IICA

OFFICE IN JAMAICA

PROJECT PROFILES 1987

IICA
F01
I59 p2

BV-006293

1987

PROJECT PROFILES and PROPOSALS

* Project for the Protection and Modernization of Coffee Production in the Caribbean (PROMOCCA).

* Small Business Training Project: Rural Advisory Service. (SBT).

* IICA Technical Support to Small Enterprise Programmes in the Caribbean Area: 1988 - 1990. (SEPC).

* Co-operative Project for the Establishment of a National Agricultural Bibliographic Information System in Jamaica. (NABIS).

IICA OFFICE in JAMAICA
February 1987

PROJECT FOR THE PROTECTION AND MODERNIZATION OF COFFEE PRODUCTION IN THE CARIBBEAN (PROMOCCA)

PROJECT PROFILE

BACKGROUND STATEMENT

Within the sub-sector, coffee is the largest contributor to the small farmers' income and offers as well the greatest potential for remunerative growth. Approximately 38,000 producers are growing coffee in Jamaica on 15, 000 acres. It is therefore, one of the products to which special attention has been devoted in the Five Year Food and Agricultural Policy and Production Plan 1984-87 designed for Jamaica.

In reports written by Donald R. Fiester,(USAID/Jamaica Consultant, 1985, 1986) coffee is reported to be one of the oldest export commodities of Jamaica, being grown in this country since 1728. In world production, Jamaica does not play an important role in terms of volume but as far as quality is concerned, this nation has maintained a recognition for its Blue Mountain brand sold at highest prices in the international market (around US$6.15/lb). High Mountain brand is also produced locally and highly appreciated.

According to information submitted by the Ministry of Agriculture (Budget Debate 1986-1987), production of coffee declined from 325,000 boxes (10 lbs. each) in 1984-85 to 262,750 boxes in 1985. The principal factor responsible for this decline was adverse weather conditions during the growing and reaping periods. The 1986/87 production is expected to be substantially above the 1985/86 figures and should reflect the expansion currently taking place in the industry. Coffee farmers received J$43 net per box for lowland coffee and J$246 net per box for Blue Mountain Coffee during the 1984/1985 crop. This represents an increase of 34% over the previous year.

A great deal of technical input is needed in order to substantially expand coffee production in Jamaica. Fiester also reports that at the present time, yields are 25 boxes of clean coffee per acre, with a range between 20 to 60 boxes, which compared to the national average yield in Costa Rica in the range of 140 - 160 boxes, gives a good indication that technical input in coffee is a priority in this country demanding prompt attention.

The present state of production, and any attempts for technical assistance in the near future, is now threatened by the appearance of Coffee Rust in Jamaica last August 1986. Experience from other countries in Central and South America shows the devastating effects of this disease. In the meantime, the Coffee Borer, also considered a very destructive pest of this crop, is present in this country.

The Coffee Industry Board (CIB) and its production support agency the Coffee Industry Development Company (CIDCO) have shown great concern for the future of this commodity. CIB controls production and processing for most of the coffee grown in Jamaica and has responsibility for all aspects of the coffee industry. CIDCO provides technical services through field agents, produce nursery trees and sprays for all coffee in the country for Coffee Borer control. It can be accepted that coffee is an important crop in Jamaica urgently needing assistance for improvement and for protection against the Coffee Rust.

On the other hand, the appearance of Coffee Rust in Cuba also threatens the Dominican Republic and Haiti where coffee plays an important role in their economies.

In the Dominican Republic 315,000 acres are devoted to coffee with a yearly production of 1,100,000 bags (75 kilograms each) from which 70% is exported with a value of US$170 million. It is the second largest agricultural export, sugar being the largest. Approximately 71,000 farmers depend on coffee which is grown on farms of 1 to 10 acres. Policies are issued by the National Coffee Commission and executed by the Secretaria de Estado de Agricultura through the Coffee Department.

The Dominican Republic is part of PROMECAFE (Programa Cooperativo para la Proteccion y Modernizacion de la Caficultura en Mexico, Centroamerica, Panama y el Caribe) and at the present time is carrying out awareness activities for the prevention of Coffee Rust.

Haiti grows approximately 6,000 acres of coffee with a production of 600,000 bags (60 kilogram each) from which 328,319 bags are exported at US$150.00 per bag. Coffee is the number one export commodity. There is no information available on the number of farmers who depend on coffee, but in most of the cases it is grown on multiple crop system farms with 2 to 3 trees to 1 acre. There is a commercial farm of 100 acres. All coffee policies are handled by the Ministry of Agriculture and there also exists the Association of Cooperatives of Coffee Growers.

As in Jamaica, the average yield of production in these countries is 250 lbs of clean coffee per acre. Considering that coffee is an important economic factor for them, any attempt to improve the technical level of this product is well justified. Coffee Rust can adversely affect the already difficult situation existing in the rural areas of these three countries.

Under the circumstances mentioned above, and taking advantage of the experience generated by PROMECAFE, a project for the protection and modernization of coffee production in the Caribbean (PROMOCCA), to be carried out specifically in Jamaica, the Dominican Republic and Haiti, is proposed. This project must be designed to have the following components:

1. Plan of Action for public awareness, early and continuous detection and contingency plan to eradicate and control Coffee Rust.
2. Study of epidemiology and control of Coffee Rust.
3. Biology and control of Berry Borer.
4. Control of residue of pesticides used in coffee.
5. Transfer of technology for small farmers.
6. Development of resistant varieties to Coffee Rust.
7. Data Bank development (computer base data) in order to expand the quantity of coffee research data/information.

OBJECTIVES

The general objective of this project is to improve the present status of the coffee industry in Jamaica, the Dominican Republic and Haiti, with a view to increasing foreign exchange earnings for these countries and more profits to the coffee growers. The specific objective is to strengthen the national agencies responsible for coffee production in these countries in such a way that they can assist the growers to obtain higher yields through the use of improved technology on their coffee plantations.

Intermediate objectives (outputs) of this project are:

(a) Strengthening technical and scientific capacity of human resources working for national coffee agencies.

(b) Generation of technical information for an efficient control of Coffee Rust and Berry Borer and for the detection and control of residues left by pesticides used in the chemical control of these diseases and pests.

(c) Evaluation of genetic materials in order to select and produce high yielding varieties resistant to Coffee Rust.

(d) Methodological development of generating, validating and transfering of technology for coffee production.

(e) Creation of documentation centres.

(f) Strengthening of research infrastructure for coffee production.

(g) Production of adequate good quality seedlings for farmers.

STRATEGY

Year 1:

(a) Completion of activities relating to early detection. (Haiti and the Dominican Republic)

(b) Identification of resistant varieties.

(c) Preliminary residue pesticide trials.

(d) Study on biology of Berry Borer.

(e) Pruning trials for small and medium farmers.

(f) Evaluation of spray technologies.

(g) Technician and farmer training.

(h) Production of training materials.

Year 2:

(a) Early detection functioning. (Haiti and the Dominican Republic)

(b) If Coffee Rust appears, then prevention of spreading/epidemiology study. (Jamaica)

(c) Laboratory, evaluation of Berry Borer and Coffee Rust pesticides.

(d) Fertilizer trials for small and medium farmers.

(e) Continuation of b - h from year 1.

<u>Year 3:</u> (a) Continuation of Years 1 and 2 depending on the appearance of Coffee Rust.
(b) Completion of spray technologies.
(c) Review and evaluation of project and formulation of future plans.

Dr. Zia Javed (IICA, PROMECAFE, 1986) has outlined the following programme for Jamaica:

1) SHORT TERM
Immediate short course on Biology, Epidemiology and Control of Coffee Rust
i) Detection and survey methodology
ii) Sprayer calibration

2) LONG TERM: RESEARCH
i) Project planning and development for Coffee Rust Control
ii) Development of methodology for data collection and evaluation.
iii) Development of suitable pruning system.
iv) Selection of resistant plant material

3) LONG TERM: TRAINING
i) Training in evaluation of sprayers for the control of Rust.
ii) Evaluation of fungicides in laboratory against Coffee Rust.
iii) Making recommendation to the coffee farmers.

RESOURCES NEEDED

Personnel: (1) International Professional Personnel in Jamaica.
(1) National Professional Personnel in Haiti.
(1) National Professional Personnel in the Dominican Republic.
(1) National Professional Personnel in Jamaica.

Budget:

YEAR			JAMAICA	HAITI	DOMINICAN REPUBLIC	TOTAL
1	July 87 - June 88	Equipment	75,000	75,000	75,000	225,000
		Vehicles	15,000	15,000	15,000	45,000
		Salaries	92,000	25,000	25,000	142,000
		Operation	150,000	150,000	150,000	450,000
		Gen.Servs.	20,000	20,000	20,000	60,000
		US$	352,000	285,000	285,000	922,000
YEAR 2	July 88 - June 89	Vehicle	5,000	5,000	5,000	15,000
		Salaries	80,000	20,000	20,000	120,000
		Operation	100,000	100,000	100,000	300,000
		Gen.Servs.	10,000	10,000	10,000	30,000
		US$	195,000	135,000	135,000	465,000
YEAR 3	July 89 - June 90	Vehicle	5,000	5,000	5,000	15,000
		Salaries	97,000	25,000	25,000	147,000
		Operation	100,000	100,000	100,000	300,000
		Gen.Servs.	15,000	15,000	15,000	45,000
		US$	217,000	145,000	145,000	507,000

TOTAL = $922,000 + $465,000 + $507,000

US$ = 1,894,000.00

PROJECT PROFILE

SMALL BUSINESS TRAINING PROJECT
RURAL ADVISORY SERVICE

1. Background

Since 1983 the Small Business Training Project of the IICA Office in Jamaica has developed a systematic management methodology for rural low income micro-entrepreneurs. Working together with eight Jamaican agencies*, a series of training manuals and courses for developing and training of field staff have been produced and tested. To date, over two hundred Jamaicans, mostly employed by the associated agencies, have been trained in one or more of the four manuals. In turn, these trainers have taught relevant business exercises to over 6,000 rural micro-entrepreneur participants.

---

*Jamaica National Investment Promotion Ltd., Ministry of Agriculture; Ministry of Construction; Ministry of Youth & Community Development; National Development Foundation; Self-Start Fund; Small Businesses Association, Things Jamaican.

2.1 General Problem

Although the current project has been quite successful in its goal of training trainers, many of the participating agency representatives feel that a substantial portion of the potential micro-entrepreneurs are not being reached at the present time.

2.2 Specific Problem

Most rural small business people cannot leave their businesses even for a short time as they usually subsist on a day-to-day basis. Consequently, a large majority are not being exposed to this meaningful training.

3.1 General Objective

To develop workable procedures, in consort with the various agencies, that will reach as many micro-entrepreneurs as may want, or need, business training or assistance.

3.2 Specific Objectives

A. To utilize the available trained agency personnel and incorporate them into a formal small business advisory service.

B. To formulate a set of criteria that would help identify the minimum standards that must be met to qualify for advisory services.

C. To devise, test and implement the materials and advisory services that will aid these small business people meaningfully.

D. To develop a one-to-one relationship with the rural micro-entrepreneur at his/her business site.

E. To expand the training of trainers project by instituting a system of parish outreach training sessions.

4. Annual Operating Strategy

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

(a) Staffing
(b) Creation of a Standards Committee
(c) Materials Development & Modification
(d) Training of Trainers
(e) Technical Services
(f) Business Advisory Services

4.1 Staffing

(a) An Advisory Services Coordinator who would coordinate the activities with the various agencies, their projects and their advisors, and also be responsible for developing the Small Business Advisory Training materials and curriculum.

(b) A Field Service Coordinator (P.C.V.) who would monitor and assist the efforts of the Field Service Officers. Provide technical assistance and aid in the development of related materials and support systems.

(c) Field Service Officers (4-P.C.V.'s) who would be assigned on a regional basis throughout the island. They would support the efforts of the advisors in the rural regions. They would monitor, review and evaluate

the advisory forms, materials, pertinent training sessions and technical service visits. They would act as a liaison between the advisors and IICA Office staff.

(d) Additional support staff would include a Research/Trainer and a Project Secretary.

The above staff will work as a team, together with the IICA financed staff already working in Jamaica.

4.2 Creation of Standards Committee

Early selection of a strong Standards Committee is necessary for critical elements of the advisory project to succeed. This committee will decide the relative competence of the current trainers. In addition, the committee will formulate a set of criteria that would identify the minimum standards that must be met by a rural micro-entrepreneur in order to qualify for advisory services.

