

INTERNATIONAL DEVELOPMENT

PROJECT PAPER FACESHEET

ENTITY
Jamaica

PROJECT NUMBER (7 digits)

532-0039

ESTIMATED FY OF PROJECT COMPLETION

FY 79

BUREAU OFFICE

A SYMBOL LA B CODE 05

TRANSACTION CODE Project Amendment
C
A ADD
C CHANGE
D DELETE

PP

DOCUMENT CODE

DOCUMENT REVISION NUMBER

1

PROJECT TITLE (Maximum 40 characters)

National Planning

ESTIMATED DATE OF OBLIGATION

A INITIAL FY 76 B QUARTER 2
C FINAL FY 78 (Enter 1, 2, 3, or 4)

ESTIMATED COSTS (\$000 OR EQUIVALENT \$) 90:75

A FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B FX	C - C	D TOTAL	E FX	F L C	G TOTAL
AID APPROPRIATED TOTAL	100		100	635		635
HOST COUNTRY		65 1/	65		305	305 1/
OTHER DONOR(S)	80		80	80		80
TOTALS	180	68	245	715		1,020

PROPOSED BUDGET APPROPRIATED FUNDS (\$000)

A APPROPRIATION	B. PRIMARY PURPOSE CODE	PRIMARY TECH. CODE		E. 1ST FY 76		H. 2ND FY 77		K. 3RD FY 78	
		C GRANT	D LOAN	F GRANT	G LOAN	I GRANT	J LOAN	L GRANT	M LOAN
(1) E&IR	660	710		100		25		360 2/	
TOTALS				100		25		360	
A APPROPRIATION		N. 4TH FY 78		O. 5TH FY		LIFE OF PROJECT		12. IN DEPTH EVALUATION SCHEDULED	
		I LOAN	R GRANT	S LOAN	T GRANT	U LOAN			
		150			635				
TOTALS		150			635				

MM YY
11 77

13. DATA CHANGE INDICATOR WERE CHANGES MADE IN THE PID FACESHEET DATA, BLOCKS 12, 13, 14, OR 15 OR IN PRP FACESHEET DATA, BLOCK 12? IF YES, ATTACH CHANGED PID FACESHEET.

NO
 YES

Face-Sheet change due to project revision

14. ORIGINATING OFFICE CLEARANCE

SIGNATURE
Charles P. Campbell

TITLE

DATE SIGNED

MM DD YY
06 14 77

15. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY
06 30 77

AID 1310-4 (10-76)

- 1/ Includes \$10,000 Contribution to IDB input, one year.
- 2/ Assume amendment approval and availability of funds in FY77; if not available, funding in FY78; Total L-O-P would be unchanged.

Amendment Summary and Recommendation

A. Recommendation

Grant Amendment	\$260,000
Original Grant	<u>375,000</u>
Total Grant	\$635,000

B. Description of Project

Project Components:

A.T.D.: Increase of three man-years of technical assistance, long and short term, in project analysis, preparation, implementation and training for total of 10½ man years.

G.O.J. :

a) Salaries for increased staff, four professionals for Project Development Resources Team and nine members of the Ministry of Agriculture's Production Unit;

b) Administrative support.

C. Summary Description of Project Amendment

A Revised Strategy:

The original grant was made to assist the GOJ in launching a project management training effort covering priority sectors of the GOJ. Since that time, the GOJ has responded to its urgent foreign exchange and food situation by a number of measures that involve vigorous action in agriculture, including the decentralization of the Ministry of Agriculture. The original project strategy is essentially sound and this change does not affect its conceptual thrust. What it does is introduce complementary resources which are directed at one sector, and the organization within that sector, which is responsible for preparing and managing projects that have the objective of increasing agricultural production. This new organization, the Production Unit of MOA, requires three critical technical specialists during its formative first year who will train Jamaicans through on-the-job training in project design and management. After the first year it is expected that the Unit will be able to carry on without this advisory input.

The revised strategy should make it possible to strengthen the Jamaican project management capability through the increased interaction between trainers and implementers and the projected rotation of personnel within the Production Unit.

D. Summary Findings Relating to Amendment

The conclusion reached in the basic project paper, i.e. that a lack of project design and implementation capability exists throughout the majority of Government ministries in Jamaica, with an inhibiting effect on attracting donor financing, remains valid. What the additional input proposed in this Amendment intends to accomplish is concentration on a substantial portion of the project's resources in developing the capability of one Ministry, MOA, in project design and implementation. This emphasis on the agricultural sector, which requires special attention and inputs, is dictated by the primary role this sector plays in the economy of Jamaica; its development being absolutely essential to the economic health of the country. The only alternative to adding increased resources would be to direct existing project inputs almost wholly upon the agricultural sector and ignore the necessity of developing a project design and implementing capability among other sector ministries; this approach is to be eschewed considering an almost compelling necessity for such skills development in these latter entities.

