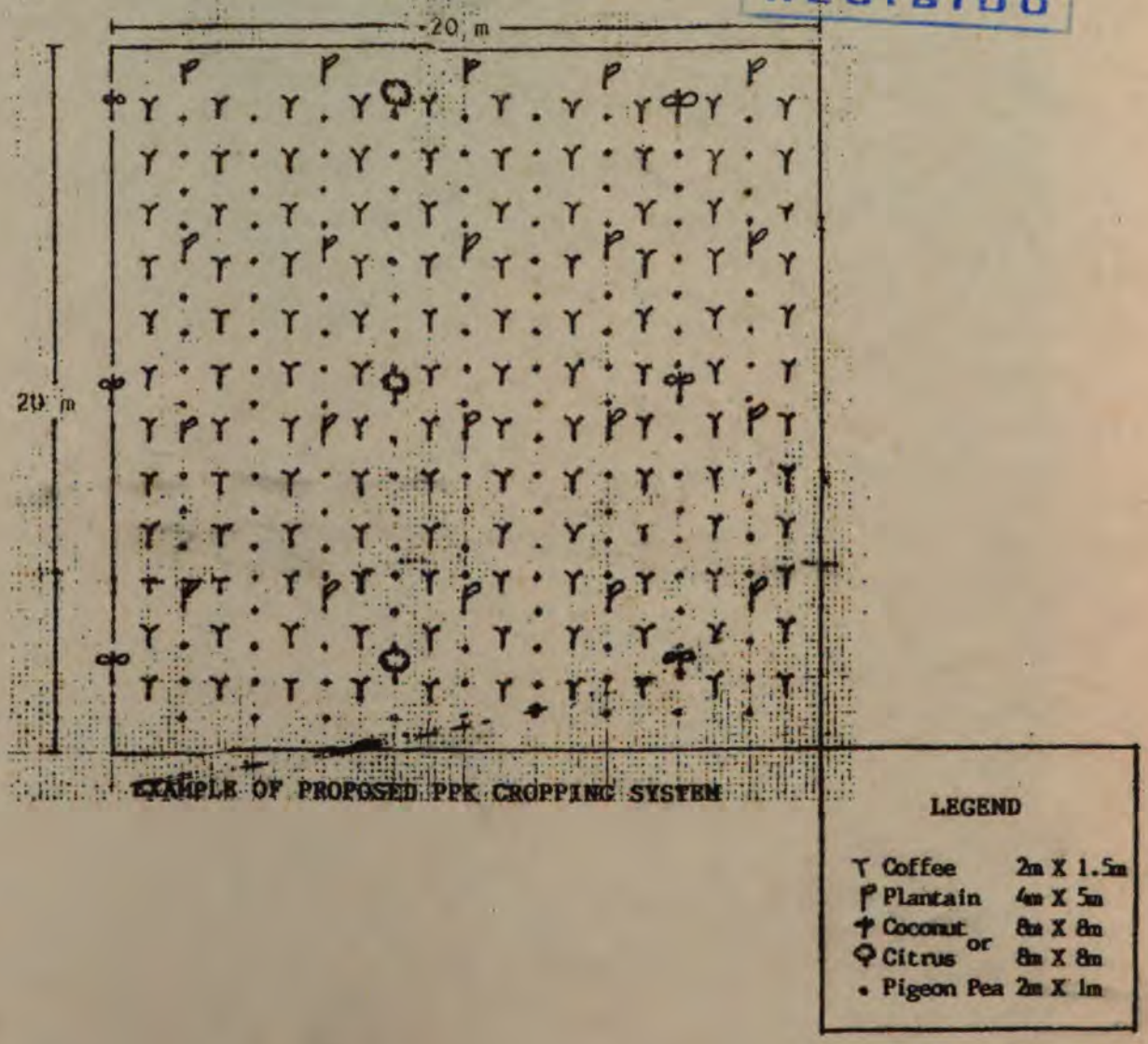
PWOJÈ PLANTE KAFE

Coffee Based Cropping Systems Project



EXAMPLE OF PROPOSED PPK CROPPING SYSTEM

Redesigned Proposal Submitted to USAID

October 30, 1992

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

OFFICE IN HAITI

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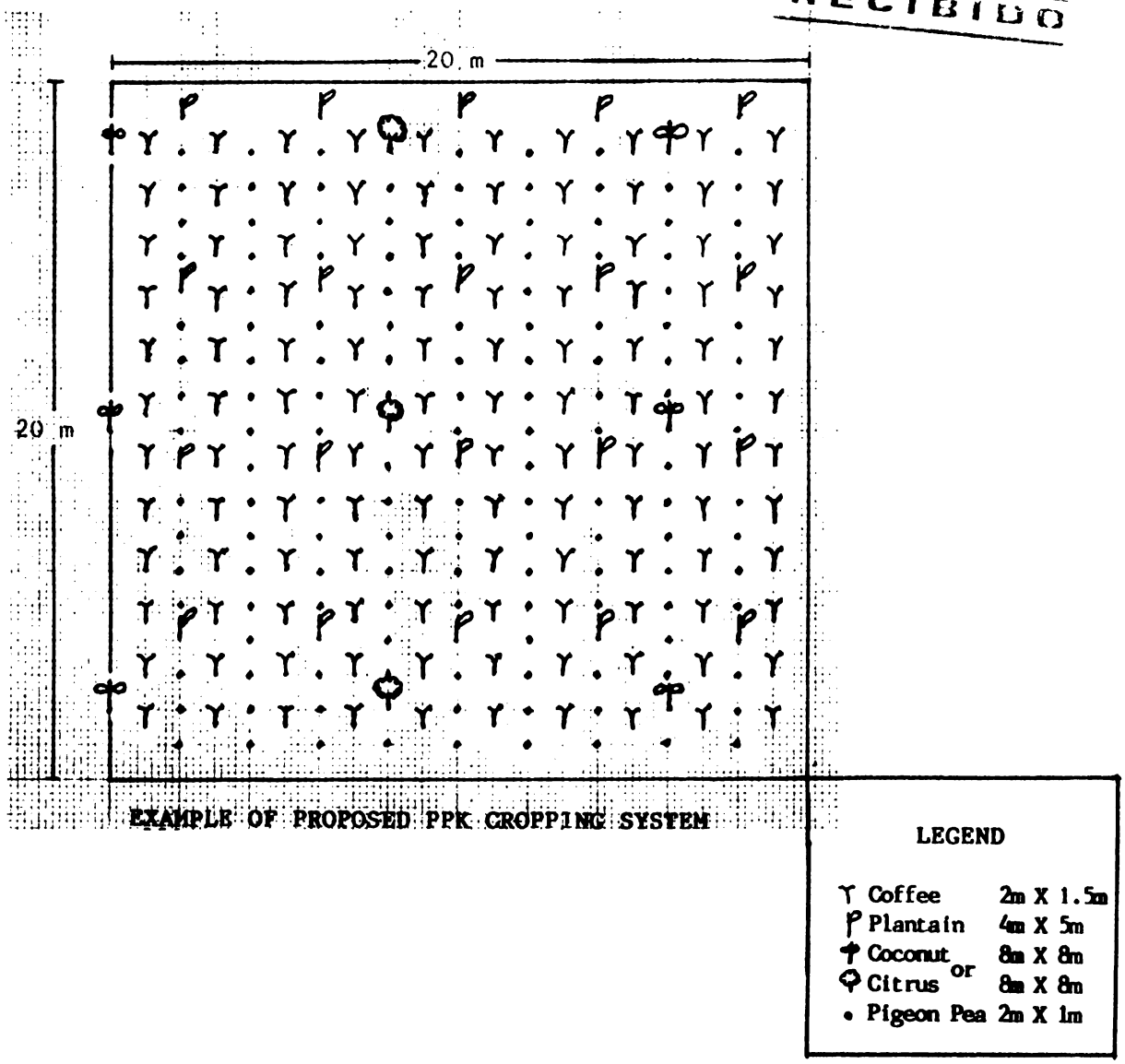

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1. EXECUTIVE SUMMARY

Coffee is a vitally important crop for the overall economy of Haiti, the livelihood of the Haitian farmers in coffee producing areas, and for the sustainability of the fragile, and deteriorating, environment of the country.

While declining in total contribution to exports during the past two decades, coffee is still the most important commodity exported by Haiti. It accounts for approximately 50% of the total value of agricultural exports (US$ 34.7 million, 1989). The foreign exchange generated by coffee is absolutely vital for the economic viability of the country.

The crop is grown by 250,000 farmers, but the production process provides direct or indirect employment for nearly 2.4 million people. For those 250,000 farm families directly growing coffee, it is estimated that at least 20% of their annual income derives from this crop. But the economic significance of coffee at the farm level is even more integral than might be implied from a simple percentage of derived income. The mere fact that a farmer has a coffee resource can provide access to traditional credit mechanisms (i.e., loans from speculators.) In the precarious day to day financial setting of the Haitian peasant, access to money for emergency needs is critical to their survival. Moreover, the coffee harvest time is an "off-season" activity (i.e., it does not coincide with the major harvest times for the cereal and pulse crops) and therefore provides an improved cash flow at the farm level.

The area planted to coffee is approximately 135,000 hectares. Since virtually all coffee in Haiti is grown under shade, this "cultivated forest" accounts for 54% of the area considered to be under permanent perennial vegetative cover (9% of Haiti). Since the accepted figure for "pure" forest cover in Haiti is 4% of the total land area (107,000 hectares), the coffee complex, at 4.8% is more ecologically important in terms of surface area than the forests. All of these permanent, perennial cover crops serve a critical role in environmental stability. Derived ecological benefits include the maintenance of the hydrologic cycle, and the prevention of soil erosion and subsequent loss of agricultural capacity. Additional benefits are the partial mitigation of adverse downstream effects such as the siltation of irrigation canals and the destruction of coral reefs and associated marine life.

But coffee, as a viable and sustainable crop in Haiti, has reached a crisis stage. Decisions made now will determine whether the country remains a producer and exporter of coffee by the end of this century. For various reasons well beyond the control of Haiti, international prices for coffee have declined to such a level that small producers are now faced with considering alternative crops which can provide increased income. Generally, the alternative crop selected is beans. This necessitates removal of both the coffee and associated shade trees, i.e., destruction of the perennial tree cover, for a short-term benefit in annual revenue. Since the majority of coffee production is from high rainfall, steep-slope mountainous regions, and the preparation of fields for annual crops entails total removal of vegetative cover, erosion will be accelerated.

While a rebound in international prices will constitute a virtual windfall profit for the small producer (if it occurs and if the farmer receives a better price in the near future), the coffee producer in Haiti also has to contend with another problem: coffee leaf rust disease. This disease was first diagnosed in-country in 1988, and has steadily spread throughout Haiti. The adverse impact of this disease is an estimated 10% reduction in coffee yield each year. As both yield and derived revenue continue to decrease, it is only logical that at some point during this decade, farmers will decide to uproot their coffee in order to plant a more economically productive crop.

This situation was underscored most recently in an article appearing in "La Nouvelliste" (23-25 October 1992) stating that with the current need for money in order to pay school fees, farmers are finding the preparation and sale of charcoal to generate more returns than the harvest and sale of coffee. Farmers always tend to have urgent cash needs, and they can be expected to choose the most viable economic means to meet these needs. It is also notable that other neighboring countries such as the Dominican Republic and Jamaica are providing subsidies in order to maintain the coffee subsector during the period of low international market prices. The obvious advantage of this subsidy strategy is to maintain their coffee production, export niche and foreign exchange.

Numerous coffee experts who have visited Haiti in the past five years have all agreed that the current socio-economic and infrastructure conditions in Haiti preclude the control of coffee leaf-rust disease by the use of fungicide spraying. As a result, the underlying purpose of the Coffee Revitalization Project was to accelerate the conversion to new rust-resistant and rust-tolerant varieties of arabica

coffee. 1.22 million seedlings have already been distributed under PPK as well as a substantially increased local capacity for farmer groups to manage their own nurseries. The original project design allowed a subsidy for production of the new variety seedlings. With the decision to eliminate this subsidy, and the substantially increased economic constraints imposed by the embargo during the past year, the cost of converting to the improved coffee varieties appears to be a major hurdle to the success of the project.

Accordingly, in order to maintain the contribution of coffee to both the farmer and the national export revenues, and to maintain the important ecological benefits of this "cultivated forest" at a time when overall economic conditions are most unfavorable, this redesign effort must entail a new strategic approach. After careful analysis of the entire farming system practised by the small coffee producer, IICA believes that this objective can be obtained.

IICA HAS DETERMINED THAT WITHIN THE FARMING SYSTEM, THERE ARE OPPORTUNITIES TO OFFER PARTICIPATING FARMERS INCREASED FOOD SECURITY AND ALTERNATIVE SOURCES OF INCOME BOTH DURING THE DEVELOPMENTAL YEARS OF THE NEW RUST-TOLERANT COFFEE VARIETIES, AND DURING PERIODS OF REDUCED COFFEE PRICES.

Food security and alternative sources of income can be derived by augmenting the production and returns from the annual food crops which will be intercropped within the new plantation during the first year, and by converting the necessary shade trees to food crop species such as plantain (temporary shade) and citrus/ coconut trees for permanent shade. This approach will not only generate increased food crop production and revenues, it will also augment food security. Soil and water conservation will also be a recurrent theme in the revised PPK in order to assure production sustainability.

Benefit/costs analyses conducted for the proposed farming system alternatives indicate that they are economically viable, both as a project investment and at the farm gate:

Farming System Alternatives

	Coffee (no inputs) Plantain Corn/Beans Citrus A	Coffee (inputs) Plantain Corn/Beans Citrus/ Coconut B	Coffee (no inputs) Plantain Corn/Beans Citrus/ Coconuts C
Project IRR	6.5	15.2	19.4
Farm Gate IRR	227	65	127

In order to maintain coffee within the Haitian farming systems (which will require conversion to rust-tolerant varieties), the project package must be more diversified in order to appear more economically viable to the participating farmer. In essence, given the low prices for coffee and the high costs of conversion, this essentially means that coffee has to be "carried" at this stage by other components of the farming system. Coffee remains the major emphasis both in terms of funds allocated and training activity, but, more importantly, an approach which presents a more integrated and economically feasible package will be more acceptable to farmers thus allowing coffee production to be maintained in Haiti.

The initial success of PPK's first 18 months in the field has reaffirmed the validity of its approach, both in terms of appropriate technological improvements and in its engagement of project beneficiaries, despite the suspension of project activities.

The proposed cropping system alternative, as selected by USAID in October 1992, is coffee with inputs, plantain as temporary shade, annual crops during initial establishment years of the new plantation, and citrus and coconut as permanent shade (see Cropping Alternative B, above). The layout of this coffee complex is depicted on the front cover of this proposal. Soil conservation and improvement techniques will be emphasized strongly in the technological

packages to both augment production and assure environmental sustainability. At least 1.8 million improved variety coffee seedlings will be produced during the remaining 33 project months from over 300 farmer-managed nurseries and distributed. Local farmers will receive training in technical aspects of the project, and local organizations will be trained to manage community banks to provide credit for the required inputs. A total field staff of 148 persons will provide these training services and on-site technical assistance, guided by an interdisciplinary staff of seven based in Port-au-Prince. Field training activities will continue to be reinforced by "ti livs" (i.e., extension booklets) and regular radio extension programs.

Project implementation will continue to be in two zones: Beaumont and Jacmel, albeit more concentrated. Activities in Jacmel will be reduced to the two most productive coffee areas and will involve primarily the completion of training for those farmers who began participation during the initial phase of the PPK. Activities will be continued in all sub-zones of Beaumont, but the number of direct beneficiaries will be reduced from 5,400 to 2,100. Continuation in the Jacmel locality is warranted because it represents a different biophysical setting which will permit a better perspective for analyzing the results of the technological packages for future dissemination to other coffee producing areas in Haiti, and because commitments have already been made to the participating farmers.

Efforts during the remaining 33 months of PPK implementation will be more concentrated in order to obtain more definitive results. Accordingly, the total number of direct beneficiaries will be 3,500. Indirect beneficiaries are those farmers who will attend some of the training sessions as observers and purchase some plant materials, and will also benefit from occasional technical services provided by local formateurs, who are likely to be neighbors. Additional benefits will eventually accrue from membership in community banks and access to coffee processing facilities and improved market linkages. It is estimated that 14,000 indirect beneficiaries will adopt 25% of the project recommendations. IICA will develop specific monitoring techniques to quantify this indirect benefit.

Increased emphasis will be placed upon improving harvest and processing techniques for coffee in order to produce a better quality green bean, and to develop both internal and external market linkages. Specialized formateurs will train and communicate this information at the field level. Port-au-Prince staff, supported by consultants, will address marketing constraints. To facilitate improved coffee

processing, a prototype rural processing facility will be established in at least one site, and modest improvements at 10-20 other sites will be installed with community participation.

The total life of project (LOP) funding required for the period March 1990 to September 1995 is estimated at US$ 6 million, of which $5.36 million is to be from USAID and $0.64 million from IICA. The extension of the LOP by nine months, while maintaining the original level of AID funding, is possible due to savings accrued by narrowing the geographic coverage and reducing the number of direct beneficiaries.

2. BACKGROUND: COFFEE PRODUCTION IN HAITI

2.1. Introduction

The Republic of Haiti is one of the poorest countries in the western hemisphere, with 75 per cent of the population subsisting below the World Bank poverty line. Its population of 6.4 million (1989 figure) is largely rural and directly dependent on agricultural production.

Overall agricultural production dominates more than 99 percent of the country's land resources. Not only is agriculture extensive, it also is the single most important component of the country's economy, accounting for 33 percent of the GDP in 1989, generating about 29 percent of goods exported (1988), and providing 65 percent of total employment.

In general, Haitian agriculture is characterized by low productivity, high population density relative to land cultivated and by the predominance of small farms held under a variety of landholding arrangements. Given Haiti's mostly mountainous terrain, these factors, among others, have together led to a high degree of deforestation, consequent serious problems of erosion, and declining or stagnant production for virtually all major crops.

Within the agricultural sector, coffee is the single most important commodity exported. Coffee accounts for 50 percent of the total value of agricultural exports. In 1989, this was a value of over 34 million US dollars, compared to, for example, sisal at 5 million or sugar cane at 2.9 million.

The domestic consumption of coffee almost rivals the amount exported, and in some years has exceeded exports. Associated activities, such as processing, transportation, packaging, and sales, directly and indirectly provide employment for nearly 2.4 million people, further underlining the overall economic importance of coffee.

Not only is coffee significant at the level of the national economy, but it carries an analogous importance for the individual producer and his family. More than 250,000 farmers grow coffee, and, on average, coffee provides at least 20 percent of their annual cash income.

Further, coffee plays an increasingly decisive role in the deteriorating environmental situation. The 135,000 hectares of coffee stands account for more than half of the area under permanent perennial vegetative cover and thus are crucial in the maintenance of the hydrologic cycle, the prevention of soil erosion and the minimization of adverse downstream effects.

Despite this importance of coffee production, productivity over the years has been erratic and in general decline. Increasing population pressure on arable land, political troubles, the recent appearance of coffee leaf rust, an uncertain world market, and rising prices for other crops, all threaten irrevocable damage to the coffee sector.

Recognizing the signal importance of coffee for the economic well-being of both the country as a whole and individual farmers, international donors and PVOs have regularly and assiduously fielded various interventions designed to improve coffee production and marketing. The United State Agency for International Development (USAID) supported several coffee projects through the 1970s and 1980s. These earlier projects primarily focused on marketing improvements, GOH policies and institutional development (cooperatives); but attention was turned to the production process itself, in all its various technical asspects, when USAID commissioned the Inter-American Institute for Cooperation on Agriculture (IICA) to examine the coffee sector. The appearance of coffee rust in the late 1980s added a new note of urgency to an already alarming situation.

2.2 Production Problems and Constraints

The generally deteriorating condition of the Haitian coffee sector is conventionally attributed to three kinds of socioeconomic forces: strictly local farm-level factors, marketing at both the national and international level, and government policies.

2.2.1 Farm-level Factors

The 1987 IICA Assessment of the Situation on Coffee Production and Marketing in Haiti focused on the technical aspects of coffee production. It highlighted a series of problems that had direct ramifications on the issue of low productivity.

The most important of these had to do with the quality of the traditional stock, *Coffeea arabica* var. *typica*, characterized by low yields and its susceptibility to coffee leaf rust disease. The report recommended the introduction of two new varieties, *Caturra* and *Catuai*, which could provide potentially higher yields and greater resistance to disease.

The report further noted that the great majority of coffee trees were thirty to forty years old, and thus physiologically exhausted and in most cases beyond any rehabilitation schemes. In addition, years of maladaptive

cultivation techniques had further diminished the already seriously compromised productive potential of these trees.

Even in the few cases of "plantations modernes" using proper tree alignment and favorable shade conditions, the full range of possible technological interventions were neither understood nor being fully utilized.

Although, on a case-by-case basis, certain plantations could possibly be rehabilitated, any extensive rehabilitation interventions in the very small, and far more numerous, plantations were simply not feasible.

In sum, the report recommended the gradual replacement of Arabica trees in tandem with training and extension of a full technological package, addressing ongoing cultivation techniques, including nursery development, in order to both limit and reverse downward trends in coffee production.

Not all production constraints were attributable to the quality of the stock or inadequacies of culture techniques. Soil conditions, in most instances, are also extremely limiting. Not only are most soils in coffee areas too rocky, too shallow, and too steep, they are also seriously depleted, the best top soil long washed away. For soil fertility to be restored, fertilizers, both chemical and organic, are necessary. While coffee farmers recognize this fact, they

have at their disposal only inferior quality organic fertilizers, and only rarely have access to chemical fertilizers.

Most coffee plantations are heavily shaded and in areas of high rainfall and humidity. These conditions, together with the already low vitality of existing coffee trees, have facilitated the spread of Oriental Leaf Rust. First noted in the north in 1988, the disease had already infected 75% of northern Haiti, parts of the western area and some of the south.

Small coffee farmers are thus doubly disadvantaged, having to work with, on the one hand, poor and inferior natural resources over which they have no direct control, and, on the other hand, having neither the means nor the sources to access better inputs or even technical expertise.

In these circumstances, coffee production has become even further compromised because of its traditional place within the typical cropping strategy of small peasant farmers.
Most farmers consciously pursue a strategy of minimizing risk, even at the expense of greater returns. Coffee provides a steady and mostly secure source of cash at crucial points during the year, providing, on average, a fifth of yearly cash income for a coffee farmer. At the same time, from the farmer's viewpoint, coffee is steady and long-lived

and does not require extraordinary care at the expense of his other crops. Coffee thus provides steady but low returns, with minimum investments of time, resources, or energies. Faced with a choice in the allocation of scarce or expensive inputs, coffee is likely to be a lower priority than another crop which has currently higher market prices or more immediate food value.

A further limiting factor directly affecting coffee production decisions for the majority of farmers is not only the scarcity of fertile and viable lands, but the nature of each individual's access to a particular parcel. Within the extremely complex and wide array of landholding and tenure arrangements found in any rural community, certain kinds of arrangements discourage the kind of long-term investment necessary for successful coffee plantations. Furthermore, as land relations are in constant flux, the cropping strategy being pursued by any individual farmer can change not only from year to year, but from parcel to parcel within the same year.

Given these conditions and limiting factors, it is understandable why small farmers have traditionally placed a low priority on the <u>culture</u> of their coffee, not the coffee per se, and why they do not seem to respond directly to world market coffee prices by increasing or decreasing production.

The overall circumstances faced by the Haitian coffee producer are such that any effort to improve coffee production must be carefully tailored to not only respond to the strictly technical imperatives of improved production, but also to the farmers' perceived needs, resources and priorities.

2.2.2. International Markets

The breakdown of the control exerted by the International Coffee Organization (ICO)in 1989 resulted in lowered prices for wholesale coffee bean prices on the international market. This together with record harvests of coffee worldwide has caused a continuing downward trend in coffee prices since 1989, with no immediate end in sight, despite ICO's ongoing efforts to restore new international agreements.

Despite this apparently bleak prospect for the coffee producer, other factors indicate that this situation may not necessarily be permanent. On the retail side, prices have only dipped slightly. And while the largest coffee-consuming country, the United States, is decreasing its importation of coffee, this loss is more than made up for by increasing consumption worldwide, especially in Japan and Germany, as well as Asia and Eastern Europe.

Traditionally, Haitian coffee has been destined for Europe, especially to Italy, where it is much valued, France and Belgium, but also Japan and Germany. Even at lower prices, it seems most likely that Haiti will retain its traditional relationships with these coffee importing countries, and benefit from their increasing consumption.

The embargo has had a much more severe effect on Haitian coffee exports than the drop in world prices since 1989. While most EC countries are not respecting the embargo, transportation has been affected with the result that Haitian coffee shipments have been blocked at port, here and in Jamaica.

Although these various events on the international scene as regards coffee do have mitigating effects in Haiti, especially at the export houses level, it is unclear that they directly affect the production decisions of the quarter of a million actual producers. Table 2A, Exportations de Cafe, indicates a downward trend predating the ICO agreement collapse in 1989. After an initial sharp drop in export rates in September 1991, presumably due to the embargo, rates have increased steadily, although far from pre-embargo rates. Note a similar sharp drop in August and September 1989, immediately followed by a resumption of normal rates.

