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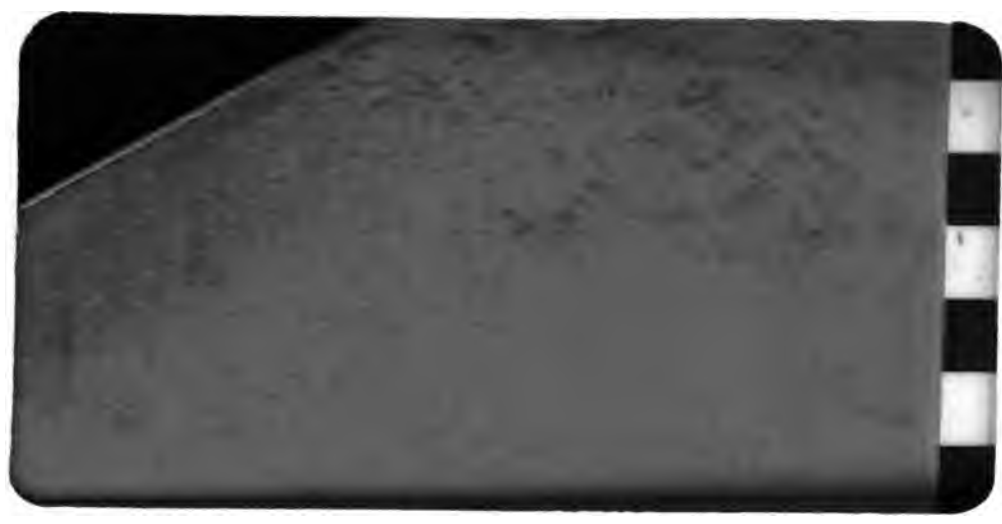
**PROFILES OF FARMER ORGANIZATIONS
IN ST VINCENT AND THE GRENADINES**

Rob Rittgers
Jerry La Gra

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"The view expressed in signed articles are those of the authors and do not necessarily reflect those of the Inter-American Institute for Cooperation on Agriculture"

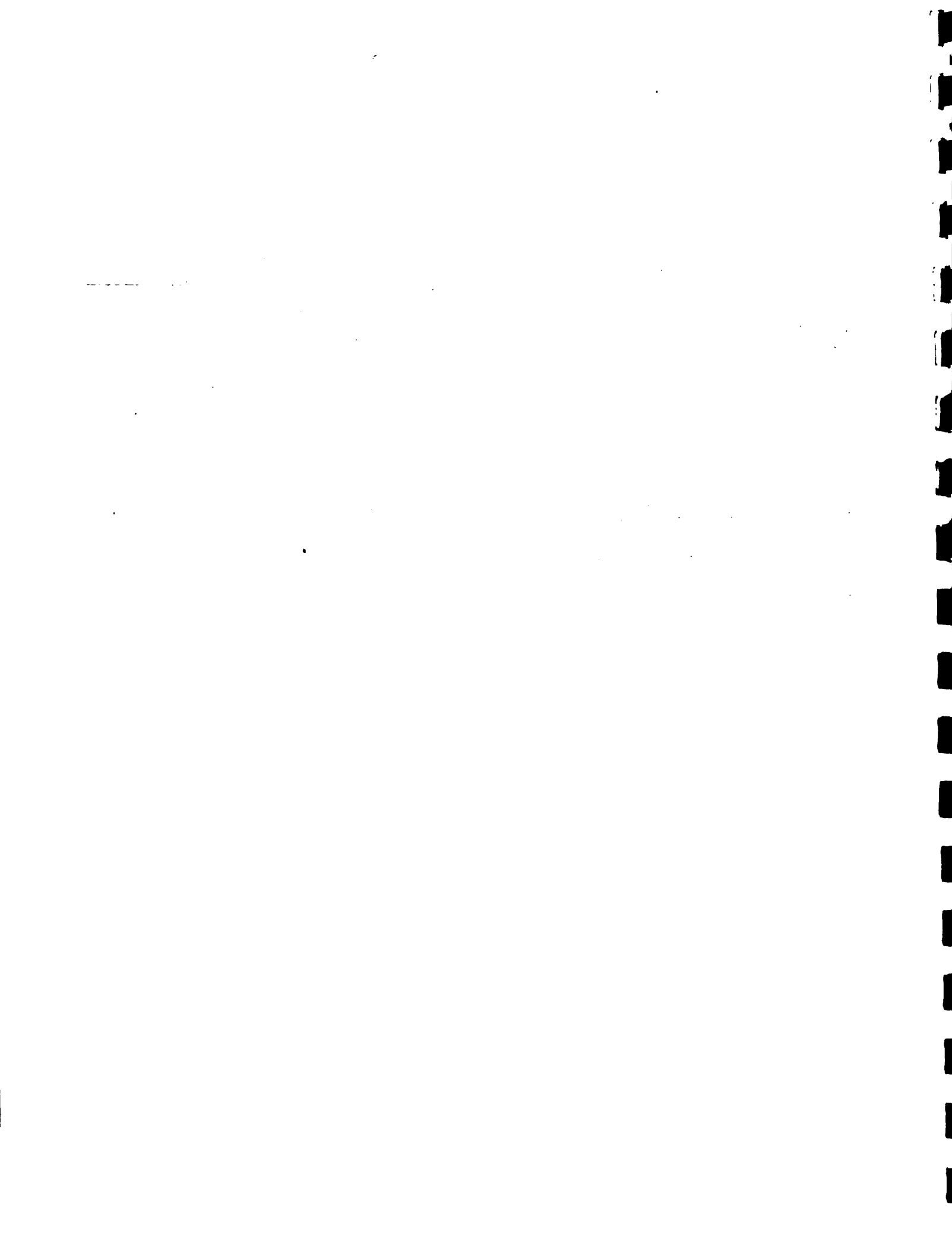
ACKNOWLEDGEMENTS

The collection of the information contained in this document was undertaken over a period of two years (1989-91). Some of the profiles are based on information collected by local consultants in 1987 and 1988. To avoid presenting out of date information the older profiles were updated in 1990. During the research process it was necessary to return many times to the same organizations and often the same individuals.

The authors would like to express their sincere appreciation to the numerous farmers, leaders of farmers organizations and representatives of support organizations who contributed their time and information to make this document possible.

Special thanks are given to Glenroy Brown, Kenneth Bonadie, Simeon Green, Clive Bishop and Samuel Scott for their assistance in preparing original drafts of some of the profiles. Also, thanks are due to Earl Wilkins (SP), Agricultural Officer, Ministry of Agriculture, Industry and Labour, for his coordination with farmers organizations in the collection of the information.

**Rob Rittgers
Jerry La Gra**



LIST OF ACRONYMS

AACFG	Akers, Argyle and Calder Farmers Group
ADC	Agricultural Development Corporation
ADCU	Agricultural Diversification Coordinating Unit
ANOVA	Vincentian Association of Organic Agriculture Movements
ART	Agency For Rural Transformation
AVT	Agricultural Venture Trust
BARD	Belize Agency For Rural Development
CAPS	Caribbean Advisory Professional Services
CARDATS	Caribbean Agricultural Rural Development Advisory and Training Service
CARDI	Caribbean Agricultural Research and Development Institute
CARICOM	Caribbean Community
CARIPEDA	Caribbean People's Development Agency
CATCO	Caribbean Agricultural Trading Company
CCA	Caribbean Conservation Association
CCC	Caribbean Conference of Churches
CCODP	Canadian Catholic Organization for Development and Peace
CDB	Caribbean Development Bank
CDD	Caribbean Development Division
CDP	Commission for the Development of Peoples
CDO	Carib Development Organization
CFA	Cane Farmers Association
CFC	Caribbean Food Corporation
CFDC	Caribbean Farmers Development Company
CFWD	Caribbean Foundation for World Development
CIDA	Canadian International Development Agency
CNC	Chateaubelair Multipurpose Co-operative
CTM	Chinese Technical Mission
CUSO	Canadian University Service Overseas
DCFRN	Developing Countries Farm Radio Network
DEVCO	Development Corporation of St. Vincent
DFU	Dominica Farmers Union
ECIAF	Eastern Caribbean Institute of Agriculture and Forestry
EEC	European Economic Community
FAO	Food and Agricultural Organization of the United Nations
FCCSL	Fancy Canadian Co-operative Society Limited
FRC	Folk Research Center
FTM	French Technical Mission
GFG	Glebe Farmers Group
GRENCODA	Grenada Community Development Agency
HIAMP	High Impact Agricultural Marketing and Production
HIVOS	Humanistisch Instituut voor Ontwikkelings Samenwerking
IAF	Inter-American Foundation
IFAD	International Fund For Agricultural Development
IICA	Inter-American Institute For Co-operation on Agriculture
IVS	International Volunteer Service
JEMS	Junction, Enhams, McCarthy and Surrounding Communities Progressive Community Organization
LFG	Lauders Farmers Group

Acronyms - continued

MCW	Ministry of Communications and Works
MAIL	Ministry of Agriculture, Industry and Labour
MOA	Ministry of Agriculture
NADO	National Alliance of Development Organizations
NAM	New Artists Movement
NCW	National Council of Women
NDF	National Development Foundation
NFA	National Farmers Association
NFU	National Farmers Union
NGO	Non-Governmental Organization
NLFM	North Leeward Farmers Movement
NRF	Natural Resources Foundation
NYC	National Youth Council
OAS	Organization of American States
OECS	Organization of Eastern Caribbean States
OGA	Onion Growers Association
OPAM	Organization Patriotique Des Agriculteurs Martiniquais
ORD	Organization for Rural Development
OXFAM	Oxford Committee for Famine Relief
PADF	Pan American Development Foundation
PFA	Pig Farmers Association
PFG	Pembroke Farmers Group
PFP	Projects For People
PHP	Presbyterians Hunger Program
PP	Projects Promotion Ltd.
RCWG	Rosehall Community Working Group
RDC	Rural Development Center
RFL	Rabacca Farms Limited
RPFG	Rosehall Progressive Farmers Group
RTC	Rural Transformation Collective
SCCVFG	Stubbs, Carrapan, Calder-Ridge, Victoria Village Farmers Group
SFADB	Small Farmers Agricultural Development Bank
SPAT	Small Projects Assistance Team
SPEAR	Society for the Promotion of Education And Research
SVAIA	St. Vincent Arrowroot Industry Association
SVBGA	St. Vincent Banana Growers Association
SVCIC	St. Vincent Chamber of Industry and Commerce
SVHA	St. Vincent Horticultural Association
SVHS	St. Vincent Horticultural Society
SVMC	St. Vincent Marketing Corporation
SVPFA	St. Vincent Pig Farmers Association
SVUT	St. Vincent Union of Teachers
TIMCO	Troumaca Independent Multipurpose Cooperative
TSBA	Traffickers Small Business Association
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VINSAVE	St. Vincent Save the Children Fund
WAND	Women and Development
WINBAN	Windward Island Banana Growers Association
WINFA	Windward Islands Farmers Association
WITCO	West Indian Tobacco Company

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**ADDRESSES AND CONTACTS FOR FARMERS ORGANIZATIONS
IN ST VINCENT AND THE GRENADINES**

- | | |
|---|---|
| <p>1. St Vincent Banana Growers Association</p> <p>Contact: Monty Eustace
Kingstown Box 10
Kingstown</p> <p>Tel: 809-45-71605 (BAG)</p> | <p>6. Fancy Canadian Cooperative</p> <p>Contact: O Bracken
Fancy P.O.
Fancy</p> |
| <p>2. Arrowroot Industry Association</p> <p>Contact: George Walker
Chairman of the Board
Kingstown P.O. 70
Kingstown</p> <p>Tel 809-45-71511 (AIA)</p> | <p>7. Lauders Farmers Group</p> <p>President: Wilberforce Emmanuel
Contact: Ken Peters V.P.
Lauders P.O.
Lauders</p> <p>Tel: 809-45-89153</p> |
| <p>3. AMOVA</p> <p>Contact: Clive Bishop
Campden Park P.O.
Campden Park</p> <p>Tel: 809-45-62185 (Work)
809-45-77126 (Home)</p> | <p>8. National Farmers Union</p> <p>President: Wilberforce Emmanuel
Kingstown P.O. 817
Kingstown</p> <p>Tel: 809-45-61457 (Work)</p> |
| <p>4. St Vincent Horticultural Association</p> <p>Contact: McGregor Brisbaria
Kingstown P.O. Box 111
Kingstown</p> <p>Tel: 809-45-61029 (Work)</p> | <p>9. Onion Growers Association</p> <p>President: Sydney Tucker
Contact: Cheryl Smith
Troumaca P.O.
Troumaca</p> <p>Tel: 809-45-82425 (Home)</p> |
| <p>5. Chateaubelair Multipurpose Cooperative</p> <p>President: Ainsley Browne
Chateaubelair P.O.
Chateaubelair</p> <p>Tel: 809-45-82305</p> | <p>10. Organization for Rural Dev.</p> <p>Chairman: Jethro Green
Contact: Kenneth Bonadie
Kingstown P.O. 827
Kingstown</p> <p>Tel: 809-45-71298 (Work)</p> |

ADDRESSES AND CONTACTS FOR FARMER ORGANIZATIONS - CONTINUED

11. Rabacca Farms Limited
Contact: Basil Williams
or Henry Keizer Fin. Ctrl.
Orange Hill
Tel: 809-45-86223 (Work)
12. Rosehall Community Working Group
Contact: Cadis Stapleton
Rosehall P.O.
Rosehall
Tel: 809-45-82266 (Home)
13. Rural Development Centre
President: Clive Stapleton
Rosehall P.O.
Rosehall
Tel: 809-45-82370 (Home)
14. Troumaca Independent Multi-Purpose Cooperative
Contact: (inactive)
15. Traffickers Small Business Association
President: Norman Pemberton
Contact: Norman Pemberton
Kingstown Box 134
Tel: 809-45-62766
16. Akers, Argyle and Calder Group
Contact: Mrs Carmin Bullock
Calder Village P.O.
Calder Village
Tel: 809-45-84725 (Work)
809-45-85611 (Home)
17. Barrouallie Progressive Farmers Group
President: Avon Davis
Barrouallie P.O.
Barrouallie
Tel: 809-45-87321 (Home)
18. Glebe
President: Kenneth Raggette
Contact: Carlton Dickson
Barrouallie P.O.
Barrouallie
Tel: 809-45-87240
19. Pembroke Farmers Group
Contact: Bernard Punnett
Pembroke P.O.
Pembroke
Tel: 809-45-87283
20. Pig Farmers Association
President: Eli Samuel
Barrouallie P.O.
Barrouallie
Tel: 809-45-87701
21. Stubbs, Carrapan, Calderridge, Victoria Village Farmers Group
Contact: Renalto Gums
(extension officer)
Tel: 809-45-61904 (Home)

ADDRESSES AND CONTACTS FOR SUPPORT ORGANIZATIONS

**1. Jems Progressive Community
Organization**

**President: Wilberforce Emmanuel
Contact: Ken Peters V.P.
Lauders P.O.
Lauders**

Tel: 809-45-69614

**4. Windward Islands Farmers
Association**

**Contact: Robert Fitzpatrick
PO Box 817
Grenville Street
Kingstown**

Tel: 809-45-62704

**2. National Alliance of
Development Organization**

**Contact: Angelica Partick
Verbeke Center Building
Kingstown**

Tel: 809-45-62962 (Work)

**5. Caribbean People's Development
Agency**

**Contact: Adrian Fraser
Tryell Street
PO Box 1123
Kingstown**

Tel: 809-45-72953

3. Projects Promotion Ltd

**Contact: Cecil Ryan
PO Box 1443
Grenville Street
Kingstown**

Tel: 809-45-72604 (Work)

**LOCATION OF FARMER ORGANISATIONS
IN ST. VINCENT AND THE GRENADINES**

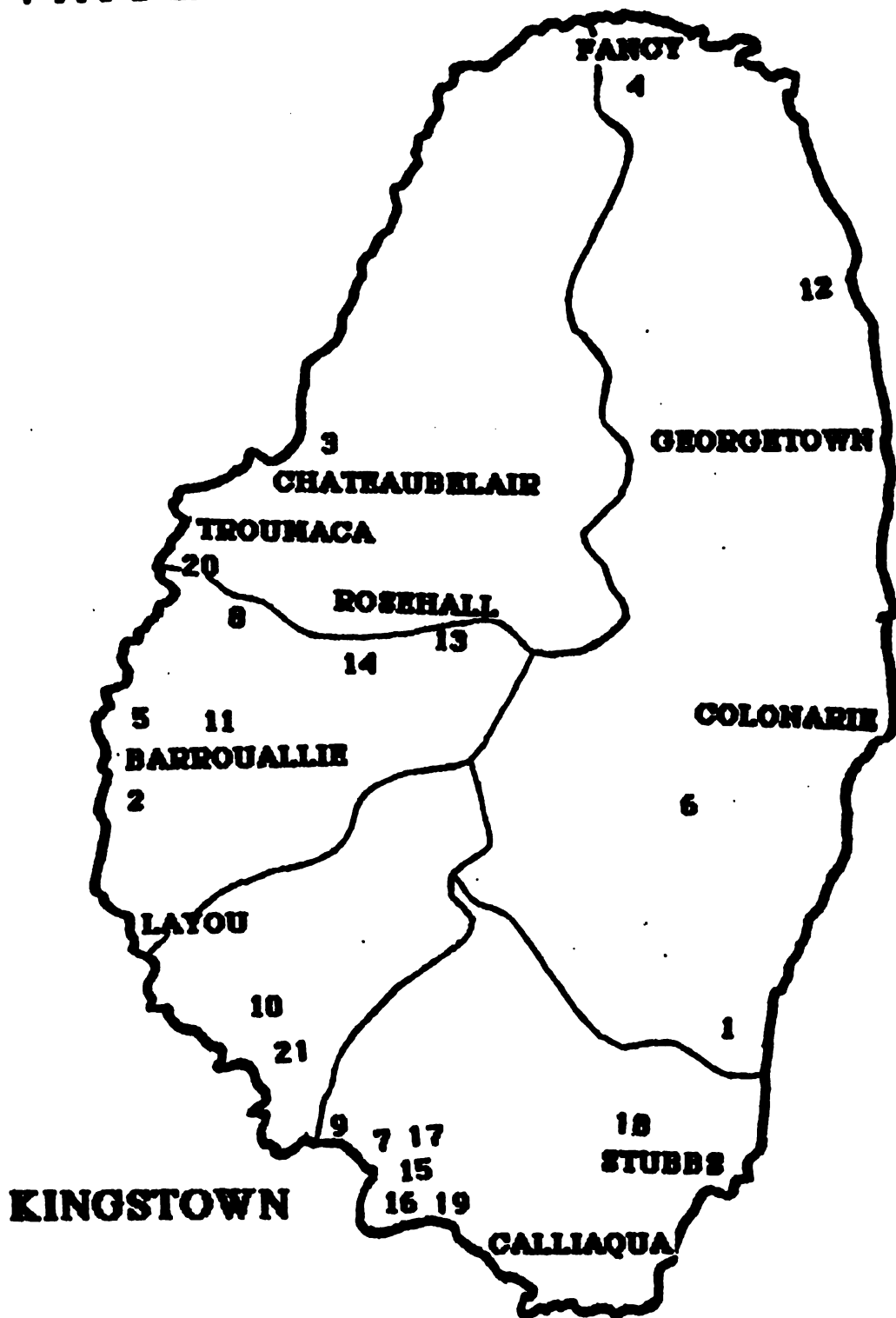
MAP REFERENCE KEY

1. Akers, Argyle and Calder Farmers Group
2. Barrouallie Progressive Farmers Association
3. Chateaubelair Multi-Purpose Cooperative Ltd.
4. Fancy-Canadian Co-operative Society Ltd.
5. Glebe Farmers Group
6. Lauders Farmers Group
7. National Farmers Union
8. Onion Growers Association
9. Organization for Rural Development
10. Pembroke Farmers Group
11. Pig Farmers Association
12. Rabacca Farms Limited
13. Rosehall Community Working Group
14. Rural Development Center
15. St. Vincent Arrowroot Industry Association
16. St. Vincent Banana Growers Association
17. St. Vincent Horticultural Association
18. Stubbs, Carrapan, Calder-Ridge, Victoria Village
Farmers Group
19. Traffickers Small Business Association
20. Troumaca Independent Multi-Purpose Co-operative
21. Vincentian Association of Organic Agricultural
Movements Ltd.

The following organizations have their headquarters in
Kingstown with membership scattered throughout the island:

7. National Farmers Union
9. Organization for Rural Development
15. St. Vincent Arrowroot Association
16. St. Vincent Banana Growers Association
17. St. Vincent Horticultural Association
18. Traffickers Small Business Association

ST. VINCENT



INTRODUCTION

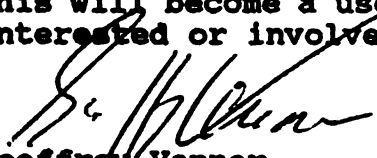
The recognition of the important role played by small farmers in the development process is gathering momentum. Governments throughout the region, as well as regional and international assistance organizations, appreciate that small farmers cannot be effective producers without having access to important services such as marketing, farm inputs, credit and technical assistance to develop managerial capabilities. Likewise the conclusion is being reached that: the best way to improve conditions and services for small farmers is by strengthening farmer organizations. The supply of farm inputs, transfer of technology, technical assistance, credit and marketing are all much more effective when farmers and their organizations are actively involved in providing the service.

Equally well recognized is the fact that both human and financial resources are scarce and that neither private nor public sector institutions can supply all the necessary services at the farm level. This situation leads to the conclusion that the most practical approach for improving the delivery of required services is through a joint effort between public sector institutions and farmers organizations.

In January of 1988, the Inter-American Institute for Cooperation on Agriculture (IICA), in close coordination with the respective Ministries of Agriculture, initiated the project Strengthening of Farmers Organizations in the OECS. This project includes the development of an information base on farmers organizations in each participating country. As part of the project, documents such as this have been published in Antigua and Barbuda, Dominica and St Lucia.

Farmers organizations in St Vincent and the Grenadines have evolved over a period of at least 60 years, since the formation of the St Vincent Arrowroot Industry Association in 1930. During this period many groups have been formed. Some have died while others struggle on with varying degrees of success. The purpose of this document is to present basic information on these farmers organizations and the support institutions which are present in 1991. Information includes background, experiences, organizational structure and management.

The Ministry of Agriculture, Industry and Labour and the Inter-American Institute for Cooperation on Agriculture hope that this will become a useful reference document for all those persons interested or involved in rural development.


Geoffrey Venner
Permanent Secretary
Ministry of Agriculture,
Industry and Labour


Franz C Alexander
IICA Representative in the OECS

EXECUTIVE SUMMARY

This document contains 15 profiles of established farmers or farmer related organizations, 6 profiles of farmers organizations in formation and 5 rural development support organizations. Only two of the organizations have been in existence for more than 15 years: The St Vincent Arrowroot Industry Association (SVAIA), formed in 1930, and the St. Vincent Banana Growers Association (SVBGA), formed in 1954. All the other organizations were formed in the 1970s and 1980s.

Farmers Organizations

Of the total of 21 farmers or farmer related groups, only 11 are legally registered organizations (Table 1).

The sum total of members of the 21 organizations is 13,720. Excluding the 10,797 members (7,355 considered active) of SVBGA, the 1,200 members of NFU and the estimated 1,070 members of ORD, leaves 653 members distributed across 17 organizations (Rabacca Farms excluded). Of these 17 farmers organizations, the smallest is Akers, Argyle and Calder Farmers Group (16 members) and the largest is Chateaubelair Multi-Purpose Co-operative, with 79 members (Table 1).

In respect to their level of activity, most (13) are considered active. One, Pembroke Farmers Group, is considered inactive. One, Troumaca Independent Multi-Purpose Co-operative, is being revived. The remaining 6 organizations (SVBGA, SVHA, CMC, Lauders, Onion Growers and ORD) are considered to be vibrant (Table 1).

A number of the organizations are specialized in specific commodities, for example bananas (SVBGA), arrowroot (SVAIA), onions & tomatoes (OGA), sorrel (Barrouallie), flowers (SVHA), pork (PFA) and one group is specialized in the transport service (Fancy-Canadian Co-operative Society ltd.). Most groups, however, produce a variety of fruits, vegetables and food crops. Of the total number of farmers organizations, only one (Pig Farmer Association) is involved in animal production (Table 1).

Table 2 indicates the different types of services offered by each of the farmers organizations to its members. Information is made available to members by 17 of the 20 groups listed. Training is provided by 11 of the groups, 10 provide marketing services and 9 supply farm inputs. Seven reported offering some type of credit, 5 provide technical assistance and 3 carry out or support some form of research.

Support Organizations

The principal support institutions providing assistance directly to farmers organizations in St Vincent & the Grenadines are identified in Table 3. Of the 12 selected support institutions, the Ministry of Agriculture (MOA) assists 18 of the 19 farmers organizations. The National Development Foundation (NDF) provides assistance to 12 of the groups and CARDI assists 9 of them. Other remaining 9 support organizations, each assists between 3 and 6 farmers organizations.

In addition to the support organizations identified in Table 3, there are a number of other regional and international support organizations which either have in the past or are presently providing services to rural organizations in St Vincent and the Grenadines. These are identified, along with national support organizations, in Table 4, in respect to the types of services they offer. As can be observed, 16 different groups provide assistance in training, 14 provide finance, 13 information, 12 technical assistance, 11 networking services, 7 provide assistance in project formulation, 6 supply farm inputs and 4 offer direct or indirect assistance in marketing.

Analysis of Present Situation

In general, farmers organizations in St Vincent & the Grenadines can be considered weak, with the one exception of the St Vincent Banana Growers Association. Out of the 21 groups studied, 6 were considered vibrant (Table 1) but even these can be considered weak in terms of farmer participation, managerial capabilities and level of services offered to members. If there is an exception it would be the SVBGA.

Many of the groups of farmers in SVG are of recent formation and only one more than half (11) are legally registered. Although some of these new groups seem to have some potential, their vibrancy may be more a function of their recent formation than of long-term economic sustainability.

Any rural organization to be effective (that is, developing the ability to provide on-going and useful services to its members), must have full-time and capable management. Management must be directed by a competent Board of Directors. Twenty-one farmers organizations therefore requires 21 managers and 21 boards of directors. In a small country, with a small population and very scarce resources, the proliferation of a large number of small rural organizations is probably a mistake.

Farmers require markets for their produce and basic services such as supply of farm inputs, credit and technical assistance, at the minimum. Of all the organizations in SVG, the only one achieving a high level of success in providing such services has been the SVBGA. It should be noted that the active membership of the SCBGA is more than twice that of all the other organizations combined (7,355 vs 2923). This large membership is undoubtedly one of the reasons that make such services cost effective.

Much can be learnt from the banana model as to the ingredients of a successful model of farmer organization, for example:

- an inter-institutional team approach has been used with active support from farmers, farmers organizations, entrepreneurs, governments and donor organizations;
- market risk has been minimized;
- farmers receive all necessary services, and
- farmers receive income on a regular basis.

The banana model also teaches that markets exist for individual commodities and not groups of commodities. Successful efforts at marketing therefore will require utilizing a commodity systems approach, resolving priority problems throughout a commodity system. Since most of the farmers organizations in SVG are producing and/or marketing more than one commodity, the design of effective production and marketing programmes becomes even more complicated. This indicates the need to prioritize a few crops with market opportunity.

Given the production and marketing of multiple crops and the corresponding wide variety of problems, attempts at solutions have varied greatly and have included a large number of support organizations, each with different agendas. With a large number of "support" organizations, moving in different directions, scarce resources have not been utilized to a high level of efficiency.

On the positive side, SVG has accumulated a great deal of experience with farmers organizations over the past two decades. These diverse experiences have led to a general consensus as to priority problems:

- weak markets;
- poor management;
- difficult access to credit;
- poor access to farm inputs;
- inadequate transportation, and
- poor planning and follow through on project development.

A number of farmers organizations have accumulated experiences over the past decade which should not be lost whereas some of these experiences are documented here, there is need for additional research and documentation through case studies, as a means of guiding future development.

The existence of a large number of support institutions with technical and financial resources is an added bonus but only if they work together towards a common goal. Were the available resources to be organized effectively and directed towards a common strategy a significant impact could be achieved.

The presentation of the information contained in this document is only a first step. The next step will require key participants to join together in the definition of a plan of action. The third step will be the actual execution of the plan of action.

TABLE 1: INFORMATION ON FARMERS ORGANIZATIONS IN ST. VINCENT AND THE GRENADINES

FARMERS ORGANIZATION	YEAR FOUNDED	LEGAL STATUS	LEVEL OF ACTIVITY	NUMBER OF MEMBERS	PRINCIPAL PRODUCTS MARKETED
ST. VINCENT BANANA GROWERS ASSOCIATION	1954	registered	vibrant	10,797	green banana
ST. VINCENT ARROWROOT INDUSTRY ASSOCIATION	1930	registered	active	43	arrowroot starch
VINCENTIAN ASSOCIATION OF ORGANIC AGRICULTURE MOVEMENTS LTD.	1989	registered	active	25	soybean, okra, corn, papaw, avocado, coconut, soursop, sorrel, mango, lettuce, tomato, breadfruit, root crops and various spices and seasonings
ST. VINCENT HORTICULTURAL ASSOCIATION	1991	registered	vibrant	27	anthurium, ginger lily, heliconia, orchid and other species
CHATEAUBELAIR MULTI-PURPOSE COOPERATIVE	1984	registered	vibrant	79	copra, black pepper, banana, eddoe, yam, tannia, ginger, lime, oranges, vegetables, nutmeg, passion fruit and pigs
FANCY-CANADIAN COOP. SOCIETY LTD.	1981	registered	active	60	community transport service
LAUDERS FARMERS GROUP	1990	formed/not registered	vibrant	50	banana, various root crops, fruits and vegetables
NATIONAL FARMERS UNION	1980	registered	active	1,200	plantain, yam, dasheen, tannia, mango and oranges
ONION GROWERS ASSOCIATION	1979	formed/not registered	vibrant	60	onions and tomatoes
ORGANIZATION FOR RURAL DEVELOPMENT	1976	registered	vibrant	1,070	ginger, dasheen, sweet potato, pumpkin, tannia, eddoe
RABACCA	1985	registered company	active		coconuts, bananas, fruit, corn, root crops, others
ROSENALL COMMUNITY WORKING GROUP	1980	registered	active	40	mango, papaya, golden apple, pineapple, mammy apple and bread from the bakery operation
RURAL DEVELOPMENT CENTER	1979	formed/not registered	active	53	ginger, blackpepper, cinnamon, nutmeg powders, hot pepper sauce and liquid all-purpose seasoning
TROUMACA INDEPENDENT MULTI-PURPOSE COOP.	1979	registered	being revised	30	onions and vegetables
TRAFFICKERS SMALL BUSINESS ASSOCIATION	1982	registered	active	30	sweet potato, tannia, banana, eddoe, yam, lime, plantain, soursop, avocado, coconut, eggplant, mango and other fruits
AKERS ARGYLE AND CALDER FARMERS GROUP	1990	in formation	active	16	banana and peanut
BARROUALLIE PROGRESSIVE FARMERS ASSOCIATION	1986	formed/not registered	active	50	sorrel and vegetables
GLEBE FARMERS GROUP	1986	formed/not registered	active	16	cabbage, carrot, yam, sorrel, onion and peanut

TABLE 1: INFORMATION ON FARMERS ORGANIZATIONS IN ST. VINCENT AND THE GRENADINES

-continued-

FARMERS ORGANIZATION	YEAR FOUNDED	LEGAL STATUS	LEVEL OF ACTIVITY	NUMBER OF MEMBERS	PRINCIPAL PRODUCTS MARKETED
PEMBROKE FARMERS GROUP	1988	in formation	inactive	15	tobacco and vegetables
PIG FARMERS ASSOCIATION	1990	in formation	active	41	pork
STUBBS, CARRAPAN, CALDER, VICTORIA VILLAGE FARMERS GROUP	1988	in formation	active	18	sweet potato, peanut, misc. fruit and vegetables

TABLE 2: TYPES OF SERVICES OFFERED BY FARMERS ORGANIZATIONS TO MEMBERS

FARMERS ORGANIZATION	FARM INPUTS	INFORMATION	TRAINING	TECHNICAL ASSISTANCE	CREDIT	RESEARCH	MARKETING ACTIVITIES
SVBGA	X	X	X	X	X	X	X
SVAIA	X	X			X		
ANOVA		X	X				X
SVNA		X	X	X			X
CNC	X	X	X	X	X	X	X
FCCBL		X					
LFB		X					
NFU		X	X		X		
OGA	X	X	X				X
ORD	X	X	X	X	X	X	X
RCMB		X	X				X
RDC		X					X
TINCO	X	X	X	X	X		
TSSA	X	X	X		X		X
AACFB							
BPFA	X	X	X				X
GLEBE	X						
PENFG							
PFA		X					
SCCVFG		X					
TOTAL	9	17	11	5	7	3	10

**TABLE 3: INSTITUTIONS PROVIDING SUPPORT TO FARMERS ORGANIZATIONS
IN ST. VINCENT AND THE GRENADINES**

FARMERS ORGANIZATION	SUPPORT INSTITUTIONS											
	CARDI	SVCIC	COOP. DIVISION	CTM	FTM	AVT	NDA	MDF	NFU	ORD	PP	SVNC
SVBGA		X					X					
SVATA							X					
AMOVA					X	X	X					
SVHA	X	X		X			X	X	X			
CNC			X	X	X	X	X	X		X	X	
FCCSL			X									
LFG	X					X	X	X				
OGA	X				X		X	X				X
RFL	X	X		X	X		X	X				
RCUG							X	X				
RDC		X				X	X	X	X	X	X	
TINCO	X		X				X	X	X	X		
TSSA	X	X			X	X	X	X		X	X	X
AACFG							X					
BPFA	X						X					
GLEBE					X		X		X	X		
PEMFG	X			X			X	X				
PFA				X			X	X				
SCCVFG	X						X	X	X			X
TOTAL	9	5	3	5	6	5	18	12	5	5	3	3

TABLE 4: TYPE OF SUPPORT THAT INSTITUTIONS PROVIDE TO FARMERS ORGANIZATIONS

SUPPORT ORGANIZATIONS	INFORMATION	FINANCE	TRAINING	TECHNICAL ASSIST.	MARKETING	INPUT SUPPLY	PROJECT FORMULATION	NETWORKING
SECONDARY LEVEL SUPPORT ORG.s								
ORD	X	X	X	X	X	X		X
RFU			X	X		X		X
NATIONAL RURAL DEVELOPMENT SUPPORT ORG.s								
NOA	X		X	X		X	X	
CDB	X	X	X				X	
CO-OP DIV.	X	X	X					
DEVCO		X						
SVMC	X				X	X		
SVCIC		X		X				
PP	X	X	X	X			X	X
JENS	X		X					
NADO								X
NDF		X	X	X			X	X
REGIONAL RURAL DEVELOPMENT SUPPORT ORG.s								
WINFA			X					X
CARIPEDA								X
CARDI	X		X	X				X
CAIC		X						
CATCO	X		X	X	X	X		
AREP	X		X	X				
CFDC	X	X	X	X	X	X	X	X
SPIF		X						
CANADA FUND		X						
CHIRD	X		X	X				X
AVT		X					X	
UWI - CEPAT			X					
INTERNATIONAL RURAL DEVELOPMENT SUPPORT ORGANIZATION:								
IICA	X		X	X			X	X
IAF		X						
CCA		X						
TOTAL	13	14	16	12	4	6	7	11

SUMMARY OF PROFILES OF FARMERS ORGANISATIONS

St. Vincent Banana Growers Association

The St. Vincent Banana Growers Association (SVBGA) was consolidated in Parliament in 1954. Further legislation to facilitate greater control was enacted in 1957 and in 1978 an Act was passed giving further control to the growers. The basic purpose of the Association is to promote and control the development of the banana industry, particularly by providing production and marketing services otherwise unavailable to growers. It has been very successful in this endeavour and in 1989, 66,752 tonnes of bananas were produced on 10,000 acres of farmland, earning EC \$84 million in foreign exchange. Also, SVBGA sold items valued at EC\$13.5 million through its farm input supply programme. The policies of the Association are determined and overseen by a 13 member Board of Directors, including 7 elected by growers, 3 ex-officio members, and 3 representing Government.

The SVBGA has 10,797 registered members of which only 7,355 are considered active. In 1990, a total of 269 persons were employed by the Association. Of these, 221 were daily paid workers. The Association owns a two storey office complex in Kingstown and 13 boxing plants/buying depots dispersed throughout the country. Farm inputs are stored in the Government store-house. Vehicles and equipment include 5 jeeps, one truck, one fork-lift, one tractor, 6 trailers and one aeroplane.

In addition to marketing services, SVBGA also packages, grades, controls quality, transports fruit and provides temporary covered storage at the wharf in Kingstown. Facilitating services include in-kind credit for farm inputs, cash loans for local land rehabilitation and production, research information and technical assistance and ground and aerial spraying services.

Major problems encountered are related to fruit quality and are caused by poor cultural practices and lack of quality control at the postharvest stage. Other problems are related to matching supply and demand, seasonality and the high cost of packaging materials.

The SVBGA is currently undertaking a five year Development Programme to improve quality and productivity. Projects are underway to increase cost effectiveness.

St. Vincent Arrowroot Industry Association

The St Vincent Arrowroot Industry Association (SVAIA) became a legal entity in December 1930. In 1976, new legislation created the present day SVAIA. The purpose of SVAIA is to encourage the production and processing of arrowroot and the marketing of arrowroot starch. In 1956, this industry was the number one earner of foreign exchange and employed 15,000 people. The policies of SVAIA are determined and directed by an eleven man Board of Directors, including three appointed by Government.

As of January 1989, the SVAIA had 43 member growers. The Association employs twenty-five (25) persons (May 1989) and operates one (1) factory in Owia and one final processing plant in Kingstown. Other infrastructure and equipment include its Kingstown administrative offices, warehouses for starch, fertilizers and chemicals, and a Central Store. In 1985, 522.5 tons of starch were sold at a value of EC\$1,180,238.00. In 1988 124 tons of starch were sold at a value of EC\$64,171.00.

Functions carried out by SVAIA include buying arrowroot rhizomes, grading, transporting, processing, storage of starch and marketing. Facilitating services offered include a revolving fund for in-kind credit, extension services, training of members in production and postharvest handling, packaging materials and cash advances.

A series of production-related problems including poor cultural practices, lack of research and abuse of support services by members have led to a reduction in product quality and an increase in production costs of arrowroot. Simultaneously, increasing competition on the world market has drastically affected the demand for St Vincent arrowroot starch. The effect of all these on the industry has meant an increase of the SVAIA starch inventory to 1,364 tons and an overall debt of EC\$9 million. Recent efforts to improve output quality has met with some success.

Vincentian Association of Organic Agriculture Movements Ltd.

The Vincentian Association of Organic Agriculture Movements Ltd. (AMOVA) was formed in 1989 by a small group of farmers who were interested in preserving the environment while continuing to farm the land. Several other farmers have since joined the group resulting in a current membership of 25. Although the members are dispersed through out the island, the majority farm in the south leeward. They have found the most profitable market in the Grenadines catering to the tourists that frequent the area.

AMOVA grows a wide variety of tree crops, ground provisions and vegetables. But, the crop in which they see the greatest potential is in soybean production. Presently, they are testing several different varieties for production on a larger scale. AMOVA is a registered association in the process of trying to expand membership to improve their capabilities of meeting the strong demand for their organically grown produce. Technical assistance has been received from several regional and international sources.

St. Vincent Horticultural Association

The St. Vincent Horticultural Association (SVHA) was formed in early 1991 through the persistent efforts of dedicated individuals who wanted to see Floriculture become a viable industry in St Vincent and the Grenadines. These ideals were supported by the Ministry of Agriculture who viewed the formation of the SVHA as a progressive example of Agricultural Diversification. The government's commitment was expressed in the form of EC\$ 100,000 being allocated specifically for floriculture development.

Currently in early 1991, the SVHA has 33 members. The association in many aspects is still in a formative stage. But, circumstances hindering the associations progress are viewed as being temporary and common among all groups during the formation period. The Ministry of Agriculture along with various other support organizations have provided their assistance to helping the association through its formation and into the production and marketing of the product. The NDF has provided financial support.

Chateaubelair Multi-Purpose Co-operative

In 1984, with the setting up of a land settlement project on the Richmond Vale Estate, Government attempted to stimulate the formation of a co-operative, without much success. However, in that same year, a self-help farm roads improvement project was initiated which led to the formation and strengthening of the Chateaubelair Multi-Purpose Co-operative (CMC). Under the road project, assistance was received in the form of work gangs from groups of young farmers, and financial assistance from the Community Development Division (EC\$3,000) and the Ministry of Communication and Works (EC\$200,000). These funds were administered by CMC. The road programme was envisaged as the first step in facilitating the marketing of farmers' produce. About this time, the group requested and received assistance with the erection of a banana shed in the area. With these successes behind it, the Co-operative was registered as such in April of 1986.

