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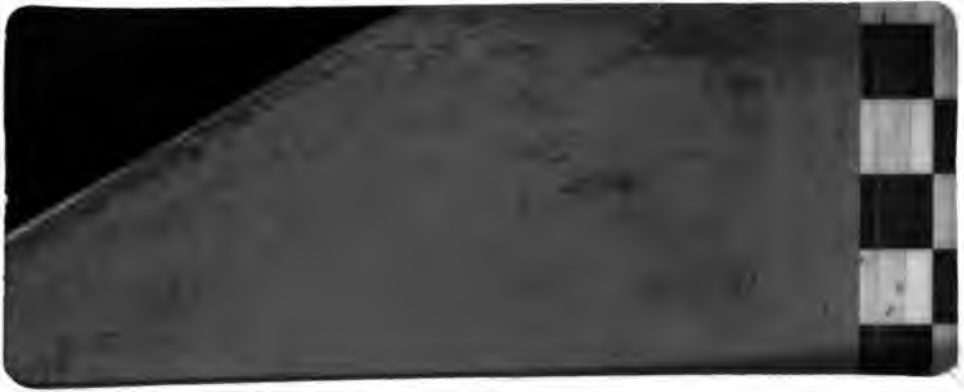
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PROFILES ON RURAL DEVELOPMENT
AND SUPPORT ORGANIZATIONS
IN BARBADOS

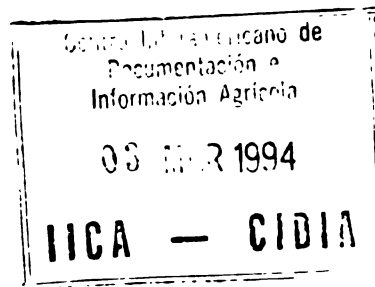
Rebecca Porter
Jerry La Gra

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**PROFILES ON RURAL DEVELOPMENT
AND SUPPORT ORGANIZATIONS
IN BARBADOS**

✓
**Rebecca Porter
Jerry La Gra**

April, 1992
Bridgetown, Barbados

IICA OFFICE IN BARBADOS

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Jerry La Gra

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LIST OF ACRONYMS

ACTCO	Agricultural Commodity Trading Company Ltd.
ADB	Agriculture Development Bank
AVT	Agricultural Venture Trust
ALPI	American Livestock Producers International
AWID	American Women in Development
BADC	Barbados Agriculture Development Corporation
BARNACS	Barbados National Association of Cooperative Societies
BAS	Barbados Agricultural Society
BBKA	Barbados Bee Keepers Association
BDB	Barbados Development Bank
BDBA	Barbados Dairy and Beef Association
BDGA	Barbados Dairy Goat Association
BEPPA	Barbados Egg and Poultry Producers Association
BESO	British Executive Service Overseas
BHS	Barbados Horticultural Society
BIMAP	Barbados Institute of Management and Productivity
BLDC	Barbados Livestock Development Cooperative Ltd.
BMC	Barbados Marketing Corporation
BRA	Barbados Rabbit Association
BSFA	Barbados Sheep Farmers Association
BSTA	Barbados Society of Technologists in Agriculture
BYS	Barbados Youth Service
CADIC	Christian Action for Development in the Caribbean
CARDATS	Caribbean Rural Development Advisory and Training
CARDI	Caribbean Agricultural Research and Development Institute
CARICOM	Caribbean Community
CCA	Canadian Cooperative Association
CCIA	Caribbean Cotton Industries Inc.
CDB	Caribbean Development Bank
CERO	Central Emergency Relief Organization
CESO	Canadian Executive Services Overseas
CFDC	Community Fund for Technical Cooperation
CIDA	Canadian International Development Agency
CIM	Inter-American Commission for Women of the OAS
ECLAC	Economic Commission for Latin America and the Caribbean
ECODF	Eastern Caribbean Organization of Development Foundation
EEC	Economic European Community
EFPU	Experimental Food Processing Unit
FAO	Food and Agricultural Organization
FCFA	Food Crop Farmers Organization
GFCS	Gibbons Farmers Cooperative Society Ltd.
HI	Hanschell Inniss Ltd.
IADB	Inter American Development Bank
IAF	Inter-American Foundation

IICA	Inter-American Institute for Cooperation on Agriculture
ILDP	Integrated Livestock Development Program
ILO	International Labor Organization
IWTC	International Women's Tribune Center
MOA	Ministry of Agriculture
MUCIA	Midwest Consortium for International Activities
NAPF	National Association of Pig Farmers
NCFCS	New Castle Farmers Cooperative Society Ltd.
NDFB	National Development Foundation of Barbados
NGO	Non-Governmental Organization
OAS	Organization of American States
OECS	Organization of Eastern Caribbean States
PAREDOS	Parents Education for Development in Barbados
RDP	Rural Development Project
SEFCS	South Eastern Farmers Cooperative Society Limited
SGFMC	St. George Farmers Marketing Cooperative Society Ltd.
SHLLC	Spring Hall Land Lease Cooperative
UN	United Nations
UNDP	United Nations Development Fund
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development
VOCA	Volunteers in Overseas Cooperative Assistance
WAND	Women and Development Unit
WID	Women In Development Ltd.



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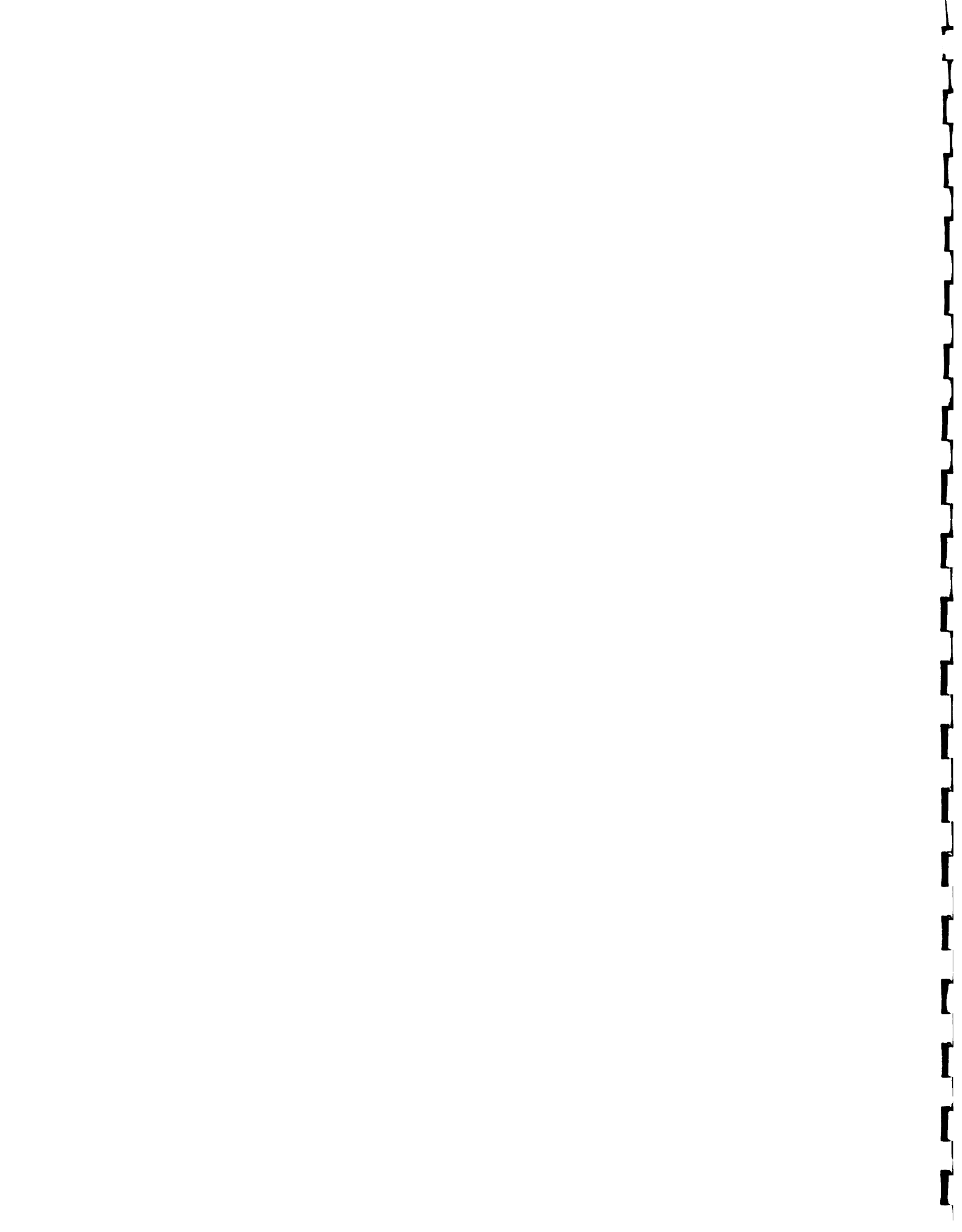
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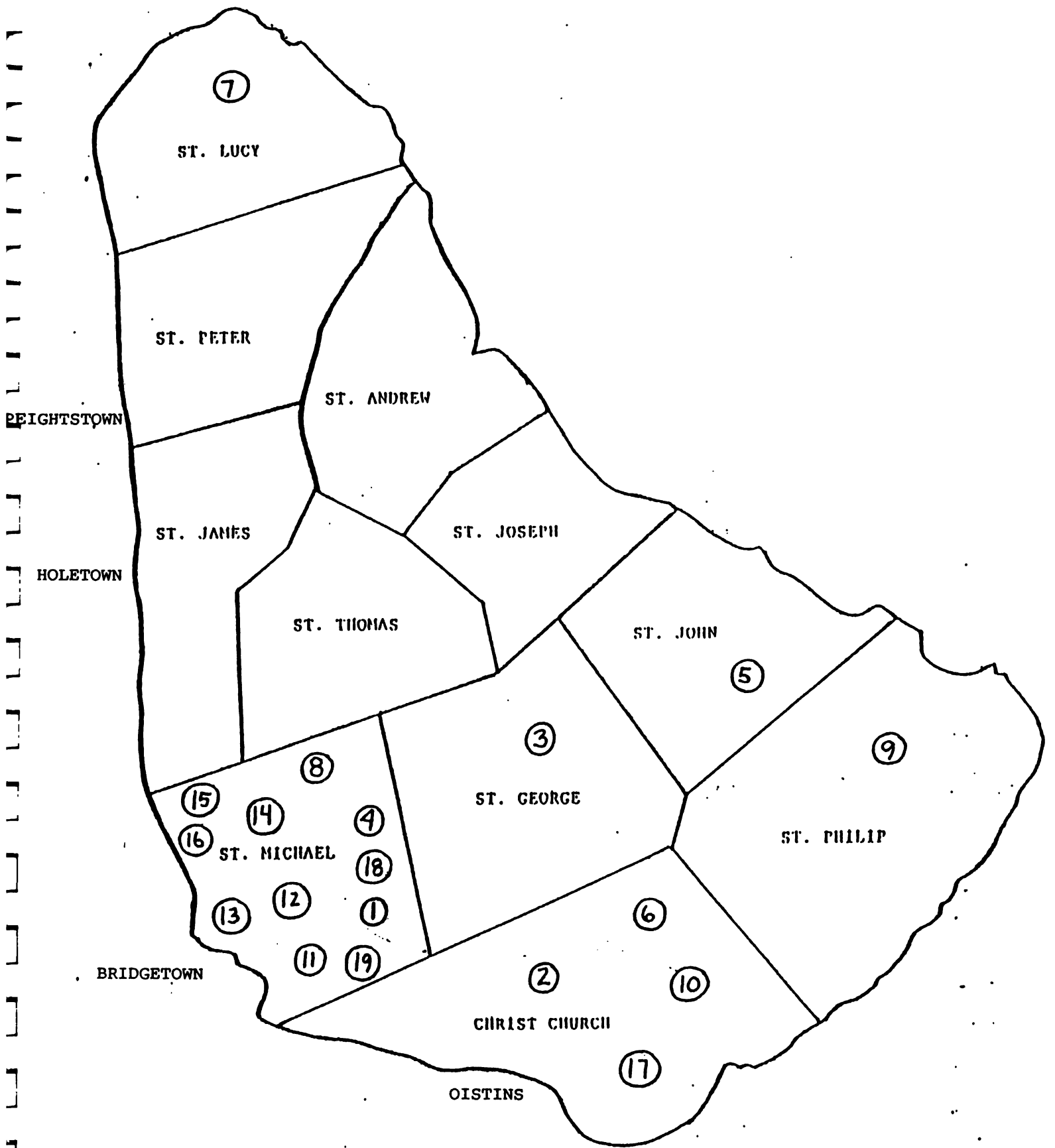


PHYSICAL LOCATION OF RURAL AND SUPPORT ORGANIZATIONS IN BARBADOS

MAP REFERENCE KEY

1. BARBADOS AGRICULTURAL SOCIETY AND ITS FIVE COMMODITY GROUPS AND FOUR AFFILIATE MEMBERS (BEPPA, BDBA, NAPF, FCFA, BSFA, BBKA, BRA, BDGA, BAA)
2. BARBADOS AGRICULTURAL DEVELOPMENT CORPORATION
3. ST. GEORGE FARMER'S COOPERATIVE SOCIETY LTD.
4. BARBADOS NATIONAL ASSOCIATION OF COOPERATIVE SOCIETIES LIMITED
5. NEW CASTLE FARMER'S COOPERATIVE SOCIETY LTD.
6. GIBBONS FARMERS COOPERATIVE SOCIETY LTD.
7. SPRING HALL LAND LEASE COOPERATIVE
8. BARBADOS LIVESTOCK COOPERATIVE LIMITED
9. SOUTH EASTERN FARMERS COOPERATIVE SOCIETY LIMITED
10. BARBADOS HORTICULTURAL SOCIETY
11. 4-H BARBADOS
12. BARBADOS YOUTH SERVICE
13. COOPERATIVE DIVISION - MINISTRY OF TRADE
14. BUREAU OF WOMEN'S AFFAIRS - DIVISION OF COMMUNITY DEVELOPMENT AND CULTURE
15. WOMEN AND DEVELOPMENT UNIT
16. NATIONAL DEVELOPMENT FOUNDATION OF BARBADOS
17. BARBADOS SOCIETY OF TECHNOLOGISTS IN AGRICULTURE
18. WOMEN IN DEVELOPMENT LIMITED
19. BARBADOS INSTITUTE OF MANAGEMENT AND PRODUCTIVITY







PREFACE

Barbados differs from many countries in the region because of the lack of clear boundaries between what is urban and what is rural. Never-the-less, a significant portion of the population is directly or indirectly employed in agriculture and related enterprises. The many constraints to improving agricultural production have been well documented and a number of attempts have been made to get the "rural" sector moving. Unfortunately, only limited success has been achieved to date and the need for greater efficiency continues to constrain crop and livestock development.

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 support 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 more effort needs to be oriented towards strengthening of rural organizations as these services are all much more effective when farmers and their organizations are actively involved in providing them.

Equally well recognized is the fact that both human and financial resources are scarce and that neither private nor public sector institutions can supply or finance 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 rural organizations.

In September 1991, the Inter-American Institute for Cooperation on Agriculture (IICA), in collaboration with the Ministry of Agriculture, initiated a short term activity with the aim, ultimately of designing a rural development strategy, for Barbados. One of the first steps in the design process was the collection of baseline information on rural organizations and support groups. The results of that research phase are included in this and its companion document entitled Study on Rural Development in Barbados by James Nurse.

The first rural oriented organization in Barbados was the Barbados Agricultural Society, registered in the year 1890. Since then, a number of organizations have evolved, each with its own history and collection of experiences. Much of this knowledge is encompassed in this publication.

The Ministry of Agriculture and IICA hope that this will become a useful reference document for all those persons interested or involved in rural development in Barbados.

Ruall Harris
Permanent Secretary
Ministry of Agriculture
Food and Fisheries

Reginald Pierre
Director of Operations and
(Caribbean) and
IICA Representative in Barbados



PART I: SUMMARY

EXECUTIVE SUMMARY

This document contains profiles on 19 rural organizations and 9 support organizations. The oldest organization (BAS) dates from 1890 (Table 1) and the second oldest (BHS) was established in 1928. The 4-H clubs came into being in 1963. Seven of the organizations were formed in the decade of the seventies, seven in the decade of the eighties and two were formed in 1991.

The three oldest organizations have a total membership of 1900 farmers or young farmers (500 are members of 4-H). All three of these organizations are legal entities and are active.

Of the seven groups formed in the seventies, Dairy Goat is dormant (30 members at peak) and Gibbons (membership unknown) is being revised. The remaining five groups are all commodity associations (eggs & poultry, dairy & beef, pigs, sheep and food crops) affiliated with BAS. All five were registered in 1975 when BAS was reconstructed. Total membership of these five commodity associations is 883 farmers. All these groups are considered active. None have any full-time paid staff of their own. All receive managerial and other services through BAS.

The remaining nine rural organizations providing some type of service to rural organizations are identified in Table 2. The Barbados Society of Technologists was formed in 1939, the Cooperative Division in 1949 and the Barbados Agricultural Development Corporation Division in 1965. The other seven support groups date from 1972. Nine of these support groups are considered active whereas the Barbados Youth Service agricultural program is still in the planning stage. Four of them (BADC, BYS, Coop Division and Women's Bureau) are government organizations. The remainder are government/private (BIMAP), cooperatives (BARNACS), foundations (NDFB), or NGO's (WAND, BSTA, WID).

Services provided by the ten support organizations include training in business management and marketing (BIMAP, WID, BYS, NDFB, BARNACS); production and production services (BADC); advocacy (Women's Bureau); project development (Women's Bureau, WAND); supervision and monitoring of cooperatives (Co-op Dept., BARNACS); loans (NDFB, WID, BARNACS); technical assistance (WAND, BIMAP); networking (WAND) and exchange of technical information (BSTA).

The types of services provided by the respective rural organizations are shown in Table 3. All eight of the groups provide services such as the supply of farm inputs, information and marketing. Five of the groups provide technical assistance to

their members and the same five engage in some type of research. Training and credit are provided by only three of the eight organizations.

All of the rural organizations receive some sort of financial or technical assistance from national, regional or international organizations (Table 4.). In the case of the regional and international organizations the assistance provided is generally technical or financial in nature. The type of services provided by national support institutions is indicated in Table 5. The main types of support include information, training, technical assistance, project formulation and networking, but others such as finance, marketing and input supply are also important.

The present situation with farmers and rural organizations in Barbados is not unlike the situation found in other countries of the region. All the organizations have too few staff and many have no full-time managers at all. Several of the managers, or acting managers are very weak in respect to business management and administrative capabilities. Most of the organizations have very limited capacity to generate income which could be used to pay staff and make investments. Consequently, many of the groups are organizationally weak and several are dormant or inactive. At least six (rabbits, bees, goats, Gibbons, New Castle and to a lesser degree St. Goerge's) fall into this category.

Many of these groups of farmers point to problems such as poor planning, small markets, scarce resources for basic operations, too few active participants, high costs of production, and poor record keeping as major constraints to the development of the farm sector. Others point to the declining importance of the agricultural sector in the Barbados economy as a major constraint to development.

Support institutions also have constraints which limit their capability to respond to the needs of rural people. Within the public sector, problems such as short-term planning and scarce resources are most frequently heard. The NGO's point to the shortage of working capital and too few staff as their major constraints.

Each and every rural and support organization included in the study has important experiences which will contribute to the design of a more effective rural development strategy for Barbados. The potential for the identification and execution of sustainable development projects are only limited by the imagination. It seems evident that sufficient information, knowledge and human resources are available to not only design but to implement an effective rural development strategy. Success will require close collaboration and cooperation between and among all the key players.

TABLE 1: INFORMATION ON RURAL AND SUPPORT ORGANIZATIONS IN BARBADOS

FARMERS ORGANIZATION	YEAR FOUNDED	LEGAL STATUS	LEVEL OF ACTIVITY	NUMBER OF MEMBERS	NUMBER OF EMPLOYEES	PRINCIPAL PRODUCTS MARKETED
Farmer Organizations:						
BAS	1890	registered	active	>1000	22	see commodity groups below
BHS	1928	registered	active	400	6	flowers and foliage
4-H	1963	registered	active	500	4	training
BAS - FCFA	1975	registered	active	240	-	food crops
BAS - BSFA	1975	registered	active	145	-	lamb
BAS - NAPF	1975	registered	active	400	-	pork
BAS - BEPPA	1975	registered	active	58	-	eggs and poultry
BAS - BDBA	1975	registered	active	40	-	milk and beef
Gibbons Coop.	1975	registered cooperative	being revised	-	-	vegetables
BAS - BDGA	1976	registered	dormant	-	-	-
St. George Coop.	1982	registered	active cooperative	25	2	vegetables, meat and dry goods
Livestock Coop.	1986	registered	active cooperative	18	1	livestock: general
Rabbit Assoc.	1986	registered	inactive	40	-	New Zealand and Californian
S.Hall Coop	1986	registered	active cooperative	18	-	vegetables and farm inputs
BAS - BKA	1987	registered	inactive	22	-	honey
N.Castle Coop.	1987	registered	dormant cooperative	-	-	-
S.Eastern Coop.	1987	registered	active cooperative	15	-	fruits, vegetables, farm inputs
BAS - BAA	1991	registered	active	>35	-	Tilapia

TOTAL: 2986

TABLE 2: INFORMATION ON SUPPORT ORGANIZATIONS IN BARBADOS

SUPPORT ORGANIZATION	YEAR FOUNDED	LEGAL STATUS	LEVEL OF ACTIVITY	NUMBER OF MEMBERS	NUMBER OF EMPLOYEES	SERVICES OFFERED	TARGET GROUP
Support Organizations:							
BSTA	1939	NGO	active	200	1	technical assistance	agricultural technologists
Cooperative Division	1949	Government	active	77	6	cooperative management	cooperatives
BADC	1965	registered corporation	active	-	not available	cotton tree crops sugar vegetables	farmers
BIMAP	1972	registered limited	active	>200	44	education management	general public
Women's Bureau	1976	Government	active	-	3	support services technical assistance	women
WAND	1978	NGO	active	-	21	technical assistance	women
BARNACS	1981	registered cooperative	active	21	3	cooperative	cooperatives
WID	1979	NGO	active	200<	9	financial assistance	women
NDFB	1982	registered foundation	active	24	7	financial assistance	private sector
BYS	1991	Government	planning stage	-	5	-	youth

TOTAL: 722

TABLE 3: TYPES OF SERVICES OFFERED BY RURAL ORGANIZATIONS TO MEMBERS

RURAL ORGANIZATION	FARM INPUTS	INFORMATION	TRAINING	TECHNICAL ASSISTANCE	CREDIT	RESEARCH	MARKETING ACTIVITIES
*BAS	X	X	X	X	X	X	X
BADC	X	X	X	X	X	X	X
ST. GEORGE COOP	X	X					X
LIVESTOCK COOP	X	X		X		X	X
SPRING HALL	X	X					X
SOUTH EASTERN COOP	X	X					X
BHS	X	X		X	X	X	X
4-H	X	X	X	X		X	X

* BAS consists of: FCFA, BSFA, NAPF, BEPPA, BDBA, BDGA, BKA, and BAA.

