

IICA



FINAL REPORT TO
CANADIAN CO-OPERATIVE ASSOCIATION
IICA/CCA AGREEMENT
STRENGTHENING FARMER CO-OPERATIVES
AND ASSOCIATIONS IN THE EASTERN CARIBBEAN

Interamericano de
Documentación e
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In accordance with the Agreement between the Inter-American Institute for Co-operation on Agriculture and the Canadian Co-operative Association this report is submitted by the Project Coordinator.

Jerry La Gra,
Marketing/Rural Development Specialist
Office of IICA in St. Lucia
March 5, 1990

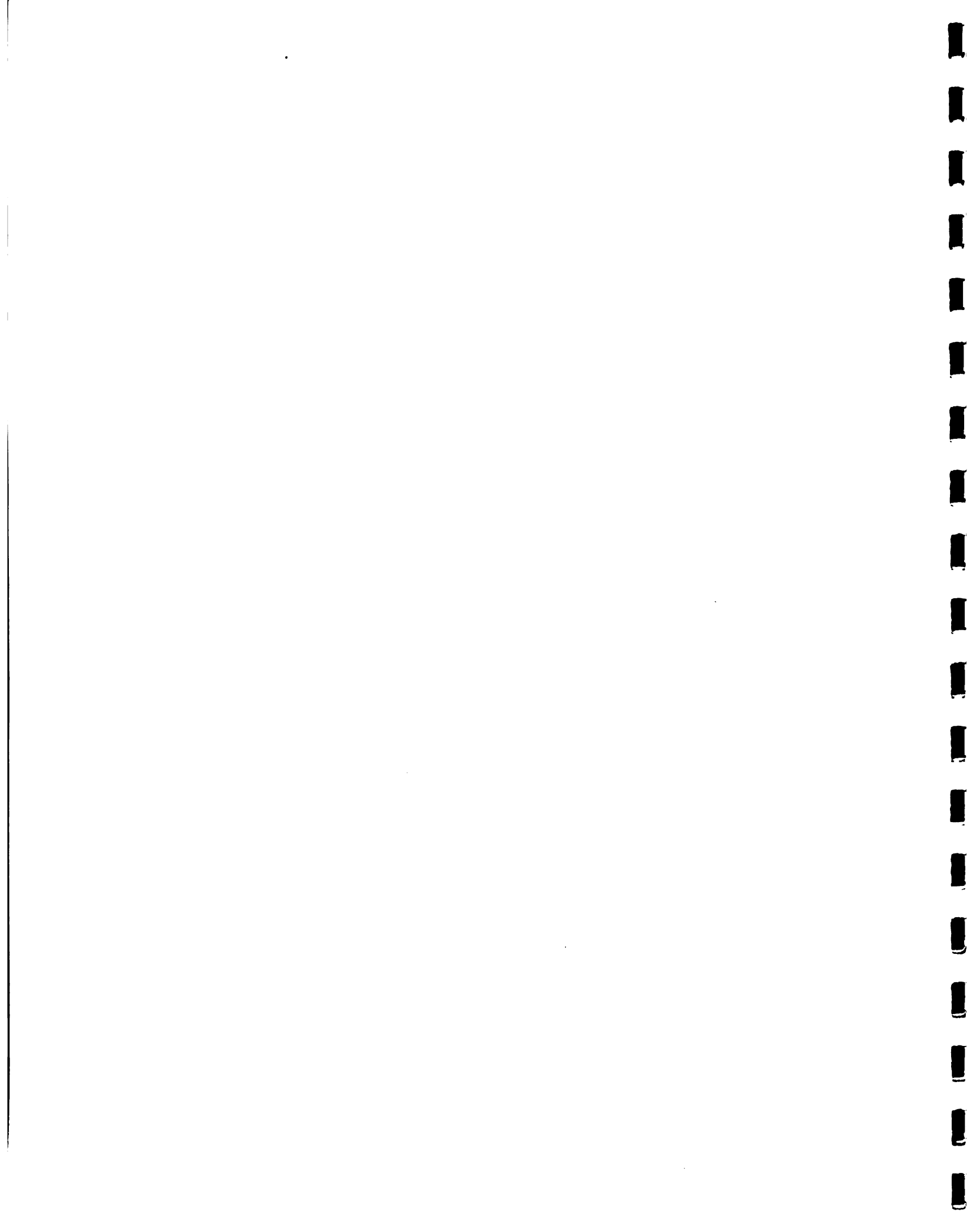


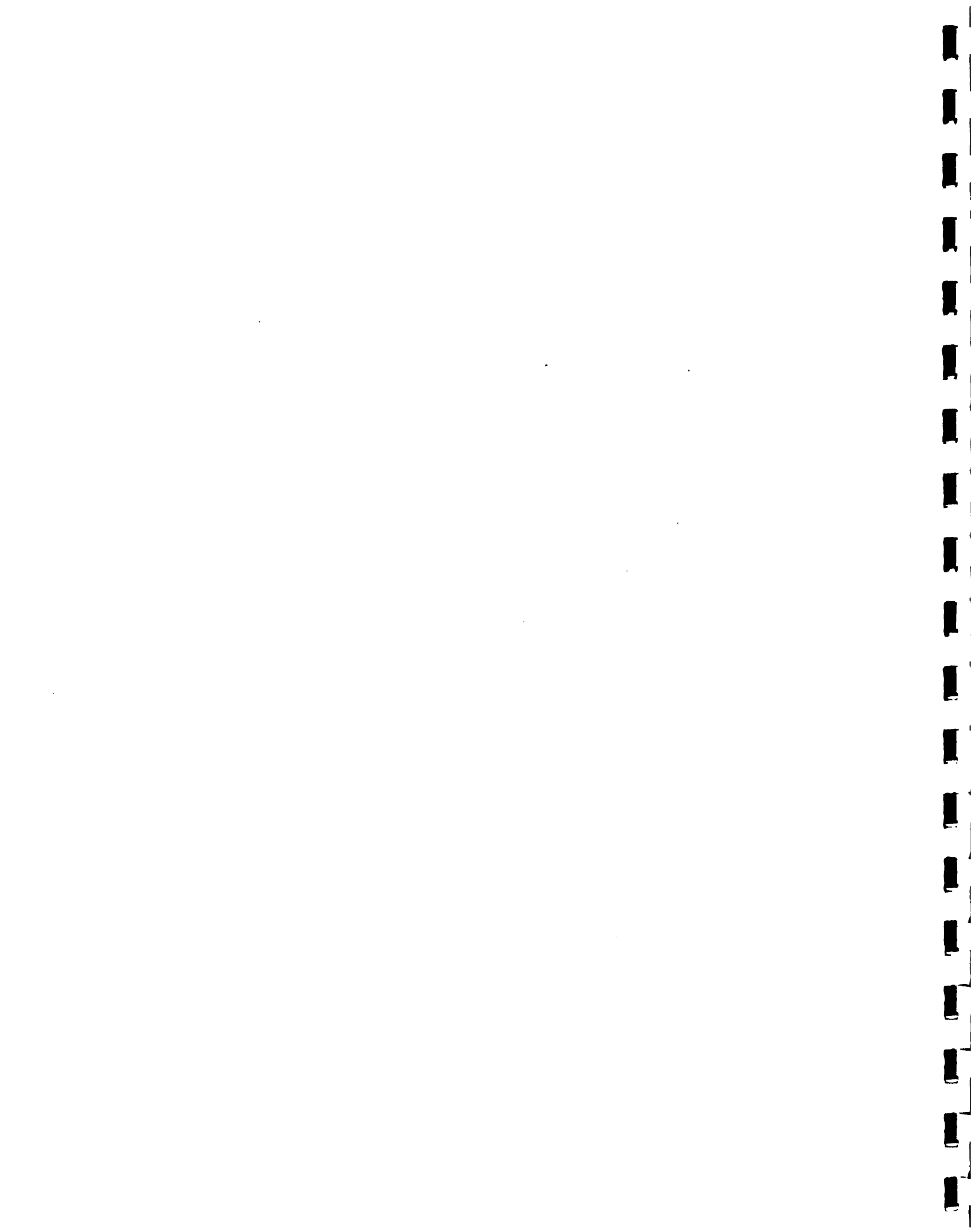
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LIST OF ABBREVIATIONS

| | |
|-----------|---|
| BAS | Barbados Agricultural Society |
| CFA | Co-operative Farmers Association (Antigua) |
| CIDA | Canadian International Development Agency |
| DHA | Dominica Hucksters Association |
| GLA | Grenada Livestock Association |
| IAF | Inter-American Foundation |
| IICA | Inter-American Institute for Cooperation on Agriculture |
| ISCFO | Inter-Island Steering Committee of Farmer Organisations |
| NDF | National Development Foundation (Dominica) |
| NPPA | National Pig Producers Association (Dominica) |
| ORD | Organisation for Rural Development (St Vincent) |
| PFU | Productive Farmers Union (Grenada) |
| SEDPA | South East District Plantain Association (Dominica) |
| SSFA | Soufriere Small Farmers Association |
| STAFCO-OP | St Lucian Association of Farmers Co-operatives |
| USAID | United States Agency for International Development |



I. BACKGROUND