The objectives of CMC are to organize farmers in the area and provide basic services for more effective production and marketing of agricultural commodities.

The Co-operative is managed by a nine member board. At the present time there are seventy (70) active members and all work is done on a voluntary basis.

The CMC has an office and a farm input store on the Fitz-Hughes Estate Yard and is presently negotiating for another building to be used for the packaging and storage of produce. The Co-operative provides tractor services to members, using a tractor leased from the Agricultural Development Corporation.

Projects underway include the establishment of a banana nursery, in addition to the farm supply store and the continuing road repair programme. Projects in the planning stage include the agro-processing of jams and jellies, the growing of black pepper and non-agricultural activities such as retailing of liquid propane gas and the operation of a bed-and-breakfast guest house.

Technical and financial assistance have been received from USAID, West German Government, French Technical Mission, Organisation of American States and Oxfam (UK).

Fancy-Canadian Cooperative Society

The Fancy-Canadian Cooperative Society Ltd (FCCSL) has evolved from a fishing cooperative in 1981 into a transportation service in 1990. While the community of Fancy temporarily lost a supplier of fresh fish, it gained a valuable asset in transportation. The community of Fancy is located on the northern tip of the island. It is separated from the capital, Kingstown, on the southern end of the island by distance, poor road conditions and an unpredictable "Dry river" on the eastern side of the volcano, Soufriere. By switching from fishing to transportation, the cooperative has put the people of Fancy in closer touch with the rest of the island.

It's objectives are to enhance the economic and social prosperity of Fancy through: education of its people both young and old, providing consumer goods through a retail/wholesale outlet without the excessive transportation markup, assist in the road building programme, using the truck to transport materials, and generally assisting in the development of the community as a whole. The cooperative also plans to reassume its role as a fishing cooperative once the transportation aspect is firmly in place. Financial assistance has been received from CIDA.

Lauders Farmers Group

In its effort to diversify from bananas, the Lauders Farmers Group (LFG) is taking steps towards legal registration (1991) as a cooperative. Presently, marketing is carried out through the Banana Growers Association, Traffickers and the St Vincent Marketing Board. The group has been able to obtain assistance from support organisations. The Community Development Road Programme has made lands more accessible which has led to increased productivity. The HIAMP Passion Fruit Project has introduced a new potentially profitable crop to farmers in need of diversification. CARDI has assisted in the introduction and propagation of Barbados black belly sheep. The NDF has presented a plan for pig production that many members are very interested in pursuing. Although this group is still at an early stage of development it is showing signs of becoming a progressive farmers organisation.

National Farmers' Union

The National Farmers' Union (NFU) was registered as a legal entity on May 5, 1980. It was nurtured to life by the Rural Transformation Collective. The objectives of NFU are oriented towards the development of a united organization of farmers and agriculture related workers to facilitate overcoming common problems and assure a more active participation of small farmers and laborers in the determination of their destiny.

The NFU is managed by an eleven member executive committee elected biennially by its membership which is made up of 1200 persons (233 financially paid up). The NFU has a staff of nine persons of whom five are paid employees (two in its central office in Kingstown and three field workers).

The NFU has been most effective as a pressure group although it has made some experimental attempts at marketing members' plantains, oranges, mangoes and ground provisions. The lack of resources and marketing expertise limited marketing services to a few trial efforts. The NFU recognizes the myriad of production and marketing problems of small farmers in St Vincent, but most of its efforts have gone towards education, training, lobbying Government on behalf of farmers and operating an In-Kind Credit Scheme. Considerable outside assistance has been obtained in the form of information, technical and financial assistance.

Onion Growers Association

The Onion Growers Association (OGA) consists of approximately 60 small farmers located in the Troumaca area, most of whom produce

onions. The group was formed in March of 1990 but has not yet been registered as a legal entity. They are presently receiving assistance from the French Technical Mission (FTM), IICA and Ministry of Agriculture, in the preparation of their by-laws and constitution. Their main interest is to improve conditions of the small farmer, particularly in the production and marketing of onions. Technical assistance has been received from HIAMP and CARDI.

At the present time six farmers have received assistance from the FTM in the establishment of on-farm onion drying facilities and the group has initiated retailing farm inputs through a small outlet. Once legally registered the group intends to seek technical and financial assistance to expand on-farm storage facilities, to purchase a co-operative vehicle to market onions and to organize training in proper postharvest handling of onions. The group also needs assistance in the control of white fly and other pests and will be seeking government assistance in the establishment of import controls on onions during periods when local producers can supply the market.

Organisation for Rural Development

The Organisation for Rural Development (ORD), is a non-profit, non-political, community based organisation that was founded on the island of St Vincent in 1976. It is governed by a General Assembly of Delegates made up of its membership and managed by a Central Committee of ten elected officers and six farmer representatives chosen from the five geographical areas of St Vincent. The organisation developed out of need identified by a group of rural people, who felt that they should take responsibility for their own development. By utilizing St Vincent's two primary resources, "land and people", they set out to fulfill a dream.

ORD encouraged grassroots participation in its programmes and motivated its members to achieve self sufficiency. This contributed to improved standards of living for some rural people and a more vibrant community spirit. From the beginning, ORD's aim has been to decrease malnutrition and the national food import bill by encouraging Vincentians to grow a variety of nutritious foods for home consumption and export. ORD's introduction of new export crops and its marketing services help to increase foreign exchange earnings. The modern packing house and drying facility set up in 1989 furthers ORD's capacity to serve in this way.

A number of both negative and positive production and working experiences has contributed to the development of a more mature ORD.

ORD's other programmes stress the development of community level leadership abilities, the training of farmers in modern farming practices, the involvement of women and youth and the general improvement of the lives of rural Vincentians. ORD's interests extend beyond St Vincent. It networks with similar farmers organisations in the Organisation of Eastern Caribbean States (OECS) countries, particularly Grenada, Dominica and St Lucia. ORD plays an active part in the Caribbean Farmers Development Company. Such collaboration, which includes exchange of technical expertise and joint marketing, helps counter the disadvantages of being small countries often ignored on the international stage.

ORD has received both financial and technical assistance from a large number of NGOs, regional and international organizations.

Rabacca Farms Ltd

The Orange Hill estate project began in 1985. To oversee the project the St Vincent government created Rabacca Farms Ltd. which was to be used as the vehicle to subdivide the land and redistribute it to the people of the area. The objective was to subdivide the land into small plots but ones large enough to allow the farmers to achieve economic stability. In the beginning of the project, priority was given to the distribution of the land and not the training of the farmers. Under the land development scheme the productivity of the land increased dramatically. But conversely, extensive chemical misuse, deforestation and soil erosion also increased. Attempts were then made to teach the farmers correct farming techniques. But, such efforts have been received with little interest and poor attendance rates. To date, 1991, the Orange Hill estate project is still viewed as the centerpiece of St Vincent's land reform policy but serious concerns are being raised as to its effectiveness. It is felt that by analyzing what transpired during the conversion from estate to small land holder, the St Vincent government will be able to identify and eliminate some of the problems inherent in the land reform process.

Rosehall Community Working Group

Since its conception in 1980 and its incorporation in 1986, the efforts of the Rosehall Community Working Group (RCWG) have been a great benefit to the persons living in the Rosehall area. The group has increased job opportunities and improved community services through its projects in garment making, small scale agro-processing, farm supply center and a bakery that serves Rosehall and all surrounding communities. It also provides services such as

a preschool and adult education classes. The working group of forty persons is managed by a seven person executive body which supervises nine paid employees. To date, the RCWG has encountered minor problems. The problems are primarily in the areas of management skills, marketing and packaging of the agro-products. Efforts are underway to expand or improve upon most of the services offered by the group.

Considerable infrastructure has been put in place through an intensive community effort. The RCWG stands as an example of what can be achieved when private and public sectors work together in a coordinated fashion. Considerable technical, material and financial support has been received from government and from NGOs and international organizations.

Rural Development Center

The eruption of the La Soufriere volcano (April 1979) served as the catalyst for the formation of the Rural Development Center (RDC) in September, 1979. Immediate objectives were to replant the crops destroyed by the eruption, giving emphasis to the production of corn. With the donation of a building for agro-processing by a Canadian family, the organisation took a new turn. In 1988 the building was considered unsuitable for its intended purpose and is presently used as a store-room for agricultural equipment.

The executive body consists of seven (7) persons, including a Chairman who oversees the processing and marketing of spices. During processing, as many as fifteen (15) casual laborers are employed. Infrastructure is presently two buildings; one a store-room and the other the administrative and processing center.

The group has suffered setbacks due to the lack of managerial, financial, technical and marketing skills. Considerable financial, material and technical assistance has been received from a number of national, regional and international organisations.

Troumaca Independent Multi-Purpose Co-operative

This group (TIMCO) was organised soon after the eruption of the Soufriere Volcano and initially consisted of only 14 members interested in assisting in rehabilitation efforts. Assistance in the form of seeds and farm inputs were channelled through this organisation by the Caribbean Christian Council. The Cooperative was formally structured in late 1982 and registered in 1983 under

the Cooperative Society Ordinance with the objective of providing services to small farmers, inclusive of assembly and marketing, and of stimulating employment and income generating activities.

The last recorded membership of TIMCO (in 1990 prior to entering its present stage of dormancy) was 40 in number, located in Troumaca and Rose Bank. Every two years, they elect an eight member Board of Directors who together with two trustees, provide the policy guidelines. Day-to-day operations are overseen by the Secretary/Manager, the only person who is accountable to the Board.

The Co-op has in the past provided farm inputs to its members through an In-Kind Credit Scheme and has shared training sessions with ORD and other organisations. It also has bought, graded, dried, stored and sold onions. In 1986, it retailed 1000 lbs of fertilizer to its members and marketed small amounts of onions. Lack of proper post-harvest handling led to high losses of onion in storage.

The Co-operatives assets are limited to packing aids, scales, stapling machines and field crates. Office and farm store outlet are rented.

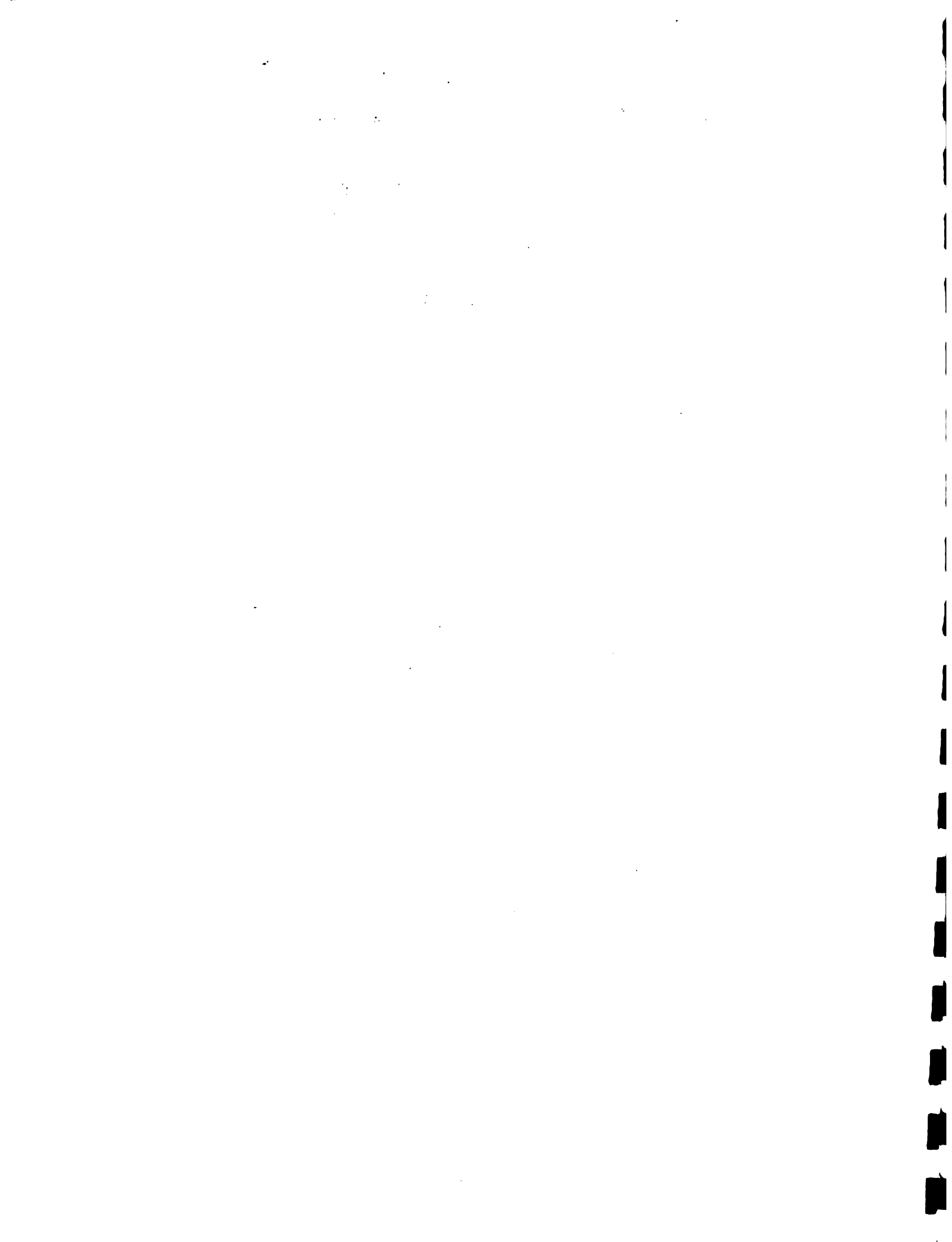
In March 1991 the group initiated a process of reorganisation.

Traffickers Association

Since the Traffickers Association began in 1982 it has gone through many changes. In more recent times, with attempts to provide real services, the association has been under extreme financial constraints. In 1988 the IAF provided a grant to TSBA to set up a secretariat to provide expanded services to members. Weak management led to an inefficient use of these funds. However, TSBA now sells packaging material, prepares shipping documents and provides training and other services to traffickers. Although there are some 275 traffickers in St Vincent and the Grenadines, only about 30 are registered and paid up members. TSBA staff includes an Operations Manager and an Office Attendant. The Association has good office and storage facilities and one pickup and is actively attempting to expand operations so as to become self-sustaining. TSBA has received technical, material and financial support from national government organizations, farmers and regional organisations.

**ST VINCENT BANANA
GROWERS ASSOCIATION
(SVBGA)**





PART II: PROFILES OF FARMERS ORGANISATIONS

ST VINCENT BANANA GROWERS ASSOCIATION (SVBGA)

1. BACKGROUND

Banana production in St Vincent dates from the 1950's. The St Vincent Banana Growers Association started in 1954 as a limited company and was consolidated in Parliament in Act 44 of 1954. At that time the Company had a seven member Board of Directors. This Act was used by the Government to gain political and managerial control of the Banana Company. The industry started with the distribution of a few hundred plants in the country. In 1957, owing to mismanagement, a commission of enquiry was set up under the leadership of Professor Shenfield to investigate the operations of the industry. As a result, further legislation for greater control of the industry was enacted in 1957. The Association had an Interim Board comprising the Minister of Trade, Hon ET Joshua, the Financial Secretary and a Mr HA Dasilva. The team managed the Association for some eighteen (18) months, after which a new seven (7) member Board was appointed. The intention was to give greater control to the growers. In 1958, WINBAN (Windward Islands Banana Growers Association) was incorporated. This entity contributed to the shaping of the banana industry as it is known today. Another key element was the decision of Mr Van Geest who, by arrangement with the Windward Islands, undertook the shipping and marketing of all Windward Islands Bananas. The industry was able to survive due to its protected status on the UK market. In 1978, an Act was passed giving further control to the growers (Act 10 of 1978) and the number of members of the Board rose to thirteen (13).

The industry has continued to grow as evidenced by the following production and revenue statistics:

a) Production	1955 -	1,321 tons
	1989 -	66,752 tons
b) Acreage in Bananas	1989 -	10,000 acres
c) Foreign Earnings	1989 -	EC\$84 million

The Association is a Statutory Body or Corporation which functions as a Quasi-Government Organisation. Salaries and operational expenses are not paid by the Government.

2. OBJECTIVES AND GOALS

The objectives of the St Vincent Banana Growers Association (SVBGA) cover five areas:

- a) To control the cultivation, marketing and exportation of bananas and banana plants.
- b) To promote, institute and undertake research in the cultivation of bananas and banana plants and to take such steps as may be expedient for the control or prevention of pests and diseases that affect same.
- c) To provide for the protection and improvement of the banana industry, regulating trade, processing and transportation.
- d) To negotiate and procure payments of equitable price to banana growers.
- e) Generally to act as an agent for growers and provide services such as collecting, treating, marketing, exporting, selling, or dealing in bananas.

In an effort to attain these objectives management focuses on:

- a) Continuous improvement in the quality of marketable fruits to make the fruit as competitive as possible in the market place;
- b) Improvement of cost effectiveness in the industry;
- c) Upgrading of management to meet the needs of this multi-million dollar industry with its new complexities, and
- d) Cooperation with all ACP suppliers of fruits on the European Market so as not to be placed in a less favorable position following the unification of the European Countries in 1992.

3. AREAS OF SPECIALIZATION

3.1 Products handled

- a) Agricultural commodities: green bananas;
- b) Other inputs: herbicides, pesticides, boxes, sleeving, twine, fertilizer and nematocides.

3.2 Marketing functions carried out

The SVBGA carries out the following marketing functions:

- a) Buying of all acceptable quality bananas and, through Geest, selling them on the UK Market.
- b) Grading, packaging and quality control.
- c) Transportation.
- d) Short term storage to facilitate collection by the Geest Vessels.

3.3 Other services offered

The SVBGA offers an In-Kind credit scheme for inputs (fertilizer, nematicides, diethene, sleeving material and boxes, herbicides and other pesticides). It also provides cash loans for assisting the farmers in rehabilitation of unproductive fields and for the establishment of crops.

Research information, related to production and marketing from WINBAN, is disseminated through the Association Extension services.

Extension training in pre and postharvest practices is provided. Aerial and ground spraying services are also offered.

4. DESCRIPTION AND QUANTIFICATION OF OPERATIONS

4.1 Board and method of management

The St Vincent Banana Growers Association is managed by a 13 member Board of Directors which determines and monitors the implementation of policies. It also appoints and monitors the performance of management staff.

The Board consists of seven (7) members elected by growers, three (3) ex-officio members (by position in the Civil Service) and three (3) members selected by the Government (financial Secretary, Permanent Secretary/Minister of Agriculture and the Chief Agricultural Officer). The Government also appoints three (3) farmers to represent the producing areas (Leeward, Kingstown and Windward). The Chairman and Deputy Chairman are selected from the elected seven (7) members by the growers.

4.2 Type and number of members and geographical location

In 1989 there were 10,797 registered growers of whom 7,355 were classified as active. These growers are scattered throughout St Vincent with the greatest concentrations in the Marriaqua Valley and South Rivers/Bellevue area.

4.3 Type and numbers of employees

The SVBGA employs 269 persons of which 221 are daily paid workers. The employees can be divided into central management staff responsible for administration and finance, warehouse extension staff, and boxing plant workers. The SVBGA employs an additional 7 persons in its farm input sales division.

4.4 Number of centers of operation and location

A two storey office complex on Sharpe Street in Kingstown houses the Association's Head Office. The Association owns and operates 13 dry packing boxing plants or internal buying depots.

4.5 Other types of infrastructure

The Association utilizes the Government's storehouse where agricultural inputs are stored. This was built with the assistance of the British Development Division.

4.6 Equipment and Vehicles

Equipment and vehicles include:

- five (5) jeeps
- one (1) truck
- one (1) fork lift
- one (1) tractor
- six (6) trailers
- one (1) airplane

4.7 Annual sales by type commodity (ECS)

Input Operations:

<u>Commodities</u>	<u>Sales (ECS)</u>	
	<u>1988</u>	<u>1989</u>
Fertilizer	6,946,887	7,641,750
Diothene	652,563	667,530
Nematicides	1,338,747	1,724,715
Herbicides	784,733	1,039,797
Twine	210,405	183,730
Insecticides	355,851	541,311
Fungicides	531,105	1,071,240
Others	501,357	631,309
Total Sales	11,321,648	13,501,382

Fruit Trading Operations:

	<u>1988</u>	<u>1989</u>
Fruit purchased (tonnes)	64,649	66,752
Left back/shutout etc. (tonnes)	(1,544)	(1,067)
Fruit sold (tonnes)	63,105	65,685
INCOME (EC\$)		
Sales	85,042,175	81,700,511
Other	1,805,719	2,475,249
	<u>86,847,894</u>	<u>84,175,760</u>
PURCHASES		
Payment for Bananas	29,980,800	32,443,664
Bonuses	13,266,827	11,900,822
Input Cess	8,552,319	8,827,259
Left back/shutout etc.	733,700	526,005
	<u>52,533,646</u>	<u>53,697,750</u>
Gross Income	34,314,248	30,478,010

EXPENDITURES

	<u>1988</u>	<u>1989</u>
Cartons & Materials	16,176,892	17,491,396
Transportation	3,693,847	3,897,292
Boxing Expenses	1,093,152	1,139,969
Field Expenses	885,613	936,293
Disease Control	1,467,151	1,861,839
Winban Contribution	820,352	973,610
Export Duty	2,734,685	2,647,858
Field packing Costs	453,455	410,173
	<u>27,325,147</u>	<u>29,358,430</u>
Surplus	6,989,101	1,119,580

Production Statistics:

Cartons (no.)	4,911,592	5,218,442
Weight (lbs)	136,358,542	144,769,251
Tonnes exported	63,105	65,685
Tonnes purchased	64,649	66,752
Value EC\$	86,847,894	84,175,760

4.8 Balance Sheet (31st December, 1989 with comparative figures for 1988)

	<u>1988</u>	<u>1989</u>
	\$	\$
CURRENT ASSETS		
Cash on hand and at bank	14,031,089	15,582,391
Accounts Receivable	7,538,459	6,364,350
Inventories	3,660,629	2,664,301
Prepayments	70,819	64,632
	<u>25,300,996</u>	<u>24,675,674</u>
Total Current Assets	25,300,996	24,675,674

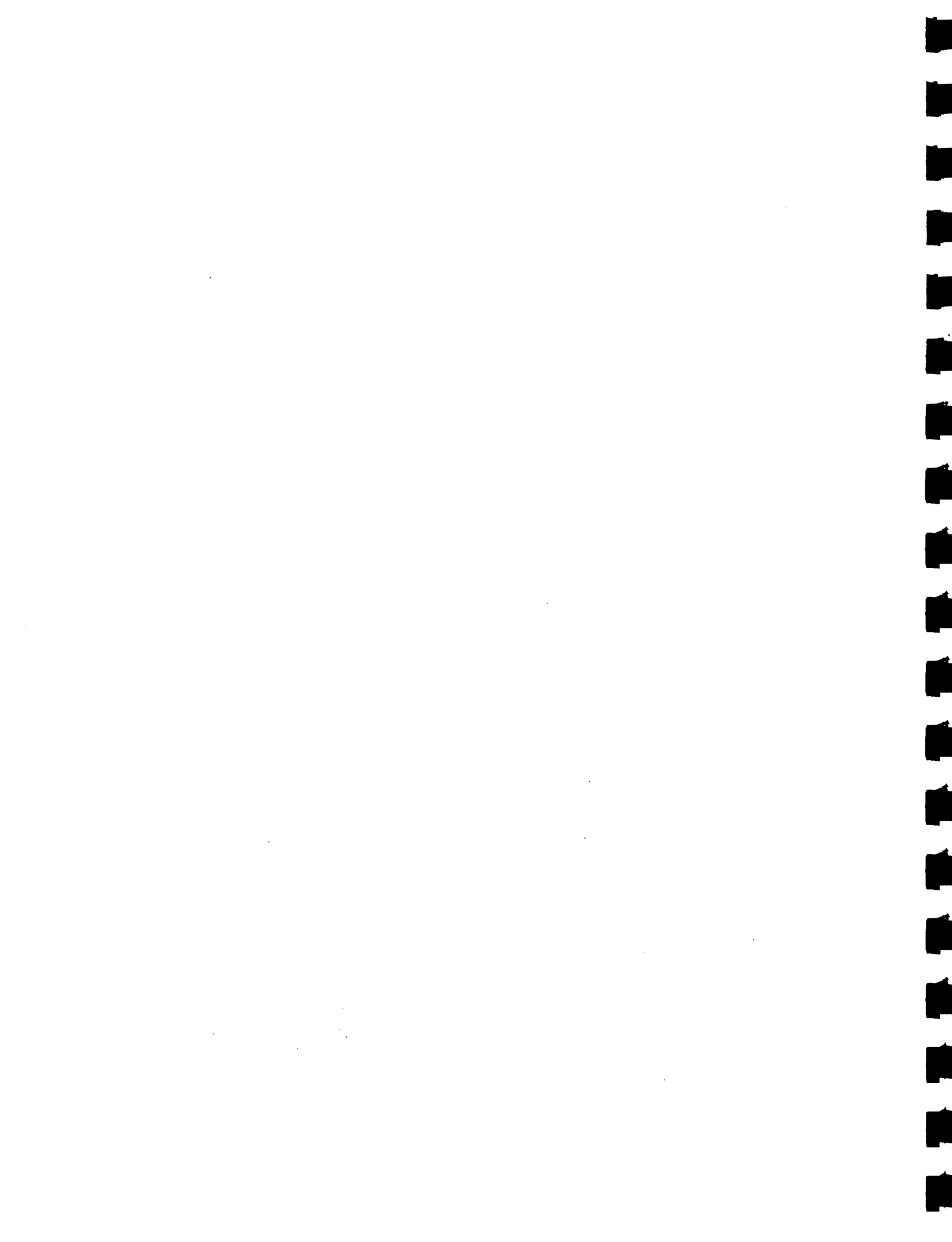
Less CURRENT LIABILITIES		
Accounts Payable & Accruals	8,879,055	8,384,927
Current Portion of Long Term Debt	135,949	137,785
	<u>9,015,004</u>	<u>8,522,712</u>
WORKING CAPITAL	16,285,992	16,152,962
INVESTMENTS	294,230	290,130
PROPERTY PLANT AND EQUIPMENT	1,535,874	1,414,497
	<u>18,116,096</u>	<u>17,857,589</u>
LONG TERM DEBT	(6,917,233)	(6,778,588)
NET ASSETS	<u>11,198,863</u>	<u>11,079,001</u>
REPRESENTED BY:		
RESERVES		
Banana Disaster Fund	2,346,569	5,025,906
General Reserve	1,211,419	1,211,419
I.R.F. Hurricane Allen	1,621,129	1,621,129
Revaluation Reserve	400,000	300,000
Retirement Benefit Fund	--	1,471,210
	<u>5,579,117</u>	<u>9,629,664</u>
ACCUMULATED EARNINGS	5,619,746	1,449,337
NET RESERVES	11,198,863	11,079,001

5. EXPERIENCE IN MARKETING

5.1 Brief Description of marketing experiences

The Industry thrives on a protected market in the UK and, therefore, preferential access to the market. The transportation and marketing is conducted by Geest Industries, and marketing is done on a contractual consignment basis.

Negotiations are carried out through WINBAN. In the 1990 negotiation sessions, an agreement was reached where mutually accepted compromises were made. One of the main points stressed by Geest was that quality must be increased to an acceptable level if the contract is to continue.



- c) More emphasis has been given to electrification, housing, road building and potable water supplies in banana production areas.

6.2 With farmers organisations

Informal linkages exist with SVAIA.

6.3 With regional and international organisations

- a) WINBAN: Coordinates marketing and research for all the Windward Island Banana Growers' Associations and acts as the liaison with Geest Industries.
- b) Through Government on Lome Banana Protocol.
- c) Caricom Regional Coordination in banana production.

It is felt that the transportation sector benefits tremendously from the existence of this industry. With respect to the sugarcane and arrowroot industries, a decline in these has resulted in more lands being taken up for the cultivation of bananas.

7. MAJOR PROBLEMS ENCOUNTERED

7.1 Agricultural production

The major production problems include:

- a) Poor cultivation practices, particularly in preparation of land and general husbandry;
- b) Limited financing to purchase inputs such as fertilizer;
- c) Difficulty in getting farmers to increase their output through improved care and extension of acreage;
- d) Control of pests and diseases; although currently good, the operation is very expensive, e.g. control of sigotoka disease.

7.2 Marketing

Problems in postharvest handling and marketing include:

- a) Lack of quality control in field and during packaging.

- b) **Matching market supply and demand:** In the case of over estimating the supplies, the Association has to pay for the extra shipping space. If there is underestimating, the Association runs the risk of having fruit shut out at the port. (NB: shut out fruit are purchased by traffickers at low prices).
- c) **Seasonality of production:** Production and is highest during September-December when demand in the UK is the lowest.
- d) **The Association, with all relevant parties, must seek to maintain the preferential treatment it enjoys on the British market.** In 1992 when a single European Act will be passed, all trade barriers within the EEC will end. The West Indies stand to lose the protected market situation they now enjoy on the British Market. This will lead to increased competition.
- e) **The Association considers its participation in the final market price to be too low.**

8. NEEDS

The needs of the SVBGA are as follows:

- with the increased competition resulting from the single European market in 1992, the association must target other markets to remain competitive;
- quality control in the field and during packaging must be improved;
- banana supply information must be improved so that empty shipping space can be eliminated.

9. FUTURE ACTIONS

9.1 New Projects Underway

SVBGA is currently operating under a five (5) year Development Programme with broad objectives to achieve prescribed quality and quantity targets with a definite strategy for achieving this.

9.2 Projects in the planning stage

- 1) **Building of a hangar for the spray plane and mixing facilities for the spraying programme for leaf spot control.**
- 2) **Now exploring regional maintenance of Aircraft and Regional Insurance Scheme.**



**ST VINCENT ARROWROOT INDUSTRY
ASSOCIATION
(SVAIA)**



ST. VINCENT ARROWROOT INDUSTRY ASSOCIATION (SVAIA)

1. BACKGROUND

The arrowroot plant (*Maranta arundinacea*) is native to Central and South America and was found growing in the West Indies as early as the 15th Century. In St Vincent, this crop was grown by the Carib inhabitants as food and medicine. Upon investigation, no evidence has been found to suggest that the crop was cultivated commercially prior to 1830. After emancipation and the decline of the sugar industry, peasants and estate owners began to cultivate arrowroot on a commercial basis. The production of this crop was in the hands of large land-owners until the turn of the 20th century. By 1913, the leading planters formed a company on a cooperative basis with marketing services extending to include the arrowroot produced by the peasant farmers. In 1930, a bill was passed by the Legislative Council forming the St Vincent Cooperative Arrowroot Growers Association. This Arrowroot pool became a legal entity on December 23, 1930 by reason of Ordinance No. 15 of 1930. It should be noted that prior to 1930, some 45 growers/processors shipped their starch on consignment to the UK. The Government then saw fit to form the arrowroot pool with a view to the Organisation purchasing and marketing all the commodity. The industry grew steadily until production, along with other factors led to the build-up of stocks and low prices. From that time production began to fall, reaching a low of some 1.8 million pounds in 1970. Since then, production has not increased to over 2 million pounds.

The industry had one of its worst periods from the late sixties to early 1970. It is worthy of note that during this time researchers developed methods to utilize other starches in direct competition with arrowroot starch. This led to a further decline in demand. By 1976, the Government repealed the 1930 Act establishing the Association as a Statutory Body and enacted new legislation which mandated it to offer financial assistance to growers (Act No. 26 of 1976). By this time, the growers/processors had started to lose interest in the Industry, resulting in the processing being taken over by the Association.

Unfortunately, the Association was not technically equipped for processing and product quality started to fall even while grower demands for higher prices for the starch were being made. The effect of this on the industry was that by 1986 it had a high surplus of inventory and an overall debt of EC\$9 million. This debt came about as a result of produce purchases, cash advances and bad debt.

The debt in detail consists of a EC\$6.7 million overdraft; EC\$2 million Interest-Free Loan from Governments and EC\$0.5 million Loan from CDB for the building of a factory in Owia in the north-eastern section of the island.

It is noteworthy that at the peak of its activities, the arrowroot industry was the major foreign exchange earner and employed some 15,000 people. The introduction of bananas competed with arrowroot for land and offered better returns to farmers.

2. OBJECTIVES AND GOALS

These are as follows:

- a) To promote and encourage the growing of the arrowroot plant and the development of the arrowroot industry;
- b) To supervise the production and processing of arrowroot and to erect and operate factories where necessary;
- c) To increase revenue earned through controlling the exportation of arrowroot products;
- d) To buy and sell or deal in fertilizer, agricultural implements and agri-supplies for the benefit of the arrowroot industry, and
- e) To undertake or to promote research in the cultivation of the arrowroot plant.

3. AREAS OF SPECIALIZATION

3.1 Products handled

Raw arrowroot starch is marketed in three forms: pulverized starch in bulk; pulverized starch in packages and granular starch in bulk.

Other items: fertilizers and pesticides are supplied to farmers on request for arrowroot crops.

3.2 Marketing functions carried out

The Transportation of fertilizer from the Association to the farmers' storehouses as well as of rhizomes from the field to the factories is conducted by the Association.

Buying of arrowroot and selling of the starch through overseas agents is the main function. However, to make this possible, there are other functions that are conducted by SVAIA. These include the grading and processing of arrowroot rhizomes and grading and storage of the starch. Laboratory facilities and services located at Association headquarters carry out a regular programme of quality control. Tests to ascertain viscosity, speck content, moisture content, and levels of pathogens are conducted on all grades of starch prior to storage, packaging and export. Buying is done on a graded basis which is dependent on the tested quality of the starch.

Selling is done also on a graded basis and is a function of the utilization of the starch. The higher grade starch is sold to users in the food industry and the lower grade starch is sold as Industrial grade. Data shows a continuous decline in quantity sold. This trend continues despite increased demand for arrowroot starch in traditional and non-traditional markets.

3.3 Other services offered

The Organisation offers an In-Kind Credit Scheme (more or less a revolving fund) whereby the grower/member can obtain funds for the purchase of fertilizer and other chemicals.

In order to improve and maintain good pre-and post harvest practices, the Organisation provides extension services and training to its members.

The Organisation offers low interest loans to assist in the harvesting of rhizomes.

4. DESCRIPTION AND QUANTIFICATION OF OPERATIONS

4.1 Board and method of management

The policies and programme formulation of SVAIA are determined and directed by an eleven man Board of Directors, which comprises three members (the Financial Secretary; the Permanent Secretary of the Ministry of Trade, Industry and Agriculture and the Chief Agricultural Officer) appointed by the Government (who is deemed to be a member of the Association), five persons duly qualified as members and elected by the General Body of the Association and the remaining three persons who are ex-officio members.

The Board sits for one year, elections being held annually in the month of August. In any year the Association does not elect members to serve on the Board, Cabinet may appoint all

of the members. Its main function is to regulate and control the export of arrowroot products, consider and advise Cabinet in regard to all matters affecting the Industry and fix, with the approval of Cabinet, the price at which the Board shall purchase arrowroot rhizomes and products. The Chairman and Deputy Chairman of the Board are appointed by the Governor General. The Board appoints a General Manager who assists in the selection of senior staff. This team oversees the general operation of the Association. The General Manager is accountable to the Board. The Board has considerable autonomy but must consult Cabinet on certain matters.

4.2 Types and Number of Members and Geographical Location

Members are located in the production areas, mainly on the north eastern coastal lands of St Vincent. This area spreads from Fancy in the North East to Mount Pleasant in the South East.

Membership is available to farmers who:

- a) produce and deliver annually to the Association, not less than two thousand pounds of arrowroot starch;
- b) farmers who grow and deliver annually to the Association not less than twelve thousand, five hundred pounds of arrowroot rhizomes.

Membership as of September 1989 stood at 43 farmers; down from 2,600 members in 1964 and 65 in 1988.

4.3 Types and Number of Employees

The General Manager has a staff of 3 persons as follows:

- 1 Clerk/Typist
- 2 Factory Managers

The SVAIA employs seasonal casual laborers at the factory as well.

4.4 Number of Centers of Operations and Locations

The SVAIA owns its Administrative Offices on Upper Bay Street, Kingstown. The processing plant is also in Kingstown and the two factories (previously eight) are in Owia and Bellevue. The factory at Owia is the only plant presently in use.

The factories in the production areas process rhizomes into granular starch which is then pulverized at the processing plant in Kingstown.

4.5 Other types of infrastructure: storage, processing, etc.

The Central Store is located in Kingstown where processed and packaged starch is stored. Also, there are central storage facilities for fertilizers and chemicals in Kingstown.

4.6 Equipment and Vehicles

The Association owns one 8-ton truck with dump body which is used in the transportation of rhizomes and arrowroot products.

Each of the operating factories in the outfield is equipped with crushing equipment that basically separates the starch from the fibre; this is valued at \$247,000.

The processing plant in Kingstown is equipped with a pulverizing line valued at \$177,000. This line grinds the coarse starch into fine flour.

4.7 Annual sales

	<u>1987</u>	<u>1988</u>
a) Lbs of Starch	299,234	249,214
b) Value of Starch	130,575	64,171

4.8 Net Assets

CURRENT ASSETS

Cash	453	244
Accounts receivable	1,139,044	1,109,853
Inventories	1,103,759	593,812
Prepaid expenses	11,742	11,716
	<u>2,254,998</u>	<u>2,254,998</u>

Less CURRENT LIABILITIES

Bank indebtedness	6,502,813	6,783,087
Accounts payable and accrued expenses	127,646	148,697
Government loan	86,301	86,301
Current portion of long-term debt	1,031,200	1,031,200
	<u>7,747,960</u>	<u>8,253,171</u>

Net current liabilities	(5,492,962)	(6,537,566)
INVESTMENT	2,942	2,942
FIXED ASSETS	600,633	599,669
	<u>(4,889,387)</u>	<u>(5,934,955)</u>
Represented by:		
LONG-TERM DEBT	1,176,112	955,178
DEFERRED GAIN ON EXCHANGE	19,939	2,787
ACCUMULATED DEFICIT	(6,085,438)	(6,892,920)
	<u>\$(4,889,387)</u>	<u>\$(5,934,955)</u>

5. EXPERIENCE IN MARKETING

5.1 Brief Description of Marketing Experience

Up to 1976, importers of the arrowroot product would visit St Vincent annually and negotiate quotas at given prices. At that time, the market was considered a seller's market. However, quite coincidentally, at the time when the quality of the starch started to decline, the Association was instructed to seek higher prices for the starch; simultaneously, substitutes appeared and began to displace arrowroot starch on the world market. Another factor which contributed to the decline of this industry is the inefficient and outmoded arrowroot factories.

It is felt that if there is an improvement in product quality and local prices become competitive, the demand for the starch will normalize. Also, it is recognized that a huge potential market exists in CARICOM countries, especially in the Industrial sector where starch is used in the processing of Bauxite and the manufacturing of corrugated cardboard boxes.

5.2 Successes, Failures and Lessons Learned

The industry, in the past, was able to produce and sell up to 12 million pounds of arrowroot starch per year and could do so again. However, in order to achieve this level, the price of the end product must be competitive on the world market. This can be achieved by obtaining a higher conversion ratio and better quality starch. In 1985 for example, the ratio of

high grade starch to low grade was 34% to 66%. In the second quarter of 1990, with the tightening of controls and increased management efficiency, the ratio changed considerably. Of a total of 118,000 lbs of starch, levels achieved were Grade 1 - 86%; Grade 2 - 13% and ungraded - 1%.

Lessons Learned

- a) The costs of production must be constantly monitored and market prices cannot be set arbitrarily in isolation from the external markets.
- b) Direct government intervention should be minimized and must not interfere or become onerous on the management of the organisation.
- c) Costs of production have to be reduced and central drying of starch undertaken to improve quality.

6. RELATIONSHIPS (LINKAGES)

6.1 With Government

The SVAIA is a Quasi-Government Organisation operating as a statutory body. The Government inputs are maximum; it has three members on the Board of Directors and, by legislation, has maximum say in the running of the organisation.

In 1976, lands were zoned for the production of arrowroot in the N.E. Coastal section of the island. Governmental policy has always encouraged the survival of the industry. Whereas financial decisions are autonomous, in the case of loans, the government has acted as guarantors for the organisation. The introduction of infrastructure in the production areas has been quite significant especially in the coastal and adjacent lands in South Rivers and Georgetown. The setting up of factories in the rural areas has facilitated the Government's rural electrification program.

6.2 With Other Organisations

Close relations exist with the Banana Growers' Association where inputs like fertilizers and chemicals can be bought.