4.3 Materials Development and Modification

As a natural outgrowth of the four manuals already produced by the Small Business Training Project, an Advisory Services Manual should be developed. The continuous training of the advisors is necessary for the quality performance of their work.

4.4 Training of Trainers

Not only will the present trainers need training in the Advisory Manual, but on-going efforts to train trainers in IICA's other manuals will be intensified. This intensification will take the form of parish outreach training sessions under the auspices of one of the larger agencies.

4.5 Technical Services

Continuation of the current technical services division is a large part of the project. Constant evaluation of materials, trainers and techniques aids in the up-grading of the project. The certification of trainers in key aspects of rural business training would lead to better advisors in the field. Another important aspect of this work is in providing a handy resource to the trainers and advisors in the field.

4.6 Business Advisory Services

This service will involve the available agency personnel trained by IICA since 1983, inviting them to join a formal rural small business advisory service. This will be accomplished by:

(a) Selecting the best trainers, or potential top advisors, in each Parish and training them for a senior advisory role.

(b) The remaining trainers would become junior advisors. Their primary responsibility would be to canvass particular rural districts in their jurisdiction and identify those businesses which might need basic business assistance.

IMPLEMENTATION PLAN

	1986	1987	1988	1989
	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
4.1 Staffing		xxxx		
4.2 Standards Committee	xx	xx----------		
4.3 Materials Development and Modification	xx	xx xxxx	xxxxxxxx	
4.4 Training of Trainers	xx	xxxxxxxxx	xxxxxxxx	xxxxxxx
4.5 Technical Services	xx	xx----------		
4.6 Advisory Service		xxxx----------		

APPENDIX C

Guilders

1987 *In-kind Funds	Donor	IICA	Peace Corps*	GOJ*	TOTALS
I. PERSONNEL					
IICA professional staff		157,397			157,397
IICA support staff		48,430			48,430
Research/trainer	23,246				23,246
Field Services Coordinator			48,430		48,430
Advisory Services Coordinator	26,152				26,152
(4) Field Service Officers			193,720		193,720
Secretary/AA	19,372				19,372
Benefits (10%)	6,877				6,877
Participant trainer time				108,967	108,967
Advisory Committee time				48,430	48,430
Sub-Total	75,647	205,827	242,150	157,397	681,021
II. TRAVEL					
IICA regular staff		3,632			3,632
IICA/Donor staff	14,529				14,529
IICA/PCV staff		14,529			14,529
Trainers				60,537	60,537
Sub-Total	14,529	18,161		60,537	93,227
III. TRAINING COSTS					
Trainer training		6,054			6,054
Producer training				36,322	36,322
Materials	19,372				19,372
Sub-Total	19,372	6,054		36,322	61,748
IV. PUBLICATION COSTS					
Consultancy Manual	12,107				12,107
Reprint: Operating Manual	6,054				6,054
Sub-Total	18,161				18,161
V. OFFICE SUPPORT					
Office facilities		29,058		24,215	53,273
Equipment: computer	13,318				13,318
computer supplies	3,632				3,632
Motorcycles	(3) 18,177		(2) 12,092		30,269
Maintenance and gas	6,054				6,054
Sub-Total	41,181	29,058	12,092	24,215	106,546
VI. OVERHEAD @ 10%	16,889				16,889
VII. TOTAL	185,779	259,100	254,242	278,471	977,592

APPENDIX C

Guilders

1988 *In-kind Funds	Donor	IICA	Peace Corps*	GOJ*	TOTALS
I. PERSONNEL					
IICA professional staff		169,505			169,505
IICA support staff		53,273			53,273
Research/trainer	26,152				26,152
Field Services Coordinator			48,430		48,430
Advisory Services Coordinator	29,058				29,058
Field Service Officers			193,720		193,720
Secretary/AA	21,309				21,309
Benefits (10%)	7,652				7,652
Participant trainer time				84,752	84,752
Advisory Committee time				53,273	53,273
Sub-Total	84,171	222,778	242,150	138,025	687,124
II. TRAVEL					
IICA regular staff		7,265			7,265
IICA/Donor staff	16,950				16,950
IICA/PCV staff		16,950			16,950
Trainers				48,430	48,430
Sub-Total	16,950	24,215		48,430	89,595
III. TRAINING COSTS					
Trainer training		7 264			7,264
Producer training				48,430	48,430
Materials	12,108				12,108
Sub-Total	12,108	7,264		48,430	67,802
IV. PUBLICATION COSTS					
Reprint: Starting & Financing Manual	7,264				7,264
Sub-Total	7,264				7,264
V. OFFICE SUPPORT					
Office facilities		31,480		26,636	58,116
Equipment: vehicle	36,322				36,322
Computer supplies	4,359				4,359
Maintenance and gas	12,107				12,107
Sub-Total	52,788	31,480		26,636	110,904
VI. OVERHEAD @ 10%	17,328				17,328
VII. TOTAL	190,609	285,737	242,150	261,521	980,017

APPENDIX C

Guilders

1989 *In-kind Funds	Donor	IICA	Peace Corps*	GOJ*	TOTALS
I. PERSONNEL					
IICA professional staff		182,823			182,823
IICA support staff		60,537			60,537
Research/trainer	29,058				29,058
Field Services Coordinator			48,430		48,430
Advisory Services Coordinator	31,964				31,964
Field Service Officers			193,720		193,720
Secretary/AA	23,246				23,246
Benefits (10%)	8,427				8,427
Participant trainer time				72,645	72,645
Advisory Committee time				60,537	60,537
Sub-Total	92,695	243,360	242,150	133,182	711,387
II. TRAVEL					
IICA regular staff		8,475			8,475
IICA/Donor staff	19,856				19,856
IICA/PCV staff		19,372			19,372
Trainers				48,430	48,430
Sub-Total	19,856	27,847		48,430	96,133
III. TRAINING COSTS					
Trainer training		9,686			9,686
Producer training				48,430	48,430
Materials	14,529				14,529
Sub-Total	14,529	9,686		48,430	72,645
IV. PUBLICATION COSTS					
Reprint: Marketing Manual	9,686				9,686
Sub-Total	9,686				9,686
V. OFFICE SUPPORT					
Office facilities		33,901		29,058	62,959
Equipment: computer					
Computer supplies	4,843				4,843
Maintenance and gas	16,950				16,950
Sub-Total	21,793	62,959		29,058	84,752
VI. OVERHEAD @ 10%	15,856				15,856
III. TOTAL	174,415	314,794	242,150	259,100	990,459

APPENDIX C

1987-1989 Summary	*In-kind Funds	Donor	IICA	Guilders Peace Corps*	GOJ*	TOTALS
I. PERSONNEL						
IICA professional staff			509,725			509,725
IICA support staff			162,240			162,240
Research/trainer		78,456				78,546
Field Services Coordinator				145,290		145,290
Advisory Services Coordinator		87,174				87,174
Field Service Officers				581,160		581,160
Secretary/AA		63,928				63,928
Benefits (10%)		22,956				22,956
Participant trainer time					266,365	266,365
Advisory Committee time					162,240	162,240
Sub-Total		252,514	671,965	726,450	428,605	2,079,534
II. TRAVEL						
IICA regular staff			19,372			19,372
IICA/Donor staff		51,335				51,335
IICA/PCV staff			50,851			50,851
Trainers					157,397	157,397
Sub-Total		51,335	70,223		157,397	278,955
III. TRAINING COSTS						
Trainer training			23,004			23,004
Producer training					133,182	133,182
Materials		46,009				46,009
Sub-Total		46,009	23,004		133,182	202,195
IV. PUBLICATION COSTS						
Consultancy Manual		12,107				12,107
Reprint: 3 manuals		23,004				23,004
Sub-Total		35,111				35,111
V. OFFICE SUPPORT						
Office facilities			94,439		79,909	174,348
Equipment: computer		13,318				13,318
Computer supplies		12,834				12,834
Motorcycles	(3)	18,177		(2) 12,092		30,269
Vehicles		36,322				36,322
Maintenance and gas		35,112				35,112
Sub-Total		115,763	94,439	12,092	79,909	302,203
VI. OVERHEAD @ 10%		50,073				50,073
VII. TOTAL		550,805	859,631	738,542	799,093	2,948,071

APPENDIX A

U.S. $

1988	*In-kind Funds	Donor	IICA	Peace Corps*	GOJ*	TOTALS
I.	PERSONNEL					
	IICA professional staff		70,000			70,000
	IICA support staff		22,000			22,000
	Research/trainer	10,800				10,800
	Field Services Coordinator			20,000		20,000
	Advisory Services Coordinator	12,000				12,000
	Field Service Officers			80,000		80,000
	Secretary/AA	8,000				8,000
	Benefits (10%)	3,200				3,200
	Participant trainer time				35,000	35,000
	Advisory Committee time				22,000	22,000
	Sub-Total	34,800	92,000	100,000	57,000	283,800
II.	TRAVEL					
	IICA regular staff		3,000			3,000
	IICA/Donor staff	7,000				7,000
	IICA/PCV staff		7,000			7,000
	Trainers				20,000	20,000
	Sub-Total	7,000	10,000		20,000	37,000
III.	TRAINING COSTS					
	Trainer training		3,000			3,000
	Producer training				20,000	20,000
	Materials	5,000				5,000
	Sub-Total	5,000	3,000		20,000	28,000
IV.	PUBLICATION COSTS					
	Reprint: Starting & Financing Manual	3,000				3,000
	Sub-Total	3,000				3,000
V.	OFFICE SUPPORT					
	Office facilities		13,000		11,000	24,000
	Equipment: vehicle	15 000				15,000
	Computer supplies	1,800				1,800
	Maintenance and gas	5,000				5,000
	Sub-Total	21,800	13,000		11,000	45,800
VI.	OVERHEAD @ 10%	7,200				7,200
VII.	TOTAL	78,800	118,000	100,000	108,000	404,800

APPENDIX A

U.S. $

1989	*In-kind Funds	Donor	IICA	Peace Corps*	GOJ*	TOTALS
I.	PERSONNEL					
	IICA professional staff		75,500			75,500
	IICA support staff		25,000			25,000
	Research/trainer	12,000				12,000
	Field Services Coordinator			20,000		20,000
	Advisory Services Coordinator	13,200				13,200
	Field Service Officers			80,000		80,000
	Secretary/AA	9,600				9,600
	Benefits (10%)	3,500				3,500
	Participant trainer time				30,000	30,000
	Advisory Committee time				25 000	25,000
	Sub-Total	38,300	100,500	100,000	55,000	293,800
II.	TRAVEL					
	IICA regular staff		3,500			3,500
	IICA/Donor staff	8,200				8,200
	IICA/PCV staff		8,000			8,000
	Trainers				20,000	20,000
	Sub-Total	8,200	11,500		20,000	39,700
III.	TRAINING COSTS					
	Trainer training		4,000			4,000
	Producer training				20,000	20,000
	Materials	6,000				6,000
	Sub-Total	6,000	4,000		20,000	30,000
IV.	PUBLICATION COSTS					
	Reprint: Marketing Manual	4,000				4,000
	Sub-Total	4,000				4,000
V.	OFFICE SUPPORT					
	Office facilities		14,000		12,000	26,000
	Equipment: computer					
	Computer supplies	2,000				2,000
	Maintenance and gas	7,000				7,000
	Sub-Total	9,000	14,000		12,000	35,000
VI.	OVERHEAD @ 10%	6,500				6,500
VII.	TOTAL	72,000	130,000	100,000	107,000	409,000