NEW CASTLE - DORMANT
 GIBBONS - BEING REFORMED
 BYS - PLANNING STAGE

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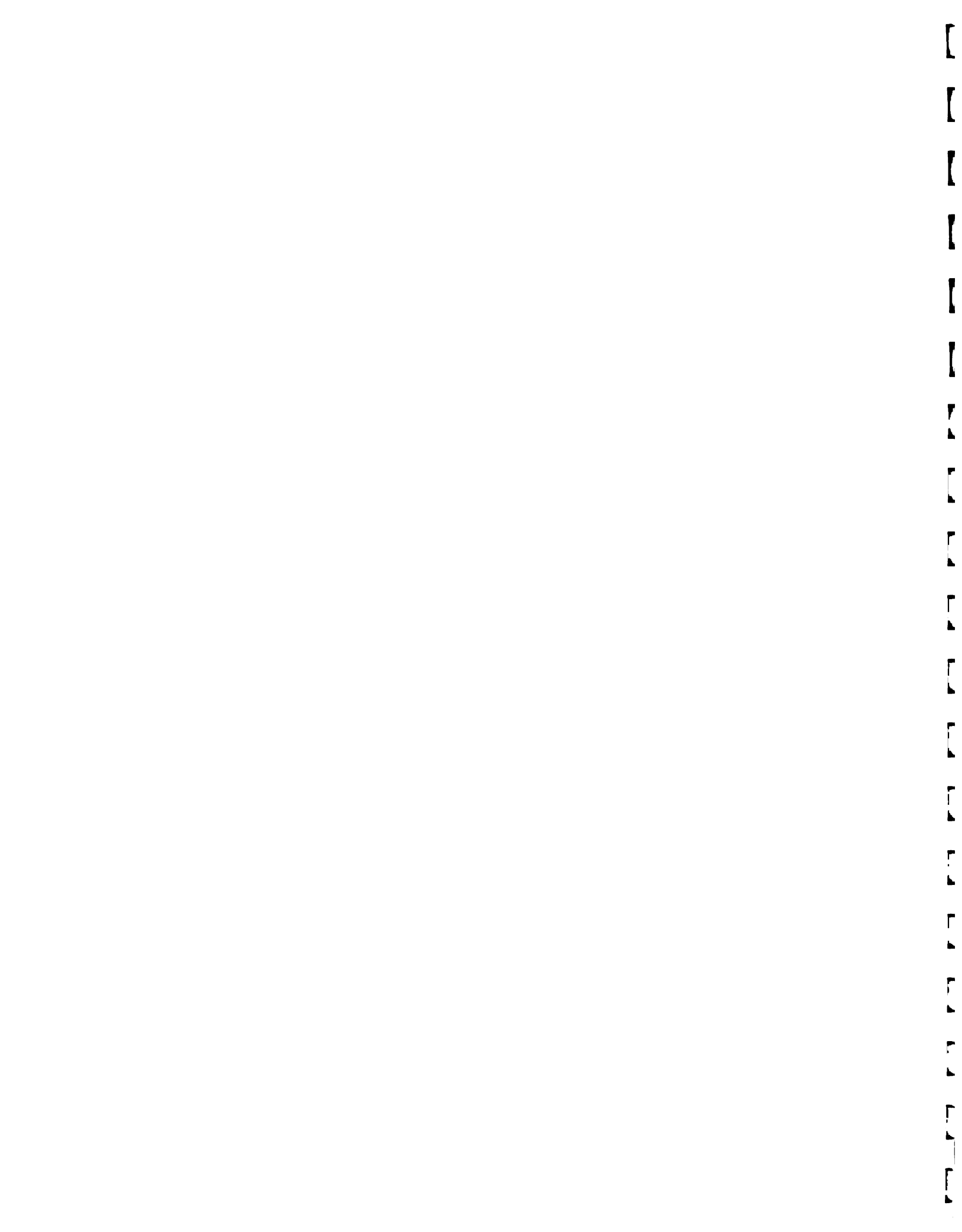
TABLE 4: INSTITUTIONS PROVIDING SUPPORT (FINANCIAL AND TECHNICAL) TO RURAL ORGANIZATIONS IN BARBADOS

RURAL ORGANIZATION	SUPPORT INSTITUTIONS											
	B'GOV	USAID	IICA	FAO	BAS	BADC	IADB	BARNACS	CIDA	IAF	VOCA	CARDI
*BAS	X	X	X	X			X		X	X	X	X
BADC	X	X	X	X	X		X	X	X	X		X
ST. GEORGE	X	X	X			X		X				
NEW CASTLE								X				
GIBBONS						X		X				
LIVESTOCK								X				
SPRING HALL						X		X				
S. EASTERN						X		X				
BHS	X											
4-H	X											
BYS	X											

* BAS consists of FCFA, BSFA, NAPF, BEPPA, BDBA, BDGA, BKA, and BAA.

TABLE 5: TYPE OF SERVICES NATIONAL INSTITUTIONS PROVIDE TO RURAL ORGANIZATIONS

SUPPORT ORGANIZATIONS	INFORMATION	FINANCE	TRAINING	TECHNICAL ASSIST.	MARKETING	INPUT SUPPLY	PROJECT FORMULATION	NETWORKING
OPERATIVE DIVISION	X		X	X			X	X
BARNACS	X	X	X	X	X	X		
WOMEN'S BUREAU	X	X	X	X	X	X	X	X
WAND	X	X	X	X	X	X	X	X
WDFB	X	X	X	X				X
WSTA	X		X	X		X	X	X
WID	X	X	X	X	X		X	X
WIMAP	X		X	X			X	X



PROFILE SUMMARIES:

RURAL ORGANIZATIONS:

Barbados Agricultural Society

The Barbados Agricultural Society (BAS) was established by an Act of Parliament in 1890, as a non-governmental organization and was revamped in 1974. BAS was originally created to disseminate agricultural knowledge and to promote all areas of agricultural development. In 1974 it changed its operating procedures and as a result, six commodity groups were formed: National Food Crop Association, Barbados Dairy and Beef Producers Association, Barbados Egg and Poultry Producers Association, Barbados Dairy Goat Association, Barbados Sheep Farmers Association and the National Association of Pig Farmers.

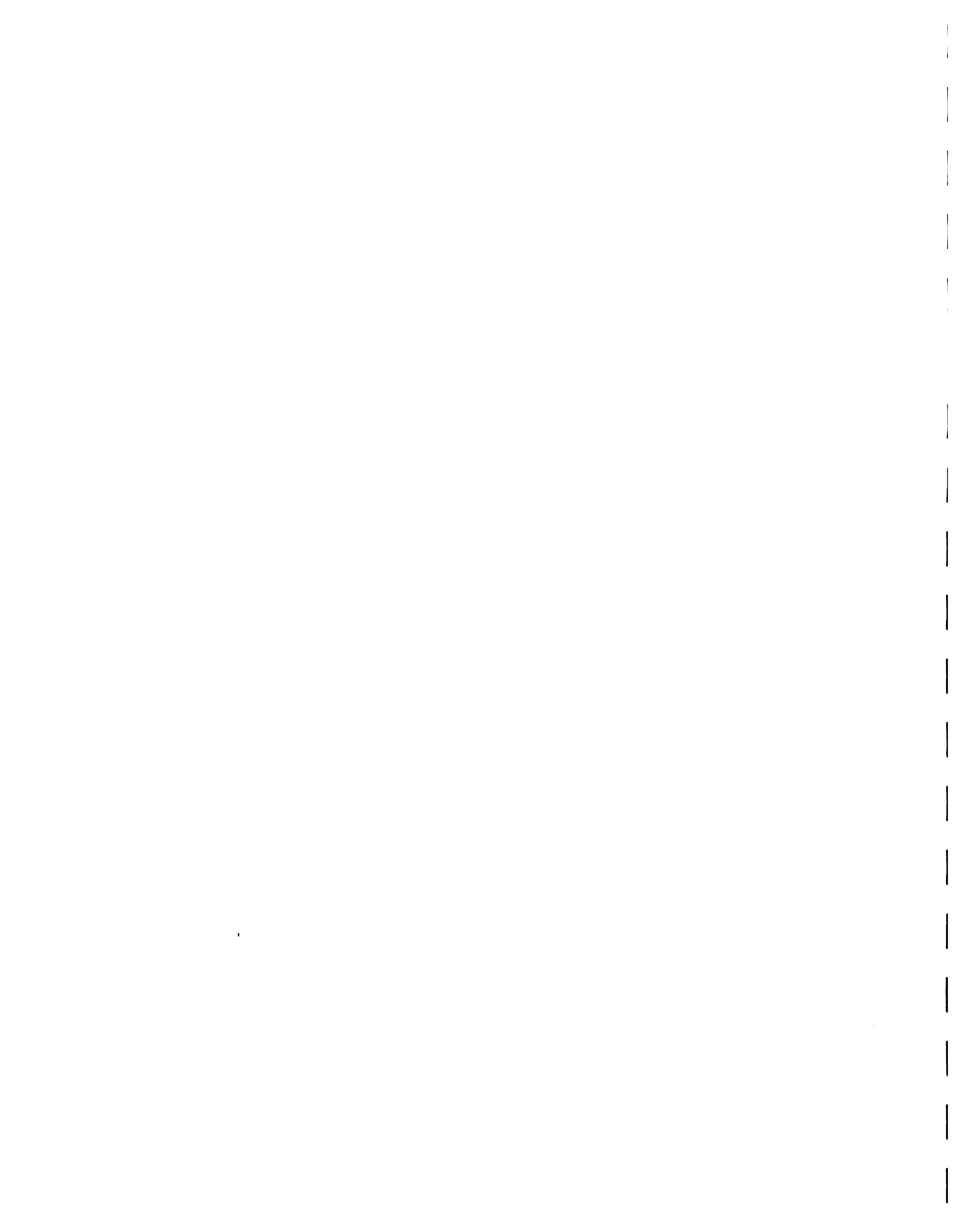
Today BAS plays a very important role as a managing umbrella organization to the six commodity groups mentioned and three affiliated associations dealing with bees, rabbits and aquaculture. It also acts as a lobbyist for individual farmer interests. BAS has played a major role in influencing Government in such areas as price controls and its export/import policies.

BAS specializes in providing accounting, secretarial, and management services to BAS members. It acts as a central marketing agency (ACTCO) and it provides farmer management support services to individual farmer members as well as agricultural and educational programs. It also has several other technical and financial schemes to assist its members in their agricultural activities.

The major problems that BAS is faced with are in association with its five commodity groups, as well as governmental policy issues. The BAS is hoping to become a Federation of Cooperatives and register each of the commodity groups as cooperatives.

Barbados Horticultural Society

The Barbados Horticultural Society (BHS) was formed in 1928 to encourage understanding, participation and interest in all aspects of horticulture among the citizens and visitors of Barbados and to improve the ambiance of the island's landscape. Present operational experiences include: flower shows, educational activities and open garden events. The BHS participates in the annual Chelsea Show in England.



The BHS is presently in the process of moving from a hobbyist to a business organization interested in promoting the exportation of foliage and flowers. In 1987 the IADB granted BHS a loan of \$1 million and a grant for a marketing consultant. So far this money has only been used to employ a temporary project manager and field officer and to provide eight farmers with small loans. A nursery and packaging house are now being designed and it is hoped that a total of 125 small loans will be given out in the future.

4-H in Barbados

The 4-H in Barbados was established in 1963 as an extension division of the MOA. In 1982 it became a non-governmental organization. The purpose of 4-H is to promote an appreciation of agriculture activities among youth. Agricultural activities include the propagation of seedlings in the 4H nursery and individual, small-scale, livestock projects. Recently 4-H programs have included non-agricultural activities such as handicrafts, health and home economics.

The 4-H is run by the 4-H Foundation which has a Board of Directors, the Executive Council of 4-H Leaders, and the 4-H Leader Council. Each individual club has its own officers. The youths encouraged to participate, range from the ages of 7 to 25. To date (November 1991) there are approximately 500 members belonging to 23 clubs.

Today 4-H is facing increasing problems. The agricultural sector in Barbados is declining in importance due to the high national priority placed on tourism and manufacturing. The majority of the problems however, are caused by deficient funding, technical and staff support and weak management.

Food Crop Farmers Association

The Food Crop Farmers Association (FCFA) was established in April of 1975 as a commodity group of BAS. Originally the FCFA was a service organization but it expanded into marketing. The objectives of the FCFA include providing educational information, facts, and figures to its members, establishing a grading system to ensure regularity of produce quality, planning and production and organizing a marketing system. The Association has 240 members who produce a wide variety of food crops.

The FCFA provides a wholesale and retail outlet through the BAS Agricultural Commodity Trading Co. Ltd. (ACTCO). Its annual sales average over \$800,000. It has quarterly meetings with its members to carry out production planning.



Major problems include getting farmers to keep records and return survey forms on production plans. Individual farmers have problems in the following areas: irrigation, fertilization, planting and harvest timing and maintaining grading standards.

In the future the FCFA would like to hire two Extension Officers to immediately assist in providing the farmers with technical advice and to acquire a chill truck to transport the members' vegetables to wholesale outlets.

Barbados Sheep Farmers Association

The Barbados Sheep Farmers Association (BSFA) was formed in 1975 and is one of five commodity groups at the Barbados Agricultural Society. There are 145 members in the BSFA. Originally, the sheep farmer's interests were supervised by the Dairy and Livestock Association of BAS. The Sheep Farmers Association's objectives include the improvement of breeding and management of sheep, seeking cooperation among different organizations and institutions useful to the Association, and collecting and providing information for farmer use.

The Association provides a wide variety of services and sponsors numerous projects that promote all areas of sheep farming. The BSFA has an agreement with the Government to be the sole exporter of sheep from Barbados. Using a loan from the BAS credit scheme, the Association has helped ACTCO establish a meat processing unit, allowing ACTCO to participate in meat marketing. The Association is producing and selling a type of ruminant ration that uses local materials. The main function of the BSFA is to assist the farmers in marketing their sheep in both the local and overseas markets.

The major problem that the Association is faced with at this time, is the cheap imports available from New Zealand. The BSFA must also compete against non-members and even members, when selling to the local supermarkets and hotels. In the future it is hoped that the Association will be able to deal with its problems by helping to finance small farmers and establishing the Association in a location where an abattoir and rendering plant can be built.

National Association of Pig Farmers

The National Association of Pig Farmers (NAPF) was registered in May 1975 as a commodity group of the BAS. The organization was formed to oversee and promote all interests of pig farmers. It is run out of the BAS office and is comprised of over 400 members.

The NAPF deals mainly with the marketing of pork to processors and retail outlets. It sponsors numerous educational seminars and projects in order to improve the farmers management and animal care techniques. Problems that the Association face are due to inadequate government importation policies, conditions at the abattoir and poor planning of production.

The Association would like to increase its weekly supply of pork, reduce production costs and provide training in management and operations. It is hoped that in the future BAS could operate a marketing cooperative where the NAPF could market all of its pork products.

Barbados Egg and Poultry Producers Association

The Barbados Egg and Poultry Association was formed in 1964 and officially became a member of the Barbados Agricultural Society in 1975. The Association is dedicated to promoting and protecting poultry production on a commercial basis, to encouraging and assisting in the promotion of programs which increase poultry products and to offer advice and information to its members, on any topic relevant to poultry farming and marketing. There are 58 members of the Association which is run out of the BAS headquarters.

The Association's operational experiences include offering educational seminars and workshops and acting as a lobby group to negotiate prices with government and processors. It also arranges contracts for its individual members. The main problem that individual farmers face is production planning. This problem, in turn, causes major problems in marketing. The Association would like to improve all of its services in the future.

Barbados Dairy and Beef Producers Association

The Barbados Dairy and Beef Producers Association was established in May of 1975. The Association is a Commodity Group of BAS and has 40 members. Its objectives include promoting the breeding and management of cattle and all matters beneficial to the marketing and manufacturing of milk and beef. The Association acts as a lobby group with Government and is involved in the pricing of milk in conjunction with the Pine Hill Dairy. The Association holds seminars and workshops on management and other relevant issues concerning milk cows and culled cows.

There are numerous problems faced by both the Association and the individual members. The two major problems are with production planning and farm management and record keeping. The government could also do more to support the dairy and beef farmers. Future actions of the Association include: broadening the membership base,



increasing production, establishing a revolving fund and a herd replacement program, and constructing a abattoir for BAS' personal use.

Gibbons Farmers Cooperative Society Ltd. (dormant)

The Gibbons Cooperative was formed in 1975 in order to promote the economic interests of farmers in the Gibbons area. One of its specific goals was to arrange an irrigation project with the government, through BADC. The Cooperative was unable to raise 25% of the necessary funds and as a result, the irrigation project was delayed. When the system was eventually put in place, the entire area, not just the Cooperative members, were given access to the water. This factor contributed to the Cooperative becoming dormant.

As of 1991, BARNACS and the local Gibbons farmers are discussing the possibility of reorganizing the Cooperative and changing its focus to marketing and supplying low priced agricultural supplies.

Barbados Dairy Goat Association (Dormant)

The Dairy Goat Association was established in 1976 in order to a) upgrade the standard of goats in Barbados, b) promote goat keeping as a viable farming activity and c) encourage dairy goat farming on a business scale. The Association was an affiliate member of BAS.

During the Association's period of activity, it was successful to a certain degree, in promoting the image of goat keeping. It did so through several projects. One very successful project introduced Nubian stock for cross breeding. The other two stock and record keeping projects were not as successful but provided learning experiences to the members involved.

BAS hopes that in the future the Goat Association can be revived. It is possible that it will be combined with the BAS Sheep Association.

St. George Farmers' Marketing Cooperative Society Ltd.

The Cooperative was formed as a result of farmer participation in a project, "A Marketing Plan for Small Farmers in Barbados", sponsored by IICA in 1982. In 1984 the farmers involved in the project decided to establish a sales outlet and they were provided funds by BADC, through the Integrated Rural Development Project. The Cooperative was officially registered in 1985.



The main function of the Cooperative is to provide a secured market for its farmers. In the past it has also sold farm inputs at reduced prices and it is the main supplier of the School Meals Department.

Since its conception, the Cooperative sales outlet has expanded its business days from two days to five and a half and has bought a cold storage unit using a grant from USAID. In 1988, upon being denied permission to expand the outlet building, the Cooperative purchased land in order to pursue its expansion plans.

The main problems that the Cooperative face are reliance on volunteer workers, lack of group production planning and the members' insufficient management skills. In the future these problems could be worked on by providing business training to Cooperative members.

Barbados Livestock Cooperative Limited

The Livestock Cooperative was registered as a cooperative in May 1986. It was established to provide services to all persons involved in livestock rearing. At that time individual farmers felt that the services being offered by BAS were inadequate and that if they formed their own cooperative they could meet their needs more efficiently. Since registration, the Cooperative has successfully arranged an ongoing drug scheme and price reduction arrangement with the Barbados Feed Co.. It is presently arranging to import livestock from Canada.

Problems faced by the Cooperative include quotas on milk production. Individual members lack the necessary management skills required to plan production as well as properly care for their stock. The Cooperative would like to work on a new feeding system that would increase the nutritional health of the island's livestock, as well as reduce the effect of the dry season on fodder supply. The group would like to hire a full-time manager to provide a constant link between the Cooperative and its members.

Barbados Rabbit Association (inactive)

The Barbados Rabbit Association was registered because it was seen that the rabbit farmers of Barbados needed a body to represent their marketing needs and provide educational services. The Association is an affiliate member of BAS and has 40 - 50 members.

At this time all activity centers on the efforts of the current President, Mr. Holder. It was hoped that the Association could identify markets, make farmer contracts, offer slaughter services and educational advice. The President continues to do what he can as a single, interested individual.



In 1990 the Association sponsored a seminar on rabbit farming and although this generated interest, there was no follow-up activity coordinated. It is recognized by individuals that rabbit has a potential demand in the meat market. Individuals are unable to supply this demand on a regular basis.

It is hoped that in the near future, cooperative efforts can be made among members and that the Association can be reactivated in order to meet the needs of the farmers and the potential market,

Spring Hall Land Lease Cooperative

The Spring Hall Land Lease Cooperative was registered in 1986 and was formed by farmers involved in the Spring Hall Land Lease Project organized by BADC. The Cooperative was organized when the farmers found that the services supplied by the project were inadequate. Presently there are 18 cooperative members.

In 1991 the Cooperative was rejuvenated when a new Board began to pursue activities such as increasing farmer membership, employing a Field Officer and a General Manager and the construction of a retail outlet. The Cooperative had a general problem because it had to rely heavily on volunteer work and it continues to be limited by the lack of mechanical and input resources.

The Cooperative is responsible for providing a marketing facility within the general area of Spring Hall, agricultural inputs at reduced prices and loans for agricultural purposes. It is hoped that production planning and the marketing of the farmers produce will improve as a result of the new retail outlet.

Barbados Bee Keepers Association (inactive)

The Bee Keepers Association was registered in 1987 and is an affiliate to BAS. The Association held its last meeting in 1989. At that time there were 22 members. The Association formed as a result of the increased activity in honey production and the recognized market demand that was being filled by imported products.

The Association did not involve itself in any marketing or production operations although it was thought that if it had access to lands, equipment and funds, the possibility of pursuing these operations could be financially successful. AS it was, the individual members never made a real effort to cooperate with one another and the demand for honey was way beyond what the individuals themselves were able to supply. It is hoped that in 1992 the group can be brought together and interest rejuvenated.



New Castle Farmer's Cooperative (dormant)

The New Castle Cooperative formed in 1987 with a membership of 15. It was organized by farmers who thought that by establishing a cooperative they could address the marketing problems that they were confronted with when selling their bananas. However, due to the lack of funds, full-time management and lack of storage facilities, members were soon heavily reliant on one individual member who owned a storage shed. Today, although the Cooperative still has money in the bank, the individual members are now directly marketing their bananas to the one individual with the adequate facilities. At this time there is no hope of reviving the Cooperative.

The South Eastern Farmers Cooperative Society Limited

The South Eastern Farmers Cooperative Society Ltd. was formed as a result of the marketing problems that individual farmers were faced with in the St. Philip and St. John areas. The problems with marketing had prompted several projects to be established, however due to insufficient funds all of these actions were discontinued. With the help of BARNACS and the Cooperative Department of the Ministry of Trade, the farmers in the group reorganized themselves and on September 30, 1991, the Cooperative was officially registered.