7. MAJOR PROBLEMS ENCOUNTERED

7.1 Agricultural Production

Poor cultural practices, e.g. lack of rotation of crop and self rationing, has resulted in extensive growing over long periods of time on the same lands. This has affected the quality and yield of rhizomes. There are some fields that have been growing arrowroot for 40 years. The cultural practices are labor intensive as well and the technology transfer mechanisms are deficient. Improved varieties are not being introduced into local production systems.

Wage rates are relatively high, particularly for harvesting, and may reach 25 to 30 cents per pound.

The length of time for drying requires from 13 to 17 days instead of 5 to 7 days due to improper construction of drying houses.

Scientific work on nematodes is lacking. The support services provided are continually abused by farmers, e.g. in-kind Credit Scheme for fertilizer and chemicals and the Cash Advances for reaping.

7.2 Marketing

Farmers continue to sell the product in other individuals' names so as not to pay back their loans. The inherent quality of the rhizomes has fallen over the years, creating problems for machines during processing.

Farm gate prices fell from 11 cents per pound in 1983 to 8.5 cents per pound in 1988. This is the lowest price currently paid to farmers for any crop grown in St Vincent and the Grenadines. Most crops receive in excess of 15 cents per pound.

Export prices were based on annual negotiation with buyers and not on costs of production. With the production cost of other starches being lower and the fact that St Vincent starch is poor in quality and the prices are higher, the sales have been reduced. Inventory is presently in excess of 3 million pounds.

7.3 Management

Debt servicing of the industry rose from 52% to 62% of total administrative expenditure in the 1983 - 1988 period. There is deficient managerial capacity to respond to the need for increased efficiency and cost effectiveness.

A lack of technological innovations exist in the cultivation, manufacturing and marketing of arrowroot starch resulting in the high cost of production and low cost effectiveness.

8. NEEDS

8.1 Agricultural Production

The farmers need to be introduced to new improved varieties of arrowroot and to improved cultural practices to reduce labor cost and enhance transfer of technology. Improved drying houses to shorten drying times and to improve overall product quality are needed. For agricultural production of arrowroot to become viable a major effort is required to improve productivity while reducing costs of production, both in the field and during the processing stage.

8.3 Management

There is a need for improved managerial capacity to respond to farmers needs for increased efficiency and cost effectiveness. The management also needs to respond to the need for technological innovations. Clear policy guidelines must be spelled out for the development or abandonment of the arrowroot industry. This must be determined in line with market opportunities within the region and extra-regionally. If feasible a development programme with financial and technical support activities must be prepared.

9. FUTURE ACTIONS

9.1 New Projects Underway

An intensive programme for returning the industry to a state of economic viability and improved competitiveness has been proposed by a recent OAS study on the status of the Arrowroot Industry Association. A committee has been set up by the Ministry of Agriculture, Industry and Labour to evaluate the recommendations of this report. The phased programme includes the following elements:

- 1) Introduction and multiplication of new cultivars, evaluation of starch content and quality, and disease tolerance among others;
- 2) Introduction of innovative agronomic practices;
- 3) Improved management and financial adjustment including debt rescheduling;

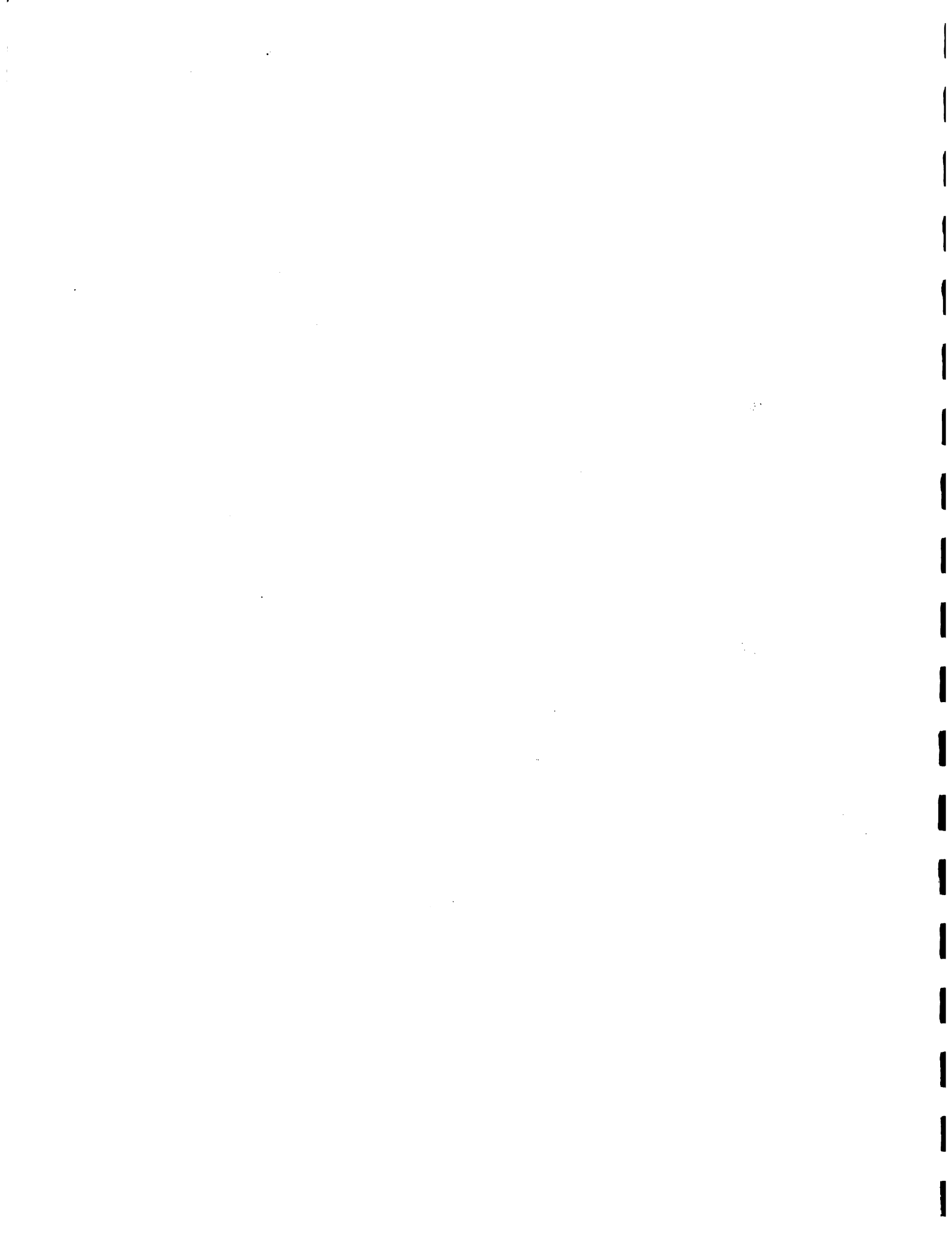
- 4) Modification of drying houses, and improved plant management;
- 5) Price increases from 8.5 cents to 14 cents per pound;
- 6) Expansion of acreage up to 700 acres;
- 7) Improved extension services to growers, and
- 8) Dynamic marketing of arrowroot products.

9.2 Projects in the Planning Stage

The SVAIA is looking at a project to increase the demand for starch and to overcome other marketing problems.

**THE VINCENTIAN ASSOCIATION OF
ORGANIC AGRICULTURE MOVEMENTS LTD
(AMOVA)**





**THE VINCENTIAN ASSOCIATION OF ORGANIC
AGRICULTURE MOVEMENTS LTD. (AMOVA)**

1. BACKGROUND

In 1989, after several years of planning, the Vincentian Association of Organic Agriculture Movements (AMOVA) held its first meeting. AMOVA was formed by a small group of organic farmers who saw the potential for the high marketability of organic foods and who were concerned over destruction of the environment through the misuse of certain herbicides and pesticides and by other farming practices. To protect the environment and ecosystem for the well being of the entire nation, members of AMOVA have stopped using chemicals entirely and are encouraging others to do the same. They rely heavily on natural fertilizers such as animal manure and fish. Weeds are controlled by mulch and hand weeding. AMOVA's objective to encourage and develop organic farming as a viable system of commercial agriculture has resulted in an active membership of 25 persons in 1990. At present the association, although having a legal status, is still in its growing stage. Thus far, they have been able to penetrate some of the tourist markets in the Grenadines.

2. OBJECTIVES AND GOALS

The objectives of AMOVA are as follows:

- a) To encourage and develop organic farming/gardening as a viable system of commercial agriculture;
- b) To develop and expand import/export trade in organic foods and agro-imports with companies in the Americas, Europe, Africa, Asia and the Caribbean;
- c) To protect the environment and ecosystem for the well being of the entire nation and for long term use and fair distribution of resources;
- d) To foster co-operation among local, regional and international development organizations whose work includes the protection of the environment;
- e) To encourage member farmers and movements to become engaged in the present land reform process;
- f) To teach and train member farmers in organic farming/gardening systems geared towards the development of food production, processing and trade;

- g) To conduct regular formal and informal training sessions for members aimed at improving their knowledge of basic math, agricultural science, health and nutrition, food preparation, environmental protection, group formation, cultural development, as well as the use and sharing of information, and academic training;
- h) To co-ordinate group exchanges between members and other organic movements based locally, regionally and extra regionally.

3. AREAS OF SPECIALIZATION

3.1 Products handled

Agricultural commodities include: soybean, okra, corn, pawpaw, oranges, avocado, coconut, soursop, sorrel, mango, lettuce, tomato, breadfruit, root crops and various spices and seasonings.

3.2 Marketing functions carried out

At the present time, AMOVA members sell produce directly from their farms to the local market. Advancements have been made in supplying fresh fruits and vegetables to yachts passing through the Grenadines.

3.3 Other services offered

AMOVA provides a variety of services to its members, some of these include:

- the supplying of seedlings;
- technical extension service, and
- educational services.

4. DESCRIPTION AND QUANTIFICATION OF OPERATIONS

4.1 Board and method of management

The association is managed by a board of directors of at least seven (7) members chosen by the general assembly from among its active members. The board of directors serve two (2) year terms and meet at least once per month. Also, the board of directors elects, every two (2) years from among itself, an executive staff comprising:

- president;
- vice president;

- secretary;
- assistant secretary;
- treasurer, and
- assistant treasurer.

4.2 Type and number of members and geographic location

Due to the relative newness of the association, only twenty five persons are registered as active members. Most of the members are located on the south leeward side of the island.

4.3 Type and number of employees

The association has no employees. All work is done on a voluntary basis.

4.4 Number of centers of operation

The association is currently operating out of the home of one of its members. The association is working with the government in the hopes of acquiring one of the government owned buildings in the area. If not, the association will have to rent a building for office space and storage.

4.5 Other types of infrastructure

AMOVA operates a small propagation shed. The primary use of the shed is the supplying of seedlings to its members. Secondly, it is used to test new varieties for possible future plantings.

4.6 Equipment and vehicles

Due to the relative newness of the organization, the only AMOVA owned equipment is a filing cabinet.

4.7 Annual sales

No sales have been made by AMOVA. All sales are made directly by farmers.

4.8 Net assets

None

5. EXPERIENCE IN MARKETING

5.1 Brief description of marketing experiences

The market in St Vincent and the Grenadines has been very receptive to the introduction of "organic food". So receptive in fact that AMOVA members have had difficulty in supplying the demand. One market that has proved very successful is the tourist market in the Grenadines. Yachts passing through the area are very eager to purchase the fresh organically grown fruits and vegetables.

6. RELATIONSHIPS (LINKAGES)

6.1 With government

AMOVA maintains good relations with the Ministry of Agriculture. Its the desire of AMOVA to utilize the MOA and its extension division to its fullest. AMOVA also coordinates closely with the National Trust of St Vincent and the Grenadines.

6.2 With farmer organizations

AMOVA has strived to maintain close ties with other farmer organizations in the area or with parallel interests.

These include: Roots Farm in St. Lucia
Organic Foods Organization in Dominica
BLOWS Organization in Dominica
Lauders Farmers Group in St. Vincent

6.3 With national, regional and international organizations

The following organizations have provided technical assistance to AMOVA:

- The Rodale Institute
- The University of Michigan
- Island Resources Foundation
- Windward Islands' Farmers Association
- High Impact Agricultural Marketing and Production

In addition, the Organisation of American States provided temporary office space to the association during its formative stage. The Inter-American Institute for Cooperation on Agriculture has provided training and technical information to members of AMOVA.

7. MAJOR PROBLEMS ENCOUNTERED

7.1 Agricultural production

The weeding of plants involves a great deal of labor and time. This results in either lost time for the farmer or as a financial expense if the farmer is paying some one to do it. Secondly, although the association has a propagation shed, it is limited in capacity. This has resulted in an inadequate supply of planting material for the member farmers.

7.2 Marketing

The specific problem is the inability to supply the local market with organic foods to the degree required. AMOVA hopes to overcome this by expanding its membership and creating an island wide network of farmers from which it can draw from. Secondly, packaging remains a problem. Presently, AMOVA is using a heat sealed package for the soybean and assorted dried herbs. The package is functional, but the overall appearance should be modified to make it more attractive to the consumer.

8. NEEDS

The needs of AMOVA are as follows:

- Infrastructure in which meetings could be held and could be used as a storage facility for farm inputs;
- shredder to make mulch for soil and weed control;
- vehicle to transport fertilizer to members;
- farming inputs such as rototiller, and
- technical training in organic farming.

9. FUTURE ACTIONS

9.1 New projects underway

AMOVA is currently seeking organic certification from the Organic Crop Improvement Association (OCIA). Upon certification, AMOVA will be able to stamp their products with the OCIA label which validates that the food was grown to "organic" specifications. The certification should even further improve the marketability of the crops produced.

Also, AMOVA is experimenting in the drying of fruit and the creation of an organic almanac.

9.2 Projects in the planning stage

AMOVA has several projects in the planning stage:

- exchange program between like organizations on other islands;
- creation of their own manuals on organic farming;
- after hours educational training for those members who might be lacking in basic math' etc.;
- small scale honey production, and
- finalizing of a contract between the Diamond Dairy and AMOVA concerning slurry that could be used for fertilizer.

**ST VINCENT HORTICULTURAL
ASSOCIATION
(SVHA)**





**ST VINCENT HORTICULTURAL ASSOCIATION
(SVHA)**

1. BACKGROUND

Numerous attempts were made to establish a commercial Horticultural Association in St Vincent and the Grenadines. However, such attempts were only successful at initiating hobbyist type organisations. In 1987, the St Vincent Horticultural Association was incorporated. In 1990, the St Vincent Cut-flower Association was incorporated. In late 1990 the commercial Horticultural Association was born which is a merger of all the interest groups in flower production. The SVHA is a diverse organisation coordinating the production of an assortment of horticultural products ranging from ornamental plants to foliage. The combined efforts of interested small scale producers and the Ministry of Agriculture has moved SVHA towards its first objective of obtaining formal registration as an association. A draft of the Articles of Registration has been completed and submitted to the Ministry of Justice and Legal Affairs for approval. An approximation of the time for the passing of the act by Parliament would be in mid 1991. The support from the MOA has been quite extensive as the Ministry feels the efforts of the SVHA exemplify the governments policy of agricultural diversification. In February 1991, the MOA and the SVHA launched "1991 Horticultural Expo." Lasting for (3) three days, the expo captured the interest of farmers across the island. Speakers at the expo included the Prime Minister, Governor General, Minister of Agriculture among others. Announced at the expo was the allocation of EC\$100,000 for flora-culture development.

2. OBJECTIVES AND GOALS

The objectives and goals of the St Vincent Horticultural Association are as follows:

- To stimulate the production and sale of flowers and foliage;
- To provide assistance to members of the Association to be more efficient in the production and marketing of flowers;
- To stimulate the marketing of high quality produce on a sustained basis;
- To provide training of farmers and exporters in the production and postharvest handling of cut flowers and foliage;

- To develop and maintain a market intelligence system which should be of benefit to both producers and exporters, and
- To provide a better marketing service to farmers.

3. AREAS OF SPECIALISATION

3.1 Products handled

Various cut flowers and foliage including: Anthuriums, Ginger Lilies, Heliconias, Orchids and other native species.

3.2 Marketing functions carried out

Due to the newness of the Association, cut flowers and foliage have yet to be sold by SVHA. Individual members of the association do however supply cut flowers and foliage to local florists and exports of anthuriums is done by one member.

3.3 Other services offered

None

4. DESCRIPTION AND QUANTIFICATION OF OPERATIONS

4.1 Board and method of management

The Horticultural Association is managed by an interim committee consisting of:

- Two (2) representatives from the Ministry of Agriculture;
- Two (2) members of the Horticultural Society;
- Two (2) representatives of the cut flowers sector;
- One (1) representative from HIAMP, and
- Three (3) farmers not affiliated with any other farmer organisation.

4.2 Type and number of members and geographic location

The Association began with 27 founding members and has expanded to 33 members as of March 1991. These members are not specific to any one geographic area.

4.3 Type and number of employees

None

4.4 Number of centers of operation and location

The Planning Division in the Ministry of Agriculture has allowed the SVHA to conduct its affairs through their department until such time as the association is able to obtain its own center of operation.

4.5 Other types of infrastructure

None

4.6 Equipment and vehicles

The members each provide their own transportation.

4.7 Annual sales

Flowers have been sold by the individual members of the Association. The Association has yet to market flowers as a single unit.

4.8 Net assets

EC\$7,000

5. EXPERIENCE IN MARKETING

5.1 Brief description of marketing experiences

The association has received two letters from horticultural marketers showing interest in SVHA as an exporter. The first letter was from Geest Flower Imports, a division of Geest Lines, who currently market St Vincent's bananas. The second letter was from Hawaiian Tropics an American firm presently based in Hawaii. A representative from Hawaiian Tropics came to St Vincent in late 1990 by invitation from HIAMP to participate in their Flower Project.

5.2 Successes, failures, and lessons learned

Since the SVHA has only been in existence for a short period, neither successes nor serious marketing problems have been encountered.

6. RELATIONSHIPS (LINKAGES)

6.1 With government

The SVHA enjoys a close relationship with the government of St Vincent. The government has made a firm commitment to assist the SVHA. Funds totaling EC\$100,000 have been allocated by the government to be used exclusively for floriculture development. Duty free concessions have been granted to the association when importing machinery and materials. In an effort to give technical assistance, the NOA created the position of Horticulturist within the Research and Development Unit.

6.2 With farmer organizations

The SVHA is directly linked to only one farmer's organisation, the Chateaubelair Multi-purpose Cooperative. CNC is one of the original 27 founding members of the SVHA.

6.3 With regional or international organisations

The following organisations have provided assistance to the SVHA:

OECS/ADCU	-	technical support
CARDI	-	technical support
CTM	-	technical support
DEVCO	-	financial support
HIAMP	-	technical, financial support
NDF	-	financial support
UWI CEPAT	-	training

7. MAJOR PROBLEMS ENCOUNTERED

Major problems have yet to be encountered by the SVHA because the association is so young.

8. NEEDS

The SVHA, not unlike other associations during their formative period, has a widespread range of needs. Specific areas that need to be addressed are:

The association is comprised of a diverse membership scattered over a wide area. SVHA will need to establish a communication network between the producers and the center of operation to coordinate the growers activities.

St Vincent's airport has a limited capacity of freight and does not have a refrigerated storage area for perishable cargo.

9. FUTURE ACTIONS

9.1 New projects underway

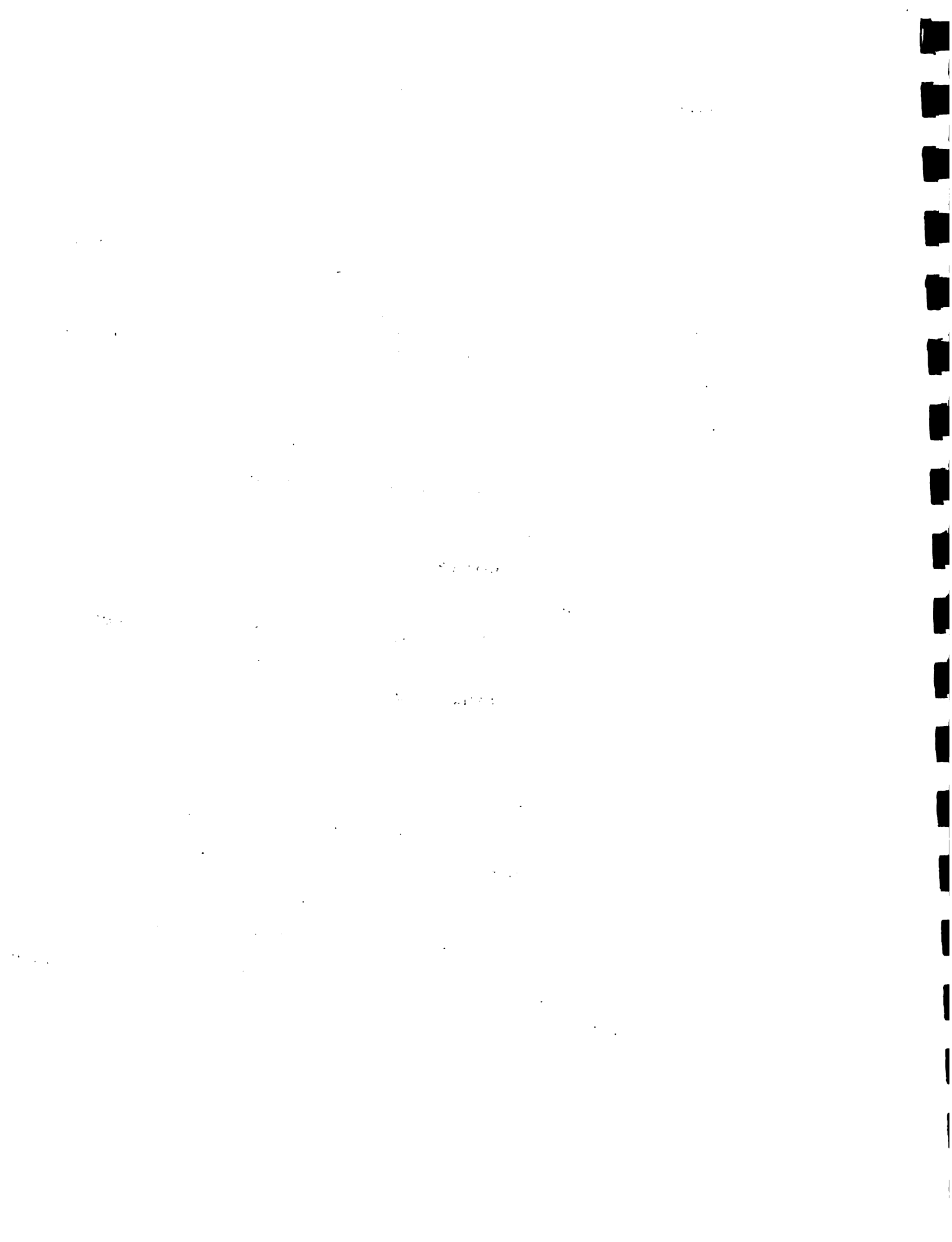
The following "concept" project was submitted by the SVHA to the Ministry of Agriculture soon after its formation. The general objective of the project is to develop the production of cut flowers and foliage plants as a viable industry in St Vincent. The project has been summarized and classified into inputs needed and projected outputs to be achieved by the SVHA within it's first three (3) years.

Inputs needed

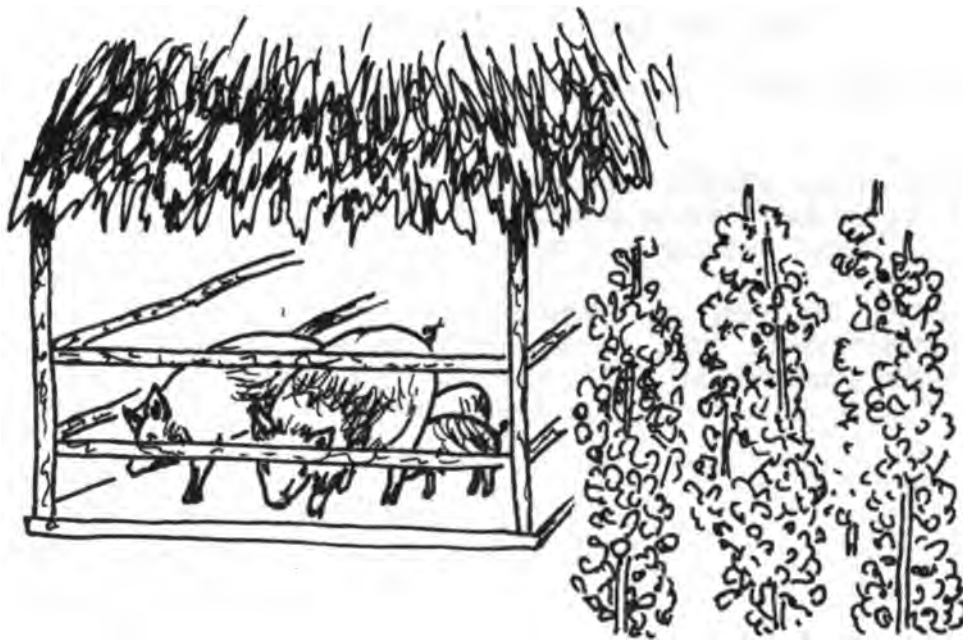
- Land for propagation and demonstration
- Tissue culture/propagation facilities
- Green houses
- Sterilizing equipment
- Vehicles
- Equipment and facilities for training and extension
- Materials and supplies - pots, fencing material, rooting hormones, netting, tools, wheel barrows, etc..
- Labor

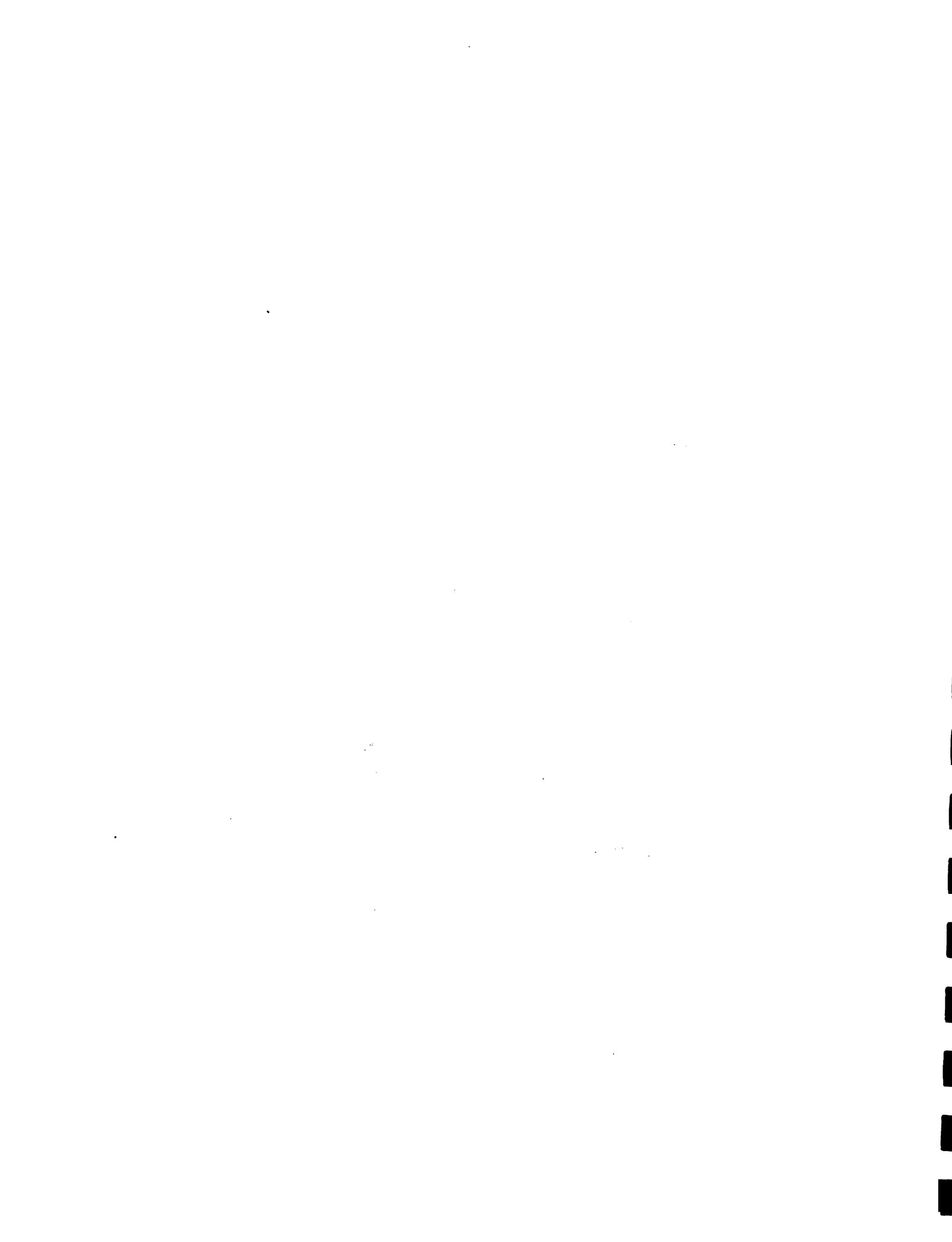
Projected outputs

- 200 commercially viable horticultural units
- 10,000 propagates per year from nurseries
- 50-75 acres under cut flowers and foliage plants
- 200 trained persons in floriculture at various levels
- Improved marketing system for flowers and foliage plants
- \$20 million (EC) in foreign exchange earned by industry



**CHATEAUBELAIR MULTI-PURPOSE
COOPERATIVE LTD
(CMC)**





**CHATEAUBELAIR MULTI-PURPOSE COOPERATIVE LTD
(CMC)**

1. BACKGROUND

The Chateaubelair Multi-Purpose Co-operative Ltd was formed in 1984 following the setting up of a land settlement scheme on the Richmond Vale Estate in the North-Western section of St Vincent. The Government at the time sought to have farmers in that area group themselves into a cooperative. This was stimulated by making available to the group, land, buildings and equipment. However, the venture had a slow take off period due to the tardiness of some farmers in accepting the principles and advantages of cooperative endeavors. At that time, there were no stated objectives or goals for the group to work on.

In 1984, after an extensive lag phase, the group embarked upon a project called the "Self Help Farm Roads Improvement". It was successful and eventually the Government saw it fit to assist the group.

Various forms of assistance included:

- a) The younger farmers' group in the area provided work gangs;
- b) Financial assistance (EC\$3,000) was provided by the Community Development Division of the Ministry of Housing to purchase material for the renovation of waterways;
- c) Work gangs from Project Promotion, and
- d) Trucks and a front-end loader from the Ministry of Communications and Works (MCW).

The MCW provided more assistance (EC\$200,000) for farm roads development in 1990. The Cooperative was able to complete work on all the farm roads in the Golden Area.

The Cooperative was registered in May of 1986 under the Cooperative Societies Ordinance. It is envisaged that the group will undertake the marketing of produce and operate the boxing plant in the Richmond area.

2. OBJECTIVES AND GOALS

The objectives are as follows:

- a) To organize farmers in the Chateaubelair area collectively for the production and marketing of agricultural commodities;
- b) To provide certain services and amenities for members and their families;
- c) To initiate, develop and encourage the setting-up of agro-industries;
- d) To educate its members in cooperative principles, production, marketing and management;
- e) To handle the products of non-members on a regular charge-for-service basis;
- f) To acquire and hold by lease, purchase, exchange or donation movable or immovable property for the erection of buildings or to improve, develop, mortgage, lease property;
- g) To work with other groups in the area and with other registered cooperatives for mutual benefits, and
- h) To oversee equipment and buildings belonging to the Richmond Vale Estate.

3. AREAS OF SPECIALIZATION

3.1 Products handled

- a) Agricultural commodities: copra, black pepper, bananas, eddoes, yams, tannias, ginger, limes, oranges, vegetables, nutmeg and passion fruit.
- b) Livestock - pigs (pork).
- c) Other items: fertilizers, seeds, pesticides, tools.
- d) Related services: tools rental.

3.2 Marketing functions carried out

The Co-op produced copra for sale to Arnos Vale Oil Industries. The first trial (in 1988) was funded by the French Technical Mission. The production of copra has come

to a standstill as the main buyers - Arnos Vale Industries Ltd has stopped purchasing copra. The Cooperative has hundreds of pounds of copra in its store-room.

The Cooperative has established a pig project. Initially 20 piglets were provided by the Chinese Agricultural Mission. Some of these pigs were bred to increase stock. At present the programme has forty (40) pigs (including piglets). This programme is aimed at diversification. Only members of the Cooperative will be involved in the project. The Cooperative hopes to market meat (pork) and related products when the programme gets sufficient numbers to supply the market constantly.

3.3 Other services offered

A farm chemical supply shop was established in 1986. It sells seeds, pesticides, fertilizers and small agricultural tools. It also provides a rental service for knapsack spraying cans and a mist blower.

4. DESCRIPTION AND QUANTIFICATION OF OPERATIONS

4.1 Board and method of management

The Cooperative is managed by the Board of Directors comprising nine (9) members elected at the Annual General Meeting. Four (4) have two year terms, while the remaining five (5) serve for a period of one year. The members who are to serve for two years are to ensure completion of the former executives programme.

The Cooperative business is overseen by a Supervisory Committee comprising three (3) members, none of whom are Board Members. This Committee has the power to make regular inspection of cash, securities and accounts of the society.

Committees are established to manage the various projects that CMC undertakes. Those committees are as follows:

- Pig Production Committee: responsible for the management of the pig programme.
- Copra Committee: manages the purchasing of coconuts and the production and marketing of copra.
- Black Pepper Committee: responsible for supervising the establishment of trellises on members holdings and also the production and marketing of the processed grain.

- **Education Committee:** responsible for providing training to members in Co-operative practices and principles and also to organize seminars/field trips to enable farmers to get the technical information on production of new or existing crops.
- **Supply Shop Committee:** to oversee the management of the shop to ensure that inputs are available in the shop at all times and to give periodical reports to members.

4.2 Type and number of members and geographical location

The organisation is made up of seventy (70) small farmers as of September 1990. The members have an average of five (5) acres each on lease from the Agricultural Development Corporation and are located in Richmond Vale.

4.3 Type and number of employees

Most of the work is done on a voluntary basis by the members of the Co-operative. However, since 1989 an office secretary/clerk has been employed on a part-time basis.

4.4 Number of centers of operation and location

Initially, the Community Center was used for meetings. Presently, all Co-operative business is carried out at the CMC's office at Fitz-Hughes Estate yard in Chateaubelair. Monthly Board and General Meetings are held at the office.

4.5 Other types of infrastructure

In a lease agreement signed with ADC, the group has the possession of the following facilities on one acre of land:

- one cocoa house and drying sheds;
- one cotton house;
- one copra house and accessories; (fuel tank, furnace, shed);
- one store-room;
- a building used for office and conferences;
- one pig pen (sty);
- one green house (propagation unit).

4.6 Equipment and vehicles

Under the lease agreement with the ADC, the group has one 7600 Ford Tractor, one Trailer, and one Chisel Plough. The tractor and trailer which had been used to assist farmers in moving inputs was extensively damaged in September 1990 in an accident.

Also, the Co-op has a variety of forks, hand spades, spray cans, hoes, spades and a brush cutter which are available on a hire-service to farmers in the area.

4.7 Annual sales

In 1990, the input shop operated at a gross loss of EC\$(1,671) on total sales of EC\$12,674. The cooperative also purchased \$785. EC worth of coconuts from its members to be processed into copra. But, due to the saturation of the market the cooperative has been unable to sell the copra.

4.8 Net assets

Net assets as of April 1990 of the CMC amounted to EC\$ 70,885.

5. EXPERIENCE IN MARKETING

The achievements of the Co-operative that can be classified as successes in terms of marketing are as follows:

- a) Expansion of the local Buying Depot for the sale of produce to the Marketing Corporation and
- b) Establishment of a local Banana Buying Station.

The group feels that a vital lesson learned was that consistency in decision making and cohesive group action is necessary for success.

6. RELATIONSHIPS (LINKAGES)

6.1 With government

It is felt that the group is now recognized by the Ministry of Agriculture and that the distribution of lands in the Richmond area has been justified. The establishing of feeder roads and repairing roads on a self-help basis has stimulated the Ministry of Communication and Works to assist the community by funding this project.

The Ministry of Agriculture Area Extension agent assists and co-ordinates the group's projects. Meetings with the Minister and the Chief Agricultural Officer have been frequent.

The Co-operative Division has provided training sessions in co-operative education and management to the general membership.

Recently, talks were held with personnel from the Ministry of Tourism on the possibility of a tourism oriented project for Chateaubelair.

6.2 With farmers organisations

CMC assisted in the formation of the Chateaubelair Young Farmers Group and information sharing and training with them continues. Joint training activities have been organised with farm groups in Rose Hall, Troumaca and Chateaubelair. Two visits were made by CMC members to Farmers' Organisations in St Lucia.

6.3 With national, regional and international organisations

Linkages have been established with the following organisations:

- **Projects Promotion Ltd. (SVG)**
Training/workshops in co-operative management and programme planning in addition to assistance for the Farm Road Improvement Programme have been provided by this organisation;
- **French Technical Mission**
Funds have been provided to establish a farm supply shop, a greenhouse, to provide training in cocoa and vegetable production, to provide fencing for the CMC's compound, to operate a copra kiln and to improve the operation of the tractor and trailer; technical assistance has also been provided.
- **Organisation of American States (OAS)**
Technical assistance in the reactivation of the copra kiln was provided by this body;
- **OXFAM (UK)**
Funds were provided for the establishment of a revolving loans scheme (\$50,000) spread over three to five years.
- **HIAMP**
Grape and strawberry production and marketing project has been submitted for funding. Other projects are being considered;
- **CIDA**
A copra production project was submitted in 1988 for funding and pending approval.

7. MAJOR PROBLEMS ENCOUNTERED

7.1 Agricultural production

Those problems related to production are the unavailability of planting material especially for the production of bananas and the lack of credit to purchase inputs. Lack of understanding the technical aspects of agriculture (proper cultural practices of farmers) is also a problem.

7.2 Marketing

Those problems related to marketing are principally the small volumes and inconsistency in supply of the required agricultural products. CMC lacks resources to facilitate the marketing including adequate transportation. Extremely poor road conditions result in poor accessibility as well.

7.3 Management

CMC members are deficient in understanding and utilizing cooperative and managerial practices.

8. NEEDS

The Chateaubelair Multi-Purpose Cooperative needs are as follows:

- Find market for hundreds of pounds of stored copra before spoilage occurs;
- Replace or repair tractor that was severely damaged;
- Acquire truck to transport produce and to secure road work contract;
- Technical training in proper production of Black Pepper and Pigs;
- Use green-house to greater extent in seedling propagation;
- Receive more contracts for road improvement;
- Managerial training for all executive members.

9. FUTURE ACTIONS

9.1 New projects underway

The following projects are in various stages of completion:

- construction of black pepper trellises;
- expansion of pig pen, and
- attempting to secure funds from the FTM for the purchase of a truck.

9.2 Projects in the planning stage

The CMC would like to establish a training programme including group dynamics, co-operative education and planning and agricultural education. Other intended future actions include:

- operation of copra kiln;
- black pepper production;
- development of a vegetable seedling production project;
- development of an agro-processing unit and
- fruit tree production.

**FANCY-CANADIAN COOPERATIVE
SOCIETY LTD
(FCCSL)**





**FANCY-CANADIAN COOPERATIVE SOCIETY LTD
(FCCSL)**

1. BACKGROUND

The Fancy-Canadian Cooperative was founded in 1981, shortly after the passing of hurricane Allen. Hurricane Allen inflicted a great deal of damage to St Vincent as a whole. But, to the small fishing village of Fancy, located on the northern tip of the island, it was an economic disaster. The small fishing fleet was nearly destroyed by the devastating effect of the hurricane. In hopes of counteracting the loss of the fleet, the Canadian International Development Agency (CIDA) donated three 25' fiberglass fishing boats to the newly formed cooperative. In the first year, the new boats served the cooperative very well. But, as time passed fish became more and more scarce. Also, the engines of the boats were experiencing maintenance problems that were unable to be repaired without long periods of downtime and at great financial cost to the cooperative. In 1985, the cooperative entered into a period of dormancy that lasted until 1989. At this time, the cooperative sold its 3 donated boats and purchased a 1989 Toyota light duty truck. The cooperative contracts the truck out for a wide variety of services. These services include transporting school children for the Ministry of Education, transporting cement, sand, rock for the Ministry of Communication and Works and miscellaneous odd jobs for the persons living in the Fancy area.

2. OBJECTIVES AND GOALS

The objectives and goals of the Fancy-Canadian Cooperative Society Ltd. cover five areas:

- a) To organize fishermen in the Fancy area collectively for the catching and marketing of fish;
- b) To handle the products of non-members on a regular charge for service;
- c) To educate its members in cooperative principles, production, marketing and management;
- d) To provide people of the Fancy area with a wide selection of fresh fish;
- e) To provide safe and timely transportation for children between home and school.