E. Amendment Issues

The only issue raised by this amendment relates to the staffing of the Production Unit. Based on the delays in staffing the Production Development Resources Team (PDRT) during the initial phase of the basic project, an issue is whether similar difficulties and resultant delays might not occur in staffing the MOA's Production Unit. To avoid a similar unsatisfactory situation, the USAID suggests that no technical person be sent to Jamaica until his counterpart has been designated and is on board. An agreement to this condition should be obtained from the GOJ prior to signing of a Project Agreement/PIO/T for these technical advisors.

The basic project is proceeding satisfactorily, if not to the full expectation. While the original implementation plan anticipated that three training sequences of Ministries Working Teams would be completed by May 1977, in actuality only one has been completed, with the second planned for June 1977. The main cause of the delay in training Work Teams has been the lack of the full staffing and training of the PDRT. Also contributing to the delay was the issuance of the Emergency Production Plan, in January, 1977; as the preparation of this Plan in December 1976 - January 1977, mobilized all sectoral ministries personnel in its formulation, thus making them unavailable for assignment with Working Teams during the period. While, as of this writing, the PDRT is still not fully staffed, due to transfer of personnel, it is expected that the Resource Team will be fully staffed by August, 1977. This judgement is based on a statement by the new Minister of State for Planning which acknowledges the responsibility of the GOJ to fully staff the Team as per the Project Agreement commitment.

F. Logical Framework of Project

As a result of this Amendment, changes in the End-of-Project Status (EOPS) and input-output components of the Logical Framework of the basic project are as follows:

1. EOPS:

a) During period 1977-1980, plan 56 or more ministries projects, including a minimum of 24 in the MOA, compared to 20 projects in base period 1973-1976.

b) PDRT/Ministries Working Teams will design and develop approximately 14 projects per year, including a minimum of six per year, designed by MOA Working Groups.

c) Increase the overall project expenditure rate by 40% during 1977-1980, and by 60% on MOA projects, over the base period 1973-1976.

2. Important Assumptions: GOJ will afford the highest priority to increasing agricultural production and will provide the human and financial resources to achieve same.

3. Outputs Level:

(a) Output - Add Output No. 4 as follows:

4. A production unit trained in project preparation and implementation in the MOA;

(b) Magnitude of Outputs - Item 2, to read:

2. Over 180 persons (about 36 Work Groups), plus an eight-man team in the Production Unit of the MOA trained by end of project.

4. Inputs Level:

(a) Inputs - Item 1 to read:

1. A.I.D. financing - Technical Assistance \$635,000; Commodities \$5,000.

(b) Implementation Target -

1. AID: \$635,000 grant over 3 year period.
2. GOJ: \$295,000 local funds and salary for Working Groups and MOA's Production Unit.

II. Background to Amendment

Since the approval of the project, a new urgency, prompted by a deteriorating economic position of crisis proportions, has dictated that the Government of Jamaica (GOJ) seek new ways to increase production in all sectors. While the possibility for increased production exists in several sectors, one of the most promising is agriculture which has fallen far short of its obvious potential to contribute to the country's GDP. The sector is a logical choice for production exploitation not only because Jamaica's economy is essentially agrarian, but due to the fact that it is labor intensive and thus its development would significantly contribute to alleviating an unemployment/under-employment rate which is in excess of 25 per cent.

The GOJ has come to realize that development of the sector is a must if the country is to emerge from its present economic doldrums. While rhetoric over the past few years has stressed the necessity of agricultural development, the economic realities of 1977 dictate that these words be translated to deeds. Over the last two years, 1975 and 1976, Jamaica's Food import bills have approximated \$200 million per year, or about 20 per cent of all imports. This drain on foreign exchange reserve, now depleted, was a luxury the country could ill afford given the relative stagnation over this same period of its primary export commodities. Under a recently announced (January 1977) economic austerity program, imports are being restricted from a level of \$850 million in 1976 to \$600 million in 1977; food imports for these respective years are to be reduced from \$200 million to \$70 million. With these restrictions, import substitution is essential lest food shortages result in social and political upheavals.