APPENDIX A

U.S. $

1987-1989 Summary	*In-kind Funds	Donor	IICA	Peace Corps*	GOJ*	TOTALS
I. PERSONNEL						
IICA professional staff			210,500			210,500
IICA support staff			67,000			67,000
Research/trainer		32,400				32,400
Field Services Coordinator				60,000		60,000
Advisory Services Coordinator		36,000				36,000
Field Service Officers				240,000		240,000
Secretary/AA		26,400				26,400
Benefits (10%)		9,500				9,500
Participant trainer time					110,000	110,000
Advisory Committee time					67 000	67,000
Sub-Total		104,300	277,500	300,000	177,000	858,800
II. TRAVEL						
IICA regular staff			8,000			8,000
IICA/Donor staff		21,200				21,200
IICA/PCV staff			21,000			21,000
Trainers					65 000	65,000
Sub-Total		21,200	29,000		65,000	115,200
III. TRAINING COSTS						
Trainer training			9,500			9,500
Producer training					55,000	55,000
Materials		19,000				19,000
Sub-Total		19,000	9,500		55,000	83,500
IV. PUBLICATION COSTS						
Consultancy Manual		5 000				5,000
Reprint: 3 manuals		9 500				9,500
Sub-Total		14,500				14,500
V. OFFICE SUPPORT						
Office facilities			39,000		33,000	72,000
Equipment: computer		5,500				5,500
Computer supplies		5,300				5,300
Motorcycles		(3) 7,500		(2) 5,000		12,500
Vehicles		15,000				15,000
Maintenance and gas		14,500				14,500
Sub-Total		47,800	39,000	5,000	33,000	124,800
VI. OVERHEAD @ 10%		20,700				20,700
VII. TOTAL		227,500	355,000	305,000	330,000	1,217,500

APPENDIX A

U.S. $

1987	*In-kind Funds	Donor	IICA	Peace Corps*	GOJ*	TOTALS
I.	PERSONNEL					
	IICA professional staff		65,000			65,000
	IICA support staff		20,000			20,000
	Research/trainer	9,600				9,600
	Field Services Coordinator			20,000		20,000
	Advisory Services Coordinator	10,800				10,800
	(4) Field Service Officers			80,000		80,000
	Secretary/AA	8,000				8,000
	Benefits (10%)	2,800				2,800
	Participant trainer time				45,000	45,000
	Advisory Committee time				20,000	20,000
	Sub-Total	31,200	85,000	100,000	65,000	281,200
II.	TRAVEL					
	IICA regular staff		1,500			1,500
	IICA/Donor staff	6,000				6,000
	IICA/PCV staff		6,000			6,000
	Trainers				25,000	25,000
	Sub-Total	6,000	7,500		25,000	38,500
III.	TRAINING COSTS					
	Trainer training	,	2 500			2,500
	Producer training				15,000	15,000
	Materials	8,000				8,000
	Sub-Total	8,000	2,500		15,000	25,500
IV.	PUBLICATION COSTS					
	Consultancy Manual	5,000				5,000
	Reprint: Operating Manual	2,500				2,500
	Sub-Total	7,500				7,500
V.	OFFICE SUPPORT					
	Office facilities		12,000		10,000	22,000
	Equipment: computer	5,500				5,500
	computer supplies	1,500				1,500
	Motorcycles	(3) 7,500		(2) 5,000		12,500
	Maintenance and gas	2,500				2,500
	Sub-Total	17,000	12,000	5,000	10,000	44,000
VI.	OVERHEAD @ 10%	7,000				7,000
VII.	TOTAL	76,700	107,000	105,000	115,000	403,700

IICA TECHNICAL SUPPORT TO SMALL ENTERPRISE PROGRAMMES IN THE CARIBBEAN AREA

1988 - 1990

IICA OFFICE IN JAMAICA
P.O. BOX 349, KINGSTON 6

TABLE OF CONTENTS

Executive Summary

The IICA Office in Jamaica has developed, since 1983, a small business management methodology for low income micro-entrepreneurs. Working together with 7 Jamaican agencies, a series of training manuals and courses for field staff have been produced and tested. Through the IICA Small Enterprise Management Project the training materials and methodology are working successfully with over 20 business management programmes in Jamaica, at present.

Responding to requests from Guyana, St. Lucia and Barbados, special sessions for trainers in these countries have been conducted, using the materials. The approach has proven to be appropriate for other Caribbean countries, whose small business sectors suffer from problems similar to those in Jamaica.

Micro-entrepreneurs in the Caribbean lack information and methods which are critical to the efficient management of their micro-enterprises. Oftentimes, when receiving a loan from a special programme, advice is sought by micro-entrepreneurs on improving their businesses. The opportunity exists for providing this critical management information and methods at a time when borrowers will be most receptive to it.

Caribbean agencies serving micro-enterprises oftentimes lack the capacity for providing on-going training and consultancy services to disseminate efficient management methods to their clients. A concrete methodology which involves conveying the appropriate information in a simple format is usually missing.

The general objective of this project is to increase the income and improve the quality of life of low income producers in the Caribbean Area.

The specific objective of this project is to strengthen the Caribbean institutions serving the micro-entrepreneurial sector.

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

a) Staffing
b) Advisory Committees formation
c) Credit systems strengthening
d) Materials production
e) Training of trainers
f) Business advisory services

IICA TECHNICAL SUPPORT TO SMALL ENTERPRISE PROGRAMMES IN THE CARIBBEAN AREA 1988 - 1990

1. IDENTIFICATION

1.1 Programme: III Project Code:

1.2 Geographic Scope: Caribbean Area

Location: Jamaica

1.3 Type of Project: Regional

1.4 Dates of Starting: January 1, 1988

Termination: December 31, 1990

Duration: 3 years

1.5 Version of document: Original

1.6 Financing:

1.7 Preparation date: January 15, 1987

Responsible: to be assigned

Project prepared by: Jan Hurwitch-MacDonald

1.8 Approval

2. BACKGROUND AND JUSTIFICATION

2.1 Specific Problem to be solved by IICA Project

Low-income micro-entrepreneurs in the Caribbean do not know how to run their businesses efficiently. They use few, if any, planning and monitoring tools to determine what to produce, how much to produce, how to produce, and how to sell. Their account books, order and receipt books and inventories, when kept, are not kept up-to-date. Consequently, these very small business people limit their opportunity for increasing income, as they do not know the real cost of their proudcts, nor the net income or loss they are obtaining.

There are no suitable Caribbean training materials or trained trainers for this population group. An excellent series of manuals has been produced by CDB/CIDA for business training in Caribbean countries for 4 different types of businesses: agro-business, retailing, manufacturing, and small hotels. These materials are aimed, however, at business persons who can afford at least one full-time accountant, or who themselves have received considerable training in book-keeping.

2.2. General Problem giving rise to the specific problem

The Governments of CARICOM countries place a priority on projects which will increase rural employment opportunities, and therefore income. This is because rural purchasing power (and therefore material level of living) has decreased in most countries in the past years. In addition, present Caribbean Governments place a high priority on stimulating

rural production efforts which will generate foreign exchange. This is because any business which can capture foreign exchange or produce items which substitute for imports, will help to alleviate the balance of payment deficit. Most micro-business fall into these two categories.

Nevertheless, only limited efforts have been made to increase training for low-income rural producers and in Jamaica the capital expenditure on training declined by 36% in 82/83. (Jamaica Yearbook on Social and Economic Statistics). Further aggravating the situation related to human resource development is the lack of emphasis placed on improving literacy in the past several years. Enrollment in literacy courses decreased 16% from 1980/1 to 1981/2 in Jamaica.

2.3. Constraints and potential of the National Institutions to resolve the specific problem

Research has shown that low levels of rural employment, and consequently, income can be improved through establishing small production projects in the rural areas. In order for these to be successful, they must be adequately serviced by the government and voluntary agencies responsible for rural development.

A number of national institutions in the Caribbean have already requested IICA to work with them to develop training materials and courses in small enterprise management, as well as to train their staff to assist small producers in the management of their enterprises.

A brief description of each institution/programme, with their actions and limitations follows:

JAMAICA

Three years of technical cooperation from the IICA office have characterized Jamaica as the most advanced in the adoption of a business training methodology as a component of institutional services. The status of each programme is described briefly below and in greater depth in section 2.4.

MINAG (Rural Farm Family Development Programme)

Within the Ministry of Agriculture, this programme supports the efforts of rural families to generate income through craft and food processing. This programme suffers from limited human and financial resources. Innovation is needed in training, educational materials, as well as in creating a system for financing small projects.

Things Jamaican:

Attached to the Office of the Prime Minister, this agency is responsible for reorganizing craft development operations, training master craftworkers to become trainers and marketing high-quality craft. To improve its capacity, this institution needs a stronger internal administration, as well as skills training, educational materials, and a revolving loan fund for rural producers.

Bureau of Women's Affairs and 4-H Clubs:

Within the Ministry of Youth and Community Development, this programme focuses on developing non-traditional

skills in unskilled, unemployed young rural women. This office has limited human and financial resources, and requires staff training and educational materials (especially for rural business), as well as a system for financing small projects.

Also located within the Ministry of Youth and Community Development, the 4-H Clubs have demonstrated an interest and participated in the small enterprise management project with IICA. The 4-H programme trains young people in income generation and employment. An IDB small loan was recently received by the programme and IICA is working to institutionalize the business training along with the loan system.

Community Services Programme

Within the Ministry of Construction, this programme focuses upon employment generation in urban and rural low-cost housing schemes. Its trainers are lacking the skills in business and management required for training individuals to become self-employed.

National Development Foundation

This private, non-profit institution provides loans and business training to urban and rural persons unable to obtain credit from the commercial banking system. As a new institution, it developed a business training methodology while participating in the IICA-sponsored activities. The NDF recently received an IDB small loan and its participation in the IICA programme has strengthened loan-related activities.

A number of other agencies have participated in the small enterprise management training in Jamaica; these are listed in Section 2.4.

GUYANA

Women's Revolutionary Socialist Movement

The government's organization for mobilizing women is involved in a number of production cooperatives, each requesting support in business management training. Recently, the Government of Guyana has placed a national professional in IICA's office to be part of the IICA Small Enterprise Management project. This is a two-year commitment, renewable for another two years.

Women's Affairs Bureau

Located within the Ministry for National Mobilization, this programme focuses on developing alternative forms of generating income for women, particularly low-income. In addition to requiring staff training in business and production management, this programme could be strengthened by a revolving loan fund.

Other participating agencies which have been trained by IICA in small enterprise management:

Guyana Cooperative Agricultural and Industrial Development Bank (GUYBANK)
Ministry of Cooperatives
Ministry of National Development
State Planning Secretariat

Other institutions which have expressed an interest in IICA business methodology:

Guyana Manufacturing and Industrial Development Agency (GUYMIDA)
Small Business Institute of Guyana.

BARBADOS

Barbados Agricultural Development Corporation

Responsible for putting into operation the commercial plantations owned by the Government, the Barbados Agricultural Development Corporations (BADC) extension service requires strengthening in several respects, particularly in business management.

Barbados National Development Foundation

Similar to the Jamaican National Development Foundation, this private non profit institution was established recently. Its needs are also in the area of credit system strengthening and business management development.

Other participating agencies which have been trained by IICA in small enterprise management:

Barbados Agricultural Society
Ministry of Agriculture and National Resources
Ministry of Labour, Youth and Community Development
National Training Board

Other institutions which have expressed an interest in the IICA business methodology:

Women and Development Unit, U.W.I.
Women in Development, Inc.

SURINAME

In Suriname, IICA has identified the need for small enterprise management training as well as a loan programme in the following institutions:

Ministry of Agriculture, Livestock and Fisheries
(4-H Programme)
Agriculture Bank

TRINIDAD & TOBAGO

In Trinidad and Tobago, IICA has identified the need for small enterprise management training and/or a loan programme in the following institutions:

Agricultural Development Bank
Food and Agriculture Cooperation
SERVOL
Ministry of Agriculture

2.4 IICA experience regarding the specific problem

IICA has developed and implemented two major projects in recent years which address the problem being discussed. In 1983, the FORGE (Fortalecimiento de la Capacidad Gerencial de Empresas Asociativas de Produccion Agropecuaria) project was initiated in Honduras, Panama, Nicaragua and Costa Rica. Later in 1983, the IRD/SEM (Integrated Rural Development/ Small Enterprise Management) project began in Jamaica, with

later activities in Guyana and Barbados. The methodology developed in the IRD/SEM project will be utilized in the IICA technical support to the IDB projects in the Caribbean Area. However, important elements of the FORGE experience will also be incorporated, as the FORGE Director was transferred to the IICA Jamaica office upon completion of the project in mid-1986. A summary of the FORGE and IRD/SEM projects and impact follows:

2.4.1 FORGE (Fortalecimiento de la Capacidad Gerencial de Empresas Asociativas de Produccion Agropecuaria)

IICA has been involved in management training for farm enterprises for more than 10 years through the Training and Study Programme on Agrarian Reform and Rural Development for the Central American Isthmus and the Dominican Republic (PRACA), the GOBHOL project to assist associative agricultural production cooperatives (AAPA's) and recently, through the strengthening of managerial capacity in the AAPA Project (FORGE).