3. AREAS OF SPECIALIZATION

3.1 Products handled

At the present time (October 1990), the cooperative is serving only as a form of hire transport service. But in early 1991, the cooperative plans to reenter the marketplace with its primary commodity, fish.

4. DESCRIPTION AND QUANTIFICATION OF OPERATION

4.1 Board and method of management

The cooperative is managed by a panel consisting of the president, vice president, secretary, treasurer, public relations officer and a three person committee.

4.2 Type and number of members and geographic location

The cooperative has a total of 60 members, 40 of whom are classified as inactive because of non-payment of membership fees. The cooperative is located on the northern end of St Vincent in the fishing village of Fancy.

4.3 Type and number of employees

The cooperative employs one driver and one conductor for their truck transport service.

4.4 Numbers of centers of operation and location

The cooperative owns a small 20 by 12 feet building on the beach in Fancy. The building is presently vacant and for sale. It is the desire of the cooperative to sell the building on the beach and purchase one in Fancy proper that is more easily accessible by vehicle.

4.5 Other types of infrastructure

None

4.6 Equipment and vehicles

In mid 1989, the cooperative purchased a Toyota Dyna light duty truck.

4.7 Annual sales

Due to the dormant status of the cooperative over the past years, current information on annual sales is unavailable.

4.8 Net assets

Net asset information is unavailable at this time. But, cash on hand is approximately EC\$1,000.

5. EXPERIENCE IN MARKETING

5.1 Brief description of marketing experiences

Due to the isolated nature of Fancy and the difficulty involved in the transportation of fish into the area, when fish were caught and sold locally, demand usually exceeded supply. It is unlikely that it would be economically feasible to transport fish in from outside to satisfy the remaining demand.

5.2 Successes and failures and lessons learned

The purchase of the truck proved to be a great success for both the cooperative and the people of Fancy. It enabled the community not only to purchase goods from elsewhere but, to sell their vegetables at the market in Georgetown.

6. RELATIONSHIPS (LINKAGES)

6.1 With government

The cooperative works closely with the Ministry of communication and Works in their road repair programme. The cooperative has been able to secure a contract with the Ministry for the Transportation of sand, cement, rocks, etc. Also, the cooperative has been able to secure a contract with the Ministry of Education for the transportation of children from Fancy to Bishops College in Georgetown and the secondary school at North Union.

6.2 With farmers organisations

The cooperative has worked closely with the Banana Growers Association in order to maximize the usage of the truck. They are currently negotiating a contract with the association to utilize the truck during periods of low demand.

6.3 With national, regional and international organisations

The only interaction with an international organisation was in 1981. The Canadian High Commission donated three (3) 25' fiberglass boats through the Canadian International Development Agency (CIDA) to the cooperative.

7. MAJOR PROBLEMS ENCOUNTERED

7.1 Agricultural production

Presently, the cooperative is not involved in production.

7.2 Marketing

At the present time the co-op is only marketing the services of its truck. A serious accident with the truck in 1990 resulted in two deaths.

7.3 Management

Leadership, organisation and management of this group is very weak. Co-operative members are very deficient in organisational and management skills.

8. NEEDS

A management training programme specifically related to the proper organisation and operation of a cooperative is the outstanding need of this group. The objectives of this co-op are not in line with its current operations. This group needs assistance in taking an indepth look at its problems, objectives and existing structures and formulating a realistic plan of action in line with its needs and interests.

9. FUTURE ACTIONS

9.1 New projects underway

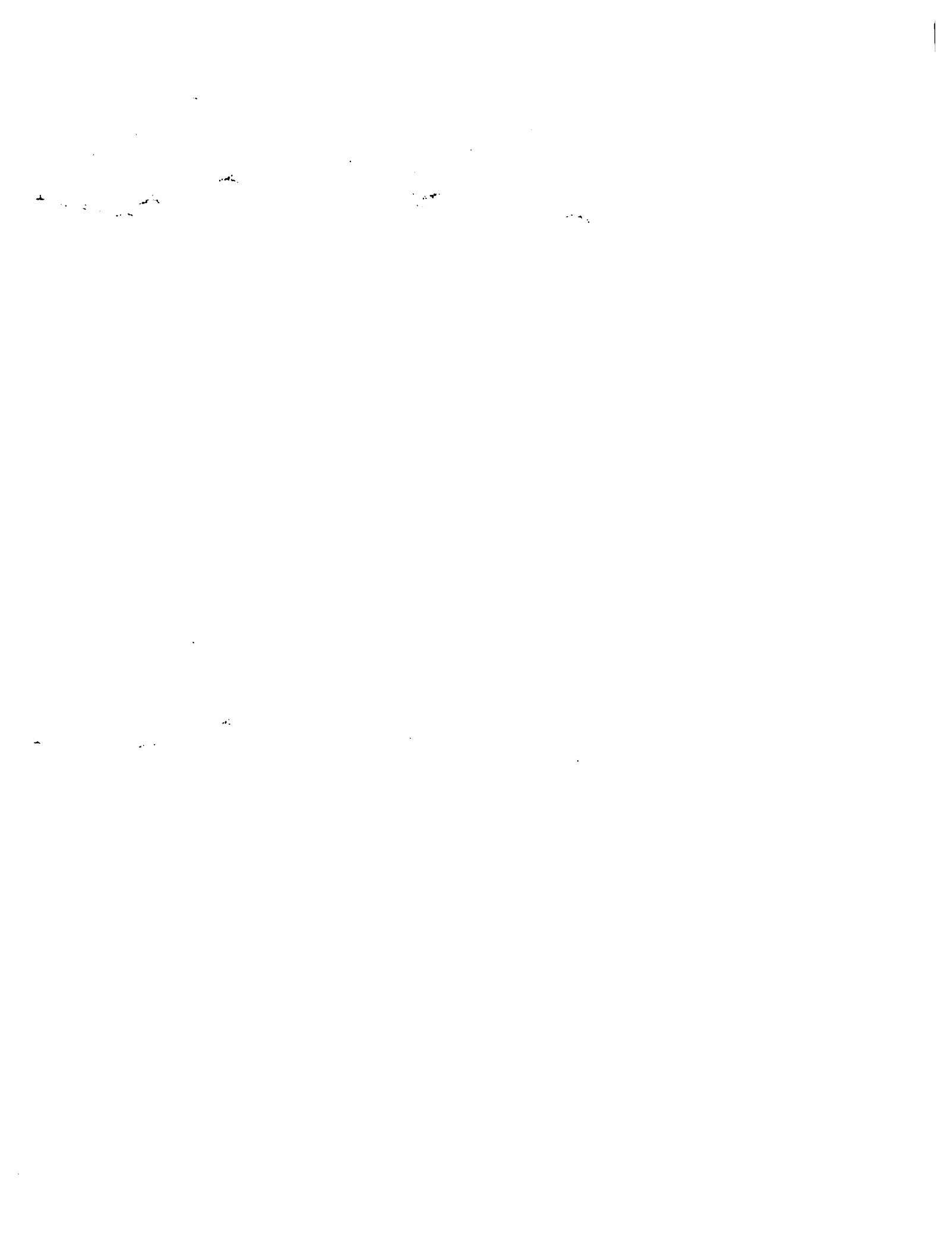
No new projects are underway at this time.

9.2 Projects in the planning stage

The cooperative owns a small 20 by 12 feet building on the beach in Fancy. The plan is to sell this building and purchase one centrally located in Fancy. The objective is to use the building as a wholesale outlet. Goods are normally shipped to Fancy only in small quantities and at great cost to the consumer. By using the truck to transport goods in bulk and the outlet to sell them, the cooperative feels that the community will be better served while the cooperative gains financial stability.

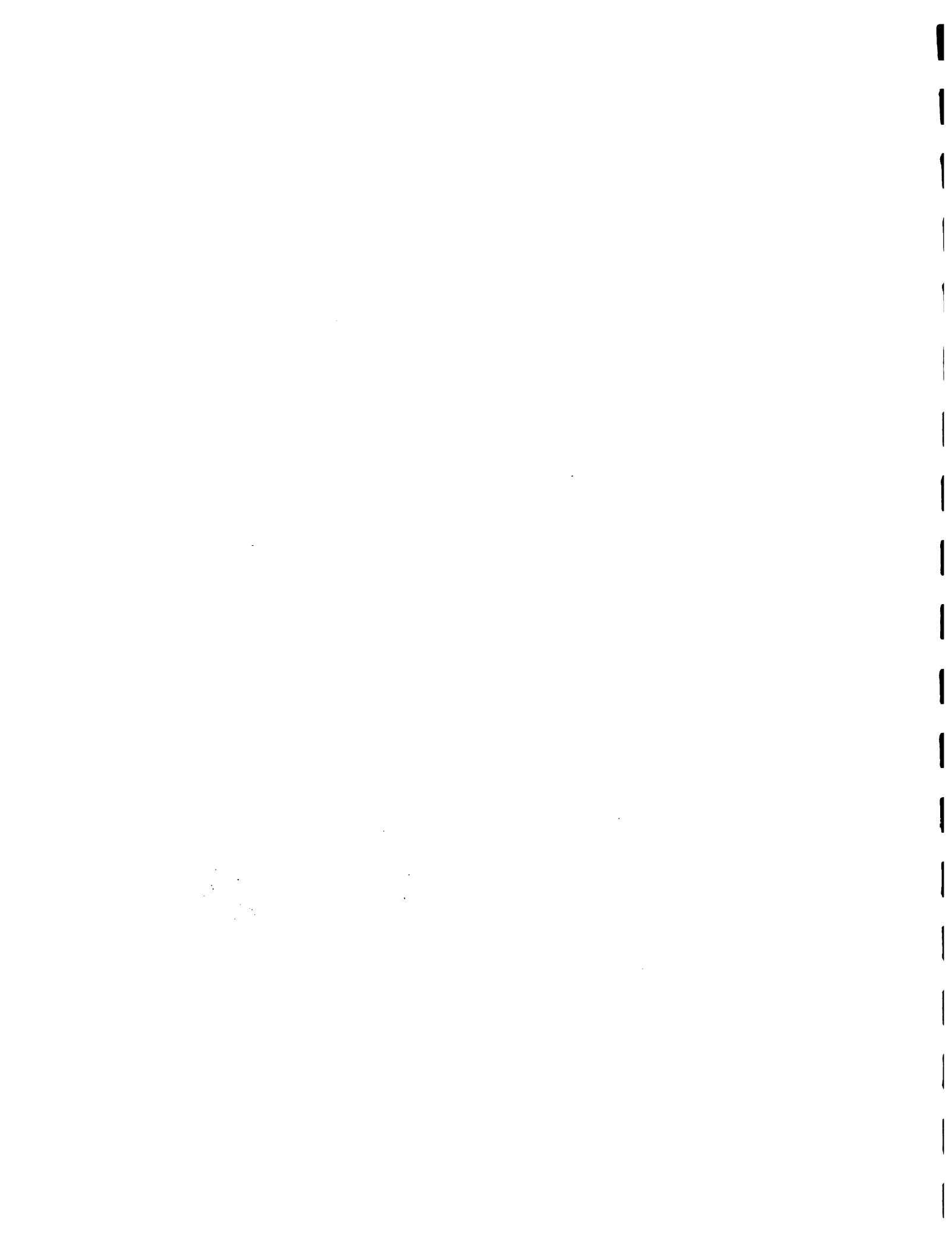
Early in 1991, the cooperative plans to hire a full time manager. The managers duties will be to monitor the day to day operations of the cooperative and make decisions accordingly.

Also in 1991, the cooperative plans to reenter the fishing business. The boats purchased will be wooden and produced locally.



**LAUDERS FARMERS GROUP
(LFG)**





LAUDERS FARMERS GROUP (LFG)

1. BACKGROUND

The Lauders Farmers Group, although having been in existence for some time, is only now (1990) taking steps towards the legal registration of the group as a cooperative. The founding members formed the group in order to diversify their agricultural production, largely centered on bananas. In so doing, they hope to improve the economic well being of the farmer through the blending of traditional farming with modern methods now available.

2. OBJECTIVES AND GOALS

The overall objective of Lauders Farmers Group is to assist members to diversify from bananas into other farming ventures. The Lauders Group plans to carry out a number of activities in support of this objective, including marketing, research, training, supply of inputs and development of infrastructure. Growing out of this effort to diversify, the group has carried out activities to increase the economic and social well being of the community. One of these activities includes a dynamic road building project designed to give increased accessibility to farm lands.

3. AREAS OF SPECIALIZATION

3.1 Products handled

The main crop handled is banana. On a smaller scale, the group grows a wide assortment of root crops, fruits and vegetables including passion fruit and hot pepper.

3.2 Marketing function carried out

Bananas are handled directly through the Banana Growers Association. The root crops are sold to commodity traffickers who purchase straight from the farmer. The fruits and vegetables are sold to the St Vincent Marketing Board. The St Vincent Marketing Board will in turn sell locally or export to neighboring islands.

4. DESCRIPTION AND QUANTIFICATION OF OPERATION

4.1 Board and method of management

The group is currently under formation and is being governed by an executive steering committee until they have completed their by-laws and group registration procedures. The steering committee is comprised of the president, vice-president, secretary, treasurer, public relations officer and an advisor.

4.2 Type and number of members and geographic location

Some of the members are located in the villages of Greggs and Chapmans. The majority of the membership is from the village of Lauders. Lauders is located on the windward side of the island. Membership of the group numbers slightly over 50.

4.3 Type and number of employees

None

4.4 Number of centers of operation and location

The Group is using the Lauders banana boxing plant office/assembly room for meetings. Efforts are being made to move the meetings to the Lauders school. The school is more accessible because it is geographically centered between the members.

4.5 Other types of infrastructure

None

4.6 Equipment and vehicles

None

4.7 Annual Sales

None as a group

4.8 Net assets

None

5. EXPERIENCE IN MARKETING

5.1 Brief description of marketing experiences

The members of the Lauders Farmers Group rely on three (3) groups to do the vast majority of the marketing of their crops. The Banana Growers Association has agreed to purchase as many quality grade bananas as can be produced. The hucksters come directly to the farm and purchase whatever fruit or vegetable they require. The Marketing Board purchases large quantities of the remaining fruits and vegetables for sale abroad or locally.

5.2 Successes and failures and lessons learned

The members of the group have traditionally sold produce to traffickers for export to other islands. In recent years, this market has become weak and unreliable, this is due in part by unstable economies of trading countries, such as Trinidad and Tobago. Also, the traffickers themselves at times are unreliable business partners. It is estimated in 75% of all transactions with traffickers, the farmer is paid for his produce only after it has been sold. This could involve a long waiting period for the funds as they must be repatriated and converted. It is estimated that 25% of the time the farmer is never paid anything from the trafficker for the goods that were received and sold.

6. RELATIONSHIPS (LINKAGES)

6.1 With government

The Group has had very little recent contact with the Ministry of Agriculture since their extension officer left in mid 1990 for further training at the Eastern Caribbean Institute of Agriculture and Forestry (ECIAF). The group has been interacting with the Cooperative Division for assistance in obtaining its legal status as a cooperative. They have participated in the Community Development Programme concentrating on the construction of roads servicing previously inaccessible farm lands.

6.2 With farmers organisations

The Lauders Farmers Group is actively involved with at least three (3) other groups. These include the Banana Growers Association, National Farmers Union and the Vincentian Association of Organic Agriculture Movement.

6.3 With regional or international organisations

Assistance has been received from the following organisations:

- NDF - plan for pig production
- CARDI - technical advice concerning Barbados Black Belly sheep
- HIAMP - passion fruit project

7. MAJOR PROBLEMS ENCOUNTERED

Priority problems identified by this group include:

- inaccessibility to farm lands due to too few roads;
- financial losses in dealing with Traffickers;
- proper fertilizer is unavailable for non-banana crops, and
- steep terrain forces all work to be done manually.

8. NEEDS

Priority needs identified by this group include:

- managerial training for group leaders;
- reliable transportation of produce;
- access to fertilizer suitable for vegetable crops;
- proper organisation or control of Traffickers to help ensure payment of goods;
- assignment of extension officer to provide technical assistance;
- adequate supply of seedlings;
- soil tests to determine ph levels;
- training in marketing and postharvest techniques, and
- technical assistance in the production of various fruit/vegetable crops.

9. FUTURE ACTIONS

9.1 New projects underway

The group is entering phase II of the Community Development Road Improvement Project. So far, they have completed approximately 600 yards of concrete road with culverts. Also, the group is actively participating in the HIAMP Passion Fruit Project. They have five (5) acres of the planned twenty (20) acres, planted with trellises in place. The group is nearing completion of their by-laws and hope to have legal status as a cooperative in early 1991.

9.2 Projects in the planning stage

These include:

- dynamic diversification programme;
- expansion into Pig Production;
- small scale organic farming, and
- farm input store for members.



**NATIONAL FARMERS UNION
(NFU)**





NATIONAL FARMERS UNION (NFU)

1. BACKGROUND

Arising out of some basic problems that farmers in different villages were encountering, representatives of diverse groups came together to discuss how best to address these problems. At that time, the National Farmers Union of Canada sent representatives to St Vincent as part of a Windward Island tour. This interfacing hastened the structure and development of the NFU in St Vincent.

At the inaugural General Meeting in April of 1980, in Kingstown, 100 farmers elected the first executive body consisting of nine officers and two trustees. On May 5, 1980, under the Trade Union Ordinance No. 397 of St Vincent and the Grenadines, the National Farmers Union was registered.

By constitutional agreement it was decided that 10 members or more would be required to establish a Branch. During 1980, the Executive body sought to set up administrative structure, Central Office, mobilization of members and branches in Vermont, Richland Park, Barrouallie, Biabou, Diamond and Greggs.

Later that year hurricane Allen hit the island of St Vincent and the NFU became involved in the reconstruction programme. Its Executive met with the St Vincent Banana Growers Association and lobbied on behalf of farmers for some level of compensation, both in cash and kind. Under this programme, the NFU arranged for member farmers to clean lands and establish long term and short term crops. The NFU set up a nursery to propagate and distribute tree crop planting material. This was eventually phased out due to lack of funds. The NFU also mobilized work brigades of member farmers to clear fields and established a site for the planting of cash crops. This continued until activities had to be phased out. These activities were financed principally by Oxfam Canada and the Canadian Catholic Organisation for Development and Peace (CCODP).

In late 1981, the membership of NFU requested that the Union conduct the marketing of their crops. There was no organised market for plantain and other root crops and NFU attempted to market some of their members produce by targeting the Barbados Market.

The Organisation has been striving to get representation on the various Boards governing Statutory Agricultural Organisations and has been generally looking for recognition

as the legitimate voice of farmers in St Vincent and the Grenadines. In more recent times it has shifted its focus to that of providing basic services to its members, and farmers in general.

2. OBJECTIVES AND GOALS

The objectives of NFU are:

- a) To secure a united organisation of farmers and other workers in fields related to agriculture;
- b) To enable members to discuss their problems and jointly work towards appropriate solutions within the overall interest of members;
- c) To secure for farmers ready access to farm land and other means of production and best possible markets;
- d) To promote a just farming system through research, development and education;
- e) To ensure small farmer representation on Boards and other agencies whose operations affect farm life, and
- f) To develop harmonious relationships with other organisations having similar interests.

3. AREAS OF SPECIALIZATION

3.1 Products handled

- a) Agricultural commodities: plantains, yams, dasheens, tannias, oranges and mangoes.
- b) Farm inputs: machetes, garden forks, boots and others.

3.2 Marketing functions carried out

Following reconstruction after Hurricane Allen (1981) NFU implemented a short term marketing programme but encountered numerous administrative problems. As of 1988, NFU does not market produce, but they are analyzing supply and demand for selected crops in the hope of providing support in marketing.

3.3 Other services offered

NFU has an appointed Education Coordinator with technical expertise who devotes a lot of attention to the education of

members. Education covers subjects such as organisation and development, awareness of public policies and laws and technical training in production and marketing.

A Credit Union was established among members in 1987. It is an autonomous organisation and is intended to assist in financing farm businesses, social and economic requirements of farm-holds and, above all, encourage savings.

4. DESCRIPTION AND QUANTIFICATION OF OPERATIONS

4.1 Board and method of management

The Annual General Meeting sets policies and elects an eleven (11) member Executive Committee. The Executive Committee meets monthly and executes the policies of the General Meeting and appoints staff to ensure that work goes on, on a day to day basis. The Executive Committee also coordinates the activities of the 12 branches. The 12 branches function as units in themselves for recruitment of members, training and recipient of services offered by the NFU.

4.2 Type and number of members and geographic location

The NFU is governed by approximately 1200 (233 financially paid up) Vincentian farmers who assemble once a year at the General Meeting. The actions and projects are implemented through 12 rural branches located in the following areas:

- | | | |
|---------------|-----------------|--------------------|
| 1) Mt Grenan | 5) New Prospect | 9) Vermont |
| 2) Diamond | 6) Brighton | 10) Barouallie |
| 3) Chapmans | 7) Mesopotamia | 11) Spring Village |
| 4) Bridgetown | 8) Mt Pleasant | 12) Lauanders |

4.3 Type and number of employees

The paid staff of the General Secretary includes one typist, one Service Coordinator, one Education Coordinator and two Branch Organisers.

4.4 Number of Centers of Operation and Location

The office of NFU is located downtown Kingstown on Pauls Avenue.

4.5 Other types of Infrastructure

Presently the NFU uses community centers, schools or members' houses to hold meetings outside of Kingstown. Members have

been lobbying for the establishment of centers in various villages for meetings, storage, for the selling of Agricultural inputs and other uses.

4.6 Equipment and Vehicles

The NFU owns one pickup truck. Other equipment includes a hand tiller, office equipment and tape recorder, typewriter, a stencil scanner and miscellaneous items.

5. EXPERIENCE IN MARKETING

5.1 Brief description of marketing experiences

The NFU ventures in marketing have been conservative in nature and have lacked planning and information. Proper market studies were not carried out. One of the Executive Committee members with limited experience in marketing initiated efforts to market members' produce on behalf of the NFU. For the first shipment an oversupply on the local market resulted in low prices. The second shipment registered a profit. On one additional shipment the NFU suffered a loss due to transportation problems. On evaluation, NFU was unable to make serious inroads in marketing due to unplanned marketing programme and uncertain markets. The Curacao market was explored but the transportation problem could not be overcome. The marketing operation closed down due to administrative and financial problems. This also led to the loss of members from the NFU.

5.2 Success, Failure, and Lesson Learned

NFU was unable to move agricultural produce and the experience gained can be used for future planning.

There was inadequate planning, lack of an organisational structure capable of executing the functions of marketing and lack of postharvest know-how.

Lessons learned through the experiences were:

- a) To do proper marketing, one must put in a proper staff structure;
- b) Feasibility studies of market opportunities must be undertaken;
- c) There must be adequate capital and sufficient volume of produce to warrant the effort;

- d) There is a need to ensure available transportation both locally and overseas.

6. RELATIONSHIPS (LINKAGES)

6.1 With Government

NFU members sit on various committees of the Ministry of Agriculture. However, there is not enough involvement of NFU in certain policy decisions and there are occasional delays and side-stepping.

NFU has lobbied Government to subsidize the cost of brown sugar through lower retail prices. The NFU has also lobbied government for minimum wages for agricultural workers, land distribution and pricing policies.

6.2 With Farmers Organisations

Presently, the linkage is that of information sharing between farmers organisations and there are meetings geared towards addressing common problems. NFU is a member of the Windward Islands Farmers Association (WINFA) and the Caribbean Farmers Development Company (CFDC).

6.3 With Regional or International Organisations

The following organisations have assisted the NFU:

CARDI: By providing research information and participating in work plan programmes.

CIDA: Funding the youth exchange.

OXFAM (CANADA) (UK): Funding the reconstruction project after Hurricane Allen.

CCODP: Funding reconstruction after hurricane Allen.

HIVOS (DUTCH): Funding the education credit scheme and administration programme.

War On Want (UK): Funding of the education programme in 1983.

Trinidad Agricultural Congress: Information sharing

International Federation of Agriculture (UK): Information sharing.

NFU of Canada: Information sharing, programming and implementation of some programmes.

CAEP (UWI): Through work planning and evaluation of Extension Programmes.

Members of NFU serve on various committees of both local and regional organisations. NFU is a member of the Joint Workers Council (an attempt at a trade union Congress and is a founding member of the National Association of Democratic Organisation (NADO). The NFU represents farmers on special committees, such as World Food Day and ad hoc committees set up by the Ministry of Agriculture, Industry and Labour.

7. MAJOR PROBLEMS IDENTIFIED

7.1 Agricultural Production

Problems in agriculture production have been identified as follows:

- a) Lack of information on market alternatives has resulted in a concentration in the production of traditional export crops with established markets.
- b) Monoculture agriculture has resulted in an increase in pest and disease problems, thus higher costs of production and greater dependence on imported pesticides.
- c) There is no proper soil testing laboratory resulting in an inefficient use of fertilizers.
- d) Lack of available lands for small farm cultivation, and
- e) Lack of proper training and extension services.

7.2 Marketing

Marketing problems have been identified as follows:

- a) Lack of information on local and external market opportunities.
- b) Deficient organisation in postharvest handling of produce.
- c) Lack of infrastructure.

- d) Lack of transportation.
- e) Lack of support services.
- f) Inconsistency of farmers with respect to the quantities and quality of produce available for marketing.
- g) Lack of farmer knowledge in pricing of produce.
- h) No agro-processing facilities.

7.3 Management

Problems in management have been identified as follows:

- a) Limited human resources create serious bottlenecks for the implementation of projects and the provision of services to farmers.
- b) Farmers are difficult to organize into effective production and marketing groups and considerable time is required by technical personnel.
- c) The leaders of NFU are known political activists and although they separate political activities from Union activities this has prevented recognition by Government as official representations of farmers.

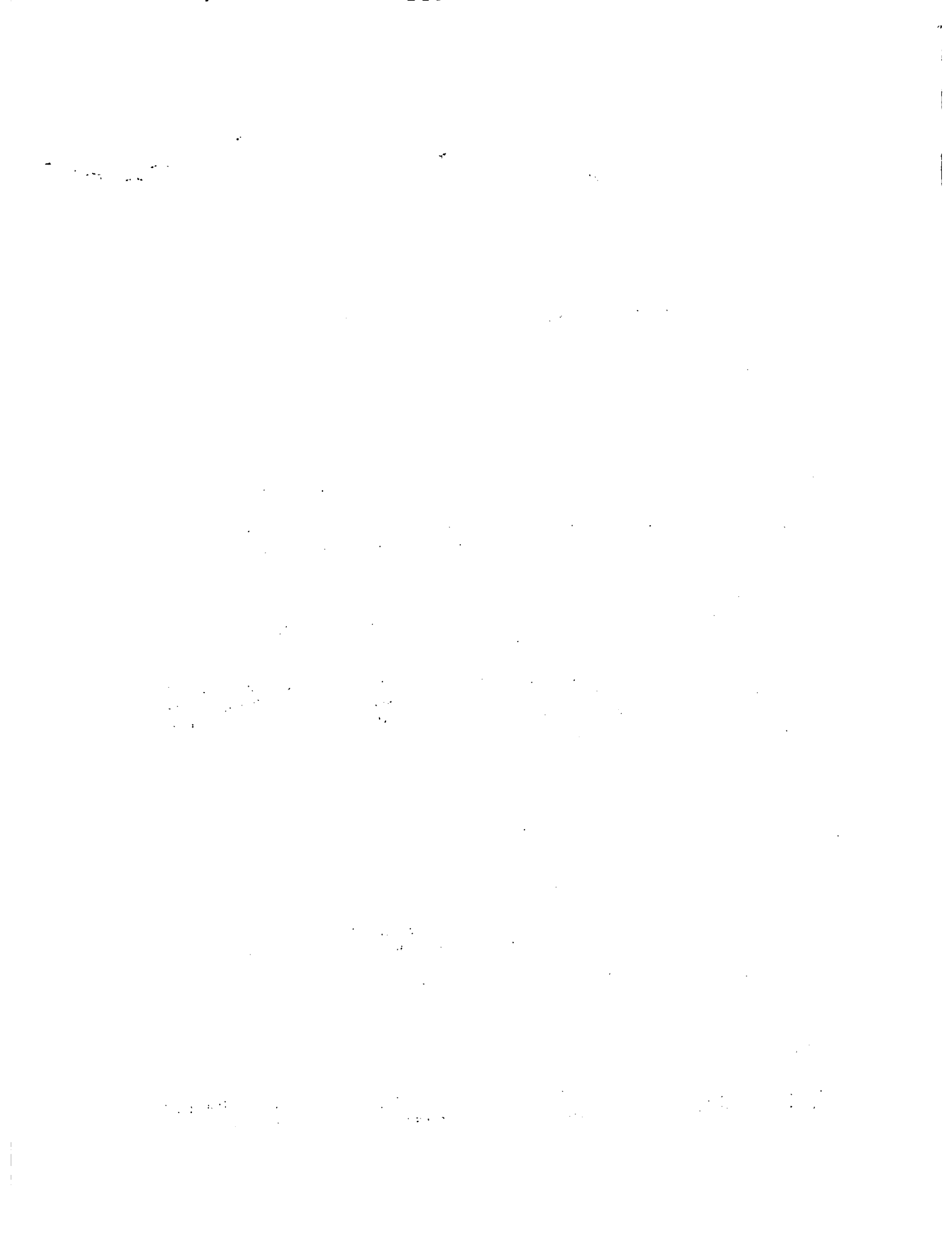
8. NEEDS

Some areas in which the NFU needs are greatest are the following:

- To conduct detailed market studies prior to implementing marketing ventures;
- Obtaining access to soil testing equipment;
- Systematic training of farmers in post harvest handling, and
- Managerial training of all members of the executive committee.

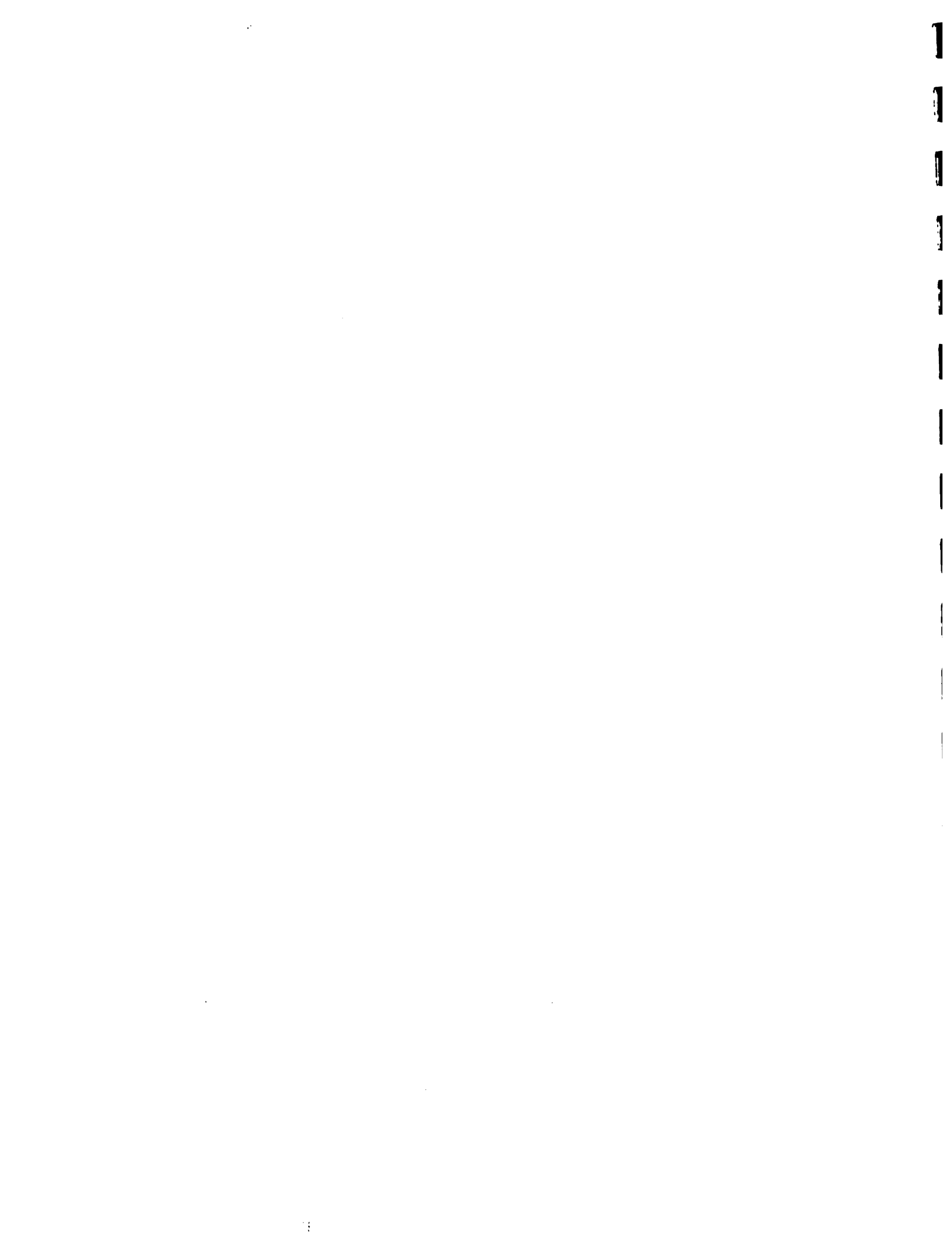
9. FUTURE ACTIONS

NFU is doing a feasibility study, looking at the internal capacity of NFU to implement the projects being perceived.



**ONION GROWERS ASSOCIATION
(OGA)**





ONION GROWERS ASSOCIATION (OGA)

1. BACKGROUND

The Onion Growers Association consists of approximately 60 farmers located in the Troumaca area, most of whom produce onions. The association began to take form as early as 1979, when a small group of backyard farmers grouped together in the production of onions. During the next 5 years, membership increased to approximately 20 persons. Several factors led to more farmers becoming involved in onion production. The soil of the Troumaca area had been over used which resulted in a severe nematode problem. Farmers found that when onions were substituted for other traditional crops the nematodes were greatly reduced. Also, the farm gate price for onions had increased to 60 cents per pound. By 1985, some farmers had been able to increase their yield per acre from 4,000 pounds to 10,000 pounds per acre. In the following two years poor weather conditions resulted in small harvest. Since that period, the Ministry of Agriculture, along with the French Technical Mission, have shown great interest in the OGA. The Ministry of Agriculture has given technical assistance while the French Technical Mission has provided inputs such as better varieties of seeds and post harvest drying trays, drying sheds and an input centre.

2. OBJECTIVES AND GOALS

The objectives and goals include the following:

- a) To improve and upgrade the quality of life of the people of the community through participating in the growing and marketing of onions;
- b) To produce enough onions to satisfy local demand;
- c) To improve the quality of onions produced locally;
- d) To lobby for import controls to secure the local market.

3. AREAS OF SPECIALIZATION

3.1 Products handled

The main crop of OGA members is onions. Members of the association are involved in tomato production to a limited extent during non-onion growing periods.

3.2 Marketing functions carried out

The OGA buys seeds from the St Vincent Marketing Corporation, then it sells the seeds to its members at no additional mark-up. The association monitors post harvest drying and selling of the onions to the St Vincent Marketing Corporation.

3.3 Other services offered

The OGA operates a small input centre for its members. Inputs offered for sale include seeds, herbicide, pesticide, and fertilizer. The shed also houses the OGA equipment including (2) two mist blowers and (1) one spray can.

4. DESCRIPTION AND QUANTIFICATION OF OPERATIONS

4.1 Board and method of management

The OGA is governed by the executive committee. The committee is comprised of the president, vice-president, secretary, treasurer, public relations officer, (3) three elected members of the association and (1) ex-officio member from the Ministry of Agriculture.

4.2 Type and number of members and geographic area

The association is comprised of 60 farmers located on the north leeward side of the island, specifically in the Troumaca area. All but four of the farmers are actively participating in onion production.

4.3 Type and number of employees

The association presently (February 1991) has no employees. But, a full time secretary and project coordinator are scheduled to be hired sometime in 1991 provided funds can be secured.

4.4 Number centers of operation and location

The OGA is using the input centre and adjacent drying shed in Troumaca as their center of operation. It is convenient to the members as it is on the main road and geographically centered among its members.

4.5 Other types of infrastructure

The OGA operates 6 small drying sheds and one input shed.

4.6 Equipment and vehicles

The OGA owns one (1) spray can, two (2) mist blowers and 150 drying trays.

4.7 Annual Sales

In 1989, the association sold 46,805 pounds of onions to the marketing board at \$1.08 per pound for a gross income of \$50,549.40. The inputs supply shed only recently opened, sales figures are unavailable at this time.

4.8 Net assets

Information on net assets is not available

5. EXPERIENCE IN MARKETING

5.1 Brief description of marketing experiences

The OGA experiences preferential treatment by the marketing board in reference to the sale of onions. The marketing board has reached an agreement with the OGA to purchase all the acceptable onions at a negotiated price.

5.2 Success, failures and lessons learned

The OGA is currently growing three (3) varieties of onions. These varieties although being relatively tolerant to disease and pests have a relatively short shelf life. The association is continuing to test new varieties while also looking at new post harvest techniques. Currently, sheds with wire shelves are being used. The association feels that advanced techniques such as post-harvest treatment with chemicals will greatly affect shelf life, hence reduce spoilage and give longer marketability of the onion.

6. RELATIONSHIPS (LINKAGES)

6.1 With government

The efforts of the Onion Growers Association parallel the diversification initiative of the Ministry of Agriculture in that they are banding farmers together in the production of a non-banana crop. The Ministry of Agriculture is trying to assist the OGA to the best of their ability directly through the extension division. Recently, in response to a request by the OGA, the MOA provided an extension aide to help the existing extension officer.

6.2 With farmer organisations

The OGA has a spirit of camaraderie with the Chateaubelair Multi-purpose Cooperative. They share valuable experiences with other groups in respect to marketing of crops and what the necessities are in the running of a cooperative or association. When one group's input supplies are short assistance is obtained from others.

6.3 With national, regional and international organisations

Linkages have been established with the following organisations:

FTM - input, technical and financial support
HIAMP - technical support
SVMC - marketing of product
CARDI - research/technical support

7. MAJOR PROBLEMS ENCOUNTERED

7.1 Agricultural production

Several factors have inhibited production of onions:

- All cultivation is manual;
- Limited workable land;
- Disease such as Brown Tip;
- Inadequate pest control of white flies and dips, and
- Poor quality of seed combined with damping off.

7.2 Marketing

Major problems have occurred in post harvest handling and marketing. In years past, quality of product has been poor. Onions have been improperly dried and stored. This practice has resulted in excessive spoilage. Also, it has cast doubt as to whether quality onions can be produced by the Onion Growers Association. The inability to supply the SVMC with a projected crop yield coupled with the inability of the MOA to ban the importation of onions during the local production season has resulted in a market glut.

7.3 Management

The OGA is a new organisation and its members have little knowledge or experience in administration, organisation and business management.

8. NEEDS

The priority needs identified by OGA are as follows:

- establishment of an improved working relationship with the SVMC;
- transportation to take crop from field to nearest drying shed then to market;
- import controls to allow local onions the niche needed to establish the market;
- management training in the appropriate roles in operating an association;
- increased drying capacity of onions, only 6 of 60 farmers have drying sheds;
- hiring of a full time project coordinator and secretary;
- feasibility study to evaluate whether the manual labor can be reduced by mechanical means.