The GOJ recognizes that import substitution is vital for the sector given the significant reduction in allowable food imports for the current and probably the next few years. Though certain food items, e.g. wheat flour, will have to be continued to be imported due to soil factors, which preclude the growth of such crops, other commodities presently imported have a potential for being produced in Jamaica.

As first steps in increasing production, organizational entities are being restructured to improve operations in the Ministry of Agriculture (MOA).

Based on World Bank suggestion, and as condition of a new Bank loan, the GOJ is in the process of reorganizing the MOA. Under the plan to decentralize the Ministry, a Production Unit is being created which will direct and coordinate all agricultural operating efforts and planning through three regional directors, supervised by the Director of the Production Unit. It is this Production Unit which has requested A.I.D. assistance in accelerating implementation of projects already underway, as well as improving planning and implementation of urgently needed projects not now developed to the funding and implementation stage. The Ministry of Finance's Investment Programming and Projects Division, the implementing GOJ entity of the basic project, has strongly endorsed the request.

While the basic project had the objective of assisting sectoral ministries, including Agriculture, in improving their capability to plan and manage development projects, the urgency of the situation dictates that special assistance, in the form of additional resource inputs, be directed toward accelerating the attainment of this objective in the MOA. Though by redesign of project methodology and emphasis, the existing project resources, e.g. the Project Development Resources Team (PDRT), might of themselves be sufficient to provide the MOA the capability to design and implement projects, this could only be accomplished to the detriment of other sectoral ministries that similarly require, though not with same sense of urgency, assistance in acquiring such design/implementation capability. In order to achieve the Project's objectives and concomitantly direct special attention and resources in the agricultural sector, an expansion of project inputs is the most feasible method of meeting both short and long term needs of the GOJ in project design and implementation.

III. Economic Rationale for Project Amendment

At the beginning of 1977, the Jamaican economy was generally characterized by a deteriorating balance of payments position accompanied by a rapidly growing negative net resource position (estimated to be approximately \$175 to

\$200 million); a projected current account deficit of \$365 million for the current fiscal year (which ended on March 31); lowered agricultural and industrial production, with indications that GDP may have dropped by as much as five to ten per cent in 1976, plus an unemployment rate estimated as high as 25 percent.

As the above data indicate, Jamaica is currently undergoing a severe economic crisis and prospects for recovering are dim despite a strong package of economic austerity measures approved in January 1977 by the GOJ. Jamaica's poor economic health results primarily from high import demand over past few years coupled with lowered export earnings. The trade deficit for 1975 was \$308 million and grew to an estimated \$430 million in 1976. Deficit financing has characterized GOJ fiscal policy over the last few years as foreign investment declined to a relative trickle. This deficit financing stance has been made necessary in order to keep unemployment from exceeding the 20 percentile level which has persisted over the past few years. The political implications of a high overall - but especially urban - unemployment rate are a prime consideration of the GOJ and motivates its apparent decision to continue, at least in the short term, fiscal deficit financing.

In January 1977, the Government introduced an economic austerity package which is directed toward stabilizing Jamaica's balance of payments position and reducing the fiscal gap through generating increased revenue. The major goal of the package is to reduce foreign exchange outflows in 1977 to \$835 million; of this amount \$235 million will be to meet debt servicing obligations. The remaining \$600 million, compared to \$1,027 million in 1975 and \$850 million in 1976 will be used for what are classified as essential imports, e.g. raw materials tied to manufacturing and/or export industries and foodstuffs, principally grain which cannot be grown in Jamaica.

Imports of foodstuffs will be reduced from a level of approximately \$200 million in 1976 to \$70 million in 1977. The Emergency Production Plan recognizes that this year's \$600 million import limit will result in gaps in food, capital goods and oil and that current inefficiencies in the production and marketing system must be corrected within the next three to five years if the country is to live within its means.

Increased output in the agricultural sector is one of the priority objectives of a recently promulgated Production Plan.

This emphasis toward greater self-sufficiency in the sector is understandable since Jamaica is one of very few LDC's with significant idle agricultural capacity. GOJ experts feel that Jamaica could become self-sufficient in terms of food production, with the exception of basic grain. The GOJ plans to increase investment in the agricultural sector; including expansion of physical and social infrastructure, e.g. roads, schools, etc., in an attempt to reverse rural-urban migration and give incentives to increased production.