Table 2.A HAITI COFFEE EXPORTS 1983 - 1992

REPUBLIQUE D'HAITI EXPORTATIONS DE CAFE									
			PAR SAC DE 60 KG						
			ANNEES 1983-1991						
MOIS/ANNEE	1983-84	1984-85	1985-86	1986-87	1987-88	1988-89	1989-90	1990-91	1991-92
OCTOBRE	48,901	28,985	18,366	28,180	18,460	11,835	12,023	16,085	1,914
NOVEMBRE	28,624	36,725	36,054	21,680	28,055	16,790	10,765	12,920	4,985
DECEMBRE	31,178	39,145	43,235	34,465	35,725	34,500	24,365	18,365	8,815
JANVIER	53,324	38,023	33,570	29,435	43,585	37,915	19,470	19,325	n.e.d.
FEVRIER	25,170	28,200	24,022	18,915	27,790	32,340	20,570	17,835	n.e.d.
MARS	21,195	31,565	43,843	22,175	25,080	28,930	18,010	22,800	n.e.d.
AVRIL	26,966	33,388	18,690	11,675	26,410	25,195	25,707	23,595	n.e.d.
MAI	24,165	19,525	26,385	14,525	27,680	15,460	19,930	17,745	n.e.d.
JUIN	14,135	15,640	14,570	13,084	18,500	14,048	11,310	14,280	n.e.d.
JUILLET	10,818	8,298	11,780	6,207	23,900	6,750	13,080	11,970	n.e.d.
AOUT	3,225	5,677	4,520	6,060	10,464	916	6,220	6,909	n.e.d.
SEPTEMBRE	38,595	8,646	1,095	5,697	8,521	685	7,630	500	n.e.d.
	328,318	284,017	276,130	212,098	294,170	225,366	189,080	162,329	
SOURCES: Ministère de Commerce et de l'Industrie - Service des Statistiques									

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AVRIL	26,988	33,388	18,690	11,675	26,410	25,195	25,707	23,595	n.e.d.
MAI	24,165	19,525	26,385	14,525	27,680	15,460	19,930	17,745	n.e.d.
JUIN	14,135	15,840	14,570	13,084	18,500	14,048	11,310	14,280	n.e.d.
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SOURCES: Ministère de Commerce et de l'Industrie - Service des Statistiques									

In general, recent international events and trends are not likely to directly discourage, or encourage, production rates within Haiti in the immediate future. Rather than take this as a limiting factor for local coffee production, it should be regarded as an ideal period in which efforts to revitalize the coffee sector should concentrateon the amelioration of the productive base.

2.2.3. The National Marketing Structure

At the national level, the role and nature of the Haitian export houses in the marketing structure, both domestically and internationally, have been the subject of ongoing debate and controversy. An oligopsonistic marketing structure and associated control of rural commercial circuits through local agents are obvious factors each farmer must consider in his cropping strategies. At the farm-level, these factors emerge largely in terms of access to credit, or more accurately, pre-harvest cash advances. This aspect of coffee production in Haiti is integral to the whole complex of production for any individual farmer -- providing otherwise unavailable, or unaffordable, credit for a whole series of essential uses, from school fees and supplies, to agricultural inputs, to purchase or rental of land parcels.

While the small farmer is especially vulnerable to the machinations of coffee speculators through these same credit relations, at the same time the coffee market has been such that farmers are not overly disadvantaged in terms of actual prices received for their crop. Most studies have indicated that farmgate prices are between 50-75% of world market prices -- a ratio much better than found in other Latin American countries.

Both coffee marketing and credit support and development have been the subjects of several USAID-supported activities in the past twenty years, most recently the Strengthening Coffee Cooperatives II Project. The successes and lessons learned from these various interventions have demonstrated the value of cooperatives to the individual coffee farmer and the necessity of sustaining efforts to alter some of the basic inequities which exist in the marketing of coffee. Among the realizations that emerged from these activities, the one of most relevance to this current project, was that there existed a limit to the amount of increase in income possible through cooperative development and marketing improvements. The clear conclusion was that sustained increases in income for individual farmers could only come about through the improvement of their own production.

2.2.4. Government Policy

In the past the coffee sector was made to bear an inordinate tax burden. Up until the 1980s, the Government of Haiti's policy of taxation was considered to be the single most limiting factor in coffee production. At the same time, these now defunct taxes were also thought to have encouraged a shift in favor of the domestic market.

Currently, virtually all the taxes previously levied on coffee have been removed, and prior to the September 1991 coup, the GOH had demonstrated resolve in addressing some of the policy issues relevant to coffee. Most advocates for the coffee sector agree that government investment in secondary roads, regional processing plants, and extension are necessary. A recent article in Le Nouvelliste (23-25 October 1992, page 5) noted that a "note de presse" of 16 December [1991] relayed the contents of a meeting among the government, the exporters, and producers' cooperatives, during which the exporters and producers asked for government subsidies on inputs. To date, none have been provided.

2.3 Project Setting

2.3.1 Project Assumptions

Based on its own assessment of the coffee sector and analysis of the constraints on coffee production in Haiti, IICA presented a proposal for Pwoje Plante Kafe (PPK) to USAID in late 1989.

IICA's proposal was designed to directly address the three most significant aspects of coffee production in Haiti, those deemed to have the most effective and solid long-term benefits for the well-being of the country and its population.

First, the project was designed to address the issue of low productivity of coffee plantations at its source: with the small farmers who cultivated it. Appropriate technology and technology transfer methodologies were carefully selected and designed to simultaneously meet the requirements and needs of both coffee cultivation itself and its place within the overall productive strategy of individual small farmers. This approach allowed the concurrent objectives of raising coffee production levels and raising small farmer income to be met at the same time.

Second, by focusing on raising coffee production overall, the national need for a strong and stable agricultural export commodity, and its consequent positive foreign exchange benefits, would be met. Also at the national level, the continued importance of coffee production would assure the stability of all coffee-related activities and the 2.4 million people who in some measure would be economically affected.

Third, the rapidly deteriorating environmental situation in Haiti could be directly addressed by reversing the downward trend in coffee production while simultaneously generating income for involved farmers. With coffee and associated plants already providing 54% of permanent perennial vegetative cover, any augmentation of coffee production could have a geometric effect not just in preserving the environment but also in improving agricultural production overall.

Conceived as a serious, scientifically-sound coffee project, Pwoje Plante Kafe incorporated several operational assumptions at the time it was accepted for funding by USAID in March 1990. These included:

(1) Every effort would be made to provide the Haitian coffee farmer with a tested variety capable of withstanding rust.

(2) Small farmer coffee cropping systems should be studied carefully and appropriate alternatives to coffee or other components of their cropping systems would be recommended if deemed necessary.

(3) Where possible, the upgrading of current coffee stands in an effort to assure a sufficient supply of coffee to the domestic market in spite of the leaf rust disease.

(4) Despite the slump in world coffee prices and the lack of a new international coffee agreement, and given the long-term positive prospects for a market for Haitian coffee, efforts at improving coffee productivity would not diminish.

2.3.2 Project Baseline Study

Based on IICA's own long experience in coffee production development and its analysis of the Haitian coffee sector, and working from the above listed operational assumptions, Pwoje Plante Kafe (PPK) began immediately upon USAID authorization in March 1990.

Within the first year of project activities, PPK staff carried out the first of a series of baseline studies. The information so gathered provides the data base for

measuring project impact, as well as the overall information necessary to appropriate approach and field implementation of project goals.

This initial study was carried out in the two project zones: for the Beaumont area, comprising the communal sections of Beaumont, Pestel and Corail with a population according to the 1982 census of 38,630; and for the Jacmel area, the communal sections of Cayes-Jacmel, Marigot and Jacmel, a population according to the 1982 census of 61,963.

The two zones were typical of rural Haiti in their relative access to various service amenities, e.g., public and private schools, tool repair and sales shops, fertilizer and seed outlets, and availability of credit and technical assistance. As one would expect due to its relative proximity to Port-au-Prince, Jacmel had a greater proportion of cooperatives or like peasant organizations.

The two zones were also similar in the expression of their perceived priorities, with the need for roads, schools, hospitals, and technical assistance heading the list, and potable water, transportation, agricultural inputs and crop marketing only relatively less important.

The two zones appear to have similar average coffee yields, Beaumont at 270 kg/ha and Jacmel at 257 kg/ha. The large majority of these coffee farmers reported their coffee trees as more than 20 years old. In Beaumont, 6%, and in Jacmel, 30% of the farmers reported coffee trees less than 10 years old. Both groups of farmers reported high density/hectare coffee plantings, with a high proportion of "kafe rat" (voluntary seedlings) trees. Various combinations of disease problems, pests and nutritional deficiencies were noted by the farmers of the two zones; but only the Beaumont farmers reported coffee rust.

There were significant differences between the two zones in terms of land farmed, although this is attributable to the higher population density in the Jacmel region. More than two thirds of the Beaumont farmers were cultivating more than 3 caro (caro = 1.29 hectare), while two thirds of the Jacmel farmers farmed 0.50 caro or less.

While almost a third of all the farmers reported purchasing new coffee seedlings in the last year, none reported using chemical fertilizers, and only about half of the Beaumont farmers and none of the Jacmel farmers reported using organic fertilizers.

Average income from coffee sales ranged from a high of (H)$1024/ha to a low of (H)$126/ha in the Beaumont area, and a high of (H)$319/ha to a low of (H)$131/ha in Jacmel.

The results of the initial baseline study corroborated assumptions that these two areas were representative of the kinds of resources, constraints and priorities assumed to operate within the general population of small coffee farmers. The two zones also each represented the more extensive land holdings found in higher mountain areas in the southwest and the more densely settled and intensely cultivated areas found closer to urban areas. The PPK could remain confident that they were addressing problems and devising improvements that would be applicable to the entire coffee sector.

The PPK's subsequent high rate of success in contacting and organizing targetted farmers and introducing the new technology in the first 18 months gave further indication that IICA's understanding and analysis of the coffee sector and the PPK implementation approach were on the right track.

In essence, the initial PPK success could be directly attributed to two working premises.

The first, flowing from a key operational assumption, viz. "Small farmer coffee cropping systems should be studied carefully and appropriate alternatives to coffee or other components of their cropping systems would be recommended if deemed necessary," recognized the importance of traditional

methods of intercropping. Building upon these, rather than attempting to change the entire focus and tenor of traditional farming systems, resulted in an appropriate and contextualized technological intervention, readily understood, appreciated, and enthusiastically implemented by each participating farmer.

The second successful working premise was the importance of genuine farmer participation and devising an approach which would preserve genuine participation thoughout the life of the project and, in the long term, result in the continued interest of farmers to maintain the project goals and seek out and implement other productive improvements.

That these two premises were successful is borne out by the measurable improvements seen in raising farmer income, in increased vegetative cover in the project zones, and in greatly improved agricultural yields, not just for coffee but for all associated crops.

2.3.3 Womens' Roles in the Project

Although the perceived wisdom about the agricultural division of labor in Haiti indicates that men are largely concerned with production and women primarily engaged in the commercial system of distribution, in actual practice this division is not so stark, although women do dominate commerce. For

coffee production, as for agricultural production as a whole, women are involved in all aspects of bringing a crop to market. Both women and men, independently, pursue the various options available to access land, whether owning, renting, sharecropping or squatting. And both men and women are engaged in crop speculation.

In the domain of coffee production, men tend to be primarily responsible for planting, pruning, and weeding, while women tend to be more visible in the harvest, as well as the drying, processing and sale of the crop. However, this division does not indicate a separation of interest as regards the entire productive cycle. That is, farming decisions, strategies, and priorities are not necessarily divided into separate spheres of interest between men and women. Just as it would make no sense to separate out the various stages of the productive cycle in an implementation plan addressing increased productivity, it makes no sense to address the same issue in terms of male or female.

The practical reality of the identity of male and female interests in the context of coffee production is quite clear when examining the participants and beneficiaries of the PPK.

In Beaumont, 398 women are landholders, 20% of project participants, while in Jacmel only 90 women are landholders, 9% of the total participants. Ten percent of the coffee

speculators in Beaumont are women, 15 percent in Jacmel. Among the "voltigeurs" or local coffee-buying agents, 20 % are women in Beaumont, and 10% in Jacmel.

During the first 18 months of the project, both the groupements responsible for local nurseries and those operating revolving credit funds, each have at least 20% women. Overall participation in project activities, however, is 50-50 across the board. The Community Credit Bank in Beaumont is entirely run by 26 women and women are predominant in the drying and marketing groupements.

The presence of women within the context of PPK activities indicates the project's integration with the on-going economic life of the communities in question, and reflects the realities of coffee production in Haiti.

3.0 PROJECT DESCRIPTION

3.1 PROJECT EVOLUTION

The Coffee Revitalization Project (Pwoje Plante Kafe, or PPK) was initiated by IICA with USAID financing as a 5-year project in March 1990. The project is the fourth in a series of USAID technical assistance efforts to the coffee subsector. Previous projects were the Projet des Petits Planeurs Cafeieres (PPC, 1975-1980) which addressed both production and credit; Project de Commercialisation (PPC, 1977-1983) which addressed marketing constraints; and Cooperative Cafeiere d'Haiti (CCH, 1985-1989), which provided institutional and operational support to the association of coffee cooperatives.

The original PPK design anticipated working with 9,000 small and medium coffee farmers throughout the country through training seminars, distribution of coffee seeds and seedlings of high yielding, rust tolerant varieties, provision of ancillary inputs, as well as radio broadcasting information of coffee production technology. The original project focused on more extensive work with specific farmers in pilot zones (Beaumont and Jacmel), which included research validation, demonstration plots, technology transfer, credit mechanisms, and nursery management.

During the first 18 months of the project, a period hereinafter referred to as PPK1, the project supported production of 1.22

million high yield, rust tolerant variety coffee seedlings which were distributed to 2,500 farmers for planting on 366 hectares in the two pilot zones. IICA technicians, working with leader farmers, developed and disseminated two out of four planned technical packages for coffee based farming systems, and facilitated the formation of 203 small farmer pre-cooperative groups. Project professionals also developed 432 radio spots concerning improved production and marketing techniques, which were broadcast nationally, and provided technical assistance through training seminars to 2,399 participating farmers.

It must be emphasized that the project had established a strong constituency among coffee farmers in the pilot zones by the time of the coup. When the project was suspended, approximately 900,000 seedlings were still in project-initiated, farmer-managed nurseries. Recognizing the value of the seedlings, the nascent farmer groups organized, with farmer "formateurs" continuing distribution and training of their own volition, in the absence of IICA field staff direction.

The original project Grant Agreement between IICA and USAID provided for an Annual Implementation Review, to allow for periodic revision and "fine-tuning" as the project progressed. The first Annual Implementation Review provided for a critical re-assessment of selected project components (i.e., credit and marketing) during March and May of 1991.

Following these reviews, IICA and USAID worked together to amend the project to reflect the new knowledge. The IICA grant for PPK1 was about to be amended to reflect this reorientation when the September 91 coup d'etat resulted in suspension of the project.

The primary changes to the original project foreseen in the September 1991 redesign were as follows:

1. A reduction in the credit program due to an absence of viable credit delivery systems within the zones targeted by the project, but an increased focus on the development of pilot credit mechanisms through the creation and/or strengthening of local farmer organizations, and the introduction of alternative technologies to reduce credit requirements.

2. A more limited "national outreach" component.

3. A plan to decentralize the nursery system and phase out production subsidies.

4. The creation of a new "agribusiness" component which would:

(a) introduce improved coffee harvesting, processing (i.e., washing and drying) and strorage methodologies in order to increase the quality of the product;

(b) assist small farmer groups/associations to construct and manage coffee processing centers;

(c) develop a national marketing program to enable producers' associations to dependably deliver to export centers a grade of green coffee beans which meets international roasters' specifications, thereby commanding a value added premium over N.Y. "spot" prices; and

(d) develop linkages and contractual agreements between Haitian export centers and international roasters.

Most of these plans were unfortunately put on hold during the suspension phase (October 1991 to present), and the amendment to the IICA Grant Agreement was not processed.

The one activity that IICA and USAID determined was useful (and legally possible) to continue was the test-marketing of Haitian coffee for "boutique sales" in the U.S. Both IICA and USAID agreed that, since several hundred pounds of coffee had already been shipped to the U.S. (prior to the Sept. 30th coup) and the contracts with test-marketers were underway, finishing the test-marketing would avoid waste of resources and partially finish a useful component of the project.

The full report of the test-marketing of "Haitian Coffee Creole", the PPK-registered trademark, is available at the IICA office.

Unfortunately, the pilot was slated for termination prior to any significant volume of green beans being brought to the U.S. through brokerage channels.

However, over 200 pounds of coffee was sold through 9 separate boutiques in the northeastern U.S., with generally positive results. (see sample attached to preposal).
With the exception of the farmer-initiated seedling distribution and the market test, no other technical activities were undertaken during the suspension period.

At the request of USAID/Haiti, IICA reduced staff to the minimum necessary to maintain project readiness. In June 1992, IICA was informally advised to prepare for reactivation at a greatly-reduced budgetary level, i.e. $700,000/year.

IICA thus presented its first discussion paper for project redesign in July 1992, in which it presented 3 project implementation options for the remaining LOP. In order to help assess the options, USAID/Haiti obtained the services of a Market Specialist and an Economist/Financial Policy Advisor through its LACTECH project.

The Market Specialist recommended that the project: (a) maintain its emphasis on farmer participation; (b) emphasize the development of "coffee complexes" which combine coffee with perennial and annual food crops; and (c) maintain a major

emphasis on "agribusiness" and marketing, with a shift to non-embargo countries, i.e. Europe and Japan, for export niche market opportunities. The August Economist/Financial Policy Advisor, and a subsequent follow-up Micro-Economist who came in October, worked closely with IICA technicians in assessing alternative cropping systems enterprise mixes.

During the September period of redesign, IICA submitted a second options paper to USAID with four implementation options at various budgetary levels. In mid-October, USAID/ADO selected the option (D1) which involved continuing focus extensively on the two pilot zones, Jacmel and Beaumont. This option is more fully elaborated as PPK2 in the following sections of this proposal.

3.2 REVISED PROJECT DESCRIPTION

The project will be reactivated beginning in January 1993 and continue for 33 months, with a PACD of September 1995. The focus of activities will be in the two pilot zones, Beaumont and Jacmel, and be redirected to address the coffee-based farming systems prevalent within the targeted zones. Both annual crops and shade tree/food crops will be incorporated so as to generate increased revenues and, by working within the coffee-based farming systems in a more holistic manner, promote sustainability of the interventions. (The livestock component of the farming system is not included in this project.)

The targeted beneficiaries, small and medium coffee producers, remain the same. A minimum of 3,500 farmers will receive training and plant materials by the PACD. It is anticipated that another 14,000 indirect beneficiaries will purchase some plant materials, attend some of the training sessions as observers, and/or request assistance from neighbors who serve as project formateurs.

Table 3.A Direct and Indirect Beneficiary Farmers During the Life of the Project

Zones	Direct			Indirect	Grand Total
	Original	New	Total		
Beaumont	1,284	754	2,038	8,152	10,190
Jacmel	960	502	1,462	5,848	7,310
Grand Total	2,244	1,256	3,500	14,000	17,500

The technology transfer component will be expanded to address the new components of the farming system, as well as an increased emphasis on coffee processing and commercialization.

Both direct training seminars and radio extension will be used. Strengthening of local organizations will be continued as a means of facilitating provision of credit requirements and developing more effective processing and marketing mechanisms. Credit funds will still be available for necessary inputs, and intensified processing and marketing activities, initiated

shortly before the coup d'etat last year and subsequent suspension of the project, will be continued. Services to participating farmers will be intensifed by training additional formateurs specialized in technology transfer, local organization development, credit management and improved processing/ marketing.

Table 3.B Number of Formateurs by Category and by zone

Category	B	J	Total
Participation	9	4	13
Tech. Transfer	52	35	87
Credit	9	4	13
Marketing	9	4	13
Total	79	47	126

For more information on the technical components of the project, see Annex A: Participation, Annex B: Validation, Annex C: Cropping Systems Technology Transfer, Annex D: Credit and Annex E: Marketing.

3.3 GOAL, PURPOSE AND LOGICAL FRAMEWORK MATRIX.

The Logical Framework Matrix presented as Table 3.C provides an overview of the project goal, purpose, outputs and objectively verifiable indicators which will be used to measure progress and achievements during the life of the project.

In summary, these are:

a) Goal

Increased earnings and coffee productivity of small farmers in South Haiti.

It is anticipated that project farmers' income shall be increased by 25% by the end of the project and that 60% of farmers will have adopted the improved coffee-based farming systems technology. Without the PPK project, the farmers' coffee derived income will continue to decline. Without PPK interventions, it can be expected that this decline in production will force farmers to convert the perennial crop land use to more lucrative, but unsustainable, annual crops in an effort to derive more short-term income. PPK interventions should prevent this destructive land use conversion.

b) Purpose

Improved quality of Haitian small farmer coffee cultivation, thereby increasing yield, while combatting coffee leaf rust and preventing further soil erosion.

Table 3.C LOGICAL FRAMEWORK MATRIX FOR BENOMONT AND JACMEL: 1993 - 1995

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATIONS	UNDERLYING ASSUMPTIONS
GOAL:			
To increase coffee productivity and earnings of small farmers in South Haiti	3,500 farmers (direct) and 14,000 farmers (indirect) have adopted improved technologies for coffee, plantain, citrus/coconut, bean, corn, pigeon pea. Project farmer income increased by 25%.	National production data IICA monitoring and quarterly reports	Haitian small farmers are willing to continue cultivating coffee and to invest in improved cultivation practices.
PURPOSE:			
To improve the quality of Haitian small farmer coffee based cropping systems, while combatting coffee leaf rust, assuring economic viability and agronomic sustainability.	1,040 ha., of which 366 under PPK7 and 562 new ha. (direct) and 112 new ha. (indirect) planted to production system based on high yielding rust-tolerant coffee varieties.	IICA monitoring and quarterly reports	Haitian small farmers opt for project inputs.
	For participating farmers:		
	Coffee yield increased by at least 60% (250 to 700 Kg/Ha.) Plantain yield increased by 45% (150 to 280 regimes/Ha.) Citrus yield increased by 60% (9 to 15 doz/tree in third year of production) Corn yield increased by 45% (900 to 1300 Kg/Ha.) Bean/Pigeon pea yield increased by 40% (500 to 700 Kg/Ha.)	IICA monitoring and quaterly reports	That farmers agree to use fertilizer at recommended levels

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATIONS	UNDERLYING ASSUMPTIONS
OUTPUTS:			
a. Propagation of coffee varieties with high yield and rust-tolerant capabilities produced in local nurseries	At least 1.8 million high quality coffee seedlings produced from high yield varieties in 300 farmer-managed nurseries	Nursery records	Farmers'groups are willing to manage nurseries.
b. Coffee-based cropping system technology options introduced to small farmers (for plantain, citrus, coconut, corn, bean, pigeon pea)	3,500 farmers (direct bn.) and 14,000 farmers (indirect bn.) trained in using high yielding production systems and cultivation techniques These farmers will adopt at least 60% of the techniques.	Training records	Farmers adopting new technologies.
c. Information disseminated on improved coffee cultivation through radio programs and farmer training sessions	15 radio broadcasts/week. Estimated audience of 600,000-800,000 These farmers will adopt at least 60% if the techniques. 4263 farmer and extensionist training days. 28 session for local staff trained in cropping system and coffee-based 601 p/day training (28 sessions) for local staff in coffee-based cropping systems. 60,709 p/day 4,207 session for group 84,140 p/day for formateur 28 field days 560 p/day for field day	Radio broadcast records and randomized verification survey.	Radio stations participate voluntarily

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATIONS	UNDERLYING ASSUMPTIONS
OUTPUTS CONTINUED			
d. Local organization capacity strengthened to support improved cropping technology.	175 farmer groups adopt production technologies. 11 farmer groups manage community credit systems	Organization records	Sufficient participating organizations which meet criteria can be identified.
e. Improved coffee quality and farmer-exporter linkage established.	1. Tozia processing plant operational 2. 25% farmers in Beaumont receive premium price for selectively harvested coffee. 3. Gourmet line coffee developed and marketed.	Tozia plant records	Sufficient highly motivated staff can be identified Embargo will be lifted
INPUTS:			
1. Technical Assistance in Beaumont and Jacmel.	2 expatriate technicians. 5 local technicians 148 field personnel IICA financed 60% of time of Technology Transfer Specialist and Rural Organization Specialist.	IICA records	Qualified staff can be hired
3. Training	96 p/days training overseas	IICA records	Training support logistics are organized properly
4. Agronomic Inputs	Coffee seeds 1 ton for nursery	IICA inventory	Inputs can be located

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATIONS	UNDERLYING ASSUMPTIONS
INPUTS CONTINUED:		IICA records	Inputs can be obtained at reasonable prices
5. Agronomic Inputs through credit	Suckers 282,500 Citrus/Coconut 168,500 Corn 7.1 tons Bean 14 tons Pigeon pea 4.5 tons Fertilizer 396 tons Pesticides 3.3 tons		
6. Marketing	1 processing center in Tozia	IICA records	Funding available and Tozia participants agreeable

It is anticipated that by the end of the project a total of 1040 hectares (366 hectares planted prior to the suspension; 562 new hectares by participating farmers and 112 new hectares by indirect beneficiaries) will be planted to high yielding, rust-tolerant/resistent coffee varieties and associated food crop shade trees. It is also expected that coffee yields for participating farmers will have increased by at least 60% (i.e., from 250 to 700 kg./ha.)

c) Outputs (Final Products)

- Propagation of high-yield, rust tolerant coffee seedlings from over 300 farmer group managed nurseries: at least 3 million (1.22 prior to suspension; 1.8 during remaining 33 months.