9. FUTURE ACTIONS

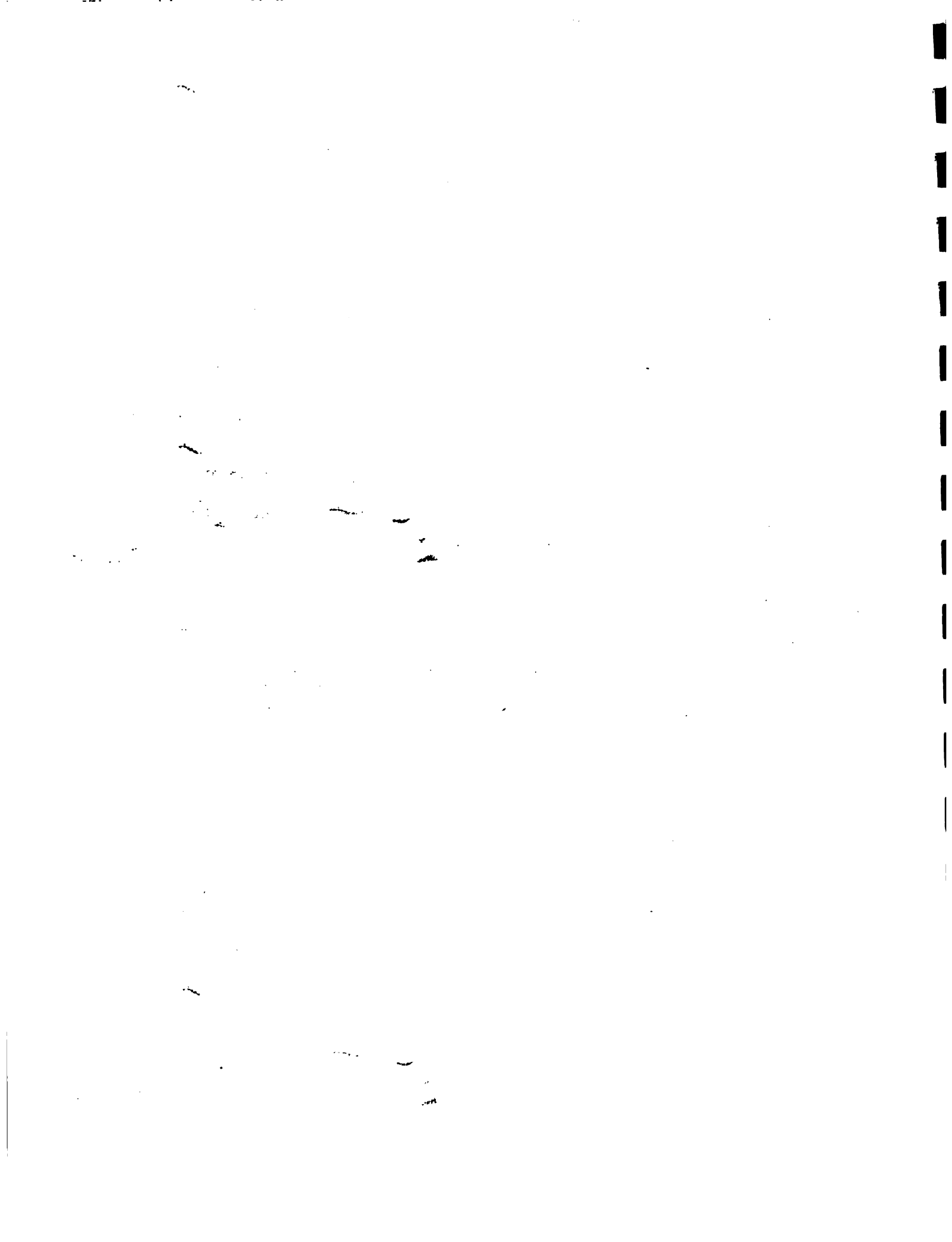
9.1 New projects underway

The association is currently finishing construction of the FTM funded input shed. Also, they are working closely with the MOA and the cooperative division in the writing of their by-laws to file for legal status.

9.2 Projects in the planning stage

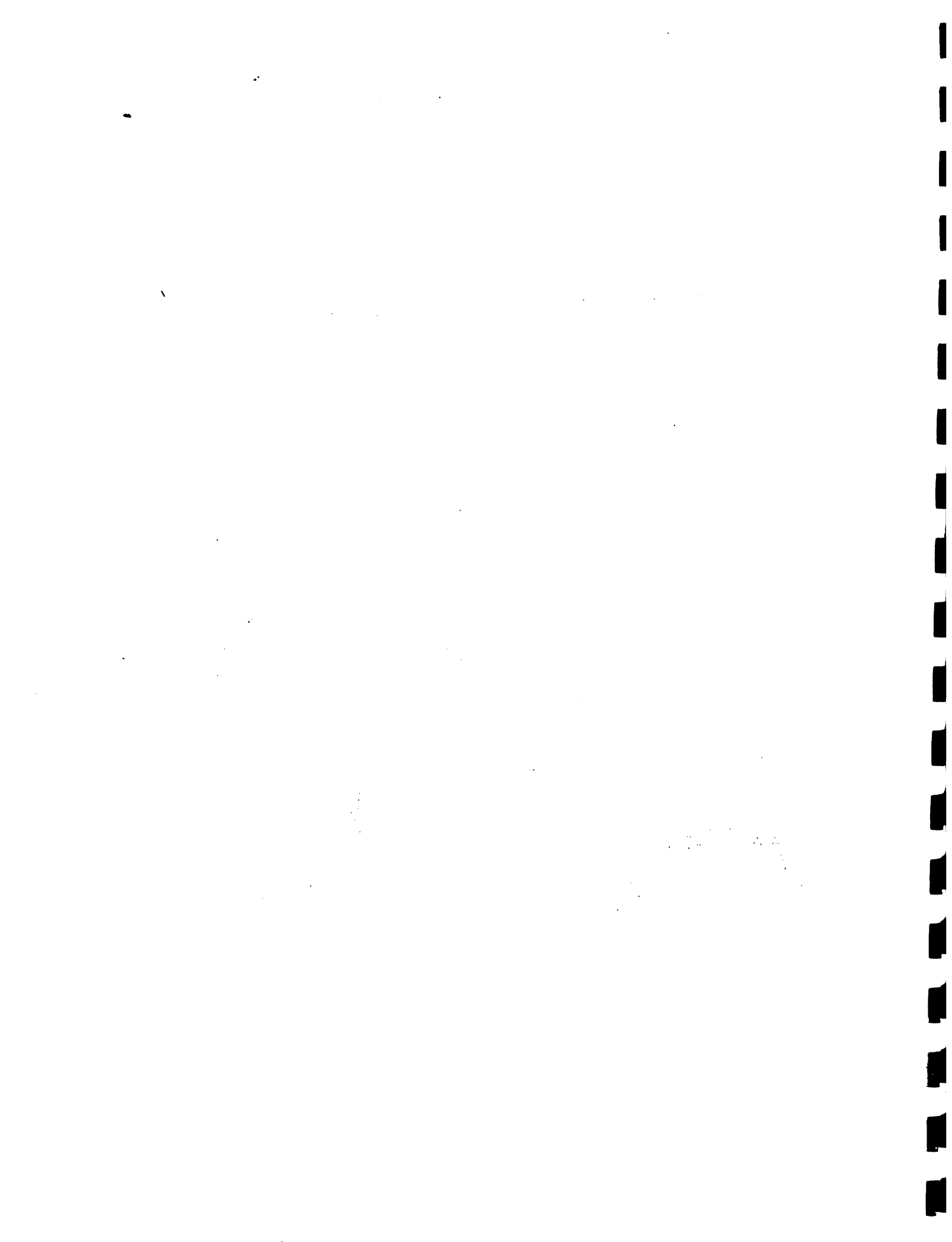
For the future the association has planned:

- purchasing of their own seeds from an outside source in order to obtain the variety and quality needed;
- onions will remain the mainstay of production but, the Association plans to diversify into other vegetables;
- construction of greenhouse for seedling propagation.



**ORGANIZATION FOR RURAL DEVELOPMENT
(ORD)**





ORGANISATION FOR RURAL DEVELOPMENT (ORD)

1. BACKGROUND

In 1976, several village group representatives met in Owia (a village in the North-Eastern section of St Vincent) mainly to discuss the issue of malnutrition. From this grouping individuals came together to form ORD. As the name implies, ORD seeks to address people at the grass roots level.

The Organisation for Rural Development (ORD) is a private, non-profit, non-partisan organisation that was founded on August 9, 1976. It was incorporated as a private Statutory Body in the House of Assembly by Act No. 14 of 1978.

During the period 1976-78, the individuals comprising ORD served voluntarily (and even to date staff members are required to offer voluntary service, even though they are paid a salary).

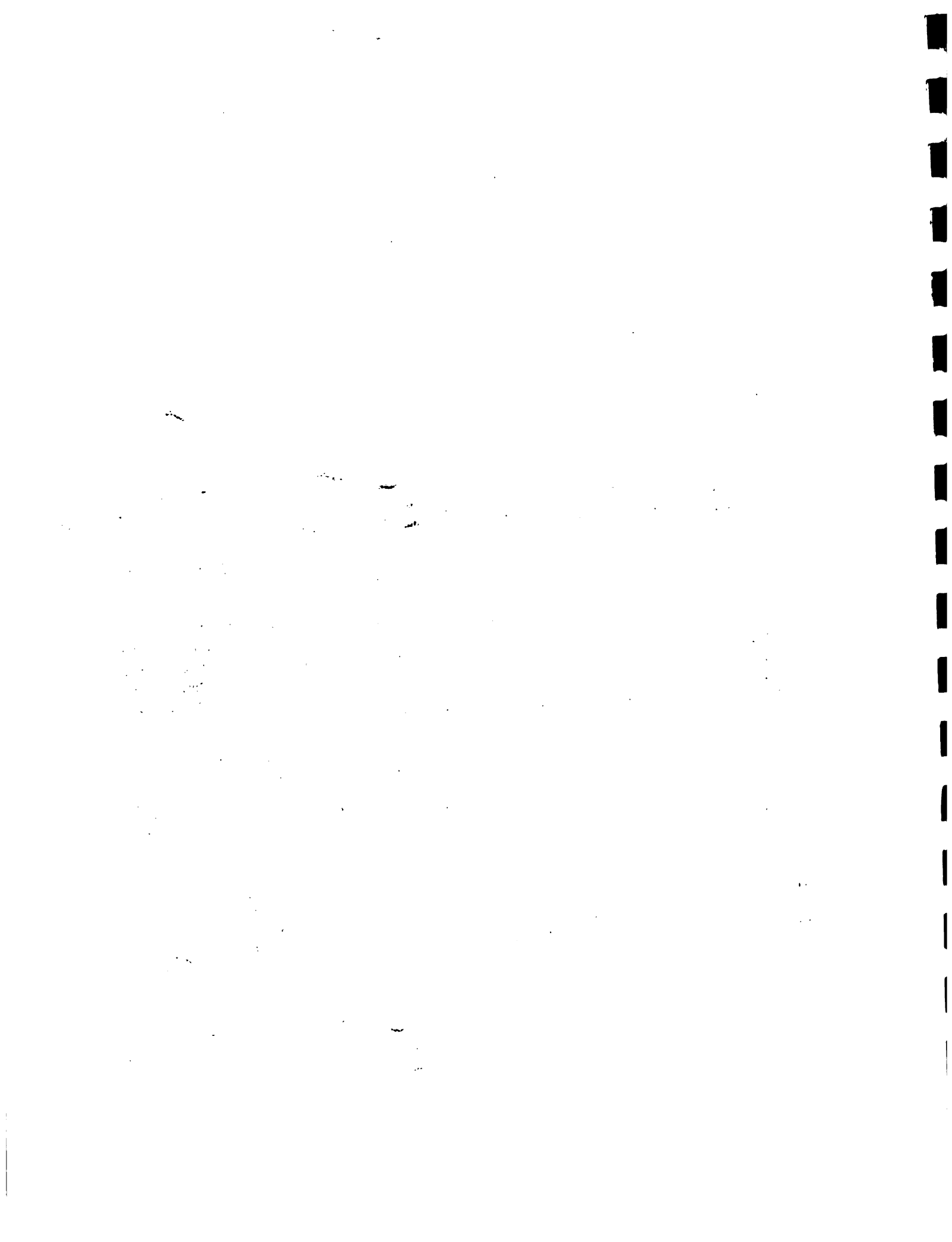
The first programme embarked upon was a Nutrition-Education Programme. In this programme, ORD distributed high lysine corn and winged beans to participating farmers.

The organisation received its first grant in 1978 from CUSO; this was provided to support working members.

In late 1978, ORD received a grant from the Rockefeller Foundation to set up a seed supply operation. A following grant from the Inter-American Foundation was used for management and operational costs. At this time the organisation started to organize and strengthen its staff structure and expand into several programmes.

In 1982, a grant was provided by CIDA to establish an Animal Revolving Fund Scheme. Other programmes that were undertaken included: Backyard Gardening, Village Nutrition and a Farm Input Credit Scheme. This increase in activity required the expansion of the extension staff.

In 1985, ORD received a grant from the United States Agency for International Development (USAID) to implement the Integrated Management, Production and Marketing Project. This grant was administered through the Pan American Development Foundation (PADF). This project required the restructuring of ORD. Technical assistance was provided by PADF and the International Voluntary Service (IVS).



The organisation grew tremendously during the period 1984-86 in terms of staff members, general membership and organisational management. It embarked upon a number of new projects to assist members at the grass roots level.

In 1989, ORD went through a crisis situation caused by the inability to market farmers tumeric at an acceptable price. This led to a reduction in ORD staff and a restructuring of operations.

2. OBJECTIVES AND GOALS

The purpose of the Organisation is to promote high quality rural development in St Vincent and the Grenadines and to foster co-operation among regional development organisations so as to improve the quality of life for all Eastern Caribbean people and Vincentians in particular. Its objectives are as follows:

- a) To create a state of awareness in rural people to achieve their own development;
- b) To create a more self-sufficient economy by developing programmes and projects based on adequate utilization of local resources at realistic cost;
- c) To develop grass root potential leadership at community levels;
- d) To serve as a role model, providing alternative methods of development;
- e) To develop a system of thoughts and ideas from practical experiences and studies;
- f) To improve the economic, nutritional and social well-being of rural families in St Vincent;
- g) To increase the entrepreneurial spirit of small farmers, and
- h) To carry out a series of projects with specific purposes that will lead to the accomplishment of the organisation's objectives.

3. AREAS OF SPECIALISATION

3.1 Products handled

- a) Agricultural commodities: ginger, dasheen, sweet potatoes, pumpkins, plantains, tannias and eddoes.
- b) Farm inputs: seeds and chemicals.

4. DESCRIPTION AND QUANTIFICATION OF OPERATION

4.1 Board and method of management

Rural Sub-Committees are established in participating villages. These are the base groups for members. From these Rural Sub-Committees, the General Assembly of Delegates (GAD) is derived. At the meeting of GAD, the Central Committee, consisting of ten (10) elected officials and six (6) farmers is selected.

The Central Committee provides guidance in terms of policies and stewardship over the Assets and Liabilities of the organisation. The organisation has a Coordination Chief who is accountable to the Central Committee. This individual, along with other senior staff, provides the leadership and management for the organisation on a day-to-day basis. ORD is divided into four divisions: Finance and Supplies, Field and Marketing, Administrative and Management.

4.2 Type and Number of members and geographic location

The organisation has approximately 1,070 members distributed island-wide. The geographical distribution of members is as follows:

North Leeward	302	members
South Central Leeward	321	"
Lower Windward	75	"
North Windward	317	"
Central	55	"

TOTAL 1070 members

4.3 Type and number of employees

In June 1986 the organisation had thirty-one (31) monthly paid workers. Twelve (12) were located at the Central Office and were involved in Administration and Management, Accounting, Marketing and Field Production Management. There were nineteen (19) workers involved in field operations. This

group included three (3) Area Programme Coordinators, one (1) Senior Voluntary Corps and fifteen Junior Voluntary Corps. Due to the tumeric crisis, ORD staff was drastically reduced in 1990. In February 1991, ORD staff consisted of seven (7) administrative positions, six (6) field and production staff, six (6) marketing persons and three (3) agricultural training personnel. In addition between 9-15 laborers are employed at the packing house operation.

4.4 Number of centers of operation and location

The Central Offices of the ORD are located on the 2nd floor of a two story building on Granby Street in Kingstown, St Vincent.

4.5 Other types of infrastructure

The organisation has a 70 ton storage and packing house in Vermont in the South Central Leeward. It also has eight (8) input stores island-wide.

4.6 Equipment and vehicles

The equipment owned by the organisation consists of a wide range of modern office equipment and machines and miscellaneous scales, field crates, etc. located at the packing house.

The organisation has a fleet of five vehicles - one (1) 3 1/2 ton truck, three (3) jeeps and one (1) pick-up.

4.7 Annual sales of agricultural commodities

The volume of agricultural produce exported by ORD in 1989 and 1990 are presented below. These exports were made primarily to Europe.

Commodity	1989 Exports (lbs)	1990 Exports (lbs)
Pumpkin	6,336	16,909
Eddoes	81,282	386,020
Ginger	222,350	21,543
Sweet Potatoes	2,960	4,385
Banana	7,182	-
Plantain	1,620	-
Dasheen	5,085	164,835
Tannia	-	640
TOTAL	<u>326,815</u>	<u>594,332</u>

4.8 Annual sales of farm inputs

The sales of farm inputs made by ORD in 1990 are shown below, by type of product.

<u>Type of Product</u>	<u>Value of sales (EC\$) 1990</u>
Fertilizers	35000
Seeds	18000
Chemicals	16300

Total	<u>69300</u>

5. EXPERIENCE IN MARKETING

5.1 Brief description of marketing experiences

At the present time nearly all of ORD exports are sold to CATCO who markets them in the UK using Geest transport. Projections are made by ORD in respect to market conditions and farmers registered with ORD are advised as to what crops and quantities to plant. Weekly purchasing orders are given by the ORD Marketing Division to rural ORD field workers who identify suppliers of commodities. A purchasing team goes to each farm identified by the field workers where produce is selected and purchased. ORD transports produce to its packing house for final washing, selection and packaging. Produce is finally transported to Geest dock for weekly shipments. In this way ORD was able to handle nearly 600,000 lbs of produce in 1990.

ORD made a trial shipment of produce to Barbados using a contracted local inter-island schooner. The results were favorable and opens the possibility for this form of shipment on a regular basis.

Trial shipments have been made to Trinidad using the Trafficker marketing channel. Sample shipments have been made to Florida.

These and other marketing experiences have permitted ORD to establish an effective Marketing Division.

5.2 Successes and failures and lessons learned

In 1989, ORD had a very negative experience with the marketing of Tumeric. Trial plots totaling five (5) acres produced yields of 40,000 lbs/acre of tumeric in 1988. Prospects of a market in the USA at EC\$0.50/lb prompted farmers to plant

50 acres of the crop in 1989. Too late, ORD was informed that the EC\$0.50/lb was for dried tumeric. With very little time before harvest efforts were made to install drying facilities which proved unsatisfactory for the task. With between 1.5 and 2.0 million lbs of tumeric in the ground and inadequate drying/storage facilities ORD ended up losing approximately EC\$1.0 million and gaining the enmity of dozens of farmers.

Some of the lessons learned by ORD in respect to marketing are the following:

- Farmers organisation must be very careful when dealing with foreign buyers, even those with access to large amounts of capital.
- Production programmes should not be initiated until marketing problems are resolved.
- Always do your own market research.
- Don't sign supply contracts with farmers at fixed prices.
- Brokers and agencies such as CATCO have been unable to provide consistent markets.
- The production data base must be reliable and accurate.
- Farmers are only convinced through tangible (\$) results.
- The producer must be knowledgeable of the requirements for producing a high quality product for the market.
- Successful marketing requires maintenance of quality, consistent and dependable supplies, upgrading of packaging material and proper labelling.

6. RELATIONSHIP (LINKAGES)

6.1 With government

Linkages are good with Government which have supported ORD activities from inception through duty free concessions and technical assistance. Presently ORD is playing an active role in the Joint Agriculture Committee which includes MOA, ORD, CARDI, FTM, CTM, HIAMP and the St Vincent Technical School of Agriculture. This committee monitors agronomy training and research.

ORD has been able to influence Government Policies in:

- a) Increasing small farm production;
- b) Improving small farm management and technical skills;
- c) Making available agricultural inputs;
- d) Providing back-up extension, and
- e) Assisting in locating markets for farmers.

6.2 With farmers organisations

ORD maintains close working relationships with other Vincentian farmer organisations and freely exchanges ideas and information. ORD is an active member of the Caribbean Farmers Development Company (CFDC) which is involved in training, information, livestock development and trade.

6.3 With regional and international organisations

The Organisation has recently embarked upon a regional collaborative effort that involves contact with organisations from Jamaica, Antigua, St Kitts, Dominica, St Lucia, Grenada and Barbados. It has worked with and received assistance from the following organisations:

- PADF: Technical assistance and monitoring of management.
- USAID: Technical assistance and funding for the Integrated Management, Production and Marketing Project.
- IVS: Technical assistance in management, marketing and postharvest handling of fresh produce.
- IAF: Grant funding for management and operational costs in initial stage of development.
- CIDA: Grant funding for miscellaneous small projects.
- USDA: Technical information.
- IICA: Technical assistance, information and training.
- CARDI: Technical assistance and information.
- FTM: Technical assistance.
- AVT: Financing for packing house and product research/development.
- CFDC: Technical information and training.

Peace Corps: Technical assistance in agriculture, management and accounting.

Rockefeller Foundation: Establishment of seed supply programme.

7. MAJOR PROBLEMS ENCOUNTERED

7.1 Agricultural production

- Very weak production support services from Government;
- Over dependency on banana farm inputs without good alternatives, e.g. fertilizers;
- Acreage cultivated by ORD farmers are too small to produce the volumes required for export;
- Insufficient technical information for the production of certain export crops;
- Weak mechanisms for training farmers;

7.2 Marketing

- Poor farmer practices in postharvest and marketing;
- Shortage of working capital to pay farmers and purchase packaging materials;
- Unreliability of market and buyers, e.g. when farmers confidence built up CATCO stops buying or reduces volume purchased;
- Unreliability of transportation, including Geest;
- Delays in receiving payments from CATCO and other buyers;

7.3 Management

- Too small volume of operations to maintain required administrative staff;
- Insufficiently trained administrative staff;
- Difficulty in keeping computer hardware and software operational.

8. NEEDS

Some of the priority needs identified by ORD at this time are the following:

- Conduct detailed market studies prior to implementing marketing ventures;
- Training of staff in management, marketing and post-harvest handling;
- Development of tech packs for various vegetable crops; and
- Completion of farmer data base information gathering.

9. FUTURE ACTIONS

9.1 New Projects Underway

The organisation is presently working on a five (5) year development project. The initiative is centered on the following areas: self-sufficiency; ginger production and marketing; onion production and marketing; labor support; farm machinery improvement; soil conservation; small scale irrigation; regional collaboration and leadership management skills development.

Specific projects include the following:

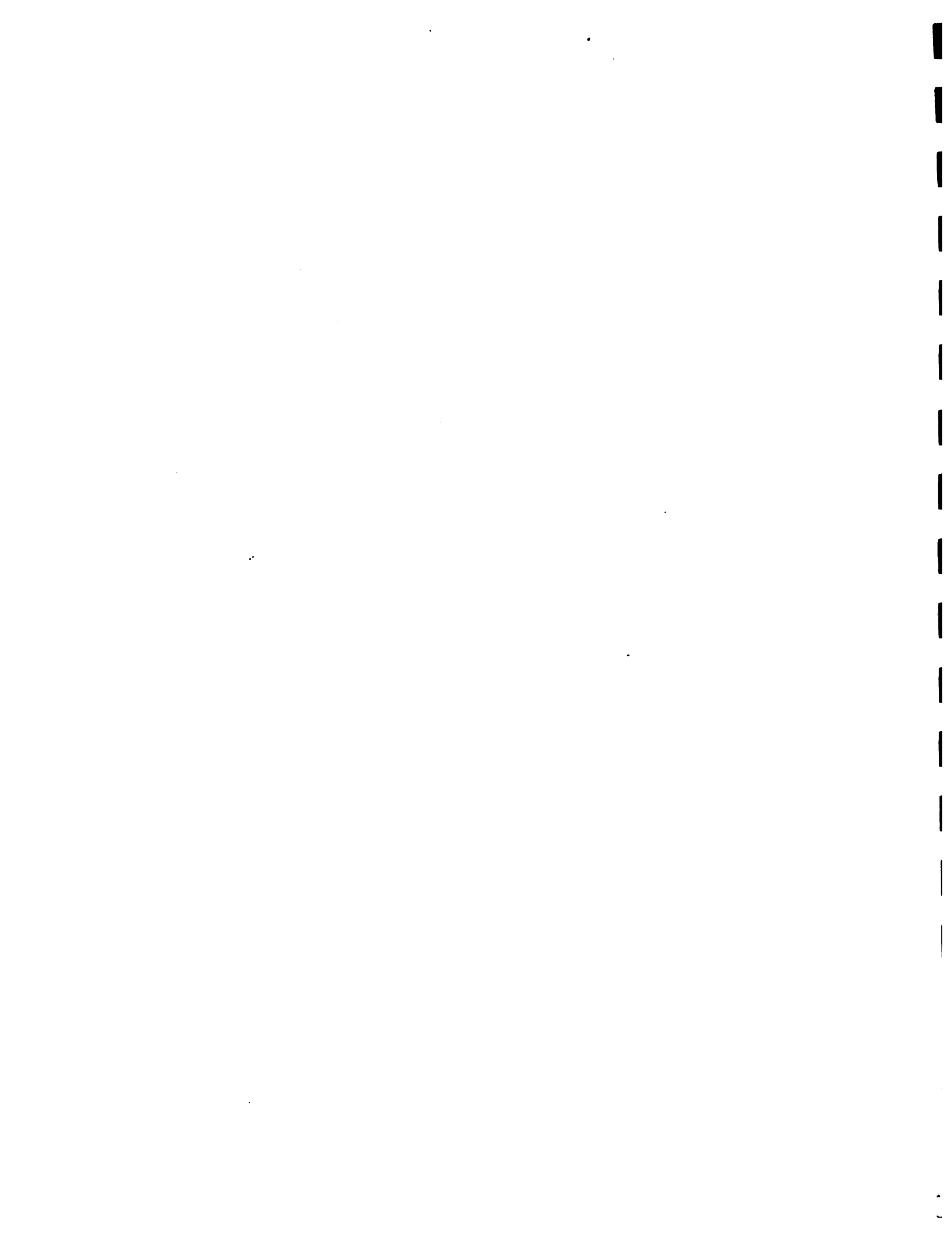
Ginger project to process low grade ginger into powder. Feasibility study has been completed and some funding has been approved by CFDC and AVT. Project should begin mid-1991.

Agronomic Training and Research Project with the Small Island Research Group of the University of Calgary is ongoing. Its objective is to determine best suitable areas for crop production and yields based on farm demonstration at 50 sites. Includes soil testing and training of farmers and field workers.

With financing from Kellogg Foundation the Youth Training Project will be executed over three years (1990-93). It's goal is to train 200-300 youths in a wide variety of agricultural subjects, as well as in management, leadership and conservation. Each youth will develop a micro-business of his/her choice. This joint project has support from National Youth Council, JEMS and work groups.

RABACCA FARMS LIMITED
(RFL)





RABACCA FARMS LIMITED (RFL)

1. BACKGROUND

The Orange Hill Estate is located in the North Windward area of St Vincent, an area recognized as being relatively isolated and economically depressed and as having an associated high level of unemployment. This situation is in part the result of the closure of the sugar factory in Georgetown and steady decline in the traditional arrowroot industry.

The estate comprises 3,440 acres, approximately 1,000 acres of which is unsuitable for agricultural purposes. The estate was taken into government ownership in 1985 with the dual objectives of (1) establishing a commercial core farm and (2) that a major part of the estate would be subdivided into small holdings. A private company, Rabacca Farms Ltd, was set up for the purpose of managing the subdivision process.

2. OBJECTIVES AND GOALS

The Orange Hill project represents the first stage in the Government's Agricultural Structure Adjustment Programmes which is centered on an integrated policy of land reform. The aims of the land reform policy are to encourage efficient use of underutilized land and bring idle land into production. This will be achieved by subdividing all state owned land and redistributing it to small holder farmers who will introduce more intensive systems of cultivation and land use. Rabacca Farms Limited is responsible for both the subdivision of the land and management of processing plant. It is hoped that the responsibilities of management of the processing plant will be transferred to a farmers organisation in the area at a time when they are able to undertake such a responsibility.

3. AREAS OF SPECIALIZATION

3.1 Products handled

a) Agricultural Commodities: coconuts, bananas, corn, peas, grapefruit, limes, mango, guavas, passion fruit, nutmeg, melons, sweet potato, pineapple, yams, eddoes, tannia, ginger, rice and cucumbers.

3.2 Marketing functions carried out

The St Vincent Banana Growers' Association (SVBGA) is the principal marketing agency for land holders main crop,

bananas. In terms of production, coconuts are by far the largest crop. Both the whole dried nut and green nut are marketed. The whole dried nuts are sold to the traffickers and the green nuts to the Marketing Corporation. But, the market for coconuts has been experiencing a downward trend. It has declined to the point that it is no longer a profitable venture for the copra processing plant. All processing of copra has been stopped until market situations improve. Rabacca Farms Ltd produces grapefruit, lime, mango and passion fruit concentrate from its agro-processing complex. These concentrates are bottled and marketed locally through the supermarkets. Traffickers purchase and market the root crops and various other produce.

3.3 Other services offered

Rabacca Farms Ltd has engaged in several programmes involving the persons living in the Orange Hill area. These include:

- Road construction programme;
- Adult education programme;
- Field trips to other farmers groups;
- Demonstration plots;
- Agro forestry training;
- Correct pesticide usage training;
- Soil and water conservation, and
- Tractor for hire service.

4. DESCRIPTION AND QUANTIFICATION OF OPERATION

4.1 Board and method of management

Rabacca Farms Ltd. is headed by a General Manager who is responsible to the Board of Directors for implementing the policy determined at board meetings. The board comprising of five (5) representatives of the private and public sector is responsible for defining their policies and directing the project along lines that are consistent with government policy.

4.2 Type and number of members and geographic location

To date the Orange Hill Estate has been subdivided into over 200 plots. Currently, 176 plots have been leased to small farmers. These farmers are not members of a local farmers organisation as such. But, it is hoped that they will in time realize the benefits of working cooperatively. Some farmers have already taken a step towards working together by loaning small equipment or giving assistance on a neighboring farmer's land.

4.3 Type and number of employees

Four positions in the management structure are occupied by technical assistance personnel. These include the general manager, financial controller, rural engineer and the project agriculturalist. These four persons are aided by an administrative support staff of fifteen persons.

Rabacca Farms Limited also continues to employ 250 of the workers who had previously been employed by the Orange Hill Estate. Of the 250 workers, 50 persons work on the estate in either one of the maintenance shops or the processing plant. The remaining 200 persons are utilized by the Road Development Project.

4.4 Number of centers of operation and location

The Orange Hill estate complex serves as the center of operation for Rabacca Farms Ltd. The Orange Hill estate is located on the North Windward side of St Vincent. It is roughly triangular in shape with the widest part to the south. The western boundary follows the foothills of the volcano, La Soufriere.

4.5 Other types of infrastructure

The Orange Hill village settlement is the headquarters of Rabacca Farms Ltd. The settlement provides a central location for the offices, houses, farm sheds, crop handling and processing complex. These include:

- four dwelling houses of the original owners;
- small village for estate workers;
- coconut processing plant;
- processing plant for fruit juices and nectars;
- storage sheds with drying trays for nutmeg or kola nuts;
- fuel and water tanks;
- small office block;
- several sheds originally used for storing and grading tobacco;
- three tobacco drying sheds with combined capacity to serve fifteen (15) acres of tobacco;
- woodworking shop, and
- machine shop.

Some of the houses and buildings are generally in a poor state of repair and require considerable expenditure on rehabilitation and maintenance.

4.6 Equipment and vehicles

The estate owns and operates a wide variety of equipment and vehicles. These include:

- one 8 ton truck;
- five Land Rover wagons;
- four Land Rover pick-up trucks;
- eight agricultural tractors;
- eight trailers;
- one bull dozer;
- one grader;
- one front-end loader/backhoe;
- one 8 ton tipping truck, and
- various miscellaneous equipment.

Rabacca Farms Ltd also operates a mechanized rice harvester that is owned by the Chinese Technical Mission.

4.7 Annual sales

Due to the confidential nature of the financial documents of RFL no information was available on annual sales. This section will concentrate on the financial obligation of farmers leasing lands from RFL. First of all, farmers must submit an application to RFL requesting to lease farm land. Preference is given to those applicants who were once employees of the Orange Hill Estates. Upon application processing and approval, the farmer becomes the lessee of one of the over 200 plots subdivided to date. The first year is without payment. Starting the second year the payment is EC\$720. The 3rd-10th year the payment is EC\$1523 per year. After the 10th year, the farmer can exercise the option to purchase the land. At that time, all payments made to date are summed and subtracted from the sale price.

4.8 Net Assets

Financial information not available.

5. EXPERIENCE IN MARKETING

5.1 Successes and failures and lessons learned

In 1986-87, the government initiated an irrigated winter vegetable project on the Orange Hill Estate. A wide variety of vegetables were produced including, cucumbers, eggplants, melons, etc. The apparent success of the production of the vegetables was overshadowed by the inability to market produce. Several possible contributing factors were

identified. The predominate factor being no quick and efficient way to ship the produce to external markets. Also, the varieties of vegetable produced was unacceptable to the local market. Such was the case in the production of very large watermelon as opposed to the small variety currently marketed.

6. RELATIONSHIPS (LINKAGES)

6.1 With government

The government will have a direct and continuing interest in the project through its influence of Rabacca Farms Ltd and its authority to appoint members to the company's board. Apart from the overall direction of the project, government agencies will be involved through the provision of services.

- two (2) extension workers from the Ministry of Agriculture were to be assigned to Rabacca Farms Ltd.
- Community Development Division is directly involved in the organisation and construction of improved roads servicing the area.

6.2 With farmers organisations

The farmers of the newly acquired plots have ties with various farmers organisations. These organisations include the National Farmers Union, Banana Growers Association, Arrowroot Industry Association and the Organisation for Rural Development.

6.3 With other organisations

Linkages have been established with the following organisations:

- The British Development Division provides funds for management staff.
- The Chinese and French Technical Missions undertake demonstration plots.
- The Traffickers Small Business Association assists in marketing.

7. MAJOR PROBLEMS ENCOUNTERED

The farmers of the North Windward side of St Vincent have encountered many problems over recent years. The Orange Hill estate was distributed to the people before proper training in farming techniques could be carried out. The action has led to misuse of chemicals, deforestation and erosion of land. Training programmes have been implemented, but attendance has been extremely low.

The farmers lack operating capital to financially support their farming. Inputs such as fertilizer and services such as transportation of crops to market are very expensive.

The road network throughout Orange Hill is very lacking. Efforts to upgrade roads are underway through an ambitious road building effort. Yet, many farmers are still working lands only accessible by trail or path.

Due to the geographic location of Orange Hill estates, it is not serviced by the St Vincent central power or water companies. Water is supplied from the Rabacca River and reservoirs above Fancy and Sandy Bay. Likewise, the electricity is supplied by a 34 KVA generator at the settlement.

Also due to the geographical location of the Orange Hill Estate, the farmers do not have a role model to follow in relation to forming a farmers group organisation. It is essential to farmers of the area to learn benefits of cooperative farming.

8. NEEDS

The needs of the land reform project undertaken by Rabacca Farms Ltd are many faceted and complex in nature. The following represents overall predominate needs.

Training and education of farmers with respect to farm management and planning is sorely lacking. There is a need to develop an appropriate small farm model which is economically viable and self-sustaining.

The project is currently entering into Phase II of the two part land reform plan. It is during Phase II that the Road Development Project is to begin. The project consists of 20 miles of mainly east-west roads with various interlinking roads. By design, the road network would greatly increase the accessibility of the newly subdivided land. The problems encountered are that accurate topographical surveys of the

land suitable for road construction have yet to be conducted. Also, Rabacca Farms Ltd is still lacking a Road Supervision Engineer to oversee construction. Rabacca Farms Ltd has transferred 200 of its workers in support of the road construction effort. The task of the workers is basic road preparation such as clearing of bush and small trees. Although 200 persons represent a formidable work force, very little tangible work has been accomplished. A dynamic worker motivation campaign needs to be established to try to curb the work ethic of low or nonexistent work as being the norm.

Rabacca Farms Ltd employs a full time "extension officer" to assist the farmers. Although a qualified individual, additional assistance and direct linkage to the Ministry of Agriculture is required. Due to the shortage of extension officers available to the farmers through the MOA, the MOA has not been able to fulfill its agreement to provide (2) two extension officers for Rabacca Farms Ltd specific use. There is one extension officer assigned to the area. But, the area encompasses the entire North Windward side of St Vincent.

By design, Rabacca Farms Ltd is directly accountable to the government of St Vincent. It is felt by the management of Rabacca Farms Ltd that the communication between the two is lacking. They feel the government needs to play a more active role in the monitoring and evaluation of events as they transpire. By greater interactive management with the government, decision making would be streamlined and backed by government approval.

9. FUTURE ACTIONS

9.1 New projects underway

Presently, Rabacca Farms Ltd is embarking on Phase II of the land reform programme. In Phase II, the primary goal is the completion of the Road Development Project. The project centers on 20 miles of poor or non-existent roads on the Orange Hill Estate. The new roads will generally traverse east-west with occasional north-south roads to link. The roads will have a gravel bed with a pitch cover. The expected completion date of the project is February 1992.

9.2 Projects in the planning stage

In early 1991, Rabacca Farms Ltd will begin the subdivision of lands slightly north of the Dry River and in the Overland

area. These lands will not be for agricultural use, but instead serve as housing sites for the land owners. Also, funds have been solicited for and approved by the Caribbean Development Bank for an irrigation water and generation plant to be built on the Dry River.

**ROSEHALL COMMUNITY WORKING GROUP
(RCWG)**



1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes the need for transparency and accountability in financial reporting.

2. The second part of the document outlines the various methods and techniques used to collect and analyze data. It includes a detailed description of the experimental procedures and the statistical analysis performed.

3. The third part of the document presents the results of the study, showing the relationship between the variables investigated. It includes several tables and graphs that illustrate the findings.

4. The final part of the document discusses the implications of the results and provides recommendations for future research. It also includes a conclusion that summarizes the main points of the study.

ROSEHALL COMMUNITY WORKING GROUP (RCWG)

1. BACKGROUND

The Rosehall Community Working Group is a community development group. It originated in October 1980 and had a final reading of its Bill of Incorporation in the House of Assembly in May of 1986. Originally, the RCWG started out as a pilot project of women from the seven organized groups involved in agriculture in the community of Rosehall. Presently, the group has expanded its membership to include both men and women. The organisation was initiated by WAND (Women And Development Unit of the UWI). The group has an established constitution and a management committee. To date, the group has embarked upon the following projects: agricultural production, agro-processing, garment making, a pre-school operation, an adult education programme and a bakery project.

2. OBJECTIVES AND GOALS

These include:

- a) To identify the needs of the community;
- b) To provide solutions to problems and to implement projects suitable to the community;
- c) To work with other groups which are involved in similar activities;
- d) To address issues relating to employment of women, import substitution and the reduction of spoilage on farms.

3. AREAS OF SPECIALIZATION

3.1 Products handled

This multi-purpose organisation has as agricultural component which grows produce for processing in its kitchen.

- a) **Agricultural commodities:**
For the agro-subproject, the commodities handled include: Mangoes, papayas, golden apples, pineapples, mammy apples and others which are either solar dried or converted into syrups.

3.2 Marketing functions carried out

The functions carried out by the RCWG include buying of raw materials, grading, processing and selling of processed foods in Rosehall and surrounding villages. The volumes handled are small and vary with the season. Processing is done on a small scale using home processing techniques and kitchen equipment.

3.3 Other services offered

The Group coordinates the dissemination of information and conducts regular training seminars and workshops. RCWG has two sewing machines and produces school uniforms, dresses and other garments on demand. It operates a pre-school on a fee basis. It also operates a bakery producing bread for the community. Adult education classes are carried out on a regular basis. Members and other farmers can purchase agricultural inputs from the farm supply store operated by the RCWG.

4. DESCRIPTION AND QUANTIFICATION OF OPERATION

4.1 Board and method of management

The working group has an executive body consisting of a facilitator, a deputy secretary, treasurer, a public relations officer and three other members.

4.2 Type and number of members and geographic location

The working group has a membership of forty (40) persons, all located in the Rosehall village in the North Leeward section of St Vincent.

4.3 Type and number of employees

There are five (5) voluntary workers plus the facilitator who receive a regular salary. In addition the working group employs 2 persons in the preschool, 4 persons in the bakery and 2 who operate the vehicle.

4.4 Number of centers of operation and location

The office of the RCWG along with the bakery, pre-school and center for agro-processing are all located at the community center building in Rosehall. The land and materials for the structure were provided by the government. Labor for construction of the facilities was supplied by the community.

4.5 Other types of infrastructure

The RCWG operates a farm supply store.

4.6 Equipment and vehicles

The group owns one small van. Also, the group owns the oven, industrial mixer and other utensils used in the processing of fruit preserves and the baking of bread.

4.7 Annual sales

Financial information not available.

4.8 Net assets

Financial information not available.

5. EXPERIENCE IN MARKETING

5.1 Brief description of marketing experiences

Due to the seasonality of fruit production, agro-processing also tends to be seasonal. The group initiated agro-processing of the above mentioned raw materials but ran into difficulties in developing and training its people in proper food processing techniques. Packaging is a major problem particularly in obtaining proper jars and lids. The appropriate materials remain difficult to obtain and expensive. Demand tends to be seasonal with the peak periods being between December and during the Easter season. Attempts have been made to expand distribution and sales through supermarkets. But, because of poor presentation - packaging and labelling - this market has been difficult to penetrate. In an effort to make the products more appealing, the group is redesigning the packaging and labels.