The Production Unit of the MOA will serve as the nucleus of this new drive for increased production which is expected to encompass a reinvigorated land lease program for small farmers; (series of local projects designed to put unemployed people on unused land in small parcels); a vigorous kitchen garden campaign as well as projects designed to improve production on existing farm units. An early focus of the effort in the sector will include accelerated implementation of projects already financed and underway as well as improved planning and implementation of urgently needed projects not now developed to the funding and implementation stage.

*Community
Enterprise
Organizations*

IV. Financial Analysis and Plan

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The Amendment to the project will raise its costs to \$940,000 exclusive of a \$80,000 IDB Contribution. The GOJ will finance \$305,000 of the project's cost through the Investment Programming and Projects Division (IPPD) and the Production Unit of the Ministry of Agriculture. The balance of \$635,000 is to be financed through an A.I.D. grant with the grant being increased by \$260,000 to the above amount, as a result of the Amendment.

All of the GOJ share of the costs are additional to the current annual expense since they represent the cost of hiring the PDRT and all the staff of the Production Unit, plus related administrative cost requisite to their support; these costs being net additions to the present annual expense as the Team and Production Unit represent new hirings or a direct manpower contribution to the Project. No project contributions are ascribed to other ministries' staff members who will form the Working Groups, as they are expected to come from within existing ministry or intergovernmental personnel resources.

A revised Financial Plan by Input is presented at Table 1. Project Cost by Output is shown in Table 2. The GOJ contribution is composed of salaries for the four-man PDRT and the nine member Production Unit over the life of the project; \$265,000 and an estimated \$30,000 for life-of-project administrative costs, e.g. secretarial help, transportation, reproduction facilities, etc., plus \$10,000 for IDB's advisors.

TABLE 1

Financial Plan by Input (Revised)

(U.S. \$000)

Use	AID FX	GOJ (LC)	Total
Technical Assistance			
Long-term	428 ^{3/}		428
Short-term	202 ^{4/}		202
Commodities	5		5
Salaries		255 ^{1/}	255 ^{5/}
Administrative		50	50
	<u> </u>	<u> </u>	<u> </u>
Total	635	305	940 ^{2/}

1/ Includes \$10,000 contribution to IDB advisors.

2/ Does not include \$80,000 IDB contribution.

3/ Net addition to project based on 3 PASA advisors, USDA, \$80,000 per year including 25% USDA overhead costs.

4/ Includes additional 5 M/Ms of short term assistance.

5/ Net addition of salaries for 9 staff members of Production Unit.

TABLE 2

Project Cost by Output

Output	AID FX	GOJ (LC)	Total
Trained and Operating Personnel (IPPD) and Production Unit	304	175	479
Training (Other Ministries and Operations)	307	116	423
Training Manual	<u>24</u>	<u>14</u>	<u>38</u>
Total	635	305	940

V. Economic Analysis

With the proposed amendment to the basic project, its total cost will rise to \$1,020,000, inclusive of the U.S., G.O.J. and IDB Contributions. The economic rationale presented in the basic PP remains valid with the additional resource input more than being offset by the additional projects to be designed and implemented in the agricultural sector. In the basic analysis it was estimated that 33 public sector projects with a U.S. dollar investment level of \$550 million could be prepared over the period 1977-1979; it assumed that an induced investment inflow of \$548 million would result from increased project design capability which would be attributable to the grant projects impact. A 50 per cent deflator was factored into this amount which reduced the net additional investment inflow expected to result, due to the project, to \$274 million. The cost of the original unamended project represented less than .003% of the projected additional induced investment.

The increase in project cost, \$390,000 (US and GOJ), would be offset by the preparation of sixteen additional projects having a potential investment value of approximately \$265 million, (i.e. using the same pre-investment value average as applied to original number of projects). Assuming that 80 per cent of these sixteen additional projects are approved and financed, this would result in an additional investment flow potential of \$133 million based on the deflated expectation, i.e. \$274 million of the basic project. Hence the net additional input of \$390,000 to the project represents again less than .003% of the potential induced investment.

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274

\$ 07

The intangible benefits of the project were cited in the basic PP, however, these should be increased as a result of the amendment. As the amendment focuses additional resources in developing project design and implementation capability in the agricultural sector, thus the poorest majority of the population who are found in the rural sector will be the primary beneficiaries. The original expectation was that two-thirds of the projects which would be developed during the life-of-project, regardless of sector, would have a rural bias; this estimate is now expected to rise to a minimum of 75% due to the emphasis being afforded to agricultural development.

