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Project: Strengthening of farmers organizations in the OECS

PROCEEDINGS
TRAINING WORKSHOP IN PROJECT IDENTIFICATION AND FORMULATION

Cloud's Nest Beach Cottages,
Vieux Fort, St. Lucia
August 15-21, 1990

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IN PROJECT IDENTIFICATION AND FORMULATION

BACKGROUND

On August 25, 1989, 20 farmers, representing 10 farmers organizations, 12 MOA staff and numerous other persons from the private sector and the international community met at the University Centre at Morne Fortune to discuss rural development activities in St. Lucia. A unanimous decision was taken to form the National Steering Committee of Farmers Organizations (NSCFO) with representation from each of the active non-traditional farmers or rural development organizations in St. Lucia. It was decided that the functions of this group should include the identification, formulation, promotion and monitoring of rural development projects, as well as the design of development strategies. Development projects are to include such priority areas as training in management, business administration, postharvest and marketing, development of input supply systems, diverse aspects of production and marketing and agro-processing.

The first meeting of the NSCFO was held on December 8, 1989 at Union Agricultural College. Darnley Lebourne, of National Farmers Association, was selected as the first Chairperson. Priority attention was given to the need for the establishment of close working relations between NSCFO and MOA and support organizations and for the development of expertise at the rural level in identification and formulation of development projects. A working group was formed to plan NSCFO activities.

On January 22, 1990, the second meeting of the NSCFO was held at Union. The need for the development of leadership and management potential was prioritized. It was decided that the NSCFO should have a five member Executive Committee (EC) to provide leadership. Members appointed to the Committee included representatives from three farmers organizations, MOA and IICA. The EC is to meet monthly or as often as needed to conduct business and is to act as a communication bridge between farmers organizations and the MOA.

On February 20, 1990 the Executive Committee met for the first time and discussed the Small Agricultural Equipment Scheme and the need for training in project identification and formulation. This Committee met again on March 8, 1990 and analyzed in detail the Small Equipment Scheme, deciding on the need to organize some inter-institutional follow-through in the establishment of effective accounting systems for each farmers organization using small equipment.

The third meeting of the NSCFO was held on June 6, 1990 at the CARDI Field Station, Dennery. At this meeting considerable

attention was given to the MOA Small Equipment Scheme, specifically the distribution of rototillers and their use by farmers organizations. There was a general concensus that the NSCFO should sponsor a training workshop for leaders of rural organizations and Extension Officers in project identification and formulation. IICA agreed to take the lead in the organization of such a training programme.

ORGANIZATION OF THE WORKSHOP

In July, 1990, IICA and NFA representatives met to plan a one week Workshop in project identification and formulation. It was decided that the principal beneficiaries of the training should be representatives of rural organizations and that the Workshop should be held in the South of the Island. It was agreed that two representatives be invited from each group pre-selected for the preparation of project profiles and one each from other organizations.

NFA was given the responsibility of contacting each selected member organization to assure the designation of capable participants. Each group was informed that the event would last for seven days and would require a full-time commitment from their respective representatives. Cloud's Nest Cottages, Vieux Fort, was selected as the venue. Lunches were catered with a local restaurant and other meals were prepared by the participants, in their respective cottages, with food supplied by IICA. In this way, costs were kept to the minimum. A per diem of EC$20.00/day was paid to the farmer participants for travel and miscellaneous costs. All the expenses for the Workshop were financed by IICA.

IICA prepared training material which was distributed to each participant the first day of the Workshop. It consisted of a bound manual, draft version, for the identification and formulation of rural development projects. This manual contained sections on: the identification of problems and the formulation of project profiles; priority components of a commodity system for problem analysis; a checklist of potential problems in a commodity system and diverse formats for collecting and presenting information on specific commodities.

EXECUTION OF THE WORKSHOP

The Workshop was executed during the period August 15 - 21, 1990. Sixteen farmers and two MOA persons participated on a full-time basis for seven days, including Saturday and Sunday. One Peace Corps Volunteer participated during the first three days and two MOA Extension Officers dropped in from time to time. The names of the participants and their respective organizations are listed in Annex 1. Attendance was excellent with all but five participants

residing at Cloud's Nest Cottages. Sessions began at 9:00 a.m. and continued to 5:00 p.m., on the average, with a one hour break for lunch. Project groups worked late into the evenings during the final three days of the Workshop.

The general objective of the Workshop was to train representatives of farmers organizations in the identification and formulation of rural development projects. To achieve this the agenda presented in Annex 2 served as a guide. It was followed with only slight modifications, mainly in the time allocated to each subject. The whole of the first day was spent in classroom. Participative presentations were made on diverse aspects of project development. This continued into the second day which also looked at commodity systems and methods of analysis. The classroom work on the third day concentrated on case studies of diverse types of rural development projects. During the afternoons of the second and third days, field trips were undertaken to Roots Farm in the Mabouya Valley, Beausejour Agricultural Station and Aupicon Environmental Project. These field trips served to break the monotony of the classroom and provided the opportunity to observe project ideas in terrain.

During the first three days, resource persons, Jerry La Gra, IICA St. Lucia, and Vincent Little, IICA Barbados, lectured on different aspects of project identification and formulation. Jorge Murillo, project specialist resource person, brought with him a collection of processed products being produced in Grenada. These highlighted the reality of his presentations and stimulated much interest among the participants. Andrew Rigobert, Senior Livestock Assistant, and Orin James, head of nursery, led the group through the diverse livestock, nursery and aqua-culture projects of the Beausejour Agricultural Station.

During the 4th, 5th and 6th days of the Workshop, the 18 participants were divided into 5 working groups which coincided with specific farmers organizations. Each group selected a project idea for which they were to formulate a project profile to strengthen the respective farmers group. Each working group followed the steps learned in the earlier sessions, i.e. brainstorming to identify problems, organization of problems into a "problems tree" format, an "objectives tree" format and a project profile format. On the morning of the final day of the Workshop, representatives from each group presented the results of their respective Working Groups in plenary session (see Results in following section). In the afternoon session, presentations were made on alternative sources of financing for development projects. A Small Business Counselor from NRDF, Philbert Francis, spoke to the group on NRDF schemes and other sources of funding in St. Lucia.

As a final Workshop activity, the 18 participants filled out an evaluation form in which they expressed their degree of satisfaction with the training and made recommendations to the organizers.

RESULTS OF THE WORKSHOP

Six project profiles, with annexes, were prepared by each group of farmers (Zimbabwe Group prepared two profiles). The ideas for each profile came out of lengthy brainstorming sessions of each working group. The six profiles are listed below:

1. Improvement of the efficiency and profitability of the Belle Vue Farmers Co-operative Supply Department;
2. Economic Development of Roots Farm Co-operative;
3. Development of water supply for the Zimbabwe Roots Farm project;
4. Development of an educational centre for sustainable agriculture and environmental protection (Zimbabwe Roots Farm);
5. Development of broiler production unit, Belle Vue, Vieux Fort, and
6. Development of small cottage industry for tolomant and cassava in Desruisseau.

The RESULTS prepared by each of the five Working Groups included:

- a list of problems from a brainstorming session;
- a problems tree;
- an objectives tree, and
- a project profile.

For each of the project profiles indicated above the results are presented below. While the profiles are presented in text, the Problems and Objectives trees are presented in Annexes 3-8. Only minor editing of the material submitted by the Working Groups has been carried out.

WORKING GROUP 1: **PROJECT PROFILE #1**

TITLE: Improvement of the efficiency and profitability of the Belle Vue Farmers Co-operative Supply Department.

DEFINITION OF UNDERLYING PROBLEM:

Belle Vue Farmers Co-operative is engaged in three major economic activities. Input supply being one such activity. Due to loss of vegetable seed viability, shortage of inputs, lack of working capital and inability to purchase large volumes of supplies, this Department has become unprofitable. See Problems and Objectives Trees in Annex 3.

GENERAL OBJECTIVE:

Development of long term economic sustainability of Belle Vue Farmers Co-operative.

SPECIFIC OBJECTIVE:

Increase profitability and availability of good quality inputs for farmers through the Supply Department.

EXPECTED OUTPUTS:

1) System installed and operative for producing sealed packages of seeds;
2) Proper storage facilities for seeds;
3) Efficient stock management;
4) Sufficient working capital for purchasing in bulk to meet farmers demand, and
5) Increased volume of purchases by farmers belonging to Co-op and other non-co-op farmers.

ACTIVITIES:

1) Purchase machine for producing sealed packages of seeds.
2) Train workers in operation and maintenance of machine.
3) Purchase proper equipment for storage of seeds.
4) Train workers in operation and maintenance of equipment.
5) Train shop-keeper in proper stock management.
6) Obtain working capital and purchase of farm inputs in bulk.
7) Media promotion and advertising of services provided.

EXPECTED DURATION:

This project will have a duration of one (1) year. Activities will be carried out as indicated in the following time frame.

ACTIVITIES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	COSTS ECS
1	x	x	x	x									12,000
2					x	x							2,000
3		x	x	x	x								15,000
4					x	x							2,000
5	x	x	x	x	x	x	x	x	x	x	x	x	6,000
6	x	x	x	x	x	x	x	x	x	x	x	x	200,000
7	x	x	x	x	x	x	x	x	x	x	x	x	15,000
TOTAL													252,000

ESTIMATE OF COSTS:

The total expected costs of this Project are on the order of EC$252,000, as shown above by activity.

EXECUTING AGENCY:

Belle Vue Farmers Co-operative Society Limited

WORKING GROUP 2: **PROJECT PROFILE #2**

TITLE: Economical Development of Roots Farm Co-operative

DEFINITION OF UNDERLYING PROBLEM:

The Roots Farm Co-operative is an organization of 98 men, women and children interested in being self-sufficient in organic food production, and marketing of their surplus organic food products on a national and international level. The group has high respect for farming because it is an important aspect of their culture, knowing that the bottom line to sustain life is agriculture.

The Co-operative has been cultivating thirteen acres of land on a central farm in the Mabouya Valley located on the east coast of the island of St. Lucia for the past eight years. The thirteen acres being cultivated presently are divided into two sections: seven acres of flat land being cultivated with rice, soya beans, vegetables and legumes, and six acres of hillside on three sides of the flat being cultivated with fruit trees, nut trees, forest trees, and also used for beekeeping. The group has obtained the land through the Mabouya Valley Development Project under a fifteen year lease agreement with the understanding that ownership will be transferred to the group at the end of the lease period.

After eight years of operation the group has not been able to operate profitably due to factors such as weak management and poor organization of resources, low yields and high costs of production, crop losses due to predial larceny and animals destroying crops, low productivity of hive products, inadequate marketing system, and a poor training programme in organic farming for co-operative members. See Problems and Objectives Trees in Annex 4.

GENERAL OBJECTIVE:

To increase the economic efficiency of Roots Farm Co-operative and develop the human resources of the farm.

SPECIFIC OBJECTIVES:

1) To develop a proper training programme in organic farming, management and cultural practices;
2) To increase yields and reduce costs of production;
3) To increase productivity of honey and hive products;
4) To develop an adequate marketing system;
5) To provide employment opportunities for cooperative and community members;

6) To encourage the consumption of locally grown food products and develop export markets; and
7) To encourage crop diversification.

EXPECTED OUTPUTS:

There are a number of expected outputs in this project, however, due to time constraints the only ones to be dealt with here are those pertaining to beekeeping. The expected outputs to the development of a beekeeping sub-project are the following:

1. Three fully qualified Beekeepers.
2. Commercial utilization of bee hive products.
3. Honey house with storage compartment.
4. 150 hives in production.
5. 12,000 (26 oz) bottles per annum equivalent to $180,000.

ACTIVITIES:

Beehive Development:

1.1 Obtain materials;
1.2 Purchase beehive boxes;
1.3 Purchase frame and foundation;
1.4 Purchase queen bees of improved stock, and
1.5 Construction and installation of beehives (actual positioning of beehives on farm, etc).

Honey Processing:

2.1 Purchase of one extractor, and
2.2 Purchase of bottles and labels.

Training 1:

3.1 Theoretical and practical training course conducted by Beekeeper, Peace Corps Volunteer, and
3.2 Purchase books and other educational materials.

Training 2:

4.1 Training course conducted by Beekeeper, Peace Corps Volunteer, and
4.2 Acquire the required equipment.

Honey House:

5.1 Purchase of materials;
5.2 Construct honey house, and
5.3 Construct furniture and shelves.

EXPECTED DURATION:

This Project will have a duration of one year as shown below:

ACTIVITIES	1990			1991								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Costs EC$
1.1	x											$30,000
1.2	x	x	x									$ 5,000
1.3			x									$25,000
1.4				x								$ 4,500
1.5				x	x							$ 750
2.1									x	x		$ 8,000
2.2									x	x		$ 8,000
3.1		x	x	x	x							-
3.2	x											$ 1,000
4.1				x	x							-
4.2									x	x		$ 3,000
5.1	x											$ 5,000
5.2	x	x										$ 1,000
5.3		x										$ 500
												$91,750
								10% Contingency				$ 9,175
								TOTAL				$100,925

Notes:

Number of hives: 150;
Expected yield honey: 15 gallons per hive;
Total expected production: 2,250 gallons;
Total consumption by group: 500 gallons;
Total amount for sale: 1,750 gallons;
Average sale price of honey: $70/gallon;
Total expected revenue: $157,500.

ESTIMATE OF COSTS:

The total costs of the project are estimated at EC$100,925.00 as shown in the above table, by activity.

EXECUTING AGENCY: Roots Farm Co-operative

WORKING GROUP 3: PROJECT PROFILE #3

TITLE: Development of water supply for the Zimbabwe Roots Farm Project.

PROBLEM TO BE RESOLVED:

The farm has insufficient water supply for agricultural production. The farm does not have its own water source nor the available technical assistance and infrastructure to develop water supply from source near farm. See Problems and Objectives Trees in Annex 5.

GENERAL OBJECTIVE: To develop a sustainable agriculture system on Zimbabwe Roots Farm.

SPECIFIC OBJECTIVE:

To develop an adequate, minimum supply of water on Zimbabwe Roots Farm by obtaining technical assistance and equipment for developing an identified water source.

EXPECTED OUTPUTS:

1) Establishment of an irrigation system to increase production, be independent of seasonality due to drought and support the development of a nursery.
2) Improvement of the infrastructure of the farm by installation of a windmill that is able to supply the pump and the farm needs with energy.
3) Improved cultural practices through the introduction of irrigation techniques.
4) Obtain own water rights.
5) Expanded educational services by adding new agricultural methods to the established programme.

ACTIVITIES:

1) Obtain water rights on identified water source.
2) Have the water source surveyed by resource person(s) to get decision making information.
3) Design a water distribution plan for the farm.
4) Construction of a water catchment.
5) Purchase pump and distribution system.
6) Obtain information for purchase of a windmill for energy supply for the irrigation system and farm needs.
7) Building a windmill.
8) Purchasing a generator.
9) Installing the distribution system.

DURATION OF THE PROJECT:

1)	Obtaining water rights	2 months
2)	Survey of water source	has been done
3)	Designing water distribution plan	2 weeks
4)	Construction of water catchment	2 months
5)	Purchasing pump and distribution system	6 months
6)	Identifying information sources for purchase of a windmill	4 months
7)	Building a windmill	4 months
8)	Purchase a generator	6 months
9)	Installing distribution system	one week

ESTIMATE OF COSTS:

		COST EC$
1)	Obtain water rights	1000
2)	Survey	200
3)	Design water distribution system	1000
4)	Construction of water catchment	3000
5)	Pump fittings, pipes and sprinklers	12000
6)	Obtain information for windmill/generator system	500
7)	Purchase and installation of windmill	10000
8)	Generator	4000
9)	Setting the distribution system	2000
TOTAL	.....	33700

EXECUTING AGENCY: Zimbabwe Roots Farm Project

WORKING GROUP 3: **PROJECT PROFILE #4**

TITLE: Development of an educational centre for sustainable agriculture and environmental protection.

PROBLEM TO BE RESOLVED:

General unawareness of benefits of sustainable agriculture and the importance of environmental protection in St. Lucia. See Problems and Objectives Trees in Annex 6.

GENERAL OBJECTIVE:

Create an awareness among the general population of the importance of environmental protection and the role of sustainable agriculture under tropical conditions.

SPECIFIC OBJECTIVES:

1. To create a curricula system for schools in organic farming and environment protection.
2. To develop a training programme on organic and sustainable agriculture for farmers, extension officers and other interested persons within the region.
3. To establish a research and documentation center for tropical organic farming.

EXPECTED OUTPUTS:

1. Training center established.
2. Research on and documentation of tropical farming practices.
3. Identification and development of traditional farming practices.
4. A curricula system operating in the public school system in organic farming and environment protection.
5. More effective institutional structures for wildlife protection.

ACTIVITIES:

1. Establishment of training centre:
   - Design centre;
   - Select site;
   - Obtain funding;
   - Construct facility;
   - Identify resource persons;
   - Prepare training programme.

2. Establish library within training center:
   - Collect and organize technical information, and
   - Buy equipment for duplication of training material.

3. Develop traditional farming practices:
   - Carry out inventory of traditional practices, and
   - Promote and develop traditional agriculture practices.

4. Develop agricultural curricula in public schools:
   - Carry out a study of the need for agricultural training in public school system;
   - Formulate school curricula;
   - Discuss curricula with the Ministries of Education and Agriculture, and
   - Implement school curricula.

5. Protect environment and wildlife:
   - Lobby development of institutional structure to protect environment and wildlife, and
   - Promote inter-institutional activities.

DURATION OF THE PROJECT:

		Time	Cost EC$
1.	Establishment of training center:		
	- Design center	2 months	5000
	- Select site	1 week	-
	- Obtain funding	9 months	1000
	- Construct facility	6 months	100000
	- Identify resource persons	4 months	10000
	- Prepare training programme	3 months	5000
2.	Establish library within training center:		
	- Collect and organize technical information	6 months	15000
	- Buy equipment for duplication of training material	6 months	10000
3.	Develop traditional farming practices:		
	- Carry out inventory of traditional farming practices	2 months	5000
	- Promote and develop traditional agricultural practices	4 months	3000
4.	Develop agricultural curricula in public schools:		
	- Carry out a study of the need for agricultural training in public school system	7 months	6000
	- Formulate school curricula	3 months	10000
	- Discuss curricula with the Ministries of Education and Agriculture	2 months	3000
	- Implement school curricula	4 months	25000
5.	Protect environment and wildlife:		
	- Lobby development of institutional structure to protect environmental wildlife	7 months	10000
	- Promote inter-institutional activities	Ongoing	5000
	TOTAL	Two years	213000

EXECUTING AGENCY: Zimbabwe Roots Farm

WORKING GROUP 4: **PROJECT PROFILE #5**

TITLE: Development of Broiler Production Unit, Belle Vue, Vieux Fort

DEFINITION OF UNDERLYING PROBLEM:

The Belle Vue - Vieux Fort - Farmers Group is a group in formation with 11 members at the present time. Due to its relative newness, this group has no economic activities and offers no services to its members. The members are not only few in number but are small farmers without much capital. This group lacks both land and finances. Because of the lack of experience in organization and their lack of income, this group has a weak managerial and organizational structure and lacks information for proper decision making. See Problems and Objectives Trees in Annex 7.

GENERAL OBJECTIVE:

To strengthen the Belle Vue Farmers Group by establishing an economic enterprise which will stimulate increased membership and greater commitment to the organization.

SPECIFIC OBJECTIVES:

1) To establish a Broiler Production Unit.
2) To reduce broiler production costs by improved sourcing of inputs and bulk purchases.
3) To improve farmers cultural practices.

EXPECTED OUTPUTS:

1) 5000 bird production unit in operation.
2) Available production inputs at reasonable prices.
3) Farmers producing broilers efficiently with acceptable level of cultural practices.
4) Belle Vue - Vieux Fort - Co-op operating efficiently with good management practices.

ACTIVITIES:

Production Unit:

1.1 Identification and purchasing of land for broiler operation.
1.2 Identify source of funding and obtain funds for establishment of Broiler Production Unit.
1.3 Construct facility.
1.4 Coordinate supply of baby chicks through STAFCO-OP.

Production Inputs:

2.1 Coordinate supply of production inputs through STAFCO-OP.
2.2 Seek support from Ministry of Agriculture for training farmers in use of medicines.

Training of farmers:

3.1 Prepare and execute a training programme in broiler production.
3.2 Establish regular training and supervision programme with Ministry of Agriculture.

Development of good management practices:

4.1 Set up Work Program Operation Schedule for daily operation of Broiler Production Unit.
4.2 Develop management capabilities.

DURATION OF PROJECT:

This Project has a duration of one year as indicated below:

ACTIVITIES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	COSTS
1.1									x	x	x	x	$ 5,000
1.2	x	x											$ 25,000
1.3			x										$ 15,000
1.4		x	x	x									$ 20,000
2.1		x	x	x									$ 20,000
2.2			x	x									$ 1,000
3.1			x	x	x	x	x	x	x				$ 2,000
3.2	x	x	x	x	x	x	x	x	x	x	x	x	$ 5,000
4.1			x	x	x	x	x	x	x	x	x	x	$ 1,000
4.2	x	x	x	x	x	x	x	x	x	x	x	x	$ 5,000
Total													$ 99,000

ESTIMATE OF COSTS:

The total costs of this project is estimated at EC$99,000. Of this amount, 20% will be contributed by Co-op members in the form of labour; 20% will be provided by the MOA in training and services and 60% will be solicited from NRDF on a loan basis.

IMPLEMENTING AGENCY: Belle Vue Farmers Group

WORKING GROUP 5: **PROJECT PROFILE #6**

TITLE: Development of Small Cottage Industry for tolomant and cassava in Desruisseau.

DEFINITION OF UNDERLYING PROBLEM:

Due to the high cost of production, postharvest losses, inadequate management, seasonality of raw materials and unorganized marketing, the production and availability of cassava and tolomant are on the decline. This results in high imports of starch related products causing a loss of foreign exchange. See Problems and Objectives Trees in Annex 8.

GENERAL OBJECTIVE:

To increase supplies and consumer consumption of locally grown cassava and tolomant.

SPECIFIC OBJECTIVES:

The Project seeks to achieve the following:

1. To lower costs of production.
2. To minimize postharvest losses.
3. To strengthen management capabilities of Co-operative.
4. To extend the period of availability of cassava and tolomant.
5. To organize the market and distribution channels.

EXPECTED OUTPUTS/ACTIVITIES:

1. Increased production of cassava and tolomant by 50%:
   - 1.1 Develop appropriate tech pack;
   - 1.2 Train farmers in use of tech pack;
   - 1.3 Establish trial plot of cassava and tolomant;
   - 1.4 Introduce appropriate varieties of cassava and tolomant;
   - 1.5 Develop Credit Programme as required.

2. Reduction in postharvest losses:
   - 2.1 Train farmers in appropriate harvest and postharvest handling;
   - 2.2 Develop improved packaging for final product of cassava and tolomant;
   - 2.3 Develop effective system for planning harvest and processing.

3. Cottage industry installed and in operation:
   3.1 Design Cottage Industry to meet market demand;
   3.2 Site selection and acquisition of land;
   3.3 Identify source and negotiate financing;
   3.4 Installation and testing of processing equipment;
   3.5 Training of management and technical management;

4. Effective marketing system operating:
   4.1 Pack product in suitable/attractive containers;
   4.2 Identify and promote market outlets;
   4.3 Make suitable arrangement for transportation and distribution;
   4.4 Establish mechanism for prompt payment of sales;
   4.5 Strengthen farmers organization.

5. Full time manager and staff:
   5.1 Identify and negotiate for suitable qualified persons;
   5.2 Construct office and provide equipment;
   5.3 Increase share capital of members.

6. Active members sharing responsibilities of co-operative:
   6.1 Develop Co-operative to meet the needs of members;
   6.2 Delegate responsibilities among members;
   6.3 Create incentives for members;
   6.4 Educate all members;
   6.5 Organize special training for members.

EXPECTED DURATION:

This project will have a duration of two years as shown below by activity.

ACTIVITIES	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	COSTS EC$
1.1	x	x	x	x	x	x	x	x	x	x	x	x													10,000
1.2													x	x	x										2,000
1.3	x	x	x	x	x	x	x	x	x	x	x	x													5,000
1.4	x	x	x	x	x	x	x	x	x	x	x	x													1,000
1.5														x	x										100,000
Subtotal																									118,000
2.1																	x								2,000
2.2															x										10,000
2.3														x	x										2,000
Subtotal																									14,000
3.1	x	x	x																						5,000
3.2				x	x	x	x																		15,000
3.3				x	x																				500
3.4													x	x	x	x									35,000
3.5									x	x	x														2,500
Subtotal																									58,000

ACTIVITIES	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	COSTS EC$
4.1																		x	x	x					5,000
4.2															x	x									5,000
4.3															x	x	x								20,000
4.4																		x							1,000
4.5	x	x	x	x	x	x	x																		2,000
Subtotal																									33,000
5.1		x	x																						200
5.2												x	x	x											15,000
5.3		x	x	x	x																				1,000
Subtotal																									16,200
6.1	x	x	x	x	x																				5,000
6.2	x	x	x	x	x																				-
6.3	x	x	x	x	x																				5,000
6.4	x	x	x	x	x																				5,000
6.5								x	x										x	x			x	x	5,000
Subtotal																									20,000
10% Contingency																									26,000
TOTAL																									285,200

ESTIMATE OF COSTS:

The total estimated cost of this Project, as indicated above, is EC$285,200.00.

EXECUTING AGENCY:

Desruisseau Farmers Co-operative

EVALUATION OF THE WORKSHOP

The expected outputs of the Workshop, as expressed in the Prospectus, were the following:

1. Approximately 15 persons from rural organizations trained in the basic skills of project identification and formulation.

2. In-service training for four MOA Extension Officers.

3. Five project profiles prepared in draft form.

4. Methodology tested for training members of rural organizations in project identification and formulation.

Nearly all the expected outputs were achieved to a fairly high level.