5.2 Successes and failures and lessons learned

The RCWG was able to increase the local demand for fruits for processing, thus increasing incomes for some farmers. This operation also provided temporary employment to several women of the community. The good cooperation from the community on a whole has assisted the further development of the project.

The project has gotten off to a slow start due to financial and technical assistance constraints.

Priorities must be set through improved planning, based on existing markets. The group recognizes the need for further financial and technical assistance.

6. RELATIONSHIPS (LINKAGES)

6.1 With government

The linkage is excellent with maximum communication and participation in Government Programmes. Representatives of the RCWG sit on the National Planning Committee of the Ministry of Agriculture.

The Ministry of Housing, Local Development and Community Development provided building materials for the construction of a multi-purpose building.

The action of the community group in lobbying government has influenced the latter to develop better communication with the farmers in Rosehall. Arising out of this improved relationship, farmers have been able to obtain seeds, spray cans and other agricultural tools through the Ministry of Agriculture.

6.2 With farmers organisations

Relationships with other farmer organisations are quite good, especially in the area of exchanging information and expertise.

RCWG shares a spice mill and displays products at national shows with the Rural Development Center, previously known as the Rosehall Progressive Farmers Group.

6.3 With regional or international organisations

The following organisations have provided assistance to the RCWG.

WAND: technical and financial assistance;

OXFAM (Canada): funding of office expenses;

USAID: financial assistance.

7. MAJOR PROBLEMS ENCOUNTERED

7.1 Agricultural production

From a production point of view, the Facilitator at the time of the interview felt that it would be premature for one to establish what are the key production restraints.

7.2 Marketing

Inability to obtain adequate packaging, labels and proper food processing technology are the major problems.

7.3 Management

The RCWG has a diversity of profit centers and very limited managerial capabilities. Much of the management is provided on a volunteer basis. Available resources are insufficient to hire necessary management and volunteer staff are insufficiently trained.

8. NEEDS

Although the RCWG has made advancement in most areas, others require additional support to become as successful. The principal needs identified are:

- training of staff in proper food processing techniques;
- technical assistance in the correct packaging of the processed food;
- improved marketing to allow penetration into other markets;
- extensive managerial training of staff.

9. FUTURE ACTIONS

9.1 New projects underway

The projects now underway include:

- a) Expanding the farm supplies center;
- b) Expanding the garment making subproject;
- c) Upgrading the small scale agro-processing component;

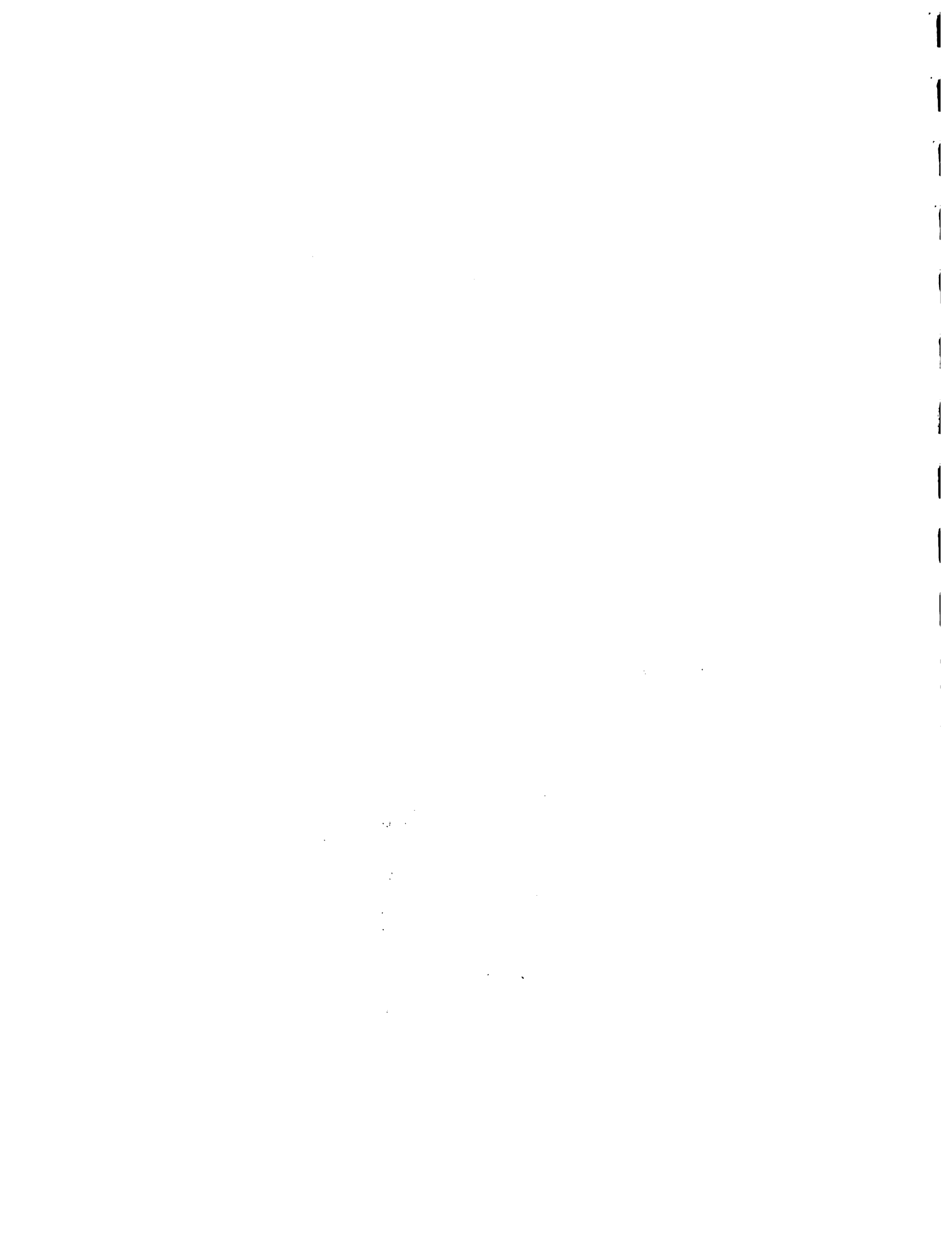
- d) Improving the pre-school operation;
- e) Expanding the adult education programme;
- f) Efforts are being made to have the group registered as a cooperative;
- g) Increasing the output capacity of the bakery.

9.2 Projects in the planning stage

Developing ideas for new projects and identification of possible sources of donor assistance.

**RURAL DEVELOPMENT CENTER
(RDC)**





RURAL DEVELOPMENT CENTER (RDC)

1. BACKGROUND

After the April 1979 volcanic eruption of La Soufriere, farmers came together to form the Rose Hall Progressive Farmers Group (RHPFG), now known as the Rural Development Center (RDC), with the basic intention of overseeing the rehabilitation process outlined by Father Dennis in the community of Layou. This organisation was formed in September 3rd, 1979.

Owing to the loss of crops and animals, farmers were depressed. The RDC fulfilled the role of providing services of agricultural extension, determining what had to be done and how to go about it. Most of the farmers at that time felt the need for short-term crops that could be stored and which had a high nutritional value. Corn was suggested and planted. A corn mill was subsequently provided by OXFAM, Canada. This corn project is still in operation.

Membership rose to 69 in 1979 but later declined sharply owing to the fact that farmers could not see tangible returns. At one stage, the core group consisted of only ten (10) farmers.

The decision was made to produce other crops and as a result new members were added to the organisation. A donation of a small building called "Danny Mills" was contributed to the group by a Canadian Family. Since then, with the assistance of many donor agencies, the group has been able to experiment with agro-processing, producing the following items: breadfruit chips and flour, banana flour, cinnamon powder, nutmeg powder and hot pepper sauce.

Research had been carried out on a number of other products. In April 1986, the group had a post harvest specialist looking at the manner in which the raw materials used were being handled. Also in 1986, a local company began to distribute products from Danny Mills. The group earlier operated as a formal community group, was registered as the RDC in 1989.

2. OBJECTIVES AND GOALS

These are as follows:

- a) To improve and upgrade the quality of life of the people of Rose Hall community through participation in group meetings, increasing employment opportunities and through education and training.

b) To open new avenues in the marketing of processed products.

3. AREAS OF SPECIALIZATION

3.1 Products Handled

Commercial production: ginger, black pepper, cinnamon and nutmeg powders, hot pepper sauce and a liquid all purpose seasoning.

Experimental production: banana, breadfruit and potato flour.

3.2 Marketing Functions Carried Out

These include the purchasing of raw materials, storage, grading, processing (e.g. grinding), packaging, transporting and sale of the final products.

3.3 Other Services Offered

These include the milling of corn, technical assistance in planning crops rotation/diversification, supplying fertilizer to farmers growing black pepper and research crops, and the training of farmers, youths and core personnel.

4. DESCRIPTION AND QUANTIFICATION OF OPERATIONS

4.1 Board and Method of Management

The members elect an executive body consisting of seven (7) persons. This group, on a voluntary basis, oversees the daily operations. The chairman has the greatest authority although his decisions are subject to ratification and endorsement by the members. The business aspect of the organisation is supervised by a Coordinator who is accountable to the executive body.

4.2 Type and Number of Members and Geographical Location

The group has some fifty-three (53) active members including non-farmers and small farmers who are located in Rose Hall and neighboring communities in North Leeward.

4.3 Type and Number of Employees

a) Co-ordinator, who is monthly paid.

- b) At the time of preparing produce for processing, fifteen (15) casual laborers are employed. These are daily paid.

4.4 Number of Centers of Operation and Location

- 1) A small 18 by 12 ft. building donated by a Canadian family houses the store room.
- 2) An administrative and processing building, 30 by 38 ft., is rented on a monthly basis.

4.5 Equipment and Vehicles

Equipment includes a roto-tiller donated by HIAMP, a corn shelter, a multipurpose mill, a heat sealer for plastic bags, a weight scale, mist-blower, an irrigation pump, water hose and a one gallon blender. The RDC does not have its own transportation.

4.6 Annual Sales

Sales of commodities started in late 1985 and, to date, are moderate due to the lack of much needed equipment.

4.7 Net Assets

Total assets are approximately EC\$50,000.

5. EXPERIENCES IN MARKETING

5.1 Brief Description of Marketing Experiences

Ginger Powder: This was successfully developed; but there were problems in its packaging, labelling and storage. These problems also applied to other products but have been slightly improved. The labelling initially used was costly and proved to be time-consuming since trimming had to be done to fit different packages.

Hot Pepper Sauce: The separation of the ingredients used in processing remains a problem. The obtaining of supplies of bottles and labels are still problems resulting in the inconsistency in supplying the market.

Seasoning, Liquid: Following its production, a dark green coloration is formed at the top of the bottle in about 2 to 3 weeks. This shows that there is a need for preservatives and an improvement in some processing skills (training).

Black Pepper Powder: Packaging and labelling remain the principal problems.

Cinnamon Powder: Transportation deficiencies inhibit the procuring of raw materials from the different communities.

5.2 Successes/Failures and Lessons Learned

The RDC was able to create some new employment opportunities for the people in the North Leeward area and a small new market outlet for its members and non-members was developed. The RDC has been able to prove that there is a market for processed spice. But, systematic support is required from both governmental and private sector to develop these markets.

The group's efforts suffered from lack of technical assistance in the formulation of certain products, and in particular the hot pepper sauce. We have also recognized the need for proper packaging and labelling. Improvement of the supply of raw materials is needed.

6. RELATIONSHIP (LINKAGES)

6.1 With Government

There are regular meetings with representatives of the Ministry of Agriculture. The Ministry of Education has assisted the RDC in some training programmes. The government has been kept informed of the development of this group by occasional contact with the North Leeward representative and as a result the RDC has seen the interest of the Agricultural Ministry renewed as regards the production of spices, particularly black pepper and cinnamon.

6.2 With Farmers Organisations

Linkages are maintained with the following:

- a) ORD - Farmers producing ginger.
- b) NFU - Technical assistance.
- c) Chateaubelair Multi-Purpose Co-operative - information sharing, supplying of raw materials for processing.

The group has participated in Projects Promotion Education Programme. The RDC has provided information to the Commission for the Development of Peoples (CDP) in their effort to set

up a similar group in Sandy Bay, on the Windward side of the island. The CDP was instrumental in setting up the Dandy Mill building.

6.3 With national, regional and international organisations

- a) **CARDI:** Members participated in CARDI's farming system research development programme.
- b) **FTM:** Workshops/seminars. Technical and financial assistance for black pepper project - growing, processing and whole-sale.
- c) **CFWD:** Provided planting materials (vegetable seeds).
- d) **DCFRN:** Technical assistance.
- e) **IAF:** Agro-processing development.
- f) **HIAMP:** Financial and technical assistance.
- g) **CIC:** Technical assistance.
- h) **PP:** Provided technical and financial assistance.
- i) **CDP:** Financial and technical assistance.
- j) **CARIPEDA:** Overseas travelling assistance remarketing.
- k) **OXFAM (UK):** Supplied multi-purpose mill for flour and spices.

7. **MAJOR PROBLEMS ENCOUNTERED**

7.1 Agricultural Production

RDC sees the need for developing the supply of raw materials, especially in the case of cinnamon, chive, and hot pepper. The lack of technical expertise has affected the quality of the final products - hot pepper sauce and the liquid seasoning. The lack of adequate and proper machinery and equipment for drying, milling and processing generally. There is a great need for additional working capital. The above mentioned problems contribute to the fluctuation of membership.

7.2 Marketing

Lack of financial resources, inadequate and improper packaging material, weak product promotion and distribution and poor training in marketing skills are seen as major problems.

7.3 Management

The RDC is experiencing some difficulties of an administrative nature. A managerial training programme with periodic monitoring would generate increased productivity and higher net income for the cooperative.

8. NEEDS

The RDC has several specific needs that have to be overcome for the healthy development of the cooperative to continue, these are:

- adequate equipment for drying, milling and processing;
- technical assistance in proper labelling/packaging;
- constant supply of raw material, i.e., cinnamon, chive, hot pepper;
- technical expertise in preparation of seasonings to prevent separation of ingredients;
- extensive product promotion and distribution.

9. FUTURE ACTIONS

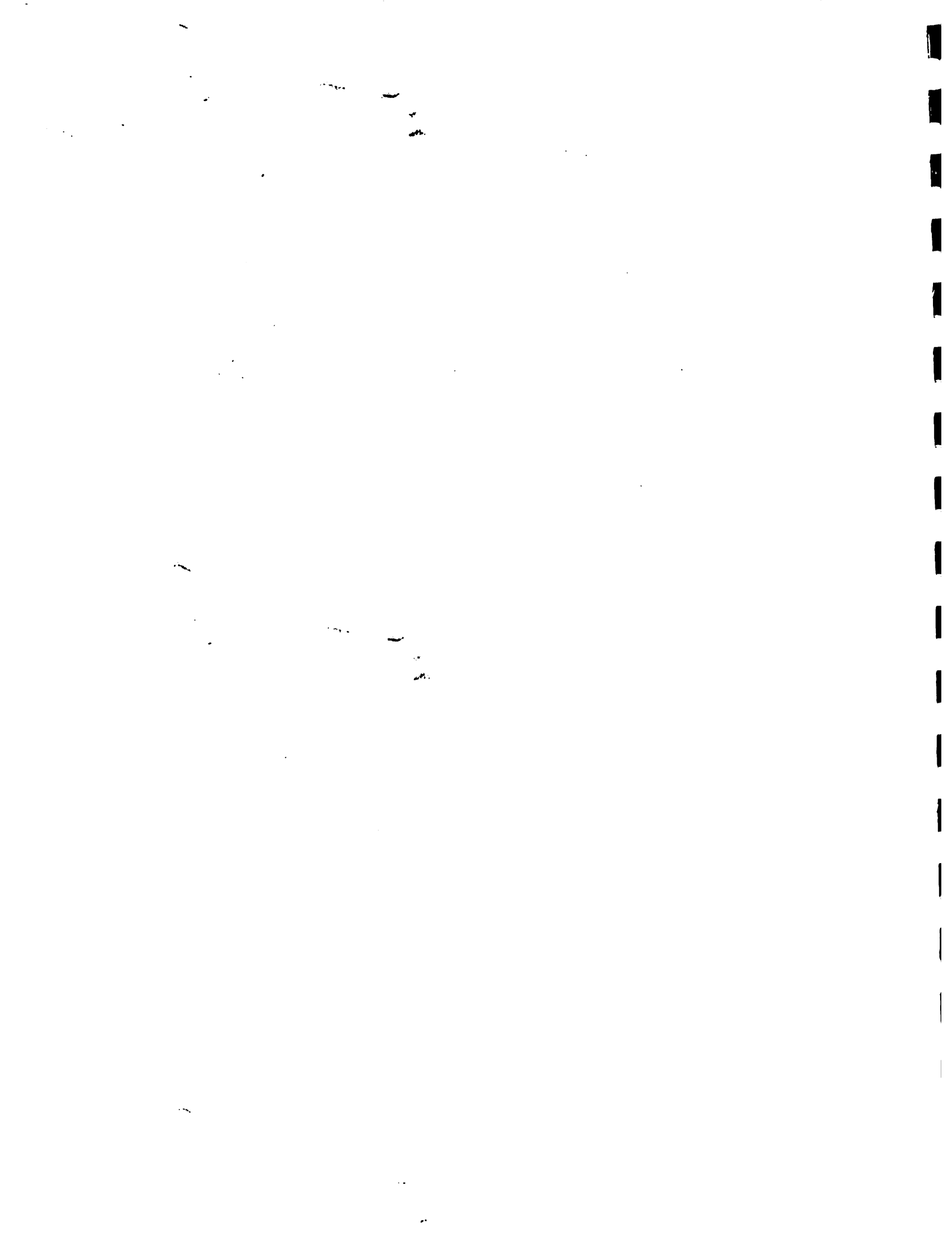
9.1 Projects Underway Include:

- Black Pepper expansion and processing.
- Herbs production, Crop diversification and rotation workshop.
- Upgrading the processing of liquid all purpose seasoning and spices.
- Housewives and youths education and training in nutrition and preparation of local foods.

- Farmers education in farming as a business and record keeping.

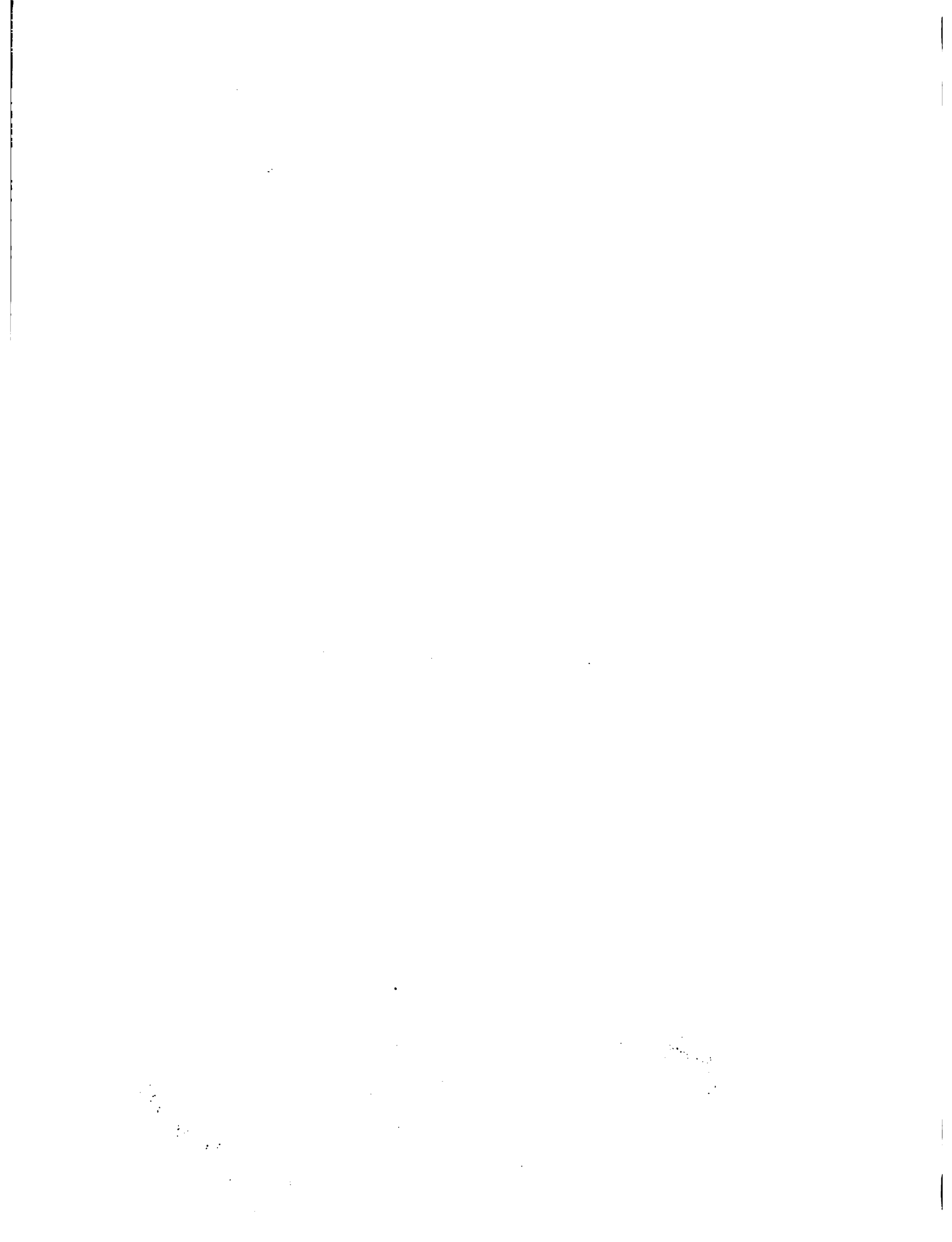
9.2 Projects in the Planning Stage Include:

- Up-grading of feeder roads;
- Passion fruit project;
- Farmers seminars/workshops (environment preservation, crop diversification, chemical - its proper use and disposal, etc.
- Core membership education and training.
- Increasing and improving the production of processing products through the procurement of better equipment and having someone trained in processing techniques.
- Animal production and soil erosion control.



**TROUMACA INDEPENDENT MULTI-PURPOSE
COOPERATIVE
(TIMCO)**





**TROUMACA INDEPENDENT MULTI-PURPOSE COOPERATIVE
(TIMCO)**

1. BACKGROUND

This group started in 1979 after the eruption of the Soufriere Volcano. The group established links with the North Leeward Farmers Movement (a group working towards the federation of farmers' groups in the North Leeward section of St Vincent).

The main activity at the time was to assist in the rehabilitation work in that area. The group received initial assistance from the Caribbean Christian Council. The assistance was in the form of vegetable seeds, fertilizer and pesticides. The membership at that time was fourteen (14). The group continued to struggle in an attempt to improve the immediate welfare of its members. In late 1979, further assistance was received resulting in an increase in membership. The process of rehabilitation continued into early 1981.

The cooperative was formally structured in late 1982 and was registered in 1983 under the Cooperative Society Ordinance.

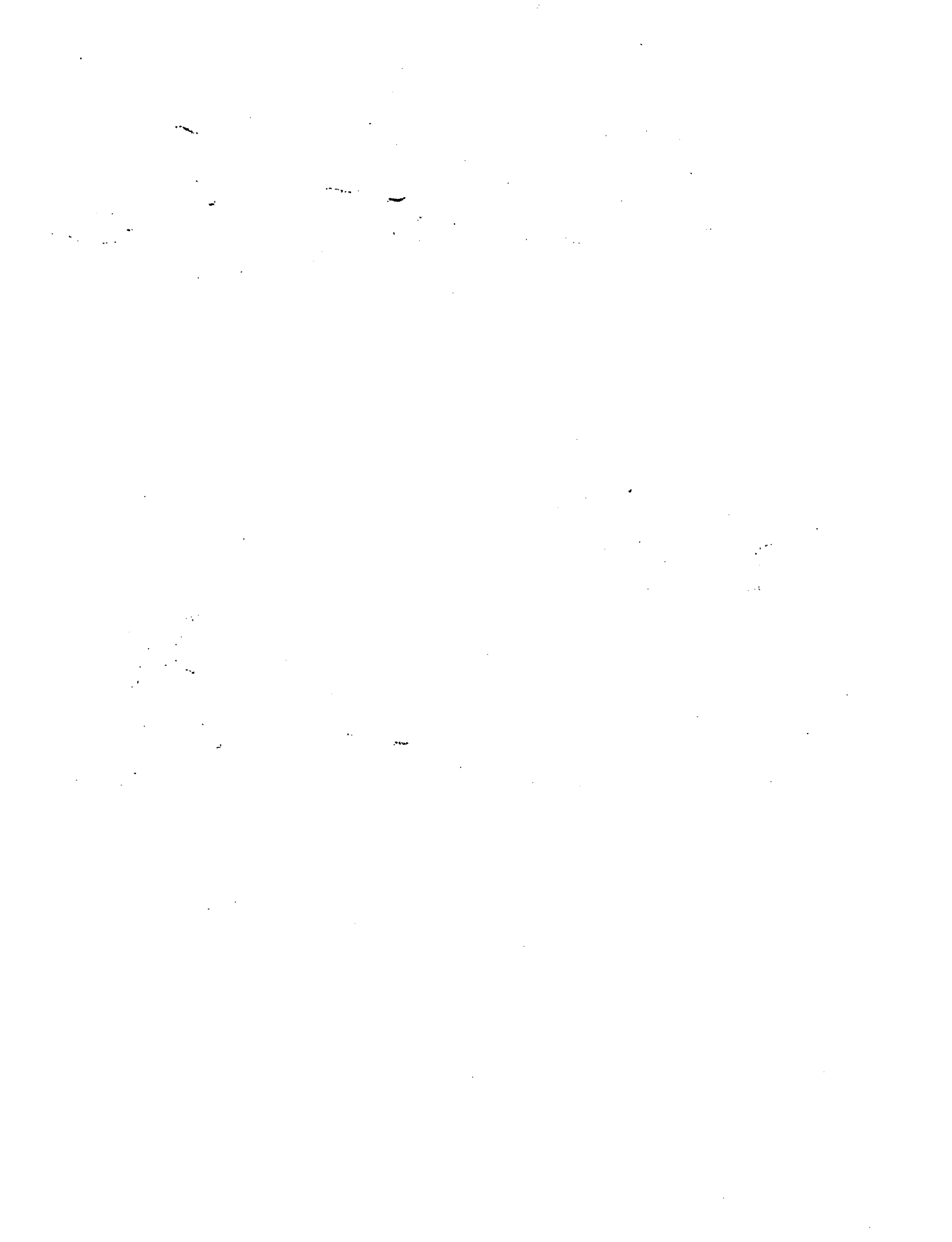
Over the years, the cooperative has been engaged in a number of projects, with the more noteworthy ones being onion production and the In-Kind Credit Scheme.

In 1990, the activity level of the group declined until the group entered into a state of dormancy. After nearly a year, interest among the members began to kindle to revive the group. As of March 1991, the group held several meetings and is in the process of reorganizing itself. Due to the long period of inactivity, the following information is reflective of TIMCO's past activities.

2. OBJECTIVES AND GOALS

These include:

- a) Provision of services to small farmers;
- b) Establishment of a Produce Purchasing Depot in Belmont;
- c) Development of projects which are income-generating and create employment, and
- d) Assisting small farmers in the marketing of their produce.



3. AREAS OF SPECIALIZATION

3.1 Products handled

- a) Agricultural commodities: onions (Members do, however, sell other crop commodities to other intermediaries).
- b) Other items: fertilizer

3.2 Marketing functions carried out

These included buying and selling of farm inputs and outputs, and the grading, drying, curing and storage of onions.

3.3 Other services offered

The organisation provided inputs on a In-Kind Credit Revolving Scheme and shared training sessions with organisations such as ORD.

4. DESCRIPTION AND QUANTIFICATION OF OPERATION

4.1 Board and method of management

The organisation has an eight (8) man Board of Directors and two (2) appointed trustees. These are elected at the Annual General meeting from the General Assembly of Delegates. The Board serves for two (2) years. It also provides the policy guidelines. The day-to-day operations are managed by the Secretary/Manager.

4.2 Type and number of members and geographical location

The organisation had a total of forty (40) members who were small farmers located in Troumaca and Rosebank.

4.3 Type and number of employees

There was one (1) Secretary/Manager who worked on a voluntary basis and was supported by the other nine (9) members of the Board.

4.4 Number of centers of operation and location

TIMCO rented an office and store located in Troumaca.

4.5 Other types of infrastructure

None

4.6 Equipment and vehicles

The organisation has no vehicle. In terms of equipment, the organisation has packaging aids which include scales, stapling machines and field crates.

4.7 Annual sales by type commodity

1986 Cropping Season - 1,000 lbs of fertilizer valued at EC\$3,800. The data for onions is not available.

4.8 Net assets

This is not available owing to the organisation's records now being in the hands of the auditors.

5. EXPERIENCE IN MARKETING

5.1 Brief description of marketing experiences

In 1984, the organisation purchased onions from members that were not properly cured. They had considerable losses. Later, training in the post-harvest handling of this crop was given to members. Also, drying and curing units were given to farmers to cure onions.

5.2 Successes and failures and lessons learned

The cooperative has encountered two major problems in the growing of onions. First, large losses were incurred when transplanting due to damping off. Secondly, animal foraging resulted in extensive damage to the crop.

The lessons learned are that planting of onions must be in early September, suitable storage space must be available and good post-harvest handling practices must be carried out.

6. RELATIONSHIPS (LINKAGES)

6.1 With Government

None

6.2 With other farmer's organisation

- a) Banana Growers Association: inputs, marketing and training.
- b) North Leeward Farmers' Movement: funding.
- c) Caribbean Christian Council: inputs.
- d) ORD: inputs and post-harvest training.

Members have been able to participate in other organisations' programmes e.g: production of onion and ginger.

6.3 With regional or international organisations

None.

7. MAJOR PROBLEMS ENCOUNTERED

7.1 Agricultural production

Those related to production are: predial larceny, vandalism, lack of inputs and unavailability of labor.

7.2 Marketing

Those related to marketing are lack of transportation poor post-harvest handling and lack of adequate packaging material and of storage facilities.

7.3 Management

Lack of income does not permit hiring of full-time staff. Members are poorly trained in such areas as organisation, management, accounting and others.

8. NEEDS

The priority needs identified by TIMCO when it was active are as follows:

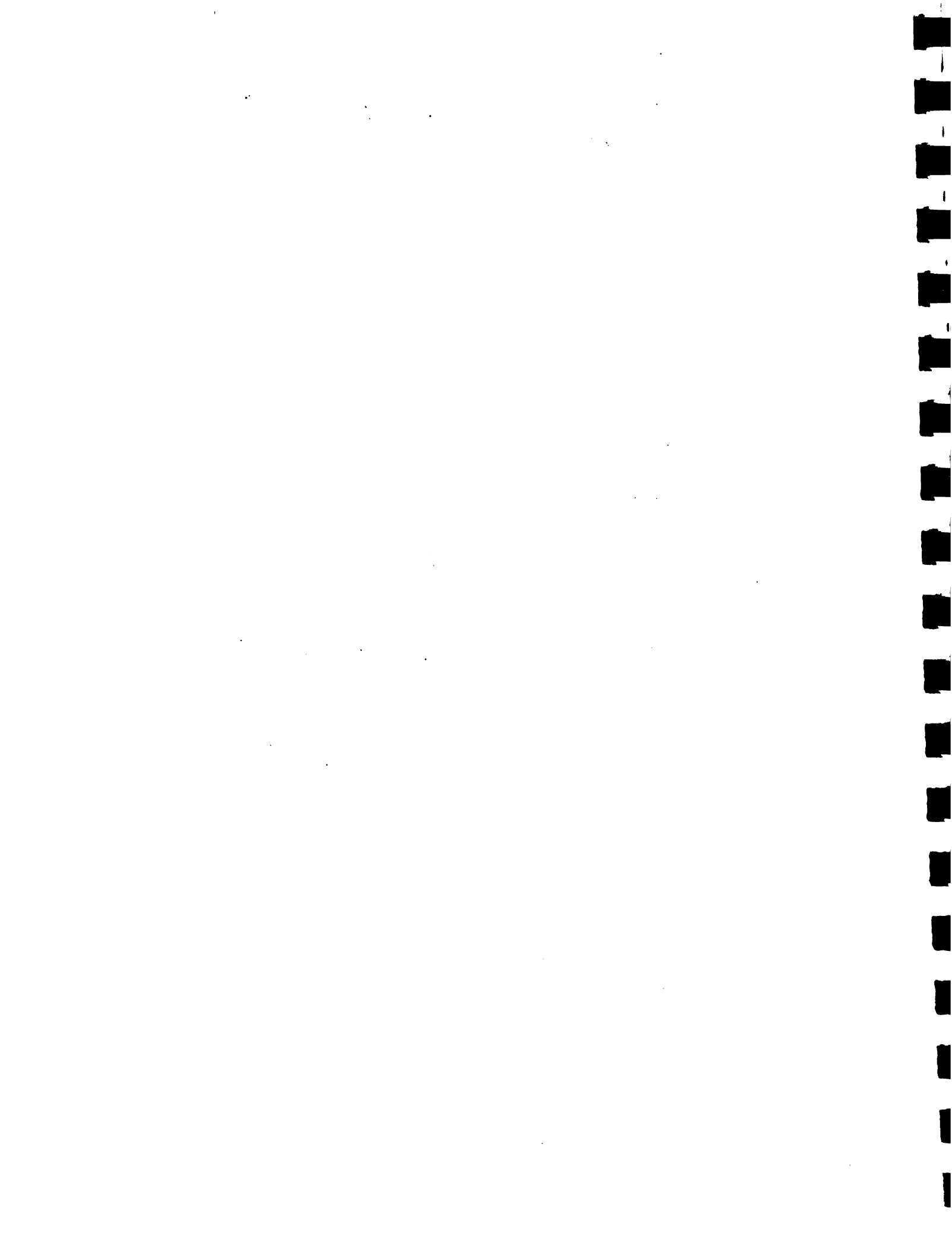
- training in post-harvest handling;
- reducing losses due to damping off and animal foraging;
- increasing inputs available to members;
- providing reliable transportation;
- supply of improved packaging material, and
- improve storage facilities.

9. **FUTURE ACTIONS**

At the present time (March 1991), the Troumaca Independent Multi-purpose Cooperative is reorganizing after being in a dormant state for much of 1991. It is uncertain what effect the revitalization of TIMCO will have on the Onion Growers Association being that they have very similar goals/objectives, share the same geographical area and have members incorporated into each others organisation. An evaluation should be conducted to assess whether the groups can co-exist in a productive relationship. If so, a programme to rehabilitate or strengthen the organisations should be developed.

**TRAFFICKERS SMALL BUSINESS
ASSOCIATION
(TSBA)**





**TRAFFICKERS SMALL BUSINESS ASSOCIATION
(TSBA)**

1. BACKGROUND

The act of "trafficking" i.e. the assembling of shipping of agricultural produce by small traders, is reported to have started after emancipation. Although the group of individuals known as traffickers operated for many years, it was not until 1982, that a formalized organisation was set up as a registered company. This came about as a result of certain problems Traffickers (i.e. trading name) were experiencing in the processing of Export/Import documents and the repatriation of funds by the Central Bank of Trinidad. This situation still exists and has become chronic as the Trinidad economy continues to decline.

In 1988, the Inter-American Foundation (IAF) funded a project to set up a Secretariat. In 1989, the secretariat became fully operational, with a staff compliment of four persons (Operations Manager, Accountant, Secretary and Office Attendant) to run the affairs of the Association. Due to the scarcity of resources the number of full-time staff was reduced in 1990.

2. OBJECTIVES AND GOALS

These are as follows (taken from the Memorandum of Association):

- a) Engage in the trading (trafficking) of agricultural commodities to regional and extra-regional markets.
- b) Promote measures calculated to benefit and project the interests of its members in their capacity as traders.
- c) Promote, support or oppose legislative and other measures affecting the aforesaid interests.
- d) Doing such other lawful things as are incidental or conducive to the attainment of the above objects or any of them.

3. AREA OF SPECIALISATION

3.1 Products Handled

Those handled by individual traffickers include: sweet potatoes, tannias, eddoes, yams, plantains, bananas, limes, mangoes, avocados, coconuts, small amounts of eggplant, soursop and other fruits.

3.2 Functions Carried Out

Buying and selling of farmers' produce, minimal grading and packaging. These activities are carried out by individual members of the organisation. Services provided by TSBA are indicated below.

3.3 Services Offered

The Secretariat of TSBA offers the following services to its members: the use of packaging shed, provision of cartons, preparation of shipping documents, certification of visa applications, marketing of produce, training in post-harvest handling, provision of quotations, telephone calls, representation at national and international levels.

4. DESCRIPTION AND QUANTIFICATION OF OPERATIONS

4.1 Board and Method of Management

The operation of the TSBA is supervised by a seven person Executive Body consisting of:

- president
- vice president
- member liaison officer
- two committee members
- ex-officio member from the Ministry of Agriculture, Industry and Labor
- ex-officio member from the Chamber of Industry and Commerce
- immediate past president

4.2 Type and Number of Members and Geographical Location

The organisation has some 275 small traders whom they represent. However, due to the infancy of the Association, the registered membership is only thirty (30). Membership is considered financial once they pay a \$20 entrance fee and a \$10 per month subscription. These traders are distributed over both St Vincent and the Grenadines.

4.3 Type and Number of Employees

The formal staff structure is made up of an Operations Manager and an Office Attendant. The Operations Manager is also the president of TSBA at the present time. Responsibilities of the Operations Manager include the day to day activities and being accountant for the organisation.

4.4 Number of Centers of Operation and Location

Presently the formal office is situated in the Packaging Shed on Bay Street by the Grenadines wharf. The funding for the shed was provided by USAID. The shed is used for selecting, grading and packaging of traffickers produce not requiring refrigeration. Processing of produce is not performed.

4.5 Other Types of Infrastructure

None

4.6 Equipment and Vehicles

The TSBA owns a Toyota 4X4 Hilux Pickup for transporting produce, supplies and staff.

The packaging shed houses an industrial stapling machine, field crates, and two scales for weighing produce.

The Secretariat office consists of four office spaces: the reception area, the conference room, the manager's office and the accounting department.

The office equipment consists of an electronic typewriter, a personal computer (IBM PC/AT), and a photocopier.

Apart from the above, the necessary furniture and fixtures.

4.7 Annual Sales

To give an indication of the annual exports from St Vincent the following table shows exports of agricultural crops to Trinidad and Barbados in 1989.

The vast majority of exports are made by Traffickers to these two markets.

CROPS	TRINIDAD		BARBADOS	
	QUANTITY (kg)	VALUE (EC\$)	QUANTITY	VALUE (EC\$)
Dasheens and Eddoes	14,158,833	21,084,105	72,275	109,129
Mangoes	3,800	7,951	75,006	312,500
Sweet Potatoes	7,557,170	10,782,526	1,063	1,529
Tannias	5,727,155	8,833,984	3,840	5,894
Yams	701,620	1,001,557	1,226	2,089
Bananas	1,562,402	1,500,399	2,189	1,957
Other Root Crops	431	714	91	150
Plantains	2,563,996	2,823,853	246,978	270,992
Avocadoes	417,772	470,442	17,978	21,636
Ginger	622,163	692,623	20,070	22,732
Oranges	5,031	3,319	147,855	98,081
Grapefruit (fresh)	2,155	1,522	75,712	53,486
(dried)	270	178	408	269
Coconuts (not shelled)	705	620	-	-
(desiccated)	683,448	599,460	75,883	67,015

Statement of Income and Expenditure for the period 1st September, 1988 to 31st December, 1989

INCOME	E.C.	U.S.
Grant Income:		
Inter-American Foundation	204,140	75,607
Presbyterian Hunger Program	31,871	11,804
Caribbean Advisory Professional Services	12,984	4,809
	<u>248,995</u>	<u>92,220</u>
Total grant income		
Interest Income (IAF)	2,385	883
Other Income (TSBA)	602	223
	<u>251,982</u>	<u>93,326</u>
Total Income		
 EXPENDITURE		
Salaries	39,651	14,686
Construction and utilities	24,221	8,970
Communications	2,910	1,078
Training	3,297	1,221
Travel	10,012	3,708
Equipment	44,639	16,533
Vehicle	51,821	19,192
Technical assistance	46,610	17,263
Revolving fund	24,300	9,000
Other	4,334	1,605
	<u>251,795</u>	<u>93,256</u>
 SURPLUS OF INCOME OVER EXPENDITURE	 187	 70
 Represented by:		
Cash at bank and on hand	26,529	9,826
Less accrued expenses	(287)	(106)
Less Provisions	(26,055)	(9,650)
	187	70

5. EXPERIENCE IN MARKETING

5.1 Brief Description of Marketing Experiences

Currently, the products marketed by the traffickers include: sweet potato, plantain, eddoes, gros michel and lacatan bananas, tannias, dasheens, coconut, lime, grapefruit, lemon, yams, avocado, mango, ginger, oranges, papaya, eggplant, spices, and sea moss. Traffickers buy produce from the farmers and sometimes harvest it themselves. They use their own or hired transport to carry the produce to Kingstown where it is repacked at TSBA or other locations. Export paperwork is carried out by TSBA or the traffickers themselves. Produce is loaded onto ships and is often accompanied by the traffickers or they fly to Trinidad on LIAT to await the produce where they wholesale it in the marketplace.