VI. Social Analysis

No significant change from a sociological standpoint results from the project amendment. What changes are expected to ensue will be positive, in that the emphasis to be given to the preparation and implementation of projects in the agricultural sector are expected to impact favorably upon the poorest segment of the population, i.e. the rural populace. This impact will be of the beneficent variety as new initiatives in agriculture can only serve to increase rural economic opportunities in the form of increased employment and income.

Though a new organizational entity, the Production Unit, MOA, is being created and will be supported by the proposed amendment and increased grant, there are no implications from a substantive sociological standpoint which are apparent other than the introduction of a new entity, the Production Unit, which will assume responsibility for all regional agricultural planning. This change in the roles and responsibilities within MOA is not expected to result in intra-ministerial disruptions of any consequence.

VII. Implementation Arrangements

A. As stated in the original PP, the key Unit which will implement the Project is the "Investment Programming and Projects Division" (IPPD) in the Ministry of Finance. As a result of this proposed amendment, the project will have what might be described as a sub-implementing entity, the Production Unit of the MOA. The IPPD will continue to be the primary implementing unit of the project as this Division is involved with all project proposals from a review and approval standpoint, irrespective of sector. The Production Unit of MOA will serve as a subsidiary implementing entity, though wholly based on project design and implementation responsibilities within the Ministry of Agriculture; this designation as a sub-implementing entity results solely from the priority afforded to, and the increased number of projects which are expected to emanate from that Ministry, plus the substantial additional resources being provided to it as a consequence of this amendment.

1. 8 man team in Prod Unit.
2. 180 persons cross sector

B. Management - Production Unit

The Jamaican Government has set up the Production Unit in the Ministry of Agriculture with a mandate to increase agricultural production substantially at an early date. The Production Unit is a relatively small group of individuals who must activate and coordinate a large number of organizations and individuals in activities necessary for increasing agricultural projects. To achieve the necessary results on schedule will require effective teamwork within the group and skillful relations and coordination calling for a high level of management. Essentially it will be a small matrix organization designed to activate and guide a much larger system, including the three regions of the island, the rest of the Ministry of Agriculture, other collaborating institutions, private and public as well as beneficiaries of the system. Because the task facing the Production Unit requires substantial changes in behavior and roles of different individuals and new organizational relationships the personnel of the Production Unit must have personal organization and organizational change skills that cannot be taken for granted.

In recognition of this challenge and as a preliminary step, the GOJ has requested the AID Mission of Jamaica to find a staggered series of training sessions for the staff of the Production Unit, using technical support funding. These sessions will be designed to help the Production Unit function better as a team both internally and with reference to collaborating organizations and beneficiaries of their activities. With guidance and practice in collaborative patterns of decision making, to be imparted by an organizational development consultant, the Production Unit will be able to make better plans for the future and systematically organize to achieve the stated goals. Succeeding sessions will help the Production Unit track their progress and deal with problems in a constructive way and make sound plans for the future.

The Production Unit will work closely with the Agricultural Planning Division, MOA, and the Ministry of Finance and Planning's Investment Projects Division so as to obtain financing, collaborate through use of the PDRT resource, on project design as required and reduce project completion time. The Production Unit Work Teams in project design would be initially trained by the PDRT in design concepts while follow-on project formulation guidance would be provided by the three PASA advisors augmented as necessary by the PDRT.

C. Implementation Plan

1. The first step to organization of the Production Unit is an organizing meeting of about one week for the staff of the Unit and the Regional Directors. This will be accomplished prior to the arrival of the three project advisors requested by the GOJ. Guided by an organizational development consultant, the group will determine its objectives, the roles and functions of the different individuals and how each relates to other collaborating organizations. This meeting will be held in June or July with the short term organizational consultant to be financed from A.I.D. technical support funds.

It is contemplated that the three expatriate specialists will join the Production Unit in approximately August or September, assuming that funding is available in FY 77 to finance the Project's expanded inputs. In June or July, it is contemplated that there will be a short course (perhaps two or three days duration) on how to manage consultants. This course will be attended by Jamaicans who could be expected to deal with consultants, including members of the Production Unit. *ack*

The scheduling of courses in planning projects and those in implementation depends on a number of considerations but such courses are planned to be given each three months with very close coordination and follow-up by the Production Unit for working groups with agricultural projects. While the specific arrangements are to be worked out, it is very likely that a staff member of the Production Unit will participate in the PDRT course and then along with the rest of the Production Unit serve as a resource for the working group.

The Development Project Management Center, USDA, which has been backstopping the basic project will assist in the recruitment of the organizational development consultant and the technical specialists, but final decisions will be made by the Jamaican officials. The Director of the Production Unit has indicated that he plans to interview the candidates personally before the actual selection takes place. The Development Project Management Center will also provide training material, advice and other forms of backup to the effort.