- Improved coffee-based farming systems technology options (for plantain, citrus, coconut, corn, bean and pigeon pea) introduced to participating farmers.

- Coffee production/rehabilitation technological packages introduced to small farmers in Jacmel and Beaumont pilot zones. 3,500 farmers trained in using high yielding coffee varieties and cultivation techniques. These farmers will adopt at least 60% of the techniques. An additional 14,000 indirect beneficiaries will receive partial training (voluntary attendees during some of the training sessions) and it is projected that they will adopt 25% of the techniques.

- Information disseminated on improved coffee cultivation through radio programs and farmer training sessions; 15 radio broadcasts/week; estimated national audience of 700,000. A minimum of 4,263 farmer and extension agent training days will be completed (this figure does not include a percentage of the 14,000 indirect beneficiaries who are expected to attend some of the sessions).

- Local organizational capacity in South Haiti strengthened to support improved coffee cultivation, management of credit, and improved coffee processing. A minimum of 175 farmer groups will be developed and 11 farmer group associations will be trained to handle credit funds as a community bank and to manage the procurement and distribution of the necessary inputs (e.g., seeds, fertilizer, etc.) 148 community residents (hired during the project as supervisors and formateurs) will be trained in various technological and managerial aspects of the project. It is anticipated, because many of these are already community leaders, that many of these persons will remain in the communities and serve as future resource personnel.

- Coffee Processing and Marketing will receive special emphasis under the revised PPK. Following the recommendations of the September 1991 redesign, at least one rural coffee processing plant (a model prototype) will be constructed with contributions from farmer group association, and 10-20 other communities will receive more modest facilities (i.e., cement drying platforms and

hand operated de-pulpers) to facilitate improved processing. As a result of these interventions, at least 25% of the participating farmers in Beaumont will receive a premium price for selectively harvested and processed coffee. If the embargo is lifted, a gourmet line of Haitian coffee will be developed and marketed in the United States. IICA will also undertake concerted efforts will be made to develop additional market niches in selected European countries and Japan.

d) Inputs

- Technical assistance: Seven full-time technical staff (two expatriate; five nationals); 148 full-time field personnel; and IICA will contribute 50% of the time from their staff Technology Transfer Specialist and Rural Organizational Specialist.

- Training: 96 person/days international training will be programmed for project technical staff. Note that formateur and farmer level training is reported above as a project output.

- Agricultural inputs (and associated credit):

  coffee seeds: one ton

  fertilizer: 275.5 tons

  plantain suckers: 336,000

  citrus/coconut: 90,000

  corn seeds: 7.6 tons

  bean seeds: 7.5 tons

  pigeon pea seeds: 2.7 tons

- Financing (remaining 33 months):

USAID	FX:	US$ 3.5 million
IICA	FX:	US$ 0.5 million

3.4 GEOGRAPHIC SCOPE OF WORK

The PPK project will provide intensive services in two pilot zones and occasional services (time permitting) throughout the country upon request. The two pilot zones are "Beaumont" and "Jacmel" (see Map I).

The "Beaumont" zone is limited to the north by the perimeter of Corail, in the south by the Massif de la Hotte (Pic Macaya), to the east by Pestel, and to the west by the perimeter of Roseau. The total area of the zone is 16,000 hectares, and contains a population of 22,900 people.

Biophysically, the Beaumont locality can be characterized as mountainous (75%, with the remainder classified as plains), ranging from 400-1,200 meters in elevation. Predominant soil types are laterite (45%), limestone (30%), alluvium (15%) and basalt (10%). The mean annual precipitation is 1,200 mm, and is bimodal. The temperature ranges from 18-23 degrees centigrade.

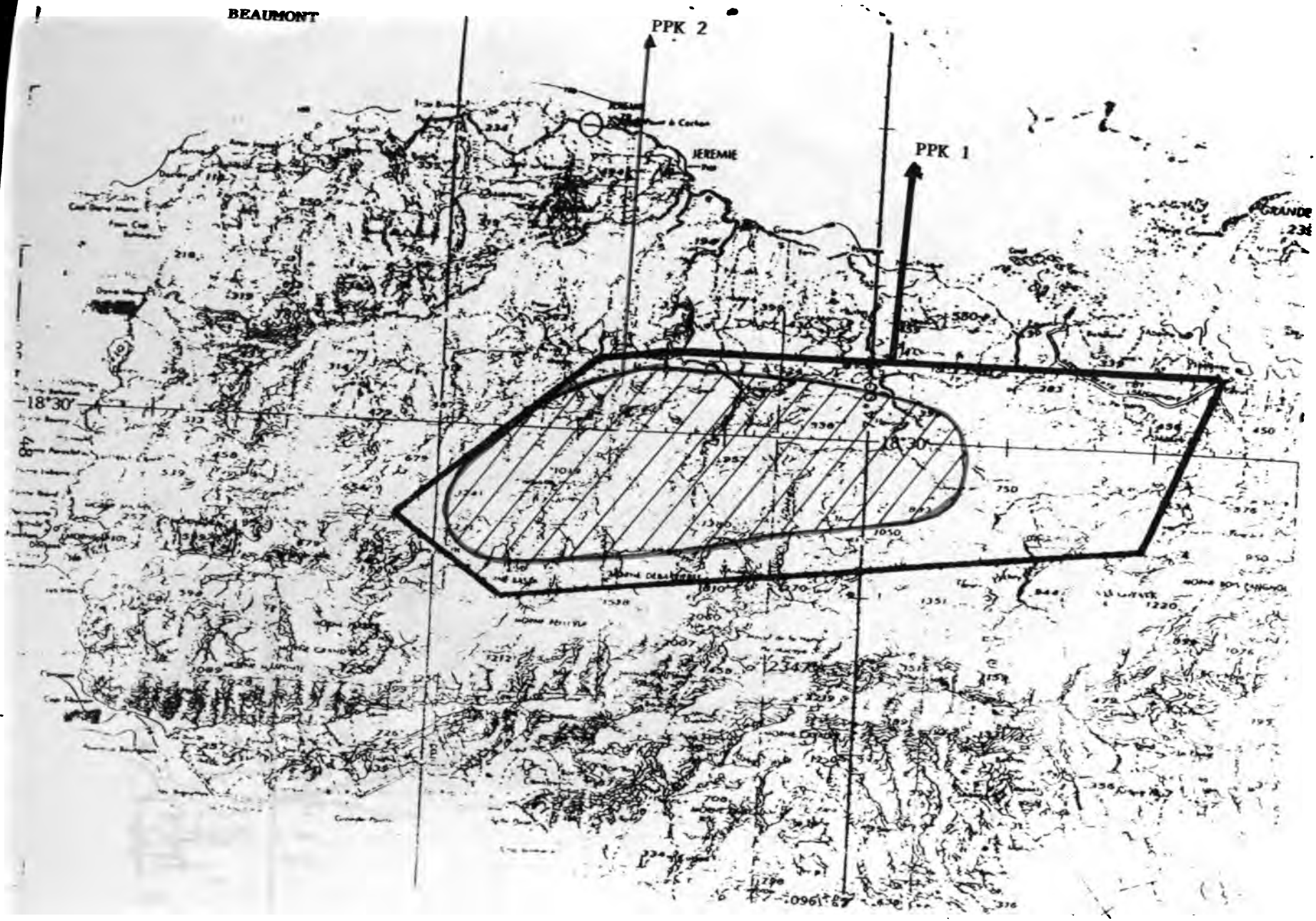
The major crops for the Beaumont zone include coffee, beans, corn, plantain, yams, sweet potato and cassava. Livestock is particularly important in this locality, with average holdings reported as nearly two cattle, five head of small ruminants, and lesser numbers of equines and swine.

MAP 1

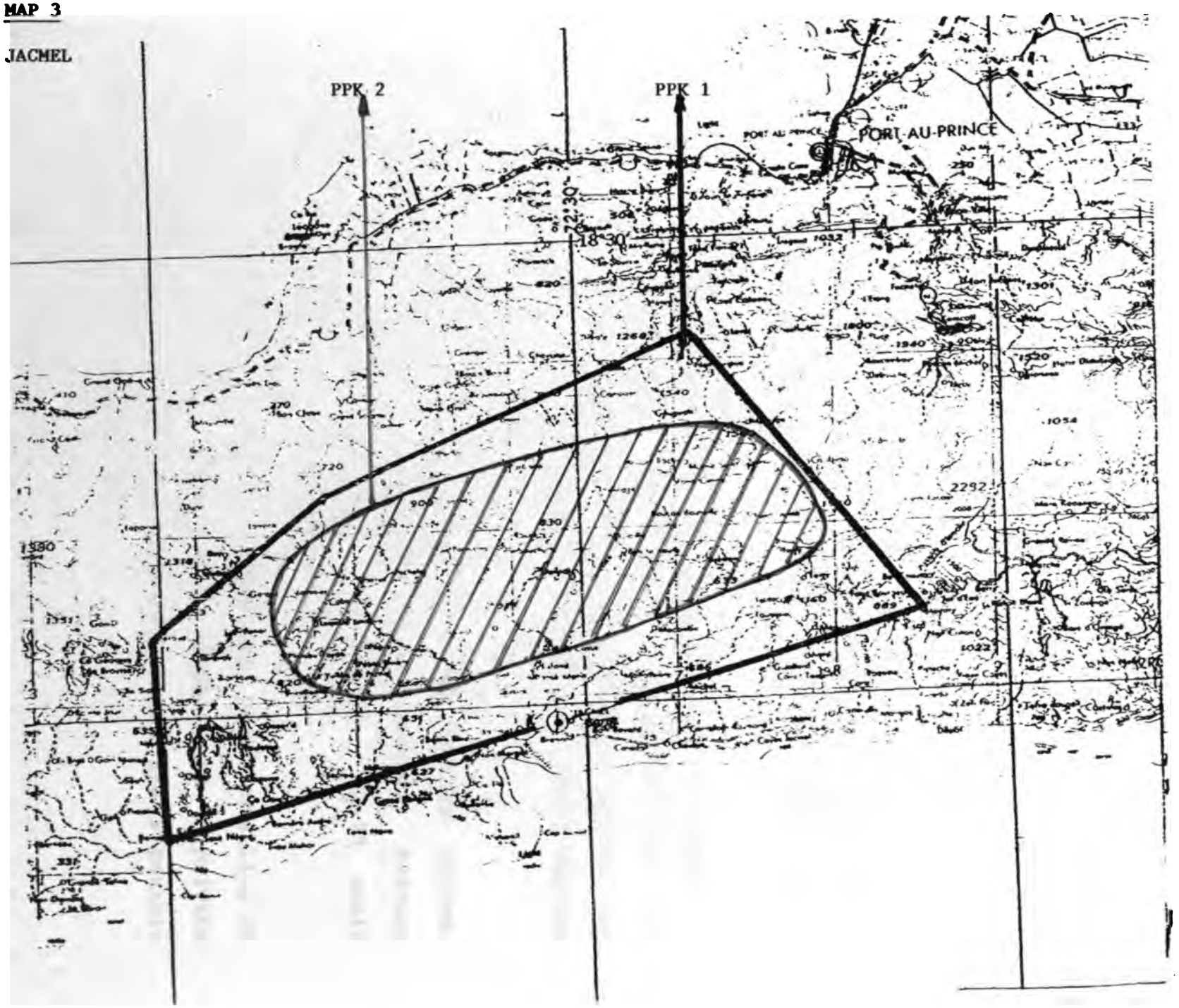

DEPARTEMENT DU
NORD OUEST
DEPARTEMENT
DU
DEPARTEMENT
DE
L' ARTIBONITE
Golfe
de la Gonâve
DEPARTEMENT
Port-au-Prince
L' OUEST
DEPARTEMENT
DU
SUD
PPK 1
BEAUMONT
PPK 2
PPK 2
JACMEL
PPK 1
Mer des Antilles

MAP 2

BEAUMONT



MAP 3



Socio/infrastructure services are quite limited. There are 3 secondary roads, 1 hospital, 2 health care centers, 2 public and 3 private primary schools, but no secondary schools. There is no electricity and only a single potable water system.

The "Jacmel" locality is limited to the north by the Massif de la Selle, to the south by the Caribbean Sea, to the east be Belle Anse, and to the west by Trouin. Project activities, however, will be confined to two sub-zones selected for their coffee production capabilities. These zones are Macary and Cap Rouge, which have a combined area of 8,000 hectares and a population of 20,000 persons.

The zone is mountainous (85%) and ranges from 500-1,100 meters in elevation. Soil types are predominantly lateritic (60%) and limestone derived (40%). Mean annual precipitation ranges from 1,200 - 1,800 mm., and temperatures range from 25-30 degrees centigrade.

The major crops for the Jacmel sub-zones include coffee, plantain, beans, corn, yam, sweet potato and cassava. Average livestock holdings are less than 1.5 cattle, 1.25 small ruminants, 1 swine and 0.75 equines.

For the entire locality there are 4 secondary roads totalling 35 kilometers, 2 health care centers, 1 public and 6 private primary schools and no secondary schools. There are 5 potable water systems and no electricity.

3.5 BENEFICIARIES

The targeted beneficiaries of the project are the small and medium sized coffee producers of the Beaumont locality and the two Jacmel sub-zones. There will also be indirect beneficiaries from PPK technical interventions, and the increased capacities of local organizations assisted by the project.

a) Direct Beneficiaries.

The direct beneficiaries of PPK2 will be the 3,500 farmers directly participating in the project. They will receive training, technical assistance, an average of 333 improved variety coffee seedlings each as well as a suitable number of food crop shade trees of their choice, and access to credit for the required inputs. (Those farmers selected to host project demonstration plots will receive all inputs and eventually all revenues from the crops produced.)

It is also projected that at least 25% of participating farmers will receive premium prices for selectively harvested and processed coffee during the LOP, which should stimulate this benefit for many other farmers in the future. Farmers will also derive continuing benefits from enhanced community organizations, which will include access to processing facilities and marketing linkages, credit and agricultural inputs.

b) Indirect Beneficiaries.

An estimated 14,000 additional farmers are considered as indirect beneficiaries and are projected to adopt at least 25% of the technological interventions (including the improved varieties of coffee). These farmers will have access to purchase all plant materials introduced by PPK. They will be able to attend training sessions as observers, and to solicit technical advice from the formateurs, who will be neighbors and relations to many of the non-directly participating farmers within the zones. They will certainly have access to the coffee processing facilities, and can accrue yet additional advantages from the marketing linkages established by the project.

c) National Outreach.

Although this component has been effectively eliminated by mutual consent in an effort to concentrate project resources towards the direct beneficiaries within the primary target localities, certain benefits have already been achieved. Table 3.D shows numbers of farmers, groups, nurseries and seedling produced during PPK1.

Table 3.D National Outreach Achievements

Farmer Groups and Seedlings

(MAR 90-SEP 91)

	ZONES		TOTAL
	Thiotte	Dondon	2
Farmers Groups	8	8	16
Farmers	128	128	256
Nurseries	3	5	8
Seedling Production	20.000	30.000	50.000

Table 3.E shows training achievements during the same period

Table 3.E National Outreach Achievements

Training

(MAR 90 - Sep 91)

INSTITUTIONS TRAINED	LOCATION	ACTIVITIES
Union des Coopératives des Côtes Sud (UNICORS)	Rendel	4 training session Distribution of improved seed & inputs
Organisation pour la mobilisation de l'environnement (ORE)	Camp-Perrin	1 Training session Distribution of improved seed & inputs
Coopérative Caféière de Vachon	Camp-Perrin	1 Training session Distribution of improved seed & inputs
Société Haitienne d'exécution de projets Agricoles	Hinche	1 Training session Distribution of improved seed & inputs

IICA will continue to respond informally to requests for training and technical assistance from interested organizations outside of the primary target zones as time permits.

d) Institutional Beneficiaries.

The farmer groups formed and trained under the project will accrue long term benefits from their enhanced abilities to identify and seek solutions to common problems via a democratic process. Some associations of the more advanaced of these groups will be able to develop community banks to provide credit, while others will have to manage improved coffee processing facilities.

It should not be overlooked either that the Institut National Haitien de Cafe et de Cacao (currently in the process of being legally decreed) should accrue long term benefits, from continued receipt of foreign exchange revenue from coffee exportations.

4. IMPLEMENTATION STRATEGY

4.1 TECHNICAL STRATEGY

There are three major stages in PPK execution: DESIGN/ REDESIGN, IMPLEMENTATION and EVALUATION.
The Redesign stage (July to December 1992) includes a rapid reconnaissance of both zones to collect data to assess the current situation and to prepare for the initiation of the cropping systems approach once approved. The Implementation stage of the project is divided into three phases: **Initiation, Evolution** (Suspension) and **Consolidation.**
The Evaluation stage is related to all activities throughout the project.

The project consists of six technical components: **DATA COLLECTION, FARMER PARTICIPATION, TECHNOLOGY VALIDATION, CROPPING SYSTEMS AND TECHNOLOGGY TRANSFER, CREDIT** and **PROCESSING/MARKETING,** as well as three management components: **INSTITUTIONAL LINKAGES, INTERNAL ADMINISTRATION** and **MONITORING AND EVALUATION** (See Chart 4.A).

A. The **Data Collection** component addresses the collection of information on the biophysical setting, agricultural practises and socio-economic settings in the project zones. Other information collected will include the following:

Chart #A

STAGES AND COMPONENTS IN THE "PWOJE PLANTE KAFE" STRATEGY

STAGES	I. REDESIGN July - Dec. 92	II. IMPLEMENTATION 1. Initiation March 90 - Sept. 91	2. Suspension September 91 - December 92	3. Consolidation Jan 93-September 95	III. EVALUATION June - September 95
TECHNICAL COMPONENTS: Data Collection	A. Rapid reconnaissance both zones	A. Baseline Study completed	A. Suspended	A. On going Monitoring	A. Final Evaluation
Participation	B. Redesign of farmer participation strategies	B. Farmers participation activities initiated	B. Farmers transplant 900,000 plantlers on own	B. Farmers co-manage Project Activities: CADCO Operational	B. Evaluation of degree of farmer management obtained
Validation	C. Redesign of Validation priorities and methods	C. Validation initiated	C. Suspended	C. Final recommendations for Adoption of Coffee Production Technologies	C. Evaluation of Validation Component
Technology Transfer	D. Redesign of Technology transfer packages and methods	D. Technology transfer strategies initiated	D. Suspended	D. Adoption of Coffee Production technologies and other coffee system technologies	D. Evaluation of Technology transfer Component
Credit	E. Identification of credit mechanisms and sites	E. Credit mechanism initiated in Beaumont	E. Suspended	E. Adoption of Credit Mechanisms	E. Evaluation of Credit component
Marketing	F. Redesign of marketing and processing activities	F. Marketing Activities initiated	F. Activities continue in US test marketing	F. Marketing/Processing Activities Consolidated	F. Evaluation of Marketing/Processing Component
MANAGEMENT COMPONENT: Institutional Linkages	G. Identify participating organizations	G. Institutional Cooperation initiated	G. Suspended	G. Transfer of Project functions to cooperating institutions	G. Evaluation Institutional linkages
Administration	H. Reactivate administrative logistics	H. Initiate administrative logistics	H. Suspended	H. Administrative support continues	H. Evaluate administrative logistics
Monitoring and Evaluation	I. Design monitoring and evaluating systems	I. Initiate monitoring and evaluation system	I. Suspended	I. Monitoring and evaluation of major components of the project	I. Evaluation of project

- demographic, social and economic data of the farm household;
- pest and disease control and use of technology;
- decision-making, perception and motivation, attitudes to farming, research and group participation.

B. The **Participation** component involves the organization of coffee farmers in the project zones through teams that will ensure that farmer participation is a dynamic aspect of project implementation. Both male and female farmers will be encouraged to participate in project activities.

C. The **Validation** component is be farmer-oriented and problem-solving, and will address four sets of problems pertaining to variety, seedlings, crop management and cropping systems management.

Superior technologies are defined as those technologies that were selected by farmers and technicians on the basis that they may fit more readily into the production priorities and systems of a large number of farmers. These production techniques will be monitored and evaluated by both the project and the farmer. It is expected that results obtained from this work can be recommended to a larger group of farmers, on the basis of soil, cost of production, yield per hectare and labor efficiency.

D. The **Cropping Systems and Technology Transfer** component includes production and distribution of coffee seedlings as well as plantain, coconut, citrus, corn and bean seeds. Training and technical assistance on coffee production technologies and other crop technologies will be a primary focus. Radio broadcasts will supplement individual sessions and enable nationwide dissemination.

E. The **Credit** component will employ various farmer group managed credit mechanisms modeled after the FINCA (Foundation for International Community Assistance) and the CRLF (Community Revolving Loan Fund) methodologies. Credit funds will be made available for short-term agricultural inputs.

F. The **Processing/Marketing** component will develop activities designed to augment farm-gate income via improved harvesting and processing techiques and to enhance marketing options.

G. The **Institutional Linkages** component provides for institutional cooperation for the purpose of project service delivery and eventual institutionalization.

H. The **Internal Administration** component involves staff recruitment, support to project staff, as well as the execution of all administrative activities required for the project implementation.

I. The **Monitoring and Evaluation** component provides follow-up and analysis of all other components throughout the life of the project.

TECHNICAL DETAILS

The following pages contain a more detailed explanation of what will occur in each technical and management component during each stage and the three phases of the project.

4.1.1 Data Collection:

During the original design and initiation periods, a baseline survey was developed, applied and completed in the Beaumont and Jacmel zones. The consultant responsible, Sara Guthrie, submitted her report in September 1991.

During the redesign stage, a rapid reconnaisance will be conducted in order to ascertain the agro-socioeconomic situation in the two zones after the first year of the embargo.

During the final evaluation period, data will be collected and compared to the baseline, thus assessing project impact.

4.1.2 Farmer Participation:

A positive relationship between the farmer and the project is critical to PPK's success.

During the original design stage, strategies were developed to ensure the farmers' participation in the project and to begin discussions with the farmers concerning their priorities for the project.

Once the project began, the strategy for initiating farmers' participation centered around five main steps:

1) Organized meetings with farmers in their respective districts in order to advise and consult with them on the project and to encourage them to articulate the major constraints faced by them in operating their coffee farms.

2) Outlined for the farmers the project's emphasis on coffee and other tree crop production, soil erosion, the concept of on-farm trials and the new technological packages as major components of the project.

3) Emphasized that in this project the farmers would be integral participants to:

a) Design - defining problems and identifying possible solutions;

b) Implementation - trials will be carried out on farms with the collaboration of the farmers; and

c) Evaluation - farmers will evaluate the results and select those technologies they consider appropriate to their needs.

4) Explained the need for farmers to organize into groups for greater success in acquiring inputs, production and marketing, thus meeting their goals for a better standard of living. Two hundred and three pre-cooperatives were formed during the initiation phase: 122 in Beaumont, 81 in Jacmel.

5) Explained to farmers how the project activities would be executed and discussed their responsibilities in order to achieve the desired results.

CADCO (the Coffee Advisory Committee) was formed with participation from (1) four elected farmers representing the two pilot zones (one man and one women from each zone); (2) the Ministry of Agriculture; (3) USAID; (4) the Association of Coffee Exporters (ASDEC); (5) the Association of Agricultural Producers (APA); (6) the Central Bank of Haiti (BRH); (7) FAO; (8) FAC; (9) the French Caisse Central (CCCE) and (10) IICA. Meetings were held bimonthly on a regular basis, and provided a forum for the interaction of

all parties representing the coffee industry in Haiti. See Annex A for further information on CADCO.

During the suspension phase, which normally would have been the evolutionary phase of the project, all IICA project activities in Haiti came to a halt. However, continued farmer interest in the project was clearly demonstrated by the fact that the various farmer groups organized the distribution and planting of 900,000 coffee seedlings which were still in the nursery at the time of the coup d'etat. This was done on their own with no assistance from IICA.

The consolidation phase will involve the fundamentals of democratic decision-making, in order to enable farmers to:

* elect Formateurs to work with the farmer groups
* elect, annually, representatives to the CADCO
* elect officers of each farmer group
* organize regional assemblies
* select, from among technology options proposed by PPK, those which are most consistant with their means.

See Table 4.B for numerical information on groups, NGO's and cooperatives.

Table 4B FARMER GROUPS, NGO's AND COOPERATIVES IN DIRECT INTERVENTION ZONES (LOP)

	93		94		95		Total		BOTH ZONES
	B	J	B	J	B	J	B	J	
FARMERS GROUPS	64	48	105	70	105	70	105	70	175***
NGO'S*	1	1	1	1	1	1	1	1	2
COOPERATIVES**	2	2	2	2	2	2	2	2	4

* Rotary Club in Jacmel

Organisation pour la Réhabilitation de l'environnement (ORE)

** Coopérative Caféière de Casanette (COCAC)

Coopérative Caféière Croix Rouge de Gorgette (COCAG)

Coopérative Agricole et Caféière Ravine Normande (CACRAN)

Coopérative Espoir de Macary (COESMA)

*** Although 203 groups have been organized, these will be reorganized into 175 (increasing group membership for 12 to 20) during PPK2.

4.1.3 Validation

During the design stage, validation issues were identified with farmers and participating organizations, particularly members of CADCO.