In January 1988 the Inter-American Institute for Cooperation on Agriculture (IICA) initiated the four year project: Strengthening of Farmer Organizations in the OECS. Part of this project called for the leverage of additional financing to support the training of management staff of farmer organizations and the development of marketing potential. In February of 1989 representatives from the Canadian Co-operative Association (CCA) and IICA met in Castries, St. Lucia to discuss possible support from CCA to the IICA project. This meeting led to the preparation of a project proposal in March 1989 and signature of an agreement between these two development organizations on March 29, 1989. Under this Agreement, CCA would provide grant funding in the amount of C\$118,000.00 to IICA to support the development of its on-going project to strengthen farmer organizations.

The agreement between IICA and CCA calls for one Interim and one Final report which show the actual results achieved by the Project, directly related to its objectives. An Interim Report was submitted to CCA on October 30, 1990. This report includes all the information presented in the Interim Report.

II. STRATEGY AND ACTIVITIES CARRIED OUT

The overall strategy being followed by the Project is one of market led dynamics. Under this approach efforts are made to get farmer organizations directly involved in marketing activities, as a form of self-sustained income generation. As problems arise technical assistance is provided to overcome them.

Effective marketing requires competent managerial capability as well as certain minimum infrastructure, equipment and materials. Therefore, one of the first activities carried out under the IICA/CCA agreement was a diagnosis of the existing situation of management, organization and infrastructure within selected farmer organizations in the OECS. Based on these diagnoses, specialized training and technical assistance were provided.