FORGE's purpose was to improve managerial skills in associative enterprises in Costa Rica, Panama, Nicaragua and Honduras.

The three year project began its activities in 1983 by training national technicians in management techniques. After their training, the project technicians trained cooperative members in accounting and record keeping, cooperative planning, implementation planning, control and records analysis to strengthen decision making capabilities of the cooperative administrators.

Cooperative members were also trained in the interpretation of income and financial statements to improve participation of cooperative members in the decisions making process.

Table I shows the number of people trained and the number of cooperatives assisted in every country.

TABLE I. TRAINING AND TECHNICAL ASSISTANCE IN COOPERATIVE MANAGEMENT

	Costa Rica	Honduras	Nicaragua	Panama	TOTAL
Technicians	6	150	185	12	353
Cooperative Administrators	25	600	360	92	1,077
Cooperatives assisted	11	140	120	34	305
Cooperative members	250	2,500	2,500	620	5,870

During the three years, the project published 12 documents dealing with methodologies for cooperative planning and financial management and more than 140 papers containing information on training methodologies, case studies and analysis of cooperative income and financial statements.

2.4.2 INTEGRATED RURAL DEVELOPMENT/SMALL ENTERPRISE MANAGEMENT PROJECT

During 1983, at the request of Things Jamaican Limited, the IICA Jamaica Office developed a pilot test manual titled "Marketing Hints for Jamaican Craftworkers". This booklet, which was developed jointly with the producers, was distributed to 5,000 craftworkers, 300 of whom attended a one-day training session.

In addition, 17 trainers from 6 Jamaican agencies were trained by IICA on how to use this manual. These agencies were:

Ministry of Agriculture (Rural Farm Family Development Programme)
Ministry of Construction (Housing), (Community Services Division)
Ministry of Youth and Community Development (Bureau of Women's Affairs and 4-H Clubs of Jamaica)
Girl Guides Association
National Development Foundation
Things Jamaican, Limited

This pilot effort was well received by the agencies and demonstrated the need for a more comprehensive approach to understanding business operations, using the same simple, participatory format.

In the course of discussions between IICA and the national agencies, it was recognised that many of the low-income rural producers with whom these agencies worked, did not know how to manage their businesses efficiently.

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

In January 1984, the Jamaican Small Business Training Programme was initiated and an advisory committee (the Small

Business Training Advisory Committee or SBTAC) comprised of representatives from six Jamaican agencies* and IICA, was formed.

In order to achieve its primary objective of enabling Jamaican rural micro-entrepreneurs to manage their businesses more efficiently and thus improve their chances of improving their incomes, the Small Enterprise Management Programme sought to:

a) produce six training manuals, each covering a different aspect of business management
b) train approximately 89 national agency staff to become business trainers, using the manuals
c) train approximately 2,280 low-income micro-entrepreneurs in business management
d) strengthen 5 national institutions through joint development of the programme.

In March 1984, IICA and the SBTAC sought funding from the United States Agency for International Development (USAID) to assist in financing part of the production and training staff and for publication costs. In January 1985, a grant totalling US$66,100.00 to cover about one-third of the programme's costs for one year was received.

Two other Caribbean countries - the Cooperative Republic of Guyana and Barbados - joined the project in 1985 and 1986, respectively. In addition, the training materials have been reviewed in St. Lucia as part of a round-table discussion on small enterprise management.

* The Girl Guides Association no longer participated and the Small Businesses Association joined the group.

SCOPE OF WORK OF PROJECT

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

Materials Development

In August 1985, the first in a series of manuals was published, titled "Operating a Small Business in Jamaica". This manual had been developed and tested with trainers and producers over an 18 month period. The same methodology has been applied in the development of the two other manuals in the series, titled "Starting and Financing a Small Business in Jamaica" and "Marketing Jamaican Small Business Products".

All three manuals are geared for use by individual, partnership and cooperative enterprises involved in agriculture, manufacturing, retailing and the provision of services.

Accompanying the business manuals is a guide for trainers, titled "Teaching Tools for Small Business Trainers".

Training of trainers

Staff members (managers, extensionists, field officers, social workers) of participating agencies are selected by agencies to attend regular training sessions. During these sessions, IICA specialists in rural development and small business management guide the trainers in the basic techniques of teaching adults and specifically in teaching the business concepts contained in the three manuals.

Technical services

Once trainers have been trained, they are encouraged to provide business training to the producers served by their agency. IICA offers three technical services when observing the trainers train producers: the training materials are evaluated for their effectiveness with the producers; the performance of the trainers is assessed; and a resource person is available during training should difficult questions arise which the trainer cannot handle. In Jamaica, IICA, with the assistance of the Peace Corps has placed technical service officers in Kingston, Ocho Rios, Montego Bay, Port Antonio, Mandeville and May Pen and these volunteers cover the northern, western, central and southern regions of the island.

The Small Business Training Advisory Committee

In Jamaica the project is advised by an informal group representing the participating Jamaican agencies and the responsible staff from the IICA Office in Jamaica. In July of 1985, the Self Start Fund was invited to join the Jamaican committee bringing to seven, the number of government and private development agencies participating in the programme.

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

Impact

Based on the responses from Jamaican agencies and the rural producers they serve, the business manuals are filling a felt need. An evaluation report on the project in Jamaica done by a consultant in the private sector states, in part:

> ..."The manuals are very popular among the agencies and all see it as an invaluable tool and the best benefit to date they have received from the programme"....

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

Regarding the performance of their trainers, agency representatives have stated that it is average to good; all state that the primary weakness is the trainers' lack of knowledge and use of training techniques. In response to this concern, the course on training techniques has now been added as a regular requirement for trainers' participation in the programme.

3. OBJECTIVES

The project objectives and products are listed below, followed by the logical framework matrix on the next page.

3.1. General Objective (Goal)

To increase the income and improve the quality of life of low-income producers in the Caribbean Area.

3.2 Specific Objective (Purpose)

To strengthen Caribbean institutions serving the micro-entrepreneurial sector.

3.3 Products generated (Outputs)

3.3.1 Effectively operating Small Enterprise Management Advisory Committees in each participating country.

3.3.2 Efficient utilization of small loans in each participating country.

3.3.3 Production of small enterprise management training materials in each participating country.

3.3.4 Completion of training for agency staff (as business trainers) in each participating country.

3.3.5 Development of business advisory services in each participating country.

Logical Framework Matrix

Narrative Summary	Indicators and verification	External Conditioning Factors
General Objective:		
To increase the income and improve the quality of life of low-income producers in the Caribbean Area.	In 50% of producers reached at least 5% increase in income, in the other 50% some reported increase	Natural disasters or world markets do not affect the national economies too negatively.
Specific Objectives: To strengthen Caribbean institutions serving the micro-entrepreneurial sector.	Minimum # of institutions served: Jamaica 20 Guyana 10 Barbados 10 Suriname 5 Trinidad & Tobago 5	National institutions make participation in the programme priority with regard to staff and budget.
Products generated:		
1. Effectively operating SEM Advisory Committees	Jamaica since January 1984 Guyana by July 1987 Barbados by December 1987 Suriname by July 1989 Trinidad & Tobago by December 1989	1. Commitment to participation exits and is maintained
2. Effective utilization of small loans	Jamaica 6 by December 1990 Guyana 4 by December 1990 Barbados 4 by December 1990 Suriname 2 by December 1990 Trinidad & Tobago 2 by December 1990	2. Agencies are able to qualify for loans and IICA assistance.
3. Production of training materials	Jamaica by December 1987 Guyana by December 1988 Barbados by December 1988 Suriname by December 1989 Trinidad & Tobago by December 1989	3. Paper and printing facilities available.
4. Completion of business training	Jamaica by December 1988 Guyana by December 1989 Barbados by December 1989 Suriname by December 1990 Trinidad & Tobago by 1990	4. Motivation of trainers exists and is maintained.
5. Development of business services	Jamaica by December 1988 Guyana by December 1989 Barbados by December 1989 Suriname by December 1990 Trinidad & Tobago by December 1990	5. Agencies support the concept.

4. GENERAL STRATEGY

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

a) Staffing
b) Advisory Committees Formation
c) Credit systems strengthening
d) Materials production
e) Training of trainers
f) Business advisory services

Each of these key components is an essential part of the whole project and the Jamaican experience has shown that none should operate independently.

4.1 Staffing

Staffing should begin as soon as the project is started with a goal of completion by the end of the first quarter of 1988.

An international professional will be located in Jamaica. This person will be responsible for the international coordination of the project. He/she should be experienced in multinational development work, be familiar with the IICA small enterprise management methodology and, preferably, have a business background.

A national professional will be located in Barbados, responsible for the programme in Barbados and Trinidad and Tobago. Training sessions will be held in both Trinidad and Tobago and in Barbados. Selected persons from St. Lucia, Dominica and Grenada will travel to Barbados for training sessions. This national professional must be well versed

in the content of the training materials as well as able to teach from them. He/she will be responsible for establishing and maintaining the project in each both countries.

Another national professional has already been located in Guyana, and is responsible for establishing and maintaining the programme in Guyana. This person has been funded by the Guyanese government, was brought to Jamaica for training and will receive continuous support from the project base in Jamaica. In the future, this person will be asked to support activities in Suriname as well.

4.2 Formation of Advisory Committees

In Jamaica, the Small Business Training Advisory Committee (SBTAC) is composed of representatives from eight national agencies which have an interest in the well-being of small enterprises. This interest manifested itself in the creation of an informal group which requested the assistance of IICA to bring management training and advice to rural small enterprise managers. The Committee has remained in place and performs a most valuable function of serving as an inter-institutional guide to the project.

Early creation of strong advisory committees in each country, such as the one in Jamaica, will assure active participation and concern for the project on the part of each national institution. The direction of activities in each country should be guided by such a committee in order to assure a responsiveness to national needs.

A careful search must be made in each country for the national agencies which have the most concern for small enterprises and are willing to commit time and effort to

addressing these concerns. After identification, capable staff persons from each agency must be recruited to serve on the committee. They must meet on a regular basis, appoint a chairperson for each meeting, follow an agenda which is prepared and distributed beforehand, keep minutes and formalize action and decisions with motions that are moved-seconded and passed by vote.

Identification and recruitment of advisory committee members should begin in each country as soon as the staff is in place. The work of the advisory committee should continue as long as there is a need for the programme.

4.3 Credit Systems Strengthening

Because IICA responds to requests for technical assistance from host country governments and their agencies, favourable attention will be given to requests by lending institutions which serve low income micro-enterprises. Depending upon the particular needs of each Caribbean institution loan, IICA will work to strengthen the loan emission monitoring and collection system.

4.4 Production of Training Materials

The business management concepts may be conveyed in the same way throughout the Caribbean. However, culturally appropriate examples and local vernacular can be incorporated to give the materials the cultural flavour of each Caribbean country. For this reason, Advisory Committees may require that the Jamaican materials be modified. This should be initiated early on.

An example of this cultural modification can be found on page 20 of the manual entitled "Operating a Small Business in Jamaica". Here it states that joining a "partner" is one of the ways to save money in Jamaica. A "partner" is a group of people contributing a specified sum of money, on a regular basis, over an agreed-upon time period. Individuals are allowed to draw the total amount of money they will have to contribute according to a scheduled date. These withdrawal dates coincide with the contribution dates. All contribute on each date but only one withdraws. In Guyana a "partner" is called a "meeting". The modification for Guyana, would therefore involve making the appropriate change, along with an appropriate Guyanese example.

Material development should begin in each country as soon as the staff is in place and host country resource persons are available to assist.

4.5 Training of Trainers

Training of trainers should begin immediately, even as materials are being adapted. The training process can serve to test the new materials, while preparing the trainers to begin training producers. These business training sessions can be held in various locations in each country. A minimum of 10 people and preferably no more than 20 people is recommended. Sessions would take place over a three day period at each location. A high level of participation should be encouraged and case studies should be used extensively.

Topics covered are starting, financing, and operating a small business and marketing small business products. See Appendix B for the contents of these manuals.

4.6 Business Advisory Services

The most effective trainers in each country will be formed into a cadre of business advisors. IICA is presently developing a small enterprise advisory service in Jamaica. This resulted from the realization that not all small enterprise needs can be met through conventional group training sessions.