The following technology validation activities were conducted for coffee during the initiation phase:

(1) The performance evaluation of rust-resistant/rust-tolerant* coffee varieties (Catimor, Caturra and Catuai) under current farming systems was initiated.

(2) The production of vigorous, high quality coffee seedlings produced in farmer managed nurseries.

(3) The use of both chemical and organic (i.e., crop residues and animal manure) fertilizers.

(4) More advantageous mixtures and distributions of other crops associated with the coffee-based farming systems.

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*It is known that at least 30 races of the fungus Hemileia vastatrix exist throughout the Latin American region. The particular coffee variety may be resistant to one race and susceptible to other races. During this phase IICA was able to ascertain that most likely race No. 2 exists in Haiti, and therefore that varieties Caturra and Catuai should be emphasized.

No validation activities took place during the suspension period.

During the consolidation phase, emphasis will be placed on the following:

1. Validation of techniques for upgrading soil fertility through:

a. Transfer of fertility from the different "gardens" in the peasants' garden systems;
b. Restoration of fertility on fallow land through cropping of Sesbania in selected localities;
c. Crop mix (annuals and perennials) that uses different soil horizons.

2. Validation of techniques for crop protection through:
a. Use of natural insecticide derived from the neem tree;
b. Lay-out of crops for enhanced cross-protection against diseases, as is currently observed in farming systems.

At the end of this phase, final recommendations will be made for the adjustment of coffee production technologies.

4.1.4 Cropping Systems Technology Transfer

During the original design stage, coffee technology transfer packages and methods were developed.

During the redesign stage, benefit/cost analyses were conducted for various coffee-based farming system technologies in order to develop economically viable recommendations. A description of the analyses performed and project and farm-level internal rates of return (IRR's) may be found in Annex C.

During the initiation phase, emphasis was placed on coffee seedling production and distribution as well as coffee technology transfer. The coffee seeds were rust-tolerant varieties such as Caturra and Catuai from Central America and the Dominican Republic.

The 203 farmer's groups managed an equal number of nurseries, each containing an average of 5,000 seedlings. Training topics included :

1) how to make and use compost;
2) seed selection, preparation and germination techniques;
3) nursery management techniques;
4) how to apply fertilizer;
5) the importance of weed control;

6) establishment methods and proper spacing for coffee plants and associated crops in new plantations;

7) recognition and control of coffee diseases;

8) shade control and pruning techniques in extant coffee plantations; and

9) the integration of simple soil conservation techniques.

Two "ti livs" (graphic training booklets in creole) on compost and shade control were prepared (7,000 copies were distributed, 3,500 copies of each) and radio extension was also used to reinforce both the techniques and importance of these technological recommendations.

During the consolidation phase, the focus of Technology Transfer will continue to be on coffee production, but will be expanded to include other crops in the system. The cascade method of information transfer will be used. Wherein trainers with a particular technical expertise train another level of specialist, and so on until reaching the farmer level. The following topics will be addressed:

1. <u>Coffee production</u>

   Seed preparation

   Germination

   Nurseries

   Soil conservation in coffee-based systems

   Fertilization

Shade

Integrated pest management

Pruning

Improving quality

2. Other topics pertaining to the coffee-based system

Natural (Neem) insecticide

Compost

Corn

Beans

Plantain

Coconut

Citrus

Environmentally sound cultural practices

4.1.5 Credit

During the original design stage, a credit mechanism was developed which relied on intermediary credit institutions (ICI's) to handle the credit requirements for fertilizer and other inputs for PPK1. It became apparent during implementation that NGO's originally considered as potential ICI's did not meet the criteria established to act as credit managers.

The redesign of the credit component, while still addressing credit requirements to ensure deliveries of inputs to retail

outlets, and on a very modest scale, to producers for production purposes, will broaden the focus to include the development of pilot, innovative credit services and local organizational infrastucture capable of delivering and managing such services.

During the redesign period, final modifications were made to two farmer-managed credit mechanisms which currently function successfully with IICA support: FINCA and CRLF. These are described in the technical annex on credit, Annex D.

During the initiation phase, a community bank was organized by 26 women in Beaumont, using the FINCA methodology. The bank continued to function during the suspension period, without technical support from either FINCA or IICA.

The objectives for this component during the consolidation phase will be five-fold:

1. To establish, with fertilizer wholesalers and local private and cooperatively-owned retail shops, a network that ensures producer access to adequate inventories of PPK inputs at fair market value. PPK will facilitate this process with a combination of credits administered by local organizations to retailers or guarantees to repurchase unsold inventories in cases of retailers using their own capital to purchase input inventories.

2. To assist PPK producers, where critically important, in obtaining short term loans of fertilizer and other coffee production inputs. Initially, in Year 1, IICA shall assist in administering such loans which will then be passed to local financial institutions as they are identified or created. Eventually the producer lending program shall be expanded on a pilot basis to address the broader needs of farmers' integrated agricultural production systems.

3. To assist in strengthening or creating local financial institutions capable of managing medium term loans to producer associations where farmers cooperatively own and manage their own coffee processing centers to assist the local financial institutions to develop other services related to savings and lending.

4. To collaborate with FINCA (Foundation for International Community Assistance) in introducing its community-based and manage, micro-enterprise oriented credit delivery system to the Beaumont and Jacmel zones. The FINCA community bank methodology will test an alternative credit model in Haiti which has been successfully implemented with rural women in numerous Latin American countries as an effective rural credit delivery system.

5. To initiate community revolving loan funds (CRLF's) based on IICA's work over two years in the Village de la Montagne, Haiti with CIDA funds.

4.1.6 Marketing

This component was not considered in the original project design. As the initiation phase was concluding, however, it became evident that a processing/marketing component was necessary to the project. Therefore, during the consolidation phase, the following four objectives will address farmers' marketing needs:

1. To design and introduce coffee processing methodologies to farmers and local organizations including rural church groups, (through education and training programs), that will result in:

a. producers practicing selective harvesting of ripe cherries

b. efficient processing, including washing

c. sanitary drying and proper storage of their coffee crop

2. To assist farmer groups to form local associations that will construct, own and manage coffee processing centers. The centers will be equipped in a manner to prepare efficiently a high quality, washed coffee.

further organization of the small producer groups into local associations which will cooperatively own and manage coffee processing centers capable of producing a higher grade of washed coffee beans.

3. Through IICA linkages with small producer models throughout Latin America, models will be developed for improved coffee processing technologies and procedures appropriate to Haiti at the farm and local organization level.

4. Because of price risk reductions accruing to local Haitian exporters, due to improved coffee being shipped from the coffee processing centers, drawing the more progressive coffee export houses into the process in order to gain price "bonuses" for producers; to utilize in an equitable fashion, their Port-au-Prince based transfer/export expertise for international sales rather than attempting to create alternative export systems.

5. Identifying and integrating into the coffee processing and marketing process representatives of North American and European roasters; such persons will, through semi-annual field visits and other followup activities, develop a high level commitment to actively promote Haitian coffee in their own markets.

Implementation of the Coffee Processing and Marketing component will be guided by principles of private sector business. Careful attention will be given to implementing activities that ensure a gradual institutionalization of vital PPK coffee processing and marketing functions. Such activities shall include, but not be limited to the following:

1. Conducting economic analyses demonstrating financial margins to producers in various market scenarios; in 1991, IICA has employed an Agricultural Economist on a 1/2 time basis to implement such studies as well as assist in strengthening PPK reporting functions.

2. Facilitating binding contractual arrangements between exporters and producers' processing centers for sale of increasing volumes of quality coffee; this should include some exporter investment into PPK activities.

3. Facilitating business arrangements between Haitian exporters and more diversified cadre of international speciality coffee brokers willing to pay "bonus" prices for superior grades of PPK coffee.

4.1.7 Management

During the design and redesign stages, all management systems, i.e. administrative procedures, inter-institutional coordination and monitoring and evaluation systems, were developed and re-established.

During initiation, procedures in administration became operational and successfully supported the technical program logistics. Inter-institutional coordination was achieved essentially through CADCO. The Monitoring and Evaluation component will provide a basic framework to follow-up and analyze implementation of activities using four specific tools:

a) The design of the baseline study which provides a benchmark against which the project impact will be evaluated. The data generated from this study describes the present state-of-the-art with regard to farming systems, farmer participation in groups and organizations, social and economic conditions, production and cultural practices.

b) An assessment of existing institutional linkages which has been undertaken to provide a framework for any future evaluation of the impact of the project on strengthening institutional linkages.

c) The design of an agro-socio-economic data collection questionnaire which is be used during the initiation of on-farm trials and for on-going data collection throughout project implementation.

d) The design of a quarterly progress report format which is linked to the Annual Operations Plan so that quarterly progress towards the achievement of annual targets can be measured.

These four sources of data provide a comprehensive data base for the quarterly and annual assessment, mid-term and end of project evaluation.

During consolidation, all management systems will be reactivated to function as effectively as they were before project suspension.

4.1.8 Evaluation

The purpose of the final evaluation, or the end of project evaluation, is to assess the impact of the project on participating farmers and their communities, as well as to compare targets and achievements, as a means of establishing whether the project achieved its objectives.

3. To develop and implement national marketing activities designed to enable producers' associations to deliver consistently and in a dependable manner to Haitian export centers a grade of green coffee beans which meets international roasters' specifications. The improved product will be upgraded sufficiently so as to command minimally by the end of the project, a $0.05-$0.10/pound "premium" to producers over N.Y "spot" prices.

4. To develop further linkages and contractual agreements between Haitian export centers and international roasters and specialty coffee sources, begun under USAID Contract #521-0000.1, in order to re-invigorate competitive interest in Haitian coffee.

The activities of this component will be implemented following a strategic plan that places a high priority on farmer participation in a <u>process</u> of development. The major activities include the following:

1. Specialized training for participation Formateurs by senior IICA staff. This training will prepare Formateurs for organizing throughout the two zones, groups of small producers interested in improved coffee processing as a means to add value to their coffee.

2. Specialized marketing formateurs, with the assistance of the PPK Deputy Coordinator, will take leadership for the

This evaluation will involve focusing on all the major components of the project, in order to assess their individual impact as well as their interaction as an integrated whole, upon the farmer and his/her farming system .

4.2 TRAINING

Training can be considered as perhaps the most important component of PPK. New crop varieties and technologies are only valuable if farmers understand them adequately to apply them. It is for this reason that PPK places a strong emphasis on human resources development. Details on the staffing plan are presented in Chapter 5. Training will be accomplished using a "cascade" system. In other words, within the staffing hierarchy, those staff with more and/or specialized training will train project staff at the next lower level, who will repeat the process until it reaches the farmer clients. The cascade system is particularly valuable because training others is a strong reinforcement to evaluate, organize and consolidate one's own knowledge. There are five management/services delivery levels within the project hierarchy: 1) the Project Coordinator, Deputy Project Coordinator and the two staff specialists contributed by IICA (Technology Transfer and Rural Development); the Field Operations Coordinator, Participation/Media Specialist and Credit/Marketing Supervisor; 3) the Regional Officers; 4) the Supervisors; and the Formateurs. The Formateurs, which will be specialized during the last 33 months of PPK implementation as either Cropping Systems Technology Transfer Formateurs, Participation Formateurs, Credit Formateurs and Processing/Marketing Formateurs, constitute the direct, daily link with the farmer clients.

4.2.1 Training Methods.

Training at the upper levels of the cascade hierarchy will be accomplished using standard acadamic techniques such as short-courses, literature review, visits to other projects and interactions with visiting specialists (i..e., consultants).

Farmer training will be achieved by proven agricultural extension methods: seminars, demonstration plots, field days and hands-on practise opportunities, visits to other areas, and responding to specific inquiries. The use of social events and theatre have also proven especially valuable in Haiti. Testimonials from farmers will also be solicited.

Creole is essential for farmer level training, as are visual aides and other forms of graphics since the general population has limited literacy. PPK technical messages will always be translated to Creole, even at the uppermost levels of the cascade hierarchy. This also facilitates simplification of the message to emphasize and convey the most essential information, thereby avoiding an overly academic approach to training.

The preparation and distribution of extension booklets in Creole, and the use of radio emissions will be used to

reinforce training messages, and the latter will also be used to convey timely information.

Training will also be organized according to the agricultural calendars within each project zone, in order that newly presented techniques are fresh in the minds of the participating farmers, soon to be practised in their own farm plots.

As much as possible, training will be conducted with existing groups, especially those already organized by the farmers themselves (escuades, groupement, kwadi, corvee).
to undertake their traditionnal agriculture agendas.

Farmer knowledge and real interests will be respected.
Formateurs will be trained and supervised not impose and dictate ideas in a superior manner. Rather, participatory dialogues and question/answer techniques will be employed which will urge the farmers to reflect and discover answers to their own problems. Training seminars will always be concluded with a summarization intended to direct the group's focus to the concensus viewpoints derived during the session.

Four major topics will be recurrent themes throughout project training activities: 1) coffee production; 2) cropping systems; 3) environmental conservation and sustainable agricultural production; 4) and the ability to identify and

diagnose their own problems and to build local capacity for concensus decision making as a means to overcome many of these problems.

4.2.2 Training Activities and Topics To Be Covered at Each Level of the Cascade Hierarchy.

Although the following presentation is organized from the upper level of project management to the lowest, the farmer, it is simply to reflect the fact that prior to training, the trainer him/herself must be trained. It is important to realise, however, the information flows both ways in the PPK project. It was a baseline study which constituted one of the first project implementation activities in order to better understand the real problems and concerns of the client farmers. Furthermore, responsibilities presented for the Supervisor and Formateur staff levels in Chapter 5 specifically require that farmers are queried regularly concerning their ideas, needs and opinions of project recommendations, and that this information be passed back up through the hierarchy in order that the project maintains a dynamic relationship which serves the farmer.

Each of the staff members in levels I-II will have the training and experience to execute their job-related training duties in PPK. As opportunities and needs develop, each of the staff may receive additional training in specialized

subjects. This training will take the form of attending short-courses and visiting specialists and/or projects in other countries. In addition, the Project and Deputy Project Coordinator will receive a briefing from IICA technical specialists in methodological, organization and administrative aspects of the PPK.

IICA specialists will organize periodically reciprocal training meetings and observation trips to other projects.

Level III: Regional Officers (2)

Regional officers will receive formal training and will participate with IICA specialists in the refinement of programs and strategies at the beginning of PPK. Technical consultations can be referred to the Project Coordinator and Deputy Coordinator, IICA specialists and Consultants. Regional officers will travel to learn of other project methods in other countries.

Level IV: Supervisors (22).

Supervisors will receive formal courses, technical documents and technical assistance from specialized staff. They will also travel to learn methods and techniques applied by other projects in other countries. Experience acquired during the project will also constitute a major part of their training.

Level V. Formateurs (126).

Trainer training will begin with short seminars at the zone level for groups of trainers and will be reinforced by agricultural technical assistance with a systematic evaluation of results and feed-back received from farmers.

TRANSFER TECHNOLOGY FORMATEURS (87)

- selection and transport of coffee and other system seeds
- planting of coffee, plantain, citrus and coconut seedlings
- planting of corn and bean seeds
- preparation and utilization of fertilizers
- production and utilization of compost
- preparation of rock-wall
- preparation of dead barriers
- control gully-plugs
- coffee pruning
- preparation and production of natural neem-based pesticides
- shade management
- harvesting
- evaluation of productivity and selection of varieties
- choosing new crops for systems farming
- creating farm production plans
- participating in PPK evaluations

CREDIT FORMATEURS (13)

- completing credit loan applications
- preparing loan project plans

- purchasing and using inputs
- repaying credit
- participating in decisions relating to PPK
- participating in PPK evaluations

MARKETING FORMATEURS (13)

- processing of coffee
- purchasing and using inputs
- more advantageous marketing for coffee, crops.
- participating in decisions relating to PPK
- participating in PPK evaluations

PARTICIPATION FORMATEURS (13)

- train and advise the farmers to elect representatives to CADCO meetings
- coordinate transmission to farmers of information
- coordinate the first meeting of new farmers groups (Ti Kozé) as well as self selection of farmers who compose those groups
- assisting the producers in organizing their own groups and associations interested in coffee, crop and soil conservation
- participating in decisions relating to PPK
- participating in PPK evaluations

Level VI. Farmers (3,500 direct; 14,000 indirect).

a. Improving coffee and cropping systems on their farms, protecting the soil and the environment, having respected recommended improved technology as per the following:

- Select, acquire and transport seeds and seedlings
- Plant new varieties recommended by the PPK
- Select, prepare and apply fertilizers
- Purchase, prepare, apply and evaluate pesticides
- Prune coffee plants
- Maintain adequate shade
- Harvest coffee
- Process coffee
- Evaluate new variety results
- Produce and use natural neem-based pesticide
- Prepare and utilize coffee leaves and pulps as compost and by-products of the harvest
- Apply corn, pigeon peas, plantain, coconut and citrus production practices
- Plant perennial crops as coconut and citrus

b. Improving productivity of their farms, by learning to:

- Create a farm production plan
- Choose new crops for cropping system management
- Evaluate the results of their cropping system.
- Implement simple soil conservation techniques

- Contour plantings
- Mulch cover crops
- Living contour soil conservatioon barriers
- Trash barriers using plantain stalks
- Request, use and repay farm loans

4.3 IMPLEMENTATION OF ACTIVITIES

The accompanying two Charts present the detailed implementation plan for the remaining 33 months of the project. One Chart describes activities for the Beaumont zone, the second for the Jacmel zone. Each chart is divided into the three remaining fiscal years. The reader should note that although the two charts are identical for the categories of activities listed, and quite similar for the timing of many activities, there are significant differences due to the cropping seasons found in the two localities.

The specific activities required to attain the desired project objectives are organized under eight major headings: (1) Contracting Field Personnel; (2) Participation; (3) Cropping Systems; (4) Technology Transfer, which includes training activities, radio extension and the preparation of extension booklets; (5) Validation of Technology; (6) Credit; (7) Marketing; and (8) Monitoring. Initiation and duration of each activity is indicated on the monthly calendar portion of the Gantt chart.

PPK IMPLEMENTATION PLAN FOR BEAUMONT

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1993 - DECEMBER 1993

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
1.0 CONTRACT FOR FIELD PERSONNEL												
1.1 Define criteria for selecting supervisors	XXX											
1.2 Hire supervisors	XXX											
1.3 Define criteria for selecting formateur	XXX											
1.4 Election of formateurs by community	XXX											
1.5 Sign contract with formateur	XXXXXX	XXXXXX										
2.0 PARTICIPATION												
2.1 Train formateurs		XXX										
2.2 Prepare field work plan		XXX										
2.3 Identify farmer-groups		XXX										
2.4 Reinforce existing local organizations (farmer-groups)		XXX										
2.5 Train farmers in organization techniques		XXXXXX	XXXXXX	XXXXXX	XXXXXX							
2.6 Organize CADCO regional committees				XXXXXX		XXX		XXXXXXX	XXXXXX	XXXXXXX		XXXXX
2.7 Prepare agendas for CADCO meetings			XXXXXX			XXX						
2.8 Elect new CADCO members												
2.9 Monitoring (on going)			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1993 - DECEMBER 1993

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
3.0 CROPPING SYSTEMS												
3.1 Coffee Production												
3.1.1 Purchase of seeds	XXXXXX										XXXXXX	XXXXX
3.1.2 Purchase of equipment and tools	XXXXXX										XXXXXX	XXXXX
3.1.3 Identify farmer-groups for seedling production		XXXXXX										
3.1.4 Sign contracts with farmer-groups			XXXXXX									
3.1.5 Establish nurseries		XXXXXX	XXXXXX									
3.1.6 Co-supervize nurseries		XXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX			
3.1.7 Establish new plantations										XXXXXXX	XXXXXX	XX
3.1.8 Monitor new plantations (on going)										XXXXXXX	XXXXXX	XXXXX
3.2 Establishment of temporary shade plants												
3.2.1 PLANTAIN												
3.2.1.1 Select and purchase suckers		XXXXXX	XXXXXX				XXX	XXXXXXX	XXXXXX			
3.2.1.2 Plantation		XXXXXX	XXXXXX	XXXXXX	XXX		XXX	XXXXXXX	XXXXXX			
3.2.1.3 Monitor development (on going)		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1993 - DECEMBER 1993

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
3.2.2 CITRUS												
3.2.2.1 Purchase of seedlings		XXXXXX					XXX	XXXXXXX	XXXXXX			
3.2.2.2 Plantation		XXXXXX					XXX	XXXXXXX	XXXXXX			
3.2.2.3 Monitor development (on going)		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
3.2.3 COCONUT												
3.2.3.1 Select farmers to establish validation plots		XXXXXX										
3.2.2.2 Purchase of seedlings		XXXXXX	XXXXXX				XXX	XXXXXXX	XXXXXX			
3.2.2.3 Plantation		XXXXXX	XXXXXX	XXXXXX			XXX	XXXXXXX	XXXXXX			
3.2.3.4 Monitor development (on going)		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
3.3 Annual crops												
3.3.1 BEANS												
3.3.1.1 Purchase of seeds		XXXXXX					XXXXXX					
3.3.1.2 Plantation		XXXXXX	XXX				XXXXXX	XXXXXXX				
3.3.1.3 Monitor development (on going)		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1993 - DECEMBER 1993

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
3.3.2 CORN												
3.3.2.1 Purchase of seeds		XXXXXX					XXXXXX					
3.3.2.2 Plantation		XXXXXX	XXXXXX				XXXXXX	XXXXXXX				
3.3.2.3 Monitor development (on going)		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
3.3.3 PIGEON PEA												
3.3.3.1 Purchase of seeds			XXXXXX									
3.3.3.2 Plantation							XXXXXX	XXXXXXX				
3.3.3.3 Monitor development (on going)							XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.0 TECHNOLOGY TRANSFER												
4.1 Training												
4.1.1 Identify all potential topics	XXXXXX	XXXXXX										
4.1.2 Select topics	XXXXXX	XXXXXX										
4.1.3 Plan to train supervisors	XXXXXX											
4.1.4 Plan to train formateurs	XXXXXX											
4.1.5 Plan to train farmer-groups	XXXXXX											
4.1.6 Prepare contents of training for field formateur	XXXXXX	XXXXXX										

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1993 - DECEMBER 1993

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
4.1.7 Execute training plan for supervisors		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.1.8 Execute training plan for formateur		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.1.9 Execute training plan for farmer-groups		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2 Prepare training material	XXXXXX	XXXXXX										
4.2.1 Prepare TI LIV		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2.2 Edit TI LIV		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2.3 Field test TI LIV		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2.4 Finalize TI LIV		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2.5 Distribute TI LIV		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2.6 Feedback		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.3 Radio Program												
4.3.1 Prepare programs	XXXXXX											
4.3.2 Identify radio stations	XXXXXX											
4.3.3 Prepare contract for radio stations		XXXXXX										
4.3.4 Execute radio programs		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.3.5 Feedback from farmers		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX

PPK IMPLEMENTATION PLAN FOR BEAUMONT
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NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
5.0 VALIDATION OF TECHNOLOGY												
5.1 Identify farmers and plots		XXXXXX	XXXXXX			XXXXXX						
5.2 Select farmers and plots			XXXXXX	XXXXXX			XXXXXX					
5.3 Prepare protocols		XXXXXX	XXXXXX			XXXXXX						
5.4 Execute plan				XXXXXX	XXXXXX	XXXXXX	XXX	XXXXXXX	XXXXXX			
5.5 Collect data				XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
5.6 Process data								XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
5.7 Monitor development (on going)				XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
6.0 CREDIT												
6.1 Identify local organizations		XXXXXX	XXXXXX	XXXXXX	XXXXXX							
6.2 Develop credit mechanism	XXXXXX	XXXXXX	XXXXXX									
6.3 Present plan to local organization		XXXXXX	XXXXXX	XXXXXX	XXXXXX							
6.4 Reinforce local organization		XXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
6.5 Provide credit funds		XXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX		
6.6 Monitor credit program				XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
7.0 MARKETING												
7.1 Reorganize association in Tozia	XXXXXX	XXXXXX	XXXXXX									
7.2 Complete construction of center				XXXXXX	XXXXXX	XXXXXX	XXXXXX					
7.3 Train associations leaders			XXXXXX	XXXXXX								

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1993 - DECEMBER 1993

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
7. 4 Evaluate domestic markets		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
7. 5 Evaluate exterior markets					XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
7. 6 Process coffee in Tozia								XXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
7. 7 Devise and implement marketing plan									XXXXXX	XXXXXXX	XXXXXX	XXXXX
7. 8 Identify farmers and plot for installation of small coffee processing facilities					XXXXXX	XXXXXX	XXXXXX					
7. 9 Purchase/Installation of small units						XXXXXX	XXXXXX					
7.10 Monitor marketing program			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
8.0 MONITORING												
8.1 Preparation of detailed monitoring program for each activity as required	XXXXXX	XXXXXX	XXXXXX									
8.2 Implement monitoring program				XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
8.3 Evaluation feedback/Data.					XXXXXX						XXXXXX	

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1994 - DECEMBER 1994

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
1.0 CONTRACT FOR FIELD PERSONNEL												
1.1 Define criteria for selecting supervisors												
1.2 Hire supervisors	xxx											
1.3 Define criteria for selecting formateur												
1.4 Election of formateurs by community	xxx											
1.5 Sign contract with formateur	xxxxxx	xxxxxx										
2.0 PARTICIPATION												
2.1 Train formateurs	xxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
2.2 Prepare field work plan	xxxxxx	xxxxxx										
2.3 Identify farmer-groups		xxxxxx										
2.4 Reinforce existing local organizations (farmer-groups)	xxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
2.5 Train farmers in organization techniques		xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
2.6 Organize CADCO regional committees		xxxxxx										
2.7 Prepare agendas for CADCO meetings	xxxxxx					xxxxxx				xxxxxxx		xxxxx
2.8 CADCO meetings			xxxxxx			xxxxxx						
2.9 Monitor development (on going)				xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1994 - DECEMBER 1994