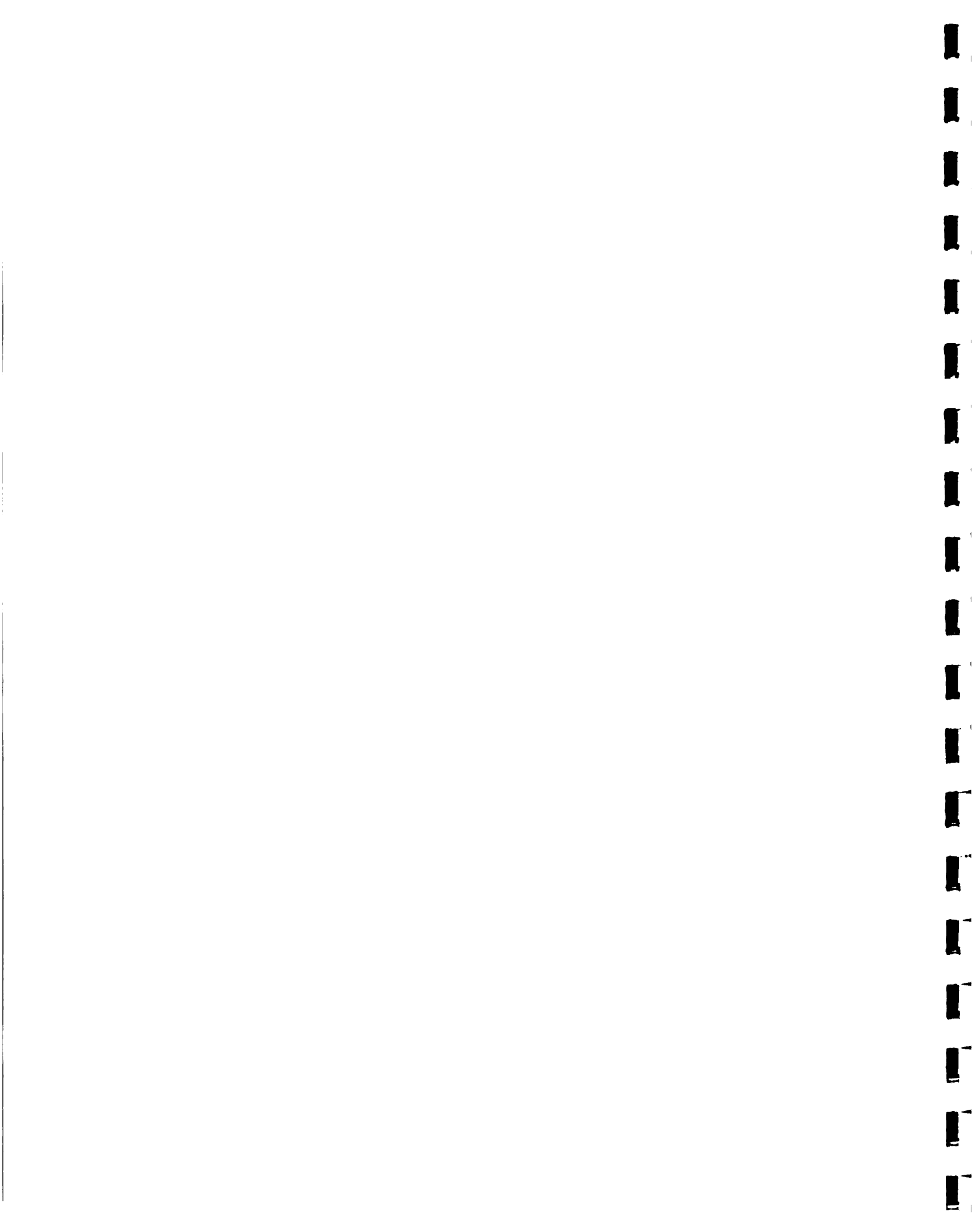
During the period April 1989 to March 1990, the following activities were carried out:

Country/Beneficiary

Type Action

Antigua:

General - Importance of strengthening farmer organizations was promoted at the decision making level of the MOA and included as part of sector development plan.

