 professional staff.

I have two beliefs. I believe that:

- (1) The local office of an international organization must enter into a strategic partnership with the local agricultural sector and with other international organizations and regional institutions to combine technical and financial resources in the solution of problems within the context of a common agenda and a common programme.
- (2) I believe that we must therefore develop a culture of cooperation, a culture of partnership, a culture of shared responsibility and a common vision of the future.

I therefore welcome you and look forward to your help in redefining our role and our technical cooperation programme in Jamaica.