The main objective is to build an outlet for storage and sales. The Cooperative will handle all fruits and vegetables, as well as agricultural inputs. As of December 1991, there were 15 members registered with the Cooperative.

Barbados Aquaculture Association

The Barbados Aquaculture Association was founded in October 1991 and is an affiliate member of BAS. The idea of having an association originated as a result of a seminar in 1990. At the present there are between 25-30 members. The general objective of the Association is to promote and develop aquaculture in both fresh water and marine integrated systems.

Present activity is based on individual members' efforts to establish projects that could be adopted by the Association as pilot projects. It is hoped that the Association will eventually be able to assist members by offering not only advice but perhaps financial assistance as well. In order to begin operations, however, the Association must have funding and an established system of management. At this point, the Association only has access to the volunteer money and time of its members.

SUPPORT ORGANIZATIONS:

Barbados Society of Technologists for Agriculture

The Barbados Society of Technologists for Agriculture (BSTA), formerly known as the Barbados Sugar Technologists Association, was founded in 1939 as a forum for professional sugar technologists to discuss technical problems of the sugar industry and to disseminate the most recent technological advancements developed abroad and locally. Since agriculture in Barbados has diversified in the past few years, the society changed its focus and name.

The main purpose of the Society is to bring together agricultural technologists to promote technological discussions on all aspects of agriculture including agro-industry and economics. It also promotes research, development and information exchange among national, international organizations and individuals. The BSTA plays a major role in advising the Government as well as BAS.

Cooperative Division - Ministry of Trade

The Cooperative Department was established in 1949 when the Barbados Parliament passed the Cooperative Society Act which gave societies the right to become legal entities. Since 1949 the Department has been switched off and on between the Ministry of Agriculture and the Ministry of Trade. In 1983 the Cooperative Department was placed with the Ministry of Trade where it has remained.

The Cooperative Department is responsible for supervising all legal, technical and financial aspects of registered coops and friendly societies on the island. Up to March of 1991 there were 77 active groups registered. Seven of the 77 are agricultural marketing coops.

The operational responsibilities of the Cooperative Department includes the general promotion of cooperatives through meetings and discussions and the monitoring of all the registered cooperative activities. Problems have arisen due to the limited staff and the large number of cooperatives that need supervision.

Barbados Agricultural Development Corporation

The Barbados Agricultural Development Corporation (BADC) was established in 1965 by an Act of Parliament. It was organized to facilitate and stimulate the Government's agriculture and diversification policies. BADC is a combination of a commercial

and developmental/experimental organization because the land and plantations under its jurisdiction belong to the Government, Crown, and individual cooperatives.

BADC's objectives are to promote agricultural diversification, to execute project identification by the MOA and to operate government plantations along commercial lines. The Corporation specializes in providing agro-rural services and maintaining a link between small farmers and the MOA. BADC operates a Mechanical Cultivation Scheme, an Experimental Food Unit and ten plantations situated in several parishes of Barbados.

BADC has a long history of both marketing and production experiences. It has played a major role in establishing pilot projects and passing along the lessons and procedures it has learned to the public. It continues to support both the cotton and sugar industry and the overall continued cultivation of agricultural lands.

The major problems the organization faces include: lack of funding, short term political policy planning and problems that arise due to commercial and public nature of BADC. In the future BADC will continue to do experimental pilot projects, upgrade its Mechanical and Irrigation Schemes and work to further meet the needs of the island's small farmers.

Barbados Institute of Management and Productivity

The Barbados Institute of Management and Productivity (BIMAP) was officially registered January 1971 as a limited, benevolent organization and a joint effort between the public and private sector. The first training sessions began in 1972. BIMAP was established to respond to the needs of the private and public sectors for training in business management and market research.

BIMAP was specifically designed to improve the efficiency and effectiveness of management, to increase national productivity in Barbados and to identify training needs and execute training programs to satisfy those needs. BIMAP offers 53 training courses on management, in-company training, a Management Studies Program, as well as consulting, research and advisory services.

The Institute has a functional working relationship with several large agricultural organizations in Barbados, as well as a large range of individual farmers who participate in BIMAP's course work and training programs.

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Bureau of Women's Affairs - Division of the Ministry of Community Development and Culture

In 1975 the World Conference for International Women's Year was held in Mexico. As a result of the conference, countries world wide began to address the needs and discriminations against women. In 1976 a resolution was passed by the Barbados Government to establish a National Commission on the Status of Women and the Women's Bureau was created in December, 1976 to serve as a Secretariat for the Commission. The Bureau continues to serve the Government.

The goals of the Bureau are to identify and assist the Government in meeting the needs of women through Government policy and related projects. The Bureau seeks to rectify all forms of discrimination, to educate the women of Barbados on their family rights and responsibilities and to encourage women to utilize their skills and get involved in business.

The Bureau is responsible for initiating and participating in activities that furthers the development and equality of women. In the past the Bureau has identified specific needs and established projects to address those needs. These projects serve as models for Government as well as the private sector. Lack of staff and funding limits the level of Bureau activity.

Women and Development Unit

The Women and Development Unit (WAND) was established in 1978 as a result of a seminar on the Integration of Women in the Development of the Caribbean, held in Jamaica, in 1977. The Unit was part of a Caribbean effort to actively participate in the United Nation's Decade for Women.

WAND seeks to assist the development of pilot projects, provide short term technical assistance, increase the awareness of women and developmental issues throughout the Caribbean, and to promote collaboration with all groups and agencies, national, regional and international, concerned with the integration of women in social and economic development.

WAND services the entire Caribbean Region and cooperates with any government, farmer organization and regional and international organization that is seeking to improve the role of women in development. Since the Unit has so many working relationships with such a wide perspective of organizations, it is an excellent resource for any group or project seeking funding, technical assistance and other groups to collaborate with.

Limited funding and staff are two of the major problems that the Unit is faced with. These two factors prevent the Unit from increasing its regional activities as well as providing project follow-up for the projects it supports.

Women In Development Ltd.

The Women In Development Ltd. Barbados office opened in January 1979 in recognition that there was a need for loans among women who have small incomes and no collateral. Since 1979, not only has WID been working to assist low income persons in starting income generating opportunities, it assists women in obtaining jobs and providing training in small business and management areas. As of September 1991, WID had over 200 portfolios. WID provides loans to a wide variety of businesses in the areas of manufacturing, services, agriculture, and retail.

WID has learned from experience that it must use a holistic approach if its clients are to benefit most effectively from its assistance. As a result, WID provides the clients with business education and specifically designed marketing and production systems. Loan clients are given short and long term, personalized supervision on a regular basis.

Barbados National Association of Cooperative Societies Limited

The Barbados National Association of Cooperative Societies Limited (BARNACS) was established in 1981 to promote the interests and the development of the cooperative sector. The emphasis in the 1990's has been specifically geared to providing services to the non-financial or non-credit sector of cooperative activity. BARNACS can be considered the umbrella organization for all cooperatives in Barbados. It specializes in managing investments, providing accounting services and designing educational services for its members.

In terms of investment, the organization has been successful in mobilizing more than Bds\$ 500,000 in loan capital and is now further seeking to increase its investment portfolio. Its accounting services are constantly monitoring individual cooperative accounts and the educational services designed so far have sought to help individual cooperative members increase their management skills.

The number one problem faced by BARNACS is the lack of working capital. Without a sufficient budget it is not able to provide funding for projects nor is it able to maintain an efficient office for itself. In the future BARNACS would like to increase its services and concentrate on the areas of training, accounting and developmental financing.

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The National Development Foundation of Barbados

The National Development Foundation of Barbados (NDFB) was created by the private sector to respond to the needs of technical assistance, training and credit for the small business sector. It was established in 1982. The specific objectives of the foundation are to provide small business entrepreneurs in the following areas: management, loan capital, financial monitoring and marketing.

The Foundation is able to give loans of up to Bds \$20,000 per client. It also provides clients with management training courses for its clients and the general public. The Foundation has had a substantial success rate with its clients and as a result has created and sustained hundreds of jobs. For instance, in 1989 it created 151 new jobs.

The major problem faced by the foundation is accessing adequate funding for lending purposes. Minimal funding inhibits the Foundation from increasing its clientele and thus utilizing the services it is able to provide. In the future, the foundation will be making small farming loans and will be utilizing the most recent IDB grant to continue its small lending practices.

Youth Service Division of the Ministry of Community Services

The Youth Service, which had been in the planning stages since the early 1970's, became an official division of the Ministry of Community Services in October, 1991. The objectives of the service are to mobilize the skills and energies of youth and to promote the process of national development by closing the gap between education and employment needs and motivating youths to adopt positive attitudes towards education and work. At the present time there are 100 students who attend training classes five days a week and receive a \$50.00 weekly stipend.

The program of the Youth Service includes training units in a wide variety of areas, from first aid to drama. In the second phase of the program, students will be asked to choose three skills from a list drawn up by the National Training Board, to be trained in. The Youth Service would like to include agriculture in its programming.

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PART II: PROFILES OF RURAL ORGANIZATIONS

**Barbados Agricultural Society
(BAS)**

The Grotto, Beckles Road, St. Michael, Barbados
Phone: (809) 436-6680
Contact: Mr. Haynesley Benn, General Manager

1. Background

The Barbados Agricultural Society (BAS) is a non-profit organization which was established by an Act of Parliament in 1890 and later revamped in 1974. The organization was originally started in order to disseminate agricultural knowledge as well as to encourage the advancement of all branches of agriculture. It has served its members over the years by providing subsidized services and speaking with "one voice" on behalf of all farmers to Government and agricultural and non-farmer institutions.

There is little doubt that the BAS has been a central figure in the achievements obtained so far in the area of non-sugar production and in Government's policy of agricultural development and diversification. It is of interest to note that since 1982, non-sugar agriculture has contributed more to the GDP than sugar production. The BAS' role in this success has been one of influencing Government policy through its participation on such Government sponsored Committees and Boards such as Barbados Marketing Corporation (BMC), the Dairy Development Committee, Egg and Poultry Production and Marketing Committee, Pig Production and Marketing Committee and through the provision of advice and services, not only to its members but to all farmers in Barbados.

2. Objectives and Goals

The objectives of the BAS may be summarized as follows:

- a) To coordinate the efforts of those Agricultural Producers Groups who believe in united action in establishing policy decisions and in speaking to Government.
- b) To provide for one central office and one central secretariat for those groups that require such services

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statistics, forecasts and development possibilities to meet changing economic conditions.

- d) To investigate pricing structures, both selling of products produced and input products for production and if deemed necessary, arrange to move into any field where either buying, selling or manufacturing would be beneficial to any or all groups.
- e) To be a reliable and trustworthy "One Voice" for agricultural producers.

3. Areas of Specialization

BAS provides a wide variety of services including:

- a) Accounting, secretarial and management services to BAS member Commodity groups.
- b) Acts as the central marketing agency on behalf of all member producer groups.
- c) Provides farm management support services to individual farm producers.
- d) Maintains and provides a comprehensive agricultural education and information service for individual producers, commodity groups and the public at large.
- e) Facilitates and provides access to farm supplies and equipment for member farmers.
- f) Provides and maintains a national stock registration program for member farmers.
- g) Provides technical and management advisory services for member commodity groups.
- h) Provides and enhances access to supplies of farm credit for member farmers.
- i) Research, identify and mobilize project funding for on-going Barbadian agricultural development.
- j) Represent and act on behalf of the interests of Barbadian farm producers to the Barbados Government, private and public agriculture related organizations and the public at large.

4. Descriptions and quantification of Operations

4.1 Board and method of management

The BAS Board of Directors consists of 14 members. As of December 1991 there are 12 members. Each affiliate group can have representatives on the Board. Each of the five active Commodity groups elect two representatives. The Board meets once a month. The Executive Board of Directors meets under the Board of Directors and consists of the Presidents and Vice Presidents of each group. The Executive Board meets once every two weeks.

Organizational Chart - See next page.

4.2 Type and number of members and geographical location

The BAS is operated as an umbrella organization to six Commodity Associations of which one, the Barbados Dairy Goat Association, is dormant. These names are as follows:

- Barbados Dairy and Beef Producers Association
- National Association of Pig Farmers
- Barbados Egg and Poultry Producers Association
- Food Crop Farmers Association
- Barbados Sheep Farmers Association
- Barbados Dairy Goat Breeders Association

BAS has three other affiliated members which are:

- Barbados Aquaculture Association
- Barbados Bee Keepers Association
- Barbados Rabbit Association

Membership is island wide and all members are producers belonging to one of the five commodity groups. There are just over 1,000 members. The membership dues are \$25.00 a year.

4.3 Type and numbers of employees

There are 22 employees as shown in the organizational chart.

4.4 Number of centers of operations and location

BAS is located on Beckles Road, St. Michael, Barbados where it maintains office space, a fresh produce wholesale center with cool storage facilities, a food retail outlet and a farm input discount center.

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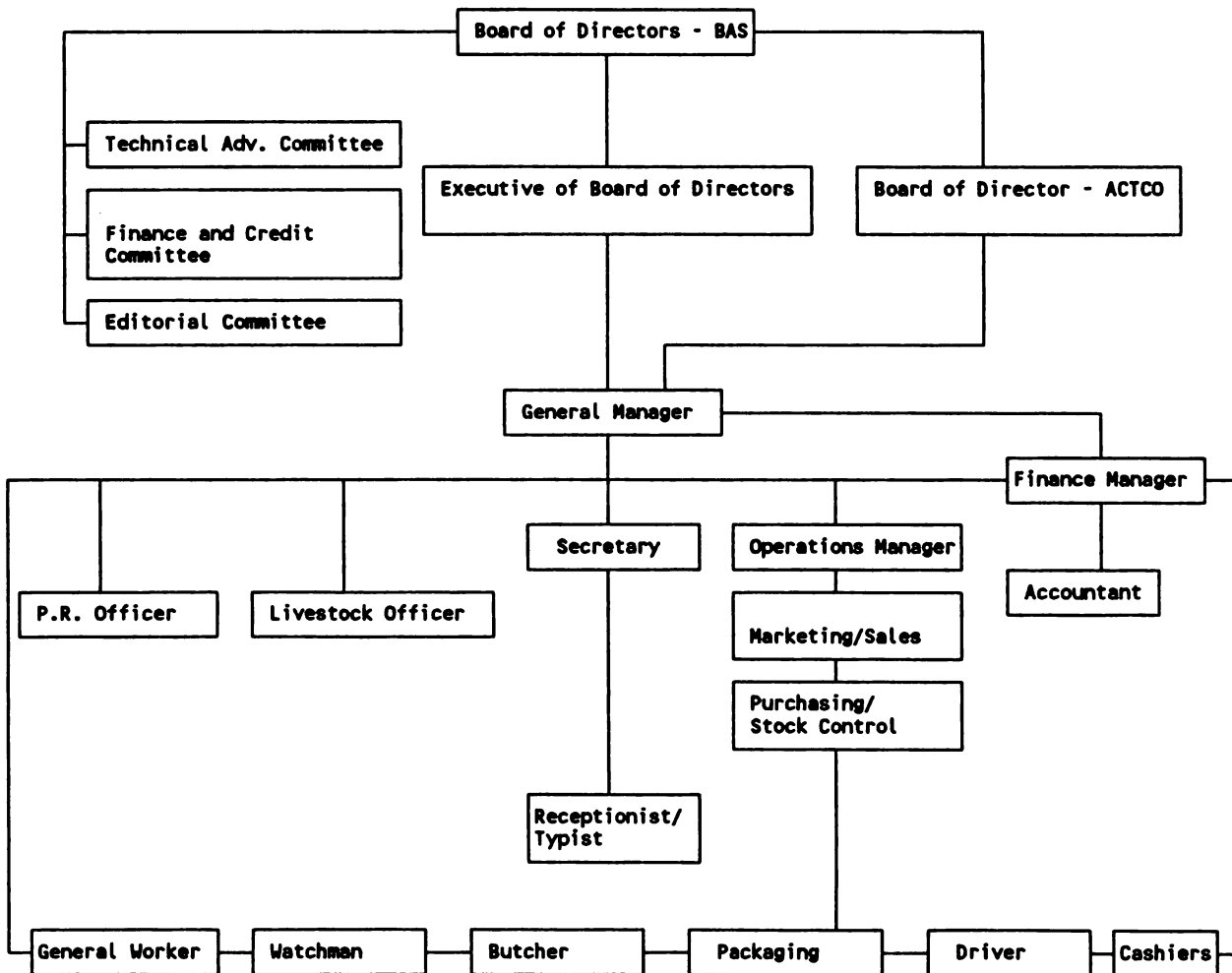
4.5 Other types of infrastructure

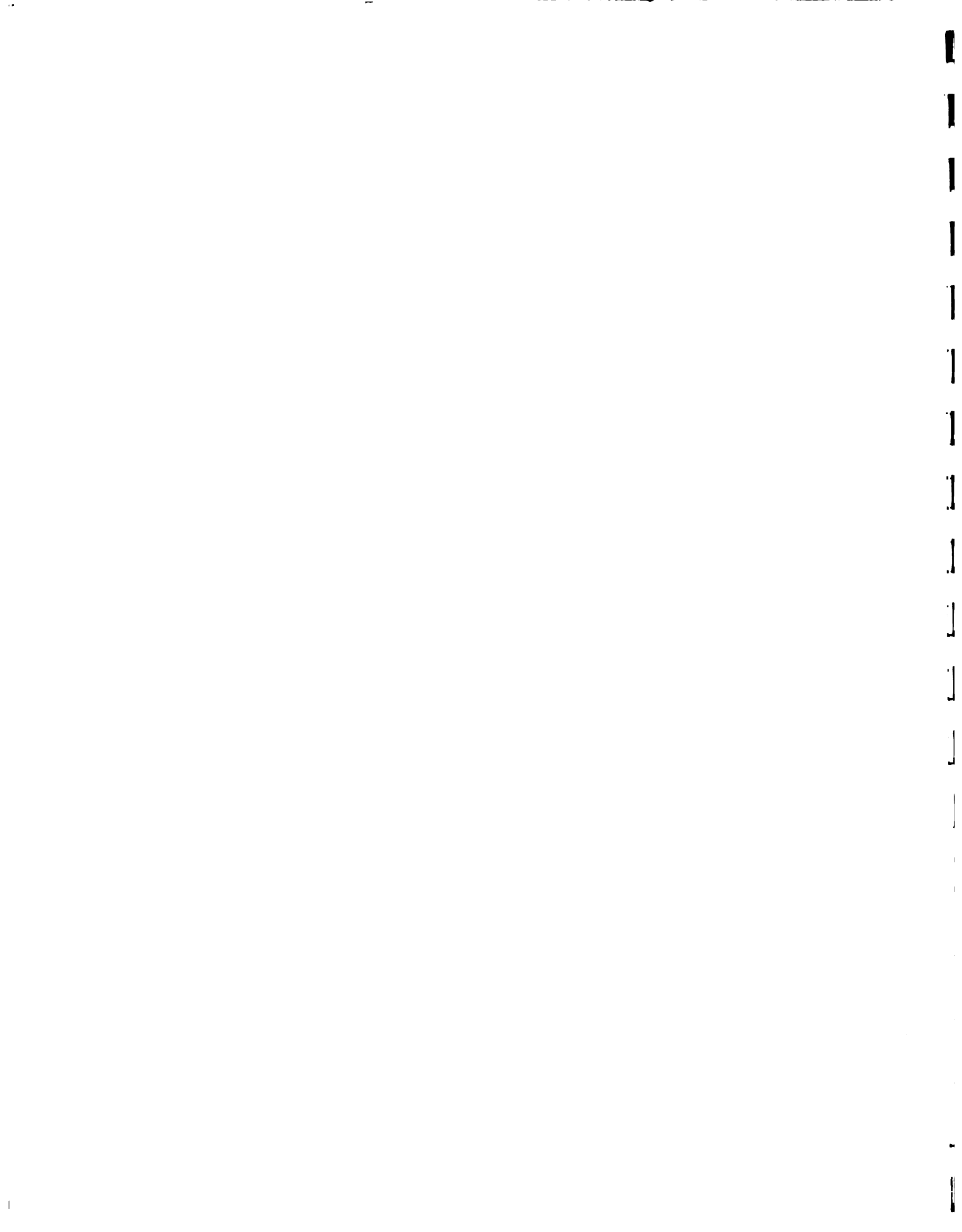
BAS manufactures rat poison in their own factory.

4.6 Equipment and Vehicles

In the wholesale outlet there are grading tables, scales, a refrigeration unit and facilities for ripening produce. In the retail outlet there are chill counters and shelving. BAS owns two vans for production transport.

organizational chart





4.7 Annual sales by type product (B\$)

In the June 1991 audit, BAS had a sales total of \$917,679.

Vegetable sales:	\$815,894
Rat Bait:	\$26,160
Farm Inputs Discount Center:	\$75,625.

4.8 Financial information: 1991

<u>Source of Income</u>	<u>Sales</u>	<u>Cost of Sales</u>	<u>Gross Profit</u>	<u>Direct Expenses</u>	<u>Net Profit</u>
Vegetables	815,894	633,551	182,343	167,636	14,707
Rat Bait	26,160	17,456	8,704	-----	8,704
Discount Center	75,625	60,513	15,112	11,086	4,026

5. Operational experiences

5.1 Experiences in marketing:

Marketing of Pigs: The BAS negotiates with the pork processing plant HIH Manufacturing Ltd. for the best prices and conditions for the sale of pigs by its members. In addition, the Society collects and transports the animals to the Processors and handles the financial transactions. A small fee is paid by the producers for this service.

Vegetable Marketing and Export: The most significant activity of the BAS is its vegetable and root crop and fruit marketing and export programs through its wholly owned subsidiary - The Agricultural Commodity Trading Co. Ltd. (ACTCO). Within this program, the Society buys farmers produce and dispose of it through retail, wholesale and export markets.

5.2 Experiences in production:

All experiences in agricultural production is through the five commodity groups associated with BAS. See the individual BAS profiles on: Food Crops, Sheep, Pig, Dairy and Beef, and Egg and Poultry Associations.

5.3 Experiences in other areas:

A few examples of past BAS projects include:

Animal Health Service - Two types of animal health services were offered; the Emergency Veterinarian Service, where the vet responded to emergency calls and the Preventative Health Service, where the vet visited the farmers on a routine basis.

To obtain the Animal Health Services, all animals had to be registered with the BAS for a small fee.

Veterinary Supplies Service - Under this program, the BAS sold medicines and drugs to farmers at a reduced price and made sure that needed drugs were always available. On becoming a full-fledged member of the plan, farmers were entitled to the savings accumulated in the form of dividends. Vet medicines are currently being supplied by the Farm Inputs Discount Center.