Sixteen (16) representatives from farmers organizations participated and all expressed a high degree of satisfaction with the Workshop. More importantly, all the farmers showed, through their observations and the results presented above, a high level of understanding of the methodologies taught.

Only two of the four selected MOA representatives participated on a full-time basis. One did not show up at all and another was present only about 30% of the time. The two MOA personnel who did participate found the training very useful and have suggested that a special training be organized for all MOA Extension Staff.

As already indicated above, six project profiles were prepared.

The manual and the methodology were tested with very positive results. The decision has been taken by IICA to prepare an expanded version of the manual by the end of 1990.

Each participant in the Workshop filled out a short questionnaire evaluating this training event. The results of the evaluation are presented below:

1. General opinions of the workshop:

Thought provoking/stimulating	3
Educational	10
Necessary/timely	4
Successful	4
Well presented/interesting	4
Simplification of a difficult task	1

2. 100% of the participants said they learned something in the workshop that they will use in the next few months:

a. Training:

Group/Co-op members.	14
Board members/Staff.	2
Interested persons	1

b. Intend to write a project in one of the following areas 14

Cottage Industry/Ginger	1
Dev. of Darban Farmers Group.	1
Environmental Protection.	1
Economical Dev. of Roots Farm	2
Intercropping of Timber and Fruit Trees .	1
Ginger Processing	1
Sweet Potato Export	1
Chiller & Transport	1
Economic Sustainability of Belle Vue Co-op	1
Growing Vegetables in the Dry Season. . .	1
Profitability/Infrastructure.	1
No Name	2

c. Intend to use the knowledge to develop actions in research/study of one of the following areas: 12

Sustainable Farming	1
Environmental Protection.	1
Price/Cost Analysis for Marketing Produce	2
Ginger Production	1
Personal Study.	1
Organic Spraying.	1
Alternative Energy.	2
Formulating of Projects	1
Seeking Funding	1
Agroprocessing.	1

3. Opinions of the Subject Material Covered:

	Excellent	Very good	Good	Poor	Very poor
Problem identification	10	7	1		
Project profiles	12	4	1		
Commodity systems	6	5	7		
Case studies	5	8	4		
Field trips	7	8	3		
Work Groups	6	10	2		
Sources of Funding	2	8	6		

4. Opinions on the Organization and Accommodations:

	Excellent	Very Good	Good	Poor	Very Poor
Information	7	8	2		
Resource persons	10	7			
Lodging	4	7	2		
Food	1	4	8		3
Organization	6	12			
Subsidy		7	5	2	2

5. Recommendations for Future Workshops:

Same workshop for other groups & extension officers. .	3
Same Workshop for specific co-ops.	3
Make available for more participants	2
Workshops more frequent.	1
Same resource persons.	1
Time workshops to avoid production seasons	3
Need workshop on how to implement & monitor projects .	2
Plan field visits to members farms	1
More $ on subsidy than lodging	2
Telephones should be provided.	1

POSTSCRIPT

Following the Workshop the decision was made to select one of the six project profiles and develop it to the point where it could be submitted to funding institutions. The project selected was Economic Development of Roots Farm Co-operative. With an additional week of work a four person team, including a beekeeping specialist, formulated two projects. The first concentrated on the commercial expansion of honey production at Roots Farm from 50 to 200 hives. This EC$220,000 project (50% to be financed by a commercial bank) was presented to Barclays Bank for review and bank officials visited the site on September 26, 1990. Barclay officials have expressed interest in the project and talks were underway at the time of this writing.

The second project formulated was for the establishment of a honey house on Roots Farm Central to prepare high quality honey and hive products for market. The total cost of this project was calculated at EC$56,693, with approximately one-half to be financed by Roots Farm. A request was made to USAID, via the Peace Corps, for a grant of EC$27,000 to help finance this project. On September 26, 1990 the proposal was approved by USAID and implementation of the project has begun.

ANNEX 1

LIST OF PARTICIPANTS

WORKSHOP ON PROJECT IDENTIFICATION AND FORMULATION

VIEUX FORT, AUGUST 15 - 21, 1990

FARMERS

George Eristee, Barre Du Chaussee Farmers Group, La Croix Maingot, Tel: 34148

Anthony Herman, Sunshine Harvest Fruit and Vegetable Co-op, Choiseul, Tel: 43107

Stephen Moncherry, Desruisseau Farmers Co-operative, Desruisseau Tel: 44366

Magdalena Bernard, Black Bay Small Farmers Association, Cantonment Vieux Fort

John Marcellin, Belle Vue Farmers Co-operative, Victoria Post Office, Choiseul, Tel: 47188

Damiana Natram, Darban Farmers Group, Saltibus

Carola Wala, Zimbabwe Roots Farm, Des Barras, Tel: 35385

Kella Wala, Zimbabwe Roots Farm, Des Barras, Tel: 35385

Mark Remy, Belle Vue Farmers Co-operative, Victoria Post Office, Choiseul, Tel: 47188

Anthony O'Brian, Belle Vue Farmers Group, Vieux Fort

Peter Alexander, Belle Vue Farmers Group, Vieux Fort

Michael Joseph, Babonneau Small Farmers Group, Babonneau, Tel: 35787

Magdalena Regis, Millet Women's Group, Millet

Kenneth Alfred, Roots Farm Central, Dennery

Calixte Cenac, Aupicon Group, Pierrot, Vieux Fort, Tel: 46060

Edwin Joseph, Roots Farm Central, La Pelle

MINISTRY OF AGRICULTURE PERSONNEL

Francis Blanchard, Ministry of Agriculture, Desruisseau, Tel: 44479

Eustace Vitalis, Ministry of Agriculture, c/o Ministry of Agriculture, Planning Unit, Bridge Street, Castries, Tel: 23773

Resource Persons

Jerry La Gra, Rural Development Specialist, IICA Office in St. Lucia, P O Box 1223, Castries, Tel: 45-25482

Vincent Little, Project Specialist, IICA Office in Barbados, P O Box 705, Bridgetown, Barbados, Tel: 427-4740

Jorge Murillo, Consultant, Project Specialist, P O Box 112, St George's, Grenada, Tel: 440-2443

Philbert Francis, Small Business Counsellor, National Research Development Foundation, P O Box 1097, Castries, Tel: 45-24253

Darnley Lebourne, Chairman, National Steering Committee of Farmers Organizations, National Farmers Association, Brazil Street, Castries, Tel: 45-27277

Kelly Brooks, Peace Corps Volunteer, IICA, P O Box 1223, Castries Tel: 45-25482

PARTICIPANTS IN WORKING GROUPS

<u>Working Group</u> #1: Belle Vue, Choiseul

Magdalena Bernard
Anthony Herman
John Marcellin
Mark Remy

#2: Roots Farm Central

Kenneth Alfred
Edwin Joseph
Eustace Vitalis

#3: Zimbabwe Roots Farm

Michael Joseph
Carola Wala
Kella Wala

#4: Belle Vue, Vieux Fort

Peter Alexander
Calixte Cenac
Anthony O'Brian
Magdalena Regis

#5: Desruisseau

Francis Blanchard
George Eristee
Stephen Moncherry
Damiana Natram

ANNEX 2

TRAINING WORKSHOP

IN PROJECT IDENTIFICATION AND FORMULATION

AGENDA

August 15, 1990:

8:00 a.m. Arrival and registration

9:00 a.m. Welcome and Introduction to Workshop

9:30 a.m. Discussion of projects and project profiles:
- What is a project?;
- Elements of a project;
- Purpose of a project;
- Kinds of projects;
- Problem identification, the key to good projects.

10:30 a.m. Brainstorming:
- A group activity;
- Requires discussion leader & rapporteur;
- Listing of problems;
- Case study, a group activity.

12:00 p.m. Lunch

1:00 p.m. Organizing problems:
- Cause to effect, a logical sequence;
- Identification of core problem;
- Visual presentation of problems (problems tree);
- Case study, a group activity.

2:00 p.m. Objectives analysis:
- Steps in objectives analysis;
- Visual presentation of objectives (objectives tree);
- Case study, a group activity.

2:30 p.m. Definition of a Project:
- Time (temporal dimension of a project);
- Resource requirements (physical dimension of a project);
- Actions required to achieve results;
- Objectives.

3:00 p.m. Elements of a Project Profile:
- Title;
- Definition of problem/justification;
- Objectives: general & specific;

- Expected outputs;
- Activities;
- Duration of project;
- Project costs;
- Executing agency;
- Case study, a group activity.

August 16, 1990:

Morning:

Commodity Systems Form of Analysis:
- Participants in a food system (multidisciplinary and inter-institutional);
- Causes of problems throughout a food system;
- Requirements in services and actions to overcome problems;
- Key components in a food system (review of 26 problem areas);
- Steps in the production process;
- Key questions to describe system and identify problems;
- Steps in the postharvest system;
- Key questions to describe system and identify problems;

Afternoon:

Field visit to Roots Farm to identify problems and discuss project alternatives, analyzing potential for integrated farming systems, e.g. aquaculture, beekeeping, crop production, herb production, dishrag loofah products, essential oils, small livestock, others.

August 17, 1990:

Morning:

Case studies of selected projects (beekeeping, loofah, crops, others):
- Presentation by Jorge Murillo;
- Group discussions;

Afternoon:

Field visits to local project sites to discuss project ideas:
- Beausejour agricultural station;
- Environmental project (Aupicon);

Plenary session:
- Identification of projects to be developed by work groups;
- Instructions for gathering information over weekend.

August 18 & 19, 1990:

Field Work: Five teams to spend Saturday and Sunday in the collection of information for the preparation of project profiles.

August 20, 1990:

Workgroups:
- Work in groups for the formulation of project profiles.

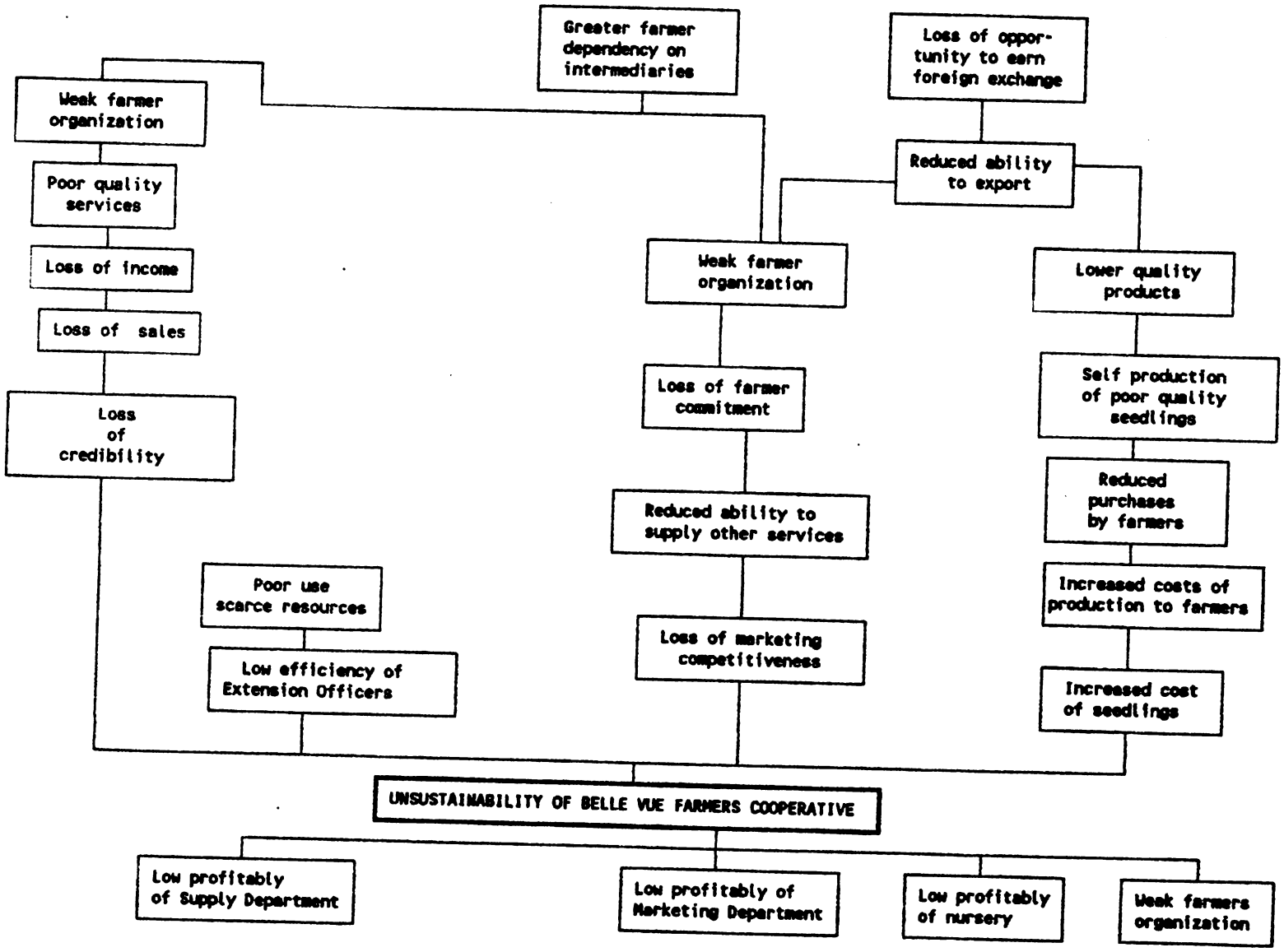
August 21, 1990:

Morning:
- Presentation of project profiles by workgroup;

Afternoon:
- Identification of sources of funding of projects;
- Formulating requests to donor organizations;
- Closing of workshop.

Annex 3

Problem Tree 1.0



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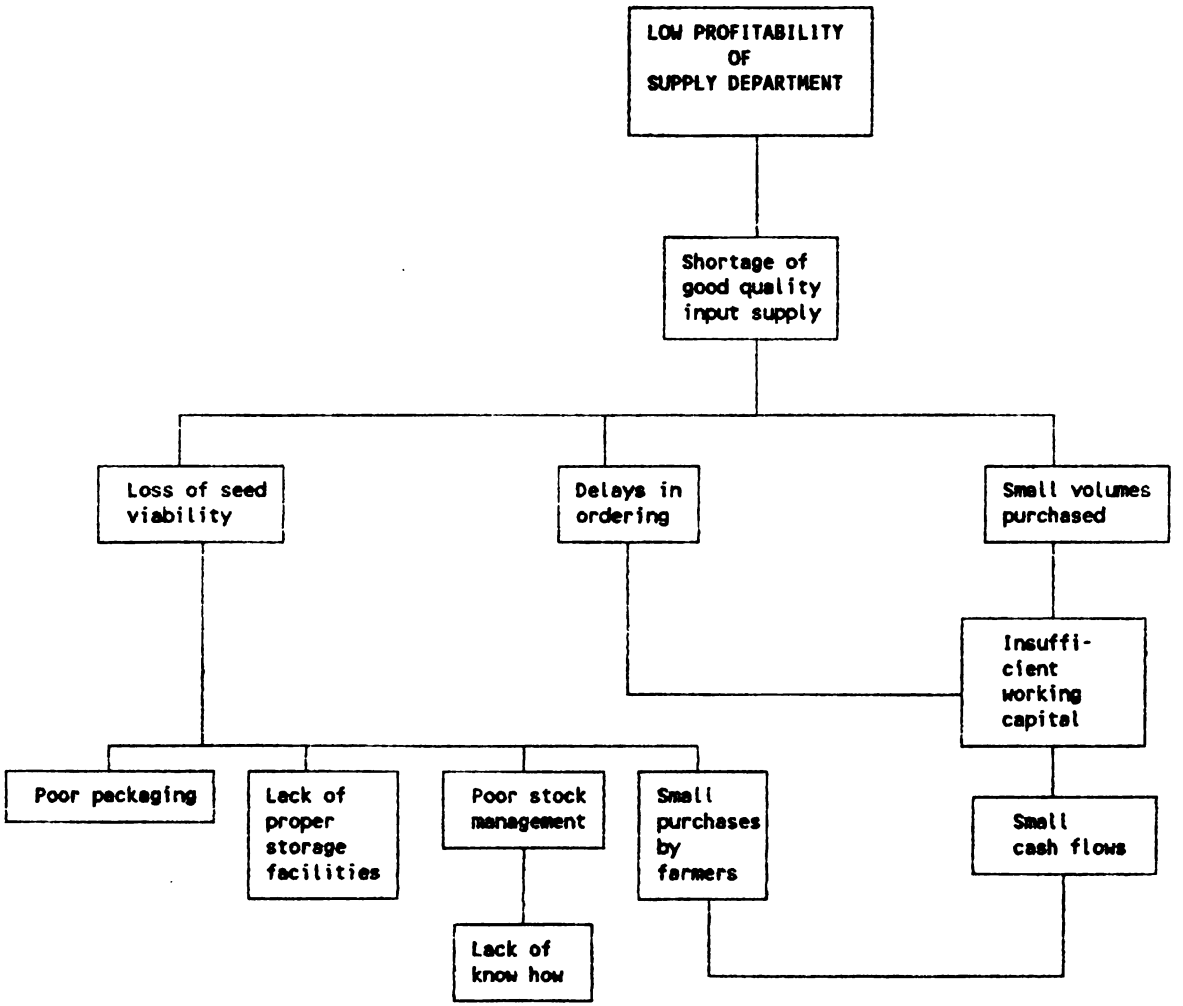

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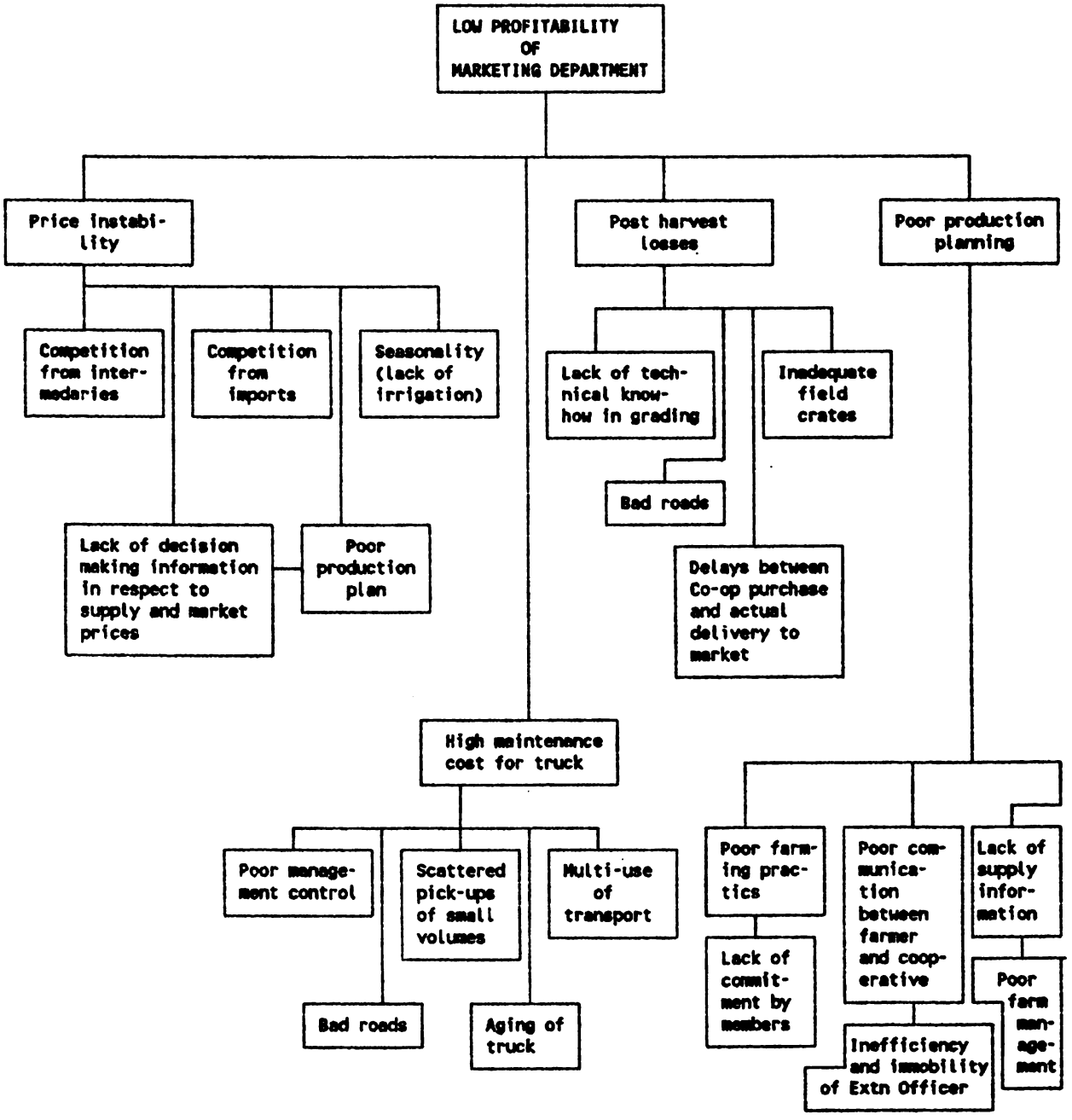