2. Implementation Plan

(a) Responsibilities: An amended division of responsibilities for project implementation is charted below:

	IPPD	Prod. Unit MOA	USAID	AID/W	PASA	Project Center	US Contractors
1. Procurement of IPPD Personnel	X						
2. Procurement of US Contractors for IPPD equipment.			X	X	X		
3. Logistic support of U.S. Contractors in Jamaica	X		X				
4. Technical back-stopping				X		X	
5. Direction of Project activities	X	X					
6. Procurement of U.S. advisor for Production Unit			X	X		X	
7. Training and Consulting	PDRT						
8. GOJ Project preparation and execution.	Ministries						
9. Project reporting	X	X					X
10. Monitoring of Project	X	X	X				
11. Annual Evaluations.	X	X	X				

3. The Schedule of Key Events is amended as follows:

- 6/30/76 ProAg and PIO/T signed.
- 11/1/76 U.S. Contractors report for orientation in AID/W.
- 11/30/76 U.S. Contractors arrive Kingston.
- 1/3/77 PDRT formed and U.S. advisors assigned to counterparts.
- 2/1/77 PDRT completes initial training.
- 3/1/77 Arrangements completed for Project Preparation Sequence I-1. Training began.
- 7/30/77 Production Unit fully staffed.
- 4/4/77 Second Class (I-2) on Project preparation starts.
- 8/30/77 Advisors to Production Unit arrive Kingston. 1/
- 9/15/77 On-the-job training begins in Production Unit, coordinated with PDRT.
- 10/25/77 First Annual Evaluation completed on basic component of Project.
- 1/2/78 Training starts for Project Implementation (II-1).
- 1/16/78 Training starts for Third Class on Preparation (I-3).
- 4/12/78 Training starts for Second Class on Implementation (II-2).
- 7/19/78 Training starts for Fourth Class on Preparation (I-4).
- 9/1/78 U.S. Specialists for Production Unit terminate residence.
- 10/13/78 Evaluation completed for second year.
- 10/31/78 Training Manual completed. U.S. specialists terminate residence. PDRT assumes full responsibility.
- Jan.-Dec.78 Training as required. Part-time consultation available to GOJ from Project.
- Nov. 1979 Final Evaluation of Project completed.

1/ Assume FY77 funds available for project amendment. If not arrival date would be 11/30/77 and subsequent related events would be delayed accordingly.

VIII. Additional Resource Inputs

Though the staffing of the majority of the Production Unit, nine persons, will be a responsibility of the GOJ, the scarcity of Jamaicans with three critically needed skills has resulted in a request to USAID to furnish three American specialists in (1) Project Analysis, (2) Financial Analysis, including Progress Reporting and Evaluation, and (3) a Marketing Specialist. Each specialist will have an appropriate Jamaican counterpart who will take over these duties at the end of one year. The role of each expatriate specialist is to function in his specialty as a member of the Production Unit, in collaboration with his Jamaican counterpart, participate in training of his counterpart and other Jamaicans, as appropriate and or serve as an associate of PDRT in their training. The latter eventuality would take place when mutually agreed by the Ministry of Finance and the Ministry of Agriculture. Project Working Groups working under the direction of the Regional Directors will receive training in Kingston from the PDRT in implementation as well as planning projects. Adequate provision will be made for a member of the staff of the Production Unit to initially go through the training as a member of a Working Group and at later points in time serve as a resource for training and consulting as appropriate within the activities of PDRT, and serve as consultants to the Working Group when they return to their local areas and pursue their projects. It may be advantageous to rotate the Jamaican staff of the PDRT and the Production Unit, thereby enriching the experience and expertise of both groups.

IX. A.I. D. Arrangements

A.I.D. arrangements cited in the basic PP remain unchanged as to monitorship and backstopping responsibilities.

X. Evaluation Plan

The basic evaluation of the project i.e. that assessing the progress of the PDRT, ministries Working Groups, etc., remains unchanged in approach and timing as presented in the original PP. Since it is not expected that the component of the project presently being proposed will not be initiated until late FY77, assuming funding availability, or until FY78, the first evaluation on this aspect of the project will not be held until September 1978. It would coincide, in timing, with the second scheduled evaluation of the basic project. A final evaluation of the project, inclusive of the basic and the proposed additional component, would be held, as scheduled, in the basic Evaluation Plan in December 1979.