Feed Supply Service - Under this program, the BAS bought feed in bulk at greatly reduced prices. Farmers purchasing more than forty bags of feed at one time and who made their own collection, got the best discount off the normal retail price. Those who purchased less than forty bags at a time got a smaller but still significant discount off the trade price. The feed service program was especially helpful to the small producer.

Ongoing projects of the BAS include:

Rat Bait Program - Much of the costs of operating the BAS are paid for through the production and sale of SHUKILL Rat Bait to both farmers and non-farmers. Production is undertaken on the island, using local products, except for the main ingredient Warfarin. Sales are handled by several retail outlets across the island, the MOA and BAS Headquarters.

Credit Facility - In 1982 the BAS introduced a Savings and Credit Facility for its members, with the primary objective of reducing the hardships faced by small farmers in securing credit from the existing institutional sources. The initial capital of the Facility was Bds \$250,000.

Artificial Insemination Program - The MOA operates an A.I. Service for the dairy industry of Barbados. A review of this service revealed short-comings with respect to transportation, type of semen imported, staff training and organization and management. In an effort to alleviate these constraints and therefore ensure an efficient service to its members, the BAS funded a training program in Artificial Insemination and handed over two vehicles to the MOA's A.I. Section.

Newsletter Publication - With the reorganization of BAS in 1974, the need for and the role of a monthly newsletter became clear. In fact, the Board of Directors commitment to such a project was shown by its inclusion into the Constitution of the Society. The Newsletter was seen as an appropriate vehicle for communication between farmers, farmers and researchers, farmers and Government and between input suppliers and the farming community.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

BAS sits on Government Committees and works closely with the Barbados Marketing Corporation which is a statutory of the government. BAS is consulted on importation policies and agreements.

6.2 With farmer organizations - BAS works closely with and supports the nine affiliated farmers organizations. It maintains no direct working relations with other farmers organizations.

6.3 With regional and international organizations

BAS is a member of the Caribbean Farmers Development Company Ltd and has a working relationship with the following organizations: CCA (Canadian Cooperative Association); IADB; IAF; USAID; VOCA (Volunteers in Overseas Cooperative Assistance); CIDA, and CESO (Canadian Executive Services Overseas);

7. Major Problems Encountered and their Causes

All major problems that BAS is faced with are in association with its five active commodity groups. See the individual profiles.

BAS is seen as a pressure and lobby group. It feels that there are too many ministries to deal with the same agricultural issues.

8. Future Actions and Project Ideas

The future actions of each commodity group make up the future plans of BAS. See the individual BAS member profiles.

BAS would like to become a Federation of Cooperatives and register each of its groups as cooperatives.



Barbados Horticultural Society (BHS)

Boiling House, Balls Plantation, Christ Church,
Barbados
Phone: (809) 428-5889
Contact: Mr. Victor Roach, President

1. Background

The Barbados Horticultural Society was formed in 1928. It was established to encourage the understanding, and stimulate interest and participation in all aspects of horticulture, among the citizens, residents and visitors of Barbados and to steadily improve the ambiance of the island's landscape. The society includes the Flower Arranging Society, the Cactus Society and the Orchid Circle.

The Society has up until recently remained a non-profit organization. Presently it is developing from a hobbyist society focused on flower shows and educational activities to include business/export oriented activities.

Highlights in the history of the organization include winning medals at the annual Chelsea Show in England. In 1990 the BHS won a gold medal for its flower arrangements in the show.

2. Objectives and Goals

The objectives of the BHS are the following:

- a) Promote horticulture on the island and abroad by arranging exhibits, lectures, visits to island gardens and homes and by participating in the annual Chelsea Show in England.
- b) To establish and maintain the society's garden at Balls Plantation in Christ Church.
- c) To provide assistance to small farmers through the work of a field officer and a temporary project manager and small loans.
- d) To develop and expand into an export organization capable of generating foreign exchange through overseas marketing.

3. Areas of Specialization

3.1 Products handled

Foliage includes: angelica, pittasporum, and dracaena. The flower selection includes: anthuriums, heliconias, ginger lilies (red and pink), tube roses and orchids.

3.2 Marketing functions

At the present time no flowers or foliage is sold by the BHS. It is hoped that in the future marketing will become a central activity of the society.

3.3 Other services offered

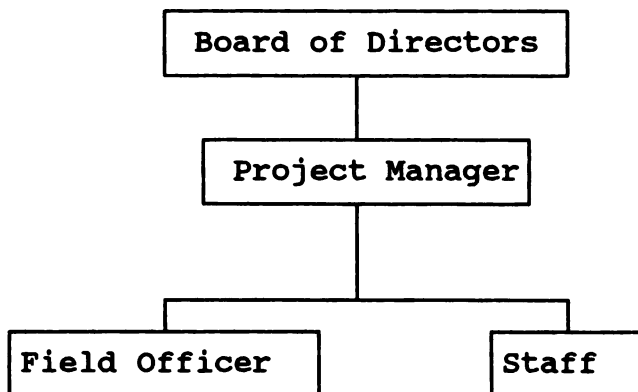
No other services are presently provided. In the future the society will be able to provide low cost materials distributed by a nursery and a local packaging plant.

4. Descriptions and quantification of Operations

4.1 Board and method of management

The Central Committee consists of: President, the first and second Vice-President, Secretary, Assistant Secretary, Treasurer, Librarian and not more than ten Committee Management Members. Presently there are four management members: one representing the Cactus Society, one from the Flower Arranging Society, and two from the MOA.

Organizational Chart



4.2 Type and number of members and geographical location

There are approximately 400 members island wide. These members are encouraged to participate in the annual show, educational events and open house and garden activities. Each member is asked to pay \$5.00 to join and an annual due of \$20.00.

4.3 Type and numbers of employees

Employees consist of a temporary Project Manager and Field Officer, three permanent Gardeners at Ball's Plantation and a part-time Secretary.

4.4 Number of centers of operations and location

The BHS center of operation is located at Balls Plantation in Christ Church.

4.5 Other types of infrastructure

The Infrastructure at the Balls Plantation includes: ten acres of uncultivated land, one main building consisting of a main hall, an office, and a kitchen/bar area. Surrounding the main building are several small sheds, a fernery and the old mill structure.

4.6 Equipment and Vehicles - none.

4.7 Annual sales by type product (B\$)

Products are sold by individual members only. The society only sells products at its' annual fund-raising sale.

4.8 Financial information

All funds are obtained from the Society's shows, membership fees, the renting out of the society's garden for special functions and from a small government subvention.

5. Operational experiences

In 1987 the IADB granted BHS a loan of \$1 million dollars and a grant for a marketing consultant. The marketing consultant has not been hired as of November 1991. The present temporary field officer and project manager were hired and eight small farmer loans have been made as a result of this affiliation.

A nursery and a packaging house are both in the process of being designed. It was decided that the original plans for these

buildings were not acceptable and the new plans have increased the size of the buildings. It is now necessary to renegotiate the loan to provide for the additional costs.

Present operational experiences, not associated with the loan agreements, include: flower shows, educational activities, and open garden events.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Ministry of Agriculture and Fisheries is very supportive of BHS. It provides technical assistance in the form of information, planting materials, advice, and a small subvention.

6.2 With farmer organizations

There are none at present. In the future there might be an affiliation between the BHS and BAS.

6.3 With regional and international organizations

- a) The European Delegation has provided grant assistance for funding the Chelsea show delegates.
- b) The Agricultural Venture Trust (AVT) is supporting the idea of a loan for small and large farmer assistance.
- c) The organization is looking into the possibility of obtaining assistance from affiliation with UNDP and USAID.

7. Major Problems Encountered and their Causes

- a) Funding. With the present high interest rates, low cash availability and because of the poor general national economic situation, loaning money is not a feasible option.
- b) Identifying the international market demand. There is a critical time gap between identifying the present market demand and the harvest schedule of the flowers. For example, lilies take two years to harvest.
- c) Providing adequate gardening supplies to Barbados growers, such as pesticides, fertilizers and drip irrigation systems .



- d) Finding opportunities to be visible at related horticultural seminars off the island.
- e) Tendency to compete with other Caribbean islands instead of making an effort to cooperate in all of the aspects of horticulture.
- f) There is no real commitment by the large membership to improve the organization. There is only a small group of members that consistently work for the members.

8. Future Actions and Project Ideas

It is recognized that in the process of moving from a hobbyist to a business oriented organization, it is essential that the projects be monitored by a permanent office and not the existing volunteer system. Therefore a permanent office system is needed, including: office materials, an accountant, and a full time secretary. Appropriate funding is needed to support all aspects of the new project at hand, from the actual building of a nursery to an office staff.

The Cut Flower Project has been in the planning stage with the IADB for the past five years and will hopefully soon be implemented. The major components of the project are:

- a) Money for loans to possibly 125 small income farmers who own five acres of land or less (eight have already been given).
- b) The building of offices, a packaging shed where products can be brought to be graded and packaged for market and a nursery where supplies can be bought in bulk and sold at low cost.
- c) The hiring of a marketing expert, a permanent field officer and a project manager.

It is also expected that the required staff will be hired, i.e.:

- an accountant
- a full time secretary
- four nursery employees and
- six packaging employees

Project Ideas

A regional horticultural project to supply plants and flowers to a central packing area in Barbados for preparation and trans-shipment. Components could include: information, training, transport, packaging, and marketing.

4-H in Barbados

Crupton Street, Bridgetown, Barbados

Phone: (809) 427-7576

Contact: Mr. Ernest Payne, 4-H Program Director

1. Background

The idea of developing a 4-H organization in Barbados began in 1962 when a Bajan government employee came from Jamaica where he had seen the 4-H program that had been established there. By 1963 the MOA had appointed a small agricultural extension division to develop and promote a 4-H program in order to encourage young people to respect and enter the agricultural field. In 1970 there were thirty-two clubs throughout the island and between the years 1970 and 1975 a total of sixty clubs had been established. Thereafter there was a general decline in the number of functioning clubs and this decline accelerated after 4-H became a NGO in April of 1982.

2. Objectives and Goals

The purpose of organizing 4-H clubs is:

- a) To establish among rural groups at an early age, an appreciation of agricultural activities.
- b) To hopefully guarantee an adequate number of young farmers to replace the aging agricultural population.

3. Areas of Specialization

Activities carried out by 4-H clubs include handicrafts, arts, health programs and home economics. The main emphasis remains with numerous livestock projects including the production of chickens, rabbits, pigs, sheep and short term crop vegetables. Since 1982 non-agricultural activities have been increasing in popularity.

4. Descriptions and Quantification of Operations

4.1 Board and method of management

The Barbados 4-H Foundation has in the past had up to fifty members. At the present time there are twenty members. The Directors consists of ten members of the Foundation. This Board meets four times a year and consists of: Chairman, Vice-



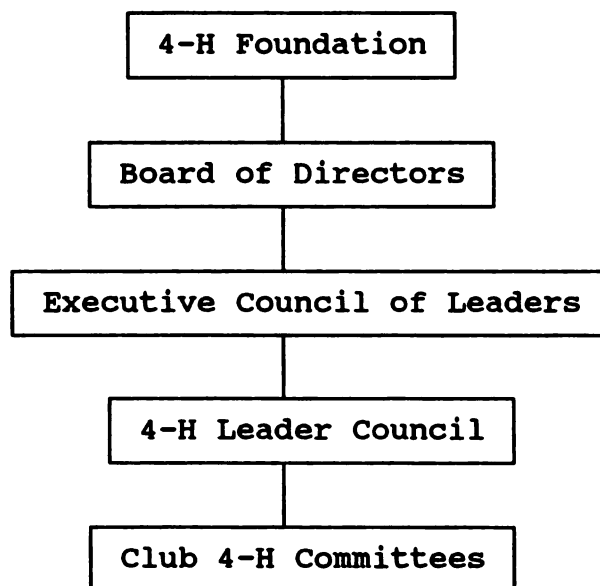
Chairman, Secretary, Assistant Secretary, Treasurer, two nominees from the MOA and three 4-H leaders. The Foundation has legal status and is responsible for controlling the property, setting 4-H policy and fund raising.

The Executive Council of 4-H Leaders is formed at the annual general meeting of 4-H leaders. This Executive meets once a month and consists of: President, Vice-President, Secretary, Treasurer, Assistant Secretary and Treasurer, a Public Relations Officer, and three floor members.

The 4-H Leader Council is comprised of an Executive Council and all 4-H leaders. It has monthly meetings for all 4-H leaders. Of the twenty-five leaders, nine belong to the Executive Council. These nine leaders are responsible for relaying all of the Executive Councils decisions.

All board members, council members and leaders, volunteer their time and pay a membership fee of twenty dollars a year.

Organizational Chart



4.2 Type and number of members and geographical location

The youths targeted for club participation are between the ages of seven and twenty-five years old. Most 4-H groups in other parts of the world begin with nine and ten year olds. It was decided by the Barbados organization that it is better to emphasize agriculture at an earlier age, due to the non-

agricultural trends. In the past the main focus has been on primary schools. In recent years there has been an attempt to encourage an increased number of secondary schools to participate as well. At the present moment there are approximately five hundred members belonging to twenty-three clubs throughout the island.

4.3 Type and numbers of employees

The 4-H Foundation in Barbados has four employees: the 4-H Program Director, one clerk/typist, and two field officers loaned by the MOA.

4.4 Number of centers of operations and location

The 23 clubs are located throughout the island parishes. The main center of the foundation is located in Bridgetown and consists of a small office on Crumpton St. in Bridgetown. There are two small buildings, one for the 4-H leaders and one that is gradually being run down is set aside for home economic activities. There is also a storeroom where supplies are kept.

4.5 Other types of infrastructure

The Foundation has one very small plant nursery used to propagate vegetable seedlings and popular horticultural plants for sale to 4-H members and the general public.

4.6 Equipment and vehicles

In the past 4-H had government vehicles for its use. At the present time there are no vehicles owned by the organization.

4.7 Annual Sales by type product

The only income generated by the Foundation through sales is an average of \$500.00 per annum for seedlings grown in the nursery.

4.8 Financial information

The 4-H foundation is funded by a small government subvention and the private sector (there are approximately ten organizations that donate between \$200 - \$500 dollars each year). Foundation members have been known to donate food and materials for special events and projects. Foreign consulates occasionally donate money for specific projects and equipment.

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5. Operational experiences

Specific programs recently activated include a project run by Dr. Colin Hudson and funded by the Canadian consulate. The project is entitled The 4-H Tyre Garden Project. Under this project seven tyre garden units are planned, three of which 4-H will be directly responsible and the other four will be supervised by Dr. Colin. The Tyre Gardens are small plots planted within the confined area of old tyres. If managed correctly, production can be good and diseases limited. Dr. Colin hopes that through both his and 4-H's demonstrations, communities and individuals would adapt the innovative system.

The majority of 4-H operations deal with the activities listed under the areas of specialization. For example, individual members who are interested in small livestock projects, can raise broiler chickens and rabbits. The individual would be responsible for building the pens, raising the animals and marketing them. The Foundation helps to supply the livestock.

6. Relationships with institutions and organizations

6.1 With government

4-H receives a small subvention from the Ministry of Agriculture.

6.2 With farmer organizations

The Barbados Agricultural Society donates cows, sheep, rabbits and pigs on an occasional basis. These animals are distributed to interested club members. The Barbados Horticultural Society has encouraged participation of 4-H members in its annual flower show, however there has been very little active interest shown.

6.3 With regional and international organizations

Foreign consulates have shown monetary support for specific needs and United States Peace Corps volunteers have, in the past, worked with 4-H. Presently there are no Peace Corps Volunteers assigned to Barbados. Occasionally 4-H has been offered assistance by the Rotary, Kiwani, Jaycees and Lions Clubs.

7. Major Problems encountered and their causes

Adoption of the 4-H program in Barbados was originally difficult because of the land tenure problem. Four to five percent of the population owned approximately ninety percent of the land.



The 4-H movement was not adopted by the four percent with land but was promoted among the remaining small farmers who did not have easy access to the land. This group normally did not want to encourage their children to choose agriculture as their field of interest.

Today the problem is exacerbated by the declining importance of the agricultural sector and the high national priority placed on the development of tourism and the manufacturing industry.

The problem is not so much in starting individual clubs but rather in maintaining them after the initial funding has expired.

Most of the problems impacting 4-H activities stem from insufficient funding for projects, too few staff members and insufficient technical support and unavailability of transport for 4-H personnel and for inter-club activities.

8. Future Actions and Project ideas

Future actions and projects should concentrate on the need for more funds, renovated headquarters, recruiting effective leaders, gaining school support, increasing meeting participation, and developing 4-H activities that are self-supporting.

It has been recommended that there be more than one public relations officer for the individual 4-H Clubs, in order to promote the 4-H idea and to keep communication between 4-H and its members and the community.

A core value system should be increasingly emphasized. These values deal with respect and care of fellow people, responsibility, integrity and life planning.

4-H is working to encourage adult education, continuing education, and environmental education.

Individual 4-H organizations need to be strengthened. It has been suggested that a committee should be formed to support the Leader's Council in the areas of information, planning, objectives, communication, integration and development.

Project Ideas

- a) BADC to lease land to selected 4-H clubs to grow crops or raise animals for identified markets, eg. BAS/ACTCO.
- b) BADC to provide land to 4-H Foundation for the construction of a meeting center and development of a model farm for young farmers.

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- c) Establishment of a revolving credit fund, administered by the Executive Council, to provide loans to 4-H clubs for projects with potential to become economically self-sustaining.
- d) Training programs to be executed to train members of 4-H clubs in problem and project identification and project formulation. Such a program can be executed in phases: train the trainers (one month) and training of members of individual clubs (one year). Project ideas would be developed by each group and those having potential to become economically sustainable would have access to capital from the revolving credit fund.

Required Actions

- a) Review all ongoing 4-H projects/activities to identify those which have potential for developing into economically sustainable projects and to identify training needs.
- b) Identification of all government, non-government and regional/international support institutions which have information, technical, financial and other resources to support 4-H activities in Barbados.
- c) Restructuring of 4-H Foundation and individual clubs to more effectively respond to the modified 4-H image. For each club a plan of action should be developed to strengthen the group socially, culturally, and structurally.

Food Crop Farmers Association (FCFA)

c/o Barbados Agricultural Society
The Grotto, Beckles Road, Bridgetown, St. Michael,
Barbados
Phone: (809) 436-6680
Contact: *Mr. Haynesley Benn, General Manager*

1. Background

In 1968 Government announced its Agricultural Diversification Program. A number of estates embarked on a plan to produce vegetables. Traditionally, large farms planted such crops as yams, sweet potatoes, cassava, eddoes, corn and peas as the major crops. The introduction of such crops as cabbage, carrots, beets, etc. on large farms brought with it a need for better production and marketing techniques. The old Agricultural Society was revamped in 1974 to become the Barbados Agricultural Society. The Food Crop Farmers Association was the first organized group to be formed under the new "ONE VOICE" umbrella organization. The Association was originally a services oriented organization but expanded into marketing. The Food Crop Farmers Association was formed and registered on April 16, 1975.

2. Objectives and Goals

- a) To provide the membership with facts, figures and information for the knowledgeable and planned production of whatever product or products the general membership may from time to time decide upon.
- b) To work towards recognized standards and grade identification and enforcement of same to enhance the reliability of the products on the local and/or export markets.
- c) To work towards planned production, costing and/or marketing with any Government agency when feasible and practical.
- d) If deemed practical, to import, manufacture and/or retail on a cooperative basis any input items needed for the more economic production of the memberships' product or products.
- e) If deemed practical, to process and/or market the production of the membership on a cooperative basis.

- f) Generally, to perform whatever functions necessary for the economic good and satisfaction of the membership.

3. Areas of Specialization

3.1 Products handled

All Food Crops and Vegetables.

3.2 Marketing functions carried out

FCFA through the BAS/ACTCO (The Agricultural Commodity Trading Co. Ltd.) provides a wholesale and retail outlet for farmers.

3.3 Other services offered

Sale of farm inputs - seeds etc through the BAS Farm Input Retail Outlet.

4. Descriptions and quantification of Operations

4.1 Board and method of management

The Association functions through a Board of Directors which meets monthly. The day to day activities are carried out by the Secretariat of the BAS.

organizational chart - See BAS Profile.

4.2 Type and number of members and geographical location

FCFA has 240 members located in all eleven parishes of the country.

4.3 Type and numbers of employees

FCFA has no employees.

4.4 Number of centers of operations and location

FCFA operates from one location at the headquarters of the BAS.

4.5 Other types of infrastructure

Packing shed owned by BAS/ACTCO.

4.6 Equipment and Vehicles

Vehicles owned by ACTCO.

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4.7 Annual sales by type product (B\$)

Sales of Vegetables and Food Crops average over \$800 000 annually.

4.8 Financial information - June 1991.

Assets	2,666
Liabilities	1,561
Net Assets	1,105
Accumulated surplus	1,105
Income	
Produce levies	6,016
Membership fees	1,700
Expenditure	6,977
Surplus	739

5. Operational experiences

5.1 Experiences in marketing:

FCFA has been involved in marketing activities since 1978. At the beginning the Association offered its market services once a week. It provided transportation for the farmers and a chilling room and packaging shed. In 1981 ACTCO was able to provide field crates for vegetable storage. At the present time the FCFA operates six days a week and is the exclusive supplier of Julie N' Supermarkets.

Marketing experience includes exporting to Europe and importing from CARICOM States. In 1979 there was great success when the Association was involved in the export of Non Perishable Crops such as yams and sweet potatoes. Exportation of these products is no longer continued.

5.2 Experiences in production:

FCFA has engaged the services of Peace Crops Volunteers who have played an important part in assisting farmers with their production plans. The organization has been able to make forecasts based on previous years experiences and trends in prices and volumes.

The FCFA meets with farmers quarterly in order to indicate preference for crops, analyze weekly intake figures, and recommend planting schedules in order to ensure a constant supply. The FCFA can also recommend certain varieties depending on current diseases and taste preferences.

5.3 Experiences in other areas:

FCFA has assisted producers in obtaining inputs at reduced prices when purchased in bulk.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Association has enjoyed increasingly favorable relationships with staff of the Ministry of Agriculture. The Association is consulted whenever there is a request for importation of vegetables and root crops. Demonstrations and tours have been conducted on private farms with the support and cooperation of staff of the Ministry of Agriculture. FCFA benefits from the Annual Subvention made available by the Government of Barbados through the Ministry of Agriculture.

6.2 With farmer organizations

FCFA has established good working relationships with farmers organizations in Barbados and within the CARICOM region.

6.3 With regional and international organizations

FCFA has submitted articles and information to various regional and international publications and organizations. Any other international ties are through association with BAS.