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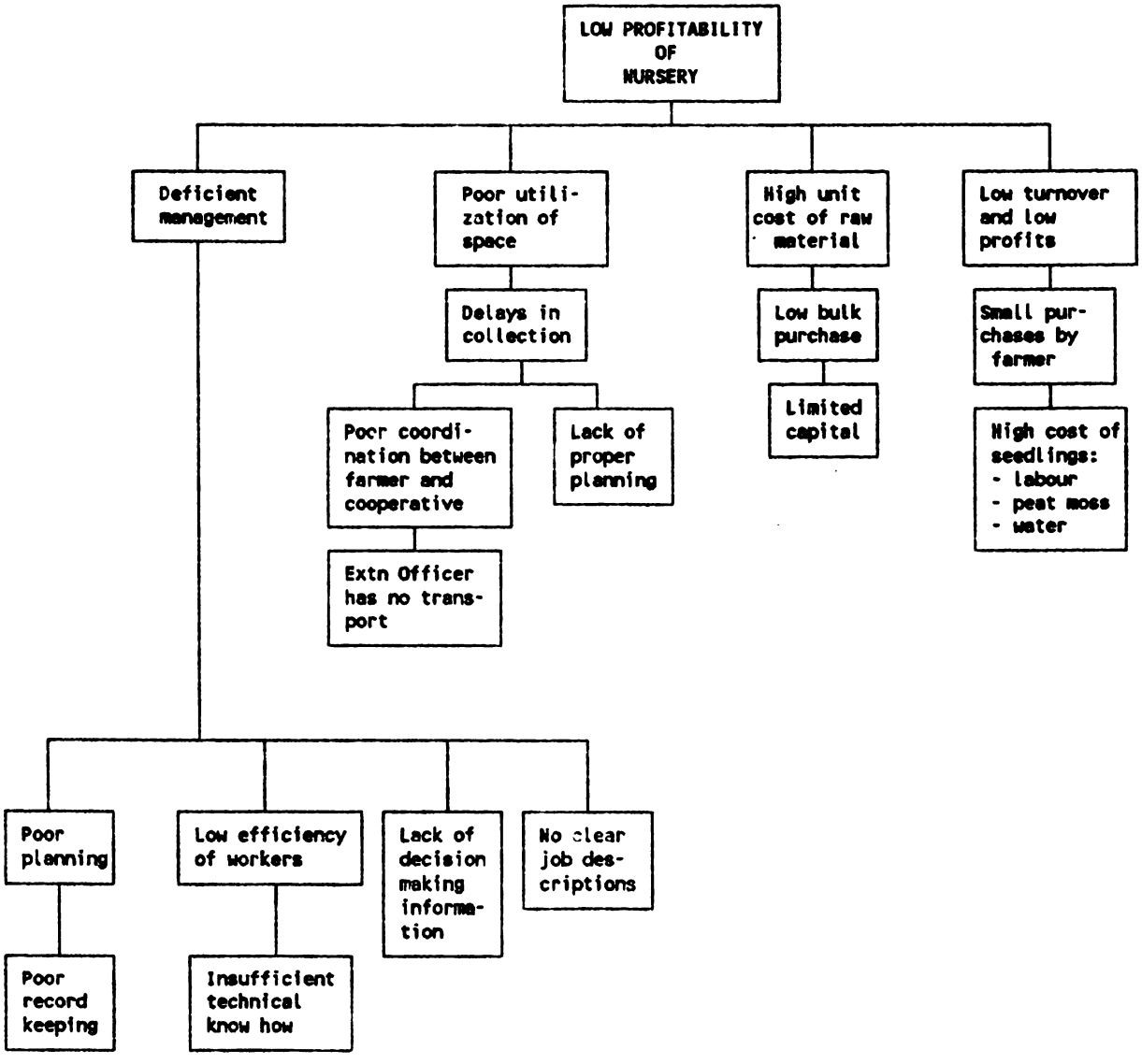
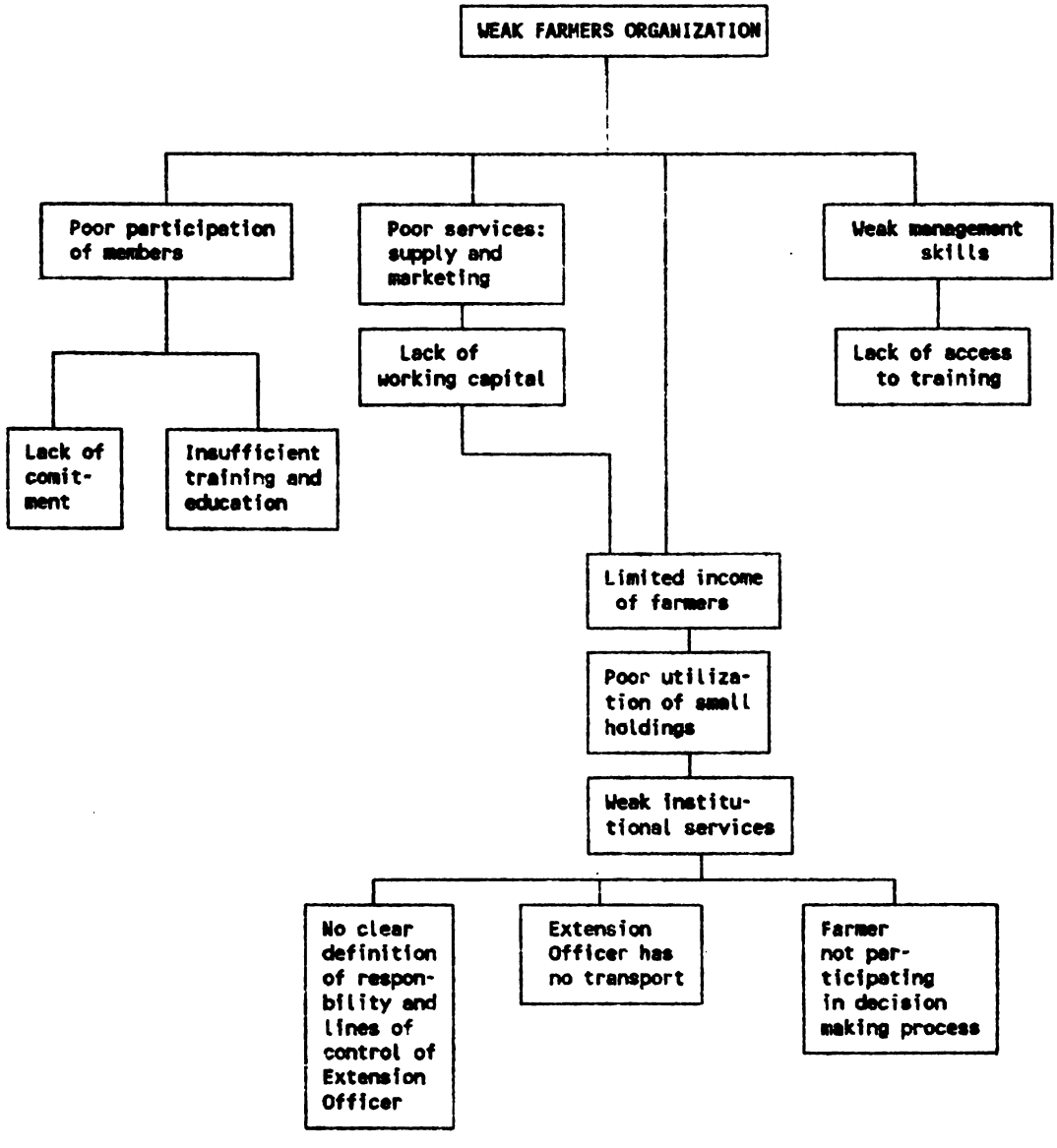
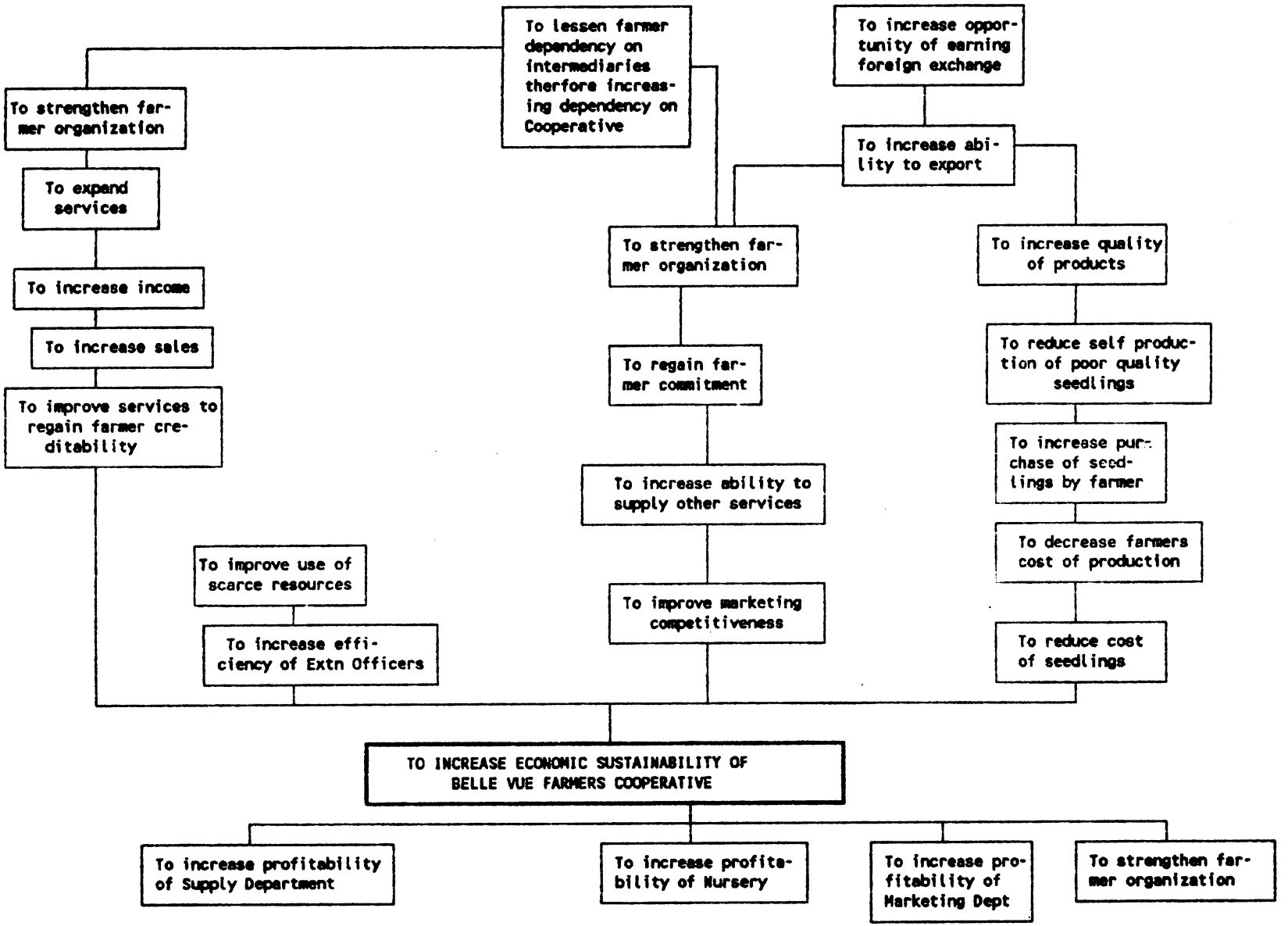


Problem Tree 1.4



Objectives Tree 1.0



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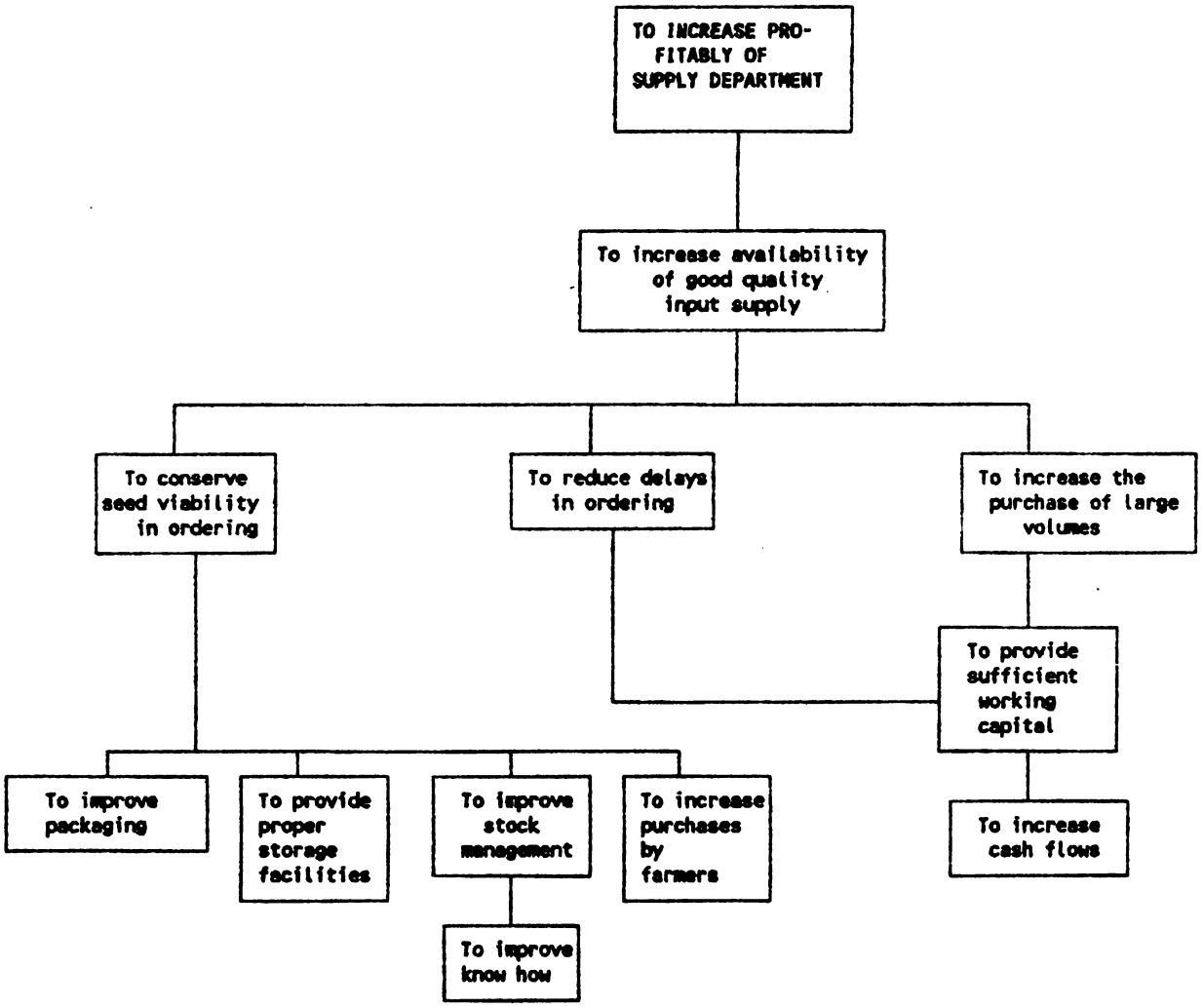

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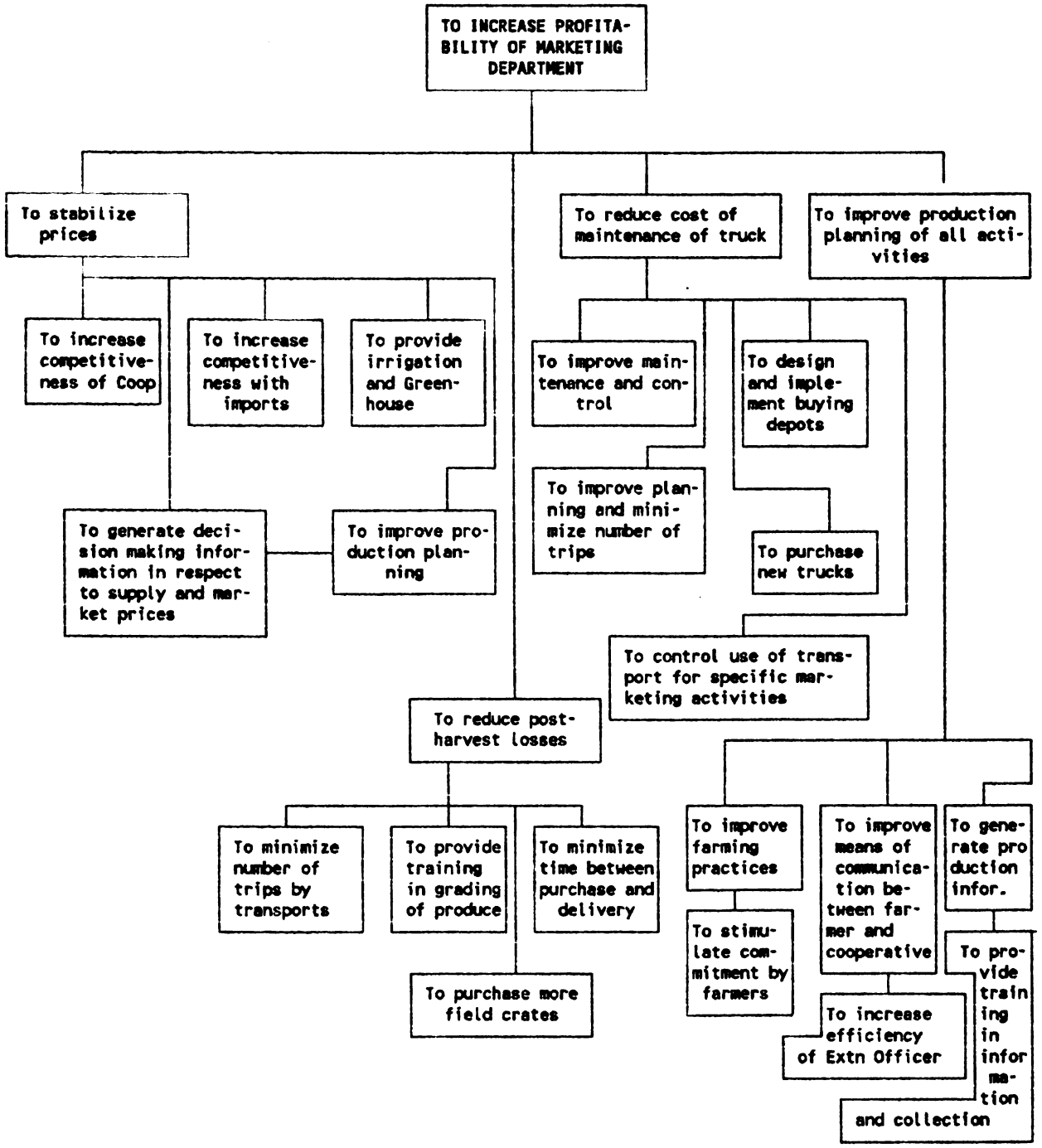

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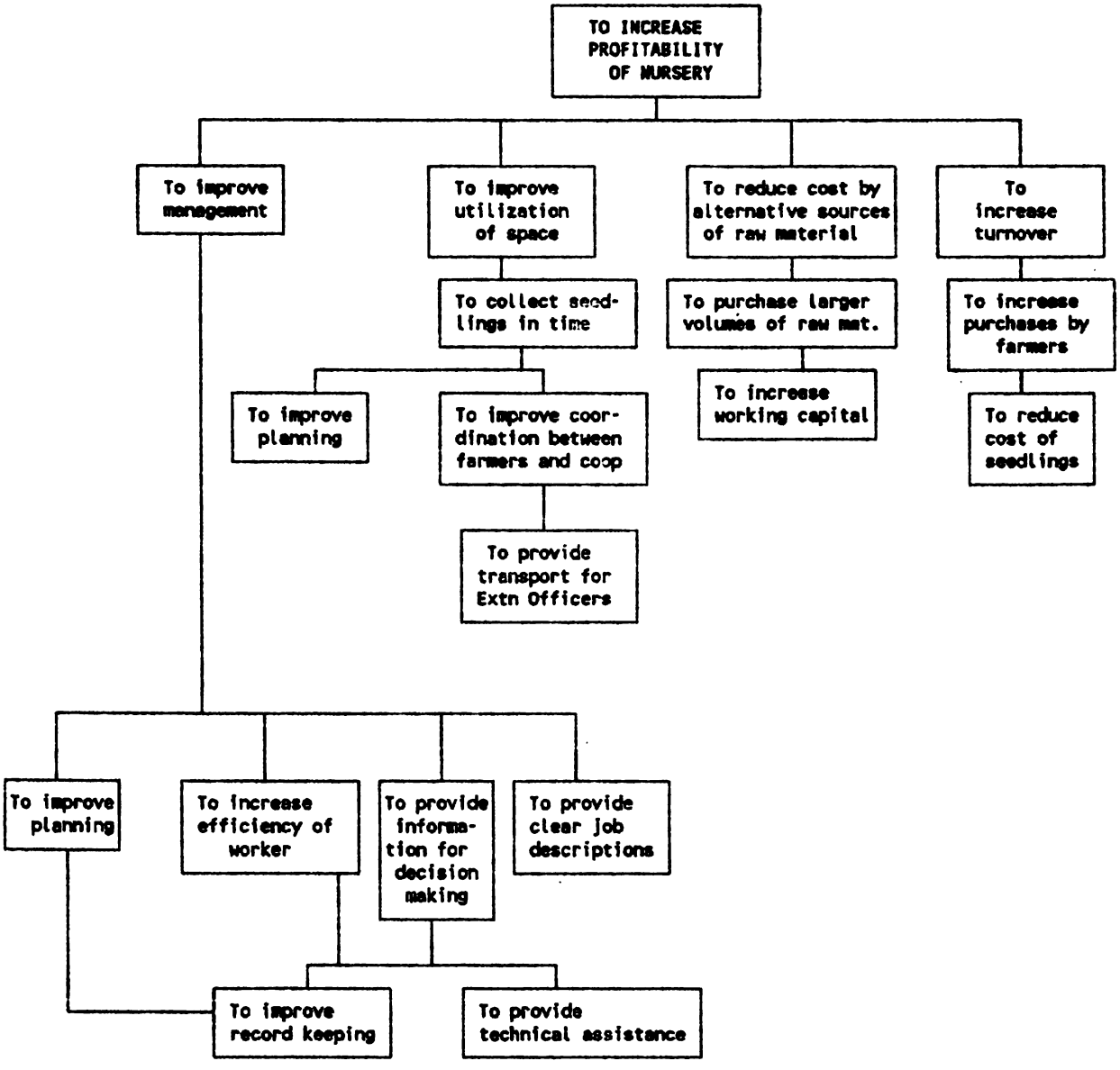

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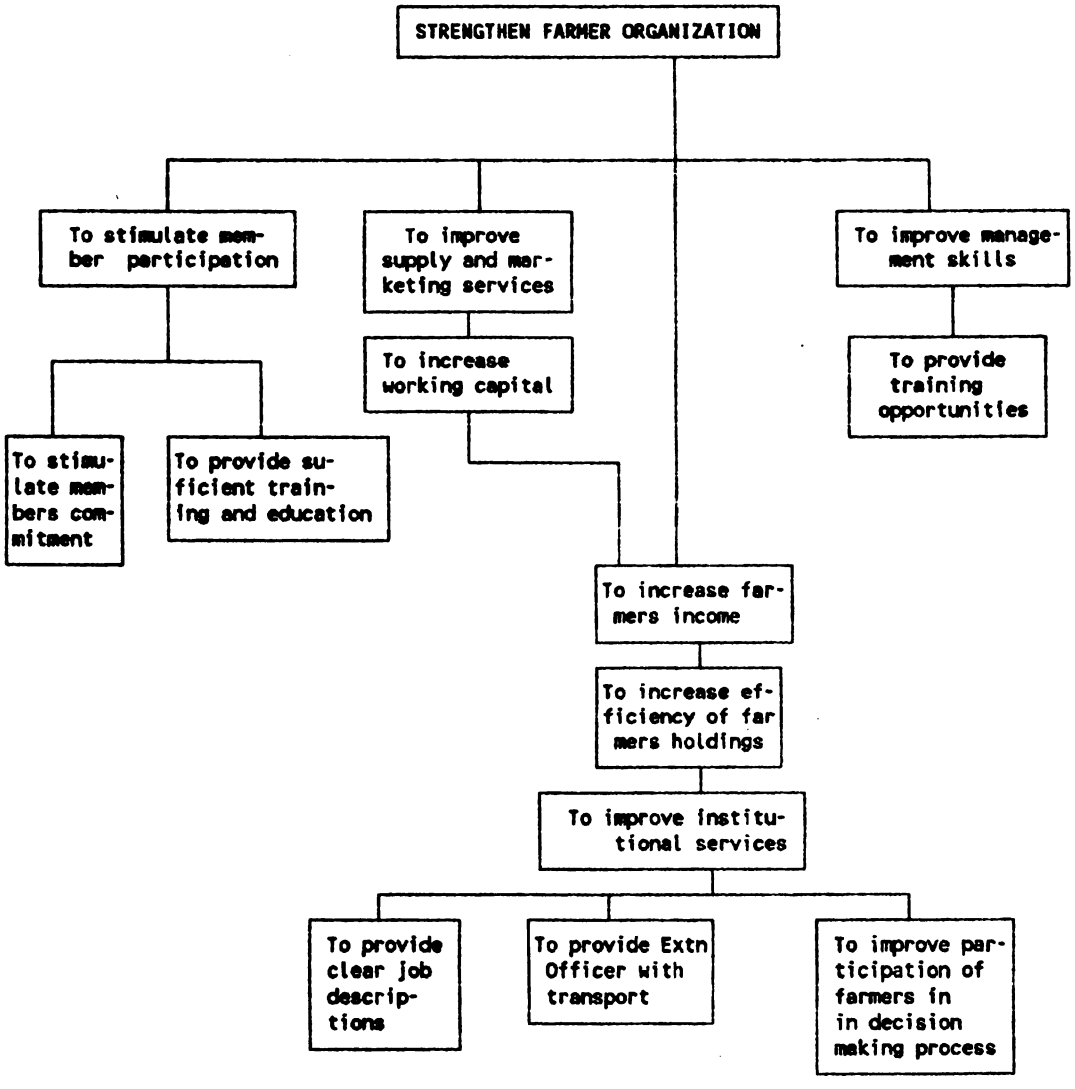
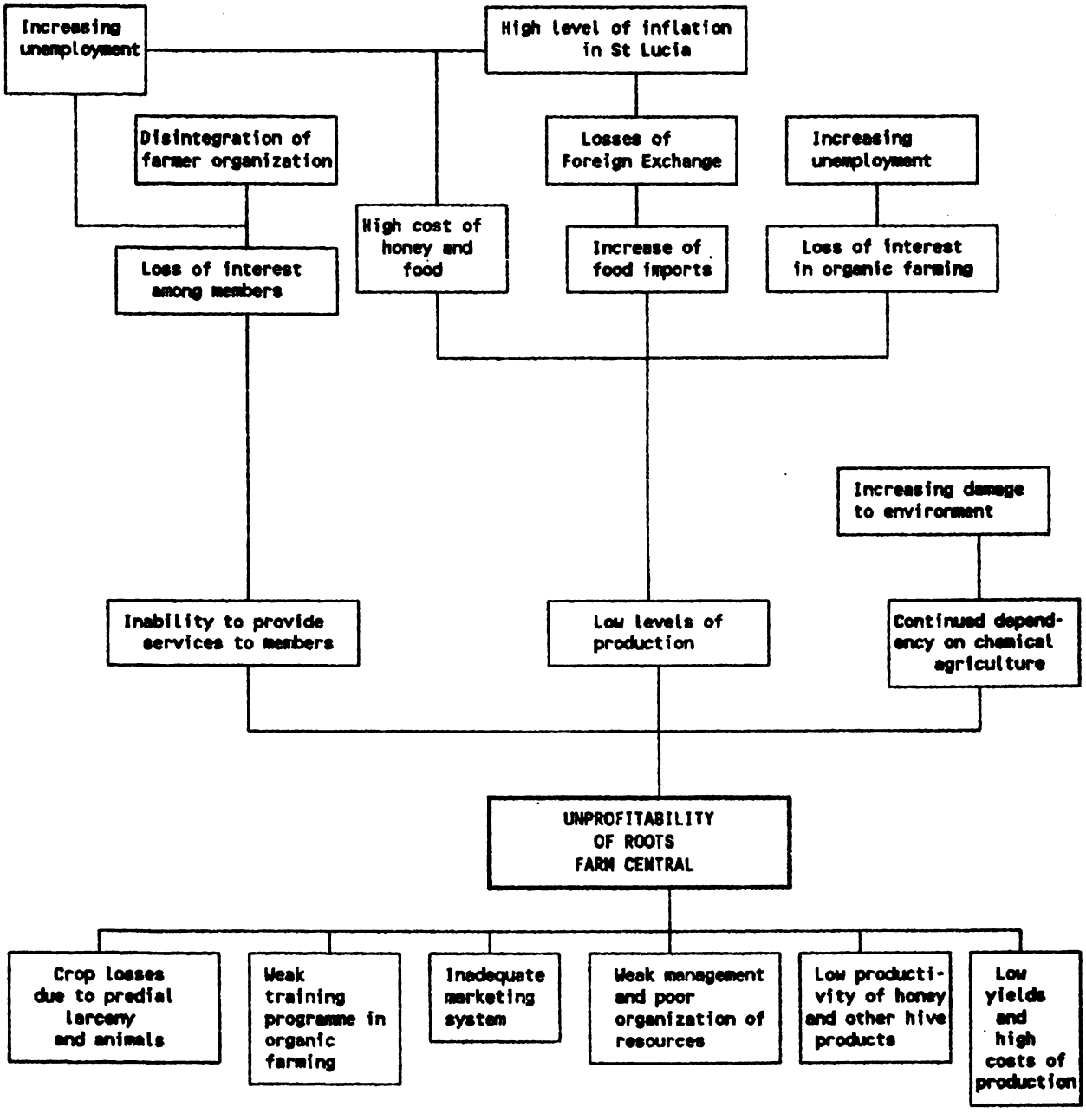


Annex 4

Problem Tree 2.0



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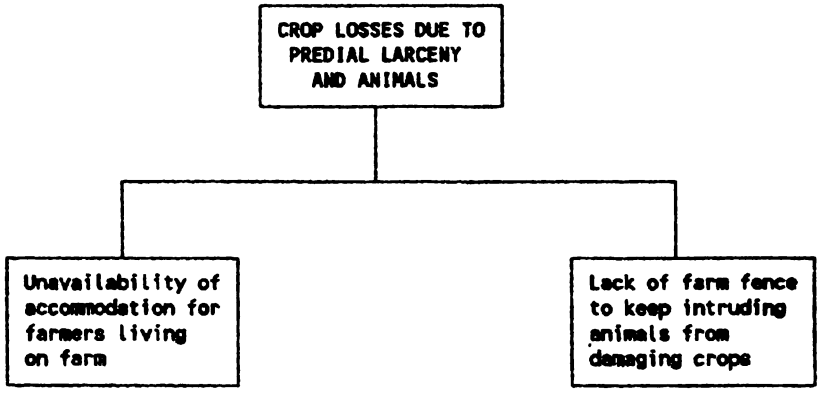