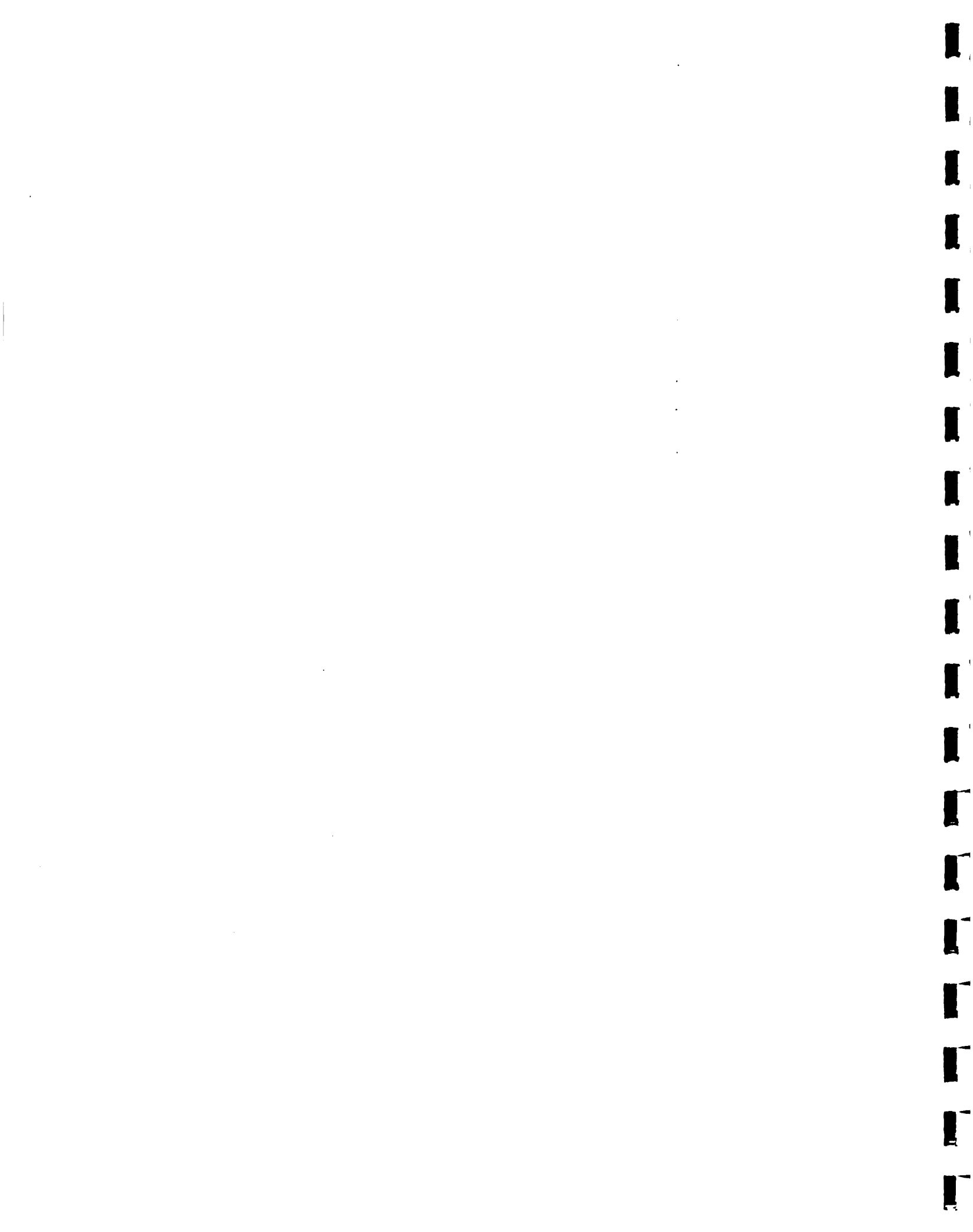


CFA

- Diagnosis of actual situation made and plan of action prepared.
- Strategy document for strengthening CFA prepared.
- Diagnosis of present situation and needs of their financial management system determined.
- Designed and set up necessary book keeping and financial management system; staff trained in its use.
- Met with NDF to discuss establishment of credit programme.
- Assisted to obtain a loan through ISCFO (EC\$6,000) for the purchase of packaging material.
- Assisted in the organization of trial shipments of fresh produce from St Lucia and Dominica.
- Project proposal "Developing the Marketing Capability of the CFA" was prepared and submitted to IAF for consideration for funding.
- Several meetings and discussions with IAF staff were realized to promote the funding of the CFA proposal.
- An evaluation of the CFA trading activities was carried out.

Barbados:**BAS**

- Diagnosis was made of present situation and the needs of their financial management system were determined.
- Prepared one page weekly Market Sheet for inter-island trade.
- Assisted in the organization of trial shipments of fresh produce from St Lucia and Dominica.
- Prepared project profile: "Development of the BAS Retail/Wholesale Operations."



- Met with IAF staff to promote funding of the project to expand BAS operations.
- Dominica:**
- General**
- Baseline document: National Strategy for the Strengthening of Farmer Organizations in Dominica was prepared, reviewed and approved by MOA decision makers and extension officers and farmer organizations.
 - A one day Round Table meeting and a five day Workshop on Organic Farming were executed.
 - A trial shipment of organic grapefruit was made to the USA with favourable results.
- SEDPA**
- Present situation was diagnosed and needs of their financial management system were determined.
- NPPA**
- Diagnosis of present situation was undertaken and needs of their financial management system were determined.
 - STAFCO-OP experiences in respect to pig production credit scheme were transferred to NPPA.
 - Outline for a supervised production credit programme for members of the Dominica National Pig Farmers Association prepared.
 - Coordinated trip of four persons to Barbados and St. Lucia to review experiences in pig production, marketing and with credit schemes.
 - Initiated the establishment of a database for the monitoring of pork production.
- DHA**
- Diagnosis of present situation and needs of their financial management system was undertaken.
 - Supported trial shipments of fresh produce to the CFA in Antigua.



- Carried out evaluation of inter-island trade.
- Assisted formulation of project to obtain grant funding (US\$84,000) to expand credit facility. Funded by MISERIOR.
- SSFA**
 - Developed a computerized database for the monitoring of the production and marketing of limes and small livestock.
- NDF**
 - Discussed long term strategy for establishing pig production credit scheme.
- Grenada:**
- General**
 - Prepared project for the production and marketing of passion fruit for the fresh market in North America.
- PFU**
 - Diagnosis of overall needs and preparation of plan of action was undertaken.
 - Diagnosis of present situation and needs of their financial management system was carried out.
 - Reviewed HIAMP project proposal to expand PFU facilities and appropriate recommendations were made.
 - Legal status of PFU reviewed and report prepared with recommendations.
 - Proposal for shipments of produce to Barbados and Miami was prepared.
 - Project proposal was prepared for "Strengthening the Marketing Capability of the PFU."
 - Meetings and conversations were held with IAF staff to discuss funding proposal.
- GLA**
 - Needs were evaluated and a plan of action was prepared.



- A strategy for strengthening the Grenada Livestock Association was prepared.

St. Lucia:

General

- Baseline document "National strategy for the strengthening of farmer organisations in St. Lucia" was prepared and discussed with MOA and farmer organizations and generally accepted.
- Analysis of potential for joint marketing between Ti-Rocher, Belle Vue and Sunshine Harvest Co-ops was carried out.
- A National Steering Committee of 20 Farmer Organizations with a five member Executive was established.

Ti-Rocher

- Needs were evaluated and a plan of action was prepared.
- A diagnosis of the present situation and needs of their financial management system was carried out.

Sunshine Harvest

- An evaluation of needs was made and a plan of action prepared.
- A diagnosis of the present situation and needs of their financial management system was carried out.
- Project proposal "Sunshine Harvest Marketing Development" was formulated.
- Meetings and discussions were held with IAF to promote the funding of the Marketing Development project.
- Assisted to obtain a loan for the purchase of packaging material.
- Coordinated fortnightly shipments of fresh produce to CFA, Antigua.
- Carried out an evaluation of their inter-island trading arrangements.