7. Major Problems Encountered and Their Causes

7.1 Agricultural production

The major problem is getting farmers to return survey forms on production plans. There are not enough extension personnel to cover the entire country, therefore the Association must rely on surveys to obtain information. The problem is dealt with by convening meetings.

The individual farmers have problems in the following areas: irrigation, fertilizing, planting and harvest timing, and maintaining grading standards.

7.2 Marketing

FCFA bases its prices on market forces. Unfortunately, individual farmers will try and go around the BAS system by working directly with the BAS buyers, at a price that does not include the BAS share.

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7.3 Management

Farmers have problems in their production planning. As a result, management training is required. Farmers have had to use their bad experiences in gluts and shortages to better prepare themselves for future planning. The Association has conducted sessions in record keeping. The Board of Directors has attended many seminars and training sessions and have been able to improve their management skills.

7.4 Social, economic and political aspects

Due to the difficult economic times, projects and the Association's needs are difficult to organize and fulfill.

8. Future Actions and Project Ideas

FCFA needs two Extension Officers immediately to assist in reaching its farmers. The establishment of a Central Market Facility will assist greatly in providing a market for all produce.

FCFA is hoping to embark on a project aimed at gaining the support of all wholesalers in obtaining their graded produce from one central facility.

FCFA will be ensuring that Government replaces the concessions removed from farm inputs and seeking cheaper water rates for farmers.

FCFA is hoping to acquire a suitable chill truck to transport vegetables to wholesale outlets.

The FCFA's Ten Year Development Plan has six objectives:

- 1) To have all food crop (fruit) farmers registered under one organization.

strategy: Communicate with the farmers the benefits to be derived from joining the FCFA.

activities: Set up a committee to research what the farmers needs are and what is required of the FCFA. Set up and implement an out-reach program which would encourage farmers to join FCFA.

- 2) To stimulate and increase domestic consumption of Local Produce: fresh vegetables, fruit and root crops.

strategy: Have an on-going "Buy Local" program. Have an on-going educational program showing the benefits of using fresh fruit and vegetables.



activities: Work with the other Associations to produce a program which would lead to increased consumption of all local products produced by the members of BAS.

- 3) To maintain self sufficiency in all of the produce mentioned in number two.

strategy: Provide services to members of the FCFA These services would be in the following areas: marketing, cultivation, extension, purchasing of inputs, training of farmers, export marketing, quality control, import concessions, financial services, control of pest and diseases.

activities: Work with existing agencies so as to better service our members. In the long term, have Cultivation, Extension and Marketing Services working out of BAS. ACTCO should be upgraded to do all the marketing activities.

- 4) To develop and expand export trade in selected vegetables.

strategy: Have ACTCO upgraded to handle all export activities of the FCFA.

activities: ACTCO to provide the necessary information in: Markets and Prices. Be in a position to offer contacts to farmers for growing produce.

- 5) To produce cassava and any other vegetable or root crops which may be identified as suitable for the livestock industry.

strategy: Identify all products which can be used by livestock farmers as feed.

activities: Provide extension services to farmers to make planting of required products profitable.

- 6) To provide all necessary statistics to farmers and Government as needed.

strategy: Have in place the necessary people for gathering and passing on information as necessary for dealing with quantities and type of produce planted, prices and cost of production of crops, import needs, export needs and land use.

activities: Working with existing agencies to perfect our own statistical services to members, Government etc..

Barbados Sheep Farmers Association (BSFA)

c/o Barbados Agricultural Society
Beckles Road, Bridgetown, St. Michael, Barbados
Phone: (809) 436-6680
Contact: Mr. Haynesley Benn, General Manager

1. Background

The interests of Sheep Farmers in Barbados was looked after for many years by the Dairy and Livestock Association of the Barbados Agricultural Society. In those days, from 1845 right up till the 1970's, the BAS consisted mainly of the sugar cane planters in Barbados and a small livestock section.

The BAS changed its constitution in 1975 whereby individual membership in the BAS was replaced by Commodity Groups only. The BSFA was formed and registered on April 23, 1975. In 1978 the Government imposed a ban on the export of sheep from Barbados and the sheep farmers felt the need to have representation as a Commodity group rather than being represented by a general livestock farmers group. They therefore got together and formed the Barbados Sheep Farmers Association and applied for membership within the BAS as a Commodity Group. They were accepted and soon after a Breed Society for registration and establishment of standards for Barbados Black Belly Sheep was set up and still carries on the role of registering Black Belly Sheep..

One of the first activities of the BSFA was the holding of an Annual Sheep Show, run on the lines of agricultural shows where the animals compete in classes and are judged against a standard. This compares with the exhibition type of show which was run in conjunction with and as part of the Annual Agricultural and Industrial Exhibition of the BAS for over one hundred years.

2. Objectives and Goals

The objectives of the BSFA are:

- (a) To encourage the improvement of the breeding and management of sheep in general.
- (b) To set up a Flock Register for the establishment of the Black Belly as a breed of sheep, and other registers deemed necessary.



the Barbados Agricultural Society, and other Bodies in the promotion of Shows for sheep.

- (d) To promote and control the exportation of Black Belly sheep.
- (e) To offer advice to the Minister of Agriculture on any matter pertaining to the development of sheep farming.
- (f) To collect and circulate statistics and information which may be of interest to members of the Association.
- (g) To organize on a co-operative basis, the marketing of sheep produced by members.

3. Areas of specialization

3.1 Products Handled

The BSFA has an agreement with Government to be the sole exporter of sheep from Barbados and has over the last ten years exported to Central and South America and most of the CARICOM islands. The Association charges a cess to its members based on export and along with membership fees this represents the major source of income to the BSFA.

3.2 Marketing functions carried out

The functions of the BSFA are primarily to assist the farmers in marketing both locally and overseas - live sheep, lamb and by-products.

The BSFA borrowed \$30,000 from the BAS credit scheme and invested this in a chill counter meat saw and meat grinder for use by ACTCO, the marketing arm of the BAS. This has allowed ACTCO to actively enter the fresh meat market for lamb, beef and pork, which is expanding at a rapid rate.

The BSFA is also interested in by-products, particularly hides. Once the organization has its own abattoir, it plans to have a tannery attached to produce leather and cured skins for the tourist market.

3.3 Other services offered

The BSFA, with technical assistance from the Barbados Society of Technologists in Agriculture (BSTA), is producing and selling a ruminant ration based on molasses, bagasse and poultry litter, with a small amount of urea and mineral vitamin mix. This ration, in which constituents are about 98%

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local, needs to be supplemented with a small amount of concentrate but requires very little supplementary roughage or forage. This makes possible rearing of sheep and goats in urban and village areas where grazing is not available.

The BSFA shares a livestock Extension Officer with other livestock groups in the BAS. This Officer, who has been trained in small ruminant production at the Sugar Cane Feed Center in Trinidad, assists farmers in improving the technology of sheep rearing, particularly in choosing the correct way to worm the sheep, trim the hooves and assist them in an eradication program to eradicate the nose bott fly. The BSFA also has field days where farmers are brought together and various techniques are demonstrated including such aspects as the grading of lamb meat and the judging of sheep.

The BSFA, in conjunction with the BAS Farmer's Discount Store, purchases drugs, insecticides, etc, in bulk and retails these to farmers at a discount price through a retail outlet at the BAS headquarters and also through the livestock Extension Officer when he is visiting farms. The BSFA, in association with the BAS, is in the process of negotiating a substantial loan from the Inter-American Development Bank which will provide credit for small farmers and some infrastructure for the development of the Sheep Feedlot and abattoir.

Under the Integrated Livestock Development Program (ILDP), funded by the European Development Foundation, the sheep farmers will again be given the opportunity to obtain low interest loans with little or no collateral required. It is expected that this credit program will be a major factor in the expansion of the sheep industry in Barbados. Another function of the BSFA is to hold an Annual Sheep Show at which farmers compete for the Best Sheep. This Show covers not only Black Belly Sheep but other breeds of sheep and goats that are available in Barbados, although the major emphasis is on the Barbados Black Belly sheep.

4. Description and quantification of operations

4.1. Board and method of Management

The Board of Directors of the BSFA is elected at the Annual General Meeting of the Association, which is held in October of each year. The General Manager of the BAS is an ex-officio member of the Board of Directors. The Board consists of a President, a Vice-President and five members. The Board meets monthly and two members, usually the President and Vice-President, sit on the Board of Directors of the BAS. A copy of the Constitution of the Association is attached for further information.

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Organizational Chart - See BAS Profile.

4.2. Type and number of members and geographical location

The 145 members of the sheep farmers association are mainly small farmers owning on average of about 25 sheep. There are a few farmers with over 100 sheep and a large number of farmers with only two or three sheep. Small farmers may or may not remain permanent members. Generally speaking the very small farmers tend to join when they have sheep to sell and then let it lapse until they have sheep to export again, when they will rejoin. The association plans a membership drive early in 1992 to create a large membership among the very small farmers who will supply weaned lambs to the future feedlot.

The geographical location of sheep farms indicates that the large farmers are mainly in the rural areas and small farmers in the urban and suburban areas.

4.3 Type and number of employees

The BSFA has no employees specifically of their own but share in the cost of the total staff of the BAS and ACTCO.

4.4 Number of centers of operations and location

The BSFA is situated at the BAS headquarters at Beckles Road, just on the outskirts of Bridgetown and hopefully will move with the BAS to the new headquarters where BAS is purchasing some 30 acres at which to build its headquarters and sheep feedlot, complete with abattoir and rendering plant.

4.5 Other types of infrastructure

The BSFA, in common with the other livestock commodity groups, shares the facilities at the BAS Headquarters and ACTCO, similarly with the vehicles that are actually owned by the BAS.

4.6 Annual Sales - Not Available.

4.7 Financial Information: 1991

Assets:	26,393
Liabilities:	25,129
Net Assets	11,684
Income:	
export of sheep	5,961
levy on sale of sheep	2,626
donations	2,562
membership	530



sheep registration fees	82
miscellaneous	61
	<hr/>
	11,822
expenditures:	12,183
Deficit:	361

5. Operational Experiences

5.1. Marketing

The BSFA has been involved in the marketing of live animals of the Black Belly Sheep Breed into markets overseas, particularly within CARICOM. A considerable amount of emotional criticism has been forthcoming from certain sectors of the export promotion program of the BSFA. These people claiming that the Black Belly Sheep is a product unique to Barbados and should not be exported overseas for the benefit of other sheep farmers. The Association has taken a CARICOM view that the Black Belly Sheep can significantly increase the productivity of sheep in the region and that since the amount of imported feed required for the small ruminant is very little, this is the area that should be developed in contrast to the development of subsidized non ruminant industries such as chicken and pigs based on imported feeds. The Domestic Resource Cost is significantly better with ruminants than non-ruminants therefore it is to their economic benefit that CARICOM countries should move in this direction.

The BSFA has recently gotten into the marketing of fresh lamb and, with the assistance of Volunteers in Overseas Cooperative Assistance (VOCA), a technical expert on lamb meat visited Barbados and instructed BSFA/ACTCO employees in the grading of lamb meat. The expert was confident that there was a market niche for this very low-fat lamb which, he stated is some of the best quality lamb in the world. Major penetration into the tourist market and gourmet restaurant markets is planned over the next couple of years.

The BSFA is currently looking at the possibility of marketing culled adult sheep by producing minced lamb for lamb burgers.

The establishment of a sheep feedlot will hopefully develop a market for weaned lambs from some 1700 small farmers in Barbados.

BSFA is very interested in establishing a feed mixing plant to produce a feed based on local ingredients and hopes to develop a significant market for this feed, not only for sheep but also for cattle and goats.



5.2 Experiences in production

The BSFA does not produce any sheep at the present but the plans are to operate a cooperatively owned feedlot starting in 1992. The feedlot will produce not only lamb meat of the highest quality but also lambs for export and ewe lambs to be returned to the breeding flocks, and to set up small farmers in breeding operations.

6. Relationships

6.1 Relationship with Government

The BSFA has an agreement with the Ministry of Agriculture whereby it has been named the sole exporter of live sheep from Barbados. Under the BMC act this organization is responsible for the export of live animals from Barbados and this responsibility has been passed from the BMC to the BSFA over the past 15 years.

The BSFA also works in close cooperation with the Ministry of Agriculture at their Greenlands station and in their programs for the genetic selection of breed lines within the breed. The sheep farmers also work in conjunction with Government on artificial insemination and the situation is that we are now in a position to collect, freeze and export frozen semen to any part of the world. Although there is no program to actually carry this out, the capability is there.

6.2. Relationship with farmer organizations

The BSFA is a full member of the BAS and cooperates fully with the other Commodity Groups

6.3 Relationship with regional and international organizations

The BSFA is a full member of the BAS which is an active member of the CDFC Ltd.. The president of the BSFA attended a workshop set up by IICA and CFDC in St. Lucia in 1991 where experiences in sheep breeding were shared with technical persons from all of the OECS countries.

BSFA is represented on the local advisory committee of the CARDI sheep project. The President of the BSFA is the Chairman of that committee. BSFA works very closely with CARDI and has made top quality blood stock available through that Institute to most of the islands in the Caribbean.



The BSFA, in association with the BAS, has had technical and/or financial assistance from such bodies as IICA, IAF, The Canada Fund of CIDA and the OAS.

The BSFA in planning its sheep feedlot has had interest expressed by the CFC and the AVT of USAID.

7. Major Problems Encountered and Their Causes

7.1. Agricultural Production

BSFA is not engaged in the actual production of lamb, however they are actively involved in helping farmer members with the implementation of new technologies and, in association with CARDI, in training of farmers.

A minor problem encountered by farmers is the pest - Nose bott (Oestrus Ovis) which causes some fall off in production and the BSFA is actively looking for funding to carry out an eradication campaign to totally get rid of this pest from Barbados.

7.2 Marketing

The major problem in the total sheep picture is in the marketing of lamb in competition with cheap imports from New Zealand.

The BSFA also has a problem in marketing to hotels and supermarkets because other non-member farmers, and even members sometimes, will market direct to the supermarkets and hotels in competition with the Association. Another problem is the very low throughput at present. One of the major reasons for the establishment of a feedlot would be to increase the throughput. By reducing costs of production Black Belly lamb can be placed on an equal footing with New Zealand imports. Representation to Government for protection of the local lamb industry against these dumped imports has up to now received no actual imposition of duty by Government.

A problem that is seen would be the fluctuating demand of the tourist industry and farmers will have to gear their production to meet this demand. This can best be controlled through the feedlot operation.

8. Future Actions and Project Ideas

There is a need for financing small farmers. Therefore a substantial grant or loan from funding agencies is necessary to set up a credit program to allow farmers to borrow funds at very low



interest rates with little or no collateral. To be successful this depends on the farmer marketing his animal through the Association in order to repay his loan.

There is a need to set up a fully integrated feedlot which will purchase weaned lambs from small farmers, having 5 - 10 ewes each.

There is a need to set up a feed mixing plant in order to produce a low cost ruminant ration that will bring the cost of production of lamb down to make it competitive both in the local and export market.

There is a need to develop overseas markets for high quality lamb in the tourist industries of the nearby CARICOM islands.

There is the need to set up our own abattoir and rendering plant next to the feedlot so that the feedlot is vertically integrated up to and including the retailing of fresh lamb

There is a need to set up a by-product processing plant to the hides and to market the sheep manure to the Horticultural industry which is expanding at a rapid rate.

There is a need for the Association to set up training programs for farmers in animal nutrition and animal health and breeding practices.

The major plan in the near future is to move the BSFA, in association with the BAS/ACTCO headquarters, to the new site on approximately 30 acres of land. An integrated feedlot, abattoir and rendering plant would be established there. A credit scheme whereby small farmers can be loaned money to buy breeding animals and to provide the necessary accommodation for them would be created.



National Association of Pig Farmers (NAPF)

c/o Barbados Agricultural Society
Beckles Road, St. Michael, Barbados
Contact: Mr. Haynesley Benn, General Manager

1. Background

Traditionally, there was one livestock group for all producers of livestock - Barbados Dairy and Stock Breeders Association. With the development of the diversification program separate livestock groups were formed. This activity was encouraged by the MOA.

The National Association of Pig Farmers was formed to look after the specific interests of pig farmers in Barbados. Since there was a possibility of a pork processing plant being set up in Barbados, there was a need for a group to form, in order to coordinate certain activities and programs.

The National Association of Pig Farmers was formed in May 1975. In the initial stages, the organization concentrated on educating farmers in ways of improving their farm management practices. It was primarily a service oriented organization. In 1976, the Association coordinated the marketing of pork through the Barbados Marketing Corporation. A total of 1006 pigs were marketed in that year. This figure rose to over 5,600 in the following years.

2. Objectives and Goals

- a) To promote interest in local pig farmers particularly among members of the Association and to encourage them in the improvement and in the breeding and management of pigs through close collaboration with the MOA and other institutions relevant to agricultural development.
- b) To uplift the level of management with the view of bringing the quality of the Barbados farmers' pigs, pork and pork products to levels obtained elsewhere.
- c) To operate as a viable bargaining body for the negotiation of all matters pertaining to pig production and marketing, including price.
- d) To promote the interest of the Association and to engage in all lawful forms of business activity incidental to pig production, processing and marketing.



- e) To assume the role of marketing agency for farmers' pigs, pork and pork products and to discharge that responsibility in accordance with policies and guidelines acceptable to the majority of the membership.

3. Areas of Specialization

3.1 Products handled

The Association deals mainly with the marketing of pork carcasses to processors and retail outlets.

3.2 Marketing functions carried out

The NAPF organizes the import and export of gilts and boars.

3.3 Other services offered

The Association holds seminars and workshops on all topics related to pig farming.

4. Descriptions and quantification of Operations

4.1 Board and method of management

The Association is governed by a Board of Directors, consisting of a President, 1st and 2nd Vice President and 6 other members. The day to day management of the affairs of the Association is done by the Secretariat of the BAS.

Organizational Chart - see BAS Profile.

4.2 Type and number of members and geographical location

The Association is made up of mainly small producers. There are over 400 members of the Association of which 10 can be considered large (having over 10 sows).

4.3 Type and numbers of employees

The Association's business is handled through the BAS office.

4.4 Number of centers of operations and location

The NAPF runs its operations out of the BAS office, Beckles Rd., Bridgetown, St. Michael, Barbados.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles - none.

4.7 Annual sales by type product (B\$)

The annual sales of the Association is Bds \$2.3 Million.

4.8 Financial information: 1991

Current	Assets:	51,551
	Liabilities:	51,744
	Net Assets	193

Income:		
levy on sale of pigs		31,279
membership		6,350
gain on sales		9,240
miscellaneous		2,133

Expenditures:		49,002
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SURPLUS:		3,035
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5. Operational experiences

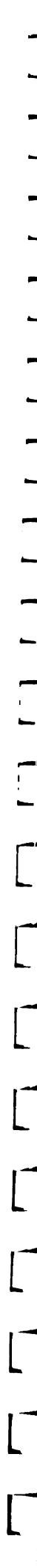
5.1 Experiences in marketing:

The Association has been involved in the marketing of pigs and pork since 1976. The Board of Directors has been successful in negotiation with processors over the years. In 1976, pigs were marketed on a liveweight basis. This was discontinued when it was found that farmers could easily regulate the weight immediately before weighing time. It was around this time that the processors were becoming more particular about the requirements. As a result BAS sponsored seminars and workshops to educate the farmers.

The farmers are called at the beginning of the week to place an order. BA provides transport for the farmers' pigs, from the farm to the abattoir. From the abattoir they are shipped to the processing plant.

5.2 Experiences in production:

Members of the Association have developed their enterprises from backyard operations to specialized and sophisticated breeding and/or fattening units. Farmers have developed systems of planning production to meet the needs of the processors.



5.3 Experiences in other areas:

The Association has lobbied with Government for the restriction and total banning of imported processed pork products - bacon, ham, etc.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Association has enjoyed very good relationships with Government. Many seminars have been held in cooperation with staff of the MOA. The MOA consults with the Association on matters of requests for imported pork. The Association is represented on the Pig Production and Marketing Committee of the Ministry of Agriculture.

6.2 With farmer organizations

The NAPF has a working relationship with other farmers organizations within and outside of Barbados. The Association has hosted many visits by pig farmers from Dominica, St. Lucia and Grenada. The Association has a relationship with all the commodity groups within BAS.

6.3 With regional and international organizations

The National Pork Council of Iowa has extended invitations to the NAPF to attend exhibitions and shows in IOWA and Illinois, USA and the American Livestock Producers International (ALPI) has hosted a team from Barbados on its Farm Tours and subsequently to purchase livestock from Indiana and Ohio, USA.

7. Major Problems Encountered and Their Causes

7.1 Agricultural production

Because of the easy access to start up stock, many persons have started producing pigs without checking with the Association and without first assuring themselves a market for their produce. Some producers breed to many gilts and sows at the same time, resulting in marketing problems later.

7.2 Marketing

During the past years, improvements have been made to the marketing systems put in place. The Association started marketing live pigs to processors. Since 1983 the system has changed to marketing of pork carcasses, with payments made for quality on the backfat measurement.



Problems occur at the abattoir due to inadequate housing for the large number of pigs and the quality of the pigs decrease when the pigs begin to fight in the cramped pens.

Planning production problems directly affects marketing. Farmers often call BAS only when their pigs are ready for market, allowing BAS no preparation time. As a result there are problems with price wars and over production.

7.3 Management

Farmers have improved their management techniques in the past few years, but there are continued problems. Better facilities have been put in place, better care and management of piglets and sows have been exhibited and feeding regimes have been changed in an effort to produce better quality carcasses, however much improvement is needed in the farm management areas of feed management, and production planning.

7.4 Social, economic and political aspects

Due to the limited financial resources, BAS is unable to employ an adequate extension staff. As it is, one extension officer is unable to cover the entire island. It is also unable to provide adequate transportation and van service.

BAS farmers have found that the political administration has not been as supportive as it should be, in terms of import regulation and recognizing the local pork product potential.

8. Future Actions

As of December 1991, the BAS was asking permission to lease the BMC abattoir or set up its own slaughter house facilities and be designated the sole importer of pork. BA could then coordinate the mixing of low and high quality pork and ensure that all local pork is utilized.

The Association is about to embark on a major project to introduce Artificial Insemination in pigs. During 1991, an A.I. specialist from Canada was in Barbados conducting training programs for A.I. Technicians and farmers.

The National Association of Pig Farmers has thirteen objectives in its ten year plan:

- 1) To supply 400 pigs per week to the processors.

strategy: To seek a contract with processors over a 5 year period.

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activities: To produce 200 pigs per week by 1993 and 400 by 1994.