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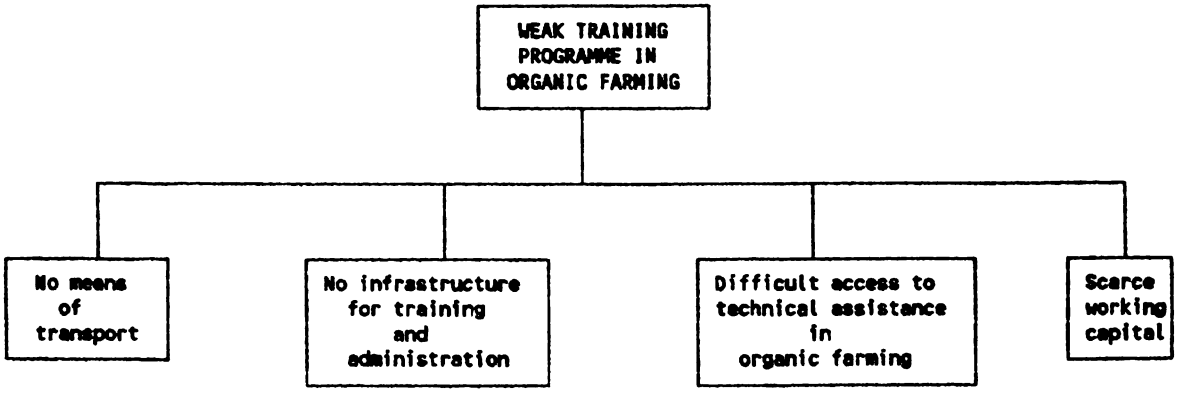

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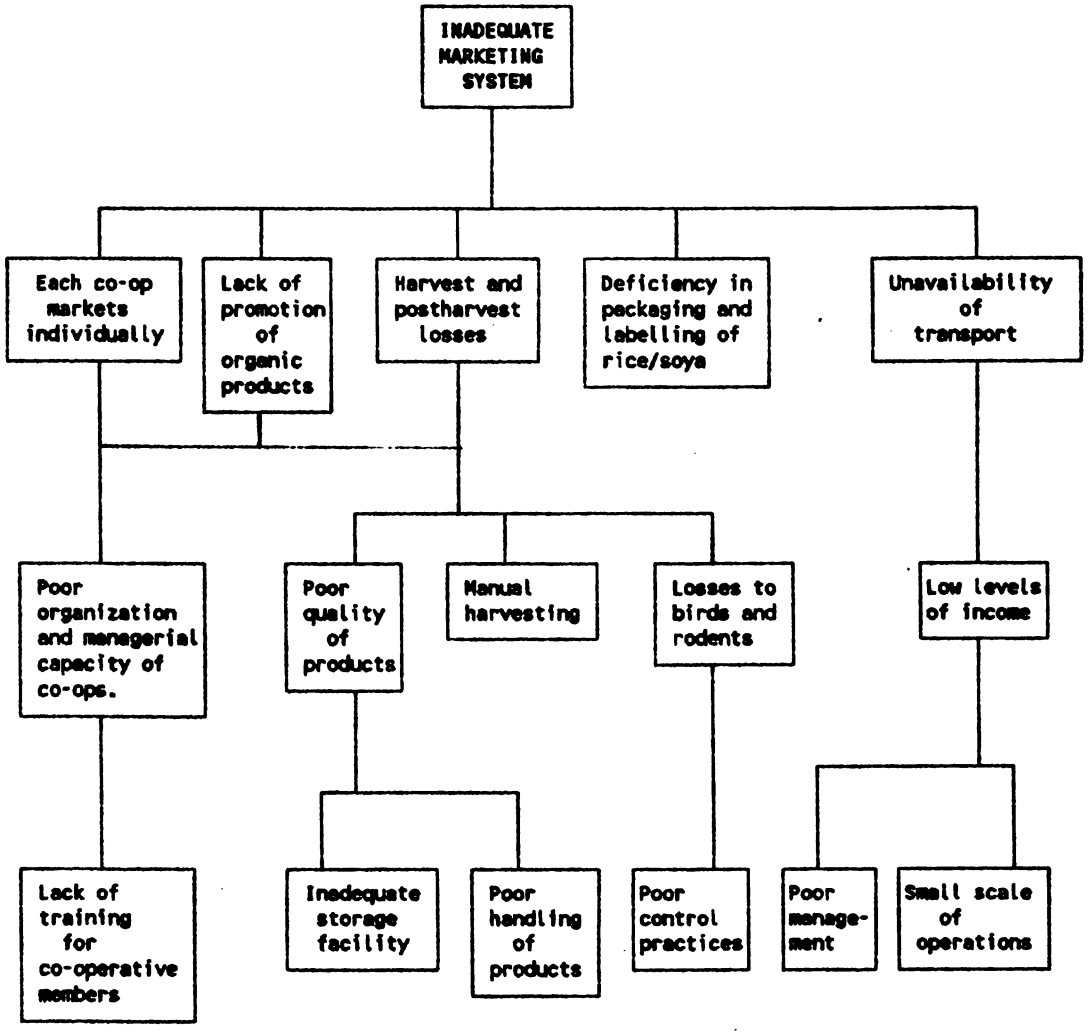

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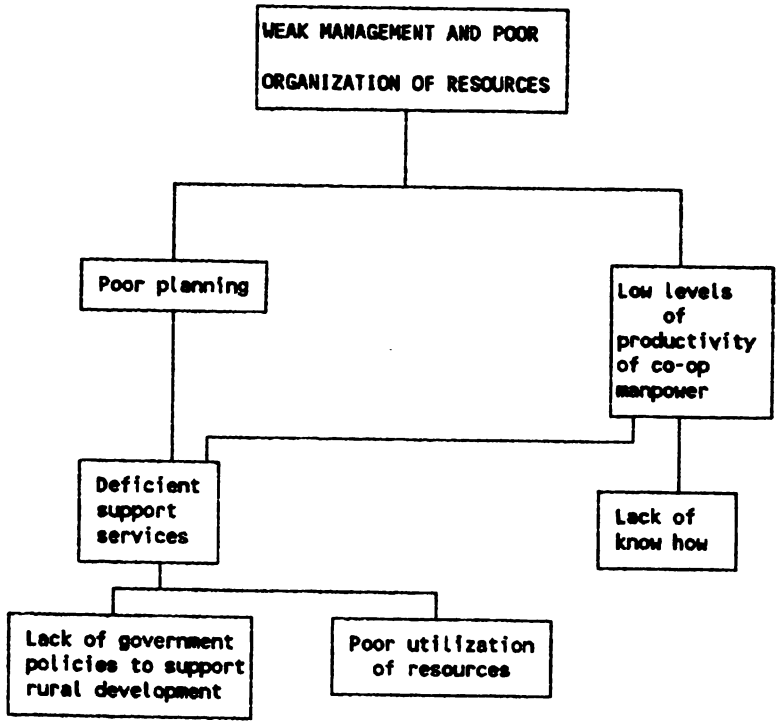

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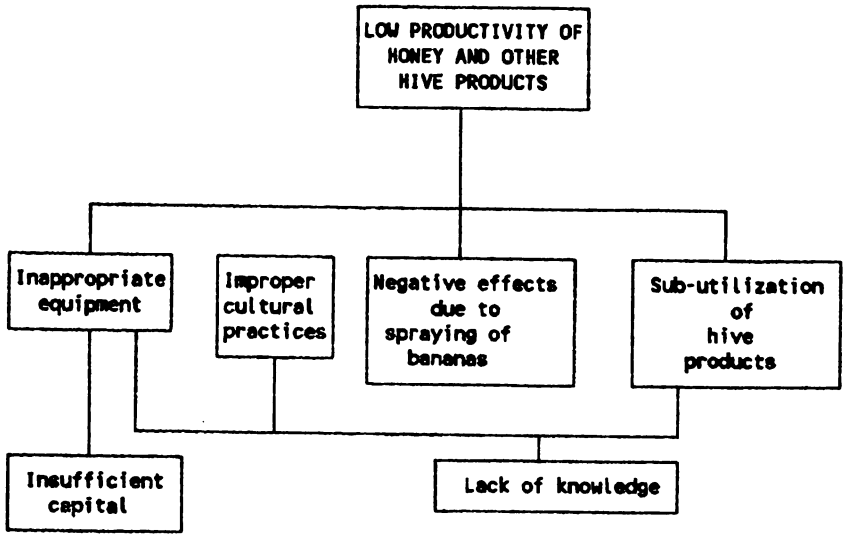

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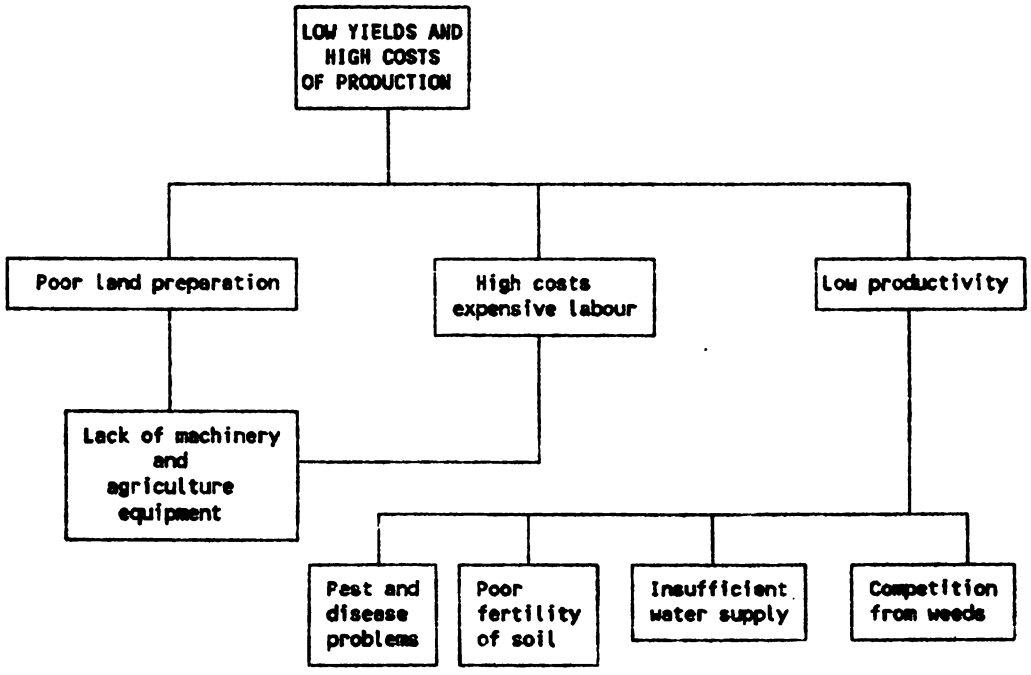

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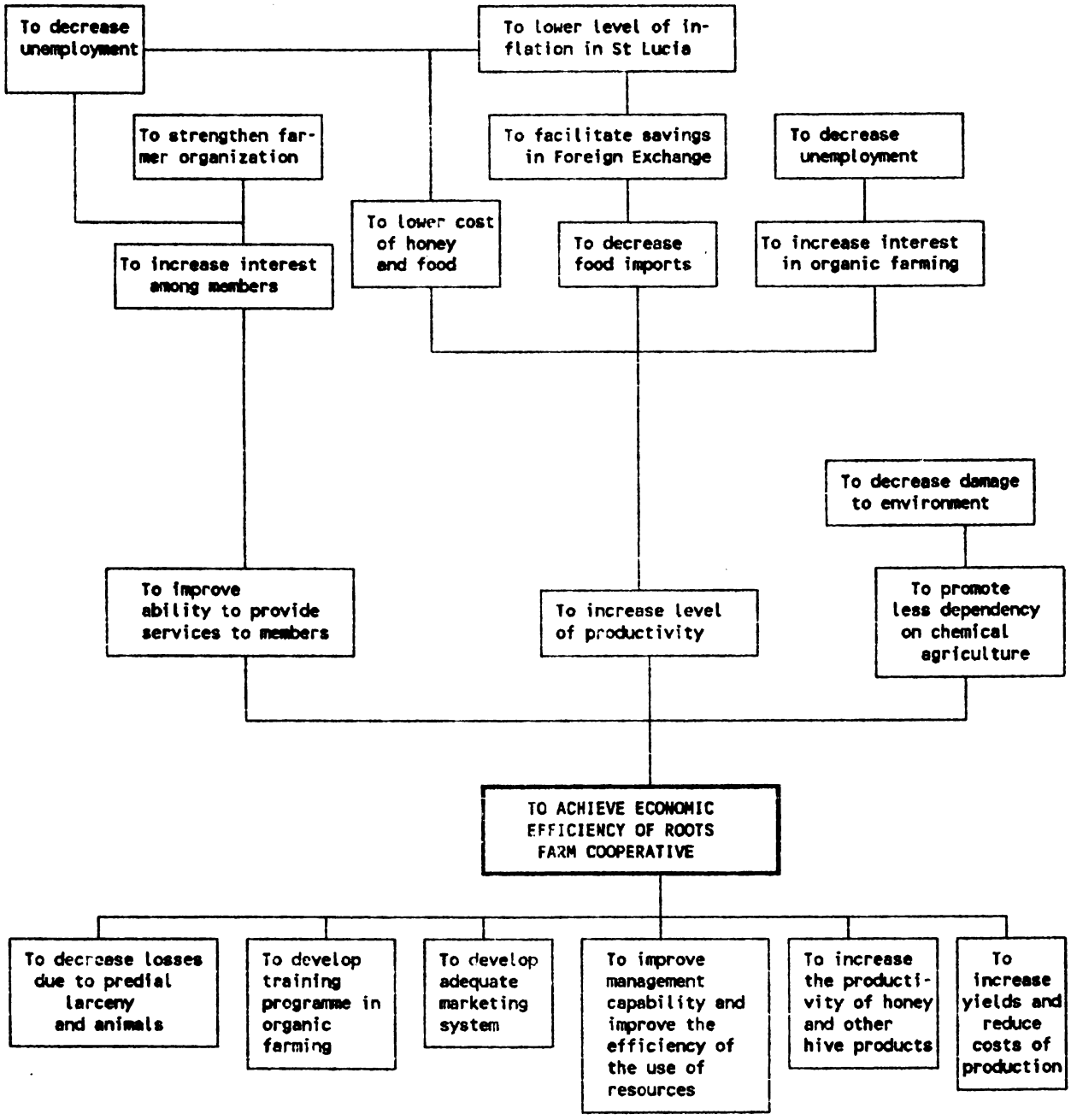

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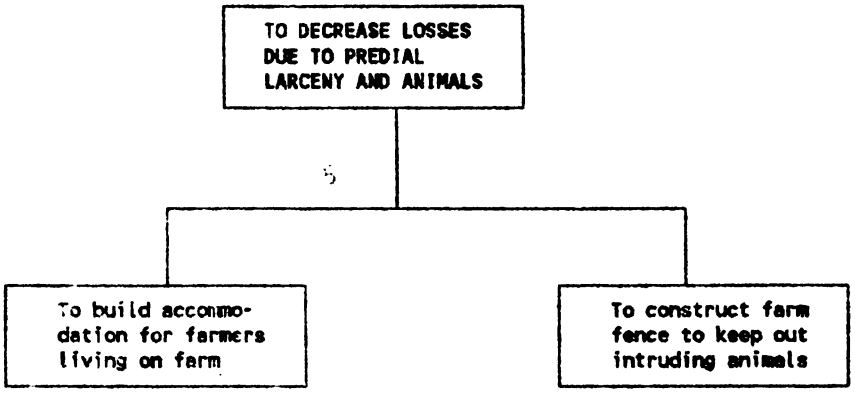

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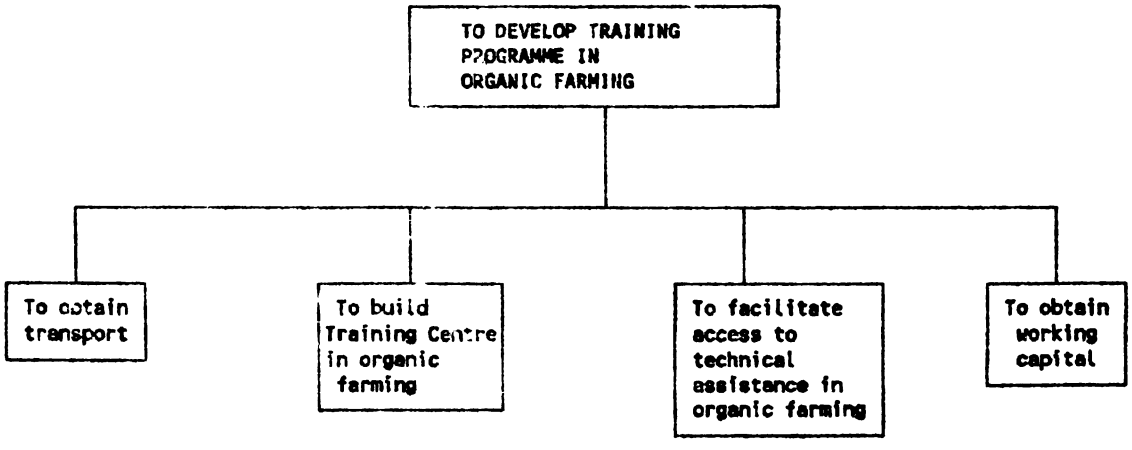

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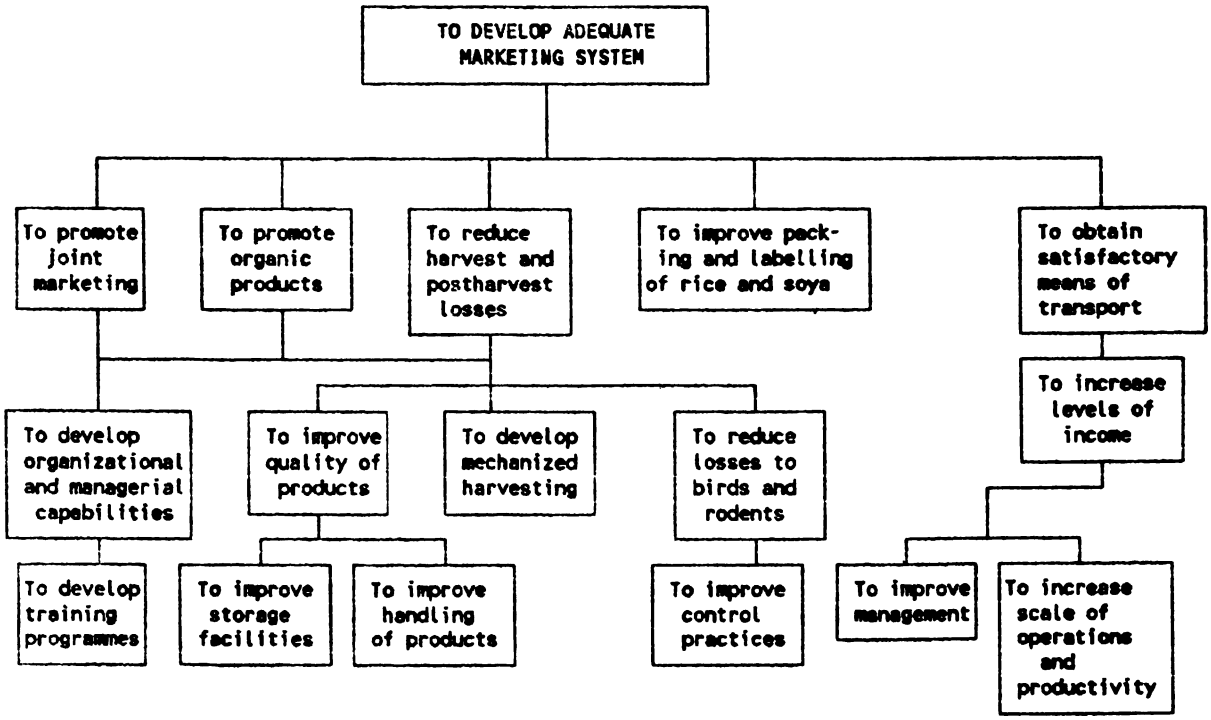

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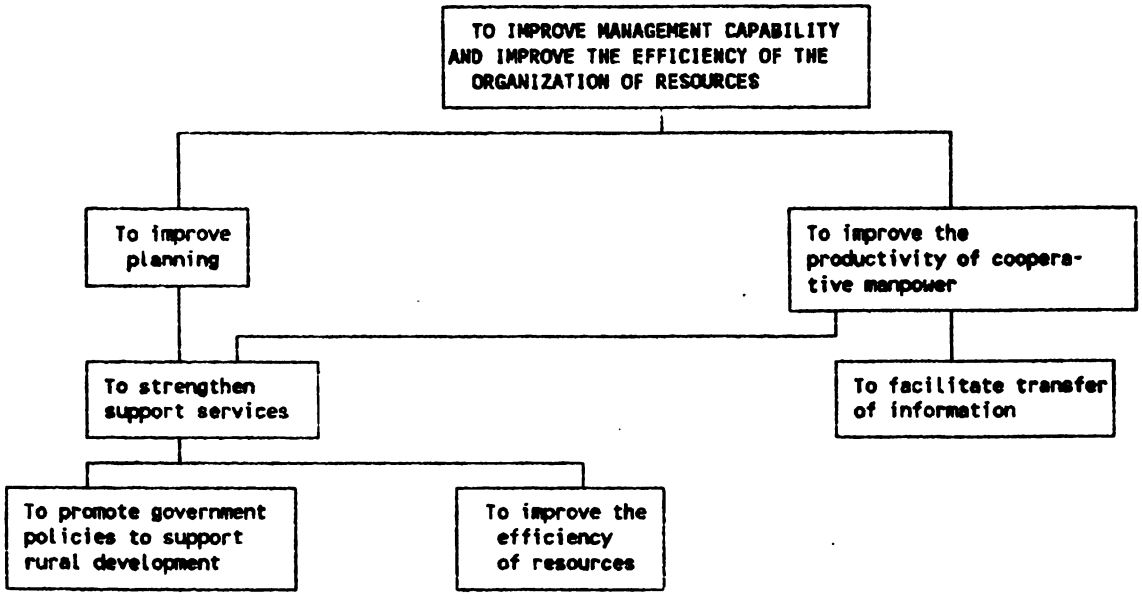

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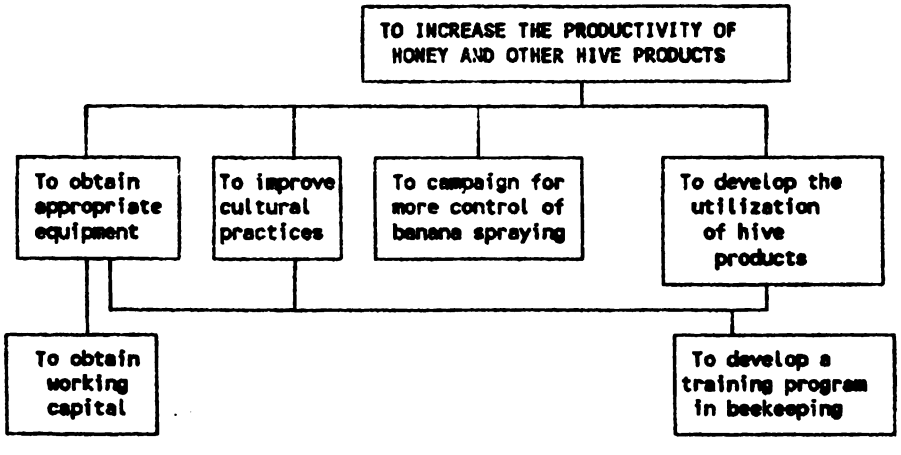