It has been found that one effective way of rounding out the training of micro-entrepreneurs is on a "one-on-one" basis, because managers of small enterprises can seldom make a complete application of group training materials to their particular business problems without this follow-up/ monitoring. Further development assistance through business advisory services is a natural extension of the rapport between the trainer and the producer developed through the business training.

The material content and methodology of the IICA manuals can be selected to suit the needs of special groups or individuals. An example of tailoring the training materials and methods to agency needs can be seen in the 4-H Clubs of Jamaica loan recipients.

4-H club members receive training in two three-day sessions, one just prior to fund disbursement and the other 3-6 months later. The materials for the training are selected for relevancy to the particular type of enterprise. The advisory service would then continue on a "one-on-one" basis for the duration of the loan period. This implementation schedule is shown under section 4.3.

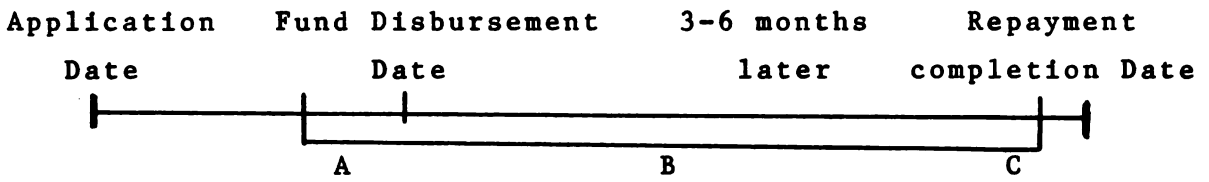
Once the loan is made, IICA would provide the following services:

1. Training trainers and providing training materials for the loan recipients.

2. Assisting in developing procedures for the application, processing, disbursement and collection of loans.

Following is an example from an actual IICA experience with the 4-H IDB loan in Jamaica.

This business training implementation schedule can be applied to other loan recipients.



A. 1st 3-day Business training session to occur just prior to fund disbursement.

B. 2nd 3-day Business training session to occur 3-6 months after fund disbursement.

C. Business Advisory Service to continue to the end of Loan Repayment period.

The curricula for sessions A and B can be found in Appendix C. Following is an implementation schedule for the operating strategy.

	1988				1989				1990			
	1	2	3	4	1	2	3	4	1	2	3	4
4.1 Staffing	---											
4.2 Advisory Cttes.	---	---	---	---	---	---	---	---	---	---	---	---
4.3 Credit Systems Strengthening					---	---	---	---	---	---	---	---
4.4 Materials Production		---	---	---	---	---	---					
4.5 Training of Trainers		---	---	---	---	---	---	---	---	---	---	---
4.6 Business Advisory Services							---	---	---	---	---	---

The curricula for sessions A and B can be found in Appendix C. Following is an implementation schedule for the operating strategy.

	1988				1989				1990			
	1	2	3	4	1	2	3	4	1	2	3	4
4.1 Staffing	---											
4.2 Advisory Cttes.	---	---	---	---	---	---	---	---	---	---	---	---
4.3 Credit Systems Strengthening					---	---	---	---	---	---	---	---
4.4 Materials Production		---	---	---	---	---	---					
4.5 Training of Trainers		---	---	---	---	---	---	---	---	---	---	---
4.6 Business Advisory Services							---	---	---	---	---	---

5 ACTIVITIES

ACTIVITIES (for each participating country)	Final Product to which they contribute	External conditioning factors
1.1 Identification of key institutions working with small business sector and individuals able to represent these institutions.	1. Effectively operating SEM Advisory Committees	1.1 That institutions and individuals decide to participate in the programme.
1.2 Convening of first meeting of Advisory Committee in order to set objectives, rules and procedures and select first chairperson.		1.2 That sufficient commitment exists to hold and attend regularly scheduled meetings.
1.3 On-going meetings of committee to guide the activities of the programme.		1.3 That sufficient commitment exists to hold and attend regularly scheduled meetings.
1.4 Prepare a baseline study with participating agencies to measure existing income levels of producers the agencies intend to reach with SEM training.		1.4 That producers are willing to divulge information.
	2. Efficient utilization of small project loans	
2.1 From among participating institutions identify those having loans requiring business strengthening and those having potential for receiving loans.		2.1 That institutions are interested in receiving loans and IICA technical services.
2.2 Provide training and advice for the strengthening of both types of institutions.		
2.3 Support those institutions having potential for loans by helping to prepare loan requests.		2.3 That institutions can qualify for loans.
2.4 Provide on-going support once loans have been emitted.		

5. ACTIVITIES CONT'D

	3. Production of business training materials	
3.1 Review the materials developed and used in Jamaica.		
3.2 Determine culturally appropriate changes.		3.2 That individuals exist in each country to assist with the cultural adaptations.
3.3 Test manuals.		
3.4 Revise materials.		
3.5 Publish materials.		3.5 Printing facilities must be available.
	4. Completion of business training.	
4.1 Work with participating institutions to select and assess individuals to become business trainers.		4.1 That staff will be available to work with.
4.2 Conduct series of business training seminars.		
4.3. Evaluate performance of trainers as they train producers.		4.3 That agencies will budget the funds required to train producers and institutionalize.
4.4 Provide feedback to trainers until ready for certification.		
4.5 Certification.		
4.6 Institutionalize business training activities.		
	5. Development of business advisory services	
5.1 Selection of most competent business trainers to become business advisors.		5.1 That staff will be available to work with.
5.2 Conduct series of business advisory seminars.		
5.3 Evaluate performance of business advisors.		
5.4 Provide feedback to business advisors.		
5.5 Institutionalize business advisory services.		5.5 That agencies will budget the funds required to institutionalize.

6. BENEFICIARIES

The beneficiaries of the project will be the trainers (staff of participating agencies) and the micro-entreprenuers receiving assistance from their agencies in countries served by the project.

The trainers will be largely field officers who have had limited or no training in the management of small enterprises. Many of these persons are responsible for the development and or management of income-generating projects, or are required to act as advisors to community-based enterprises. Often, they are also required to oversee small loans or grants made to projects and to ensure that loans are repaid. Their lack of management training often hampers the development of enterprises for which they are responsible and thus limits the capacity of the producers to increase their incomes and to repay loan funds. This project will develop the management skills of these trainers in order that the projects they oversee will be viable and result in better incomes and a better quality of life for the producers.

With declining employment in many sectors of the economies of Caribbean countries, increasing numbers of the rural and urban low-income populations are being encouraged to start their own enterprises. These potential micro-entrepreneurs for the most part, have had limited education and lack the proficiency to become self-reliant, though many possess the innate skills required for business which could be developed through training. The management training offered by the project uses materials which are simply written and easily understood by persons with basic primary education. Experience in Jamaica has shown that self-confidence on the part of the micro-entrepreneurs increases significantly after participating in the business training, and leads to a better awareness of the potential benefits from well managed enterprises.

7. TOTAL COSTS

1988

Jamaica* Co-ordination	DONOR	IICA	USPC	NATIONAL GOVT'S	TOTAL
International Professional	60,000	20,000 a/			80,000
National Professional	6,000	6,000 a/	30,000		42,000
Administrative Support	20,000	15,000 b/			35,000
Travel	7,500	2,500			10,000
Publications		20,000			20,000
National Agency Participation				28,000 e/	28,000
Sub-Total	93,500	63,500	30,000	28,000	215,000
Barbados* Trinidad & Tobago					
International Professional		10,000 a/			10,000
National Professional			20,000		20,000
Administrative Support	10,000				10,000
Travel	7,500	2,500			10,000
Publications	20,000				20,000
National Agency Participation				42,000 e/	42,000
Sub-Total	37,500	12,500	20,000	42,000	112,000
Guyana*/Suriname					
International Professional		10,000 a/			10,000
National Professional				10,000 d/	10,000
Administrative Support	10,000				10,000
Travel	7,500	2,500			10,000
Publications	20,000				20,000
National Agency Participation				42,000 e/	42,000
Sub-Total	37,500	12,500		52,000	102,000
TOTAL	168,500	88,500	50,000	122,000	429,000

* Indicates location of staff

USPC - U.S Peace Corps

1989

Jamaica*	DONOR	IICA	USPC	NATIONAL GOVT'S	TOTAL
International Professional	65,000	22,000 a/			87,000
National Professional	7,000	7,000 a/	30,000		43,000
Administrative Support	25,000	18,000 b/			43,000
Travel	7,500	2,500			10,000
Publications		10,000			10,000
National Agency Participation				30,000 e/	30,000
Sub-Total	104,500	59,500	30,000	30,000	224,000
Barbados* Trinidad & Tobago					
International Professional		11,000 a/			11,000
National Professional			20,000		20,000
Administrative Support	12,000				12,000
Travel	7,500	2,500			10,000
Publications	10,000				10,000
National Agency Participation				45,000 e/	45,000
Sub-Total	29,500	13,500	20,000	45,000	108,000
Guyana*/Suriname					
International Professional		11,000 a/			11,000
National Professional				11,000 d/	11,000
Administrative Suppqrt	12,000				12,000
Travel	7,500	2,500			10,000
Publications	10,000				10,000
National Agency Professional				45,000 e/	45,000
Sub-Total	29,500	13,500		56,000	99,000
TOTAL	163,500	86,500	50,000	131,000	431,000

* Indicates location of staff

USPC - U.S Peace Corps

1990

Jamaica*	DONOR	IICA	USPC	NATIONAL GOVT'S	TOTAL
International Professional	70,000	25,000 a/			95,000
National Professional	8,000	8,000 a/	30,000		46,000
Administrative Support	27,000	20,000 b/			47,000
Travel	7,500	2,500			10,000
Publications		10,000			10,000
National Agency Participation				35,000 e/	35,000
Sub-Total	112,500	65,500	30,000	35,000	243,000
Barbados* Trinidad & Tobago					
International Professional		12,500 a/			12,500
National Professional			20,000		20,000
Administrative Support	14,000				14,000
Travel	7,500	2,500			10,000
Publications	10,000				10,000
National Agency Participation				52,500 e/	52,500
Sub-Total	31,500	15,000	20,000	52,500	119,000
Guyana*/Suriname					
International Professional		12,500 a/			12,500
National Professional				12,000 d/	12,000
Administrative Support	14,000				14,000
Travel	7,500	2,500			10,000
Publications	10,000				10,000
National Agency Participation				52,500 e/	52,500
Sub-Total	31,500	15,000		64,500	111,000
TOTAL	175,500	95,500	50,000	152,000	473,000

* Indicates location of staff

USPC - U.S Peace Corps

1988-89-90

Jamaica*	DONOR	IICA	USPC	NATIONAL GOVT'S	TOTAL
International Professional	195,000	67,000 a/			262,000
National Professional	21,000	21,000 a/	90,000		132,000
Administrative Support	72,000	53,000 b/			125,000
Travel	22,500	7,500			30,000
Publications		40,000			40,000
National Agency Participation				93,000 e/	93,000
Sub-Total	310,500	188,500	90,000	93,000	682,000
Barbados* Trinidad & Tobago					
International Professional		33,500 a/			33,500
National Professional			60,000		60,000
Administrative Support	36,000				36,000
Travel	22,500	7,500			30,000
Publications	40,000				40,000
National Agency Participation				139,500 e/	139,500
Sub-Total	98,500	41,000	60,000	139,500	339,000
Guyana*/Suriname					
International Professional		33,500 a/			33,500
National Professional				33,000 d/	33,000
Administrative Support	36,000				36,000
Travel	22,500	7,500			30,000
Publications	40,000				40,000
National Agency Participation				139,500 e/	139,500
Sub-Total	98,500	41,000		172,500	312,000
TOTAL	507,500	270,500	150,000	405,000	1,333,000

* Indicates location of staff
USPC - U.S Peace Corps

8. BUDGET OBSERVATIONS

a) IICA Professional Staff Contribution.
These figures reflect the level of participation, in this project, on the part of the IICA International Professional and National Professional staff.

b) Support Staff Contribution and Office Overheads Contribution.
The figures reflect the contribution, to this project, from the annual costs of operating the office.

d) Contribution by the Guyanese Government for the salary of the National Professional for Guyana.

e) These figures reflect the value of the time contributed to the project by members of the National Advisory Committee and, by the National Agency Trainers while they receive training and while they are training the Small Enterprise Managers
e.g 1st year

10 Advisory Committee members contributing 1/10 of their time	1,200.00
40 trainers being trained 3 days	4,000.00
40 trainers training Small Enterprise Managers	12,000.00
	28,000.00