- Bellevue Coop**
- Diagnosis of present situation and needs of their financial management system was made.
 - Helped coordinate fortnightly shipments to BAS, Barbados and recovery of payments.
 - Assisted to obtain a loan for the purchase of packaging material.
 - Carried out an evaluation of inter-island trade.
- STAFCO-OP**
- Assisted acting General Manager prepare a short-term plan of action.
 - Provided short-term technical assistance in management, economic analysis and marketing.
 - Carried out a diagnostic study of the broiler operations.
 - Assisted in formulation of project to expand broiler operations.
- Marketing Board**
- Arrangements made for trial shipment of hot peppers to Miami market.
- St. Vincent:**
- General**
- Importance of strengthening farmer organizations was promoted at the decision making level of the MOA and included as part of sector development plan.
 - Prepared project for the production and marketing of passion fruit for the fresh market in North America.
- ORD**
- Diagnosis of present situation and needs for improvement of their financial management system was carried out..
 - Provided assistance in resolving problems with computer accounting program.
 - Purchased and installed new accounting computer program.



**General
all countries**

- Supported the development of the Inter-Island Steering Committee of Farmer Organizations.
- Discussed with Barclays Bank, credit arrangements for inter-island trade.
- Prepared Guidelines for Inter-Island Trade.
- Established market contacts for exports from the OECS to North American markets.
- Determined procedures for the export of trial shipments to the Miami market.
- Proposal prepared for the establishment and operation of an inter-island FAX communication system.
- Supported the publication and dissemination of "Focus on Integrated Rural Development."
- Assistance provided to Sunshine Harvest, Belle Vue Co-op, Dominica Hucksters Association, Co-operative Farmers Association and Barbados Agricultural Society in the coordination and development of inter-island trade.

III. DOCUMENTATION

Most of the activities mentioned above were carried out with the assistance of one or more short-term consultants. Their conclusions, recommendations, project proposals and other information pertaining to the above activities are contained in the following documents.

3.1 Consultant's Reports

Larry Leighton, 27 April - 31 May, 1989:

- Miami market information;
- CFA tentative work plan;
- PFU tentative work plan;
- Ti Rocher tentative work plan;
- Planning information for execution of IICA/CCA agreement;



Michael Seepersaud, May 16 - June 15, 1989 (financed by Canada Fund):

- Financial diagnosis of selected farmer organizations in the Windward and Leeward Islands and Barbados;

Larry Leighton, 21 June - 12 July, 1989:

- Potential for joint exports: Bellevue, Sunshine and Ti Rocher;
- Ti Rocher/Sunshine proposed plan of action;
- Short-term actions in support of PFU;
- PFU approved work plan;
- Project profile: Development of BAS retail (wholesale) sales outlet (assisted by postharvest specialist Ena Harvey);
- Guidelines for Inter-Island Trade;

Kenny D. Anthony, July 1989 (financed by Canada Fund):

- Report on the legal status of the Productive Farmers Union, Grenada;

Larry Leighton, August 14-26, 1989:

- STAFCO-OP short-term plan of action;
- Strategy for strengthening CFA;
- Focus article "Who will produce Grenadians' porkchops?"
- Results of discussions with PFU;

Michael Seepersaud, September 4-15, 1989:

- CFA financial management systems design;
- Computer trouble shooting (ORD), St Vincent;
- Supervised pig production credit programme (NPPA);

Kenny D. Anthony, September, 1989:

- Report on the options of legal incorporation for ISCF0;

Larry Leighton, September 6-15 & October 18 to November 2, 1989:

- Project profile: Developing the marketing capability of CFA;
- Project profile: Strengthening the marketing capability of PFU;
- Project profile: Sunshine Harvest marketing development;
- Supervised pig production credit programme (NPPA);
- Strategy for strengthening the Grenada Livestock Association;



Michael Seepersaud, November 6-8, 1989:

- Review of CFA bookkeeping system;
- Proposed tractor service scheme - CFA;

Barry Borland, November 15 to December 15, 1989:

- Certification of organic grapefruit farmers;

Michael Seepersaud, December 4-9, 1989:

- Accounting systems analysis and design (PFU);

Clive Bishop, December 1 to January 31, 1990:

- Baseline information on traditional practices of organic farming in St Vincent and the Grenadines;

Michael Seepersaud, (Part-time) September 18, 1989 to January 12, 1990:

- Financial management systems design, Sunshine Harvest, St Lucia;
- STAFCO-OP job descriptions;
- STAFCO-OP cash flow forecast, 1989-1990;
- STAFCO-OP short term loan request to NRDF;

Larry Leighton, January 29 to February 28, 1990:

- Evaluation of inter-island trade from June to December 1989;

Susan Oechsle, January 23 to February 22, 1990:

- Development of database for the monitoring of STAFCO-OP pork production;
- Development of database for the monitoring of Soufriere Small Farmers Association;

Leslie Shillingford, January 29 to February 10, 1990:

- Proposal for the collection/marketing of breadfruit, Dominica;
- Proposal for the production/marketing of iceberg lettuce, Dominica;

Glenworth Ducreay, January 29 to March 3, 1990:

- Identification of farmer organizations in Dominica with potential production/marketing capacity for Antiguan market;
- Plans of action for developing capacities of farmer organizations;

Kenny D. Anthony, March 14-15, 1990:

- Legal Assistance on the structuring of the ISCFO;



3.2 Project proposals

A number of projects were prepared under this agreement which have been submitted to potential funding institutions. The title of each project, its approximate cost and its present status are presented below.