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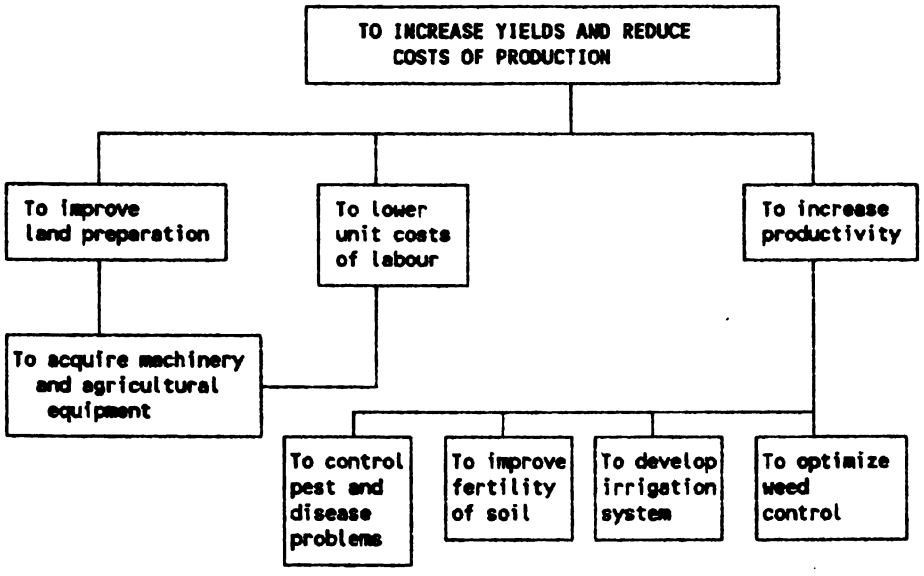
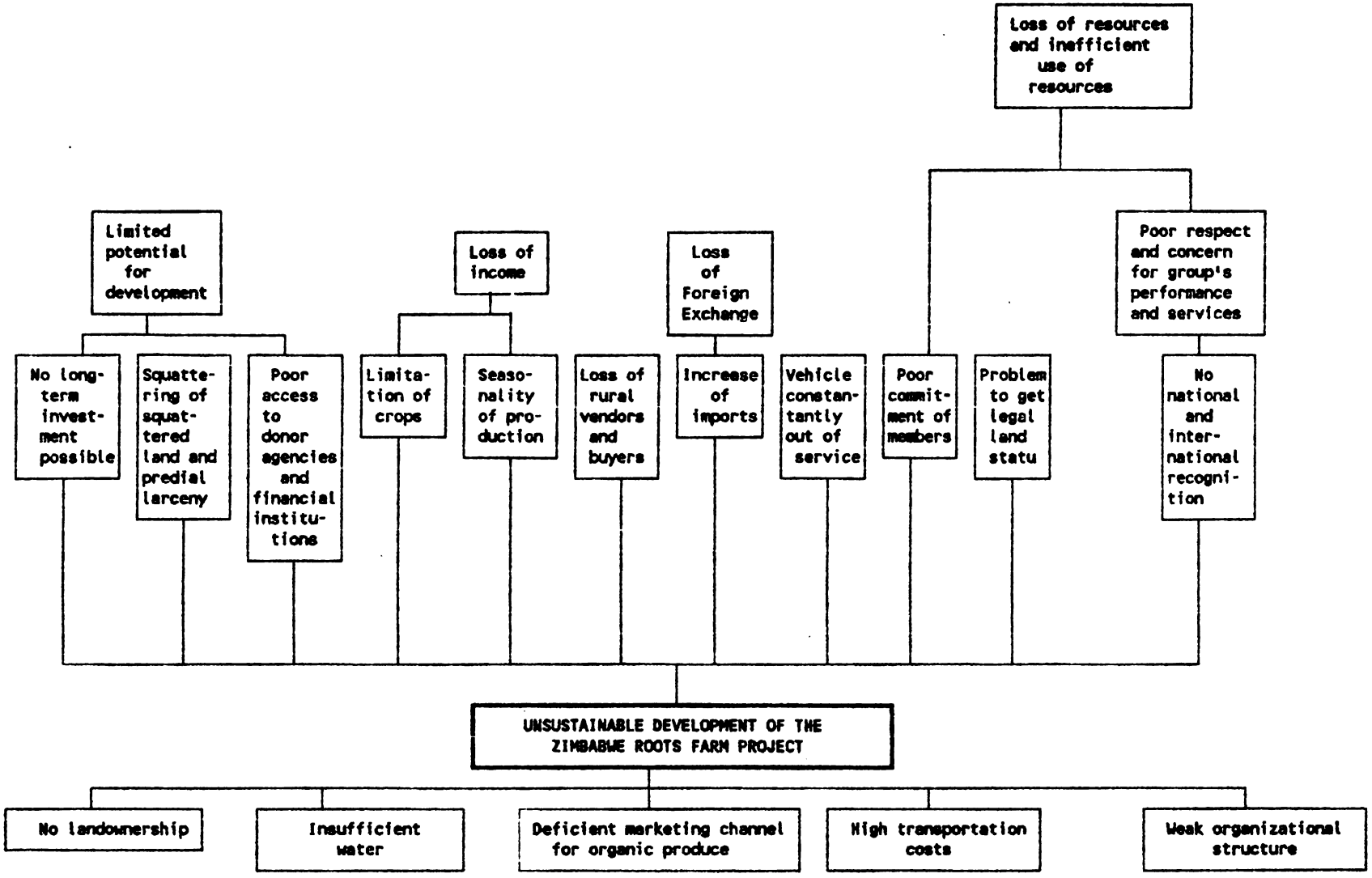


Problem Tree 3.0

Annex 5



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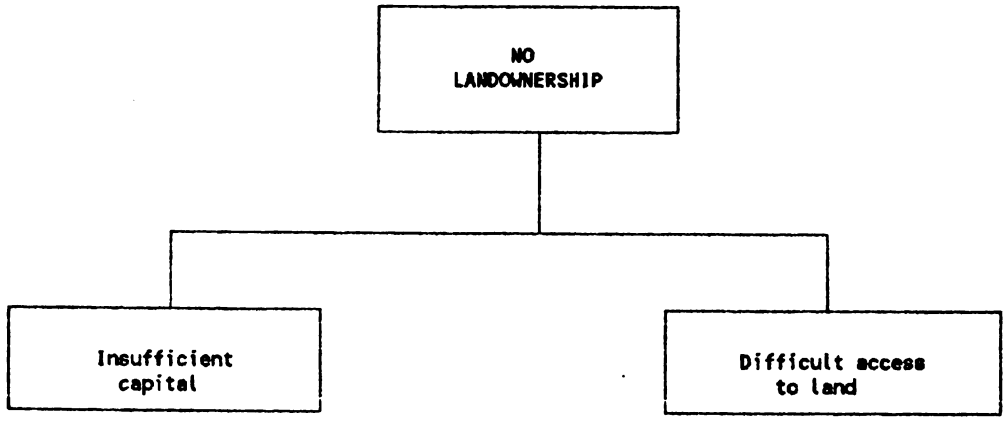

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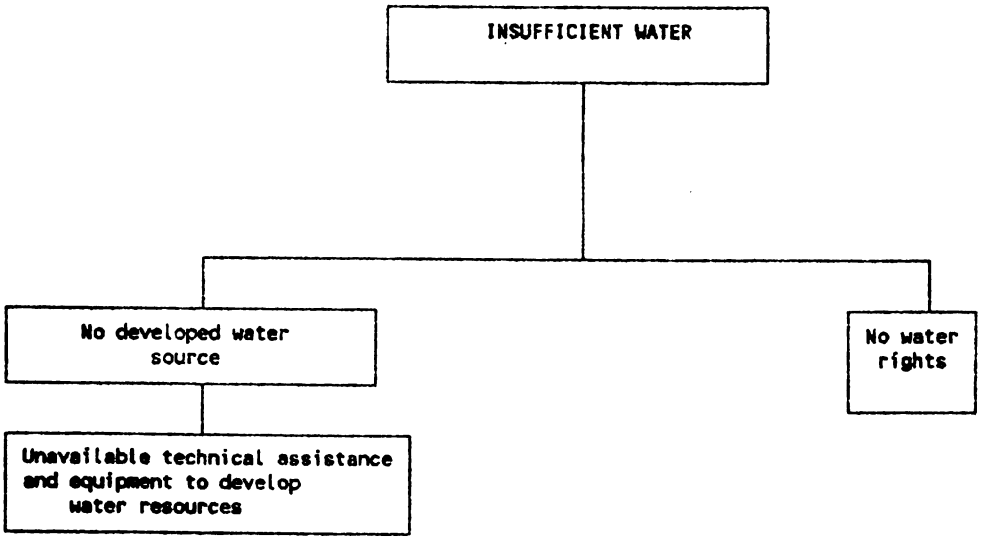

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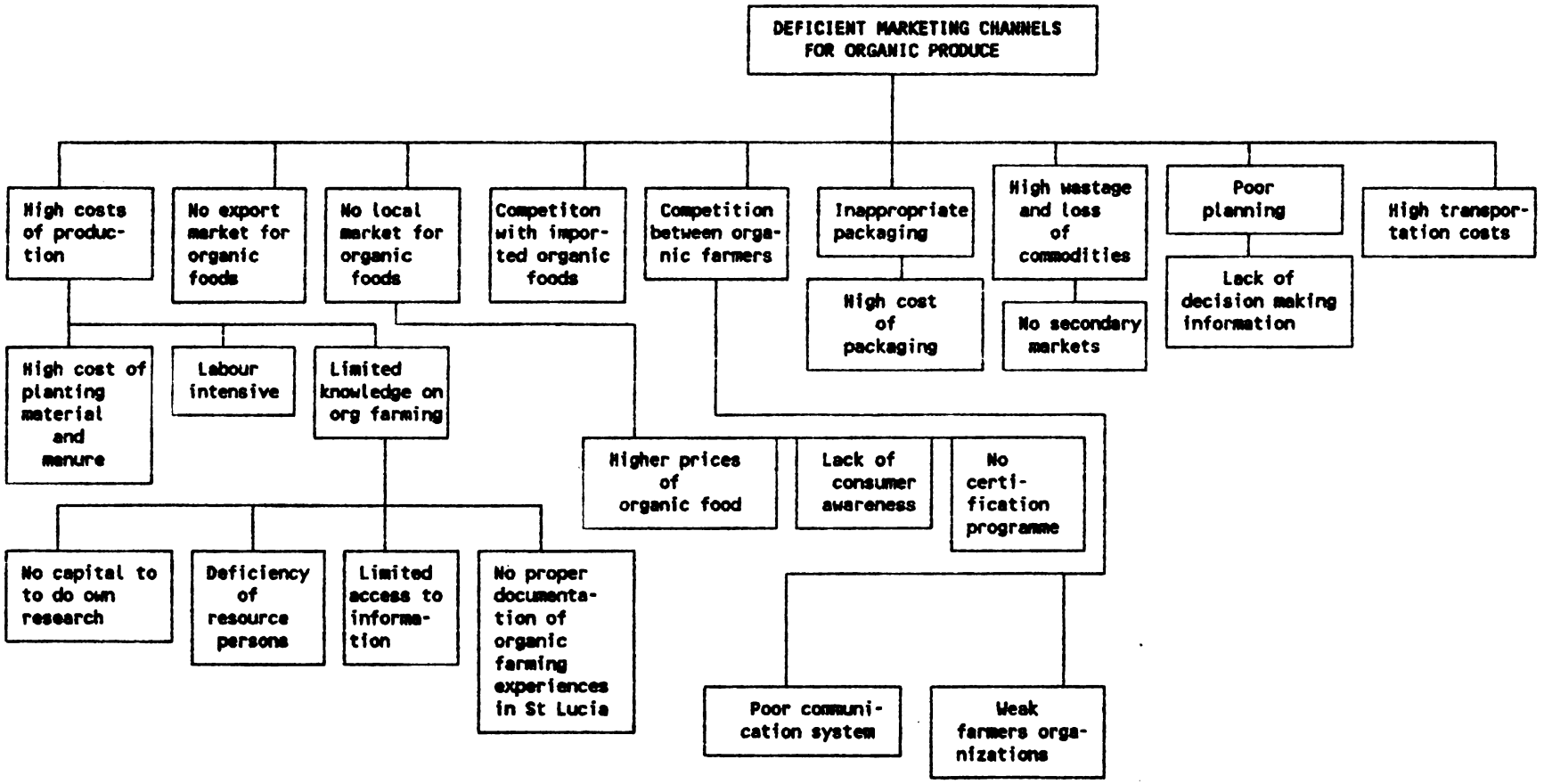

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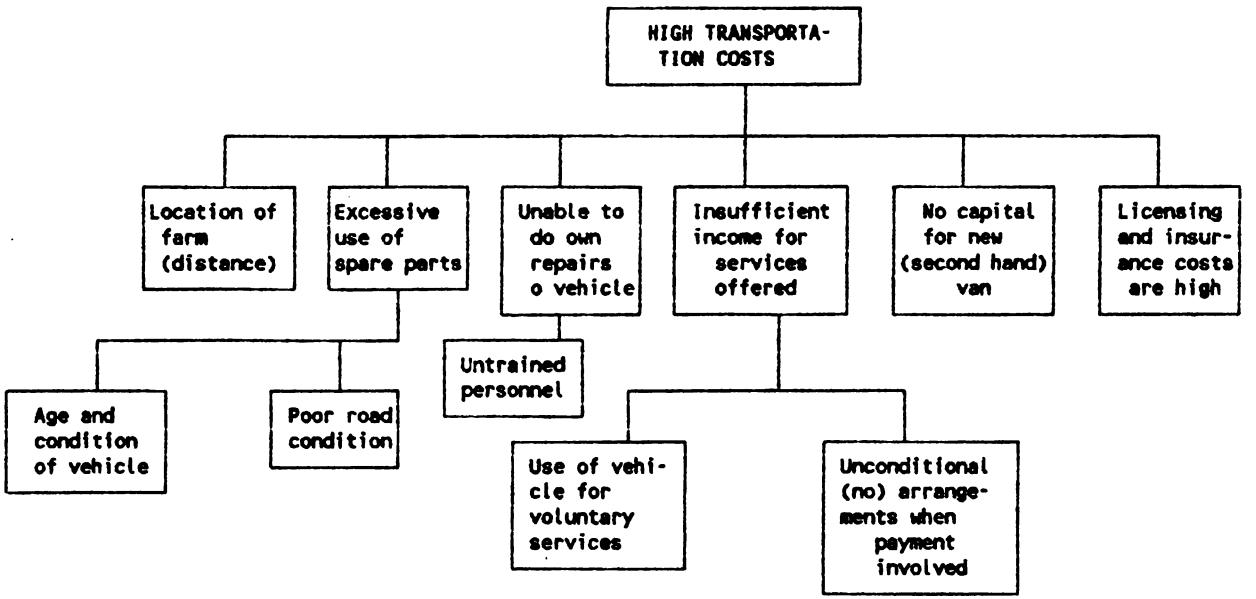

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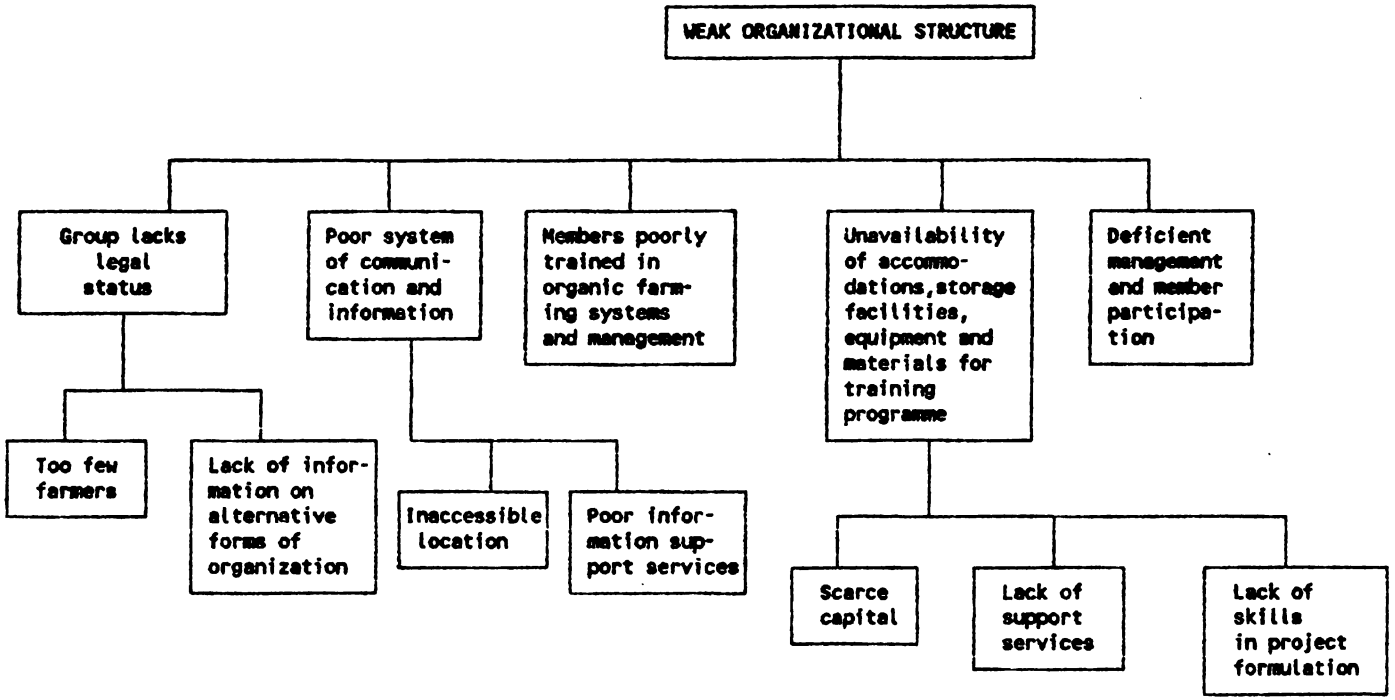

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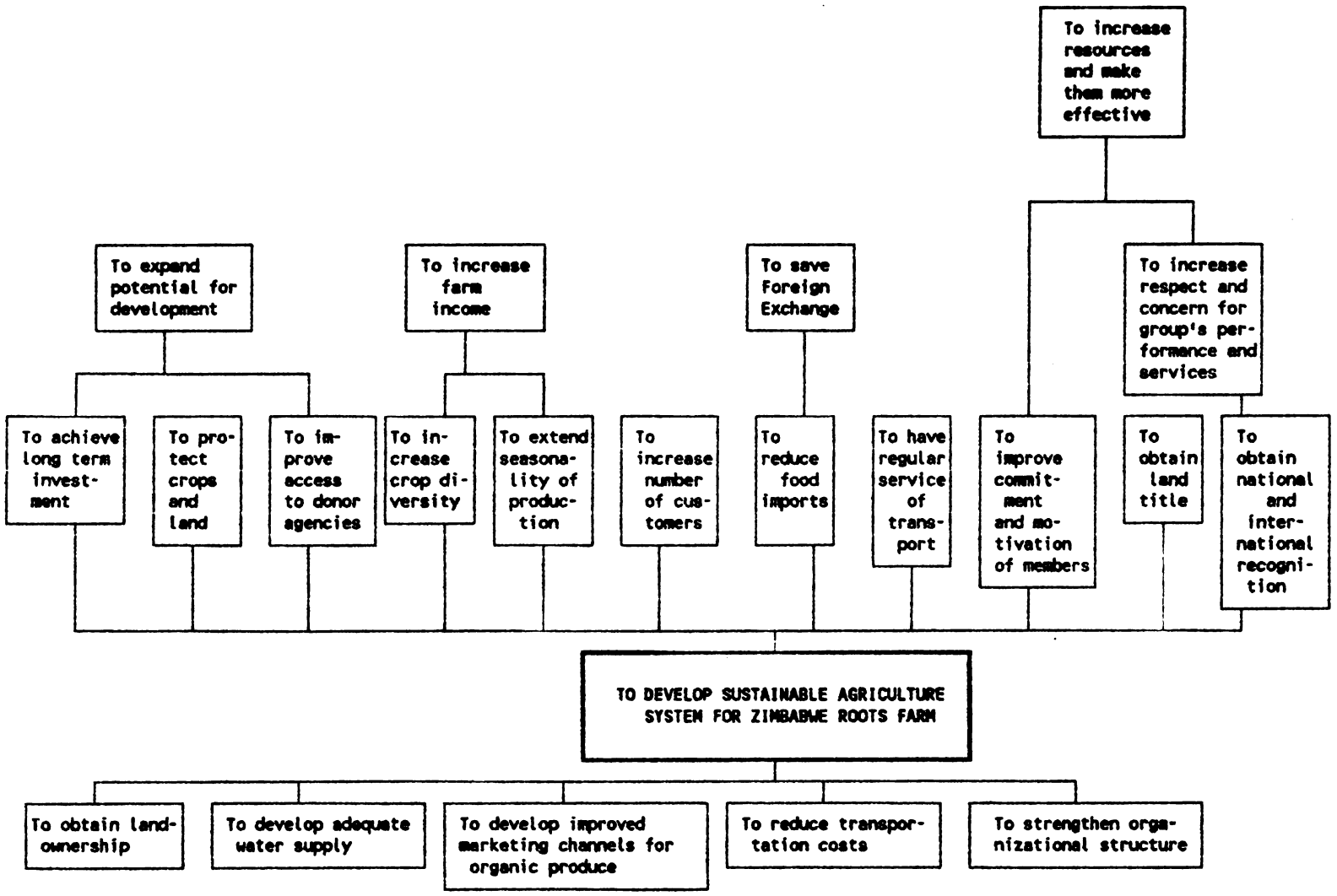

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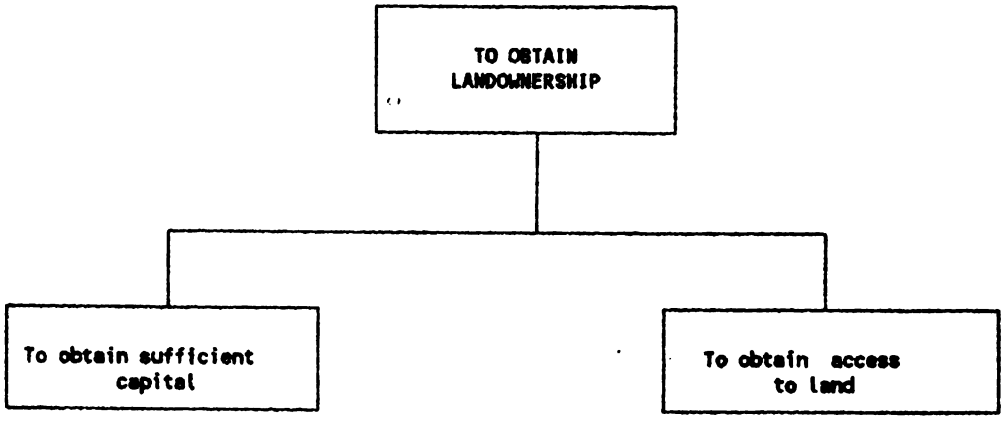

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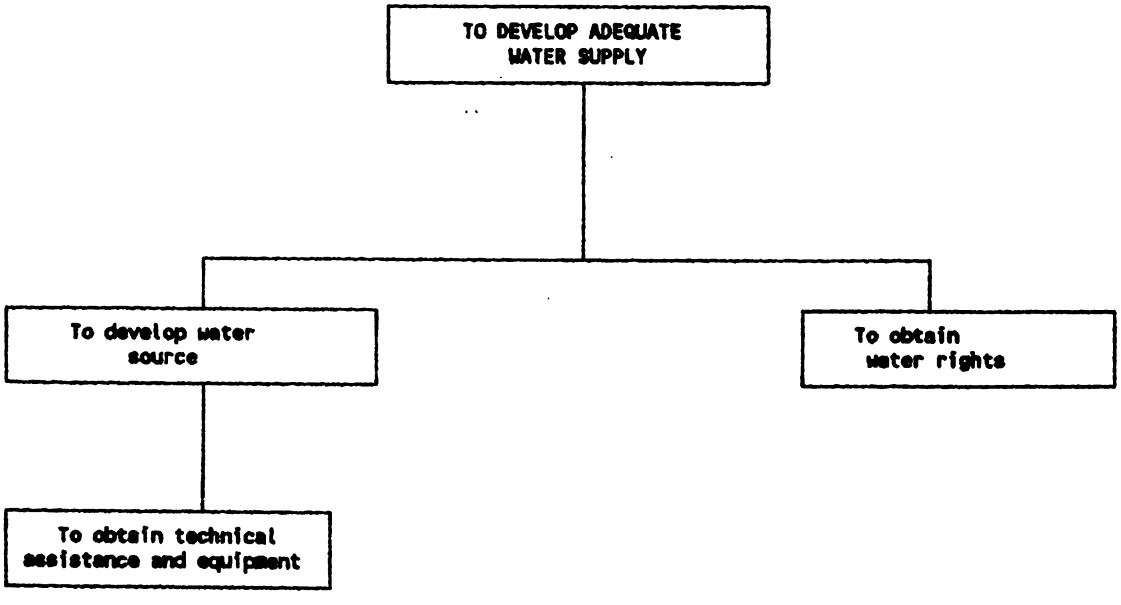

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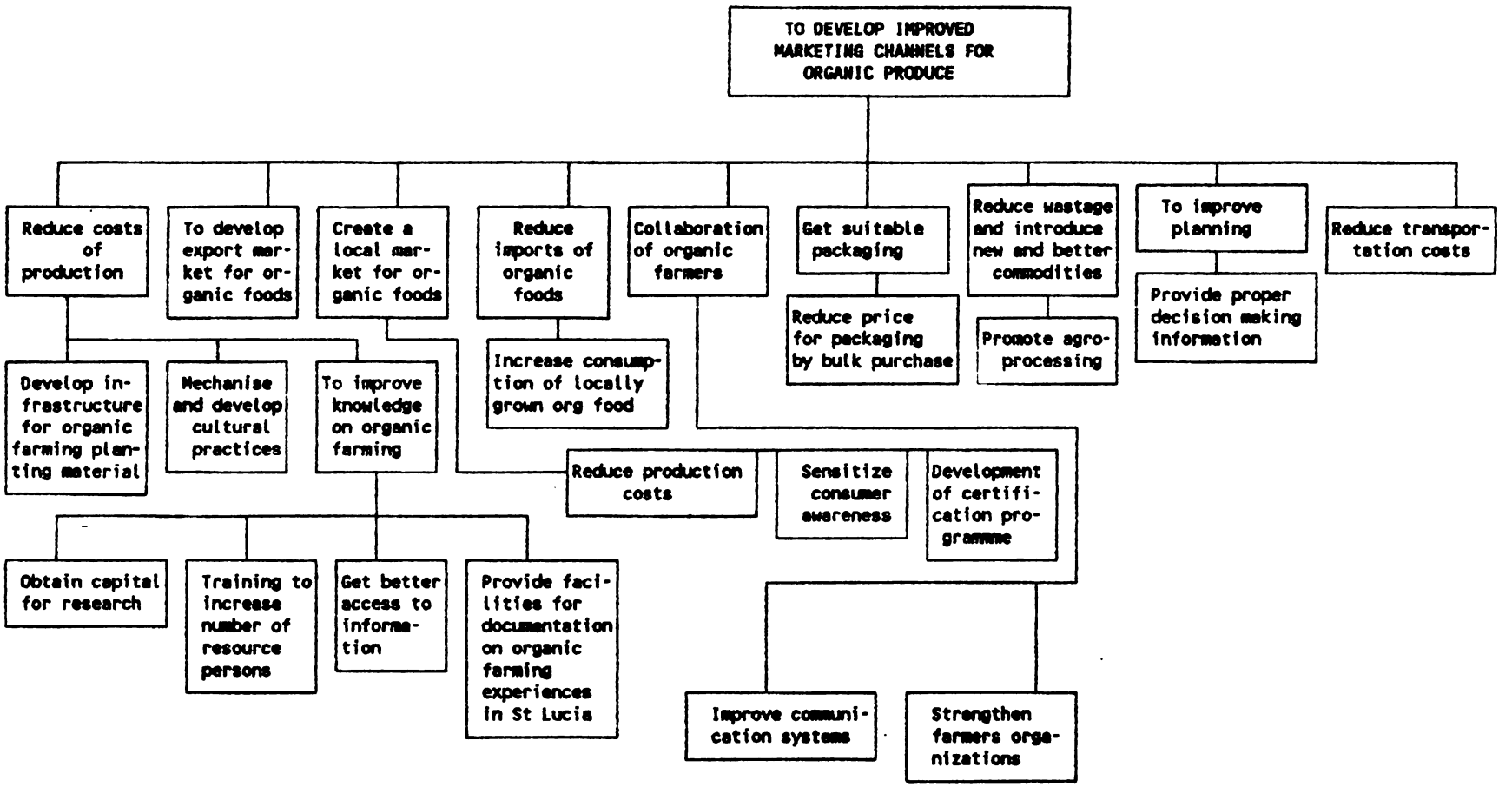