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
3.0 CROPPING SYSTEMS												
3.1 Coffee Production												
3.1.1 Purchase of seeds											XXXXXX	
3.1.2 Purchase of equipment and tools											XXXXXX	
3.1.3 Identify farmer-groups for seedling production	XXXXXX											
3.1.4 Sign contracts with farmer-groups		XXXXXX	XXXXXX									
3.1.5 Establish nurseries	XXX	XXXXXX										
3.1.6 Co-supervize nurseries	XXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	
3.1.7 Establish new plantations								XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	
3.1.8 Monitor new plantations (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
3.2 Establishment of temporary shade plants												
3.2.1 PLANTAIN												
3.2.1.1 Select and purchase suckers		XXXXXX	XXXXXX	XXXXXX			XXX	XXXXXXX	XXXXXX			
3.2.1.2 Plantation		XXXXXX	XXXXXX	XXXXXX			XXX	XXXXXXX	XXXXXX			
3.2.1.3 Monitor development (on going)			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1994 - DECEMBER 1994

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
3.2.2 CITRUS												
3.2.2.1 Purchase of seedlings		XXXXXX	XXXXXX	XXXXXX								
3.2.2.2 Plantation		XXXXXX		XXXXXX								
3.2.2.3 Monitor development (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
3.2.3 COCONUT												
3.2.3.1 Select farmers to establish validation plots	XXXXXX	XXXXXX										
3.2.2.2 Purchase of seedlings		XXXXXX	XXXXXX									
3.2.2.3 Plantation		XXXXXX	XXXXXX	XXXXXX	XXXXXX							
3.2.3.4 Monitor development (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
3.3 Annual crops												
3.3.1 BEANS												
3.3.1.1 Purchase of seeds		XXXXXX										
3.3.1.2 Plantation		XXXXXX	XXX									
3.3.1.3 Monitor development (on going)			XXXXXX	XXXXXX	XXXXXX							

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1994 - DECEMBER 1994

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
3.3.2 CORN												
3.3.2.1 Purchase of seeds		XXXXXX										
3.3.2.2 Plantation		XXXXXX	XXXXXX									
3.3.2.3 Monitor development (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
3.3.3 PIGEON PEA												
3.3.3.1 Purchase of seeds			XXXXXX									
3.3.3.2 Plantation							XXXXXX	XXXXXXX				
3.3.3.3 Monitor development (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.0 TECHNOLOGY TRANSFER												
4.1 Training												
4.1.1 Identify all potential topics	XXXXXX	XXXXXX	XXXXXX									
4.1.2 Select topics	XXXXXX	XXXXXX	XXXXXX									
4.1.3 Plan to train supervisors	XXXXXX											
4.1.4 Plan to train formateurs	XXXXXX											
4.1.5 Plan to train farmer-groups	XXXXXX											
4.1.6 Prepare contents of training for field formateur	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1994 - DECEMBER 1994

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
4.1.7 Execute training plan for supervisors	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.1.8 Execute training plan for formateur	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.1.9 Execute training plan for farmer-groups	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2 Prepare training material	XXXXXX											
4.2.1 Prepare TI LIV	XXXXXX											
4.2.2 Edit TI LIV	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2.3 Field test TI LIV		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2.4 Finalize TI LIV			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2.5 Distribute TI LIV			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2.6 Feedback				XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.3 Radio Program												
4.3.1 Prepare programs	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.3.2 Identify radio stations												
4.3.3 Prepare contract for radio stations	XXXXXX											
4.3.4 Execute radio programs	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.3.5 Feedback from farmers	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1994 - DECEMBER 1994

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
5.0 VALIDATION OF TECHNOLOGY												
5.1 Identify farmers and plots												
5.2 Select farmers and plots												
5.3 Prepare protocols												
5.4 Execute plan	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
5.5 Collect data	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
5.6 Process data	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
5.7 Monitor development (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
6.0 CREDIT												
6.1 Identify local organizations	XXXXXX											
6.2 Develop credit mechanism												
6.3 Present plan to local organization		XXXXXX										
6.4 Reinforce local organization	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
6.5 Provide credit funds	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	
6.6 Monitor credit program	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
7.0 MARKETING												
7.1 Reorganize association in Tozia												
7.2 Complete construction of center												
7.3 Train associations leaders	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1994 - DECEMBER 1994

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC.
7. 4 Evaluate domestic markets	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
7. 5 Evaluate exterior markets						XXXXXX	XXXXXX	XXXXXXX	XXXXXX			
7. 6 Process coffee in Tozia									XXXXXX	XXXXXXX	XXXXXX	
7. 7 Devise and implement marketing plan									XXXXXX	XXXXXXX	XXXXXX	XXXXX
7. 8 Identify farmers and plot for installation of small coffee processing facilities												
7. 9 Purchase/Installation of small units												
7.10 Monitor marketing program	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
8.0 MONITORING												
8.1 Preparation of detailed monitoring program for each activity as required												
8.2 Implement monitoring program	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
8.3 Evaluation feedback/Data.					XXXXXX						XXXXXX	

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1995 - SEPTEMBER 1995

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.
1.0 CONTRACT FOR FIELD PERSONNEL									
1.1 Define criteria for selecting supervisors									
1.2 Hire supervisors									
1.3 Define criteria for selecting formateur									
1.4 Election of formateurs by community									
1.5 Sign contract with formeteurs									
2.0 PARTICIPATION									
2.1 Train formateurs									
2.2 Prepare field work plan									
2.3 Identify farmer-groups									
2.4 Reinforce existing local organizations (farmer-groups)									
2.5 Train the farmers on organization system									
2.6 Organize the CADCO regional committee									
2.7 Prepare Agendas for CADCO meetings			XXX			XXX			
2.8 Monitoring (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1995 - SEPTEMBER 1995

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.
3.0 CROPPING SYSTEMS									
3.1 Coffee Production									
3.1.1 Purchase of seeds	XXXXXX								
3.1.2 Purchase of equipment and tools									
3.1.3 Identify farmer-groups for seedling production	XXXXXX								
3.1.4 Sign contracts with farmer-groups		XXXXXX							
3.1.5 Establish nurseries		XXXXXX							
3.1.6 Co-supervize nurseries	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
3.1.7 Establish new plantations								XXXXXXX	XXXXXX
3.1.8 Monitor new plantations (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
3.2 Establishment of temporary shade plants									
3.2.1 PLANTAIN									
3.2.1.1 Select and purchase suckers		XXXXXX					XXX	XXXXXXX	XXXXXX
3.2.1.2 Plantation		XXXXXX	XXXXXX				XXX	XXXXXXX	XXXXXX
3.2.1.3 Monitor Development (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1995 - SEPTEMBER 1995

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.
3.2.2 CITRUS									
3.2.2.1 Purchase of seedlings		XXXXXX	XXXXXX						
3.2.2.2 Plantation		XXXXXX	XXXXXX	XXXXXX					
3.2.2.3 Monitor development (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
3.2.3 COCONUT									
3.2.3.1 Select farmers to establish validation plots									
3.2.3.2 Purchase of seedlings									
3.2.3.3 Plantation									
3.2.3.4 Monitor development (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
3.3 Annual Crops									
3.3.1 BEANS									
3.3.1.1 Purchase of seeds		XXXXXX					XXXXXX		
3.3.1.2 Plantation		XXXXXX	XXX				XXXXXX	XXXXXXX	
3.3.1.3 Monitor Development (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1995 - SEPTEMBER 1995

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.
3.3.2 CORN									
3.3.2.1 Purchase of seeds		XXXXXX					XXXXXX		
3.3.2.1 Plantation		XXXXXX					XXXXXX	XXXXXXX	
3.3.2.3 Monitor Development (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
3.3.3 PIGEON PEA									
3.3.3.1 Purchase of seeds			XXXXXX						
3.3.3.2 Plantation							XXXXXX	XXXXXXX	
3.3.3.3 Monitor Development (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
4.0 TECHNOLOGY TRANSFER									
4.1 Training									
4.1.1 Identify all potential topics									
4.1.2 Select topics									
4.1.3 Plan to train supervisors	XXXXXX	XXXXXX							
4.1.4 Plan to train formateurs	XXXXXX								
4.1.5 Plan to train farmer-groups	XXXXXX								
4.1.6 Prepare contents of training for field formateurs	XXXXXX								

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1995 - SEPTEMBER 1995

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.
4.1.7 Execute training plan for supervisors	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
4.1.8 Execute training plan for formateurs	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
4.1.9 Execute training plan for farmer-groups	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
4.2 Prepare Training Material	XXXXXX								
4.2.1 Prepare TI LIV									
4.2.2 Edit TI LIV	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
4.2.3 Field test TI LIV		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
4.2.4 Finalize TI LIV			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
4.2.5 Distribute TI LIV	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
4.2.6 Feedback	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
4.3 Radio program									
4.3.1 Prepare programs	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
4.3.2 Identify radio stations	XXXXXX								
4.3.3 Prepare contract for radio stations									
4.3.4 Execute radio programs	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
4.3.5 Feedback from farmers	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1995 - SEPTEMBER 1995

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.
5.0 VALIDATION OF TECHNOLOGY									
5.1 Identify farmers and plots									
5.2 Select farmers and plots									
5.3 Prepare protocols									
5.4 Execute plan									
5.5 Collect data	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
5.6 Process data	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
5.7 Monitor development (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
6.0 CREDIT									
6.1 Identify local organizations									
6.2 Develop credit mechanism									
6.3 Present plan to local organization									
6.4 Reinforce local organization	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
6.5 Provide credit funds		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
6.6 Monitor credit Program	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
7.0 MARKETING									
7.1 Reorganize association in Tozia									
7.2 Complete contruction of center									

PPK IMPLEMENTATION PLAN FOR BEAUMONT
JANUARY 1995 - SEPTEMBER 1995

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.
7.3 Train association leaders	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
7.4 Evaluate domestic market	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
7.5 Evaluate Exterior Market	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
7.6 Process coffee in Tozia								XXXXXXX	XXXXXX
7.7 Devise and implement marketing plan	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
7.8 Identify farmers and plot for installation of small coffee processing facilities.									
7.9 Purchase/Installation of small									
7.10 Monitor marketing program (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
8.0 MONITORING									
8.1 Preparation of detailed monitoring program for each activity as required									
8.2 Implement monitoring program	XXXXXX	XXXXXX	XXXXXX	XXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
8.3 Evaluation feedback/data					XXXXXX				

PPK IMPLEMENTATION PLAN FOR JACMEL

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1993 - DECEMBER 1993

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC
1.0 CONTRACT FOR FIELD PERSONNEL												
1.1 Define criteria for selecting supervisors	XXX											
1.2 Hire supervisors	XXX											
1.3 Define criteria for selecting formateur	XXX											
1.4 Election of formateurs by community	XXX											
1.5 Sign contract with formateurs	XXX	XXX										
2.0 PARTICIPATION												
2.1 Train formateurs		XXX										
2.2 Prepare field work plan		XXX										
2.3 Identify farmer-groups		XXX										
2.4 Reinforce existing local organizations (farmer-groups)		XXX										
2.5 Train the farmers on organization system			XXXXXX	XXXXXX	XXXXXX							
2.6 Organize the CADCO regional committee						XXX		XXXXXXX	XXXXXX	XXXXXXX		XXXXX
2.7 Prepare Agendas for CADCO meetings			XXX			XXX						
2.8 Monitoring (on going)			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1993 - DECEMBER 1993

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC
3.0 CROPPING SYSTEMS												
3.1 Coffee Production												
3.1.1 Purchase of seeds	XXXXXX										XXXXXX	XXXXX
3.1.2 Purchase of equipment and tools	XXXXXX										XXXXXX	XXXXX
3.1.3 Identify farmer-groups for seedling production		XXXXXX										
3.1.4 Sign contracts with farmer-groups			XXXXXX					XXXXXXX				
3.1.5 Establish nurseries		XXXXXX	XXXXXX				XXXXXX					
3.1.6 Co-supervize nurseries		XXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX			
3.1.7 Establish new plantations									XXXXXX	XXXXXXX	XXXXXX	
3.1.8 Monitor new plantations (on going)									XXXXXX	XXXXXXX	XXXXXX	XXXXX
3.2 Establishment of temporary shade plants												
3.2.1 PLANTAIN												
3.2.1.1 Select and purchase suckers		XXXXXX	XXXXXX				XXX	XXXXXXX	XXXXXX			
3.2.1.2 Plantation		XXXXXX	XXXXXX	XXXXXX			XXX	XXXXXXX	XXXXXX			
3.2.1.3 Monitor Development (on going)		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1993 - DECEMBER 1993

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC
3.2.2 CITRUS												
3.2.2.1 Purchase of seedlings		XXXXXX					XXX	XXXXXXX				
3.2.2.2 Plantation		XXXXXX					XXX	XXXXXXX	XXXXXX			
3.2.2.3 Monitoring Development		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
3.2.3 COCONUT												
3.2.3.1 Select farmers to establish validation plots												
3.2.3.2 Purchase of seedlings		XXXXXX	XXXXXX				XXX	XXXXXXX	XXXXXX			
3.2.3.3 Plantation		XXXXXX	XXXXXX	XXXXXX			XXX	XXXXXXX	XXXXXX			
3.2.3.4 Monitoring Development (on going)		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
3.3 Annual Crops												
3.3.1 BEANS												
3.3.1.1 Purchase of seeds		XXXXXX					XXXXXX					
3.3.1.2 Plantation		XXXXXX	XXXXXX	XXXXXX			XXX	XXXXXXX				
3.3.1.3 Monitor Development (on going)		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1993 - DECEMBER 1993

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC
3.3.2 CORN												
3.3.2.1 Purchase of seeds		XXXXXX					XXXXXX					
3.3.2.1 Plantation		XXXXXX	XXXXXX	XXXXXX			XXXXXX	XXXXXXX				
3.3.2.3 Monitor Development (on going)		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
3.3.3 PIGEON PEA												
3.3.3.1 Purchase of seeds			XXXXXX									
3.3.3.2 Plantation							XXXXXX	XXXXXXX				
3.3.3.3 Monitor Development (on going)							XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.0 TECHNOLOGY TRANSFER												
4.1 Training												
4.1.1 Identify all potential topics	XXXXXX	XXXXXX										
4.1.2 Select topics	XXXXXX	XXXXXX										
4.1.3 Plan to train supervisors	XXXXXX											
4.1.4 Plan to train formateurs	XXXXXX											
4.1.5 Plan to train farmer-groups	XXXXXX											
4.1.6 Prepare contents of training for field formateurs	XXXXXX	XXXXXX										

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1993 - DECEMBER 1993

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC
4.1.7 Execute training plan for supervisors		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.1.8 Execute training plan for formateurs		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.1.9 Execute training plan for farmer-groups		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2 Prepare Training Material												
4.2.1 Prepare TI LIV		XXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2.2 Edit TI LIV			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2.3 Field test TI LIV			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2.4 Finalize TI LIV			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2.5 Distribute TI LIV			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.2.6 Feed back			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.3 Radio program												
4.3.1 Prepare programs	XXXXXX											
4.3.2 Identify radio stations	XXXXXX											
4.3.3 Prepare contract for radio stations		XXXXXX										
4.3.4 Execute radio programs		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
4.3.5 Feed back from farmers			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1993 - DECEMBER 1993

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC
5.0 VALIDATION OF TECHNOLOGY												
5.1 Identify farmers and plots						XXXXXX						
5.2 Select farmers and plots							XXXXXX					
5.3 Prepare protocols						XXXXXX						
5.4 Execute plan							XXX	XXXXXXX	XXXXXX			
5.5 Collect data							XXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
5.6 Process data							XXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
5.7 Monitoring Development (on going)							XXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
6.0 CREDIT												
6.1 Identify local organizations		XXXXXX										
6.2 Develop credit mechanism	XXXXXX	XXXXXX										
6.3 Present plan to local organization		XXXXXX	XXXXXX									
6.4 Reinforce local organization			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
6.5 Provide credit funds			XXXXXX	XXXXXX			XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
6.6 Monitor credit Program				XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
7.0 MARKETING												
7.1 Reorganize association in Tozia												
7.2 Complete contruction of center												

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1993 - DECEMBER 1993

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC
7.3 Train association leaders												
7.4 Evaluate domestic market		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
7.5 Evaluate Exterior Market		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
7.6 Process coffee in Tozia												
7.7 Devise and implement marketing plan	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
7.8 Identify farmers and plot for installation of small coffee processing facilities.						XXXXXX	XXXXXX					
7.9 Purchase/Installation of small												
7.10 Monitor marketing program (on going)			XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
8.0 MONITORING												
8.1 Preparation of detailed monitoring program for each activity as required	XXXXXX	XXXXXX	XXXXXX									
8.2 Implement monitoring program			XXXXXX	XXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
8.3 Evaluation feedback/data					XXXXXX						XXXXXX	

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1994 - DECEMBER 1994

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC
1.0 CONTRACT FOR FIELD PERSONNEL												
1.1 Define criteria for selecting supervisors												
1.2 Hire supervisors	xxx											
1.3 Define criteria for selecting formateur												
1.4 Election of formateurs by community	xxx											
1.5 Sign contract with formateur	xxx											
2.0 PARTICIPATION												
2.1 Train formateurs	xxx											
2.2 Prepare field work plan												
2.3 Identify farmer-groups	xxxxxx	xxxxxx										
2.4 Reinforce existing local organizations (farmer-groups)	xxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
2.5 Train the farmers on organization system		xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
2.6 Organize the CADCO regional committee	xxxxxx					xxxxxx				xxxxxxx		
2.7 Prepare Agendas for CADCO meetings						xxx				xxx		
2.8 Monitoring (on going)	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
2.9 Elect new CADCO members					xxx							

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1994 - DECEMBER 1994

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC
3.0 CROPPING SYSTEMS												
3.1 Coffee Production												
3.1.1 Purchase of seeds											xxxxxx	
3.1.2 Purchase of equipment and tools											xxxxxx	xxxxx
3.1.3 Identify farmer-groups for seedling production	xxxxxx											
3.1.4 Sign contracts with farmer-groups			xxxxxx									
3.1.5 Establish nurseries	xxx	xxxxxx										
3.1.6 Co-supervize nurseries	xxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx				
3.1.7 Establish new plantations		xxxxxx	xxxxxx	xxxxxx	xxxxxx			xxxxxxx	xxxxxx	xxxxxxx		
3.1.8 Monitor new plantations (on going)	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
3.2 Establishment of temporary shade plants												
3.2.1 PLANTAIN												
3.2.1.1 Select and purchase suckers		xxxxxx	xxxxxx				xxx	xxxxxxx	xxxxxx			
3.2.1.2 Plantation		xxxxxx	xxxxxx	xxxxxx			xxx	xxxxxxx	xxxxxx			
3.2.1.3 Monitor Development (on going)	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1994 - DECEMBER 1994

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC
3.2.2 CITRUS												
3.2.2.1 Purchase of seedlings		XXXXXX										
3.2.2.2 Plantation		XXXXXX										
3.2.2.3 Monitoring Development	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
3.2.3 COCONUT												
3.2.3.1 Select farmers to establish validation plots												
3.2.3.2 Purchase of seedlings		XXXXXX										
3.2.3.3 Plantation		XXXXXX	XXXXXX									
3.2.3.4 Monitoring Development (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
3.3 Annual Crops												
3.3.1 BEANS												
3.3.1.1 Purchase of seeds		XXXXXX										
3.3.1.2 Plantation		XXXXXX	XXXXXX	XXXXXX								
3.3.1.3 Monitor Development (on going)			XXXXXX	XXXXXX	XXXXXX	XXXXXX						

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1994 - DECEMBER 1994

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC
3.3.2 CORN												
3.3.2.1 Purchase of seeds		xxxxxx										
3.3.2.1 Plantation		xxxxxx										
3.3.2.1 Monitor Development (on going)	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
3.3.3 PIGEON PEA												
3.3.3.1 Purchase of seeds			xxxxxx									
3.3.3.2 Plantation							xxxxxx	xxxxxxx				
3.3.3.3 Monitor Development (on going)	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
4.0 TECHNOLOGY TRANSFER												
4.1 Training												
4.1.1 Identify all potential topics	xxxxxx	xxxxxx	xxxxxx									
4.1.2 Select topics	xxxxxx	xxxxxx	xxxxxx									
4.1.3 Plan to train supervisors	xxxxxx											
4.1.4 Plan to train formateurs	xxxxxx	xxxxxx										
4.1.5 Plan to train farmer-groups	xxxxxx	xxxxxx										
4.1.6 Prepare contents of training for field formateurs	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1994 - DECEMBER 1994

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC
4.1.7 Execute training plan for supervisors	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
4.1.8 Execute training plan for formateurs	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
4.1.9 Execute training plan for farmer-groups	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
4.2 Prepare Training Material												
4.2.1 Prepare TI LIV	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
4.2.2 Edit TI LIV		xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
4.2.3 Field test TI LIV			xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
4.2.4 Finalize TI LIV	xxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
4.2.5 Distribute TI LIV		xxxxxx	xxxxxx	xxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
4.2.6 Feed back	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
4.3 Radio program												
4.3.1 Prepare programs	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
4.3.2 Identify radio stations	xxxxxx											
4.3.3 Prepare contract for radio stations	xxxxxx											
4.3.4 Execute radio programs	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
4.3.5 Feed back from farmers	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1994 - DECEMBER 1994

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC
5.0 VALIDATION OF TECHNOLOGY												
5.1 Identify farmers and plots												
5.2 Select farmers and plots												
5.3 Prepare protocols												
5.4 Execute plan												
5.5 Collect data	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
5.6 Process data	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
5.7 Monitoring Development (on going)	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
6.0 CREDIT												
6.1 Identify local organizations	xxxxxx											
6.2 Develop credit mechanism												
6.3 Present plan to local organization		xxxxxx										
6.4 Reinforce local organization	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
6.5 Provide credit funds		xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
6.6 Monitor credit Program	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxxxx	xxxxxx	xxxxx
7.0 MARKETING												
7.1 Reorganize association in Tozia												
7.2 Complete contruction of center												

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1994 - DECEMBER 1994

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.	OCT.	NOV.	DEC
7.3 Train association leaders	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
7.4 Evaluate domestic market	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
7.5 Evaluate Exterior Market	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
7.6 Process coffee in Tozia										XXXXXXX	XXXXXX	
7.7 Devise and implement marketing plan	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
7.8 Identify farmers and plot for installation of small coffee processing facilities.												
7.9 Purchase/Installation of small												
7.10 Monitor marketing program (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
8.0 MONITORING												
8.1 Preparation of detailed monitoring program for each activity as required												
8.2 Implement monitoring program	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXXXX	XXXXXX	XXXXX
8.3 Evaluation feedback/data					XXXXXX						XXXXXX	

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1995 - SEPTEMBER 1995

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.
1.0 CONTRACT FOR FIELD PERSONNEL									
1.1 Define criteria for selecting supervisors									
1.2 Hire supervisors									
1.3 Define criteria for selecting formateur									
1.4 Election of formateurs by community									
1.5 Sign contract with formateurs									
2.0 PARTICIPATION									
2.1 Train formateurs		xxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
2.2 Prepare field work plan		xxx							
2.3 Identify farmer-groups									
2.4 Reinforce existing local organizations (farmer-groups)		xxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
2.5 Train the farmers on organization system	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
2.6 Organize the CADCO regional committee	xxxxxx					xxx			
2.7 Prepare Agendas for CADCO meetings			xxx			xxx			
2.8 Monitoring (on going)	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx

PPK IMPLEMENTATION PLAN FOR JACHEL
JANUARY 1995 - SEPTEMBER 1995

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.
3.0 CROPPING SYSTEMS									
3.1 Coffee Production									
3.1.1 Purchase of seeds									
3.1.2 Purchase of equipment and tools	XXXXXX								
3.1.3 Identify farmer-groups for seedling production		XXXXXX							
3.1.4 Sign contracts with farmer-groups									
3.1.5 Establish nurseries		XXXXXX	XXXXXX						
3.1.6 Co-supervize nurseries		XXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
3.1.7 Establish new plantations								XXXXXXX	XXXXXX
3.1.8 Monitor new plantations (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
3.2 Establishment of temporary shade plants									
3.2.1 PLANTAIN									
3.2.1.1 Select and purchase suckers		XXXXXX	XXXXXX						
3.2.1.2 Plantation		XXXXXX	XXXXXX	XXXXXX			XXX	XXXXXXX	XXXXXX
3.2.1.3 Monitor Development (on going)		XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1995 - SEPTEMBER 1995

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.
3.2.2 CITRUS									
3.2.2.1 Purchase of seedlings		xxxxxx							
3.2.2.2 Plantation		xxxxxx							
3.2.2.3 Monitoring Development	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
3.2.3 COCONUT									
3.2.3.1 Select farmers to establish validation plots									
3.2.3.2 Purchase of seedlings		xxxxxx	xxxxxx				xxxxxx	xxxxxxx	xxxxxx
3.2.3.3 Plantation		xxxxxx	xxxxxx	xxxxxx			xxx	xxxxxxx	xxxxxx
3.2.3.4 Monitoring Development (on going)	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
3.3 Annual Crops									
3.3.1 BEANS									
3.3.1.1 Purchase of seeds		xxxxxx							
3.3.1.2 Plantation		xxxxxx	xxxxxx	xxxxxx			xxx	xxxxxxx	
3.3.1.3 Monitor Development (on going)		xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1995 - SEPTEMBER 1995