- Development of BAS retail (wholesale) sales outlet: total cost US\$50,500; funds have been solicited from IAF who has expressed interest in the project;
- Developing the marketing capability of CFA: total cost US\$96,028; \$30,905 solicited from IAF who has agreed to provide funding;
- Strengthening the marketing capability of PFU: total cost US\$116,825; \$40,005 has been requested from IAF who is evaluating proposal;
- Sunshine Harvest marketing development: total cost US\$146,812; \$55,000 has been requested from IAF who is considering partial financing;
- Project proposal for developing marketing potential among farmer organisations in the OECS: total cost US\$295,400; \$130,000 has been solicited from the IAF who has agreed in principal to providing a good share of this amount;
- Commercial production of passion fruit for fresh market in North America: total cost US\$97,440; funds being sought from several sources; project now being evaluated by HIAMP, CARDI, IICA and others;
- Proposal for developing production/marketing services through farmer organizations in the Eastern Caribbean: total cost US\$4.3 million over five years; CIDA has expressed interest in looking at the proposal in more detail;

Note: All the documents indicated above have been sent to Kenton Eggleston of CCA.



IV. ACHIEVEMENTS IN RESPECT TO OBJECTIVES

The IICA/CCA one year agreement to strengthen farmer organizations in the OECS was initiated in April 1989 and progressed smoothly through March of 1990. Thanks to a high level of interest in the project on behalf of participating farmer organizations and a high level of competency of all resource persons, the specific objectives were achieved to a high degree although not in 100 percent. A brief analysis of the results achieved in respect to the objectives proposed is presented below.

Objective 1: To determine the principal needs of selected primary and secondary societies in respect to developing their organizational and managerial capabilities.

Results: - Diagnostic studies of managerial, organizational and financial aspects have been completed for the following organizations:

Antigua: Co-operative Farmers Association (CFA).

St Lucia: Sunshine Harvest Co-operative, Ti-Rocher Co-operative, Belle Vue Co-operative.

Grenada: Productive Farmers Union (PFU).

- In addition to the above, diagnostic studies of the financial management situation and their needs have been carried out in the following organizations:

Barbados: Barbados Agricultural Society (BAS).

Dominica: Dominica Huckster Association (DHA), Southeast District Plantain Association (SEDPA) and the National Pig Producers Association (NPPA).

St Vincent: Organization for Rural Development (ORD).

Objective 2: To assist participating societies resolve critical organizational, managerial and technical bottlenecks.

Results: - Plans of action to develop managerial, organizational and financial management systems, or

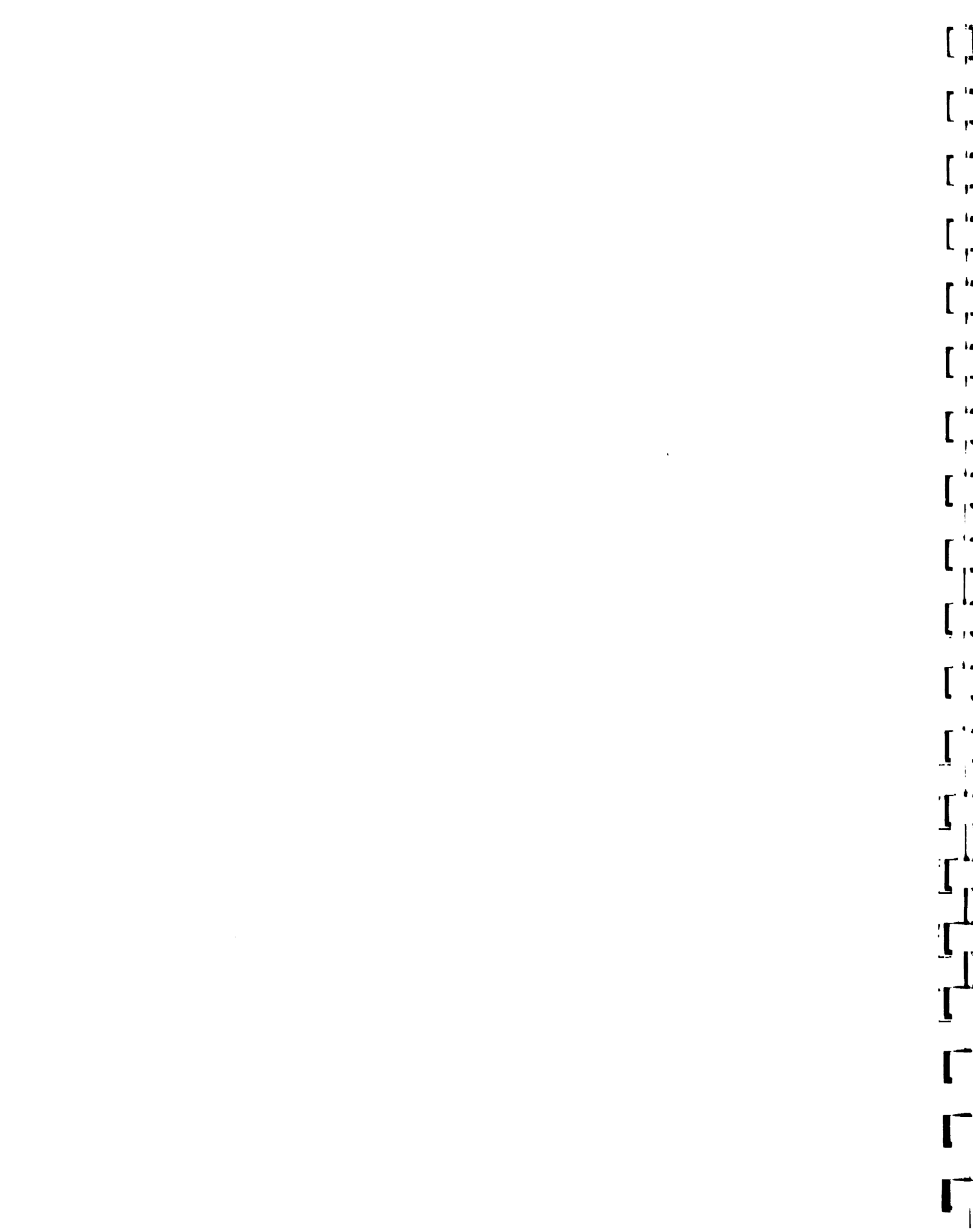


some part thereof, have been prepared for the following organizations: CFA, NPPA, STAFCO-OP, Sunshine Harvest, Ti-Rocher, PFU, ORD.