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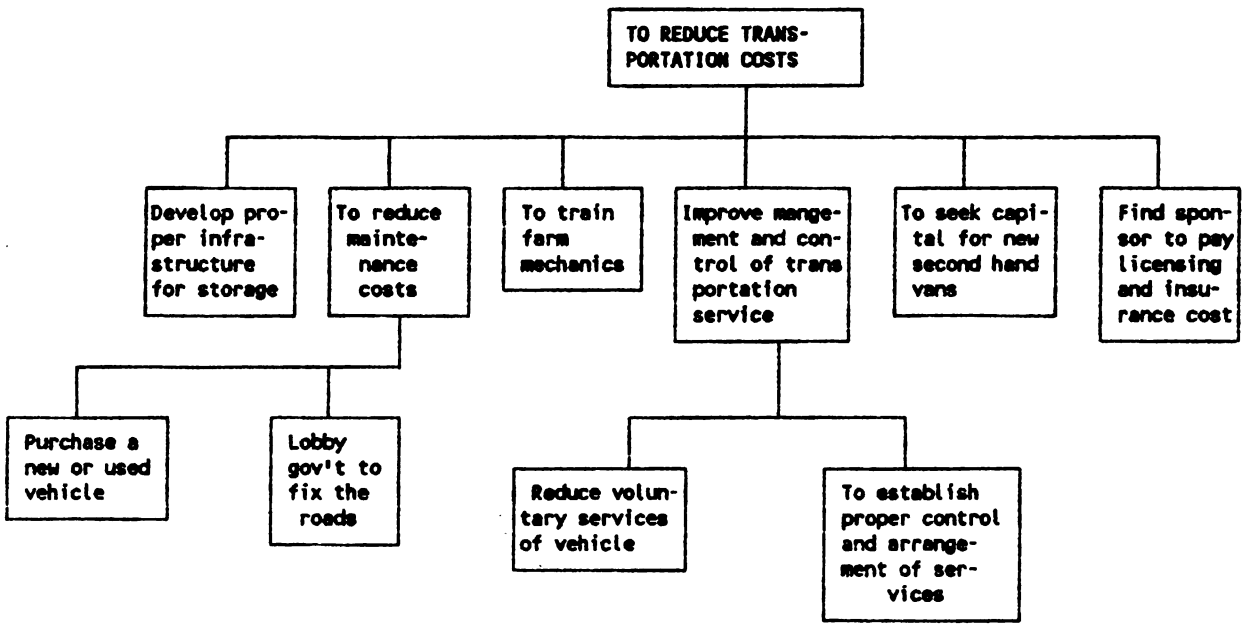

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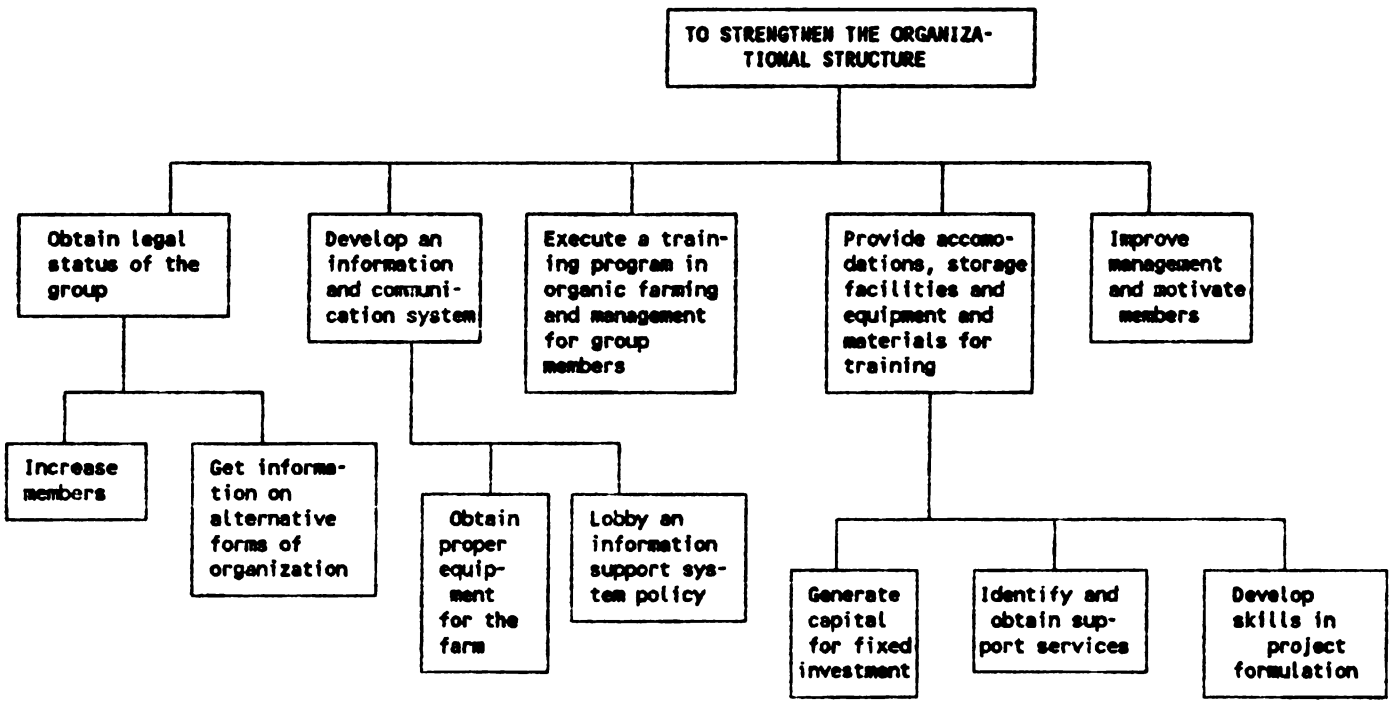
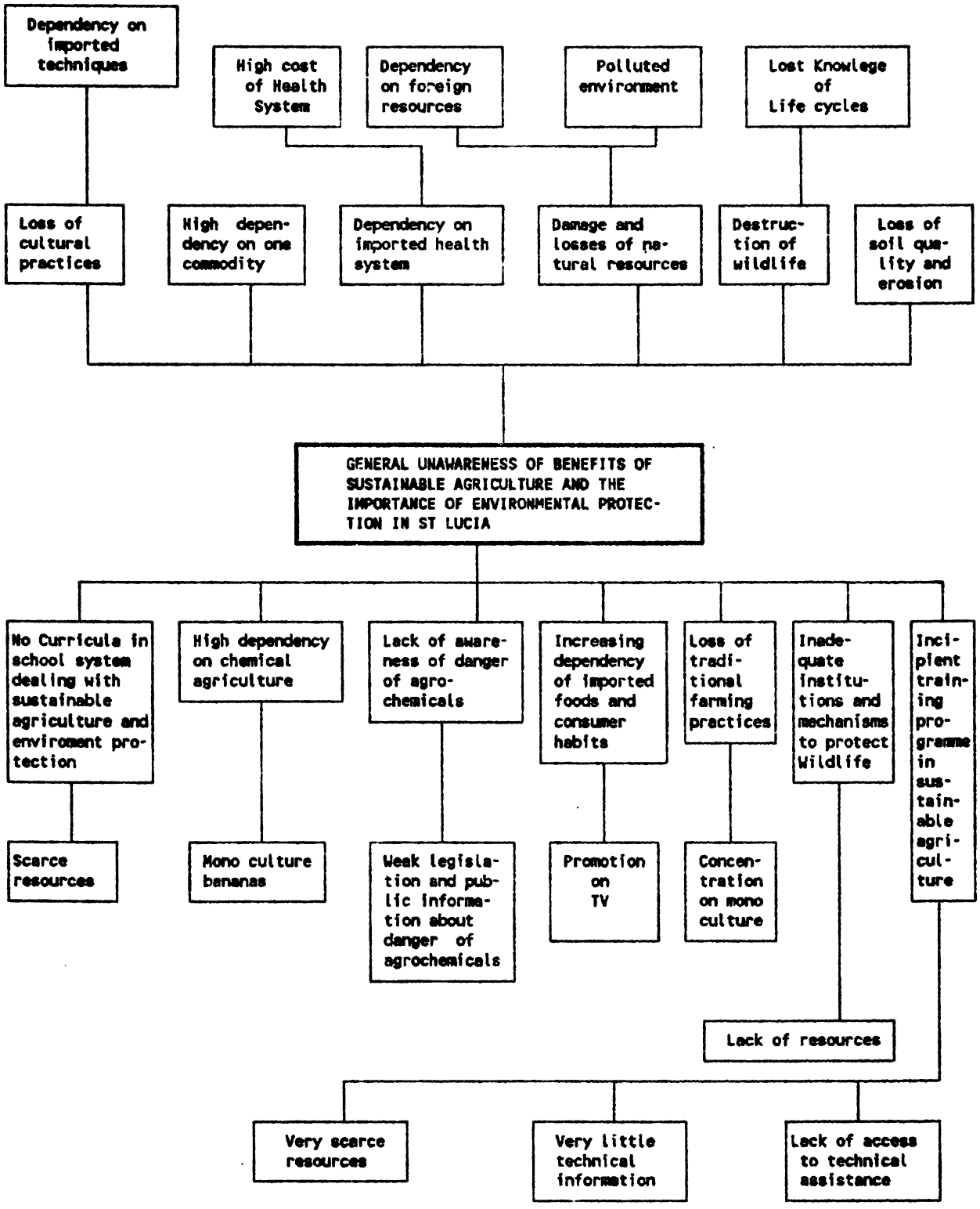


ANNEX 6

Problem Tree 4.0



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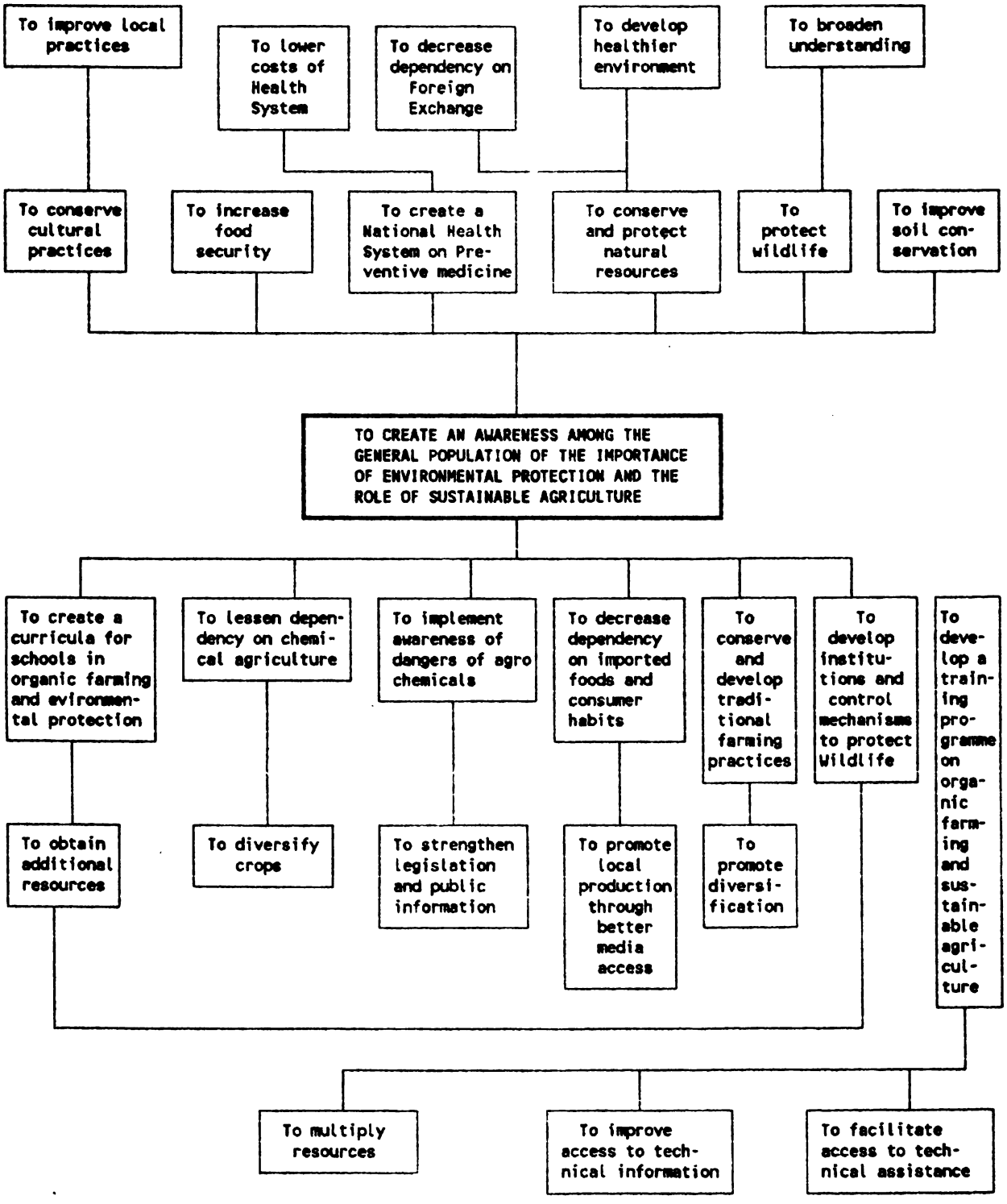
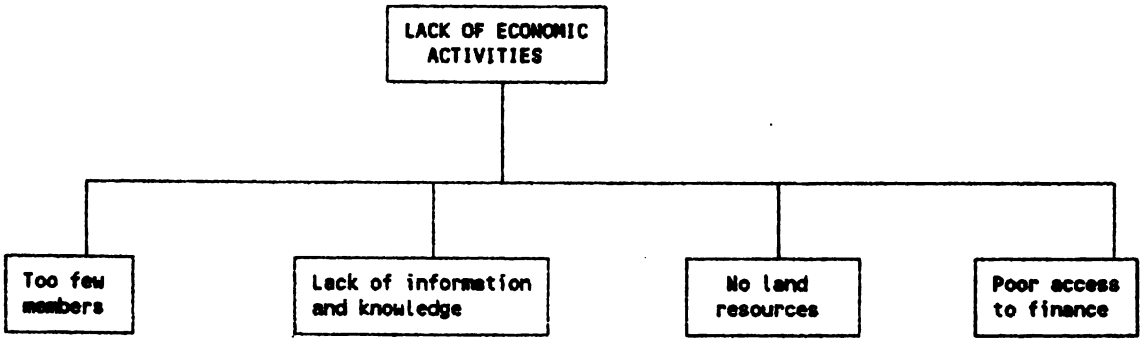
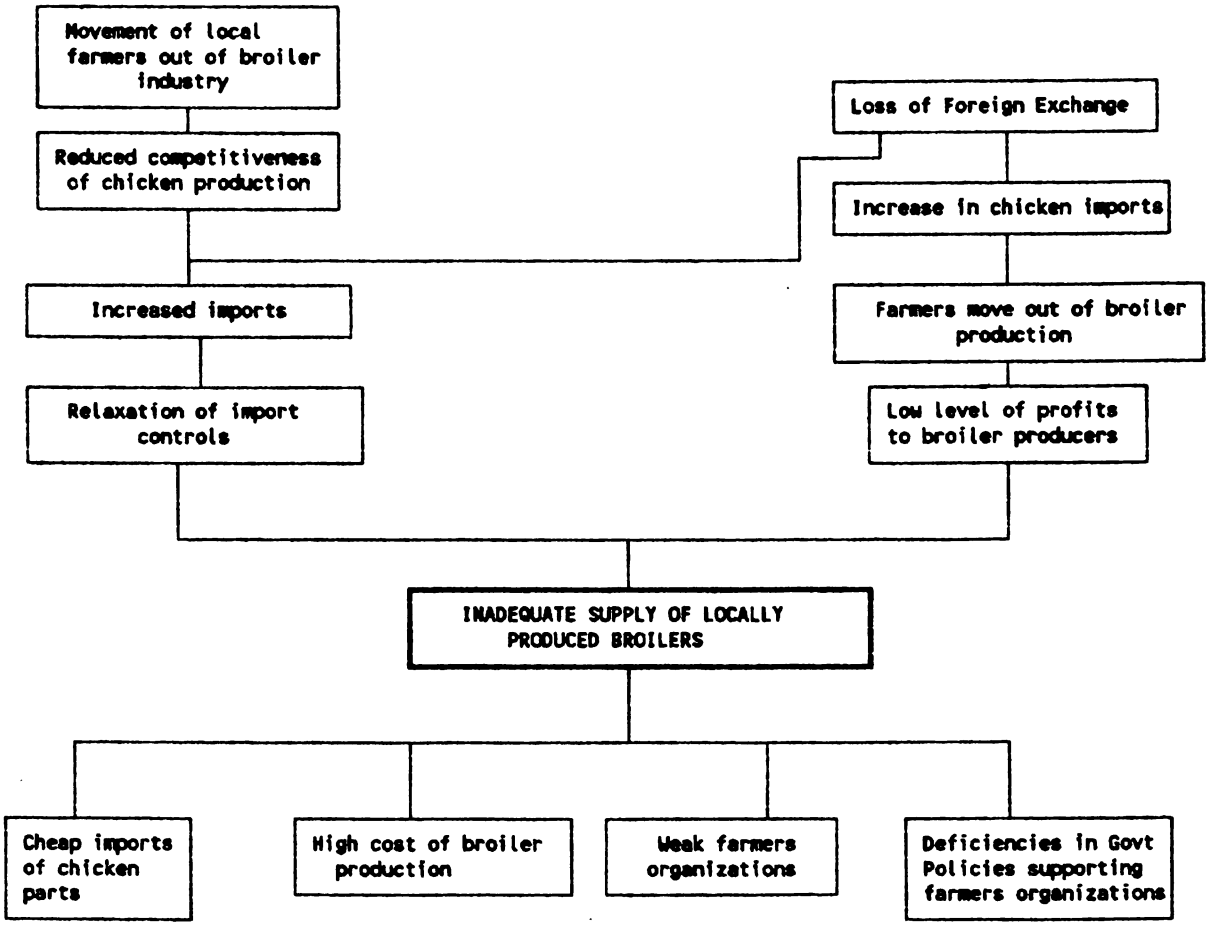


Annex 7

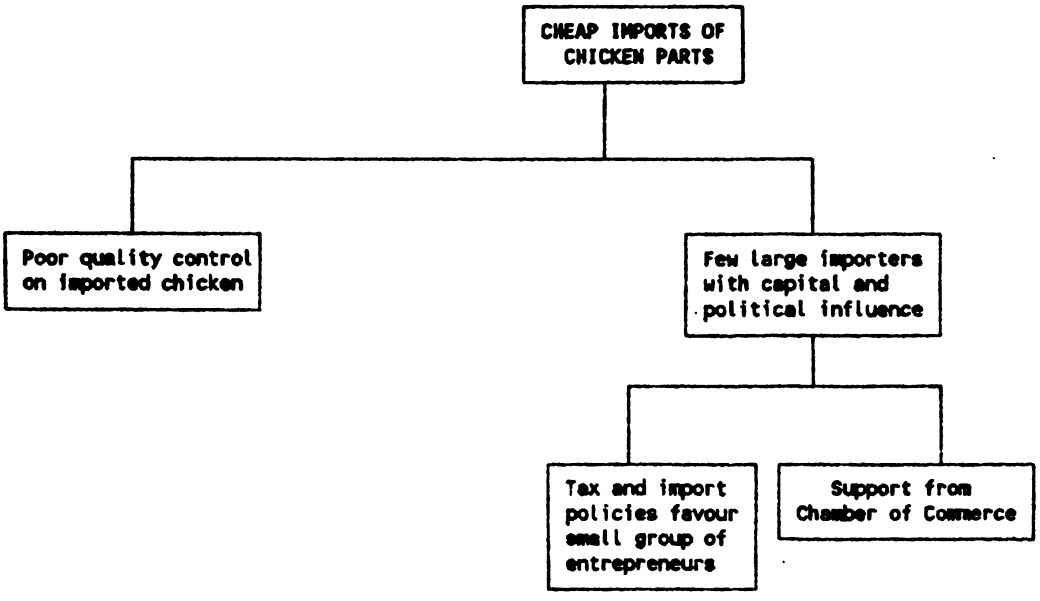
General Problem Tree - Belle Vue Vieux Fort Group