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.
3.3.2 CORN									
3.3.2.1 Purchase of seeds		xxxxxx					xxxxxx		
3.3.2.1 Plantation		xxxxxx	xxxxxx	xxxxxx			xxxxxx	xxxxxxx	
3.3.2.3 Monitor Development (on going)		xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
3.3.3 PIGEON PEA									
3.3.3.1 Purchase of seeds			xxxxxx						
3.3.3.2 Plantation							xxxxxx	xxxxxxx	
3.3.3.3 Monitor Development (on going)							xxxxxx	xxxxxxx	xxxxxx
4.0 TECHNOLOGY TRANSFER									
4.1 Training									
4.1.1 Identify all potential topics	xxxxxx	xxxxxx							
4.1.2 Select topics	xxxxxx	xxxxxx							
4.1.3 Plan to train supervisors	xxxxxx								
4.1.4 Plan to train formateurs	xxxxxx								
4.1.5 Plan to train farmer-groups	xxxxxx								
4.1.6 Prepare contents of training for field formateurs	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1995 - SEPTEMBER 1995

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.
4.1.7 Execute training plan for supervisors		xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
4.1.8 Execute training plan for formateurs		xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
4.1.9 Execute training plan for farmer-groups		xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
4.2 Prepare Training Material									
4.2.1 Prepare TI LIV		xxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
4.2.2 Edit TI LIV		xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
4.2.3 Field test TI LIV			xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
4.2.4 Finalize TI LIV			xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
4.2.5 Distribute TI LIV			xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
4.2.6 Feed back			xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
4.3 Radio program									
4.3.1 Prepare programs	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
4.3.2 Identify radio stations	xxxxxx								
4.3.3 Prepare contract for radio stations		xxxxxx							
4.3.4 Execute radio programs	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx
4.3.5 Feed back from farmers	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxx	xxxxxxx	xxxxxx

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1995 - SEPTEMBER 1995

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.
5.0 VALIDATION OF TECHNOLOGY									
5.1 Identify farmers and plots									
5.2 Select farmers and plots									
5.3 Prepare protocols									
5.4 Execute plan	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
5.5 Collect data	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
5.6 Process data	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
5.7 Monitoring Development (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
6.0 CREDIT									
6.1 Identify local organizations									
6.2 Develop credit mechanism									
6.3 Present plan to local organization									
6.4 Reinforce local organization	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	
6.5 Provide credit funds	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
6.6 Monitor credit Program	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
7.0 MARKETING									
7.1 Reorganize association in Tozia									
7.2 Complete contruction of center									

PPK IMPLEMENTATION PLAN FOR JACMEL
JANUARY 1995 - SEPTEMBER 1995

NARRATIVE SUMMARY	JAN.	FEB.	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT.
7.3 Train association leaders	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
7.4 Evaluate domestic market	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
7.5 Evaluate Exterior Market	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
7.6 Process coffee in Tozia								XXXXXXX	XXXXXX
7.7 Devise and implement marketing plan	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
7.8 Identify farmers and plot for installation of small coffee processing facilities.									
7.9 Purchase/Installation of small									
7.10 Monitor marketing program (on going)	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
8.0 MONITORING									
8.1 Preparation of detailed monitoring program for each activity as required									
8.2 Implement monitoring program	XXXXXX	XXXXXX	XXXXXX	XXXXX	XXXXXX	XXXXXX	XXXXXX	XXXXXXX	XXXXXX
8.3 Evaluation feedback/data					XXXXXX				

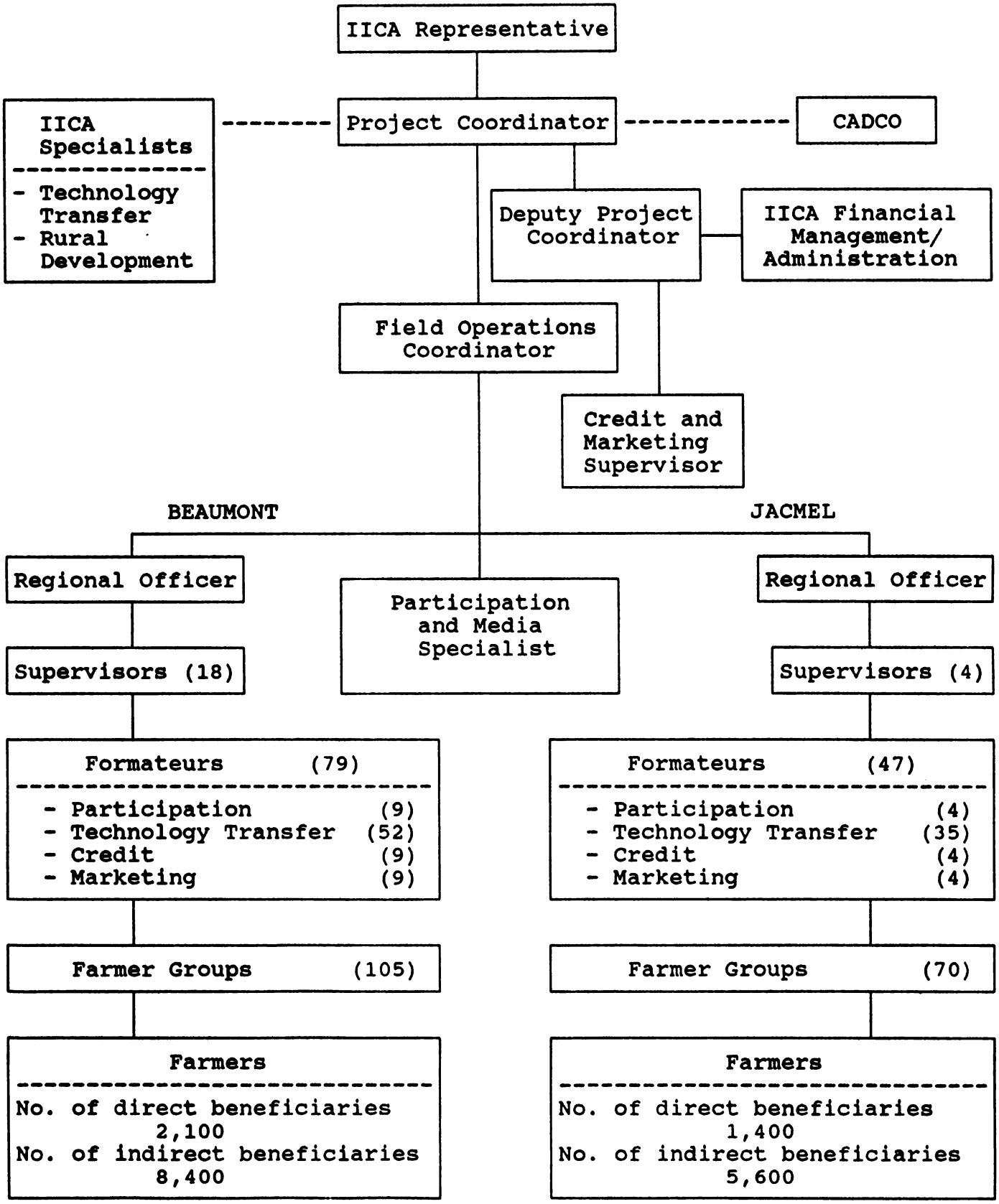
5. STAFFING AND MANAGEMENT.

The PPK project will be managed by IICA using the principles of management by objectives with 5 levels of managerial responsibilities. The Organization Chart is presented on the following page.

A technical staff of five professionals (two international; three national) will be complemented by two regular IICA professional staff (at 50% time) to constitute an interdisciplinary project management and implementation team. Titles for the project funded professional level positions are: Project Coordinator; Deputy Project Coordinator; Field Operations Coordinator; Participation and Media Specialist; Credit and Marketing Supervisor. The two experts contributed by IICA will be specialized in Technology Transfer and Rural Development. All of these positions will be based in Port-au-Prince, but will make frequent trips to the two project field zones.

Field based teams for each of the two zones (Beaumont and Jacmel) will include the following full-time staff positions: Regional Officer (2), Supervisors (22), and Formateurs (126). Formateurs will be trained to specialize in one of four functional roles.

PPK 2 ORGANIZATION CHART



The roles and responsibilities, and the qualification required for each of these positions, are presented in the remainder of this chapter.

I-A. Project Coordinator.

Overall project management will be the responsibility of the Project Coordinator. He will report directly to the IICA Representative in Haiti. He will be directly assisted by the Deputy Project Coordinator and work closely with the Field Operations Coordinator, Participation and Media Specialist and the Credit and Marketing Supervisor. The Project Coordinator will be advised by the Coffee Advisory Committee (CADCO).

Specific responsibilities of the Project Coordinator will be:

1) Project Management: Recruit and supervise project personnel, assuring compliance with IICA and USAID regulations; assure the application of effective fiscal controls; lead the project technical management team using an interdisciplinary approach to project implementation and problem solving; directing activities to assure the attainment of project EOPS and SPIs (USAID) and final products (IICA). Coordinate the preparation of project annual operations plan (IICA) and the quarterly and annual technical progress reports (IICA).

2) Serve as liaison with the donor agency (USAID) project officer.

3) Serve as liaison with IICA Headquarters Programs 2, 3 and 4.

4) Coordinate the Haiti Coffee Advisory Committee (CADCO), and serve as liaison with private and public institutions through CADCO to strengthen institutional linkages within the coffee producing subsector.

5) Serve as liaison with other IICA Haiti projects.

6) Direct and coordinate, in collaboration with the Deputy Project Coordinator, Field Operations Coordinator, Participation/Media Specialist, Credit/Marketing Specialist and Regional Officers, technical aspects of the project including coffee production, cropping systems, technology validation and transfer, participation, credit and Marketing.

The Project Coordinator will be recruited according to IICA International Professional Personnel (IPP) regulations. The Project Director must be a person with ample experience in project management, coffee technology, and interdisciplinary team work, and be willing to relocate to Haiti, learn Creole and preferably speak English, Spanish and French.

I-B. Project Deputy Coordinator.

The role of the Deputy Project Coordinator will be to handle a number of diverse, but specific project management and

technical activities as indicated by the specific responsibilities below. He will report directly to the Project Coordinator, and be assisted by IICA administrative support staff and the Credit/Marketing Supervisor.

The specific responsibilities of the Deputy will be:

1) Fiscal Management: Effect appropriate fiscal controls to the satisfaction of the IICA Representative, Project Coordinator and USAID. Supervise the reconciliation of project accounts, and the IICA weekly income/expenditure report entries related to the project, and analyze IICA Headquarter's computer printouts relating to the project. The Deputy will supervise the Project Accountant.

2) Budget Control: Assure timely budget preparation, execution and monitoring of the US$ 3.5 million project.

3) Donor Reporting: Supervise the preparation of monthly, quarterly and annual financial reports; prepare (with input from other technical staff) the semi-annual technical progress report.

4) Equipment Procurement and Control: In conjunction with IICA administrative support staff, assure the efficient procurement of vehicles, tools and equipment, agricultural inputs and other supplies. Assure the effective deployment of project vehicles, equipment and consumable stores. Maintain an inventory of vehicles, equipment and consumable stores, and a record of their deployment, condition and utilization.

5) Monitoring and Evaluation: Develop, with the IICA Representative and Project Coordinator, an internal monitoring and evaluation system; manage the monitoring program and coordinate the activities of consultants hired for evaluations.

6) Farm Level Planning and Economic Analysis: With the assistance of other technical staff and IICA Professional Staff colleagues, develop a system to facilitate farm level planning by farmers, and perform basic farm level economic analyses using methods developed in IICA's Jamaica office. Supervise consultants hired to elaborate more extensive economic analyses.

7) Community-level Organization and Credit: In conjunction with the IICA Representative, Project Coordinator, Rural Development Specialist and specialized consultants, devise methods for upgrading field implementation methods for community-level organization and credit. Responsibility includes supervision of the Credit/Marketing Specialist, interactions with NGOs specialized in organization and credit and operating within the project zones, participating in field training activities and assessing the effectiveness of this program.

8) Coffee Marketing: In conjunction with the Project Coordinator and specialized consultants, develop and supervise improved coffee processing procedures. Develop and implement improved internal marketing interventions and identify new external markets for a Haitian specialty coffee.

This position will also be recruited through the IICA IPP program. Qualifications include at least ten years in development assistance programs showing a progressively increasing level of responsibilities. Experience with IICA and/or USAID preferred and previous work experience should be in Haiti and/or Francophone Africa. Language capabilities should include English, French and Haitian Creole, and a willingness to learn Spanish. Technical expertise should include one or more of the following: Monitoring and evaluation, farm level economic analysis, community organization, community credit and/or coffee marketing.

II-A. Field Operations Coordinator (FOC).

Overall supervision of field level project implementation will be the responsibility of this staff position, who will report to the Project Coordinator.

The FOC will be supported by the Deputy Project Coordinator, the Participation/Media Specialist, the Credit and Marketing Supervisor, and the Regional Officers.

Specific responsibilities of the Field Operations Coordinator will be:

1) Supervise and coordinate the implementation of the Participation, Technology Validation, Cropping Systems Technology Transfer component of the project, and assist with

coordinating credit/marketing activities at the field level.

2) Liase between the Technical Team members and the regional teams.

3) Design and monitor specific implementation plans for each zone.

4) Plan Technology Validation trials, and analyze agronomic and socio-economic data for use in technical reports.

5) Maintain updated information on the training program.

6) Assist with the organization of seminars for project staff and field days for farmers.

7) Assist in the preparation of documents and reports pertaining to project Validation, Cropping Systems Technology Transfer and training activities.

8) Assume democratic project interaction with farmer groups

9) Attend monthly project review meetings and report on field activities.

10) Prepare weekly, quarterly and annual technical progress reports for submission to the Project Coordinator.

The Field Operations Coordinator will be a Haitian National position with appropriate experience in relevant agronomy, managing extensive field projects, and working with farmers. He will be recruited under IICA guidelines.

II-B. Participation/Media Specialist.

The role of this specialist will be to coordinate all activities pertaining to community level organization and radio extension. He will also have a lead role in the design and preparation of extension booklets, with the support of other technical staff and field support personnel. He will report directly to the Project Coordinator.

Specific responsibilities will be:

1) Monitor and analyze the socio-cultural environment of the project localities.

2) Acquire, process and monitor relevant information pertaining to coffee and associated crop production, environmental concerns and the role of women in the project, and adapt this information to prepare extension booklets and radio messages.

3) Organize and participate in training activities pertaining to community development and rural animation, and train supervisors and formateurs to train participating farmers.

4) Select local farmers to participate in radio/video programs.

5) Organize and coordinate CADCO activities at the field level.

6) Maintain records and evaluate participant performance in project activities.

7) Prepare monthly and quarterly reports for submission to the Field Operations Coordinator.

The Participation/Media Specialist will be a Haitian National position, and will require ample experience in community organization, democratic procedures and methods of extension. This position will be recruited as per IICA guidelines for National Professional Personnel (NPP).

II-C. Credit and Marketing Supervisor.

The role of the Credit and Marketing Supervisor will be to develop, supervise and monitor credit mechanisms at the field level and facilitate and monitor the improved coffee processing aspects of the PPK marketing component. He will be supervised and assisted by the Deputy Project Coordinator and the Credit and Marketing Formateurs.

Specific responsibilities will be:

1) Assist, in collaboration with the Participation Specialist, with the identification, training and monitoring of farmer groups/associations which are ready and willing to begin the process of establishing community revolving loan funds (CRLFs).

2) In collaboration with the Deputy Project Coordinator, train and supervise the Credit and Marketing Formateurs.

3) Coordinate, at the field level, all credit inputs and community bank accounts.

4) Prepare, in collaboration with the Deputy Project Coordinator and specialized consultants, appropriate training materials.

5) Disseminate information pertaining to improved coffee harvesting, processing and marketing techniques and opportunities.

6) Organize the collection and maintenance of records of the purchases and sales of improved quality coffee.

7) Maintain regular contact with the personnel and management of the prototype coffee processing plant (once constructed) to monitor all activities, provide assistance when required and identify any developing problems.

8) With the assistance of the Credit and Marketing Formateurs, develop selection criteria, identify potential communities/farmer groups and organize the installation of modest coffee processing infrastructure (i.e., cement drying slabs, cisterns, hand operated depulpers, etc.)

This position will be filled by a Haitian National with adequate experience in rural development, agronomy, and organization/implementation of extensive development programs. Experience and/or training in credit and/or marketing activities is desirable, but training in PPK developed techniques and methodologies will be provided. Recruitment will be via the IICA NPP system.

III. Regional Officers (2).

Regional Officers reside in the project implementation localities and are responsible for the day to day supervision and management of all project activities. They are directly assisted by the Supervisors and they report directly to the Field Operations Coordinator.

Their specific responsibilities are:

1) Assist in the direct selection, training and coordination of the supervisor level staff, and maintain overall management of formateur level staff to assure compliance with project implementation objectives and participatory self-determination of the farmers.

2) Take the lead in the selection of sites, the design, implementation and monitoring of project demonstration fields.

3) Participate in socio-economic baseline data collection and subsequent specialized surveys and data collection.

4) Participate in the design, execution and evaluation of all training activities.

5) Consolidate weekly field operation reports and submit to the Field Operations Coordinator.

6) Directly supervise the Supervisors.

IV. Supervisors (22).

The role of the Supervisors will be to develop and implement operational work plans necessary to achieve project objectives within a specifically limited zone established by the Regional Officer. He will need to understand and convey project methods, approaches and spirit to the Formateurs and all farmers with whom he has daily contact. In the project management hierarchy, this is the lowest position which is still involved in all aspects of the project and therefore is a turnkey position with regard to information flow in both directions. The Supervisors report directly to the Regional Officer, and work through the discipline-specialized Formateurs.

Specific responsibilities will be:

1) Promote the establishment of functional relationships between the farmers, formateurs and higher level technical management staff. Listen well to farmers in order to understand and transmit their concerns, project technical information, and its impact, and recognize when changes may be warranted.

2) Diligently improve their own (i.e., the Supervisors) knowledge and skills by attending project sponsored training activities.

3) Assist with the selection, training, supervision and facilitation of the Formateurs and their work.

4) Working directly with the specialized Formateurs, the Supervisor will:

a) <u>For Cropping Systems and Technology Transfer:</u>

- Train and assist the Cropping Systems and Technological Transfer Formateurs with farmer-group nursery operations, the production and distribution of plant materials (coffee, plantain, citrus and coconut).
- Assist with farm level planning and installation of improved cropping systems technologies and management.
- Assure adequate record keeping and monitoring is accomplished in order to evaluate the impact of technical interventions.

b) <u>For Participation and Community Organization:</u>

- Facilitate and collaborate with regard to rural animation activities.
- Assist and monitor on a regular basis training events directed towards enhancing farmer participation and organization.
-Disseminate timely information with regards to radio programs, CADCO meetings, etc.

c) <u>For Credit:</u>

-Receive, via the Formateurs, farmer demands for credit and inputs and transmit these to the Regional Officer and Credit/Marketing Supervisor.

-Facilitate the distribution of technical information and training pertaining to the credit program, and assure that this information reaches the farmers.

-Collaborate on the distribution of credit inputs.

-Supervise and assure that controls are maintained for the community banks.

d) For the Marketing Component:

-Disseminate information and techniques, via the Marketing Formateurs, which will convey and support the message that better agricultural products can provide increased returns.

-Keep informed concerning the prices of local agricultural products.

-Continually study and evaluate the harvesting and processing of coffee, and recommend specific areas where improvements can be made.

-Assure that good records are maintained pertaining to the use of project installed processing facilities.

-Follow the local coffee marketing linkages, via supervision of the Marketing Formateurs, and assure that project management personnel are current on any new developments.

5) Coordinate data collection within the zone of his/her responsibility. Facilitate the distribution and collection of questionnaires, and transmit these to the Regional Officer.

6) Collect monthly reports from the Formateurs and prepare summary/analyze material for the Regional Officer.

Supervisors will be selected from agricultural producers residing within project implementation areas. They must have at least a certificate of completion of primary school studies, some experience in improved agricultural production techniques or related field, and the ability to receive and transmit information. They should have some status as a community leader. They must have some means for displacement within the zone and to other project activity localities.

V. Formateurs (126).

The role of the Formateurs will be to liaison directly with the farmers participating in PPK. They will conduct training sessions and provide on-site technical assistance, as well as monitor and report back to project technical staff the concerns and attitudes of the farmers. They will report directly to their Supervisor. For the remaining 33 months of PPK, Formateurs will be trained to specialize in one of four fields: Cropping Systems Technology Transfer; Participation; Credit; or Marketing.

Their specific responsibilities, respectively, will be:

1) Cropping Systems Technology Transfer Formateurs:

-Participate in training sessions conducted by the Supervisors and other PPK technical staff to learn the

improved technology packages.

-Organize and conduct training for participating farmers.

-Organize farmer groups for the establishment and operation of nurseries, and the distribution of seedlings.

-With the assistance of the Supervisor, introduce the concept of farm planning and economic analysis to selected farmers.

-Conduct regular follow-up visits with farmers to monitor project disseminated technologies and crop production.

-Prepare activity reports for submission to the Supervisor.

2) Participation and Community Organization Formateurs:

-Participate in training conducted by the Supervisor and/or project technical staff to augment their understanding of participatory and democratic community organization principles, and methods for extending these principles.

-Organize regular meetings with farmer groups and associations to explain to them the concepts and advantages of community organization.

-Organize social/training functions which can be used to animate participants. Examples of these functions include recreational events such as football games, theatrical activities, agricultural fairs, etc.

-Encourage local farmers to participate in CADCO activities.

-Motivate farmers and groups to listen regularly to radio programs, and to contribute ideas for other radio spots.

-Function as a mediator, using democratic methods, to reconcile conflicts which may develop from time to time within or between farmer groups.

-Prepare monthly activity and progress reports for submission to the Supervisor.

3) Credit Formateurs:

-Participate in training conducted by the Supervisor, other project technical staff, and specialized consultants to learn the necessary aspects of the PPK credit program and methods for extending this information to interested farmer groups and associations.

-Organize and conduct training sessions on credit for interested farmer groups and associations.

-Receive requests from farmer groups and associations for credit inputs, evaluate these according to established criteria and transmit to the Supervisor and/or Credit/Marketing Specialist.

-Monitor all aspects of the PPK credit program within his/her assigned locality and prepare reports for submission to the Supervisors.

4) Processing\ Marketing Formateurs:

-Participate in training conducted by the Supervisor, other project technical staff and specialized consultants to learn PPK recommended harvesting and processing techniques, and PPK devised options for marketing.

-Organize and conduct training sessions for interested farmers and associations to convey PPK recommended processing and marketing options.

-Maintain records of agricultural commodity prices within his/her work zone.

-Monitor purchases and sales, and processing techniques for any project installed processing facility within his/her work zone.

-Recommend/devise appropriate techniques for animating farmers towards new processing/marketing schemes.

-Prapare reports as required on activities conducted and the results of these activities for submission to the Supervisor.

The Formateurs will be community leaders elected by constituent farmer groups participating in PPK. They should either have specific experience within their specialized domain, or will be trained by project technical staff as required. These positions will become full-time for the remainder of the project.

CADCO (The Coffee Advisory Committee).

The Coffee Advisory Committee (CADCO) will be composed of representatives from nine sectors involved in coffee production, technical assistance and marketing in Haiti.

1) Two locally elected farmers (one male, one female) from each zone of project intervention (Beaumont and Jacmel).

2) A representative from the Ministry of Agriculture.

3) The Association of Coffee Exporters (ASDEC).

4) The Association of Agricultural Producers (APA).

5) The Central Bank of Haiti (BRH).

6) FAO.

7) FAC.

8) The French Caisse Central (CCCE).

9) IICA, and

10) USAID.

The role of CADCO will be:

a) to advise the Project Coordinatore on matters of technical, political, economic and social concern to the project;

b) to have regular meetings at least once per quarter; and

c) to interface with other coffee projects in Haiti.

IICA Financed Technical Specialists.

Two IICA financed technical specialists will devote 50% of their time to the PPK project. The roles of these experts will be:

1. The **Technology Transfer Specialist** will advise the Project Coordinator concerning appropriate technologies and

cropping systems information which can be applied to PPK; assist with the design and implementation of Technology Validation trials; provide support to nursery and seedling propagation operations; explore and transfer ideas and information concerning the application of natural pesticide products derived from the Neem tree; contribute and advise on training seminars and materials pertaining to technical matters; and promote reciprocal technical cooperation between PPK and IICA/PROMECAFE countries.

2) The Rural Development Specialist will advise the Project Coordinator concerning methodologies which can be used to promote the participation of both farmers and local organizations; advise and contribute to training seminars and materials pertaining to participation and community organization; assist with the design and implementation of a feedback survey to gauge farmers' opinions concerning PPK; and contribute to other monitoring and evaluation mechanisms.