Jamaica	28,000.00
Barbados	28,000.00
Guyana	28,000.00
Trinidad & Tobago	14,000.00
Suriname	14,000.00

APPENDIX A Integrated Rural Development/Small Enterprise Management Project

NUMBER OF PARTICIPANTS BY TOPIC AND COUNTRY

TRAINING OF TRAINERS

Seminars held 1983 - 1986

COUNTRY:	JAMAICA	GUYANA	BARBADOS	ST. LUCIA	TOTALS
TOPICS:					
Marketing Hints	23				23
Starting & Financing a Small Business	160	18			178
Operating a Small Business	242	20	15	11	288
Marketing Small Business Products	94	18			112
Training Techniques	23				23
TOTALS	542	56	15	11	624

APPENDIX 2

Trainers trained by IICA by Subject and Agency in 1986

Agency	'Operating'	'Starting & Financing'	'Marketing'	'Teaching Tools'
Jamaica				
Small Business Association of Jamaica	-	-	2	1
Ministry of Agriculture	2	12	25	6
Ministry of Construction (Housing)	-	-	7	7
Bureau of Women's Affairs	2	-	-	2
Things Jamaican	-	-	4	1
Social Development Commission	8	12	7	-
Brown's Town Community College	13	14	14	14
Institute of Cultural Affairs	-	2	5	-
4-H Clubs	5	34	22	-
H.E.A.R.T.	10	-	-	-
Miscellaneous	13	9	22	3
Guyana				
Ministry of Youth & Sports			2	
Bureau of Womens Affairs			2	
Ministry of Regional Development			3	
Ministry of Education			1	
Ministry of Manpower			3	
Ministry of Agriculture			1	
Miscellaneous			6	
Barbados				
Ministry of Labour	2			
Barbados Agriculture Development Corp	14			
National Training Board	2			
Ministry of Agriculture	3			
Miscellaneous	3			

APPENDIX B

Contents of Manuals

The materials in the three manuals were originally developed in Jamaica by a number of agencies which joined together in a united effort to produce something that could be useful to all, and expensive to none. They formed a Small Business Training Advisory Committee to guide the preparation of the materials and the training of producers.

All three manuals can be used in individual, partnerships and cooperative enterprises. They are aimed at four major types of small enterprises: manufacturing, retailing, farming and service-type businesses.

STARTING & FINANCING A SMALL BUSINESS IN JAMAICA

This guide to starting and financing a small business was developed for those individuals or groups who want to start a small business or project and need help to find out if their business ideas are feasible. It also takes the micro-entrepreneur two steps further, by looking at sources of financing and those things which need to be done to get the proposed business "off the ground". This guide has also been prepared for the trainers (extensionists, field officers and promoters) who are helping to get these small businesses started.

Part I - Feasibility

This section begins the process of looking at a business from the initial idea, through the analysis of the resources needed, to the final decision. It includes looking at possible business alternatives, deciding on all needed resources, studying market demand and finally preparing a feasibility study for the proposed business.

The feasibility study essentially has four parts. Part I examines the abilities needed for running the proposed business as well as the decisions that must be made on how the business will be set up and managed. Part II assists in estimating the probable market for the products or services to be offered and the probable prices and sales volume. Part III helps to determine the probable income, and looks at the costs of setting up and operating the business and how these costs will be financed. Part IV compares the projected income with alternative uses of time and skills. This section leads to the final decision as to the viability of the venture.

Contents:

- The idea, people and resources
- Feasibility Study
- Preparing a Project Plan

Part II - Financing

The primary concern of the micro-entrepreneur is the availability of money. How much will it cost to set up his business and keep it running? Where will he get financing? Will he have enough to feed his family? These, and other important questions, are examined in this section.on financing. It particularly addresses the theme of "What is financing and why is it important?" There is a focus on special loan programmes available in Jamaica. It provides guidance in preparing loan and grant proposals. Of further importance is the help it gives in putting the financial considerations in their proper perspective as just one of the necessary ingredients in starting a business.

Contents:

Part III - Setting up your Small Business

This last section deals with all the other necessary components of starting a business. One purpose is to show that running a business is a time consuming job that makes constant demands on an individuals thoughts and energies. It deals with the seemingly mundane, yet important, tasks of selecting the legal structure of the business, using a bank, and customer relations. It stresses the necessary analysis that must go into making plans for and decisions about marketing and production. It reminds the businessman that he must consider the internal and external physical organization requested. Finally, it highlights the simple things, the need for basic records. Without the commitment to set up and keep these records, no business will survive and grow.

Contents:

OPERATING A SMALL BUSINESS IN JAMAICA

This guide to operating a small business was developed for the many small business people who want to know more about operating their businesses better, but find the existing materials too difficult. It was also prepared for the trainers (extensionists, field officers, and promoters) who work together with small business people, trying to improve their management skills.

This manual was developed for easy continual reference. It is the one manual to return to time after time. Operating a small business is a constant challenge, and this manual can be a guide to meeting those challenges.

Part I - The A.B.C's of Business

From the opening question, "Why is management important in small business?" to the exercise on working with people that affect your business, this section develops the process of appreciating the basic management skills needed to run a small business.It clearly shows that mastering one phase of management is not enough, but to have awareness of the task, still to be done efficiently, is a good beginning.

Contents:

- Calculating the Price of Your Product
  - Price Calculation for Retail Businesses
  - Cost/Price Calculation for Small Farmers
- Working with People
  - Customers, Suppliers, Workers

Part II - Basic Record Keeping

This section emphasizes the vital importance of keeping and using basic records. The foundation of good management is to know where you have been (what you have done), what is happening now, and deduce from the past and present what the future may bring to your business.

It is very difficult to project into the future without knowing what has happened. The knowledge obtained from simple, basic records can be used successfully by even the smallest businessman.

Contents:

- Your Receipt Book and Order Book
- Your Cash Book
  - Summarising Your Cash Book
- Production Records
- Stock Control
- Valuing Your Assets
- Preparing Statements of Business Performance

Part III - Planning and Analysis for your business

Even the smallest entrepreneur thinks about the future of his/her business. It is natural to want to see it survive and grow. Yet proper analysis and any subsequent planning are skills that are acquired. This section suggests the setting of goals and what

must be done in order to achieve them. It shows how the use of budgeting techniques and cash flow planning can lead to an increase in income and profits.

Contents:

- Planning
- Budgeting
- Cash Flow Planning
- Increasing Income & Profits

MARKETING JAMAICAN SMALL BUSINESS PRODUCTS

Every business, whether large or small, depends on its ability to market its product or service. The relative success of this marketing effort is certainly one of the primary determinants of profitability. This manual helps each entrepreneur to look at the marketing questions that affect them, whether they are engaged in manufacturing, farming, retailing or service business.

Part I - The Importance of Marketing in Small Business

This section of the manual focuses on the development of the proper approach to marketing, regardless of the type of business involved. Providing the answers to such questions as, What will I sell?; Who will I sell to?; What will I charge?; Do I have any competition?; etc. is one of the stepping stones that must be used in the building of a marketing plan or strategy.

Contents:

- What is marketing
- Important activities of marketing
  - Finding out about markets and deciding to whom you will sell
  - Getting what you sell to the consumers
  - Transporting what you sell
  - Storing your goods or crops
  - Packaging and labelling what you sell
  - Controlling quality
  - Promoting what you sell
  - Looking at costs and pricing what you sell
- Hints on how to sell

Part II - Marketing in manufacturing business
Part III - Marketing in retail businesses
Part IV - Marketing in farming businesses
Part V - Marketing in service businesses

Although each of these parts have many marketing problems in common, they also have some that are unique. Each one, therefore, has its own checklist that aids in the development of a one-of-a-kind marketing plan. Such areas as customer identification, sales forecasting, extent of competition, product strategies, distribution channels, promotion and price considerations, all must be addressed for each business individually. This manual helps to ask the right questions so that the answers will be incorporated into an effective marketing plan.

APPENDIX C 4-H CLUBS OF JAMAICA - LOAN RECIPIENT TRAINING

The accompanying training agendas, for training Sessions A & B, constitute a very comprehensive programme that combines the key subject matter in the three (3) IICA manuals: Operating a Small Business, Starting & Financing a Small Business, and Marketing Small Business Products. (See Appendix B for Table of Contents of each manual).

As noted, Training Session A would be held before the 4-H members received their loans. Since the topics would apply to all the participants, as each would have previously chosen a business, pertinent questions and examples could be used throughout the course. Each participant would be required to participate in group and individual workshops. Other learning tools include role playing skits dramatizing important business aspects, especially interpersonal skills and homework assignments which would give each trainee a chance to apply the assignments to his own business.

Training Session A

TUESDAY	Feasibility Study Feasibility Workshop Legal Structure Making Production Decisions L U N C H Physical Organization Setting Up Records Price Calculation Homework Assignment to make your price calculation (Save for session B)
WEDNESDAY	Working with People Receipt Book and Order Book Cash Book L U N C H Cash Book Workshop Production Records Stock Control
THURSDAY	What is Marketing Important Activities of Marketing L U N C H Hints on How to Sell Making a Marketing Plan Workshop - To make your Marketing Plan (Save for session B)

The business training programme, as outlined in Training Session B, would take place 3 to 6 months after the loan recipients received their funds. This training session should accomplish the following:

1. A review of critical material especially in record keeping.
2. Further business training in using results of record keeping in budgeting, planning, etc.
3. Use of results of homework for discussion of their personal projects.
4. Benefit from the formal and informal discussion of the successes and problems that have arisen within their own projects.

TRAINING SESSION B

TUESDAY	Review Price Calculation Go over Homework from 1st day session A Review Cash Book Expense Record L U N C H Sales Record Workshop on Cash Book Summaries Valuing Your Assets
WEDNESDAY	Preparing Statements of Business Performance Workshop L U N C H Planning Budgeting
THURSDAY	Cash Flow Planning Increasing Income & Profits L U N C H Review Marketing Plans Reports (from Thursday session A workshop) Workshop (to make revised marketing plan)

MINISTRY OF AGRICULTURE

PROPOSAL

CO-OPERATIVE PROJECT FOR THE ESTABLISHMENT OF A NATIONAL AGRICULTURAL BIBLIOGRAPHIC INFORMATION SYSTEM IN JAMAICA

Kingston, Jamaica
June, 1986

CONTENTS

PROJECT SUMMARY

PURPOSE

The proposed Project aims at improving the organization and operational capacity of six (6) agricultural libraries and at establishing mechanisms for the integration of a national bibliographic system, to provide support by way of information and data in the formulation of policy and implementation of programmes in the Agricultural Sector in Jamaica.

LOCATION

The project will be located at the Ministry of Agriculture. The management and monitoring will be the responsibility of the Department of Science, Technology and Research, through the Main Library at Hope Gardens.

DURATION

The time foreseen for the execution of the activities is forty-eight (48) months.

CO-OPERATING ORGANIZATIONS

The execution of this project calls for co-operative action between:

- the Ministry of Agriculture of Jamaica;
- the Canadian International Development Agency;
- the Inter-American Institute for Co-operation on Agriculture (IICA).

BENEFICIARIES

The direct beneficiaries will be three libraries of the Ministry of Agriculture and three (3) libraries from other institutions of the Agricultural Sector. The project will also contribute to the plan for the establishment of the national information network for science and technology comprising the different disciplines.

BUDGET

The estimated cost of the project is US$420,540. The contribution of each sponsoring organization will be:

(a) US$138,500 by the Ministry of Agriculture (MINAG) based on the present infrastructure and resources of the Main Library at Hope Gardens.

(b) US$282,040 by the Canadian International Development Agency (CIDA).

SITUATION AT THE END

It is anticipated that at the end of the project, the organization and operational capacity of six (6) libraries would have been up-graded, mechanisms for integrating the action of these libraries into a national system would have been developed and implemented and the flow of agricultural information has been improved.

INTRODUCTION

This document reflects the interest of the Ministry of Agriculture of Jamaica in improving the accessibility to accurate, up-to-date and timely agricultural bibliographic information available in the country and abroad.

To formalize the expressed interest, this document contains a proposal for a co-operative project aimed at strengthening the bibliographic information infrastructure available in the country through a set of articulated actions.

This project proposal is submitted for the consideration of the Canadian International Development Agency for funding.

The Inter-American Institute for Co-operation on Agriculture (IICA/ Jamaica) co-operated with the Ministry of Agriculture in the elaboration of this proposal. It is expected that the Ministry of Agriculture would request technical support from IICA for the implementation of the project.