2) Reduce production costs.

strategy: a) Acquire better genetic material. b) Negotiate better feed prices based on projected consumption. d) Use alternative products in feed.

activities: a) Import new feeds. b) Upgrade artificial insemination. Negotiate with feed companies based on volume. c) Trading. d) Implementing existing research.

3) Training - Total Management and Operations.

strategy: Organize seminars and train extension officers.

activities: BAS to hire additional extension officers and veterinarian by 1996.

4) Research - Total system.

strategy: Support from CARDI and Ministry of Agriculture.

activities: -

5) To convert waste to biogas and manure.

strategy: Seek funding for distribution of slurry. Provide slurry for aquaculture. (BAS should obtain tank.)

activities: Seek technical assistance from Taiwan. Further research.

6) To provide better and cheaper housing to help farmers design a farm house that works.

7) To recommend the establishment of marketing cooperative for all BAS commodity group members.

strategy: Establish sub-committee of the board of BAS.

activities: To be achieved by 1991.

8) To permit the cooperative to be the sole absolute and retail market for NAPF.

strategy: By July 1994.

9) To promote use of pork and pork products.

strategy: Establish a special T.V. Production Unit at BAS.

activities: 1992.

- 10) To establish own slaughter house and packing unit through the cooperative.
- 11) To set up register for pure bred stock.
- 12) To establish livestock insurance.

strategy: To encourage farmers to buy profit and loss insurance.

- 13) To utilize more local materials in feed.

strategy: a) molasses b) fish offals.

Barbados Egg and Poultry Producers Association

c/o Barbados Agricultural Society
Beckles Road, St. Michael Barbados
Phone: (809) 436-6680
Contact: Mr. Haynesley Benn, General Manager

1. Background

The Barbados Egg and Poultry Association was formed in 1964 and officially became a member of BAS in May 1975. The Association was formed in order to meet the needs of poultry farmers, including technical advice and marketing negotiations.

2. Objectives and Goals

The Associations objectives are as follows:

- a) To promote and to protect the breeding, hatching, raising, processing, marketing of baby chicks, eggs and poultry on a commercial basis in Barbados and the other Islands in the Caribbean.
- b) To encourage and assist in the promotion of any progressive programs which have for its object the increased consumption of eggs and poultry by the people of Barbados and the other islands in the Caribbean and CARICOM area.
- c) To afford such advice and information to members as may be of assistance to them in matters connected with the breeding, hatching, raising processing and marketing of baby chicks, eggs and poultry.

3. Areas of Specialization

3.1 Products handled

The Association's members deal with Broiler Chickens, Layer Chickens, and Turkeys.

3.2 Marketing functions carried out

The Association is involved indirectly with the marketing of poultry products by negotiating prices and arranging contracts for its members. Individual members are responsible for the actual marketing of their products.



3.3 Other services offered

The Association sponsors seminars and workshops on all aspects of poultry farming.

4. Descriptions and quantification of Operations

4.1 Board and method of management

There is a Committee of Management that meets once a month. At this present time, there is only one President and one Vice-President. These two officers have positions on the BAS Board of Directors and the Executive Board. All secretarial and treasurer duties are carried out by BAS.

Organizational Chart - see BAS Profile.

4.2 Type and number of members and geographical location

Membership is island wide. There were 58 members as of December 1991. It should be noted that Super Poultry Farms Ltd. is a member and processes for over 100 poultry farmers, some of whom do not belong directly to the Association.

4.3 Type and numbers of employees

All of the Association's business is handled through the BAS office. The Association has no employees of its own.

4.4 Number of centers of operations and location

The Association is based at BAS, on Beckles Road, St. Michael, Barbados.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles - none.

4.7 Annual sales by type product (B\$)

Average annual sales is approximately Bds \$54,000,000.

4.8 Financial information: 1991

Current Assets:	52,027
Liabilities:	1,495
Net Assets:	50,532

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Income:
levy on sale of chicks: 38,113
other income 1,866
membership 725

Expenditures: 40,704

DEFICIT: (\$ 1,093)

5. Operational experiences

5.1 Experiences in marketing:

The Association assists in the arrangement of contracts between its members and the processors. It lobbies with the processors as well as with government on price issues.

5.2 Experiences in production:

The Association gives advice, seminars and workshops on farm management, animal care, and any other issue affecting production. Poultry farmers have been very successful in increasing their production of both eggs and broilers.

5.3 Experiences in other areas:

The Association hired a poultry serviceman from 1987 - 1989. Although the serviceman's work was necessary and helpful, it was found that one person could not service the entire membership and as a result was not very effective. Individual hatcheries now employ their own servicemen.

Members of the Association attend the annual Poultry Show held in Atlanta Georgia. These members must rely on their own resources to attend.

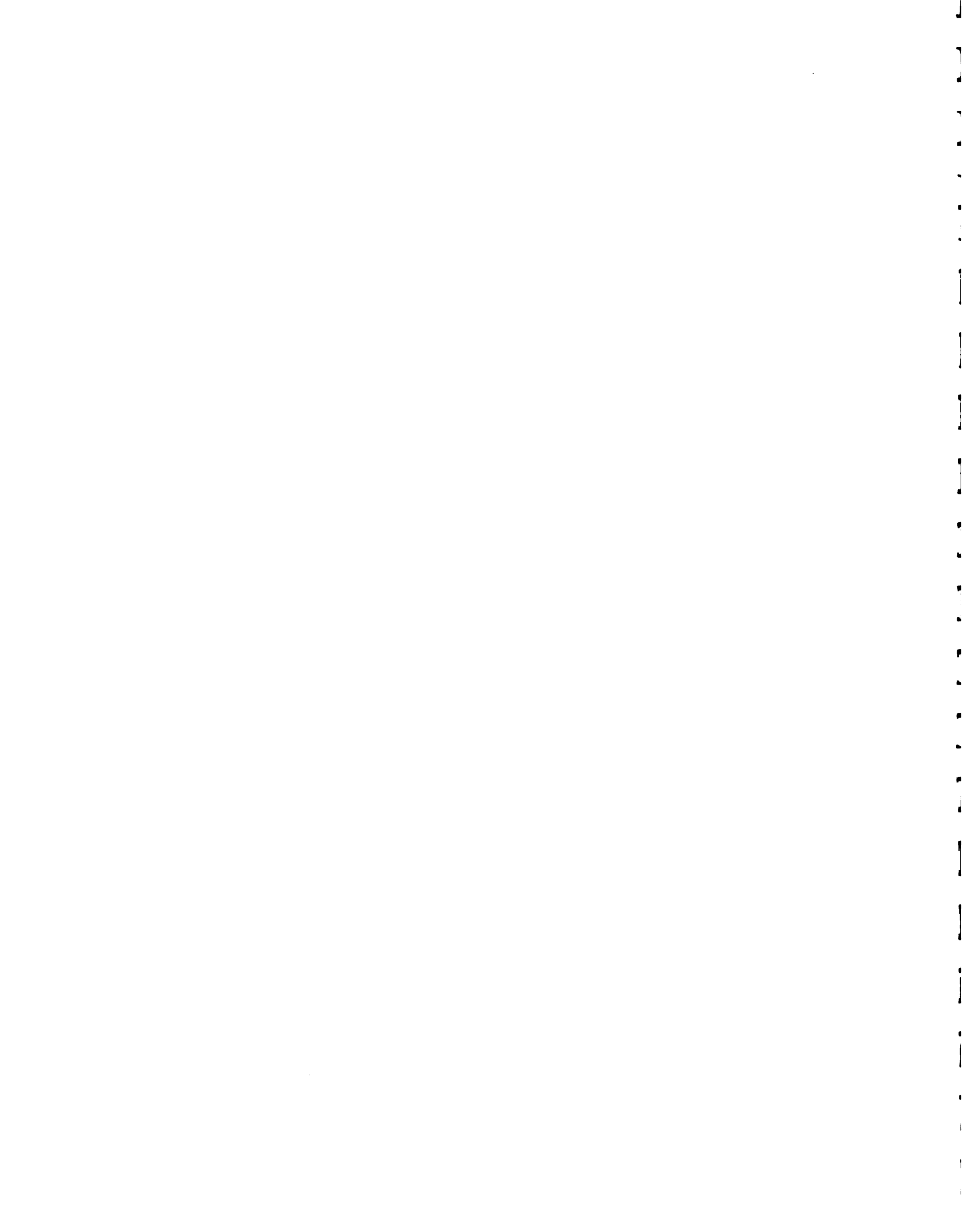
6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Association has a representative on the Poultry Production and Marketing Committee. It also has a close working relationship as a lobby group with the MOA. The MOA has helped to sponsor educational activities.

6.2 With farmer organizations

The Association works through any farmer organizations BAS is in contact with.



6.3 With regional and international organizations

The Association subscribes to the magazine Poultry International.

The Association works with the various organizations attached with the general BAS organization.

7. Major Problems Encountered and Their Causes

7.1 Agricultural production

Individual farmers have problems with production management, especially those who do not work under a contract system. For instance, they do not stagger their production and as a result, they are faced with too large a stock to sell at one time.

7.2 Marketing

The over-production of both eggs and broilers causes a flooding in the market. Farmers who are unable to slaughter so many birds at once due to lack of cold storage space, are left with a remaining stock that is too old. Farmers also have a hard time marketing their birds because of poor processing and packaging.

7.3 Management

The problems that the farmers face in both production and marketing areas are due to poor management. Farmers must work on their feeding systems, equipment selection and production planning.

7.4 Social, economic and political aspects

As a lobby group the Association must deal with government policy making at all times and this requires a lot of negotiations.

8. Future Actions and Project Ideas

The Associations Ten Year Plan states ten goals and eight strategies to achieve these goals.

The Association will work towards the following:

1. To satisfy local demand for all poultry products.



2. Develop strategies to minimize external competition, especially in CARICOM.
3. Develop the export potential of poultry products.
4. Increase consumption of poultry products locally.
5. A more integrated industry relative to decision making.
6. A reduction of the cost of producing poultry products.
7. Improve the viability and profitability of growers and processors.
8. Developing a strong association that will work to the benefit of its members and that of the industry and country as a whole.
9. Research and develop ways of utilizing all by products of the poultry industry.
10. Work closely with all other commodity groups towards forming a strong farmers organization that will work towards improving the image and well being of farming in Barbados.

Strategy for the above will be to:

1. Identify future requirements for growing and processing facilities.
2. Analyze structure of industry in competing countries.
3. Research and product development.
4. Product diversification, education and promotion.
5. More equitable representation in the decision making process of all sectors of the poultry industry.
6. Investigating ways of reducing the cost of imports that contribute to the high cost of production.
7. Improve management, integrate and or amalgamate facilities where desirable.
8. Develop cooperative methods of functioning within the industry.

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Barbados Dairy and Beef Producers Association

c/o Barbados Agricultural Society
The Grotto, Beckles Road, Bridgetown, St. Michael,
Barbados
Phone: (809) 436-6680
Contact: *Mr. Haynesley Benn, General Manager*

1. Background

Originally all producers of livestock were members of an association called the Barbados Dairy and Stock Breeders Association. With the development of the Government's Agricultural Diversification Program in the 1960's, farmers ventured into specific areas of production. For example, the pig producers, sheep farmers, and poultry farmers had their own separate associations. The dairy farmers changed their name to the Dairy and Beef Producers Association and was established to look after the specific interests of dairy and beef producers. The Association is focused on production activities. It acts as a lobby group with Government and is involved in pricing of milk in conjunction with the lone marketing facility Pine Hill Dairy. The Association was officially registered in May 1975.

2. Objectives and Goals

The Association's objectives are the following:

- a) To encourage and improve the breeding and management of cattle.
- b) To promote matters beneficial to the dairy and beef producers of the island.
- c) To encourage a cooperative approach to marketing and manufacturing of member's produce and the importation and/or manufacture of items required for their sale.
- d) To hold shows of cattle and to further the interest of dairy and stock breeding in every way possible.

3. Areas of Specialization

3.1 Products handled

The Association deals with cows milk and culled cows and beef stocks.

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3.2 Marketing functions carried out

The Association negotiates milk prices for its members with Pine Hill Dairy. It markets its members live animals for beef.

3.3 Other services offered

The Association sponsors seminars and field trips for farmers on management practices, as well as other relevant issues and practices.

4. Descriptions and quantification of Operations

4.1 Board and method of management

There is a six member board that meets monthly and is chosen out of the general membership at the annual meeting. Besides the President, Vice-President, Secretary, and Treasurer, there are two Committee Members.

Organizational Chart - See BAS Profile.

4.2 Type and number of members and geographical location

There are 40 members in the association. Membership is island wide.

4.3 Type and numbers of employees - none.

4.4 Number of centers of operations and location

The Association is run out of the BAS headquarters on Beckles Rd., Bridgetown.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles

All equipment that is used by the association, is owned by BAS.

4.7 Annual sales by type product (B\$) - Not available.

4.8 Financial information - 1991

Assets	18,110
Liabilities	504
Net Assets	17,606



Income:	
Milk cess	20,522
Other income	1,084
Membership	660
Interest	300
	<hr/>
	22,566
Expenditure	22,124
Surplus	442

5. Operational experiences

5.1 Experiences in marketing:

In terms of beef animals, the Association regulates the selection of animals and makes sure that the stock meets the grading requirements. It coordinates the delivery of three cows a week to the BMC and it collects the money made from the slaughter.

The marketing of milk is limited to the price negotiation process with Pine Hill Dairy. Each individual dairy farmer is responsible for the selling and delivery of their milk.

5.2 Experiences in production

Not applicable.

5.3 Experiences in other areas:

The Association collects information on the care of cows and any other topics that might be of interest to its members. It sponsors seminars and workshops to boost production, feeding and care.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Association has a close working relationship with the government Extension Officers and the MOA.

6.2 With farmer organizations - none.

6.3 With regional and international organizations

The Association exchanges information through international and regional magazines and radio programs.

7. Major Problems Encountered and Their Causes

7.1 Agricultural production

In respect to individual farmers, there is low levels of milk productivity due to poor silage, inadequate water supply and shade. Some farmers have a hard time identifying the cow's heat periods for proper breeding.

7.2 Marketing

There are major problems involved with the marketing of milk. There is at times a major over-production of milk, as a result, milk quotas are established. It is very hard to synchronize the cow heat seasons with the market cycles that are in part influenced by the tourist seasons.

The Association feels that the beef market could be increased.

7.3 Management

Individual farmers have difficulties keeping adequate records and providing information that could be useful in the negotiations the Association has with Government and Pine Hill Dairy. It is also difficult to get the farmers to follow through on projects due to inadequate personal equipment.

The Association itself, is lacking extension staff to adequately monitor the members' operations.

7.4 Social, economic and political aspects

Government could do more to support the Association by providing a meat aging room that would assist in producing better quality beef, which would in turn, reduce the amount of beef that is imported onto the island.

More could be done to encourage milk sales through wide spread advertising and an increased usage within institutions that serve beverages.

8. Future Actions and Project Ideas

In the future the Association would like to work on the following areas:

Dairy:

- a) Broaden and increase its membership base:

- Implement programs to benefit and attract members. Have special on-farm and off-farm training sessions for managers and stock-men.
- Introduce educational programs in schools and 4-H Clubs in order to stimulate an early farming awareness in youngsters.
- Promote acceptance of small producers to Pine Hill Dairy.
- To attract Cooperative members to BAS to form one cohesive umbrella group.

b) Increase Production:

- Improve farm management at all levels.
- Properly evaluate and modify concentrates on a regular basis.
- Pay close attention to herd health.
- Improve breeding programs.
- Improve pasture management.
- Program production to meet market needs.

c) To have in place a functioning Revolving fund:

- Impress on government the importance of such a fund for the overall development of the dairy industry.
- To form a committee to manage and disburse such funds.

d) To have a proper herd replacement program

- Such a program should be implemented by Government. Hence a Greenland Project should be upgraded to meet the farmers need.
- Sell top quality calves to the Project, to be reared and resold to farmers.

e) To increase consumption of fresh milk

- By proper marketing and educational programs.
- Assistance in advertising via television and radio.
- Impress on Government the value of milk to school feeding programs.

f) Establish a milk marketing board

- To be sole supplier of fresh milk to Pine Hill Dairy.

Beef:

- a) To market all local beef.
- b) To use dairy calves to build the beef industry.



- c) Support the industry by importing A.I. to expand beef breeds.
- d) Develop feed lots and use local feed inputs to stimulate growth and reduce feed costs.
- g) Make use of any foreign expertise available.
- h) Pressure Government to rid the island of stray animals, either by legislation or setting up communal grazing pastures to assist the land-less farmers or both.
- i) To establish a properly functioning abattoir.



Gibbons Farmers Cooperative Society Ltd.
(dormant)

c/o BARNACS
Corner of James Street and Synagogue, Bridgetown,
St. Michael, Barbados
Phone: (809) 436-2270
Contact: Mr. James Paul, Manager

The Gibbons Farmers Cooperative was initially formed in order to promote the economic interests of its members. More specifically the Cooperative was to arrange the irrigation and cultivation of land; the purchasing or importation of livestock, poultry, fertilizers, seeds, insecticides, drugs, feeds and other supplies and equipment for agricultural production, and subsequent marketing of members produce. It had been suggested by a field officer from BADC that the irrigation project proposed and sponsored by the Barbados Government would be more likely to be implemented if the local farmers were organized. The cooperative was officially formed on October 27, 1975 and is a member of BARNACS.

The irrigation project was dependent on funding from the Government, as well as the cooperative. It was agreed that 75% of the money needed for implementation would be supplied by the Government in the form of a grant and the final 25% was to be raised by the Cooperative. However, the Cooperative did not have enough money to help sponsor the project: the Cooperative members had invested a very small amount of capital, were unable to raise the funds and were not able to secure any commercial loans. Since the cooperative was unable to raise the necessary funds and the members were not willing to increase their contributions, the implementation of the irrigation project was delayed but eventually executed by Government.. Originally the members of the cooperative were to have priority use of the irrigation system, however, eventually all of the farmers in the area were able to have access to the irrigation system. As a result of the general use given of the given irrigation system and other group factors, the Cooperative became dormant in the early 1980's. The Gibbons Society still has approximately \$ 2,500 in an account but is not operational.

As of 1991, BARNACS and local Gibbons Boggs farmers are looking into the possibility of reviving and reorganizing the Gibbons Cooperative. It has been suggested that it has the potential to be used as a marketing and agricultural supplies cooperative. In spite of the resumed interest, progress is hampered by the previous Cooperative member's attitudes.



Barbados Dairy Goat Breeders Association

(dormant)

c/o Barbados Agricultural Society
The Grotto, Beckles Road, Bridgetown, St. Michael,
Barbados
Phone: (809) 436-6680
Contact: Mr. and Mrs. Moss

The Barbados Dairy Goat Association was revived in 1976 with the following objectives:

- a) To upgrade the standard of goats in the island by education and the importation of new stock.
- b) To promote goat-keeping as a viable farming activity.
- c) To encourage dairy farming on a business scale.

The Association was an affiliate member of the Barbados Agricultural Society. Membership was island wide and at times of peak activity did not exceed 30.

The Association achieved a certain degree of success in changing the image of goat keeping in Barbados by emphasizing the "dairy" aspect of goat keeping. It also educated members about proper dairy practices, breeding and general management. Many members were able to go into business on a small scale selling goat's milk but the buying practices of health food stores who represented the only "large-scale" outlet, such as it was, made it difficult to maintain such an operation. Sales generally remained with individual buyers. As a result of failure to establish large outlets or cheese processing plants most members have opted to remain fairly small. Hopes to establish an export scheme have also by and large failed.

The Association had a constitution. It was run by a President, Vice-President, Secretary, plus an additional committee of three floor members. There were few operational costs apart from those incurred from affiliate membership dues paid to BAS. A bank account was maintained for these.

Meetings were held monthly with speakers on special topics and various kinds of information of an educational nature were distributed. Goat Shows were held annually in association with the Sheep Association of BAS and these generally generated a lot of interest.



In 1983 a project submitted to CIDA by the Association was approved and Can\$ 1,400 was granted for the importation of a number of Nubian goats which up until that point were not represented in the local goat population. Two bucks and seven does were imported. The Association felt that the Nubians were a very suitable goat for the tropics and it was hoped that they would crossbreed with existing stock, thus improving the entire gene pool. Also Nubians are a dual purpose animal (milk and meat) and were felt to be profitable for farmers. The general quality of the animals was very high and after quarantine the Nubians were distributed among interested members who contributed 25% of the cost of the animal. The project generated a lot of interest in Nubians and in goat keeping in general and was felt to have been successful.

The following year another project was submitted to Heifer International called "Way Station Barbados". The objective of the project was to produce good quality stock that would be tropically acclimated and which H.I. would be able to provide as part of their program of support to small goat programs in developing tropical countries. Twenty-six animals of the four major goat breeds were subsequently imported but regrettably the overall quality was rather low. As a result, this project did not generate very much interest among members and goat keepers generally and it was with some reluctance that after several discussions with H.I. Ltd. and CADIC representatives in Barbados, it was decided that the objectives of the project would not be met.

Both projects were valuable learning experiences for members of the Association and it cannot be denied that many of the individuals benefitted in some way from both projects.

The Association also attempted to establish a Registration Scheme for all goats on the island. All the appropriate documentation was printed but members and the general public were generally unwilling to participate.

BAS is hoping to re-activate the Association in the future. There is the possibility that the Goat Association could be joined with the BAS Sheep Association.

St. George Farmers' Marketing Cooperative Society Ltd.

Glebe, St. George
Phone: (809) 436-8106
Contact: Mr. David Catlyne, Secretary

1. Background

In the middle of 1982, a group of small farmers in the St. George and St. Michael areas was organized and involved in the IICA sponsored project "A Marketing Plan for Small Farmers in Barbados". At the conclusion of the project in 1984, the farmers agreed to either establish a fixed marketing outlet or a mobile selling unit. This idea was discussed with the Marketing and the Extension Officers of the BADC/IRDP Project and plans for a fixed outlet were put in motion. Funds for the building were provided by the BADC through the Integrated Rural Development Project.

The group was officially registered on March 19th, 1985 and it started business operations shortly afterwards. Initially it operated two days per week but with an increase in sales, it gradually expanded to five and a half days a week. In order to cope with the expansion in business, the Committee of Management negotiated and secured a grant of US \$10,000 from USAID to purchase a cool storage unit.

In 1988 the Cooperative requested permission to expand the existing building from the Town & Country Planning Department. This request was not granted because the proposal did not fit in with Government plans for the area. This decision prompted members to purchase a piece of land in the Glebe area. To meet the agreement for a loan to purchase the land, members agreed to increase their share capital to meet the monthly requirements.