6. FINANCIAL PLAN

6.1 FINANCIAL SUMMARY

	SUSPENSION PERIOD SEPT.-DEC.92	JANUARY 93-SEPT. 93	OCTOBER 93-SEPT. 94	OCTOBER 94-SEPT. 95	TOTAL
A. INTERNATIONAL PERSONNEL	53,100.00	178,302.00	209,075.00	288,784.00	729,261.00
B. NATIONAL PERSONNEL	39,073.00	211,757.00	340,002.00	403,498.00	994,330.00
C. EQUIPMENT/MATERIALS COFFEE PRODUCTION		132,339.00	175,000.00	28,775.00	336,114.00
D. VEHICLE/CAPITAL PURCHASE					
E. VEHICLE OPERATION/MAINTENANCE	5,624.00	62,700.00	74,750.00	70,582.00	213,656.00
F. ADMINISTRATIVE COSTS	3,000.00	27,350.00	37,374.00	24,799.00	92,523.00
G. TRAINING		32,027.00	39,219.00	11,657.00	82,903.00
H. TRAVEL/PERDIEM		24,030.00	32,396.00	31,996.00	88,422.00
I. CREDIT		94,388.00	105,000.00	90,152.00	289,540.00
J. MARKETING		65,000.00	86,500.00	86,500.00	238,000.00
K. INFLATION			51,113.00	34,323.00	85,436.00
SUBTOTAL	100,797.00	827,893.00	1,150,429.00	1,071,066.00	3,150,185.00
L. IICA OVERHEAD (12%)	12,096.00	99,347.00	138,052.00	128,528.00	378,023.00
TOTAL	112,893.00	927,240.00	1,288,481.00	1,199,594.00	3,528,208.00

NOTE: RATE OF EXCHANGE LOCAL CURRENCY = 10 GOURDES/PER 1US$.

EXPENDED UPTO AUGUST 92: US$1,571,792.00
BUDGETED SEPT.92-SEPT.95: US$3,528,208.00

TOTAL: US$5,100,000.00

6.1 FINANCIAL SUMMARY

	SUSPENSION PERIOD SEPT.-DEC.92	JANUARY 93-SEPT. 93	OCTOBER 93-SEPT. 94	OCTOBER 94-SEPT. 95	TOTAL
A. INTERNATIONAL PERSONNEL	53,100.00	178,302.00	209,075.00	288,784.00	729,261.00
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TOTAL	112,893.00	927,240.00	1,288,481.00	1,199,594.00	3,528,208.00

NOTE: RATE OF EXCHANGE LOCAL CURRENCY = 10 GOURDES/PER 1US$.

EXPENDED UPTO AUGUST 92:	US$1,571,792.00
BUDGETED SEPT.92-SEPT.95:	US$3,528,208.00
TOTAL:	US$5,100,000.00

6.2 YEAR BY YEAR DETAILED FINANCIAL PLAN

ITEM	SUSPENSION PERIOD SEPT.-DEC 92			JANUARY 93- SEPTEMBER 93			OCTOBER 93 - SEPTEMBER 94		
	F.X.	L.C.	TOTAL	F.X.	L.C.	TOTAL	F.X.	L.C.	TOTAL
A. INTERNATIONAL PERSONNEL	53,100.00	0.00	53,100.00	178,302.00	0.00	178,302.00	209,075.00	0.00	209,075.00
EXPATRIATE	53,100.00		53,100.00	148,302.00		148,302.00	171,575.00		171,575.00
PROJECT COORDINATOR	28,000.00		28,000.00	68,445.00		68,445.00	90,538.00		90,538.00
DEPUTY COORDINATOR	25,100.00		25,100.00	79,857.00		79,857.00	81,037.00		81,037.00
CONSULTANTS (Marketing./ Credit/Monitoring/Evaluation/ Farming Systems Economist)	0.00		0.00	30,000.00		30,000.00	37,500.00		37,500.00
B. NATIONAL PERSONNEL	0.00	39,073.00	39,073.00		211,757.00	211,757.00	0.00	340,002.00	340,002.00
CSI PERSONNEL									
1 Field Operations Coordinato		6,402.00	6,402.00		13,489.00	13,489.00		19,483.00	19,483.00
1 Radio Farmer Organiz.Coord		5,502.00	5,502.00		11,596.00	11,596.00		17,982.00	17,982.00
1 Data Analyst		4,558.00	4,558.00		9,614.00	9,614.00		14,891.00	14,891.00
1 Administrator			0.00		8,995.00	8,995.00		13,303.00	13,303.00
1 Accountant		2,922.00	2,922.00		6,146.00	6,146.00		9,524.00	9,524.00
1 Secretary		3,031.00	3,031.00		6,703.00	6,703.00		9,882.00	9,882.00
1 Driver					3,628.00	3,628.00		5,556.00	5,556.00
1 Mechanic		1,712.00	1,712.00		3,628.00	3,628.00		5,556.00	5,556.00
FIELD PERSONNEL									
2 Reg.Agron.& 1 Mkt.&Cred.Off		14,196.00	14,196.00		29,933.00	29,933.00		46,375.00	46,375.00
22 Supervisors					17,550.00	17,550.00		39,600.00	39,600.00
2 Field Offices Guards		750.00	750.00		1,350.00	1,350.00		1,950.00	1,950.00
Formateurs (126)					64,125.00	64,125.00		113,400.00	113,400.00
Local Consultants					35,000.00	35,000.00		42,500.00	42,500.00
C. EQUIPMENT/MAT/CONSTRUCTION				35,000.00	97,339.00	132,339.00	45,000.00	130,000.00	175,000.00
COFFEE PRODUCTION				35,000.00	88,679.00	123,679.00	45,000.00	121,339.00	166,339.00
LAND RENTAL&VALIDATION PLOTS					8,660.00	8,660.00		8,661.00	8,661.00
D. VEHICLE/CAPITAL PURCHASE									
E. VEHICLE OPERATION/MAINTENANCE	3,500.00	2,124.00	5,624.00	16,000.00	46,700.00	62,700.00	18,000.00	56,750.00	74,750.00
INSURANCE	2,000.00	1,100.00	3,100.00	11,000.00	1,100.00	12,100.00	11,000.00	1,100.00	12,100.00
REPAIRS	1,500.00	1,024.00	2,524.00	5,000.00	14,800.00	19,800.00	7,000.00	19,400.00	26,400.00
TIRES					9,900.00	9,900.00		15,750.00	15,750.00
FUEL					15,400.00	15,400.00		20,500.00	20,500.00
MULES (Purchase)					5,500.00	5,500.00			0.00
F. ADMINISTRATIVE COSTS	2,400.00	600.00	3,000.00	8,533.00	18,817.00	27,350.00	11,086.00	26,288.00	37,374.00
OFFICE RENTAL/UTILITIES	2,400.00	600.00	3,000.00	5,400.00	6,550.00	11,950.00	7,200.00	8,800.00	16,000.00
OFFICES RENT & OTHERS	2,400.00	600.00	3,000.00	5,400.00	1,150.00	6,550.00	7,200.00	1,600.00	8,800.00
ELECTRICITY & GAS					3,600.00	3,600.00		4,800.00	4,800.00
SEWER & WATER					900.00	900.00		1,200.00	1,200.00
OTHERS					900.00	900.00		1,200.00	1,200.00

6.2 (2)

ITEM	SUSPENSION PERIOD SEPT.-DEC. 92			JANUARY 93 - SEPTEMBER 93			OCTOBER 93-SEPTEMBER 94		
	F.X.	L.C.	TOTAL	F.X.	L.C.	TOTAL	F.X.	L.C.	TOTAL
OFFICE SUPPLIES			0.00	2,413.00	2,981.00	5,394.00	2,926.00	3,974.00	6,900.00
TECHNICAL LITERATURE				1,000.00	0.00	1,000.00	1,000.00	0.00	1,000.00
PHOTOCOPIES				100.00	108.00	208.00	175.00	144.00	319.00
PHOTOGRAPHS/TRANSPARENCI					21.00	21.00		27.00	27.00
OFFICE SUPPLIES &						0.00			0.00
PRINTSHOP SUPPLIES				1,313.00	2,852.00	4,165.00	1,751.00	3,803.00	5,554.00
OFFICE EQUIPMENT MAINTENANCE					2,070.00	2.070.00		2,800.00	2,800.00
COMMUNICATIONS		0.00	0.00	720.00	5,734.00	6,454.00	960.00	8,729.00	9,689.00
CORRESPONDENCE & POSTAGE		0.00	0.00	270.00	734.00	1,004.00	360.00	979.00	1,339.00
CABLES & TELEXES &									0.00
TELEPHONE INTL'& LOCAL				450.00	4,300.00	4,750.00	600.00	6,800.00	7,400.00
SHIP.COSTS&CUSTOMS CLEARAN				0.00	700.00	700.00	0.00	950.00	950.00
MISCELLANEOUS				0.00	1,482.00	1,482.00	0.00	1,985.00	1,985.00
OFFICIAL MEETINGS				0.00	1,080.00	1,080.00	0.00	1,450.00	1,450.00
BANK CHARGES				0.00	52.00	52.00	0.00	70.00	70.00
OTHERS				0.00	350.00	350.00	0.00	465.00	465.00
G. TRAINING	0.00	0.00	0.00	6,900.00	25,127.00	32,027.00	6,900.00	32,319.00	39,219.00
OVERSEAS				6,900.00		6,900.00	6,900.00		6,900.00
IN-COUNTRY	0.00	0.00	0.00	0.00	25,127.00	25,127.00	0.00	32,319.00	32,319.00
Radio communication					8,000.00	8,000.00		10,750.00	10,750.00
Materials (cassettes)					1,327.00	1,327.00		1,769.00	1,769.00
Ti-livs (booklets)					14,400.00	14,400.00		18,000.00	18,000.00
Artist					1,400.00	1,400.00		1,800.00	1,800.00
H. TRAVEL/PERDIEM			0.00	2,358.00	21,672.00	24,030.00	3,500.00	28,896.00	32,396.00
I. CREDIT				60,000.00	34,388.00	94,388.00	70,000.00	35,000.00	105,000.00
J. MARKETING				44,500.00	20,500.00	65,000.00	59,250.00	27,250.00	86,500.00
K. INFLATION			0.00			0.00	7,187.00	43,926.00	51,113.00
SUBTOTAL F.X. & L.C.	59,000.00	41,797.00	100,797.00	351,593.00	476,300.00	827,893.00	429,998.00	720,431.00	1,150,429.00
L. IICA OVERHEAD IN F.X. (12%)	7,080.00	5,016.00	12,096.00	42,191.00	57,156.00	99,347.00	51,600.00	86,452.00	138,052.00
TOTAL BUDGET	66,080.00	46,813.00	112,893.00	393,784.00	533,456.00	927,240.00	481,598.00	806,883.00	1,288,481.00

6.2(3)

ITEM	OCTOBER 94 - SEPTEMBER 95			TOTAL		GRAND TOTAL
	F.X.	L.C.	TOTAL	F.X.	L.C.	
A. INTERNATIONAL PERSONNEL	288,784.00	0.00	288,784.00	729,261.00	0.00	729,261.00
EXPATRIATE	251,284.00		251,284.00	624,261.00	0.00	624,261.00
PROJECT COORDINATOR	148,277.00		148,277.00	335,260.00		335,260.00
DEPUTY COORDINATOR	103,007.00		103,007.00	289,001.00		289,001.00
CONSULTANTS (Marketing./ Credit/Monitoring/Evaluation/ Farming Systems Economist)	37,500.00		37,500.00	105,000.00		105,000.00
B. NATIONAL PERSONNEL	0.00	403,498.00	403,498.00	0.00	994,330.00	994,330.00
PAP PERSONNEL						
1 Field Operations Coordinato		30,556.00	30,556.00		69,930.00	69,930.00
1 Radio Farmer Organiz.Coord		26,039.00	26,039.00		61,119.00	61,119.00
1 Data Analyst		21,653.00	21,653.00		50,716.00	50,716.00
1 Administrator		17,273.00	17,273.00		39,571.00	39,571.00
1 Accountant		13,750.00	13,750.00		32,342.00	32,342.00
1 Secretary		14,275.00	14,275.00		33,891.00	33,891.00
1 Driver		7,513.00	7,513.00		16,697.00	16,697.00
1 Mechanic		7,513.00	7,513.00		18,409.00	18,409.00
FIELD PERSONNEL						
2 Reg.Agron.& 1 Mkt.&Cred.Off		67,476.00	67,476.00		157,980.00	157,980.00
22 Supervisors		39,600.00	39,600.00		96,750.00	96,750.00
2 Field Offices Guards		1,950.00	1,950.00		6,000.00	6,000.00
					0.00	
Formateurs (126)		113,400.00	113,400.00		290,925.00	290,925.00
Local Consultants		42,500.00	42,500.00		120,000.00	120,000.00
						0.00
C. EQUIPMENT/MAT/CONSTRUCTION	15,625.00	13,150.00	28,775.00	95,625.00	240,489.00	336,114.00
COFFEE PRODUCTION	15,625.00	13,150.00	28,775.00	95,625.00	223,168.00	318,793.00
LAND RENTAL&VALIDATION PLOTS			0.00	0.00	17,321.00	17,321.00
D. VEHICLE/CAPITAL PURCHASE						
E. VEHICLE OPERATION/MAINTENANCE	14,000.00	56,582.00	70,582.00	51,500.00	162,156.00	213,656.00
INSURANCE	11,000.00	1,100.00	12,100.00	35,000.00	4,400.00	39,400.00
REPAIRS	3,000.00	19,400.00	22,400.00	16,500.00	54,624.00	71,124.00
TIRES		15,750.00	15,750.00	0.00	41,400.00	41,400.00
FUEL		20,332.00	20,332.00	0.00	56,232.00	56,232.00
MULES (Purchase)					5,500.00	5,500.00
F. ADMINISTRATIVE COSTS	10,410.00	14,389.00	24,799.00	32,429.00	60,094.00	92,523.00
OFFICE RENTAL/UTILITIES	7,200.00	4,600.00	11,800.00	22,200.00	20,550.00	42,750.00
OFFICES RENT & OTHERS	7,200.00	1,600.00	8,800.00	22,200.00	4,950.00	27,150.00
ELECTRICITY & GAS		2,000.00	2,000.00	0.00	10,400.00	10,400.00
SEWER & WATER		500.00	500.00	0.00	2,600.00	2,600.00
OTHERS		500.00	500.00	0.00	2,600.00	2,600.00

6.2 (4)

ITEM	OCTOBER 94-SEPTEMBER 95 F.X.	L.C.	TOTAL	GRAND TOTAL F.X.	L.C.	TOTAL
OFFICE SUPPLIES	2,250.00	3,976.00	6,226.00	7,589.00	10,931.00	18,520.00
TECHNICAL LITERATURE	500.00	0.00	500.00	2,500.00	0.00	2,500.00
PHOTOCOPIES	0.00	144.00	144.00	275.00	396.00	671.00
PHOTOGRAPHS/TRANSPARENCI		28.00	28.00	0.00	76.00	76.00
OFFICE SUPPLIES &			0.00	0.00	0.00	0.00
PRINTSHOP SUPPLIES	1,750.00	3,804.00	5,554.00	4,814.00	10,459.00	15,273.00
OFFICE EQUIPMENT MAINTENANCE		1,130.00	1,130.00	0.00	6,000.00	6,000.00
COMMUNICATIONS	960.00	3,900.00	4,860.00	2,640.00	18,363.00	21,003.00
CORRESPONDENCE & POSTAGE	360.00	980.00	1,340.00	990.00	2,693.00	3,683.00
CABLES & TELEXES &			0.00	0.00	0.00	0.00
TELEPHONE INTL'& LOCAL	600.00	2,550.00	3,150.00	1,650.00	13,650.00	15,300.00
SHIP.COSTS&CUSTOMS CLEARAN	0.00	370.00	370.00	0.00	2,020.00	2,020.00
MISCELLANEOUS	0.00	783.00	783.00	0.00	4,250.00	4,250.00
OFFICIAL MEETINGS	0.00	570.00	570.00	0.00	3,100.00	3,100.00
BANK CHARGES	0.00	28.00	28.00	0.00	150.00	150.00
OTHERS	0.00	185.00	185.00	0.00	1,000.00	1,000.00
G. TRAINING	0.00	11,657.00	11,657.00	13,800.00	69,103.00	82,903.00
OVERSEAS				13,800.00		13,800.00
IN-COUNTRY	0.00	11,657.00	11,657.00	0.00	69,103.00	69,103.00
Radio communication		4,489.00	4,489.00		23,239.00	23,239.00
Materials (cassettes)		1,768.00	1,768.00		4,864.00	4,864.00
Ti-livs (booklets)		3,600.00	3,600.00		36,000.00	36,000.00
Artist		1,800.00	1,800.00		5,000.00	5,000.00
H. TRAVEL/PERDIEM	3,100.00	28,896.00	31,996.00	8,958.00	79,464.00	88,422.00
I. CREDIT	62,112.00	28,040.00	90,152.00	192,112.00	97,428.00	289,540.00
J. MARKETING	59,250.00	27,250.00	86,500.00	163,000.00	75,000.00	238,000.00
K. INFLATION	5,119.00	29,204.00	34,323.00	12,306.00	73,130.00	85,436.00
SUBTOTAL F.X. & L.C.	458,400.00	612,666.00	1,071,066.00	1,298,991.00	1,851,194.00	3,150,185.00
L. IICA OVERHEAD IN F.X. (12%)	55,008.00	73,520.00	128,528.00	155,879.00	222,144.00	378,023.00
TOTAL BUDGET	513,408.00	686,186.00	1,199,594.00	1,454,870.00	2,073,338.00	3,528,208.00

NOTE: RATE OF EXCHANGE LOCAL CURRENCY = GOURDES 10/1US$

TABLE 6. PIPELINE ANALYSIS

DESCRIPTION	NO. OF ZONES	NO. OF FARMERS	TOTAL LOP	OBL. THR. FY 92	EXP. THR. FY 92	BALANCE AT 10/1/92	FY 93 OBL.	FY 93 EXP.	FY 94 OBL.	FY 94 EXP.	FY 95 OBL.	FY 95 EXP.	TOTAL AMT. REQ.
PPK 2	2	3,500	5.36	2.9	1.86	1.04	1.04	1.16	0	1.16	0	1.16	2.46

THE FOLLOWING BUDGET NOTES ARE EXTREMELY CONFIDENTIAL AND ARE PROVIDED ONLY IN PROPOSAL COPIES SUBMITTED TO USAID AS REQUESTED.

RELEASE OF THESE NOTES BEYOND THE INTENDED USAID AUDIENCE MAY CAUSE SIGNIFICANT MANAGEMENT PROBLEMS WITHIN THE IICA OFFICE.

IICA WOULD APPRECIATE USAID TAKING THE NECESSARY PRECAUTIONS WITH THIS CONFIDENTIAL INFORMATION.

6.3 FINANCIAL NOTES

PERSONNEL

All salaries and costs of expatriate and Local Personnel have been calculated according to the IICA salary scales, and IICA Procedures for personnel classification.

These calculations have been made as follows:

A. EXPATRIATE

Project Coordinator
Suspension period (Sept. - Dec. 92)

Salary (4 months)		13,787.68
Post Adjustment and Hardship Allowance		8,712.84
Retirement Plan		3,098.72
Family Allowance		817.96
Education Allowance		1,018.28
Life Insurance		179.84
Health Insurance		385.08
TOTAL	**US$**	**28,000.00**

January - September 1993

Salary		31,870.00
Post Adjustment and Hardship Allowance		23,140.00
Retirement Plan		7,453.00
Family Allowance		1,087.00
Education Allowance		2,070.00
Life Insurance		441.00
Health Insurance		866.00
Accident Insurance		18.00
Home Leave		1,500.00
TOTAL	**US$**	**68,445.00**

October 93 - September 94

Salary		43,218.00
Post Adjustment and Hardship Allowance		31,195.00
Retirement Plan		10,140.00
Family Allowance		1,450.00
Education Allowance		2,760.00
Life Insurance		602.00
Health Insurance		1,155.00
Accident Insurance		18.00
TOTAL	**US$**	**90,538.00**

October 94 - September 95

Salary		43,632.00
Post Adjustment and Hardship Allowance		34,386.00
Retirement Plan		10,254.00
Family Allowance		1,452.00
Education Allowance		2,844.00
Life Insurance		600.00
Health Insurance		1,158.00
Accident Insurance		18.00
Repatriation		14,750.00
Bonus Recognition of services (US$16,782 - 5,556.88 Reserve Swine Rep.)		11,225.00
Unused vacation (20 days max.)		4,357.00
		148,277.00
GRAND TOTAL	**US$**	**335,260.00**

Deputy Coordinator
Suspension Period (Sept. - Dec. 92)

Salary (4 month)		13,076.68
Post Adjustment and Hardship Allowance		7,880.72
Retirement Plan		2,738.56
Family Allowance		---
Education Allowance		---
Life Insurance		168.72
Health Insurance		135.32
Total 4 months		24,000.00
Home Leave		1,100.00
TOTAL	**US$**	**25,100.00**

January - September 93

Salary		29,152.00
Post Adjustment and Hardship Allowance		19,557.00
Retirement Plan		6,705.00
Family Allowance		1,087.00
Education Allowance		2,070.00
Life Insurance		401.00
Health Insurance		867.00
Accident Insurance		18.00
Repatriation		20,000.00
TOTAL	**US$**	**79,857.00**

October 93 - September 94

Salary		39,593.00
Post Adjustment and Hardship Allowance		26,375.00
Retirement Plan		9,139.00
Family Allowance		1,450.00
Education Allowance		2,760.00
Life Insurance		547.00
Health Insurance		1,155.00
Accident Insurance		18.00
TOTAL	**US$**	**81,037.00**

October 94 - September 95

Salary		40,384.00
Post Adjustment and Hardship Allowance		26,664.00
Retirement Plan		3,112.00
Family Allowance		452.00
Education Allowance		2,760.00
Life Insurance		3,282.00
Health Insurance		1,155.00
Accident Insurance		18.00
Repatriation		12,433.00
Un used vacation (20 days max.)		3,356.00
Bonus Recognition of Services		8,391.00
TOTAL	US$	103,007.00
GRAND TOTAL	**US$**	**289,001.00**

International Consultants

Marketing

Honoraria (27 weeks = 135 days at $250/day)	US$	33,750,00
Perdiem US$ 109 x 189 days		20,601.00
Travel (Tickets) 8 x 1200		9,600.00
Other expenses		932.00
TOTAL	**US$**	**64,883.00**

Credit

Honoraria (16 weeks = 80 days x $250/day)	US$	20,000.00
Perdiem (US$ 109 x 113 days)		12,317.00
Travel (tickets) 6 x 1200		7,200.00
Other expenses		600.00
TOTAL	**US$**	**40,117.00**
GRAND TOTAL	**US$**	**105,000.00**

B. LOCAL PERSONNEL

Merit Increases per IICA policy, are given in July, but for budget purposes we have included a global figure of 10%

Field Operations Coordinator
September - December 92 (4 months)

Salary	12,003 x 4		48,012.00
Reserve Recognition of Services	501 x 4		2,004.00
Insurance	500 x 4		2,000.00
Christmas Bonus 92			12,003.00
TOTAL		Gds.	64,019.00

January - September 1993

Increase of 10% = 12,003 x 1,200.30 = 13,203.30

Salary :	13,203.30 x 9		118,830.00
Reserve recognition of services	550.14 x 9		4,952.00
Insurance			4,500.00
Merit Bonus			6,602.00
TOTAL		Gds.	134,884.00

October 93 - September 94

Increase 10% 13,203.30 + 1,320.33 = 14,524.00

Salary	14,524 x 12		174,288.00
Reserve Recognition of Services	606 x 12		7,272.00
Insurance			6,000.00
Merit Bonus			7,262.00
Christmas Bonus Dec. 93			14,524.00
TOTAL		Gds.	194,822.00

October 94 - September 95

Increase 10% 14,524.00 + 1,452.00 = 15,976.00

Salary	15,976 x 2		191,712.00
Reserve Recognition of Services	666 x 2		7,992.00
Insurance			6,000.00
Christmas Bonus Dec. 94			15,976.00

Pre-notice Advice (4 months)

Gds. 15,976 x 4 =			63,904.00
Unused vacation (15 days)			7,988.00
9/12 Christmas Bonus			11,982.00
TOTAL		Gds.	305,554.00
GRAND TOTAL		**Gds.**	**699,289.00**
		US$	**69,930.00**

1 Radio Farmer Organization Coordinator

September - December 92

Salary 10,260 x 4			41,040.00
Reserve 428 x 4			1,712.00
Insurance			2,000.00
Christmas Bonus			10,260.00
TOTAL		Gds.	55,012.00

January - September 92

Increase 10% = Gds.10,260 + 1,026 = 11,286.00			
Salary	11,286 x 9		101,574.00
Reserve Recognition of Services	411 x 9		4,239.00
Insurance			4,500.00
Merit Bonus (1/2 salary)			5,643.00
TOTAL		Gds.	115,956,00

October 93 - September 94

Increase 10% = Gds.11,286 + 1,129 = 12,415.00			
Salary	12,415 x 12		148,980.00
Reserve Recognition of Services	518 x 12		6,216.00
Insurance			6,000.00
Merit Bonus (1/2 salary)			6,208.00
Christmas Bonus Dec. 93			12,415.00
TOTAL		Gds.	179,819.00

October 94 - September 95

Increase 10% = 12,415.00 + 1,242.00 = 13,567.00			
Salary	13,567 x 12		162,804.00
Reserve Recognition of Services	565.29 x 12		6,784.00
Insurance			6,000.00
Christmas Bonus Dec. 94			13,567.00