5.2 Successes, Failures and Lessons Learned

Many of the products are seasonal. The quality of most produce exported is low due to poor selection, inefficient handling and transportation methods. Inadequate conditions aboard vessels along with loading and unloading procedures have resulted in poor quality presentation of produce at the point of sale.

Due to the decline in the Trinidad market and lower prices the Traffickers are faced with the task of exploring new markets. Problems with repatriation of funds is not encouraging for the trade.

In 1992, the market for the island's main crop, bananas, will become more uncertain. Diversification of the agricultural sector will become necessary. The TSBA will have an important role to play to fill the gap.

Due to the independent nature of traffickers the TSBA has encountered problems in expanding membership. Methods of preparing produce for shipment have been tried and tested. Getting traffickers to accept change has been a difficult task for the Association.

The TSBA has engaged in training for the reduction of post-harvest losses. Now, the organisation sells packaging material designed to reduce losses created by harsh handling practices.

The Association has been successful in exploring new markets in the French islands. Strict import regulations, currency

exchange problems and the language barrier have been constraints the TSBA has overcome. The organisation is still searching for alternative markets as its membership continues to grow.

Perhaps the key problem area has been and remains that of weak management. The affairs of TSBA have been run by individuals not aware of the problems faced by the general membership.

In 1990, the TSBA began spending funds from the Inter-American grant on operating expenditures rather than the rotating fund that it was intended to be used for. This action led to the depletion of the IAF grant. IAF denied any future grant assistance until the original grant is repaid. TSBA has since reduced its office staff and cut expenditures to a minimum. TSBA hopes these reductions in expenses coupled with the revenue from the packing material sales will generate income to be applied toward the repayment of the grant.

Prospective membership is mainly concerned about the benefits of membership, i.e. new markets. The traffickers main concern is to be productive and profitable in the trade.

6. RELATIONSHIPS (LINKAGES)

6.1 With Government

Both the Chamber of Industry and Commerce and the Ministry of Agriculture have a representative on the Executive Body. The Minister of Agriculture personally supports the TSBA, especially the idea that the Traffickers get involved and manage their own affairs. Diversifying the economy of St Vincent and the Grenadines is closely linked with the trafficking trade.

6.2 With Farmers Organisations

The TSBA has combined its efforts with the Organisation for Rural Development (ORD) to train the future farmers and traffickers in improved handling of produce. ORD sits on the executive.

6.3 With Regional or International Organisations

The Inter-American Foundation (IAF) has provided funds to strengthen the TSBA organisational structure.

The Caribbean Agricultural Research and Development Institute (CARDI) has assisted the TSBA in workshops aimed at increasing profit potential for present markets.

IICA has extended assistance by offering training to the TSBA staff in Computer applications (R:BASE) to help create a data pool for marketing of produce in the region and in project formulation.

7. MAJOR PROBLEMS ENCOUNTERED

The major problems identified by the TSBA include the following:

- insufficient quality control;
- seasonal gluts and scarcity of produce;
- difficulties in repatriation of funds from Trinidad;
- inadequate transportation and other facilities for dealing with highly perishable produce;
- delays in the processing of documents and the receipt of foreign exchange;
- lack of credit - presently, traffickers are receiving credit from farmers' and other farmer agencies, but due to constraints payment is slow and in some cases, overdue.

8. NEEDS

The priority needs of TSBA are the following:

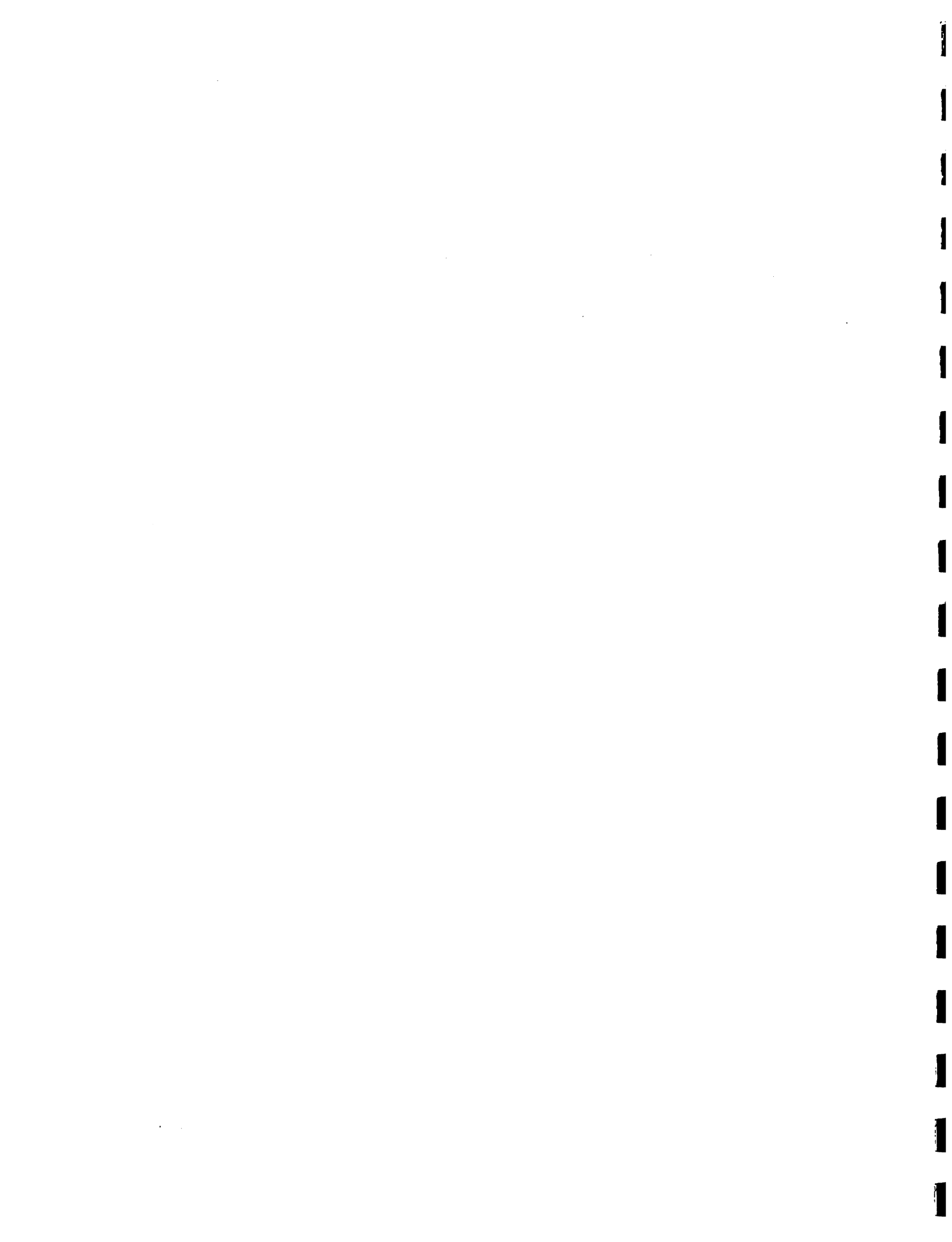
- training in management and business
- to be able to generate enough income to operate self sufficiently;
- additional training in post-harvest handling of perishable produce;
- identify ways to overcome the independent nature of the trafficker and increase the associations membership;
- increase storage space for boxes, and
- identification of new markets for the trafficking trade.

9. FUTURE ACTIONS

9.1 New projects underway

The TSBA recently began to make trial shipments to northern islands such as Martinique. The trials have been good and it is felt that important trade links have been established.

The TSBA is making efforts to be self-sufficient by offering services to its members in the areas of packaging and preparation of shipping documents. The traffickers have been particularly receptive to the packaging service the association provides. The association has recently received a grant from Canada Fund to expand this operation by constructing a storage area for increase quantities of packaging materials.



AKERS, ARGYLE AND CALDER FARMERS GROUP





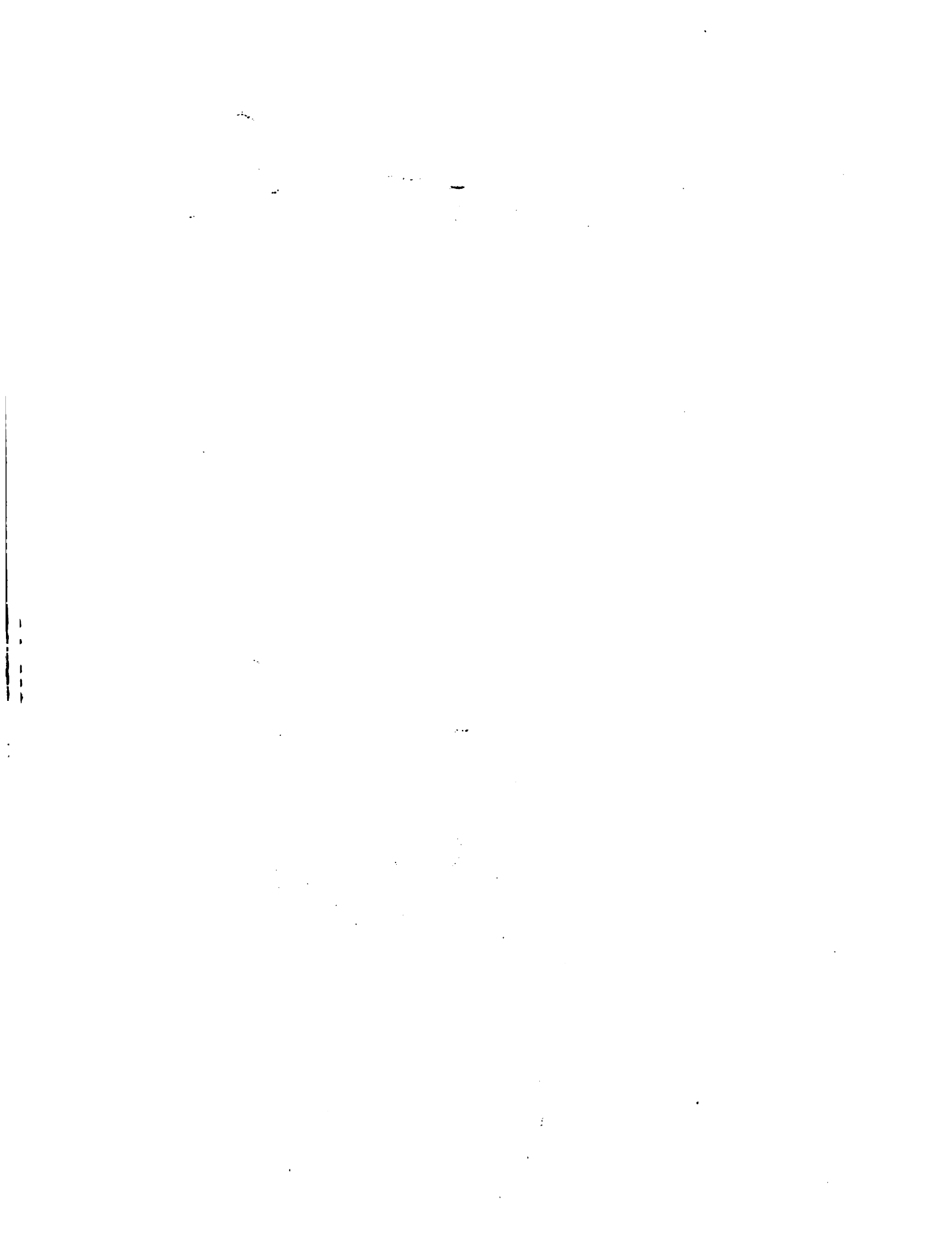
PART III: FARMERS ORGANISATIONS IN FORMATION

Akers, Argyle and Calder Farmers Group

The Akers, Argyle and Calder farmers group was formed in September of 1990. Approximately 1/3 of the 50 farmers in the area are members of the group. The group does not own equipment nor does it have financial assets. The members grow a wide variety of crops ranging from ground provisions to bananas. The two main crops are bananas and peanuts. Increased emphasis has been placed on the peanut crop, due to the uncertainty of the banana market in 1992. Some of the farmers have been able to market roasted peanuts by packaging them in small heat sealed plastic bags or glass bottles. Other crops such as ground provisions are sold directly to the traffickers.

The purpose of unification was to bring the farmers together to assist in a community development self-help road project. Two roads in particular were targeted for reconditioning. Both the roads to be resurfaced are feeder roads to the government-maintained Akers/Argyle road. These roads are presently dirt and can be particularly treacherous during the rainy season. When the roads are passable, the farmers are forced to pay an additional fare due to the added fare on the transporting vehicle. The increased fares dramatically reduce the farmers profit margin, which is already near minimum.

As of early 1991, the group had several accomplishments to its credit. In cooperation with a local construction company, the group was able to have both sections of road bulldozed free of charge. Also, the group was able to persuade a quarry in the area to donate 50 loads of quarry waste. So far, 10 loads have been received and spread on the road surface. The Community Development division has agreed to provide tools for the project. But, due to the scarcity of available tools none have been provided to date.



**BARROUALLIE PROGRESSIVE FARMERS
ASSOCIATION**





BARROUALLIE PROGRESSIVE FARMERS ASSOCIATION

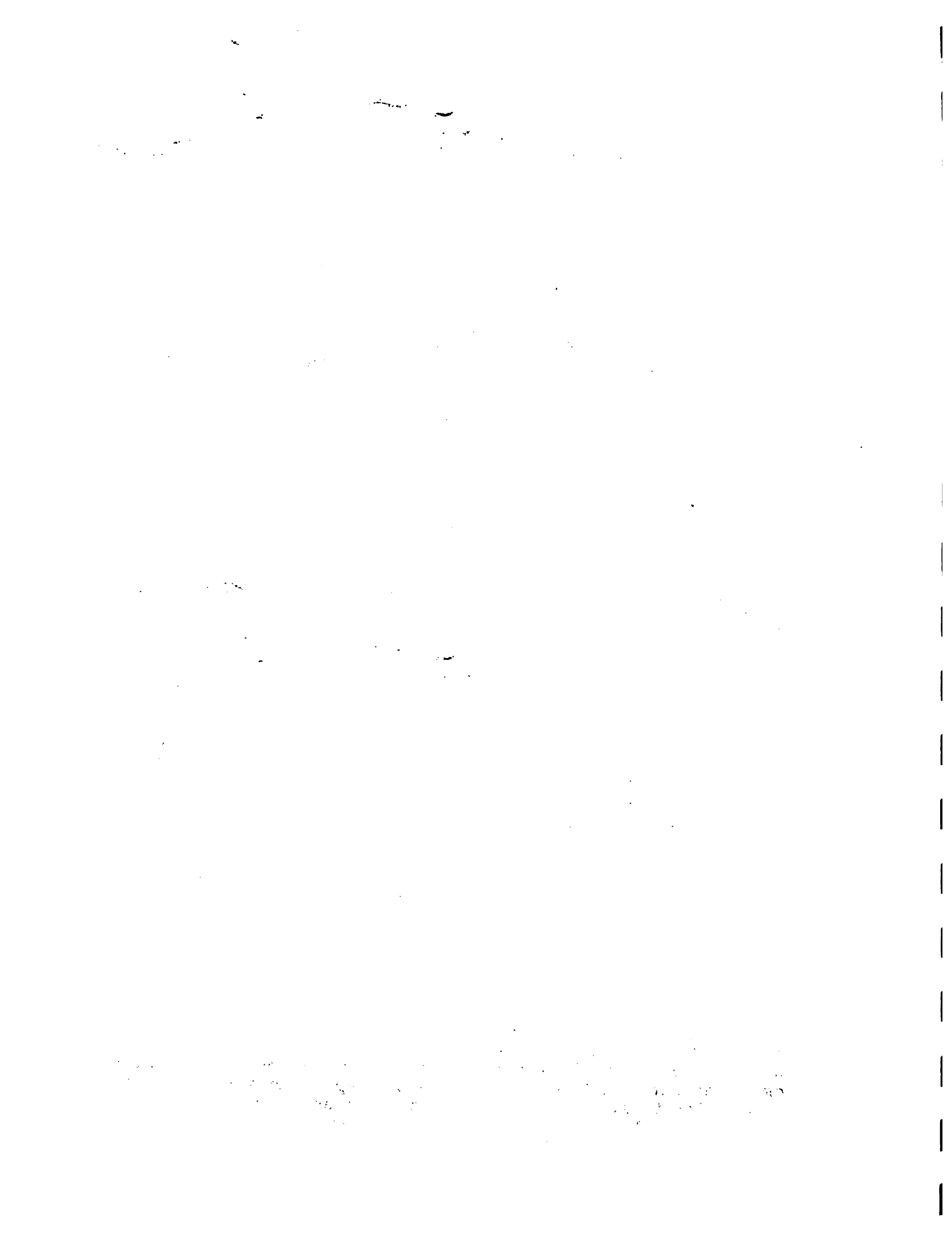
The Barrouallie Progressive Farmer's Association (BPFA) was formed in June 1986 as a direct result of encouragement through the Ministry of Agriculture's Extension Division. Having little idea on how to manage the association, Caribbean Agricultural Research Development Advisory and Training Service (CARDATS) was solicited for its expertise and advice on farmers groups. One month later, a constitution had been drafted and adopted by the members. Even though the BPFA has a written constitution, it has yet to apply for legal registration as an association through the Cooperative Division.

The BPFA area of operation centers around the town of Barrouallie. Barrouallie is the western most town on the leeward side of St Vincent. Barrouallie is commonly referred to as a fishing village. But in actuality, farming is the main occupation. Most farmers' plots are less than 2 acres in size. It is believed that with the implementation of the governments land reform policy more land will be available for cultivation. The implementation would be particularly meaningful to the farmers of Barrouallie. Barrouallie is bordered both to the north and south by two large government estates.

The main crop of the BPFA is sorrel. Sorrel is grown for its slightly red or greenish white calyces which are used to produce beverages, jam, jelly, wine, liqueur or soaked fruit. The drink is the traditional beverage during the Christmas season. In 1989, the association was able to market 21,500 pounds at EC\$0.70 cents per pound.

The objective of BPFA is to procure and distribute agricultural and domestic goods and services, in an effort to enhance the social, educational and economic well-being of small farmers and the wider community.

Some of the major accomplishments of BPFA include the following. The BPFA participated in a water project that now supplies the farmers of Barrouallie with water for irrigation and livestock. The association is responsible for the construction and operation of a stud center for, sheep and goats. The center is located slightly north of Barrouallie in Walliabou. Also in Walliabou, the association has recently completed construction of a marketing depot and input center. In relation to its main crop, sorrel, the association has been able to establish Barrouallie as the main sorrel production area on St Vincent.



Future plans for the BPFA are to do a feasibility study on the marketing of sorrel with seeds or without seeds. Sorrel without seeds demands a higher price. But, it is unclear if the cost of additional labor would actually lower net profit.



**GLEBE FARMERS GROUP
(GFG)**





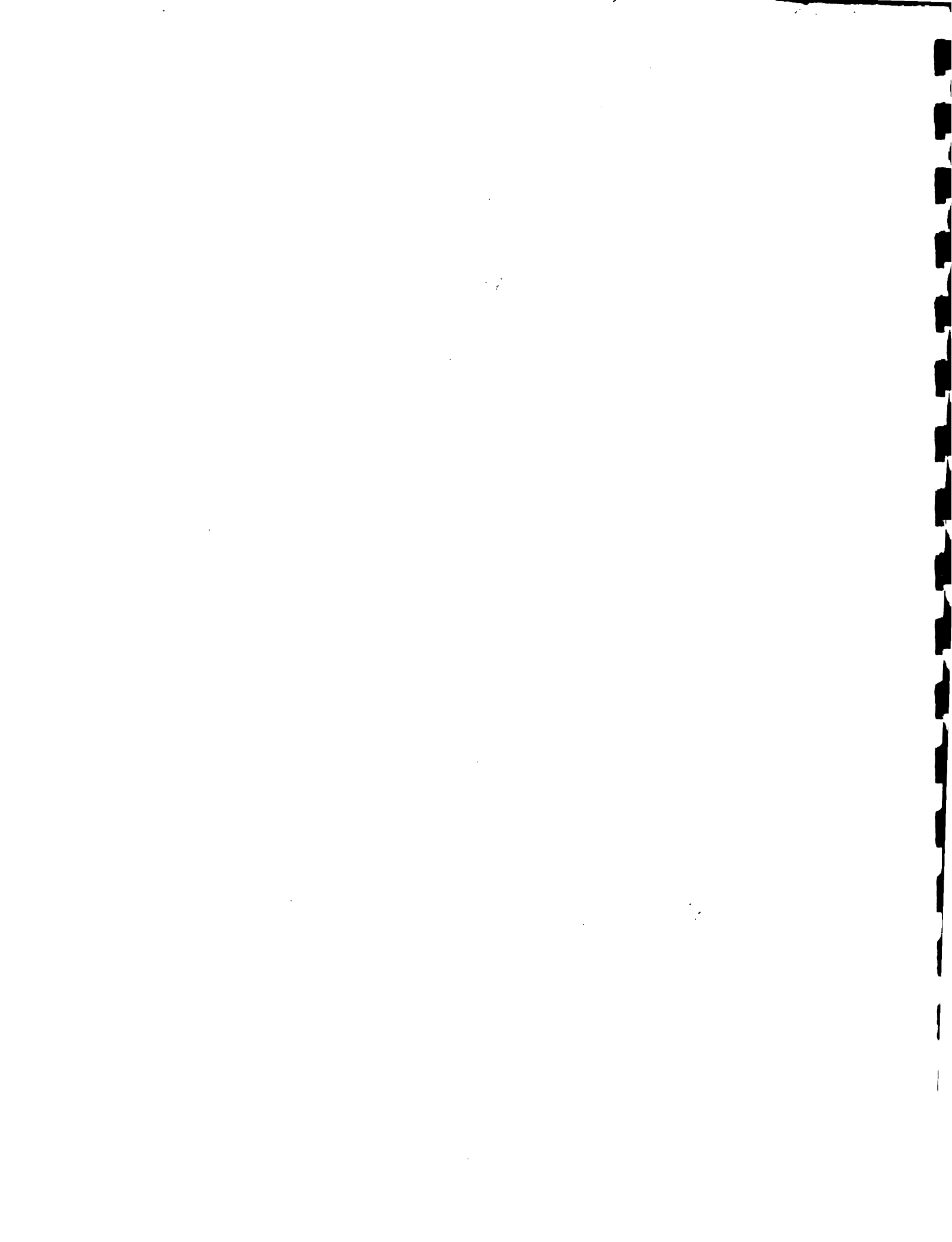
GLEBE FARMERS GROUP (GFG)

The Glebe Farmers Group was formed in May of 1986. Glebe is a small village bordering on the southern side of the town of Barrouallie. Barrouallie is a highly developed agricultural area located mid-island on the Leeward coast. Agricultural products handled by the group include cabbage, carrots, yams, sorrel, onions and peanuts. The group either sells directly to the traffickers in Glebe or the produce is transported to town and sold on a wholesale or retail basis at the farmers market. Membership has grown from the original 13 members to 16 members in 1990. The group operates an input supply shop. The funds for which were donated by the French Agricultural Mission in 1986. The donation included a full complement of pesticides, fertilizers, seeds, one spray can and \$40 cash to be deposited into the "Glebe" account. By the end of 1990, the \$40 has expanded to slightly over \$2000. All management responsibilities are shared between the groups two officers, president and secretary. The group also utilizes the services of a shop keeper. The shop keeper is only paid a salary if the season is a profitable one for the group. The group's external relationships include the Ministry of Agriculture Extension Division, Banana Growers Association for fertilizer, French Technical Mission for technical support and financial assistance, Organisation for Rural Development and National Farmers Union for project assistance. The area in which greater interaction is needed is between the extension division and the group members. The group is considering to begin the procedure of application for legal status with the Cooperative Division in 1991.



**PEMBROKE FARMERS GROUP
(PEMBROKE)**





PEMBROKE FARMERS GROUP

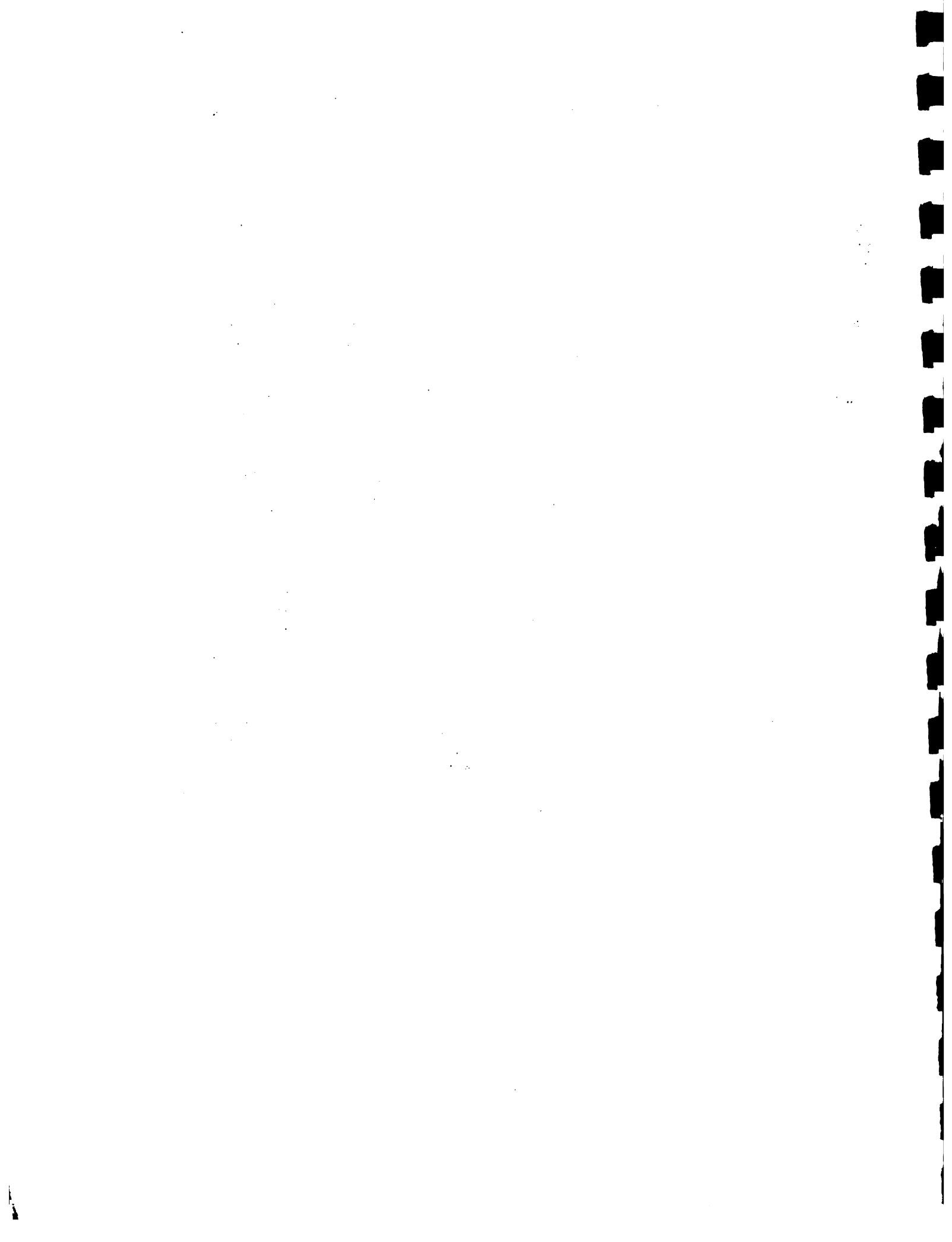
The Pembroke farmers group formed in 1988 in response to a business proposition presented by a local land owner. The agreement being, in exchange for the use of 10 acres of farming land, the land owner would receive a small percentage of the profit from the sale of the crops. The group accepted the terms and by the following year was cultivating tobacco.

During its first year the membership of the group expanded to nearly 30 members. During this time, the group exemplified the accomplishments that can be achieved through cooperative efforts. The farmers had pooled their resources and purchased a chain saw, hoes, post hole diggers and various other implements. The owner of the land donated the materials necessary to construct a tobacco drying shed. Likewise, the members used their construction skills to erect the structure.

Before the group was able to harvest their crop, the West Indian Tobacco Company, sole buyer of tobacco, raised its purchasing standards. Because of the increased quality of tobacco required, the lower grade grown by the group was without market. So instead of reaping the expected profit, the group was faced with financial ruin.

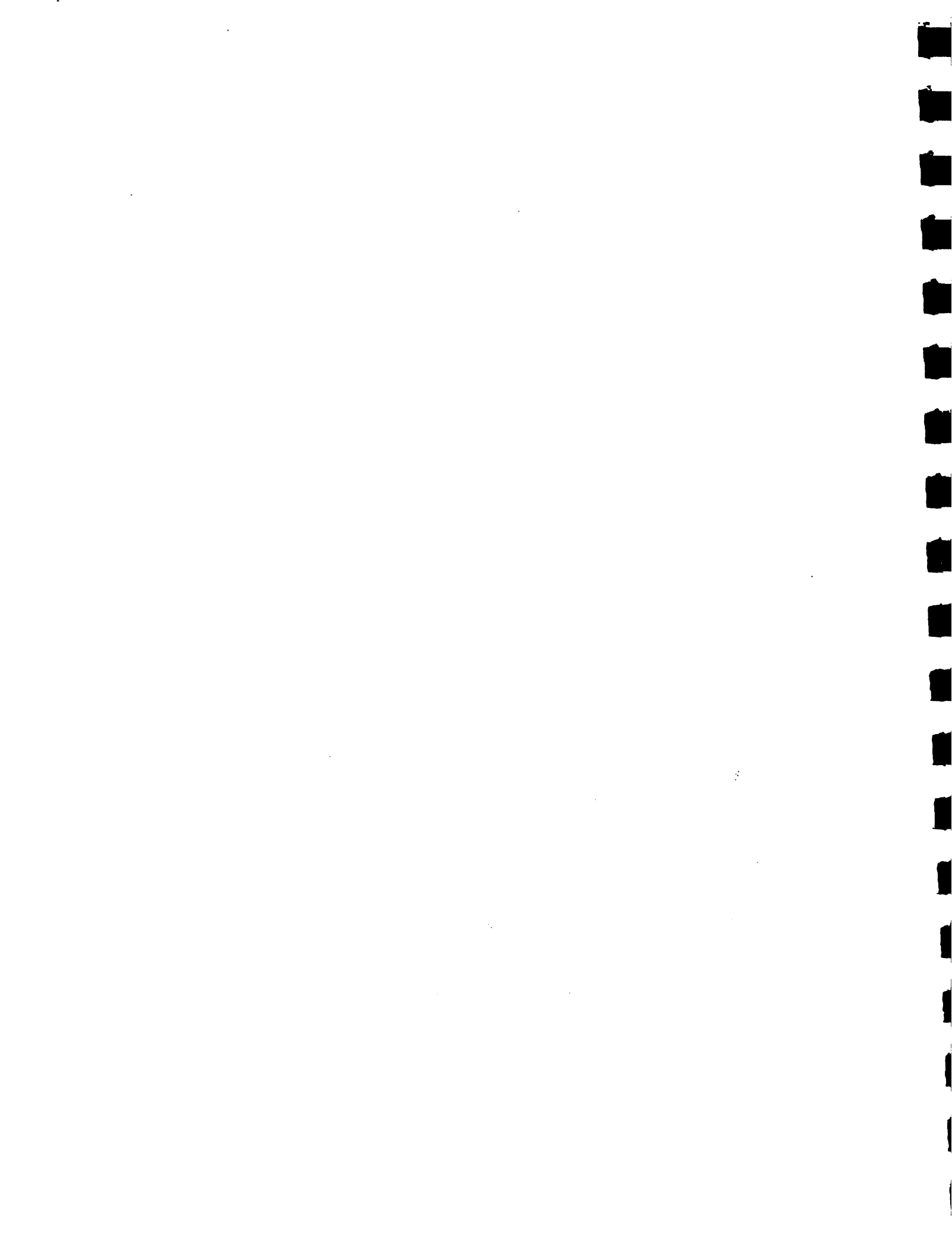
Of the original 30 members, approximately 15 remain. The group has not attempted any joint ventures since the tobacco experience in 1989. Of the groups assets, only a portion of the farm implements remain in the groups possession and the bank account has long since been depleted.

The group has approached HIAMP expressing interest in their passion fruit project and the French Technical Mission in reference to their pineapple project. Also, the group is considering utilizing the land used for the tobacco project to engage in a livestock venture. Due to the lack of funds available, the group is currently seeking funds to finance the endeavor.



PIG FARMERS ASSOCIATION



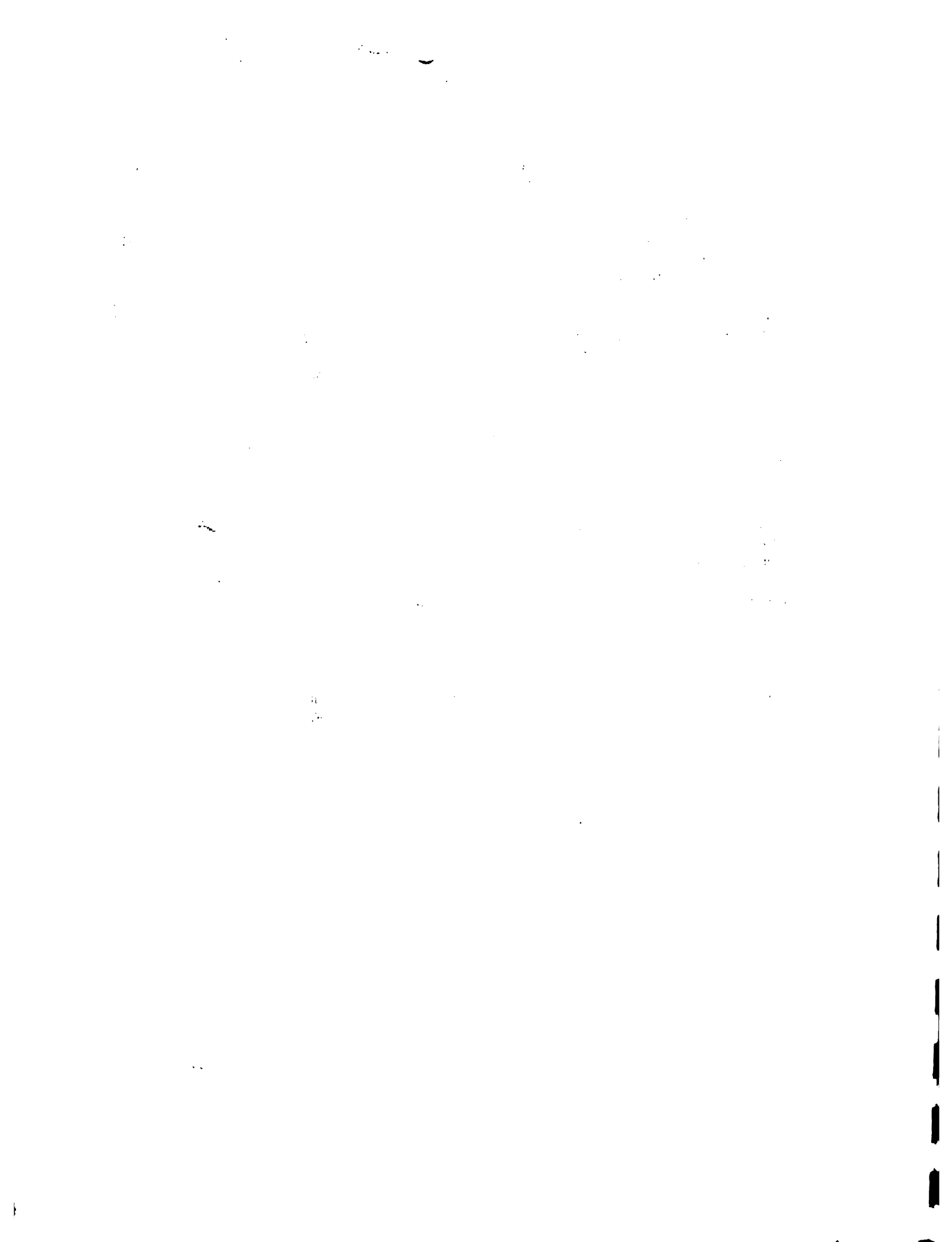


PIG FARMERS ASSOCIATION

The Pig Farmers Association held its first meeting in the later part of 1990. Pigs have been produced in St Vincent for many years, but production has been small scale. The Pig Farmers Association took form after the NDF conducted a pig production workshop. The workshop stimulated interest in pig production by comparing the statistics of pork products produced locally and those imported. The research showed that locally produced pork had only captured a small percentage of the total market. Given that the Government would control imports and pork production could be increased to market demands, St Vincent could become totally self sufficient in pork products produced by local farmers. In so doing the economy of St Vincent would benefit from curbing the loss through the foreign exchange out flow and by giving farmers stability through diversification.

Even though the Pig Farmers Association is still developing, it already has 41 members. Most of the members are located on the south leeward coast between the town of Barrouallie and the village of Buccament. Meetings are either held at a member's home or at the community building in the town of Layou. The Pig Farmers Association has elected an executive committee to manage the affairs. The committee consists of a president, vice president, secretary, assistant secretary, treasurer and public relations officer. At this time the Pig Farmers Association neither has employees or equipment.

The objective of the Pig Farmers Association is to organize the pig production on the Leeward coast, and eventually the whole island for the production and marketing of pork commodities. It is the goal of the Pig Farmers Association to become a legal entity as a cooperative in early 1991.



**STUBBS, CARRAPAN, CALDER-RIDGE
VICTORIA VILLAGE FARMERS GROUP**





**STUBBS, CARRAPAN, CALDER-RIDGE,
VICTORIA VILLAGE FARMERS GROUP**

The Stubbs, Carrapan, Calder-Ridge, Victoria Village Farmers Group held its first meeting on August 18th 1988. The group was organized for the purpose of identifying new markets for its members to sell their produce. This was to be accomplished through networking with other farmers organisations and the unifying of the farmers into one seller of produce. As to date success has been limited. The farmers have yet to work collectively when marketing crops. Each farmer works as a separate seller. Usually, the majority of the crop is sold directly to traffickers. The traffickers purchase the crop and export it accordingly. Also, farmers sell their produce to the St Vincent Marketing Board. Poor communication between the farmers and the St Vincent Marketing Board has hampered effective marketing of the crops. The main agricultural commodities handled are bananas, mangoes and sweet potatoes. Other commodities handled are tomatoes, cabbage, lettuce, beans, sweet peppers, hot peppers, carrots, breadfruit, various root crops, citrus, peanuts, cassava, plantains, eggs, poultry, beef, mutton, and goat.

The group is managed by a chairperson, treasurer, secretary and two (2) elected members. Current membership is eighteen (18) persons. These members are distributed between Stubbs, Carrapan, Calder-Ridge and Victoria Village on the windward side of the island. Meetings are held at the chairperson's home in Stubbs. The group is requesting the use of the community center in Stubbs for future meetings. The group has no paid employees, nor does it have any group owned equipment. The group has had infrequent exchanges of information and assistance from the National Farmers Union (NFU) and the Caribbean Agriculture Research and Development Institute (CARDI).

The group has encountered many problems, one of which is the nonavailability of planting material and extremely high seedling loss when seedlings are available. Also, theft of both plants and animals remains a problem. In the area of group dynamics, management skills are weak and there is considerable need of training.

The groups future plans include filing for registration as a Multipurpose Cooperative. Also, the group plans on purchasing a spray can for members use. Since several of the members produce livestock, ordering feed in bulk is being considered.

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PART IV

RURAL DEVELOPMENT SUPPORT ORGANIZATIONS



JEMS PROGRESSIVE COMMUNITY ORGANIZATION
(JEMS)



**JEMS PROGRESSIVE COMMUNITY ORGANIZATION
(JEMS)**

1. BACKGROUND

The JEMS Progressive Community Organization was established in September 1978. From a tiny group based in the village of Enhams, JEMS has evolved into a broad based organization serving fifteen (15) villages in the East St George / South Windward constituencies. These villages are also referred to as the communities of Junction, Enhams, McCarthy and Surrounding areas, thus "JEMS".