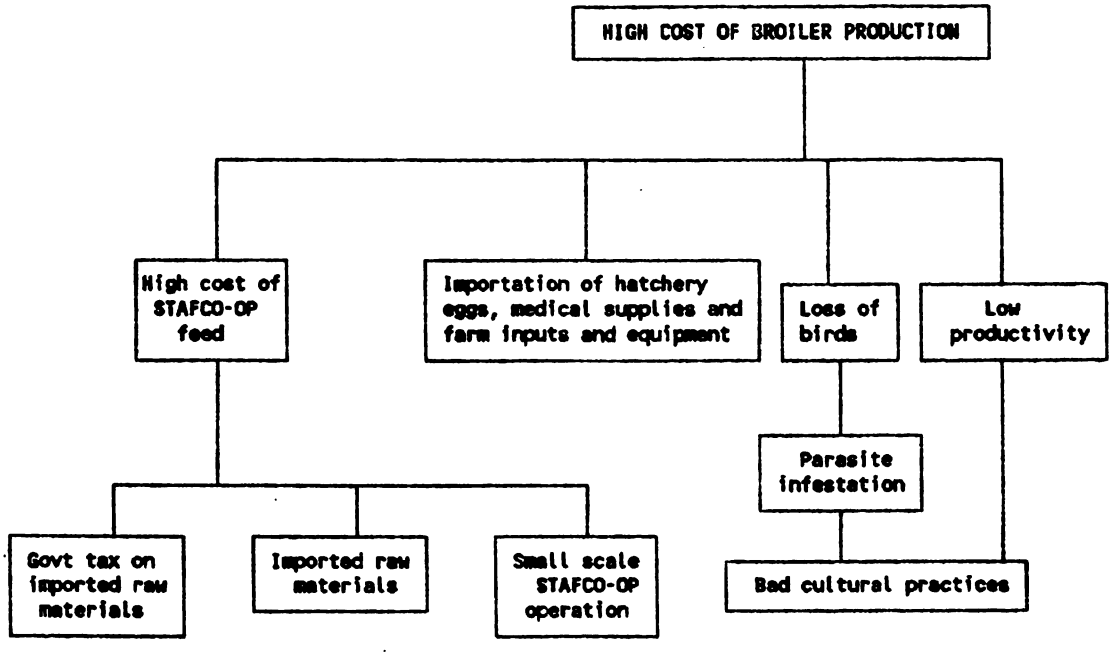
Problem Tree 5.0



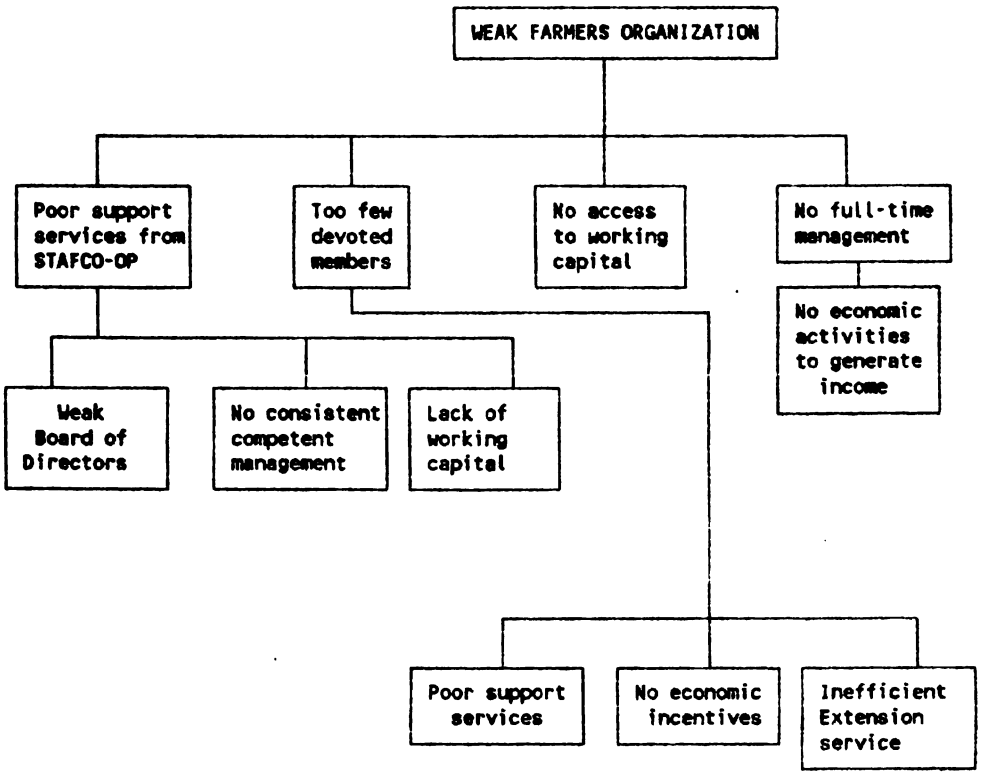
Problem Tree 5.1



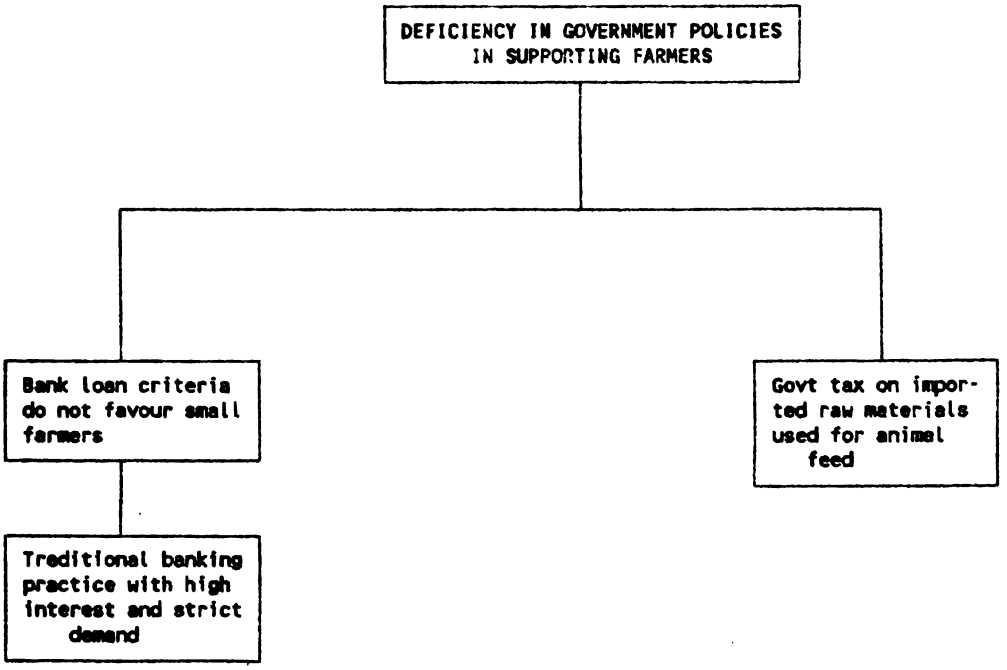
Problem Tree 5.2



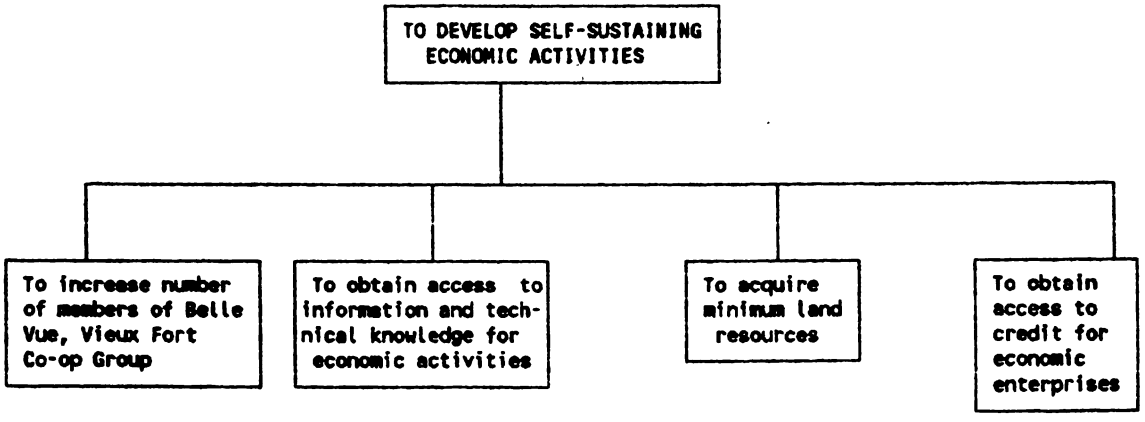
Problem Tree 5.3



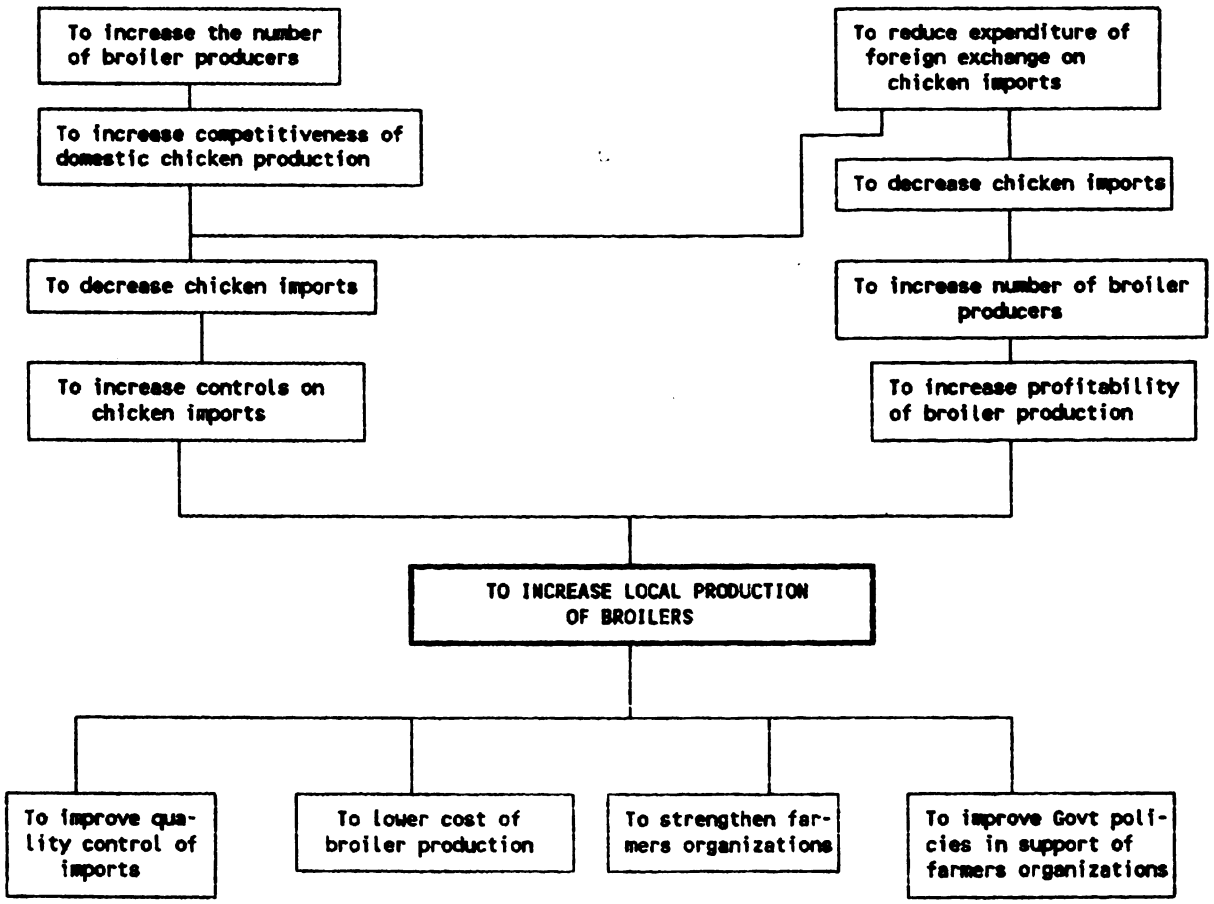
Problem Tree 5.4



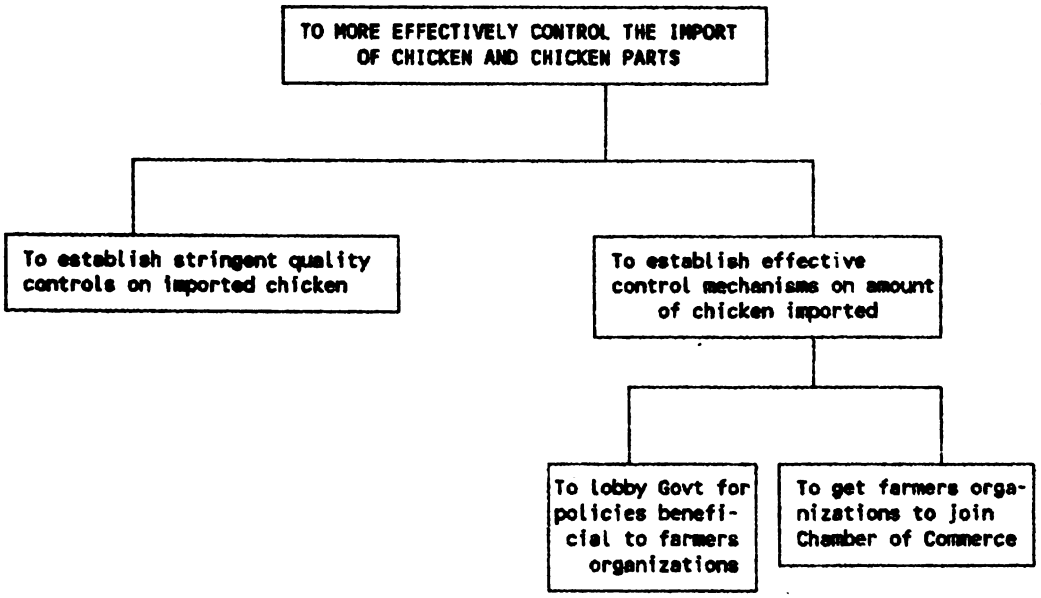
General Objective Tree - Belle Vue Vieux Fort Group