2. Objectives and Goals

The objectives of the Cooperative are to promote the economic interest of its members and more particularly to arrange for the better marketing of their produce by:

- a) raising funds by issuing shares and contracting loans
- b) encouraging improved methods of agriculture
- c) arranging for the transport and sales of members' produce to the best advantage.
- d) arranging by purchase, lease or otherwise, sites for any



necessary buildings, or for the lease of such buildings and constructing such buildings and installing such plants as the better business of the Society may require.

- e) purchasing lorries or other vehicles or animals and arranging for their housing and maintenance.
- f) making advances to members against the security of their produce.
- g) providing banking and saving facilities for members.
- h) supplying seeds or other planting materials of good quality,
- i) other methods designed to encourage in members the spirit and practice of thrift, mutual help and self help.

3. Areas of Specialization

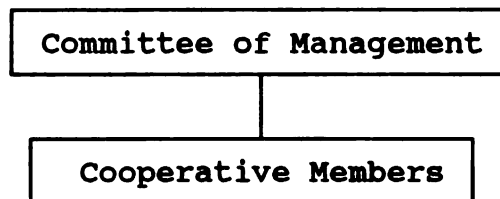
At present, the retail outlet offers a wide range of fresh fruit and vegetables, snacks to meet the demands of the school population in the area, some pre-packaged dry goods (mainly rice and corn meal), poultry meat, lamb and beef.

4. Descriptions and quantification of Operations

4.1 Board and method of management

At present, the Society is managed by a Committee of Management, consisting of five persons: the President, Vice-President, Secretary, Assistant Secretary and Treasurer. These officers are elected at the Annual General Meeting.

Organisational Chart



4.2 Type and number of members and geographical location

The Cooperative services some fifty small farmers, of which twenty-five are members of the organization. In addition, some produce is obtained from plantations in the area to supplement the demand requirements.

The area operation is in the parish of St. George and its environs. Each member of the Society shall be:

ordinary residents or in occupation of land suitable for the growing of fruit, vegetables, root crops, sugar cane and other economic crops and the rearing of livestock in the area of operations.

4.3 Type and numbers of employees

There are two shop assistants who are responsible for the keeping of records, payment to farmers and the day to day management of the retail outlet.

4.4 Number of centers of operations and location

The outlet is located at the Glebe, St. George. The building is on rented land from the Anglican Diocesan Trustees.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles

The following equipment and furniture is owned by the Cooperative: one 8'x10"x8" high cool storage unit, one chest-type freezer, one drink cooler, one electronic and mechanical scale, one cash registrar, one three drawer filing cabinet, one executive desk, two small tables and two small chairs.

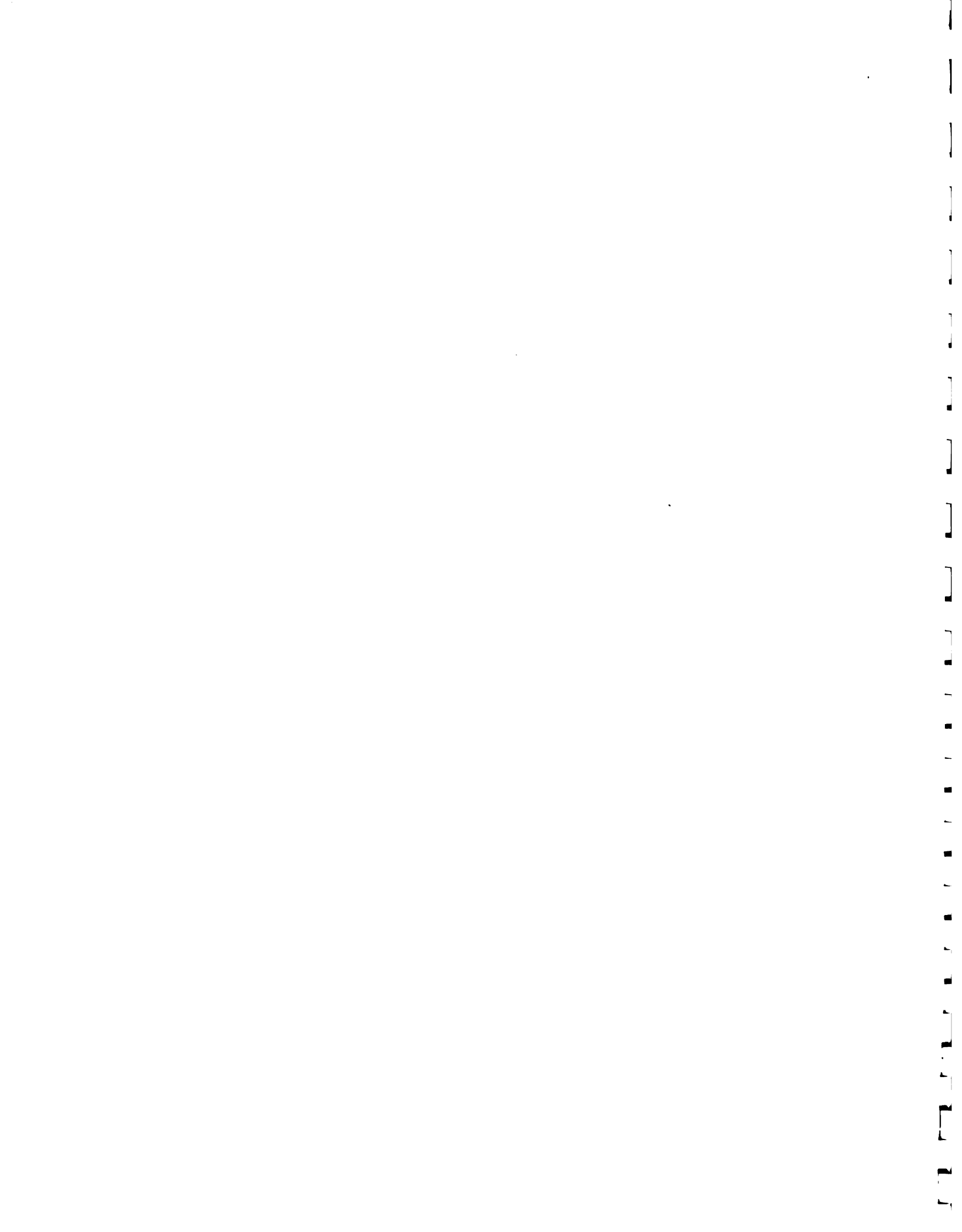
4.7 Annual sales by type product (B\$) - Not available.

4.8 Financial information - Not available.

5. Operational experiences

5.1 Experiences in marketing:

In 1986, some chemicals and seeds were purchased in bulk and then re-packaged and re-bottled and were made available to members. This project was short-lived due to space and lack of proper facilities for such an operation. The main aim was to make farm inputs available to farmers at reduced prices. The bulk purchase of fertilizer has been discussed but due to lack of proper storage facilities, the idea was abandoned.



5.2 Experiences in production:

In 1985, the Cooperative supplied the Schools Meals Department with cucumber, lettuce and green seasoning. This was done for one school year. To meet the demands, a schedule for planting was drawn up by the Extension Department with the help of the farmers. This supply scheme operated with moderate success. It led to an increase in production and some degree in planned production on the part of some small farmers. The farmers continue to supply vegetables to the outlet for sale.

5.3 Experiences in other areas: none.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Cooperative has a working relationship with BADC and the BADC extension services. There are plans for BADC to buy shares in the Cooperative.

6.2 With farmer organizations - none.

6.3 With regional and international organizations

The Cooperative received a US \$10,000 grant for a cold storage unit.

7. Major Problems Encountered and Their Causes

7.1 Agricultural production

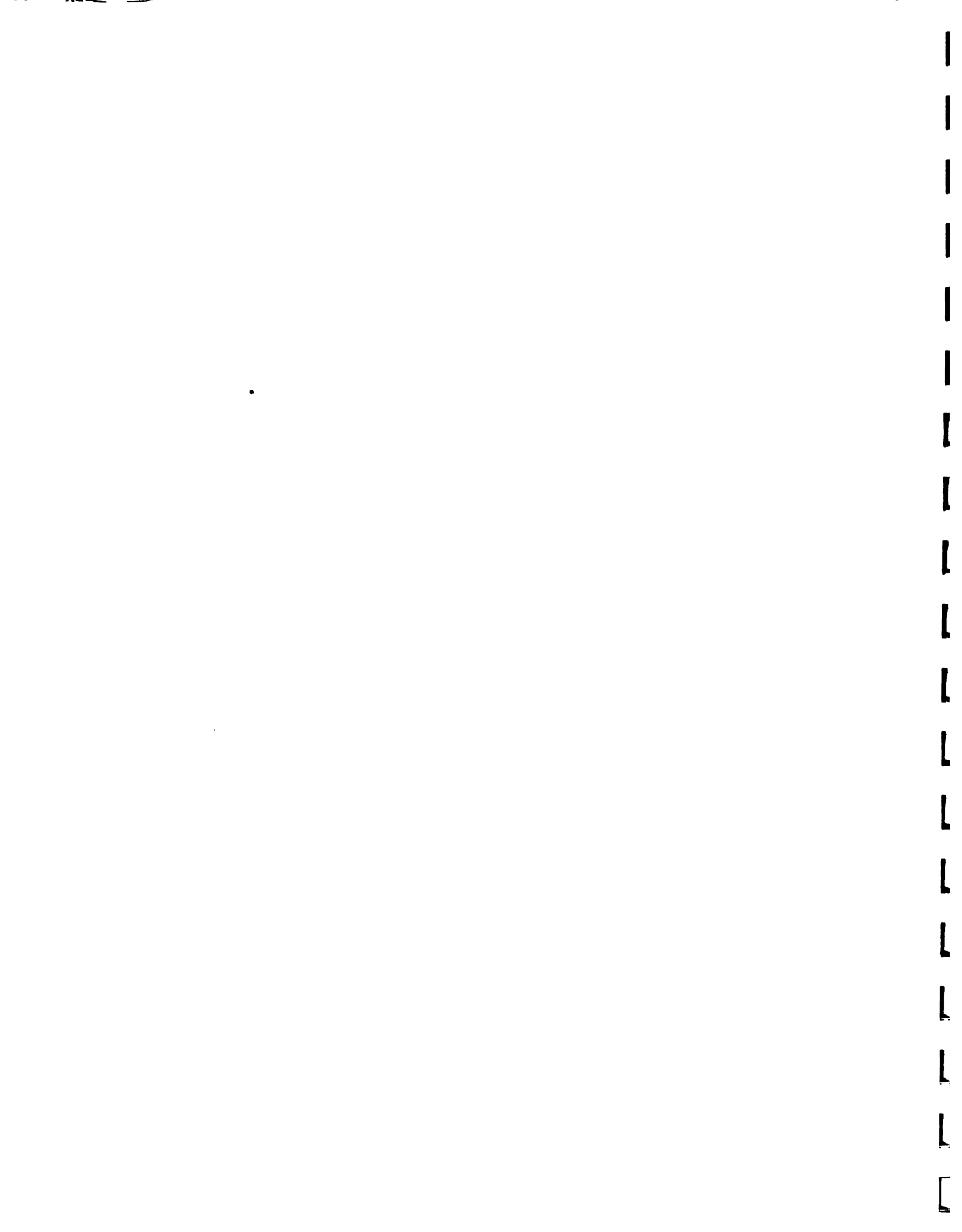
There is a problem of lack of coordinated planning between the individual farms. As a result, there are gluts of certain types of produce, at certain times.

7.2 Marketing

Due to the poor planning and over-production, stable marketing has not been possible and there are often price fluctuations and waste.

7.3 Management

Management of the Cooperative is difficult due to the reliance on volunteer work. The work load is unevenly distributed among a few Cooperative members. This is partially because many of the members have insufficient skills in business and management.



7.4 Social, economic and political aspects

The general lack of trust among members makes the cooperative effort difficult and sometimes impossible.

8. Future Actions and Project Ideas

The Cooperative will be moving to the new lot at the Glebe in order to expand its operations. In the future it is hoped that training in the areas of management, accounting, marketing and packaging, could be offered to the Cooperative members in order to improve their business skills.

Barbados Livestock Development Cooperative Limited

c/o BARNACS

Corner of James and Synagogue, Bridgetown, St. Michael,
Barbados

Phone: (809) 436-2270

Contact: Mr. Jackman, Secretary

1. Background

The Barbados Livestock Development Cooperative was registered as a cooperative, under the Cooperative Act, in May of 1986. It was established to provide services to persons involved in livestock rearing and development primarily for three reasons. a) Individual farmers realized that BAS, which is not a cooperative, could not take advantage of the cooperative system's benefits, such as no income tax. b) Farmers were of the conviction that BAS could not adequately represent small farmer interests because it caters towards the larger farmers of Barbados. c) Farmers were concerned with the BAS record as far as the dairy schemes it had attempted to establish in the past.

The highlights of the organizations activity include the establishment of an on-going livestock drug scheme, various price reduction arrangements with companies such as Barbados Feeds; negotiations with the Barbados Dairy Industry, and aiding in the importation of dairy stock from Canada.

2. Objectives and Goals

The object of the Livestock Cooperative is to promote and assist with the development of all facets of livestock farming in Barbados. Its specific objectives are to help members meet the fodder requirements of their stock and to increase membership of farmers in non-dairy areas.

3. Areas of Specialization

3.1 Products handled

The cooperative consists of farmers who raise dairy cows and pigs, sheep, and poultry for meat production.

3.2 Marketing functions carried out

The cooperative markets livestock drugs and feed to its members.

3.3 Other services offered

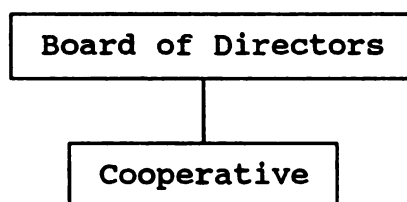
Other services offered by the cooperative include negotiating with the dairy industry and other companies that sell farmer inputs and providing useful information to farmers.

4. Descriptions and quantification of Operations

4.1 Board and method of management

There is a Board consisting of four members of the cooperative, including a President, Vice-President, Secretary, and Treasurer. Members of the Board are not necessarily full-time farmers.

Organizational Chart



4.2 Type and number of members and geographical location

There are 18 members and membership is island wide. Members are expected to pay an annual fee of Bds \$720.00 and purchase the compulsory shares which amounts to 20 shares at a cost of \$10.00 each. Each member must contribute \$50.00 a month to their share capital.

4.3 Type and numbers of employees

The cooperative has one part-time secretary that is responsible for the operation of the drug scheme: taking drug orders, billing, and providing a link between the Board and the farmers.

4.4 Number of centers of operations and location

The Cooperative uses the BARNACS office as their headquarters.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles - none.

4.7 Annual sales by type product (B\$)- Not available.

4.8 Financial Information - Not available.

5. Operational experiences

5.1 Experiences in marketing:

Both the drug and feed marketing schemes have been successful so far. The Cooperative does not actually handle the products, it takes the responsibility of arranging the price agreements. There are a few problems, however, that must be worked out, concerning the accounting system of the drug scheme. As is often the case, members of the cooperative consider the cooperative's property their property and as a result the cooperative has credit payment problems.

The feed arrangements that have been made with the Barbados Feed Company allow the cooperative to get back eight cents on every unit of feed bought, of which the cooperative receives three cents and the remaining five cents is divided among the farmers. It has been suggested that the cooperative be paid the entire eight cents directly so that individual farmers debts can be subtracted from their return share.

5.2 Experiences in production:

Despite the fact that dairy production of the individual members has been increasing in the past few years, production levels are still below their potential. Milk production is being limited by inadequate nutrition and poor animal management. The production in the other livestock areas has been increasing. One individual pig farmer who had been originally contracted with HIPAC for 20 pigs a month, is now contracted for 40 and is hoping to double this level in the next contract.

5.3 Experiences in other areas

The Cooperative has been very successful in its negotiations with various companies, including the Barbados Feed Company. The cooperative has worked to ensure that quota systems are not arbitrarily imposed on its members. The cooperative has also negotiated for its members, the importation of dairy cattle out of Canada in 1988.

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6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Cooperative is only associated with government by being registered through the Cooperative Department of the Ministry of Trade.

6.2 With farmer organizations

The Cooperative has a working relationship with BAS to the extent that it will join BAS in lobbying farmers interests.

The Livestock cooperative is a member of BARNACS and uses the services provided by BARNACS on a regular basis.

6.3 With regional and international organizations - none.

7. Major Problems Encountered and their Causes

7.1 Agricultural production

The individual farmer members are faced with limited expertise in management, poor livestock nutritional practices, and a seasonal lack of fodder due to limited land resources and scarcity of rainfall during the dry season.

7.2 Marketing

As of December 1991, the Cooperative is waiting on a court decision that will require the Pine Hill Dairy to renegotiate the quotas it has imposed on the farmers.

7.3 Management

The problems that the Cooperative have, in terms of management, are mostly caused due to insufficient funding to hire a manager. At this point in time, there is very little linkage between the members and the cooperative. As a result, the members tend to lose their enthusiasm for the movement and the feeling of belonging to the cooperative.

7.4 Social, economic and political aspects

The cooperative system relies on the individual member support which can at times be very uncertain and skewed. Some members are very supportive and others tend to be selfish. Besides human nature, the cooperative is of course, affected by the difficult economic conditions in Barbados. Fund raising can only be done on a limited basis and therefore the

cooperative must rely on the limited income generated by membership fees and share purchases.

8. Future Actions and Project Ideas

In the future the Cooperative would like to assist in the importation of mineral salts and a feeding system called One Shot. It would like to purchase a mixer wagon that blends rations using local inputs and a tractor. The group is also considering the possibility of hiring someone to maintain the important link between the Cooperative organization and its members and also of establishing a permanent office.



Barbados Rabbit Association

(inactive)

c/o Barbados Agricultural Society
The Grotto, Beckles Road, Bridgetown, St. Michael,
Barbados
Phone: (809) 436-6680
Contact: *Mr. Holder, President*

1. Background

The Association was registered in 1986 and is an affiliate of BAS. It was organized because it was seen by rabbit farmers that there was a need for a acting body to look after the interests of rabbit farming in terms of marketing, distribution of rabbits and to provide educational services. Although the Association was begun with enthusiasm, meeting attendance has in the past been very poor which has led the Association to become inactive.

2. Objectives and Goals

- a) To promote and develop rabbit rearing as an industry.
- b) To encourage the importance of breeding and managing of rabbits.
- c) To develop a strain or breed unique to Barbados.
- d) To coordinate rabbit breeders with restricted operations with those of commercial meat producers.
- e) To offer training and assistance to all rabbit raisers.
- f) To organize central slaughtering, processing and marketing facilities.
- g) To seek cooperation from and offer advice to the MOA on matters pertinent to the development of rabbit production.
- h) To participate in and organize rabbit shows in cooperation with other associations.
- i) To keep account of total production potential of rabbits island wide.

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3. Areas of Specialization

3.1 Products handled

Individual members usually specialize in the breeding and raising of the New Zealand and Californian breeds.

3.2 Marketing functions carried out

The President of the Association has in the past identified markets and made contacts with other breeders who might be able to fill the contracts available.

3.3 Other services offered

Members are able to use the butchering and tanning services offered by other individual members. The President is also willing to help with overseas ordering of supplies.

4. Descriptions and quantification of Operations

4.1 Board and method of management

The Association is run by a Board of management consisting of a President, a 1st and 2nd Vice President and five Committee Members.

Organizational Chart - see BAS profile.

4.2 Type and number of members and geographical location

At the last meeting there were approximately 40 members. Since activities have ceased membership has probably declined.

4.3 Type and numbers of employees - none.

4.4 Number of centers of operations and location

The Association is run through the BAS office on Beckles Road, Bridgetown, St. Michael, Barbados.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles - none.

4.7 Annual sales by type product (B\$)

The Association has no marketing activities. Individual members continue to sell their own rabbits.



4.8 Financial information - Not Available.

5. Operational experiences

5.1 Experiences in marketing:

When the Association first formed, it attempted to operate like a cooperative. It was hoped that if individual members pooled their products, contracts could be set up and the market demand could be supplied on a regular basis. However due to personal attitudes the system was unable to be successful. As a result, distribution of sales is at different prices and many of the semi-contracts that members have, are not able to be constantly maintained.

It was hoped that the abattoir the Government had been planning on building in the Pine area, in 1988, would encourage cooperation and production among rabbit producers. However, this construction plan did not materialize and no further collaborative attempts were made by the rabbit farmers.

5.2 Experiences in production:

Individual members are able to buy their stock from the Government Central livestock Station. Most farmers who are involved in raising rabbits do so on a part-time basis.

5.3 Experiences in other areas:

In 1990 the Association sponsored a Seminar on Rabbit Farming. The Seminar generated new membership interests and some interesting development possibilities, however there was no follow-up activity.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

There is no direct link between the Association and Government, although members are able to get their rabbit supplies from the Central livestock Station and use the limited services of the Field Extension Officers. The Association was granted a duty free concession.

6.2 With farmer organizations

The Association is an affiliate member of BAS.



6.3 With regional and international organizations

The present President is a current member of the American Rabbit Breeders Association. Information that he receives through this membership is passed on at meetings and through the BAS newsletter.

7. Major Problems Encountered

7.1 Agricultural production

Individual members lack sufficient skills in production planning which causes problems in the marketing areas.

7.2 Marketing

It is known by individual experience that there is a market demand for rabbits at the supermarkets and at the local hotels and restaurants. The problem is that the demand far exceeds the supply and costumers are lost when the supply is so irregular. In order to advertize and promote rabbit meat, there must be a constant supply available.

7.3 Management

The Associations number one problem is lack of funding. Limited resources prevent the association from sponsoring projects and taking actions that could maintain its members' interest.

Individual farmers need to be trained in production planning and record keeping. It is impossible to do any form of analysis if there are no records of past and existing production and marketing figures.

The lack of extension services prohibits farmers from getting necessary assistance. The Association lacks the funds to employ a Field Officer and own a form of transport that would alleviate the problem.

7.4 Social, economic and political aspects

The Association was denied its duty free allowance on the wire used for building cages because of its multi-purpose value.



8. Future Actions

Members would like to revitalize the Association. It is considering the possibility of attempting to adopt a cooperative system as tried in the past. It is considering asking BAS to allow them flexibility in terms of choosing its meeting spots and having its own personal secretary.

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Spring Hall Land Lease Cooperative

c/o BARNACS
Corner of James Street and Synagogue, Bridgetown,
St. Michael, Barbados
Phone: (809) 436-2270
Contact: Mr. Tony Jones, Secretary

1. Background

The Spring Hall Cooperative was registered on July 30th, 1986. The Cooperative was formed by farmers involved in the Spring Hall Land Lease Project (BADC). This project supplied individual farmers with long term agricultural land leases. As the project got under way, the farmers found that the services that were supposed to be supplied by BADC, were extremely inadequate. It was then decided by the participating farmers that they could provide services to themselves, through a cooperative system.