1. BACKGROUND

In recent years much emphasis has been placed on the Agricultural Sector and targets in planning are directed to improved and higher levels of productivity, and at advances in development with the ultimate goal of creating the capacity in the Agricultural Sector to respond more effectively to national needs and to contribute to the economic recovery.

In approaching these goals, information is a crucial resource to personnel involved in agriculture at all levels. It has been recognized for many years that there is need for a National Agricultural Information System (NAIS) which can provide an integrated approach to the management and utilization of information resources. This, in effect ensures the best use of information generated nationally and globally to maintain continuity, to increase technical co-operation and to avoid unnecessary duplication of efforts and resources.

The Main Library of the Ministry of Agriculture, established in 1876, holds an invaluable collection of agricultural documents. It has been designated as the focal point for agricultural information within the National Information Network, and has been participating in global, regional and sub-regional systems such as AGRIS, CARIS, AGRINTER and CAGRIS since their establishment. However, the level of participation and the user services need to be improved and expanded for the maximum utilization of the information available at the library.

Within the Ministry there are a number of divisions such as the Data Bank & Evaluation Division, Production & Marketing Division, Planning Division and Forestry Department which maintain collections of documents related to their work. Most of these documents are produced within, or for, these divisions and are not organized systematically. Under the proposed Project, such collections are to be organized and their existence made known to others who may need the information.

The new Research Complex at Bodles in Old Harbour (30 miles away from the Main Library) has accommodation for a library but it is neither equipped nor has the manpower to operate as a service point. Since the establishment of the Research Station, a number of requests have been made to the Main Library by the research officers for an information service. Although it has been recognized that an information service is crucial to their activities, the lack of resources in terms of furniture, equipment, documents and manpower and the lack of the means for transportation and communication between the Library and the Research Station prevents the Library from providing the services needed on a regular basis to these members of staff.

In addition to the Ministry's libraries, a number of specialized collections of documents exist in various institutions such as the Sugar Industry Research Institute and the Coconut Industry Board, which need to be organized and processed and to be made accessible to users of information.

Additionally, in order to establish a truly functional National Agricultural Information System (NAIS) it is necessary that the facilities and manpower at the Main Library, divisional libraries, and institutional libraries be up-graded and co-ordinated for an integrated system at the national level. At the global level, it is expected that links with regional and international systems will be improved by using new technologies such as computers for improved storage, retrieval and transfer of information.

2. THE PROBLEM

The policies, programmes and projects underway in the Agricultural Sector of Jamaica should be firmly grounded in the real conditions of the country. It has been widely recognised that the identification and assessment of the national situation depends to a large extent on whether the countries have access to relevant, reliable and timely information both local and external.

The Agricultural Sector of Jamaica produces a considerable volume of documented information. On the other hand, the institutions of the Sector require information from appropriate local and external sources for the planning, development and monitoring of agricultural projects. Development of the Agricultural Sector of Jamaica is seriously affected by relevant information not being available in the type, quality, quantity and frequency as required. The non-availability of basic information is compounded by the following major constraints: lack of professional library personnel, limited bibliographic resources, lack of library organization, lack of economic resources to increase the services of the libraries in the short term, lack of co-operation among libraries, and, the lack of an adequate communication and transportation system between the Library, and, the user communities and other information units.

3. JUSTIFICATION OF THE PROJECT

In order to overcome the major constraints that obstruct access to relevant information, concentrated action must be devised and developed.

This Project is essential to make it possible to lay the groundwork for the establishment and functioning of a national agricultural bibliographic information system which would ensure that the needed resources of information may become readily available.

2. THE PROBLEM

The policies, programmes and projects underway in the Agricultural Sector of Jamaica should be firmly grounded in the real conditions of the country. It has been widely recognised that the identification and assessment of the national situation depends to a large extent on whether the countries have access to relevant, reliable and timely information both local and external.

The Agricultural Sector of Jamaica produces a considerable volume of documented information. On the other hand, the institutions of the Sector require information from appropriate local and external sources for the planning, development and monitoring of agricultural projects. Development of the Agricultural Sector of Jamaica is seriously affected by relevant information not being available in the type, quality, quantity and frequency as required. The non-availability of basic information is compounded by the following major constraints: lack of professional library personnel, limited bibliographic resources, lack of library organization, lack of economic resources to increase the services of the libraries in the short term, lack of co-operation among libraries, and, the lack of an adequate communication and transportation system between the Library, and, the user communities and other information units.

3. JUSTIFICATION OF THE PROJECT

In order to overcome the major constraints that obstruct access to relevant information, concentrated action must be devised and developed.

This Project is essential to make it possible to lay the groundwork for the establishment and functioning of a national agricultural bibliographic information system which would ensure that the needed resources of information may become readily available.

4. OBJECTIVES OF THE PROJECT

Main Objectives

(a) To assist the Ministry of Agriculture to improve the resources, organization and operative capacity of libraries in the Agricultural Sector of Jamaica, enabling them to better support the formulation of policies and the implementation of agricultural programmes and projects.

(b) To foster the co-ordination and integration of a national agricultural bibliographic information system based on the existing documentation units and within the framework of the "Plan for a National Documentation, Information and Library System for Jamaica".

Specific Objectives

(a) To assess the agricultural information resources available within the country and to identify information needs and priorities of the user community.

(b) To train and reinforce the human resources of the agricultural libraries.

(c) To improve the collections, equipment and furniture of selected libraries.

(d) To plan and work towards the integration of the different documentation units into a co-ordinated national system.

(e) To organize and provide specialized information products and services for users.

(f) To develop or adopt standardized systems and tools for the procurement, analysis, processing of data and dissemination of information and data.

(g) To introduce and develop the use of computer technology for processing, storing and delivering information.

(h) To produce a data base of the national agricultural literature and disseminate this information through a printed national bibliography.

(i) To develop mechanisms of integration and co-operation with other sectoral information systems at national, sub-regional, regional and international levels.

5. DURATION OF THE PROJECT

The time foreseen for achieving the main and specific goals of the project is forty-eight (48) months. The starting and termination dates of the project will be defined upon the signature of an agreement between the Ministry of Agriculture and the sponsoring organizations

6. PARTICIPATING ORGANIZATIONS

This project will be a co-operative effort among the following institutions:

(a) The Ministry of Agriculture of Jamaica - which will provide as a counterpart the present human, economic and material resources of its library infrastructure. In addition, the Ministry will assume responsibility for project management and monitoring through its main library at Hope Gardens.

(b) The Canadian International Development Agency (CIDA) - which will contribute economic resources for financing the execution of the programmed activities and the evaluation of the outputs of the project.

(c) The Inter-American Institute for Co-operation on Agriculture (IICA) - which at the request of the Ministry of Agriculture will provide technical assistance through its Office in Jamaica and its Inter-American Documentation and Information Centre (CIDIA) in Costa Rica.

The management of the project will also seek the support of the National Council on Libraries, Archives and Documentation Services (NACOLADS) and the National Library of Jamaica in order to achieve the objectives of this project.

7. STRATEGY AND ACTIVITIES OF THE PROJECT

To accomplish the goals mentioned in the objectives, the Project will adopt the following strategies.

(a) Strengthening the resources and operative capacity of the Main Library of the Ministry so that it becomes the support centre for the execution of the project and an effective focal point for the national agricultural bibliographic information system.

(b) Up-grading the resources, organization and operative capacity of five (5) additional documentation units within and outside the sphere of the Ministry, enabling them to improve services to the users and to create conditions for participating in co-operative activities. The Ministry should devise mechanisms for involving the external units in the Project.

(c) Design and implement mechanisms that will ensure accessibility to the wealth of agricultural documentation existing within and outside the country, through concerted and co-operative action among the different libraries.

Based on the above general strategy, the Project will perform the following activities:

(a) Strengthening of Library Collections

This activity will be concerned with:

(i) assessment of the collections of six (6) libraries;

(ii) determination of the information needs of the institutions served by these libraries.

(iii) selection and acquisition of new documents based on outcome of (i) and (ii) above;

(iv) incorporation of the acquisitions into the different collections for service to the users.

(b) Training Programme

In order to have both the existing personnel and the Project's contracted personnel involved in the planning, programming and implementation of this Project, some degree of knowledge about the organization, operation and administration of information systems has to be provided for them, through the following approaches:

(1) Short National Courses

This activity will be concerned with planning, organization and execution of at least four courses for library personnel of the Agricultural Sector of Jamaica.

Local or external consultants should develop these training activities and the content of the courses, should focus on areas of: collection of library materials, organization of library materials, services to the users, administration of documentation units and interconnection of information systems.

(2) In-service Training Abroad

This activity will deal with exposing three members of the library staff to advances and experiences in documentation and information. The training will be carried out at centres of excellence in countries of the Caribbean and Latin America and should focus on aspects of organization of documentation centres, indexing, specialized services, computerization of library operations, access to bibliographic data bases, etc.

(3) Technical Meetings

This activity will be concerned with the participation of selected library personnel in meetings, seminars, workshops, etc. organized by library associations and regional organizations in countries of the Caribbean and Latin America. Through this activity, the local library personnel will become aware of developments and trends abroad and will establish useful links for exchange and co-operation.

(c) Integration of a National System

The purpose of this activity is the elaboration of a plan which provides the basis for the organization and implementation of a national system constituted by all the libraries of the Agricultural Sector, within the framework of the Science and Technology Information Network (STIN). Consultants should be recruited for the elaboration of the plan.

(d) Integrated Catalogue of Serial Publications

The purpose of this activity is to collect information about agricultural periodicals available in Jamaica and to publish and distribute an integrated Catalogue which facilitates access to this information and planning of co-operative acquisitions at national levels among documentation units.

(e) On-going Research Projects and Research Workers

This activity will be concerned with: the collection, analysis and registration of information about current agricultural research projects and research personnel in Jamaica; to organize the resulting data; and to publish and distribute inventories in order to support the management of agricultural research and exchange among research workers.

(f) Computerization of Agricultural Information

The purpose of this activity is: to carry out a study to determine priorities and define requirements for the application of micro-computer technology to handling and dissemination of information in Jamaica; elaboration of a plan for the computerization of selected documentation activities.

This activity needs to be developed by consultants.

(g) Data Base of the National Agricultural Literature and National Bibliography

This activity is related to activities in (f) above and (i/4) below. It will be concerned with identification of relevant documents dealing with the Agricultural Sector of Jamaica published during the last ten years; analysis and registration of data about each document; codification and computer processing of data for the purpose of generating computerized files or a data base; production, printing and distribution of a national bibliography as a means to making the recorded information accessible for use.

(h) Specialized Information Services

This activity will consist of three components:

(1) Production of a Current Awareness Bulletin

The purpose of this service is to organize and publish a periodical to keep the users informed about documents received by the six libraries directly participating in the Project.

(2) Document Delivery Service

Based on the photocopying equipment of the Main Library of the Ministry, the project will provide, on request, photocopies of documents to a selected group of users, as a means to stimulate and increase the use of agricultural literature.

(3) Access to Agricultural Bibliographic Data Bases

This activity is related to activities in (g) above and (i/4) below. Its purpose is to search (on an experimental basis) the data bases produced by the information systems AGRIS and AGRINTER. The outcome of this exercise could lead to the organization of a retrieval system to provide the user with retrospective and current information.

(i) Furniture and Equipment

This activity has six elements.

(1) Book Shelves

The purpose of this activity is to provide the five (5) libraries with this indispensable facility for storage and maintenance of the document collections.

(2) Catalogue Cabinets

The purpose is to provide the five (5) libraries with a means for filing the index memory to the collections and to facilitate users' access to the existing information.

(3) Readers Furniture

The purpose is to provide the five (5) libraries with tables and chairs which allow the users to consult the bibliographic resources.

(4) Micro-computer

This activity will be concerned with the selection, acquisition, installation and operation of a PC micro-computer and the necessary software which will facilitate the introduction of computer technology and the implementation of the activities in (g) and (h/3) described above. The implementation of this activity and the application of the hardware will depend on the results of the study to be carried out under activity (f) mentioned above.

(5) Off-set Printer

This activity will be concerned with the selection, acquisition and installation of printing machine that will facilitate the publication and dissemination of inventories and information sources as well as research and extension literature produced by the Ministry of Agriculture.

