

ABSTRACT

This is a study of change at the level of the Fisheries Division - a small bureaucratic agency in the Ministry of Agriculture, Jamaica.

The fishing industry was disadvantaged, characterized by poorly trained fishermen, meagre fish resources, primitive equipment, low status and inadequate funding.

Change necessitated the introduction of new technology to improve the socio-economic condition of the clientele and to increase fish production, eventually resulting in upgrading and transformation of the industry.

Through fishermen dominated pressure group activity, a grassroot "own-the-industry" ideology became institutionalized. To take the ill-trained clientele along, slow step-by-step development was necessary. In order to obtain support for further development programmes, the industry had to prove itself.

In implementing this development, many indirect effects, functional and dysfunctional, were produced. This is a phenomenon of general applicability. In developing countries, encouraging the growth of these indirect effects even if only rudimentary, it is argued, optimizes the change process.

In Jamaica's fishing industry additional skills, attitudes beneficial to change and improved status resulted from outboard mechanization. Smuggling in change via side effects is advocated.

Additionally, understanding the process of socio-technological change, which entails, for example, motivating the clientele and utilizing its most innovative members, determining the appropriate technical element and its socio-cultural fit, and timing the introduction of change are crucial for designing the optimal decisional matrix for development.

This matrix, taking into account the ideological imperatives, would not only ensure programmes consonant with the wishes of the clientele but would also improve, through an experimentalist approach, the mechanisms for sequential decision-making and problem-solving acumen of the development administrator.

To achieve new goals, another organization or different staff in the existing organization can often be necessary, the agency having become a prisoner of an obsolescent grassroots ideology which now needs replacement or refurbishing.

The study examines outboard mechanization, docked-craft introduction and the complementary United Nations Caribbean Fishery Development Project - all programmes designed to take the fisherman along in the development process.

In conclusion, ten propositions - a synthesis of this study - are formulated and suggested for use by development administrators, the change agents, as valuable guidelines to the process of innovation and change.

By using these tools, the Fisheries Division powered in-shore dug-out canoes with over 4,000 outboard motors, introduced an

incipient off-shore decked fleet, incurring in the process a
cross-section of change phenomena, such as training captains, arranging
loans for fishing vessels, planning a new fishing port, and the
operation of Jamaican fishermen in the areas of national jurisdic-
tion of other countries over 300 miles away.