Pre-notice advice (4 months)

Gds. 13,567 x 4			54,268.00
Unused vacation (15 days)			6,784.00
9/12 Christmas Bonus			10,176.00
TOTAL		**Gds.**	**260,383.00**
GRAND TOTAL		**Gds.**	**611,170.00**
		US$	**61,119.00**

2 Regional Agronomists and 1 Marketing and Credit Officer

Suspension period September - December 92 (4 months)

Salary	8,771 x 4		35,084.00
Reserve	366 x 4		1,464.00
Insurance			2,000.00
Christmas Bonus Dec. 92			8,771.00
		Gds.	47,319.00
TOTAL	47,319 x 3 Officers =	Gds.	141,957.00

January - September 93 (9 months)

Increase 10% = 8,771 + 877.10 = 9,648.10

Salary	9,648.10 x 9		86,833.00
Reserve Recognition of Services	402 x 9		3,618.00
Insurance			4,500.00
Merit Bonus (1/2 salary)			4,825.00
		Gds.	99,776.00
TOTAL : Gds. 99,776 x 3 Officers =		Gds.	299,328.00

October 93 - September 94

Increase 10% = 9,648 + 964.80 = 10,613.00

Salary	10,613 x 12		127,356.00
Reserve Recognition of Services	442.21 x 12		5,307.00
Insurance			6,000.00
Merit Bonus (1/2 salary)			5,307.00
Christmas Bonus 93			10,613.00
		Gds.	154,583.00
TOTAL: Gds. 154,583 x 3 Officers =		Gds.	463,749.00

October 94 - February 95

Increase 10% = 10,613.00 + 1,062.00 = 11,675.00

Salary	11,675 x 12		140,100.00
Reserve Recognition of Services	487 x 12		5,844.00
Insurance			6,000.00
Christmas Bonus 94			11,675.00
Pre-notice Advice (4 months)	11,675 x 4		46,700.00
Unused vacation (15 days)			5,844.00
9/12 Christmas 95			8,756.00
		Gds.	224,919.00
TOTAL: Gds. 224,919 x 3 Officers		Gds.	674,757.00
GRAND TOTAL		**Gds.**	**1,579,791.00**
		US$	**157,980.00**

Data Analyst

Suspension period September - December 92

Salary	8,435 x 4		33,740.00
Reserve Recognition of Services	352 x 4		1,408.00
Insurance	500 x 4		2,000.00
Christmas Bonus 92			8,435.00
TOTAL		Gds.	45,583.00

January - September 93

Increase 10% = 8435 + 843.50 = 9,279.00

Salary	9,279 x 9		83,511.00
Reserve Recognition of Services	387 x 9		3,483.00
Insurance	500 x 9		4,500.00
Merit Bonus (1/2 Salary)			4,640.00
TOTAL		Gds.	96,134.00

October 93 - September 94

Increase 10% = 9279 + 927.90 = 10,207.00

Salary	10,207 x 12		122,484.00
Reserve Recognition of Services	426 x 12		5,112.00
Insurance	500 x 12		6,000.00
Merit Bonus (1/2 Salary)			5,104.00
Christmas Bonus Dec. 93			10,207.00
TOTAL		Gds.	148,907.00

October 94 - September 95

Increase 10% = 10,207.00 + 1,021.00 = 11,268.00

Salary	11,268 x 12		134,736.00
Reserve Recognition of Services	466 x 12		5,616.00
Insurance	500 x 12		6,000.00
Christmas Bonus 94			11,228.00
Pre-notice Advice (4 months)	11,228 x 4		44,912.00
Unused vacation (15 days)			5,614.00
9/12 Christmas Bonus 1995			8,421.00
TOTAL		Gds.	216,527.00
GRAND TOTAL		**Gds.**	**507,151.00**
		US$	**50,716.00**

Administrator

January - September 93 (9 months)

Salary	8,248 x 9		74,232.00
Reserve Recognition of Services	344 x 9		3,096.00
Insurance	500 x 9		4,500.00
Merit Bonus (1/2 salary)			4,124.00
TOTAL		Gds.	89,952.00

October 93 - September 94 (12 months)

Increase 10% = 8248 + 824.80 = 9,073

Salary	9,073	x 12	108,876.00
Reserve Recognition of Services	378.04	x 12	4,537.00
Insurance	500	x 12	6,000.00
Merit bonus (1/2 salary)			4,537.00
Christmas Bonus Dec. 94			9,073.00
TOTAL		Gds.	133,023.00

October 94 - September 95

Increase 10% = 9,073.00 + 908 = 9,981.00

Salary	9,981	x 12	119,772.00
Reserve Recognition of Services	416	x 12	4,992.00
Insurance	500	x 12	6,000.00
Christmas Bonus Dec. 94			9,981.00
Pre-notice Advice (2 months)	9,981	x 12	19,962.00
Unused vacation (15 days)			4,537.00
9/12 Christmas Bonus 1995			7,486.00
TOTAL		Gds.	172,730.00
GRAND TOTAL		**Gds.**	**395,705.00**
		US$	**39,571.00**

Accountant

Suspension period September - December 92

Salary	5,268	x 4	21,072.00
Reserve Recognition of Services	220	x 4	880.00
Insurance	500	x 4	2,000.00
Christmas Bonus Dec. 92			5,268.00
TOTAL		Gds.	29,220.00

January - September 93 (9 months)

Increase 10% = 5268 + 527 = 5,795

Salary	5,795	x 9	52,155.00
Reserve Recognition of Services	241.46	x 9	2,174.00
Insurance	500	x 9	4,500.00
Merit bonus (1/2 salary)			2,634.00
TOTAL		Gds.	61,463.00

October 93 - September 94 (12 months)

Increase 10% = 5,795 + 580 = 6,375.00

Salary	6,375	x 12	76,500.00
Reserve Recognition of Services	265.63	x 12	3,188.00
Insurance	500	x 12	6,000.00
Merit Bonus (1/2 salary)			3,188.00
Christmas Bonus Dec. 93			6,375.00
TOTAL		Gds.	95,251.00

October 94 - September 95

Increase 10% = 6,375.00 + 638 = 7,013.00

Salary	7,013	x 12	84,156.00
Reserve Recognition of Services	293	x 12	3,516.00
Insurance	500	x 12	6,000.00
Christmas Bonus Dec. 94			7,013.00
Pre-notice Advice (4 months)	7,013	x 4	28,052.00
Unused vacation (15 days)			3,507.00
9/12 Christmas Bonus 1995			5,260.00
TOTAL		Gds.	137,504.00
GRAND TOTAL		**Gds.**	**323,438.00**
		US$	**32,342.00**

Secretary

Suspension period Sept. - Dec. 92 (4 months)

Salary	5,479	x	4	21,916.00
Reserve Recognition of Services	228.29	x	4	914.00
Insurance	500	x	4	2,000.00
Christmas Bonus Dec. 92				5,479.00
TOTAL			Gds.	30,309.00

January - September 93 (9 months)

Increase 10% = 5479 + 548 = 6,027.00

Salary	6,027	x	9	54,243.00
Reserve Recognition of Services	251.13	x	9	2,261.00
Insurance	500	x	9	4,500.00
Merit Bonus				6,027.00
TOTAL			Gds.	67,031.00

October 93 - September 94 (12 months)

Increase 10% = 6027 + 603 = 6,630.00

Salary	6,630	x	12	79,560.00
Reserve Recognition of Services	276.25	x	12	3,315.00
Insurance	500	x	12	6,000.00
Merit bonus				3,315.00
Christmas Bonus Dec. 93				6,630.00
TOTAL			Gds.	98,820.00

October 94 - September 95

Increase 10% = 6,630.00 + 663 = 7,293.00

Salary	7,293	x	12	87,516.00
Reserve Recognition of Services	304	x	12	3,648.00
Insurance	500	x	12	6,000.00
Christmas Bonus Dec. 94				7,293.00
Pre-notice Advice (4 months)	7,293	x	4	29,172.00
Unused vacation (15 days)				3,647.00
9/12 Christmas Bonus 1995				5,470.00
TOTAL			Gds.	142,746.00
GRAND TOTAL			**Gds.**	**338,906.00**
			US$	**33,891.00**

Driver

January - September 93 (9 moths)

Salary	3,218	x	9	28,962.00
Reserve Recognition of Services	134.09	x	9	1,207.00
Insurance	500	x	9	4,500.00
Merit Bonus				1,609.00
TOTAL			Gds.	36,278.00

October 93 - September 94 (12 months)

Increase 10% = 3218 + 322 = 3,540

Salary	3,540	x	12	42,480.00
Reserve Recognition of Services	147.50	x	12	1,770.00
Insurance	500	x	12	6,000.00
Merit Bonus (1/2 salary)				1,770.00
Christmas Bonus Dec. 93				3,540.00
TOTAL			Gds.	55,560.00

October 94 - September 95 (5 months)

Increase 10% = 3,540 + 354 = 3,894.00

Salary	3,894	x	12	46,728.00
Reserve Recognition of Services	163	x	12	1,956.00
Insurance	500	x	12	6,000.00
Christmas Bonus Dec. 94				3,894.00
Pre-notice Advice (3 months)	3,894	x	3	11,682.00
Unused vacation (15 days)				1,947.00
9/12 Christmas Bonus				2,921.00
TOTAL			Gds.	75,128.00
GRAND TOTAL			**Gds.**	**166,966.00**
			US$	**16,697.00**

Mechanic

Suspension Period September - December 92

Salary	2,925	x	4	11,700.00
Reserve Recognition of Services	121.88	x	4	488.00
Insurance	500	x	4	2,000.00
Christmas Bonus Dec. 92				2,925.00
TOTAL			Gds.	17,113.00

January - September 93 (9 months)

Increase 10% = 2925 + 293 = 3,218

Salary	3,218	x	9	28,962.00
Reserve Recognition of Services	134.08	x	9	1,207.00
Insurance	500	x	9	4,500.00
Merit Bonus				1,609.00
TOTAL			Gds.	36,278.00

October 93 - September 94 (12 months)

Increase 10% = 3218 + 322 = 3,540.00

Salary	3,540	x	12	42,480.00
Reserve Recognition of Services	147.50	x	12	1,770.00
Insurance	500	x	12	6,000.00
Merit bonus (1/2 salary)				1,770.00
Christmas Bonus Dec. 93				3,540.00
TOTAL			Gds.	55,560.00

October 94 - September 95

Increase 10% = 3,540 + 354 = 3,894.00

Salary	3,894	x	12	46,728.00
Reserve Recognition of Services	163	x	12	1,956.00
Insurance	500	x	12	6,000.00
Christmas Bonus Dec. 94				3,894.00
Pre-notice Advice (3 months)				11,682.00
Unused vacation (15 days)				1,947.00
9/12 Christmas Bonus				2,921.00
TOTAL			Gds.	75,128.00
GRAND TOTAL			**Gds.**	**184,079.00**
			US$	**18,409.00**

2 Field Office Guards

Suspension period Sept. - Dec. 92

Gds. 750 x 5 month x 2 persons	Gds.	7,500.00

January - September 93

Gds. 750 x 9 month x 2 persons		13,500.00

October 93 - September 95

Gds. 750 x 13 months x 2 persons		19,500.00

October 94 - September 95

Gds. 750 x 13 months x 2 persons		19,500.00
TOTAL	**Gds.**	**60,000.00**
	US$	**6,000.00**

Supervisors

13 Supervisors x 33 months x Gds. 1,500	Gds.	643,500.00
9 Supervisors x 24 months x Gds. 1,500		324,000.00
TOTAL Supervisors	**Gds.**	**967,500.00**
	US$	**96,750.00**

Formateurs

95 Formateurs x 33 months x Gds. 750 =	Gds.	2,351,250.00
31 Formateurs x 24 months x Gds. 750 =	Gds.	558,000.00
TOTAL Formateurs	**Gds.**	**2,909,250.00**
TOTAL	**US$**	**290,925.00**

Local Consultants

Local Consultants will be hired in Local Currency to support the following areas:

Farming Systems Economist

Gdes 1,000/day x 20 days x 15 months	Gds.	300,000.00

Monitoring

Gdes 1,000/day x 20 days x 15 months		300,000.00

Evaluation

Gdes 1,000/day x 20 days x 15 months		300,000.00

Material Production Specialist

Gdes 1,000/day x 20 days x 15 months		300,000.00
TOTAL	**Gds.**	**1,200,000.00**

C. COFFEE PRODUCTION

SEEDLING PRODUCTION AND YEARLY COST IN US $

		YEAR 1	YEAR 2	YEAR 3	TOTAL
		500,000	700,000	675,250	1,875,000
	Cost/year	85,000	119,000	114,792.5	318,792.5
1.	Supplies	21,272	29,714	28,698	79,684
	Seed*	4,250	5,950	5,739.6	
	Bags	6,800	9,520	9,183.4	
	Fertilizer*	4,250	5,950	5,739.6	
	Pesticide*	3,825	5,355	5,165.6	
	Compost	2,147	2,939	2,869.8	
2.	Contract to farmers groups (Rental land, labor).	46,750	65,450	63,135	175,335
3.	Equipment	17,000	23,800	22,939	63,739
	Equipment	11,900	16,660	16,057	
	Shade	5,100	7,140	6,881	
	TOTAL/US/YEAR	85,000	119,000	114,792.5	318,792.5

*US$ costs
All remaining costs in gourdes

VALIDATION PLOTS

Land rental and support for validation plots (10 Ha.) in cropping system	US $	17,321

E. VEHICLE OPERATION/MAINTENANCE

Insurance

a. International

Suspension period Sept. to Dec. 92

11 Vehicles	US$	2,000.00
Year 1993 11 Vehicles		11,000.00
Year 1994 11 Vehicles at US$1,000 each		11,000.00
Year 1995 11 Vehicles at US$1,000 each		11,000.00
TOTAL	**US$**	**35,000.00**

b. Local

Year 1992 1,000 Gds. x 11 vehicles	Gds.	11,000.00
Year 1993 1,000 Gds x 11 vehicles		11,000.00
Year 1994 1,000 Gdes. x 11 vehicles		11,000.00
Year 1995 1,000 Gdes. x 11 vehicles	Gds.	11,000.00
TOTAL	**Gds.**	**44,000.00**

Repairs

Suspension periods (Sept. - Dec. 92)	Gds.	US$
Parts	10,240.00	1,500.00
January - September 93		
US$ 200/month x 11 vehicles x 9 = US$ 19,800	148,000.00	5,000.00
October 93 - September 94		
US$ 200/month x 11 vehicles x 12 months = US$ 26,400	194,000.00	7,000.00
October 94 - September 95		
US$ 200/month x 11 vehicles x 12 month = US$ 26,400	194,000.00	7,000.00
Total Repairs	**Gds. 546,240.00**	**US$16,500.00**

Tires

January - September 93	**Gds.**
44 Tires x 2,250.00 Gds.	99,000.00
October 93 - September 94	
70 Tires x 2,250.00	157,500.00
October 94 - September 95	
70 Tires x 2,250.00	157,500.00
TOTAL	**Gds. 414,000.00**

Fuel

10 trips/month from PAP to Beaumont and Jacmel 250 gallons x 20 Gds./gallons x 33 months =	Gds. 165,000.00
In the Beaumont and Jacmel areas 602 gallons/month x 20 Gds./gallons x 33 months	397,320.00
TOTAL	**Gds. 562,320.00**

F. ADMINISTRATIVE COSTS

Office Rental/utilities
Offices Rental

In Port-au-Prince US$ 600/month (equivalent to 50% of rent)
Total US$ 600 x 37 months
(Including suspension period) US$ 22,200.00

In Beaumont and Jacmel Gds. 1500 x 33 = Gds. 49,500.00

Electricity and Gas

3,151.51 Gds./month x 33 months
(equivalent to 50% of service) Gds. 104,000.00

Sewer and Water

788.00 Gds./month x 33 =
(equivalent to 50% of service) Gds. 26,000.00

Others (Contigency)

788.00 Gds./month x 33 Gds. 26,000.00

Office Supplies

Technical Literature: US$ 2,500 has been budgeted to purchase technical books and journals on Coffee and farming systems production and mechanism

Photocopies :

The Project estimates making the following photocopies.

January 93 - September 95

300 copies/month - 300 x 0.40 Gds. x 9 months		1,080.00
300 copies/month - 300 x 0.40 Gds. x 12 months		1,440.00
300 copies/month - 300 x 0.40 Gds. x 12 months		1,440.00
	Gds.	**3,960.00**
Photocopies made overseas (materials sent by other IICA offices and Headquarters upon request)	**US$**	**275.00**

Photographs/Transparencies

36 rolls of Film (36 units) at 60 Gds/film	Gds.	2,160.00
Photographs 36 x 150 Gds.		5,400.00
TOTAL	**Gds.**	**7,560.00**

Office Supplies

The following items will be purchased during the 33 months

	F.X. $US	L.C Gds.
2 White Boards ($300 each)	600.00	
10 packs Chart Blocks ($35/pack)	350.00	
26 Dzs. markers ($8 x 26)	208.00	
100 Dzs pens, pencils, clips, fasteners		10,000.00
800 Blocks (15 Gds. each)		12,000.00
900 Small Blocks for the formateurs (900 x 10 gdes.)		10,000.00
12 Erasers for white boards	36.00	
33 liquid cleaners for boards ($4 x 33)	132.00	
66 Computer ribbons ($13 x 66)	858.00	
17 Typewriter ribbons (125 Gds. x 17)		2,125.00
Labels for Diskettes (6 boxes x $20)	120.00	
400 Reams of paper (Gds 70 x 400)		28,000.00
6 boxes envelopes (Gds 320 x 6)		1,920.00
Scotchtape (156 x 20 Gds.)		3,120.00
30 Deskcalendars ($10 x 30)	300.00	
30 Daily Journals ($34 x 30)	1,020.00	
175 Glue stick (20 Gds. x 175)		3,500.00
500 file folders (260 Gds x 5 Boxes)		1,300.00
15 Boxes 3 1/2 " diskettes ($56 x 15 Boxes)	840.00	
25 Boxes Plastic Binders 1/2" ($7/unit)	175.00	
25 Boxes Plastic Binders 1" at $ 7/unit	175.00	
30 Boxes of Electronic Stencil at Gds.400/unit		12,000.00

	F.X. $US	L.C Gds.
33 Toners for Photocopier 625 Gds. x 33		20,625.00
TOTAL	**4,814.00**	**104,590.00**

Office and Equipment Maintenance

This item includes the following:

- Repair and cleaning of air conditioners 3000 Gds x 5 units x 2 years	Gds.	30,000.00
- Repair and maintenance of computers 4000 Gds x 3 units x 2 years		24,000.00
- Repair and maintenance of typewriter 1500 Gds x 2 units x 2 years		6,000.00
	Gds.	**60,000.00**

Communications

This item includes the following:

Correspondance and Postage From P-A-P to other cities	US$	Gds.
2 Couriers Costa Rica/month = 2 x 200.00 Gds x 33		13,200.00
2 Couriers to USA/month = 2 x 158 Gds x 33		10,428,00
1 additional to other country/month 1 x 100 Gds. x 33		3,300.00
From other cities to PAP		
1 courier/month at US $30 x 33	990.00	
TOTAL	**US$ 990.00**	**Gds.26,928.00**

Cables, telex and Telephone - International and Local	US$	Gds.
Phone calls faxes PAP - Other Cities		
To San Jose 10 x 197 Gds. x 33 months		65,000.00
To Washington D.C. 3 calls x 197 Gds x 33 months		19,500.00
To other places 8 calls x 197 Gds x 33 months		52,000.00
Phone calls and faxes from other cities to PAP		
1 call/month $50 each x 33 months	1,650.00	
TOTAL	**US$ 1,650.00**	**Gds.136,500.00**

Shipping Costs and Transport

Cost of shipping seeds/ and or other material to PAP	Gds.	15,000.00
Local Transport 20 trips/month x 33 months x 7.9 Gds		5,200.00
TOTAL	**Gds.**	**20,200.00**

Miscellaneus

Official Meetings

26 CADCO Meetings Rent of Conference Room 1000 Gds. x 26	Gds.	26,000.00
Retreats = 5 x 1000 Gds.		5,000.00
TOTAL	**Gds.**	**31,000.00**

Bank Charges

40.50 Gds/month x 37 months (including suspension period)	Gds.	1,500.00

Others

Expendables	Gds.	10,000.00

G. Training Overseas

6 Technicians will be trained in Central America for 2 weeks

Tickets = US$ 1,200.00 x 6		US$ 7,200.00
Perdiem = 10 days x 6 persons x US$ 100		6,000.00
Others = US$ 100.00 x 6 persons (taxes, taxis)		600.00
Total Overseas Training	US$	13,800.00

Training in country

Radio Communication
Radio Broadcasts:

Radio Nationale 1,773.00 Gds. x 33 months	Gds.	58,500.00
Radio Express 2,068.00 Gds x 33 months		68,250.00
Radio Soleil 1,182.00 Gds. x 33 months		39,000.00
Radio 4 VEH 1,035.00 Gds. x 33 months		34,138.00
Radio Lumiere 984.00 x 33 months		32,500.00
TOTAL	**Gds.**	**232,388.00**

Materials

Cassettes (1216 cassettes x Gds 40)	Gds.	48,640.00
Ti-livs (Booklets) 1st year 8 ti-livs x 6000 copies at 3Gds/unit	Gds.	144,000.00
2nd year 10 ti-livs x 6000 copies at 3Gds/unit		180,000.00
3nd year 2 ti-livs x 6000 copies at 3Gds/unit		36,000.00
TOTAL	**Gds.**	**360,000.00**
Artist 2500 Gds / ti-liv x 20 units		50,000.00
Total In-Country Training	**Gds.**	**691,028.00**
GRAND TOTAL	**US$**	**87,903.00**

H. Travel/Perdiem

In Local Currency

1st year = 70 days/month at Gds. 344 x 9 months	Gds.	216,720.00
2nd year = 70 days/month at Gds 344 x 12 months		288,960.00
3rd year = 70 days/month at Gds. 344 x 10 months		288,960.00
TOTAL travel in LC	**Gds.**	**794,640.00**

In F.X.

Trip to Jamaica for 2 Technicians

2 Tickets PAP-Jamaica-PAP	US$	730.00
Perdiem $119 x 6 days x 2 persons		1,428.00
Others		200.00
TOTAL	**US$**	**2,358.00**

Trip to Headquarters (Costa Rica)

2 Tickets PAP - San Jose - PAP	US$	1,400.00
Perdiem US$ 160/day x 7 days x 2 persons		2,240.00
Others ($100 x 2 persons)		200.00
TOTAL	**US$**	**3,840.00**

Trip To the Dominican Republic

3 Tickets PAP - Sto. Domingo - PAP	US$	360.00
Perdiem US$ 140/day x 5 days x 3 persons		2,100.00
Others ($100 x 3 persons)		300.00
TOTAL	US$	2,760.00
TOTAL International Travel in FX	**US$**	**8,958.00**

I. Credit

	Gds.	US$
1. Fertilizers*		
Coffee 275 Tons x US$ 400.00 =		110,000.00
Banana 68 Tons x US$ 400.00 =		27,200.00
Citrus/Coconut 39 Tons x US$ 400.00 =		15,600.00
Annual Crops 14 Tons x US$ 400.00 =		5,600.00
		US$158,400.00
2. Pesticides Fungicides		
1686k at $10/Kilo		16,860.00
1686K at $9.99/Kilo		16,852.00
3. Seedlings		
Banana 282,000 x 1.5Gds.	423,000.00	
Citrus/coco 84,333 x 6 Gds.	505,980.00	
Seeds For:		
Annual Crops.		
Maize 7,000 Kgs. x 2.5 Gds.	17,500.00	
Beans 14,000 Kgs. x 7	9,800.00	
Pigeon Beans 4,500 Kgs. x 4	18,000.00	
TOTAL	Gds. 974,280.00	US$ 97,428.00
TOTAL		**US$ 289,540.00**

*Initial procurement in FX will generate local currency for continuing credit

J. Marketing

International travel

		Gds.		F.X.
Purchase coffee beans for additional trial roastings marketing samples		300,000.00		
Roasting and Packing				25,000.00
Transport, shipping, handling, storage				16,000.00
Advertisements communications				10,000.00
Advance Investment Fund*		150,000.00		
1 Trip/yr Europe x 3 yrs.		45,000.00		10,500.00
1 Trip/yr Japan x 3 yrs.		45,000.00		13,500.00
4 Trips/yr US x 3 yrs.		30,000.00		33,000.00
Marketing Assistance sub-contracts (brokers, facilitators, other specialists)				30,000.00
Processing plants (2)				25,000.00
Community Drying Slabs Cisterns and Depulpers 20 at Gdes 9,000/each		180,000.00		
TOTAL	**Gds.**	**750,000.00**	**US$**	**163,000.00**
GRAND TOTAL			**US$**	**238,000.00**

*This money will be used to pay farmers a premium for improved quality washed coffee prior to their obtaining payment by exporters, who will likely withhold the premium until they receive payment from external buyers. Depending on international price fluctuations, these advances may be at risk. Some party, however, must underwrite the initial premium payment to introduce differential prices for different qualities of coffee.

K. Inflation

An amount for inflation, from October 93 to September 95, has been added. As inflation has already been included in costs of Local Personnel, the budget line items affected by this inflation are C, D, E, F, G, H, and J. Item I. Credit is not included. This inflation has been calculated as follows:

5%/year compounded for F.X.
15%/year coumpounded for L.C.