(6) Microfiche Reader/Printer

The purpose of this activity is to select, purchase and make available to the users a facility for searching/reading agricultural literature available on microfiche format.

(j) Promotional Literature

The purpose of this activity is to prepare brochures and other material publicizing available library services to encourage their utilization by users.

8. NECESSARY RESOURCES

Funding for the project is for a period of four (4) years. The estimated cost of the project is US$420,540. The contribution of each sponsoring organization will be as follows:

- US$138,500 by the Ministry of Agriculture of Jamaica represented by the present infrastructure, human and information resources, operation and management of the Main Library at Hope Garden.

- US$282,040 by the Canadian International Development Agency (CIDA) to reinforce the action of the institutions of the Agricultural Sector for the establishment of a national agricultural bibliographic information system.

  Details of the necessary resources are given in Tables 8.1 to 8.5.

  The contribution asked from CIDA will be used to finance costs of the following objects of expenditure:

  (a) Personnel

  In order to carry out the activities of the project and to accomplish its purpose, the present library manpower should be reinforced with two (2) librarians, two (2) library assistants, one (1) typist and consultants as identified above.

  The librarians will assist the Project Manager in planning, programming and monitoring the project, and will have direct participation in the execution of the activities with emphasis on training, technical assistance, computerization and systems co-ordination and integration, and indexing.

The library assistants will be responsible for cataloguing, filing, support services to the users, acquisition and maintenance of collection.

The typist will support the production of publications, preparation of reports, catalogue cards, input sheets, etc.

The experts/consultants are needed to carry out studies, to plan and design the national system and computerization and to train local personnel.

(b) Library Collections

With the external economic support the project will up-date and increase the basic collections of six libraries.

(c) Training

With CIDA support the project will finance the travel and accommodation allowance of three (3) members of the library personnel to observe the organization and functioning of documentation centres in countries of the Caribbean and Latin America.

(d) Participation in Meetings

The costs of participation in at least two regional or sub-regional meetings of agricultural libraries will be financed with the external resources of the project.

(e) Publications

With the economic support of CIDA the project will publish and distribute the following works:

- National Agricultural Bibliography of Jamaica.
- Inventory of on-going agricultural research projects in Jamaica.
- Inventory of national research workers in Jamaica.
- Integrated Catalogue of Periodical Publications.
- Current Awareness Bulletin.
- Promotional Brochure.

(f) Equipment and Furnishing

With the external funds the Project will provide to the libraries the following equipment and furniture:

- A professional micro-computer, including peripherals and software.
- Bookshelves for five (5) libraries.
- Catalogue cabinets for five (5) libraries.
- Furniture for the reading room of five (5) libraries.
- Off-set printer.
- Microfiche reader/printer.

(g) Motor Vehicle

With the support of CIDA the Project will provide a medium sized motor vehicle and its maintenance for the duration of the Project.

8.1 BUDGET SUMMARY (US$)

OBJECT OF	YEAR 1		YEAR 2		YEAR 3		YEAR 4		TOTAL	
EXPENDITURE	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA
Personnel	15,300	27,900	21,600	30,400	24,400	26,900	27,200	28,200	88,500	113,400
Operations	3,500	7,000	3,500	21,000	4,000	22,000	4,500	18,000	15,500	68,000
Equipment and Furnishing	8,500	11,500		19,000		16,000		4,500	8,500	51,000
General Services	5,000		6,000		7,000		8,000		26,000	
Motor Vehicle and Maintenance				18,000		3,000		3,000		24,000
Contingency		4,640		8,840		6,790		5,370		25,640
TOTAL	32,300	51,040	31,100	97,240	35,400	74,690	39,700	59,070	138,500	282,040

8.2 HUMAN RESOURCES (Person/Months)

OBJECT OF EXPENDITURE	YEAR 1		YEAR 2		YEAR 3		YEAR 4		TOTAL	
	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA
Project Leader	12		12		12		12		48	
Librarians		24		24		24		24		96
Library Assistants	36	24	36	24	36	24	36	24	144	96
Consultants		2		2		1		1		6
Typist	12	12	12	12	12	12	12	12	48	48
Driver			12		12		12		36	
TOTAL	60	62	72	62	72	61	72	61	276	246

8.3 BUDGET DETAILS

8.3.1 Personnel Costs (US$)

OBJECT OF	YEAR 1		YEAR 2		YEAR 3		YEAR 4		TOTAL	
EXPENDITURE	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA
Project Leader	4,000		5,000		5,500		6,000		20,500	
Librarians		7,600		8,800		10,000		10,000		36,400
Library Assistants	9,000	6,000	10,500	7,000	12,000	8,000	13,500	9,000	45,000	30,000
Consultants		12,000		12,000		6,000		6,000		36,000
Typist	2,300	2,300	2,600	2,600	2,900	2,900	3,200	3,200	11,000	11,000
Driver			3,500		4,000		4,500		12,000	
TOTAL	15,300	27,900	21,600	30,400	24,400	26,900	27,200	28,200	88,500	113,400

8.3 BUDGET DETAILS

8.3.2 Operation Costs (US$)

OBJECT OF EXPENDITURE	YEAR 1		YEAR 2		YEAR 3		YEAR 4		TOTAL	
	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA
Acquisition of literature	3,000	5,000	3,000	10,000	3,500	10,000	4,000	5,000	13,500	30,000
Training library Personnel		1,000		4,000		4,000		4,000		13,000
Participation in Meeting				1,500		1,500		1,500		4,500
Printing national Bibliography								4,000		4,000
Printing Inventory Research Projects				2,000				2,000		4,000
Printing Inventory Research Workers				2,000						
Printing Catalogue of Periodicals						3,000				
Printing Current Awareness Bulletin	500	1,000	500	1,500	500	1,500	500	1,500	2,000	5,500
Printing Promotional Borchure						2,000				2,000
TOTAL	3,500	7,000	3,500	21,000	4,000	22,000	4,500	18,000	15,500	68,000

8.3 BUDGET DETAILS

8.3.3 Equipment and Furniture (US$)

OBJECT OF EXPENDITURE	YEAR 1		YEAR 2		YEAR 3		YEAR 4		TOTAL	
	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA
Microcomputer and Software				14,000						14,000
Microfiche Reader/ Printer								4,500		4,500
Off-set Printer						13,000				13,000
Photocopier	3,500								3,500	
Book Shelves		5,000								5,000
Catalogue Cabinets		4,000								4,000
Furniture Reading Room				5,000		3,000				8,000
Furniture for the Personnel	5,000								5,000	
Book/Periodical Displays & Trollies		2,500								2,500
TOTAL	8,500	11,500		19,000		16,000		4,500	8,500	51,000

8.3 BUDGET DETAILS

8.3.4. General Services (US$)

OBJECT OF EXPENDITURE	YEAR 1		YEAR 2		YEAR 3		YEAR 4		TOTAL	
	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA	MINAG	CIDA
Supplies, communications, distribution, publications, etc.	5,000		6,000		7,000		8,000		26,000	
TOTAL	5,000		6,000		7,000		8,000		26,000	

8.4 SUMMARY OF CIDA CONTRIBUTION (US$)

OBJECT OF EXPENDITURE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL
PERSONNEL					
2 Librarians	7,600	8,800	10,000	10,000	36,400
2 Library Assistants	6,000	7,000	8,000	9,000	30,000
1 Typist	2,300	2,600	2,900	3,200	11,000
Consultants	12,000	12,000	6,000	6,000	36,000
SUB TOTAL	27,900	30,400	26,900	28,200	113,400
OPERATIONS					
Acquisition Literature	5,000	10,000	10,000	5,000	30,000
Training	1,000	4,000	4,000	4,000	13,000
Printing National Bibliography				4,000	4,000
Printing Inventory Research Projects		2,000		2,000	4,000
Printing Inventory Research Workers		2,000			2,000
Printing Catalogue Periodicals			3,000		3,000
Printing Current Awareness Bulletin	1,000	1,500	1,500	1,500	5,500
Printing Promotional Brochure			2,000		2,000
Participation Meetings		1,500	1,500	1,500	4,500
SUB TOTAL	7,000	21,000	22,000	18,000	68,000
EQUIPMENT/FURNISHING					
Microcomputer		14,000			14,000
Bookshelves, displays, trollies, cabinets, Users furniture	11,500	5,000	3,000		19,500
Microfiche Reader/ Printer				4,500	4,500
Printing Machine			13,000		13,000
Motor Vehicle & Maintenance		18,000	3,000	3,000	24,000
SUB TOTAL	11,500	37,000	19,000	7,500	75,000
CONTINGENCY	4,640	8,840	6,790	5,370	25,640
TOTAL	51,040	97,240	74,690	59,070	282,040

8.5 SUMMARY OF THE MINISTRY'S COUNTERPART (US$)*

OBJECT OF EXPENDITURE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL
PERSONNEL					
Project Leader	4,000	5,000	5,500	6,000	20,500
Library Assistants	9.000	10,500	12,000	13,500	45,000
Typist	2,300	2,600	2,900	3,200	11,000
Driver		3,500	4,000	4,500	12,000
SUB TOTAL	15,300	21,600	24,400	27,200	88,500
OPERATIONS					
Acquisition of literature	3,000	3,000	3,500	4,000	13,500
Printing current Awareness Bulletin	500	500	500	500	2,000
SUB TOTAL	3,500	3,500	4,000	4,500	15,500
EQUIPMENT/FURNISHING					
Photocopier	3,500	-	-	-	3,500
Furniture for the personnel	5,000	-	-	-	5,000
SUB TOTAL	8,500	-	-	-	8,500
GENERAL SERVICES					
Supplies, communications, distribution, publications, etc.	5,000	6,000	7,000	8,000	26,000
TOTAL	32,300	31,100	35,400	39,700	138,500

* In-Kind contribution

9. SITUATION AT THE END OF THE PROJECT

At the conclusion of the Project the following targets should be attained.

(a) Five libraries of the Agricultural Sector have been organized and are providing meaningful services on a current basis.

(b) The collections of five libraries have been strengthened.

(c) Existing agricultural library personnel have been trained.

(d) Basic feasibility studies and plans have been made for the establishment of a national system and computerization of selected documentation operations.

(e) Computer technology has been introduced and is operative.

(f) Standardization in methodology and procedure have been introduced.

(g) Information services to users have been upgraded.

(h) A data base of the national documentation has been produced.

(i) Five inventories and information sources have been produced, published and distributed.

(j) Mechanisms for linking the library system to national, regional and international information systems have been devised.

(k) A promotional borchure publicizing available resources and services among users has been prepared, published and distributed.

(l) Conditions have been created for maintaining the level of action reached by the Project.

10. SCHEDULE OF IMPLEMENTATION (Columns in trimester)

PERIOD TRIMESTERS)	YEAR 1				YEAR 2				YEAR 3				YEAR 4			
ACTIVITIES	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16
Recruitment of new personnel	xxx	xxx														
Consultancy	-	-	xxx	xxx	-	-	-	xxx	-	-	xxx	-	-	xxx		
Acquisition Literature	-	xxx	xxx		xxx	-	-	-	xxx	-	-	-	xxx			
Equipment/Furniture	-	xxx	xxx	-	-	xxx	-	-	xxx							
Short Courses	-	-	-	xxx	-	-	xxx	-	-	-	xxx	-	-	-	xxx	
Organization Libraries	-	-	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx
In-Service Training	-	-	-	-	-	xxx	-	-	-	xxx	-	-	-	xxx		
Plan national system/ computerization	-	-	-	xxx												
Catalogue Serial Publication	-	-	-	-	-	-	-	-	xxx							
Inventory Research Projects	-	-	-	-	-	-	-	xxx	-	-	-	-	-	-	xxx	
Inventory Research Workers	-	-	-	-	-	-	xxx									
Production Data Base	-	-	-	-	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx	xxx		
Printing National Bibliography	-	-	-	-	-	-	-	-	-	-	-	-	-	-	xxx	xxx
Awareness Bulletin	-	xxx	-	xxx	-	xxx	-	xxx	-	xxx	-	xxx	-	xxx	-	xxx
Purchase computer	-	-	-	-	-	xxx	xxx									
Purchase motor vehicle	-	-	-	-	xxx											
Purchase Reader/Printer	-	-	-	-	-	-	-	-	-	-	-	-	xxx			
Purchase Off-set Printer	-	-	-	-	-	-	-	-	xxx							
Promotional Brochure	-	-	-	-	-	-	-	-	-	-	xxx					