- Financial management systems have been designed for: CFA, PFU and Sunshine Harvest.
- The following organizations have benefitted from hands-on training in management, bookkeeping or computer operation: CFA, Sunshine Harvest, PFU, GLA, ORD.
- Computerized databases were prepared to monitor the production and marketing of selected crops for ORD, STAFCO-OP and SSFA.
- Legal assistance was provided to Productive Farmers Union, Grenada, to evaluate alternatives for restructuring.
- Legal assistance was provided to ISCFO for its institutionalization process.
- 25 Citrus growers in Dominica were assisted in the preliminary certification of their farms for organic production of grapefruit.

Objective 3: To determine the economic and technical viability of intra and extra-regional trade through farmers co-operatives and associations.

- Results:**
- Fourteen inter-island shipments of fresh produce were made as follows: From the DHA (Dominica) to CFA in Antigua. From Sunshine Harvest (St Lucia) to CFA in Antigua. From Belle Vue Co-op (St Lucia) to BAS in Barbados. From DHA to BAS.
 - An evaluation of the fourteen shipments identified existing problems and needs for improving efficiency but concluded that inter-island trade among farmer organizations is a viable business.
 - Contacts have been made with selected importers in Miami and Beltsville, Maryland. A trial shipment of organic grapefruit from Dominica to Beltsville, Maryland proved successful. Trial shipments of hot peppers from St. Lucia (Sunshine Harvest) to an interested buyer in Miami were not possible due to production problems.



- Two trial shipments of hot peppers were made through the St. Lucia Marketing Board. Negative results were caused by poor organization and delays in air service.
- An interested wholesaler of fresh produce from Pompano Beach, Florida spent one week in Grenada and St Vincent assisting in the design of the project proposal for the production and marketing of fresh passion fruit to the North American market.
- Wholesalers of organic produce in Canada were identified and initial contact was established. Agreement was reached to carry out trial shipments once production capabilities are established.
- A study was conducted on the feasibility of establishing production/marketing programmes with farmer organizations in Dominica for the Antiguan market.

Objective 4: To assist existing non-traditional farmer organizations in the OECS achieve a level of operations necessary to sustain their development.

- Results:**
- Technical assistance to analyze their present situation and needs for development was provided to BAS, CFA, PFU, Sunshine Harvest, Ti Rocher and NPPA and plans of action were prepared.
 - Project proposals to provide farmer organizations with marketing infrastructure and equipment and management capabilities have been prepared and submitted to IAF by: BAS, CFA, PFU and Sunshine Harvest.
 - A project proposal for developing marketing potential among farmer organizations in the OECS was prepared and submitted to IAF for grant funding. This project would help to institutionalise the Inter-Island Steering Committee of Farmer Organizations.
 - An evaluation was completed on the legal alternatives for institutionalising the ISCFO. The decision was made to establish a legal body and the process is now underway.

Objective 5: To focus available resources within the sub-region towards the systematic development of non-traditional farmer organizations (co-operatives and associations).

- Results:**
- For the 5th Meeting of the ISCFO, held in Barbados, one day was dedicated to informing representatives of 12 regional and international organizations on the actions and needs of the primary societies and ISCFO.
 - Assistance was provided CFA in the formulation of a request for a grant for the purchase of a tractor. Although originally approved by the Canada Fund, the grant was lost due to Hurricane Hugo when the resources were transferred to other support activities.
 - Meetings with the coordinator of the OECS Agricultural Diversification Coordinating Unit have led to the designation of the ISCFO to sit on their Management Committee.
 - Meetings with Ministry of Agricultural decision making personnel in Antigua, Barbados, Dominica, St Lucia and St Vincent have contributed to the recognition of farmer organizations as an effective tool for development. Considerable support to the project has been received from the MOAs in these islands.
 - Discussions with Inter-American Foundation staff indicate the likelihood of financial support to the project in the near future.
 - Peace Corps has agreed to provide new Volunteers to work with the Project in Dominica, St Lucia and St Vincent.
 - The French Technical Mission has begun to work closely with the Project.
 - Caribbean Agricultural Research Development Institute is beginning to give more attention to working with farmer organizations.
 - CIDA and USAID have both begun to show more interest in working with farmer organizations.
 - Canada Fund has stated its interest in working closer with IICA and the ISCFO.



Objective 6: To promote the transfer of experiences and methodologies between farmer organizations (cesses, share purchase plans, accounting procedures, market intelligence generation and use, inventory control, coordination with public sector institutions, and others).

- Results:**
- Four representatives of National Pig Producers Association visited pig production and marketing projects in Barbados and St. Lucia.
 - Two small farmers and one Extension Officer from Grenada visited livestock operations in St. Lucia and Dominica.
 - One representative of Dominica Hucksters Association exchanged experiences and information with exporting farmer organizations in Grenada, St. Vincent and St. Lucia.
 - Experiences of the pig production credit scheme from St. Lucia have been transferred to the National Development Foundation and the National Pig Producers Association in Dominica.
 - Experiences of organizing small livestock production, processing and marketing co-operatives have been transferred from St. Lucia to the Grenada Livestock Association.
 - Standard bookkeeping systems are being developed and put in place to satisfy the specific needs of the following organizations: CFA, Sunshine Harvest Co-op, PFU.
 - The ORD database has been modified and applied to several databases in St Lucia and Dominica.
 - Experiences at organic farming have been transferred from the Dominican Republic and the USA to all four of the Windward Islands and Antigua through a one day round table meeting and a 5 day workshop on the subject. This led to the formation of the sub-regions' first association of organic farmers in St Vincent.