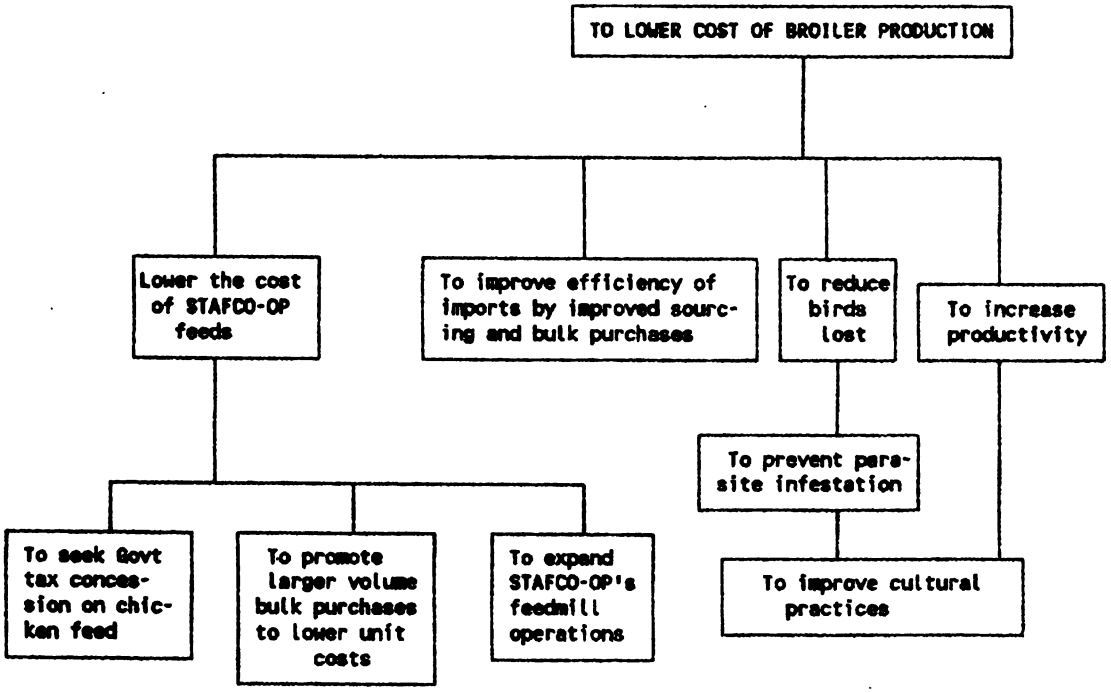
Objectives Tree 5.0



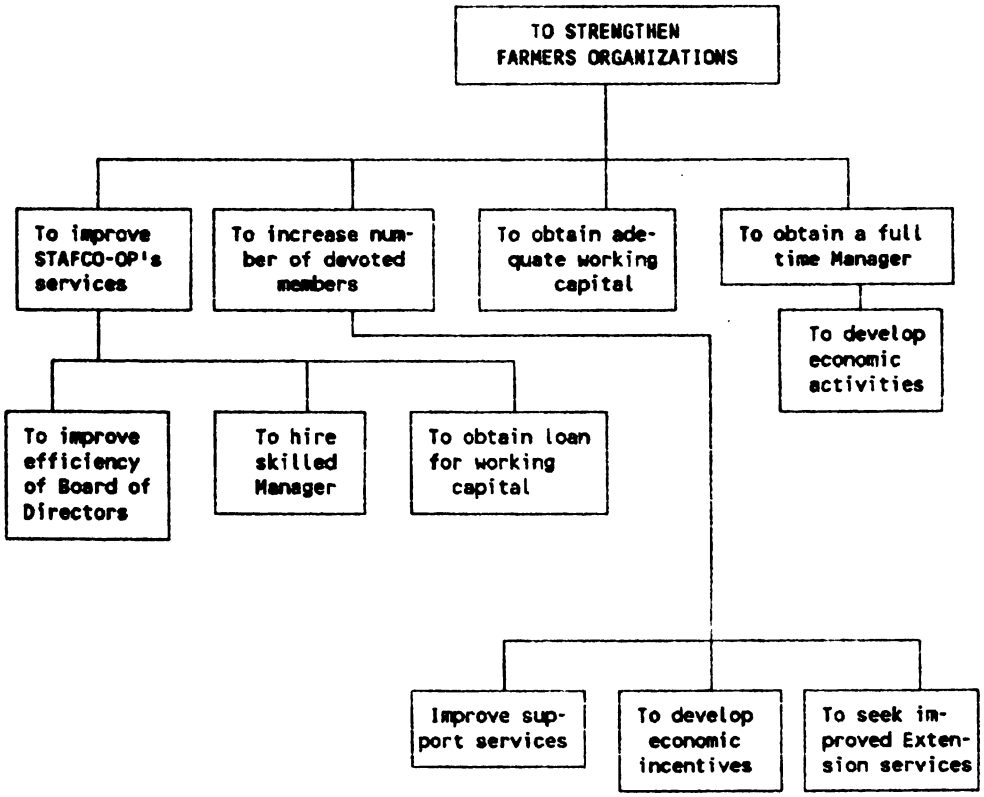
Objectives Tree 5.1



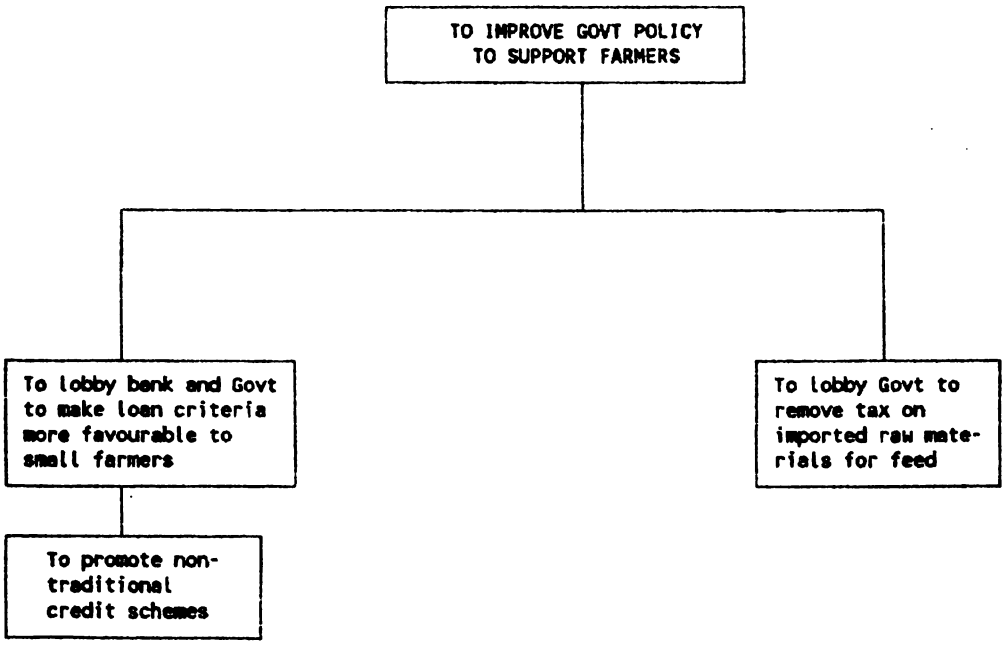
Objectives Tree 5.2



Objectives Tree 5.3

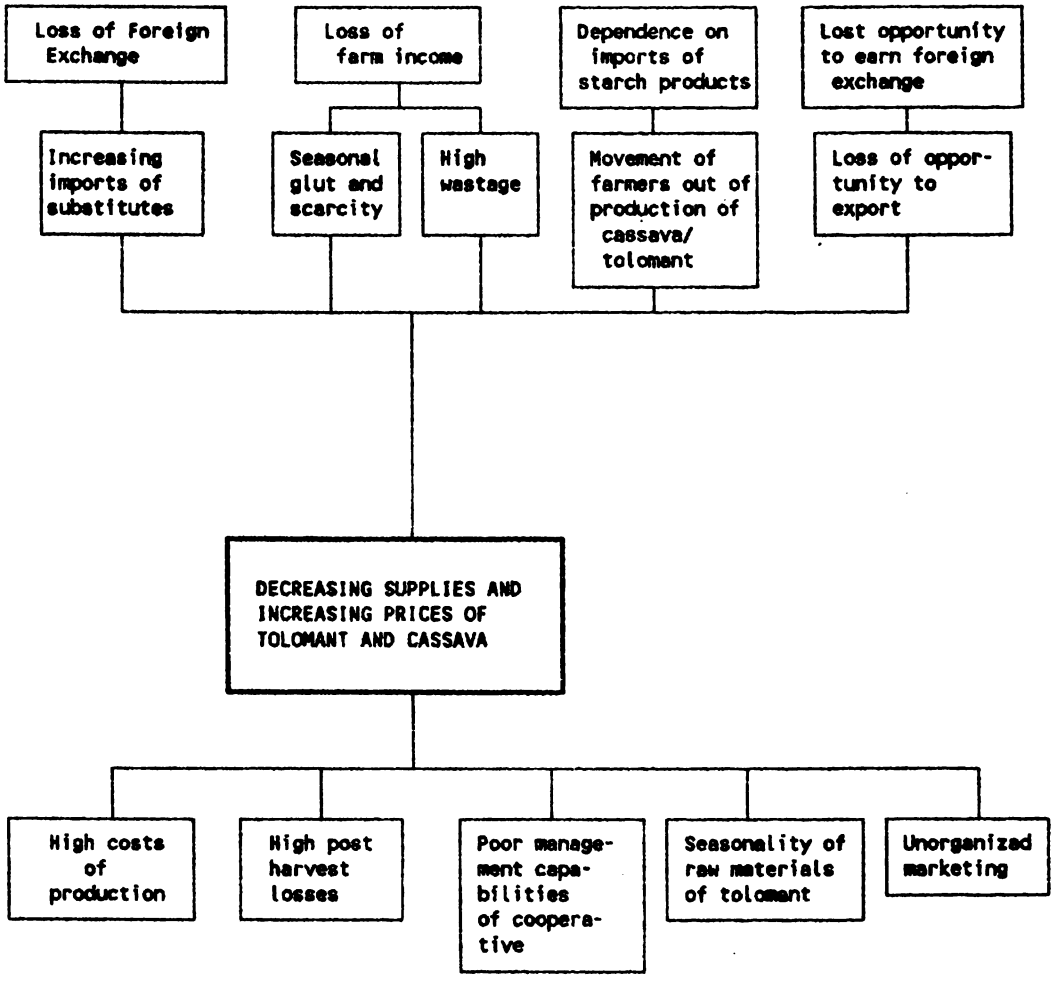


Objectives Tree 5.4

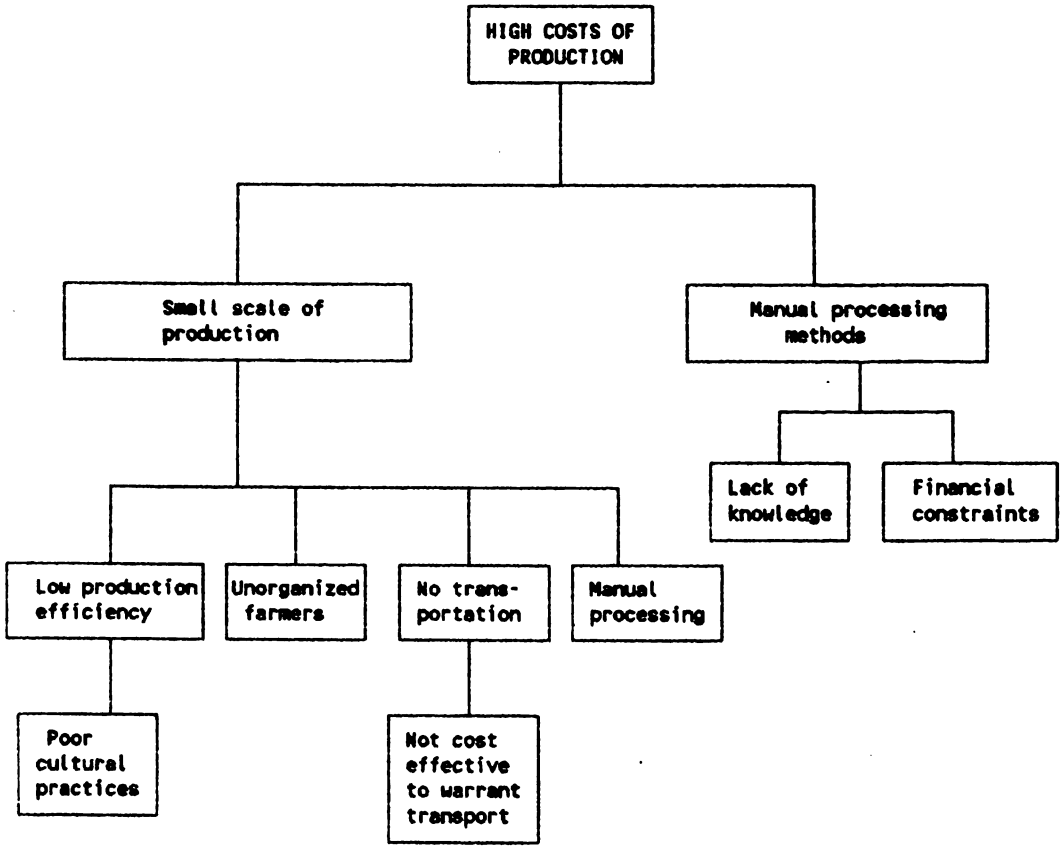


Annex 8

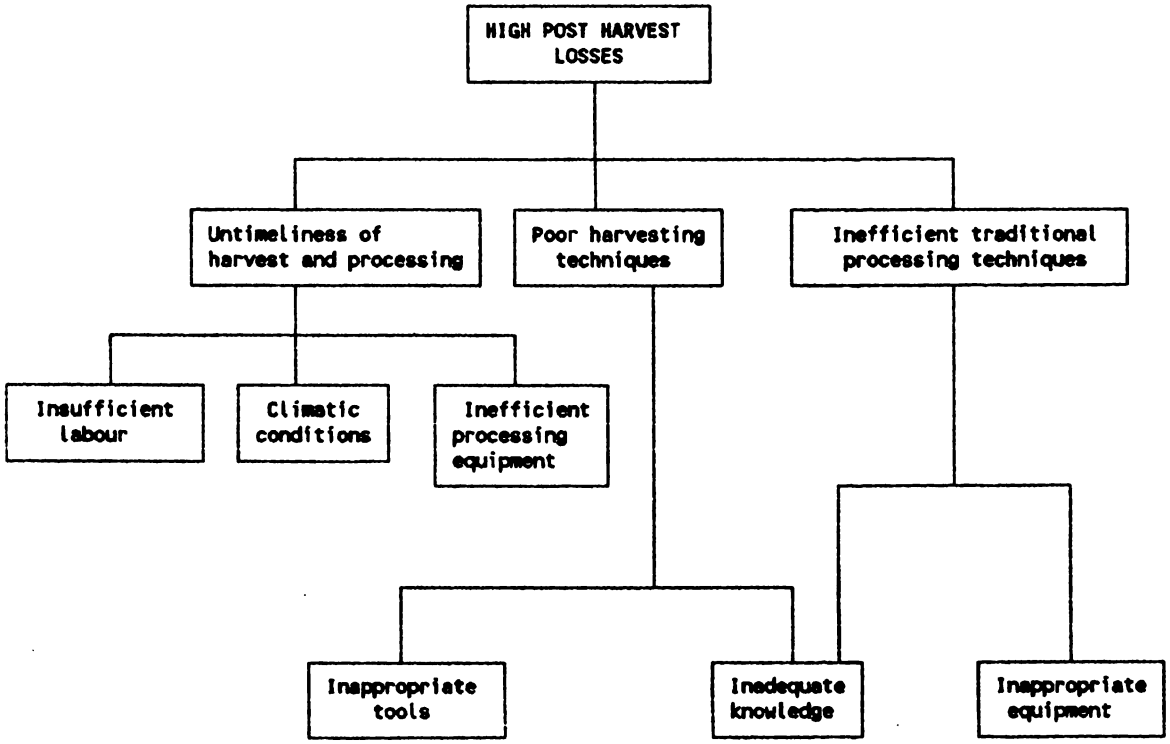
Problem Tree 6.0



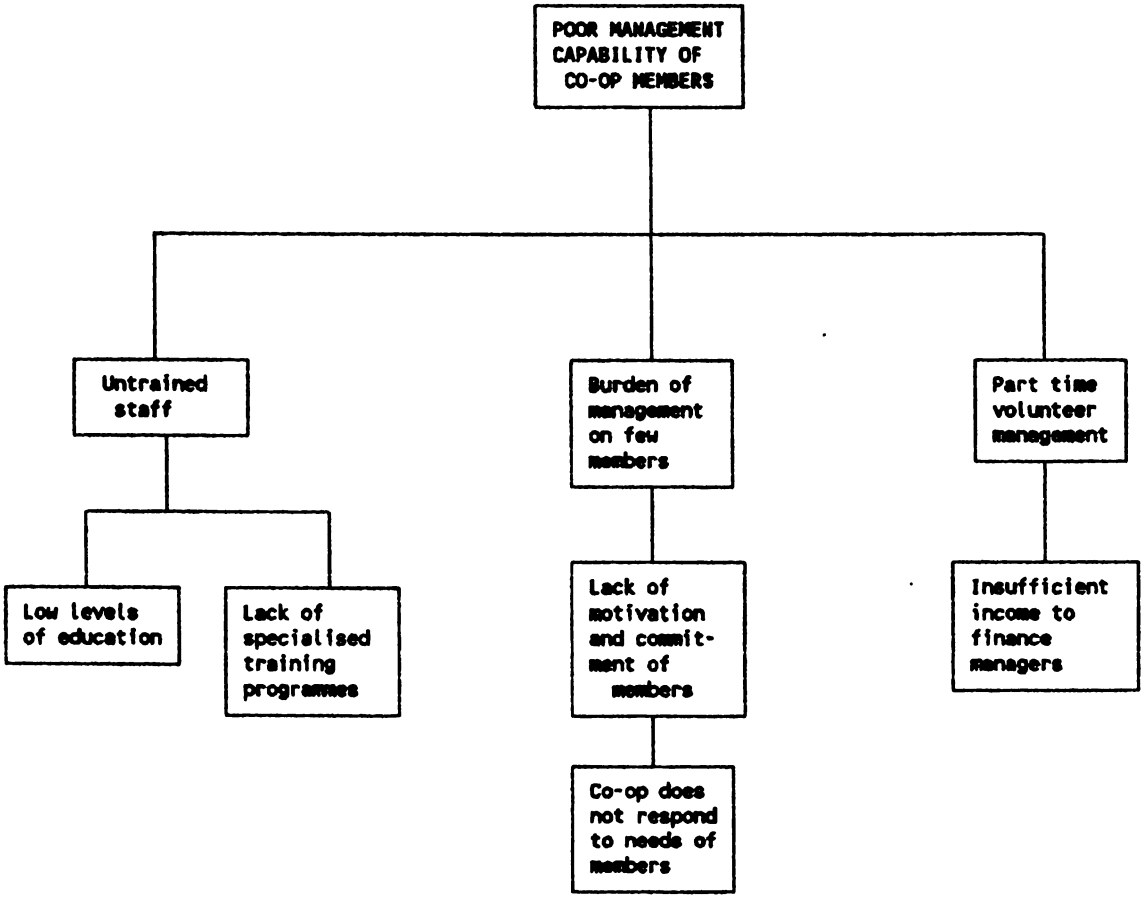
Problem Tree 6.1



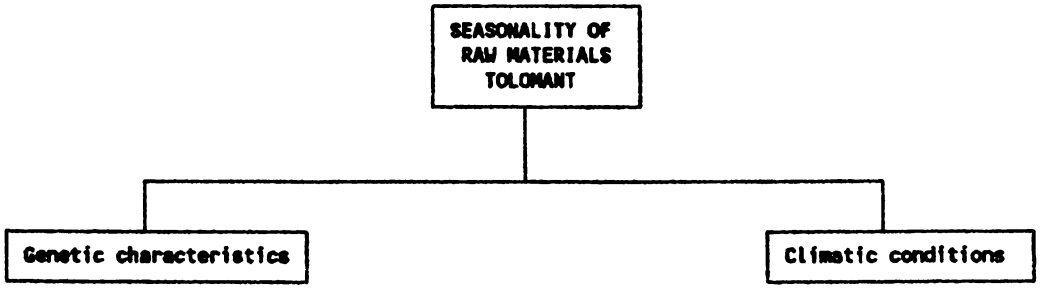
Problem Tree 6.2



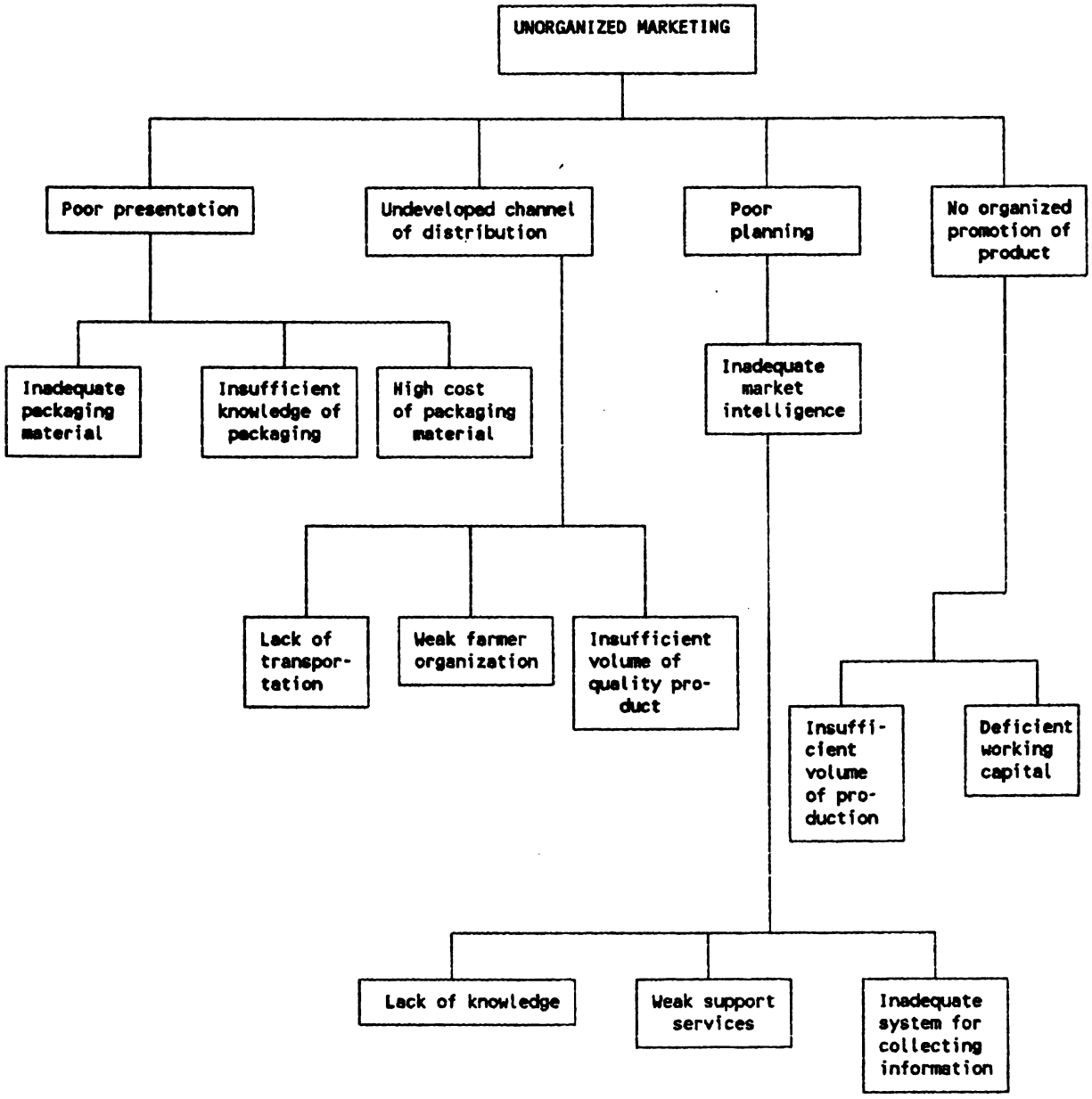
Problem Tree 6.3



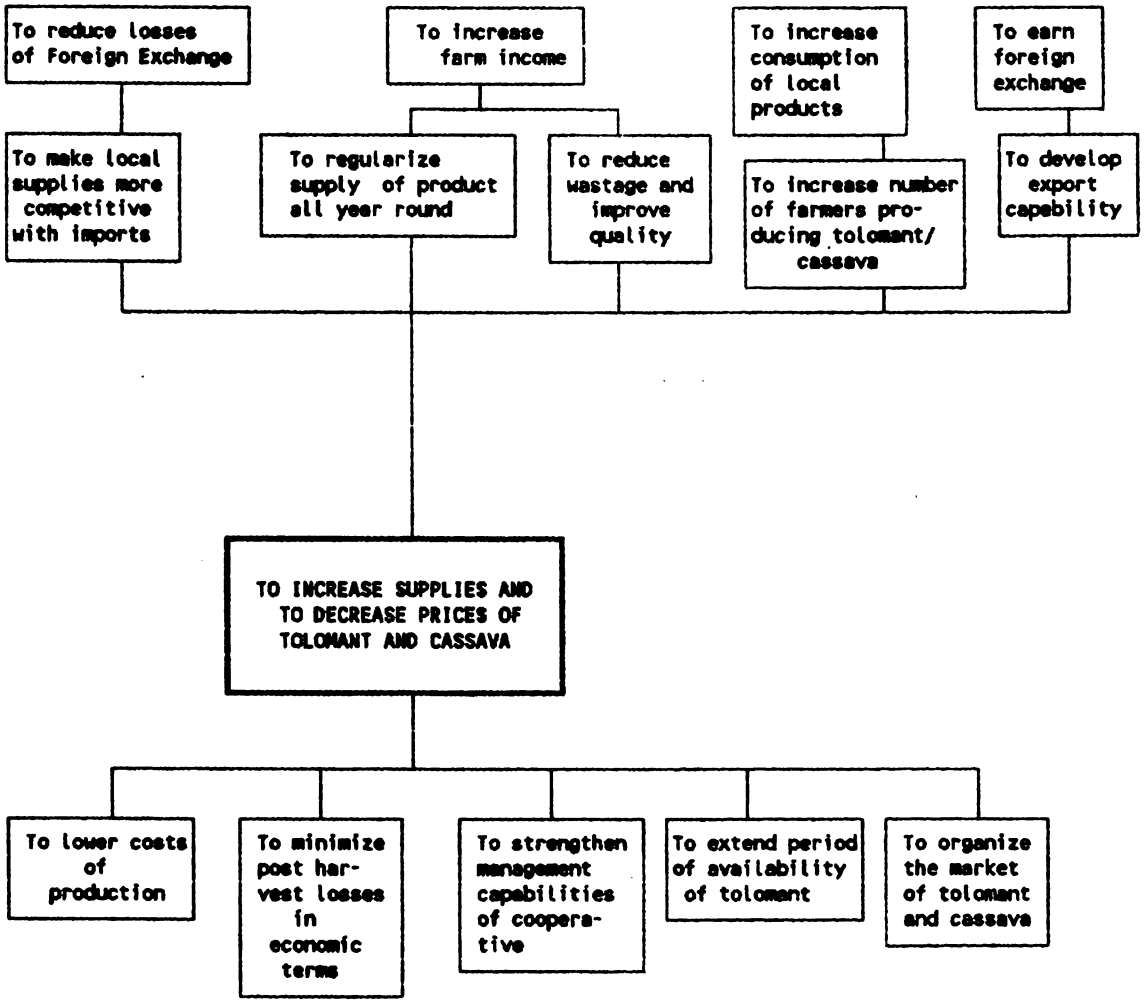
Problem Tree 6.4



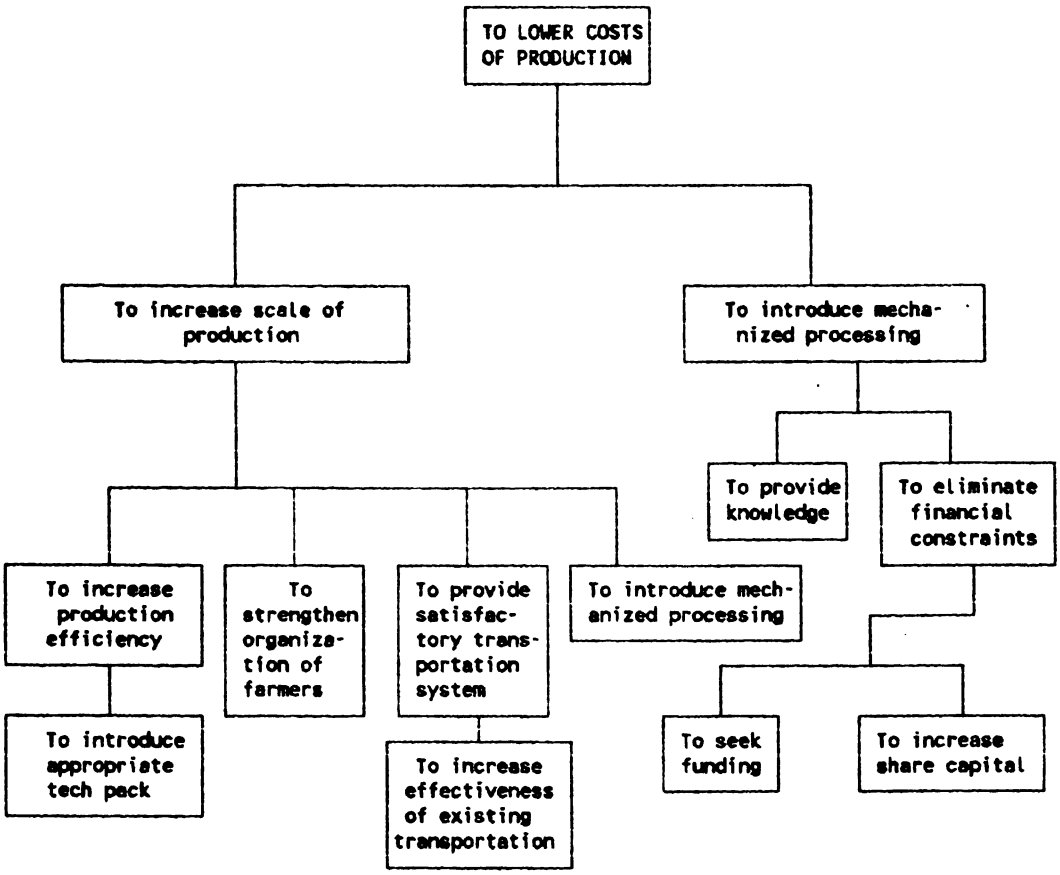
Problem Tree 6.5



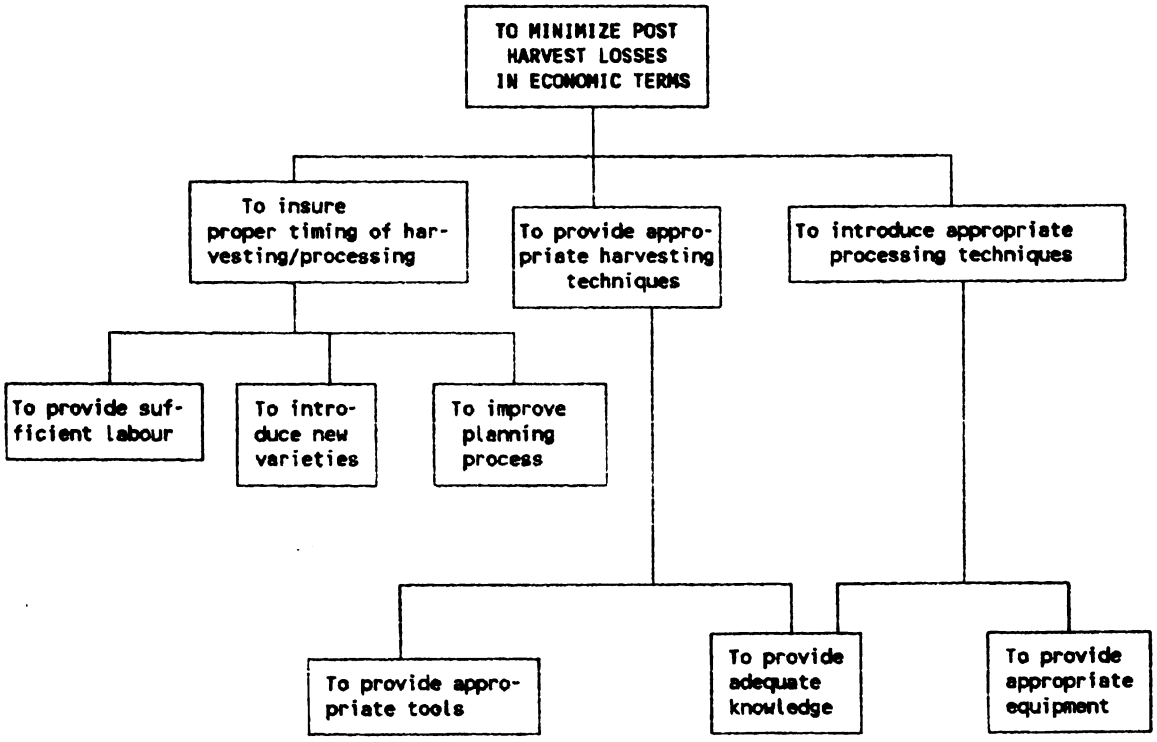
Objectives Tree 6.0



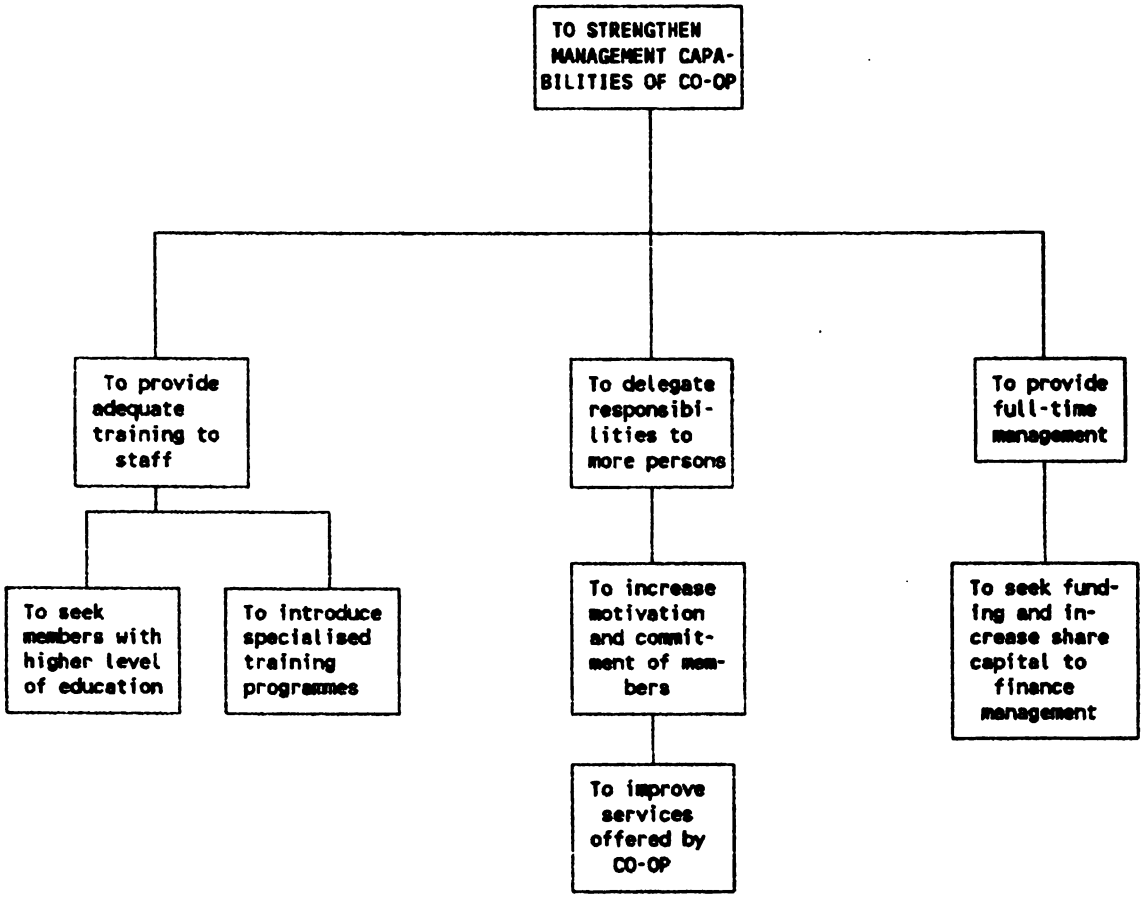
Objectives Tree 6.1



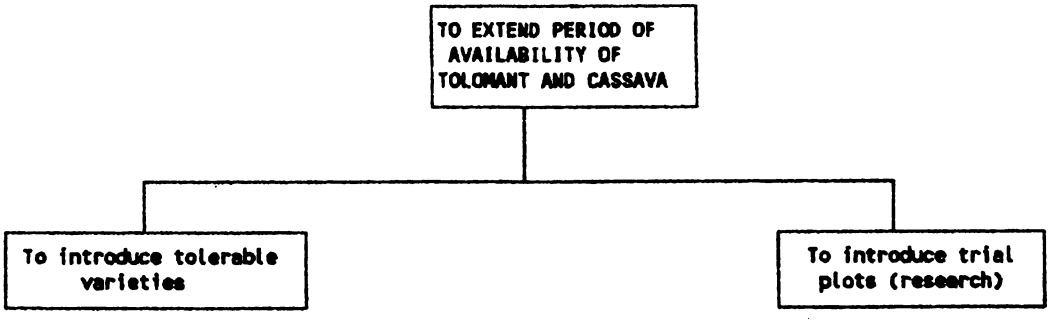
Objectives Tree 6.2



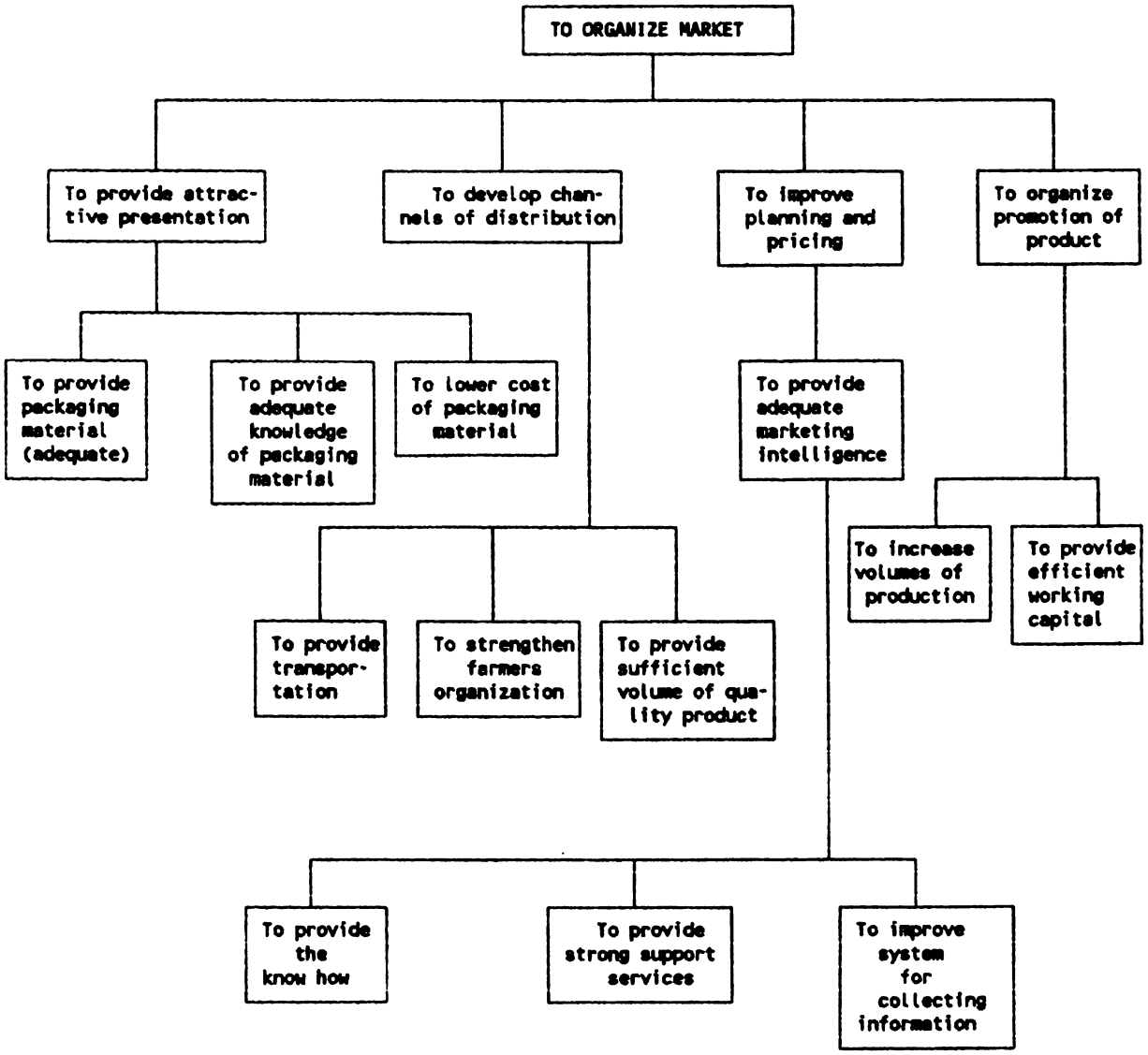
Objectives Tree 6.3



Objectives Tree 6.4



Objectives Tree 6.5



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