Since its conception in 1978, JEMS has revolutionized the concept of community development through its strong dynamic and "grassroots" based leadership. Moreover, JEMS is a pace-setter in the mobilization of community people to work for their own development. Such examples include community infrastructure facilities pertaining to health, e.g. community baths, pipe borne water projects, garbage disposal bins and beautification projects. But, Community Health Programmes are only part of what JEMS has to offer. Other programmes include Adult Education Skills Training and Social / Cultural Awareness. In fact, Adult Education is JEMS principal focus and main thrust in a number of the organization's programming activities. Classes are conducted in Math, English, Parent Education, Community Life, Carpentry, Sewing, Home Economics, Agriculture, Bamboo Craft, Creative Drama and Sports.

2. OBJECTIVES AND GOALS

The objectives of JEMS cover (4) four specific areas:

- The development of strong, dynamic local leadership in rural communities.
- The development of participatory approaches to solve community problems.
- The fostering of collaborative and cooperative spirit among grassroots peoples in rural communities.
- The solution of many problems facing youths through self-reliance, through improvement of socioeconomic circumstances of rural peoples, and through better agro-production and nutritional techniques.

3. AREAS OF SPECIALIZATION

a) Education Programme

The establishment of the JEMS Institute for Popular Education to promote adult literacy is probably JEMS most outstanding achievement. The programme began in 1985 and is still in operation today. The original programme involved three hundred (300) participants. The programme classes were held four (4) evenings per week. Curriculum included academic subjects such as English and Mathematics, skills training in carpentry, sewing, agriculture and home economics. Also classes were conducted that focused on personal, community and national issues. Financial support for the programme is provided by the Caribbean Conference of Churches.

JEMS also utilizes its Community Education programme. This aspect of JEMS is supportive of all community projects. It provides information to the community on the importance, role and execution of each project. Popular theatre is widely used in community education programmes.

b) Cultural Programme

JEMS uses what it refers to as "moonlight wakes" as the vehicle for their cultural programme. A moonlight wake can be held in any one of the fifteen (15) villages served by JEMS. The wake is a festive event designed to promote unity, promote traditional art forms and give the people of the community an opportunity to display their talents and creative skills.

c) Sports Programme

The aim of the programme is to foster competitive spirit, cooperation and a system of networking.

d) Community and environmental development programme

The programme addresses matters related to basic human needs, environment beautification, conservation and sanitation. Examples of the programme include:

The Lower Stubbs Health Improvement Project of 1986

It provided lower Stubbs with pipe borne water and a community bath. Upon completion over eight hundred (800) yards of galvanized pipe had been laid, a public bath constructed and three (3) stand pipes erected.

A public awareness and education programme also formed part of this project. Financing, estimated at EC\$33,500, was provided by the OECS Natural Resources Management Project. Self-help, estimated at EC\$20,000, was contributed by the Stubbs community and JEMS.

The Enhams Development Project

This project consisted of the Enhams Community Bath, construction of two garbage disposal units, water extension and the construction of a community center and playing field in collaboration with the Lions Club South.

The McCarthy Water Project of 1985

This project was a self-help project in which the community of McCarthy was mobilized to lay 2000 feet of galvanized water pipes in two weeks.

e) **The Natural Disaster Preparedness and Rehabilitation Programme**

This programme involves educating the community on avoiding loss of property and life in the event of natural disasters. The programme also provides for post-disaster mobilization and organization of the community to undertake self-help reconstruction and rehabilitation. For example, in aftermath of tropical storm "Emily", the communities served by JEMS were mobilized and organized to effect rehabilitation and distribution of relief. Through this effort over one hundred (100) homes were repaired.

f) **The Agricultural Development Programme**

As the centerpiece of the agricultural programme, in 1988 JEMS embarked on a Co-op/Model Farm Project. First of all, JEMS needed to find farm land that met the project's constraints. The problem was solved by the Diamond Dairy Organization which granted JEMS temporary use of 10 acres of land free of rent. Prior to the 10 acre site, a small plot of land behind the community center was used to demonstrate the care and maintenance of a household garden.

The thrust of the programme was to switch from the customary theoretical teaching of agriculture to direct practical learning experiences. In so doing, it was the objective of JEMS to prepare the participants to eventually manage their own farm, thus creating employment and an income for the household.

In 1989, The Organization of Rural Development had completed extensive studies on tumeric production and found the market favourable for the farmers of St Vincent. JEMS joined with a large number of other farmers in planting of tumeric. As

compared to other farmers, JEMS hadn't planted an excessive amount (only 3-4 acres). But for the farmers involved, the cost of the venture had absorbed a large percentage of their personal savings. As harvest time approached, the market for tumeric began to fall. By the time the crop was ready to harvest, the market price was so low that it was unprofitable to harvest the crop. Since the tumeric experience, the farming project has remained dormant. The executive committee of JEMS is confident that the farming project will resume. But, the farming community must be given time to recuperate from the losses that occurred.

4. DESCRIPTION AND QUANTIFICATION OF OPERATIONS

4.1 Board and method of management

The organizational structure consists of the following:

- Annual General Meeting of Members
- Seven Member Executive Committee
- Committees / Divisions
- Adult Education Board

4.2 Type and number of members and geographic location

Membership of the organisation has fluctuated slightly over the years and presently (March 1991) is 45. JEMS maintains an office in Enhams on the first floor of the Community Center.

4.3 Type and number of employees

JEMS employs one person, an Adult Education Coordinator. Funds have been secured from a local source to pay the coordinators salary for the first three months of 1991. After the third month it is uncertain how the group will be able to retain his services.

5. NEEDS

It is necessary for the organization to restrict its areas of programming to those which its limited resources can financially support. At the same time, financial assistance must be sought to facilitate the employment of full time workers, material and supplies appropriate to meet the rising demand from the communities for the organization's assistance.

6. FUTURE ACTIONS

In 1982, JEMS initiated a forest conservation project. After several years of rejection from funding sources and difficulty in acquiring government support, the project went

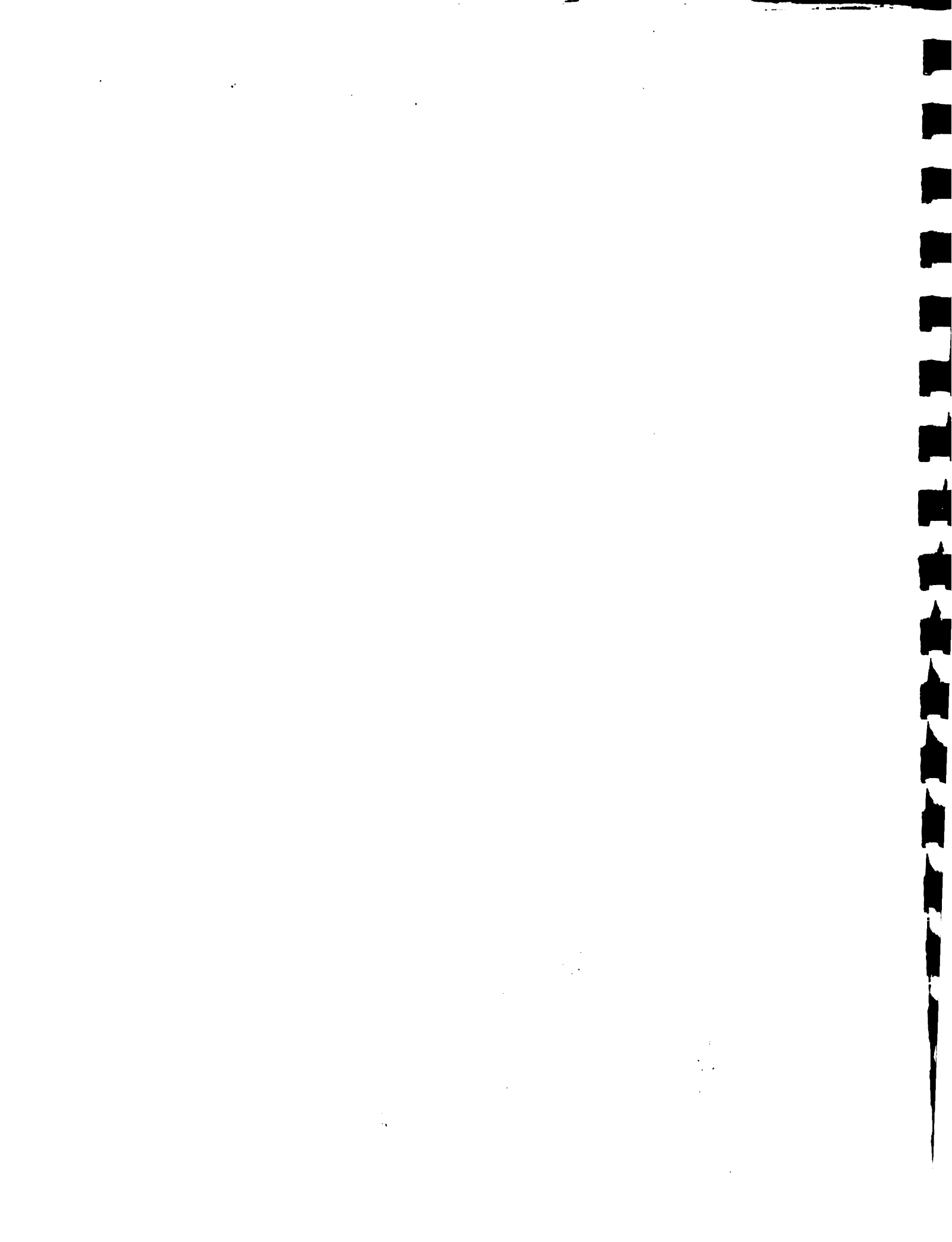
into a dormant period. In 1991, stimulated by the environmental awareness drive of the Ministry of Agriculture, the project has been revived. The project focuses on community awareness and education programmes which explain the dangers inherent with the removal of trees from the forest. The project uses the Kingshill Forest Reserve as its model forest. In order to stimulate public awareness, the project entails plans to establish nature trails, labeling of important tree species, construction of a nature center and the training of curators to manage the reserve.

Funding has not been secured but is being sought from other local non-governmental organizations, the Government of St Vincent and the Grenadines, Caribbean Conservation Association, OECS - Natural Resources Foundation and UNDP to support the project.



PROJECTS PROMOTION LTD
(PP)





PROJECTS PROMOTION LTD (PP)

BACKGROUND

Projects Promotion Ltd (PP), was formed and formally registered in 1981 under the St Vincent and the Grenadines Act. Its establishment was spearheaded by a group of committed development workers.

Its origins lay in two independent initiatives in popular education led by the Rural Transformation Collective (RTC), based in Diamond Village on the Windward side of the island and the Commission for the Development of Peoples (CDP), whose activities were focussed on the Leeward side of the island.

The joining of forces of RTC and CDP created:

- a new national structure which promoted a coordinated national approach to popular education and grassroots developments;
- a resource base of highly skilled, experienced and committed development activists;
- an advisory, training and facilitating support capacity for the education, formation and development of organized grassroots initiatives.

In the beginning, Projects Promotion supported a community-based animation programme for base groups. This involved a sustained process of direct support for community groups on a regular basis, organised consciousness-raising and skilled-oriented seminars, advised on problems and projects and supported inter-group interaction and the development of a popular movement. The principal base groups were the North Leeward Farmers' Movement (formed by CDP) and the National Farmers' Union (formed by RTC).

However, by 1984, PP had developed a new approach - one which was national in scope and aimed at facilitating popular education at the base through support for national mass organizations and animation groups.

Projects Promotion's programme is a dynamic one. The content and thrust has undergone several changes in keeping with the shift in strategy. Many elements have been added, thus expanding the frame work and variability of support and facilitating services provided.

The objectives of PP were translated into major programmatic platforms:

- a) The development of productive activities organised on a collective basis (project development).**

The initial programme (1981-84) was one of rural animation and consisted of the following elements:

- educational seminars for farmers aimed at developing both practical skills and awareness;**
- support for income-generating projects, and other activities of individual farmer groups and**
- support for the activities of the Movement as whole (National Farmers' Union and North Leeward Farmers' Movement).**

By 1984, PP programme had added a large number of other activities including:

- a publication and research programme;**
- a book distribution programme, resource center/library and project preparation and evaluation service;**
- support for the development of new organisations and committees to take on new needs, e.g., Committee for the Development of Women; and**
- the organization of special events on a collaborative basis.**

The present programme aims generally to strengthen the base and the means of PP's existence, to further its growth, capacity and its ability to make stronger responses to local and regional developmental requirements. The present programme contains the following elements:

- a) Acquisition of resources and the establishment of some measure of financial security.**
- b) Partnership development through networking nationally, regionally and internationally using the organizational vehicles of NADO, CARIPEDA and NGO's.**

- c) Encouraging, supporting and enabling the defence and promotion of economic, social and political rights and indigenous culture, through conferences, symposia, workshops and village to village solidarity exchange.
- d) Laying the basis for and promoting more meaningful popular participation and involvement in decision-making at the organizational, community and national levels.
- e) Acquiring the means and establishing a framework for narrowing the gap between the capacity and capability of development organizations and the expectations of their constituents.
- f) Cultivating a national consciousness, and an appreciation for indigenous literature by engaging in research, documentation and publication on themes and areas based on local and regional experience and environment.
- g) Expressing regional and international solidarity on issues relating to human rights, human dignity, freedom and justice, development and peace.
- h) Educating the public on matters of the environment and promoting activities and projects that enhance it.
- i) Identifying and implementing social and economic projects to assist in reducing the high level of unemployment; developing skills and improving the levels of living of the disadvantaged.

2. OBJECTIVES AND GOALS

The principal long-term objectives of Projects Promotion are the following:

- a) To raise the level of consciousness, involvement in social action and skills in social organisation among the popular majority, and to develop among them the will and ability to influence national policy;
- b) To contribute to the development of skills related to production, and to influence the production system towards self-reliance, and
- c) To promote unity of the masses based on a true sense of decision-making, responsibility and accountability.

AREAS OF SPECIALIZATION

Areas of specialization undertaken by Projects Promotion may be divided into five major categories:

- 1) Education and Training
- 2) Organization
- 3) Publication and Research
- 4) Support for Economic Projects, and
- 5) Material Support

Education and Training:

This is the core activity of PP and consists of workshops and seminars of short duration. Initially, seminars were organised for single groups, e.g. farmers' groups or community based projects. The present strategy is to reach a broader constituency and a more heterogenous audience. Seminar themes addressed include project planning, organisational development, bookkeeping and the growth of critical awareness.

Organization:

This activity is complementary to educational work. It relates to PP's agenda of building up the organisational strength of popular groups and organizations and mobilizing them for concrete forms of action.

This process has been facilitated through:

- bringing organizations together to share experiences and strategies, identify points of commonality and discuss possibilities for collaborative action;
- providing the secretarial and coordinating function for activities which grow out of the above.

The major practical outcomes of this network-building process have been:

- the publication of "Doing Social Work for Change";
- a resource-sharing agreement (instead of each organization equipping itself with its own media and other equipment, a number of organisations have agreed to share their equipment, e.g. the RTC - video equipment, the NFU - gestafax machine and the PP - duplicating machine); and
- collaboration in the organization of major national events.

PP has taken the lead in mobilizing popular groups and organisations around major issues, e.g. women, peace, food production and developing where necessary, new organizational structures to tackle these issues on an on-going basis.

Publication and Research:

In 1981, PP established a publication and research programme to support its educational and organizing work.

PP produced two regular publications:

- Reprints (monthly) of selected articles from a wide range of development publications which were organized on a theme basis. Approximately 50 copies per month were produced and distributed. Due to problems encountered the programme was terminated in mid 1988.
- "Doing Social Work for Change" was published each semester and included original articles written by local participants. The programme continued until 1988, after which time the task of producing the publication was assumed by NADO.

A number of occasional publications were also produced.

In the area of research, five small-scale research projects have been conducted;

- a survey of production structures and organisation on the Richmond Vale Estate;
- a case study of peasants' struggle for land at Re-Level (Windward);
- a historical study of Prime Ministers of St Vincent and the Grenadines;
- a study into the socioeconomic conditions and needs of people north of the Rabacca River, and
- a survey on the place and role of women in organizations in St Vincent and the Grenadines in collaboration with the National Youth Council, Committee for the Development of Women and the National Council of Women.

Findings of these studies have been published. The study of the Richmond Vale Estate led to the establishment of the Chateaubelair Multi-purpose Co-op.

Support for Economic Projects:

In its initial operations, PP assisted in the establishment of several socioeconomic projects through its Micro Project Fund. These were:

- handicraft production;
- workers' snack center;
- shoe-shops;
- piggery (hog rearing);
- two pre-schools, and
- cultural groups (training).

More recently, PP has been involved in development work with the Chateaubelair Multi-Purpose Co-op and Carib Development Organization.

Material Support and other Services:

PP has developed a number of other forms of material support to groups, organisations and public institutions, e.g. schools. These include the following:

- Library/Resource Centers of development titles, documentaries, etc., not found elsewhere in the country. The center has limited printing capacity which is used at no cost, grassroots organisations;
- Book programme - provides services to public and private sector organizations;
- Typewriter programme - provided typewriters to various schools across the island, but has ceased as a result of the inability to acquire additional typewriters from the donating agency involved, and
- Liaison with funding agencies - PP serves as an intermediary between local projects and international donors.

4. DESCRIPTION AND QUANTIFICATION OF OPERATION

4.1 Board and method of management

Project Promotions is managed by an eleven member board made of persons from different organisations and backgrounds.

This inter-disciplinary team provides services at the level of policy and programme formulation and as trainers and advisors to affiliated organisations on matters such as organizational

development, economic and project analysis, agricultural development, leadership and others.

4.2 Type and number of members and geographic location

PP maintains a centrally located office on Grenville Street, Kingstown, St Vincent. This office contains a library with a collection of titles on developmental issues. Other resources include minimum office equipment, one four wheel drive vehicle and a building site at Spring Village (Leeward).

4.3 Type and number of employees

The permanent staff of Projects Promotions consists of two professionals and four clerical/administrative persons. The professionals include one Administrative/Financial Controller, who is a trained Economist/Accountant, and one Programme Coordinator, who is an Education Specialist.

The clerical/administrative personnel include:

- 1 Clerk Typist/Office Manager;
- 1 Accounts Clerk/Typist, and
- 2 Field Liaison Officers - Leeward and Windward.
- 1 Project Research Assistant

5. NEEDS

The needs defined by the realities of rural development in St Vincent have been outlined programmatically in PP's 1988-1991 program of work. However, they can be summarized in three (3) platforms;

- Continued work in development education and expansion where necessary;
- Provision of the means for self-fulfillment, both at the individual and group levels - i.e. skills training for productive work and living, and
- Provision of a facility to serve the double purpose of sustainable training and generating of funds to offset core funding needs of PP.

6. FUTURE ACTIONS

PP is currently formulating its new 3 year plan. The specifics of the plan have not been made public yet. But it is believed that PP will be maintaining its present programmes along with formulating and developing new programs which coincide with PP's objectives.

**NATIONAL ALLIANCE OF DEVELOPMENT
ORGANIZATIONS
(NADO)**



**NATIONAL ALLIANCE OF DEVELOPMENT ORGANIZATIONS
(NADO)**

1. BACKGROUND

NADO is the acronym for the National Alliance of Development Organizations. It was formed on September 2, 1983, at a workshop organized by Projects Promotion Ltd to discuss development in general and work undertaken by non-governmental organizations. Over fifteen organizations, including community and national organizations, labor unions, theatre groups, professional associations and those representing youth, women, peasants, farmers and public sector workers, were involved.

Since its formation, NADO has been involved in formulating a philosophy of development which will guide the work of its member organizations. This process has been a very time-consuming one, requiring many working sessions where representatives of member organizations examine their work, their communities and their programs. Although this task is an ongoing one, a minimum definition of development as a process "which deals with people - the conditions under which they exist, the relationships in which they live and the programme of support to assist them" has been formulated, thus providing a framework within which programming can be organized.

2. OBJECTIVES AND GOALS

NADO aims to strengthen the capacity of its members so as to enable them to further advance the interest and welfare of the neediest in the society. The primary elements of this outlook have been defined and set out in the following objectives:

- a) To link development organisations having similar views and approaches on development to programming by:
- facilitating and coordinating the use of resources and the delivery of services among and between member organizations;
 - providing a forum for the sharing of resources, experiences and critical thinking on national development issues;
 - lobbying and organizing campaigns (at their request) on behalf of member organizations;

- sharing information and resources; and
 - implementing programmes for the benefit of its members.
- b) To promote participatory and democratic approaches to programming and evaluation;
 - c) To facilitate and assist the development of member organizations and enhance their capacity to respond more effectively to their constituencies;
 - d) To encourage member organizations to work for socioeconomic betterment and self-reliance for and among members of their constituencies; and
 - e) Such other functions that may be decided upon and added from time to time.

3. AREAS OF SPECIALIZATION

NADO remained a dormant body for much of its early years. During that time, the publication "Doing Social Work for Change" which was initiated at the first workshop, provided a vital communication link and assisted to a great measure in keeping the organization together. As such, the publication "Doing Social Work for Change" was an important "glue" in the survival and development of NADO. This bulletin is published quarterly by NADO and covers issues of national importance as well as highlights the work of the various members organizations of NADO.

Since its formation, NADO has endeavoured to clearly define a working philosophy. This philosophy is now encompassed in its constitution and places "the people" at the center of the development process. This constitution was adopted at the first Annual General Meeting of NADO on January 28, 1988.

Prior to its official launching NADO held 15 meetings and seminars. At these meetings/seminars, NADO member organizations discussed the conjuncture, constraints and achievements of their programmes and the philosophy which should guide the networking alliance.

Two workshops on Leadership Development were held from December 11 -13, 1987. Participants of the first were drawn from the Executives of member organisations, while those of the second were both executive and rank and file members of affiliates.

A meeting with the Minister of Housing, Labor and Community Development and representatives of the NADO Steering Committee was convened in December 1987. The Minister gave his government's support to the general principles of NADO and recognized its role in national development. He committed his Ministry to developing a good working relationship with NADO.

One of the programming highlights of NADO is its involvement in disaster preparedness / emergency relief work, dating back to 1986. That year the NADO Emergency Relief Committee, in collaboration with the National Disaster Preparedness Committee (coordinated by the government), assisted in repairing some thirty (30) houses damaged by hurricane Emily.

At present, emphasis is placed on training community groups/activists in the fundamentals of disaster preparedness and mitigation measures.

In 1989, NADO initiated its first major local fund-raising effort "The NADO Development Draw". The primary objectives were to:

- To promote the concept of NADO;
- To provide NADO with a basis for greater self-reliance, and
- To provide support to member organizations.

4. DESCRIPTION AND QUANTIFICATION OF OPERATIONS

4.1 Board and method of management

NADO operates within the following structure:

- a) Annual General Meeting: this is the highest authority of NADO. It is held once per year and requires the presence of more than half of the member organizations.
- b) The General Meeting is the highest decision making body between Annual General Meetings.
- c) The Executive Committee consists of seven members, meets at least once per month and implements the decisions of the Annual General Meeting.
- d) The Secretariat is made up of the Chairperson, Secretary, Treasurer and paid staff. These persons are responsible for the daily operations of NADO.

4.2 Type and number of members and geographical location

NADO is an "umbrella" organisation consisting of thirty community-based and national organisations. The principal and most active members of NADO are National Farmers Union, National Youth Council, National Council of Women, the National Association for Mass Education, the St Vincent Union of Teachers, Rural Transformation Collective, New Artists' Movement, Projects Promotion Ltd, Commission for the Development of Peoples, JEMS Progressive Community Organization, and the St Vincent Union of Teachers and VINSAVE.

Initially, NADO was provided a "desk" in the office of Projects Promotion. A significant measure of office support and facilitating services have also been provided.

Since then (January 1990), the day-to-day operations of NADO have been conducted from its office now located at Verbeke Center in Kingstown. This space has been provided by and is shared with the member organization CDP (Commission for the Development of People).

4.3 Type and number of employees

A recent addition to the NADO structure has been the employment of a full-time staff person occupying the post of Administrative Coordinator. Prior to this event, all administrative work was done on a voluntary basis.

5. NEEDS

The principal constraints retarding the development process of NADO are the following:

- a) The individualistic approach to organizing and programming continues to restrict the focus of member organizations to their specific programmes, which engenders competition for limited resources, both locally and internationally.
- b) Inadequate support from Government in NADO's effort to access duty-free concessions for imported equipment/vehicles and acquiring use of Government buildings to convene seminars/workshops.
- c) Inadequate material and financial support to develop effective programmes.

6. FUTURE ACTIONS

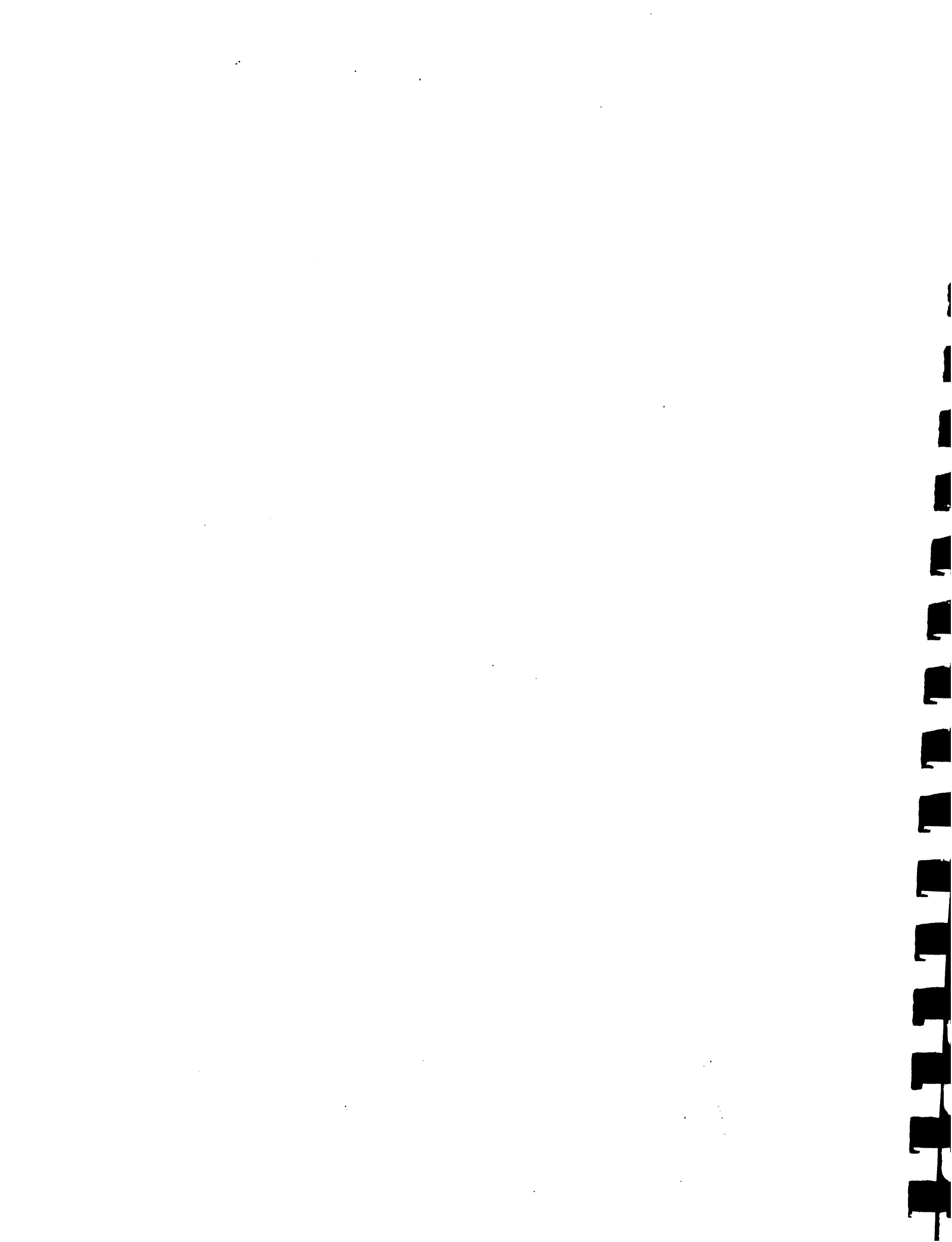
NADO sees its immediate tasks to consist of the following:

- a) Consolidation of membership and expansion of its influence.
- b) Development of the leadership capacity of NADO's present membership, in particular, and overall levels of leadership in general.
- c) Analysing the more critical areas of development work so as to prioritize NADO's efforts.
- f) Defining very clearly the actual problems and needs for development and reaching agreement of functional collaboration.
- g) Completing the process of legal incorporation of NADO.



**WINDWARD ISLANDS FARMERS'
ASSOCIATION
(WINFA)**





WINDWARD ISLANDS FARMERS' ASSOCIATION (WINFA)

1. BACKGROUND

The Windward Islands Farmers' Association (WINFA) is a sub-regional grouping of national farmers' organizations. Although the farmers' organizations have worked jointly on exchange projects since 1982, under the name of WIFA, the official launching of WINFA as an organized body was done in 1987. WINFA is based in St Vincent and the Grenadines and shares office space with the National Farmers Union (NFU). WINFA focuses on activities to develop national organizations and the individual farmer. It facilitated and participated in a young farmers' exchange with Canada, and facilitated inter-island exchanges among farmers of the Windward Islands. WINFA has sponsored educational events on themes such as agro-chemicals, marketing and OECS unity. WINFA is a member of the Caribbean Farmers' Development Company of Farmers Organizations. WINFA coordinates closely with diverse international NGO's and has received direct support and assistance from: Crossroads International, Inter-pares and CUSO, all of Canada and the Dutch NGO, HIVOS.

2. OBJECTIVES AND GOALS

The objectives of WINFA are:

- a) To create and forge alliances and linkages between farmers and farmers' organizations at the sub-regional level;
- b) To promote the democratic participation of farmers at all levels of the development process;
- c) To work in collaboration with the national unions to improve the socioeconomic well-being of farmers;
- d) To collaborate with other national, regional and international organizations concerned with rural development, food production and the problems of farmers and their organizations, and
- e) To contribute to the building of national and regional awareness and solidarity.

3. AREAS OF SPECIALIZATION

WINFA concentrates its limited resources in the following areas:

- a) **Education:** WINFA has brought farmers of different islands together in work study camps.
- b) **Farmer Organizations:** WINFA provided assistance in the reorganization of the National Farmers Association in St Lucia.
- c) **Exchange of Farmer Experiences;** WINFA has fostered Inter-Island Exchange among farmers.

At the international level, WINFA has an on-going programme of exchange visits between Canadian Farmers and Windward Island Farmers.

For example, in 1988, 15 Canadian farmers and 15 Vincentian farmers exchanged visits. Each living, working and learning from the other in the respective rural, on-farm environment.

4. DESCRIPTION AND QUANTIFICATION OF OPERATIONS

4.1 Board and method of management

The direction of WINFA is provided by the Annual General Assembly consisting of three delegates from each member organisations.

The General Assembly:

- receives reports;
- approves programme outline;
- elects officers;
- amends constitution, if necessary, and
- provides directions concerning the operation of the organization.

An Executive Committee is made up of a Chairperson, Secretary/Treasurer, two Trustees and a Coordinator (Ex-officio member).

4.2 Type and number of members and geographic location

At present membership now stands at five (5). Members include:

National Farmers' Association (NFA), St. Lucia;

National Farmers' Union (NFU), St Vincent and the Grenadines;
Dominica Farmers' Union (DFU), Dominica;
Cane Farmers' Association (CFA), Grenada;
Organization Patroitique Des Agriculteurs Martiniquais (OPAM),
Martinique.

4.3 Type and number of employees

The Coordinator, along with a Programme Officer and Secretary, run the affairs of WINFA on a day to day basis.

5. **NEEDS**

The needs as expressed by WINFA include:

- A better working relationship with organizations such as the OECS / ADCU;
- Funding to assist WINFA's Education Programme. Two specific areas within the Education Programme in which funds are needed are:
 - a) The publishing of the document "Education Methodology for Farmers". The document is based on two years of research and draws from farmers own experiences to teach new ideas and techniques, and
 - b) Convening of a Regional Conference on Sustainable Agriculture. The conference is designed to raise awareness of the dangers inherent with non-ecological farming practices. Topics of the conference will include the environment, health of farmers and obtaining sustainable production.

6. **FUTURE ACTIONS**

In addition to WINFA's current objectives, three (3) additional objectives have been identified by WINFA as areas in which action should be taken. The three (3) areas are:

- promoting diversification out of Banana production;
- promotion of the production of food specifically for local consumption;
- promoting less chemical usage and more traditional methods of pest and weed management.

Also, it is likely that WINFA will expand its present membership from five (5) organizations to eight (8) by accepting new member farmers organizations from the islands of Trinidad and Tobago, Guadeloupe and Haiti.

**CARIBBEAN PEOPLES' DEVELOPMENT AGENCY
(CARIPEDA)**



REPEATEDLY

**CARIBBEAN PEOPLES' DEVELOPMENT AGENCY
(CARIPEDA)**

1. BACKGROUND

The Caribbean Peoples' Development Agency (CARIPEDA) was established as a formal entity in 1986. It was at this time that CARIPEDA first became equipped with an established office and a full-time staff. The activities and operations of CARIPEDA, however, predate 1986 by many years.

In 1983, the idea of CARIPEDA took shape with the coming together of local development agencies to facilitate the sharing of information and experiences. The experiment was funded by the Canadian development agency, CUSO, which had been assisting the individual agencies previously.

The meeting of the agencies resulted in a sharing of like programmes and an understanding of other agencies programmes. A new camaraderie and understanding soon developed between agencies. After a period of several years, the need was felt for a formal Caribbean network. Some initial setbacks arising from the crisis in Grenada in 1983, the fledgling organization was ready to move on. It entered a new phase in September 1986, with the appointment of a full-time coordinator.

CARIPEDA fittingly emerged at a time when the smaller Caribbean countries were beginning the thrust toward political union. The emergence of CARIPEDA was one of the first steps taken toward broader Caribbean unification. CARIPEDA was designed to parallel the awareness that the development of Caribbean peoples and consequentially countries, can more meaningfully be undertaken on a regional basis.

The same kind of thinking, though grounded by a different kind of focus, approach and analysis, underlay CARIPEDA's emergence. Issues of underdevelopment and growing marginal isolation of large sectors of the population, were not unique to individual countries. But, they were common to the region and could better be tackled over a regional front.

2. OBJECTIVES AND GOALS

The long-term objective of CARIPEDA is the social transformation in the Caribbean through the development of peoples' organizations. The aim of social transformation is expressed in the following objectives:

- to provide centralized support to development agencies;

- to undertake programmes with a regional focus;
- to facilitate the exchange of experiences, information and skills / resources;
- to provide a forum for critical thinking on the development and the promotion of a regional perspective;
- to assist marginalized people in articulating their concerns, and
- to consolidate and deepen interregional contracts and relationships.

3. AREAS OF SPECIALIZATION

Attempts to achieve the organizational objective can be seen in CARIPEDA's involvement in a number of specialized areas which are listed below.

- Networking (Exchange and Attachments);
- Education / Training / Animation;
- Advocacy / Solidarity / Research;
- Fund-Raising / Self-Financing;
- Print / Audio-visual Production, and
- Women and Development..

4. DESCRIPTION AND QUANTIFICATION OF OPERATIONS

4.1 Board and method of management

CARIPEDA is governed by a Secretariat. The Secretariat is located on Tyrell Street in Kingstown, St Vincent. The Secretariat is staffed by a Coordinator, Programme Officer, Administrative Assistant and a Secretary / Typist.

4.2 Type and number of members and geographic location

CARIPEDA has grown from a founding membership of five (5) agencies to the present membership of nine (9) agencies. The following were the original member agencies.

- Projects For People (PFP), Jamaica
- Help For Progress (Help), Belize
- Small Projects Assistance Team (SPAT), Dominica

- Folk Research Center (FRC), St. Lucia
- Projects Promotion (PP), St. Vincent and the Grenadines

The following organizations joined Caripeda Subsequently.

- Belize Agency For Rural Development (BARD), Belize
- The Society For the Promotion of Education and Research (SPEAR), Belize
- Agency for Rural Transformation (ART), Grenada
- Grenada Community Development Agency (GRENCODA), Grenada

Because of the request for closer cooperation and for membership from other organizations, some of them regional in scope, efforts are being made to institute a system of associate membership, and to have a working relationship with other like-minded organizations; and to extend its present membership.

4.3 Type and number of employees

All employees work out of the Secretariat in St Vincent. These employees include a Coordinator, Programme Officer, Administrative Assistant and a Secretary / Typist.

CARIPEDA makes use of consultants on a short-term basis to do some of its work. Work is carried out on behalf of CARIPEDA by member agencies, based on the particular skills and interests of the individual agencies.

5. **NEEDS**

Funding which is a common problem of all NGOs. It is difficult to draw up a list of needs. We tend to focus on challenges and problems and build strategies to try to deal with them.

6. **FUTURE ACTIONS**

CARIPEDA's new three year plan is to be brought into operation in September 1991. The programming areas highlighted under this plan are:

1. Advocacy
2. Human Resources Development
3. Organisational Development
4. Finance
5. Culture
6. Resources and Information
7. Economic

An extension of membership is contemplated. This will involve areas where the organization does not currently have members, but would also cater to additional members in countries of current operation.

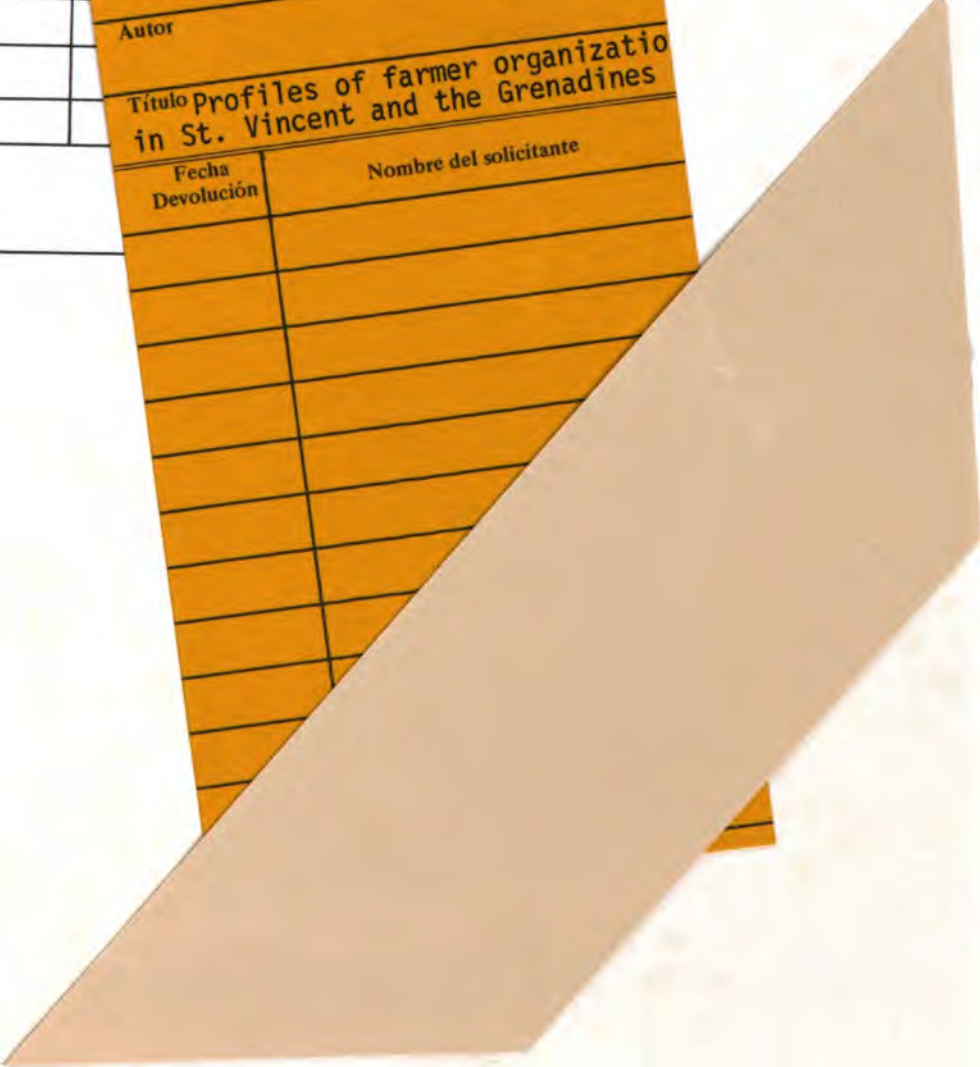
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Autor

Título Profiles of farmer organization
in St. Vincent and the Grenadines

Fecha Devolución	Nombre del solicitante



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