V. PROSPECTS FOR THE FUTURE

It is the opinion of the project coordinator that this IICA/CCA agreement has produced very positive results which have greatly contributed to the strengthening of farmer co-operatives and associations in the sub-region. It is felt that this effort will have served as the catalyst for the further development of farmer organizations in the future.

Farmer organizations now have experiences at inter-island trade upon which they can build. The ISCFO has been recognized as a representative of farmer organizations within the sub-region, as shown by the OECS decision to request ISCFO to designate a representative to sit on its Agricultural Diversification Management Committee.

Development organizations such as the French Technical Mission, Inter-American Foundation, IICA, CIDA and USAID have shown increased interest in working with and through farmer organizations within the sub-region.

Ministeries of Agriculture in Antigua and Barbuda, Dominica, Grenada, St Lucia, and St Vincent and the Grenadines have all demonstrated interest in working closer with farmer organizations and using them as a means to improve production and marketing services to farmers.

If the anticipated funding is obtained for the establishment of economically viable production/marketing programmes and if there is a continued strengthening of the institutional capabilities of selected farmer organizations, the future of non-traditional farmer organizations in the sub-region looks bright.

However, we should not leave the impression that the task will be an easy one. Farmer organizations in this sub-region are weak and will need a continuous input in technical and grant assistance over the next ten years to achieve economic and technical sustainability. Future activities must prioritize the development of managerial capabilities and the establishment of sustainable profit centers.



VI. FINANCIAL ACCOUNTING

Although it was reported in the Interim Report that expenditures under this agreement during the final months of 1989 and the early months of 1990 were expected to be lower than programmed, in fact they were not. As a result the total budget has been expended, or committed, as of March 1990.

Table 1-A summarizes the line items, amount spent, amount programmed and balance remaining as of March 15, 1990 in Canadian dollars. Table 1-B presents the same information in US\$. The remaining balance of C\$12,155 (US\$10,300) has been committed to finance market study trips to identify Niche Markets in Canada, preferably through Canadian Co-operatives, in-service training for the new manager of the Inter-Island Steering Committee of Farmer Organizations and short-term consultancies to generate information for project formulation.



Table 1-A: Project Expenditures April 1989 to March 1990 (C\$) *

| LINE ITEMS | SPENT | PROGRAMMED | BALANCE |
|------------------------------|---------------|---------------|--------------|
| Technical Assistance: | | | |
| - project development | 5900 1/ | 5900 | 0 |
| - organization dev. | 17826 2/ | 17700 | (126) |
| Training: | | | |
| - workshops | 9440 3/ | 9440 | 0 |
| - hands-on | 14160 4/ | 14160 | 0 |
| - in-service | 1549 5/ | 9440 | 7891 |
| Marketing: | | | |
| - manager | 7410 6/ | 11800 | 4390 |
| - operations | 23600 7/ | 23600 | 0 |
| - studies | 11800 8/ | 11800 | 0 |
| Administration: | | | |
| - 12% overhead | 14160 9/ | 14160 | 0 |
| TOTAL | 105845 | 118000 | 12155 |

* For the purpose of this report, expenditures in US\$ have been converted into Canadian \$ at the exchange rate of US\$1.00 = C\$1.18.

- 1/ Consultants (Larry Leighton) to formulate projects.
- 2/ Consultants: Kenny Anthony, Glenworth Ducreay, Michael Seepersaud.
- 3/ Costs of organizing and executing Organic Round Table and Organic Workshop.
- 4/ Training carried out by Susan Oechsle and Larry Leighton.
- 5/ Exchange visits of farmers.
- 6/ Assistance provided STAFCO-OP by Simon Regis and hands-on management activity provided to farmer organizations in trading activities by Jerry La Gra and Larry Leighton.
- 7/ Operational costs including communication; technical assistance from Eric Levy, Great American Farms; certification of organic grapefruit farmers by Barry Borland; technical assistance from Larry Leighton, ISCFO expenses.
- 8/ Marketing studies carried out by Leslie Shillingford, Heather O'Garro, Larry Leighton and Clive Bishop.
- 9/ Costs of administration of the project charged by IICA.

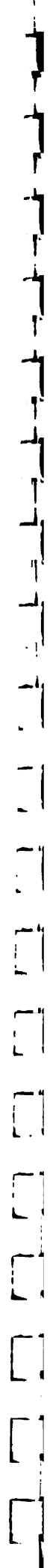


Table 1-B: Project Expenditures April 1989 to March 1990 (US\$) *

| LINE ITEMS | SPENT | PROGRAMMED | BALANCE |
|------------------------------|--------------|---------------|--------------|
| Technical Assistance: | | | |
| - project development | 5000 1/ | 5000 | 0 |
| - organization dev. | 15107 2/ | 15000 | (107) |
| Training: | | | |
| - workshops | 8000 3/ | 8000 | 0 |
| - hands-on | 12000 4/ | 12000 | 0 |
| - in-service | 1313 5/ | 8000 | 6687 |
| Marketing: | | | |
| - manager | 6280 6/ | 10000 | 3720 |
| - operations | 20000 7/ | 20000 | 0 |
| - studies | 10000 8/ | 10000 | 0 |
| Administration: | | | |
| - 12% overhead | 12000 9/ | 12000 | 0 |
| TOTAL | 89700 | 100000 | 10300 |

* Expenditures were made in US\$.

- 1/ Consultants (Larry Leighton) to formulate projects.
- 2/ Consultants: Kenny Anthony, Glenworth Ducreay, Michael Seepersaud.
- 3/ Costs of organizing and executing Organic Round Table and Organic Workshop.
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**Final report to Canadian
co-operative association
IICA/CCA agreement ...**

| Fecha Devolución | Nombre del solicitante |
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