2. Objectives and Goals

The objectives of the Cooperative are as follows:

- a) To provide a marketing facility for farmers within the general area of Spring Hall.
- b) To provide agricultural inputs at discount prices.
- c) To grant loans for agricultural purposes to members.

3. Areas of Specialization

3.1 Products handled

All vegetable products.

3.2 Marketing functions carried out

The Cooperative sells the vegetables of its members as well as farm inputs that it buys in bulk.

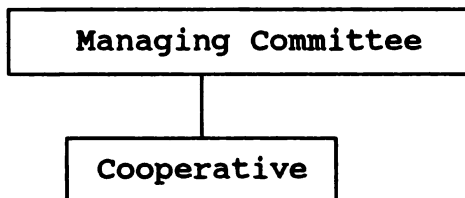
3.3 Other services offered - none.

4. Descriptions and quantification of Operations

4.1 Board and method of management

The Cooperative is run by a Managing Committee that consists of a President, Vice-President, Secretary, Assistant Secretary, and Treasurer.

Organizational Chart



4.2 Type and number of members and geographical location

There are 18 farmer members of the Cooperative.

4.3 Type and numbers of employees

The Cooperative is in the process of hiring a Field Officer.

4.4 Number of centers of operations and location

The Spring Hall Land Lease Project is located in Friendship, St. Lucy. The office of the Project is located at the BADC, where there is also a produce washing room and an area that serves as a depot for sales.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles - none.

4.7 Annual sales by type product (B\$)- Not available.

4.8 Financial information - Not available.

5. Operational experiences

5.1 Experiences in marketing:

In the beginning the Cooperative saw very little results because of the lack of equipment. In 1987 the Cooperative managed to employ a Marketing Officer on a commission basis.

Farmers produce was marketed through the Cooperative. A percentage of the earnings went to the Cooperative, to the Marketing Officer and to the Farmer. This system broke down because not all the farmers were sending produce and the Marketing Officer could not operate under such insecure conditions.

The purchasing of bulk imports also stopped due to two problems. The first problem was that all the work had to be done by the volunteer work of the secretary and the members. The second problem was that because the secretary had to devote so much time to the running of the Cooperative, his own agricultural production began to fail and he had to stop his Cooperative efforts.

5.2 Experiences in production:

All production of vegetables was on an individual basis.

5.3 Experiences in other areas:

In 1991 the Cooperative was reactivated when a new Board began to pursue the following activities:

- a) raising membership by including more of the farmers in the project area as well as outside of the area.
- b) employing a Field Officer as well as a General Manager
- c) planning to purchase farmer inputs
- d) construction of a retail outlet in St. James, West Terrace.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Cooperative has a working relationship with BADC since the most of the land and members are part of the Spring Hall Project developed by the Government Corporation.

6.2 With farmer organizations

The Cooperative is a member of BARNACS.

6.3 With regional and international organizations - none.

7. Major Problems Encountered

7.1 Agricultural production

Agricultural production continues to be limited by the lack of mechanical and input resources. The Cooperative was formed to assist the farmers with these requirements however, the Cooperative itself is too limited at this time to purchase the necessary tractors etc..

7.2 Marketing

In the past, the marketing of farmers' produce has been very difficult to coordinate due to the inadequate facilities, lack of production planning and lack of a Marketing Officer. Hopefully these problems can be alleviated with the construction of the retail outlet in St. James.

7.3 Management

The Cooperative has had trouble due to the lack of full time management and the heavy reliance on volunteer work.

7.4 Social, economic and political aspects

As with all cooperatives, the Spring Hall Cooperative has had problems coordinating its members.

8. Future Actions

The Board will continue to implement its plans of re-establishing the marketing of farmer inputs at reduced rates, the hiring of staff to run the operations for the members, and the construction of the St. James retail outlet.



Barbados Bee Keepers Association

(inactive)

c/o Barbados Agricultural Society
The Grotto, Beckles Road, Bridgetown,
Barbados
Phone: (809) 436-6684
Contact: Ms. Sandra Timothy

1. Background

The Barbados Bee Keepers Association evolved as a result of the increasing interest in honey production as an income generating project. Promotional work was done by Mr. Watson, an Extension Officer at the Ministry of Agriculture division in Graham Hall. The Association was formed through BAS and was officially recognized on April 17, 1987. Since 1987 the Association has become less and less active. The last meeting held by the Association was in 1989.

2. Objectives and Goals

- a) To supply the island of Barbados with honey in order to cut back on importation.
- b) To help with the pollination process of fruit trees.

3. Areas of Specialization

All of the bee keepers involved with the association have hives of Italian Bees.

4. Descriptions and quantification of Operations

4.1 Board and method of management

There is a Committee that heads the Association. The Committee consists of a President, Secretary, Treasurer, a PRO, and two Official Members. Elections are supposed to be held every two years.

organizational chart - See BAS Profile.

4.2 Type and number of members and geographical location

There were 22 active members, as of the last meeting.



4.3 Type and numbers of employees - none.

4.4 Number of centers of operations and location

The Association is run out of the BAS office on Beckles Rd., Bridgetown, Barbados.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles - none.

4.7 Annual sales by type product (B\$)

The Association has no marketing activities. Individual members continue to sell their own honey.

4.8 Financial information - Not available.

5. Operational experiences

The Association has no marketing or production experiences. Several meetings were held but no actual actions were taken. In 1989 the MOA brought down an English Bee Keeping Specialist who ran a two day seminar on all aspects of bee keeping.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Association has no direct contact with the government other than the direct involvement and support of Mr. Watson, Extension Officer with the Ministry of Agriculture.

6.2 With farmer organizations

The Association is an affiliate of the BAS. It has no direct linkages with other organizations.

6.3 With regional and international organizations - none.

7. Major Problems Encountered and their Causes

Since 1987 the Association has not progressed beyond the initial stages of formation and the members were never actually able to begin to work as a group. The number one problem is lack of funding. Due to the lack of finances, the Association is unable to provide itself with the necessary equipment, such as protective gear, space for a honey house and materials used for processing the



honey, as well as the necessary training for its members. The lack of management is also a problem. All work is done on a volunteer basis and as a result, activity is sporadic.

8. Future Actions and Project Ideas

In early 1992, the Association will try to call its members together to rejuvenate interest. It is known by all the members who sell their own honey, that there is a good market demand and that their small supplies are unable to keep up with the demand. Thus the potential incentive exists.

It is hoped that the Association will be given a duty free allowance to reduce the costs involved in importing the necessary materials and equipment needed for building and operating hives. The feasibility of using local builders and equipment to produce hive material will be evaluated.

The Association will seek to establish linkages with other groups of bee keepers within the region so as to learn from their experiences, facilitate access to new technologies and perhaps form part of a regional marketing initiative (materials and equipment as well as hive products such as honey, wax and pollen).



New Castle Farmer's Cooperative Society Ltd.

(dormant)

c/o BARNACS
Corner of James ST. and Synagogue, Bridgetown,
St. Michael, Barbados
Phone: (809) 436-2270
Contact: Mr. James Paul, Manager

The New Castle Cooperative was formed in 1987, as a result of the problems that individual farmers were having with marketing produce. When the Cooperative first formed it was expected by the individuals involved that it would be able to diversify into vegetable crops as well as pigs and that membership could expand to include the entire community. In the beginning, a total of fifteen farmers joined the cooperative with the intent on selling their bananas wholesale to supermarkets. The New Castle Cooperative is a member of BARNACS.

The farmers ran into problems immediately. As a group they lacked full-time staff, transportation, equipment, training and working capital. Individual members were expected to contribute their own time, property, and equipment. For example, the treasurer volunteered more time than any other member and one particular farmer was expected to contribute his cold storage space for the group's use. The main weakness of the organization, however, was the lack of field work and early technical assistance.

Within a few years the cooperative became dormant. As of December 1991, the group still had over \$ 3,000 in the bank. The farmers are now selling their bananas to the farmer that owned the cold storage and had been working to take the market from the cooperative almost from the beginning. The elected Board is no longer functioning. At this point in time no efforts are being made to reestablish the Cooperative.



The South Eastern Farmers Cooperative Society Limited

c/o Hugo Thompson
Four Roads, St. Philip, Barbados
Contact: *Hugo Thompson, President*

This Cooperative was only registered on September 30, 1991 and therefore has very limited resources and experiences.

1. Background

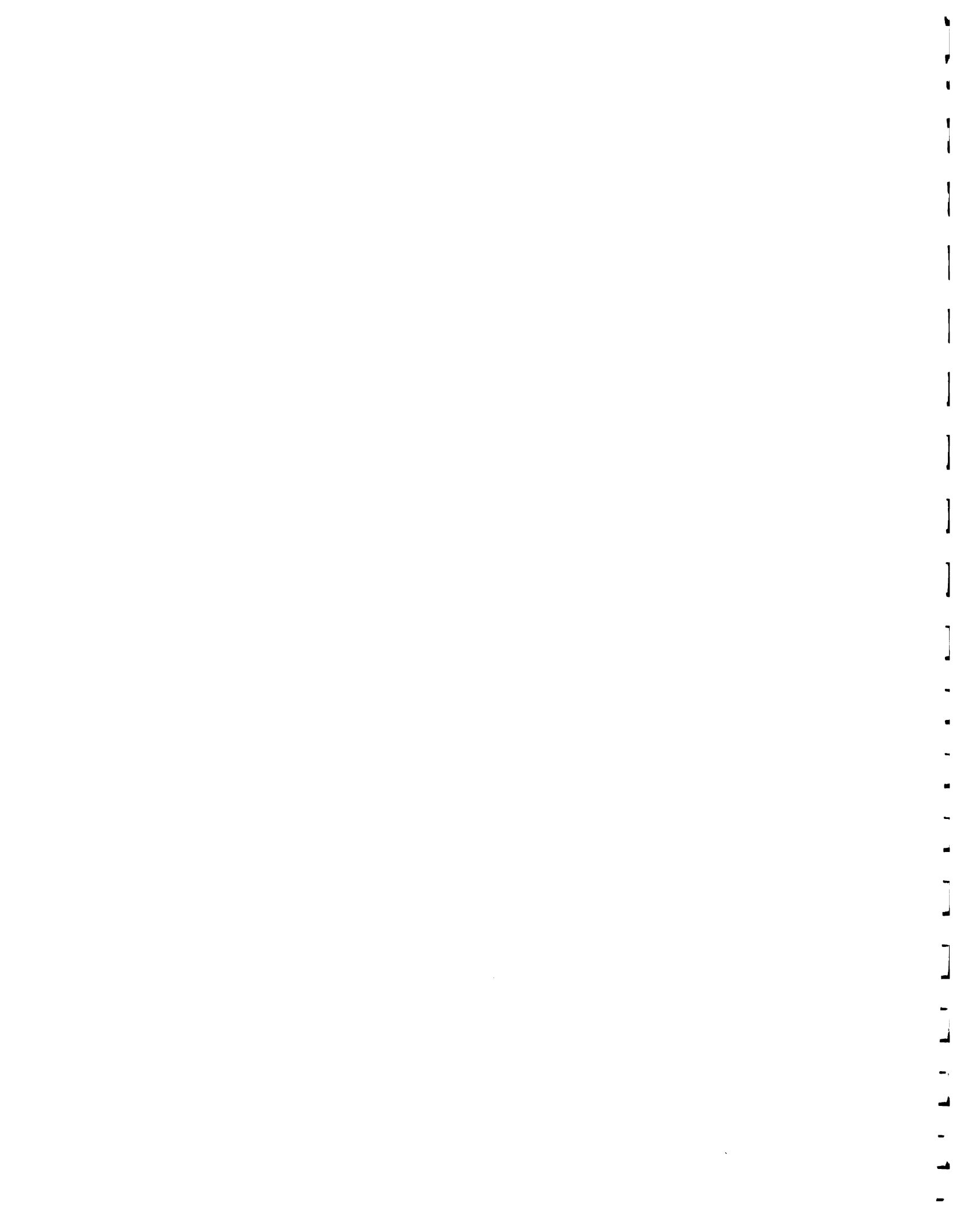
In 1981 when the Integrated Rural Development Project was formed, it was the stated policy of the Barbados Agricultural Development Corporation to meet the needs of the various farming communities representing small farmers interests in Barbados. To this end there have been on-going meetings whereby farmers voiced their problems and opinions on the matters affecting them. Areas of greatest concern have been getting their lands cultivated on time and marketing of vegetable produce. The BADC/IRDP, having tractor cultivation services, had direct influence on the quality of services provided in this area, but not having a marketing arm was unable to give direct assistance to the farmers. This state of affairs led farmers to the brink of frustration, with produce on their hands and no reliable place to market it.

It was not until June 1987 that some positive action seemed forthcoming to answer this marketing dilemma. A site was later selected at Six Roads for establishing a marketing outlet. A farmers group bearing the title the "South Eastern Association of Farmers" was formed and this consisted of eighteen farmers from the Parishes of St. Philip and St. John. The primary objective of the group was to meet the marketing needs of its members.

For six months the BADC rented a tent which was placed on the site at weekends from which the farmers sold their produce. Meanwhile the BADC had agreed to construct a modest building from which the farmers would continue to sell.

However, due to the lack of funds renting of the tent was discontinued and construction of the building was not possible. The farmers, although discouraged by the sudden turn of events, turned a situation of despair to one of hope by courageously undertaking the task of constructing the outlet on their own.

With the help of some businesses and individuals, they were able to lay a foundation. Each member made a financial contribution of \$100.00 or more and gave free labor on weekends towards the effort. However, after a few months the number of workers dwindled to just a few, there was no more money and the



work came to a standstill. The question was "where do we go from here?"

A few of the farmers continued to sell produce at weekends on the site, in the open. This was done in order to hold the customers. In the meantime the cooperative idea was introduced and was being considered. The plan was to do as the St. George group had done. A number of meetings were held and the idea was actively pursued and the Barbados National Association of Cooperative Societies (BARNACS) became involved and even promised assistance if the group organized themselves.

The cooperative idea got a boost this year (1991) when Hon. Harcourt Lewis became the Minister of Agriculture. Senator Lewis, who has been in the cooperative movement for many years, met the group, pointed out the benefits of cooperation and encouraged them to form themselves into a cooperative.

Following this the Registrar of Cooperatives and the Cooperative Officer of the area were invited to visit the group. A series of meetings was held to discuss the by-laws of the proposed cooperative group.

Getting the cooperative registered was the next step and this was done on September 30, 1991. Election of Officers was carried out on October 28th. It was agreed that the cooperative would meet on the fourth Monday night in every month at the Princess Margaret Secondary School at Six Roads in St. Philip.

2. Objectives and Goals

The main objective now is to get the building for their sales outlet erected. Plans have been prepared and approved by the Town and Country Planning Department. The building will be a concrete structure designed to have a storage area for produce, facilities for a basic office and a display area for public sales of produce.

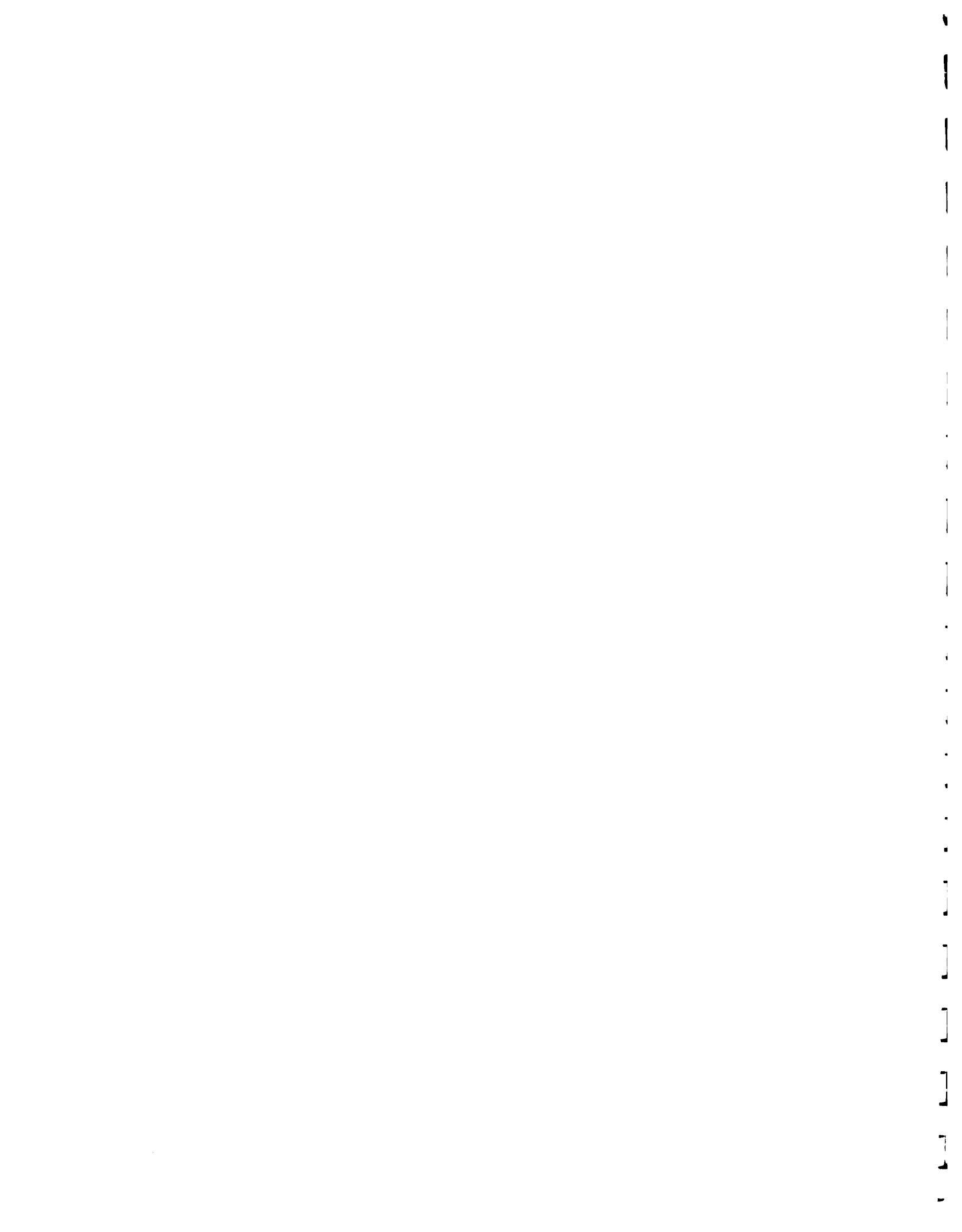
3. Areas of Specialization

The Cooperative will handle the storage and marketing of all fruits and vegetables, as well as agricultural inputs such as fertilizer and pesticides. The Cooperative is hoping to buy the inputs in bulk so as to offer the materials at reduced prices.

4. Descriptions and Quantifications of Operations

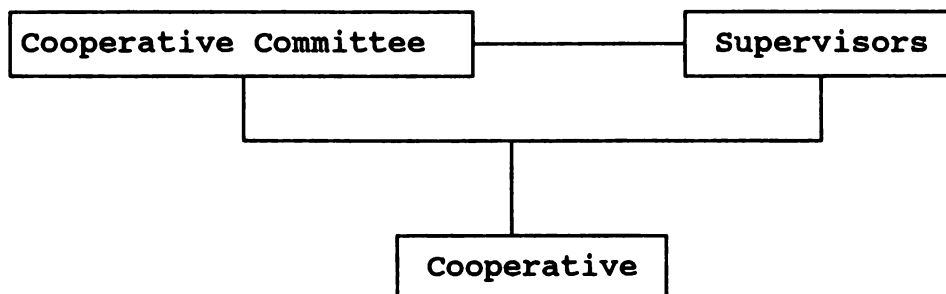
4.1 Board and Method of Management

The Cooperative is managed by a Committee comprised of a



President, Vice-President, Secretary and Treasurer. This Committee was elected by five cooperative members. There is also a board of three supervisors, elected by the general membership, to monitor the Committee.

Organizational Chart



4.2 Type and number of members and geographical location

As of December 1991 there are 15 members in the Cooperative which will be located at Six Roads.

4.3 Type and number of employees - none.

4.4 Number of centers of operations and location

The Cooperative will have its headquarters at Six Roads in St. Philip.

4.5 Other types of infrastructure - none.

5. Operational Experiences - none.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Cooperative has a working relationship with BADC.

6.2 With farmer organizations

The Cooperative is working closely with BARNACS.

6.3 With regional and international organizations - none.

7. Major Problems Encountered and Their Causes

As with all new organizations, the Cooperative is very deficient of resources and therefore has no full-time management or staff. For the future development of the cooperative, considerate attention must be given to the strengthening of management capability.

8. Future Actions and Project Ideas

All efforts are presently directed at the development of the organization and the construction of the sales outlet.

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Barbados Aquaculture Association

c/o Barbados Agricultural Society
The Grotto, Beckles Road, Bridgetown, St. Michael,
Barbados
Phone: (809) 436-6680
Contact: Mr. Skinner, President

1. Background

The Barbados Aquaculture Association was founded on the 19th of October, 1991. The Association is a member of the Barbados Agricultural Society. The idea of having an Association originated as a result of the talks given by Craig Springer as part of Life SEST in December of 1990. Through BAS the Association was able to organize preliminary organizational meetings and draft a constitution.

As a result of the talks given by Springer, it was recognized that there was not only a great interest in aquaculture, and therefore a good potential for future development in the field, but also a severe lack of information and ability to coordinate initiatives. The Association was formed in order to fulfill these needs.

2. Objectives and Goals

The objectives of the Association are:

- a) to promote and develop aquaculture in both freshwater and marine integrated systems;
- b) to assist in aquaculture marketing;
- c) to encourage research and development of appropriate technologies and products.

3. Areas of Specialization

At this early stage, only the individual members of the Association and the Association's Executive Board are involved in production and marketing. The Association, at this point, is able to provide technical services in the form of advice and brochures.



4. Descriptions and quantification of Operations

4.1 Board and method of management

The Association is managed by an Executive Board of eight. There is a President, Vice President, a secretary/treasurer provided by BAS and five Directors who constitute a quorum.

Organizational Chart - See BAS Profile.

4.2 Type and number of members and geographical location

At this initial stage there are 20 - 35 members. Membership is island wide and includes farmers, landholders, and any interested parties.

4.3 Type and numbers of employees - none.

4.4 Number of centers of operations and location

The Association is run out of the BAS office on Beckles Rd., Bridgetown, Barbados.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles - none.

4.7 Annual sales by type product (B\$)

The Association charges a membership fee of \$25.00 a year, plus a \$10.00 fee for BAS.

4.8 Financial information

Net assets consist of Bds \$1,000 raised from membership fees.

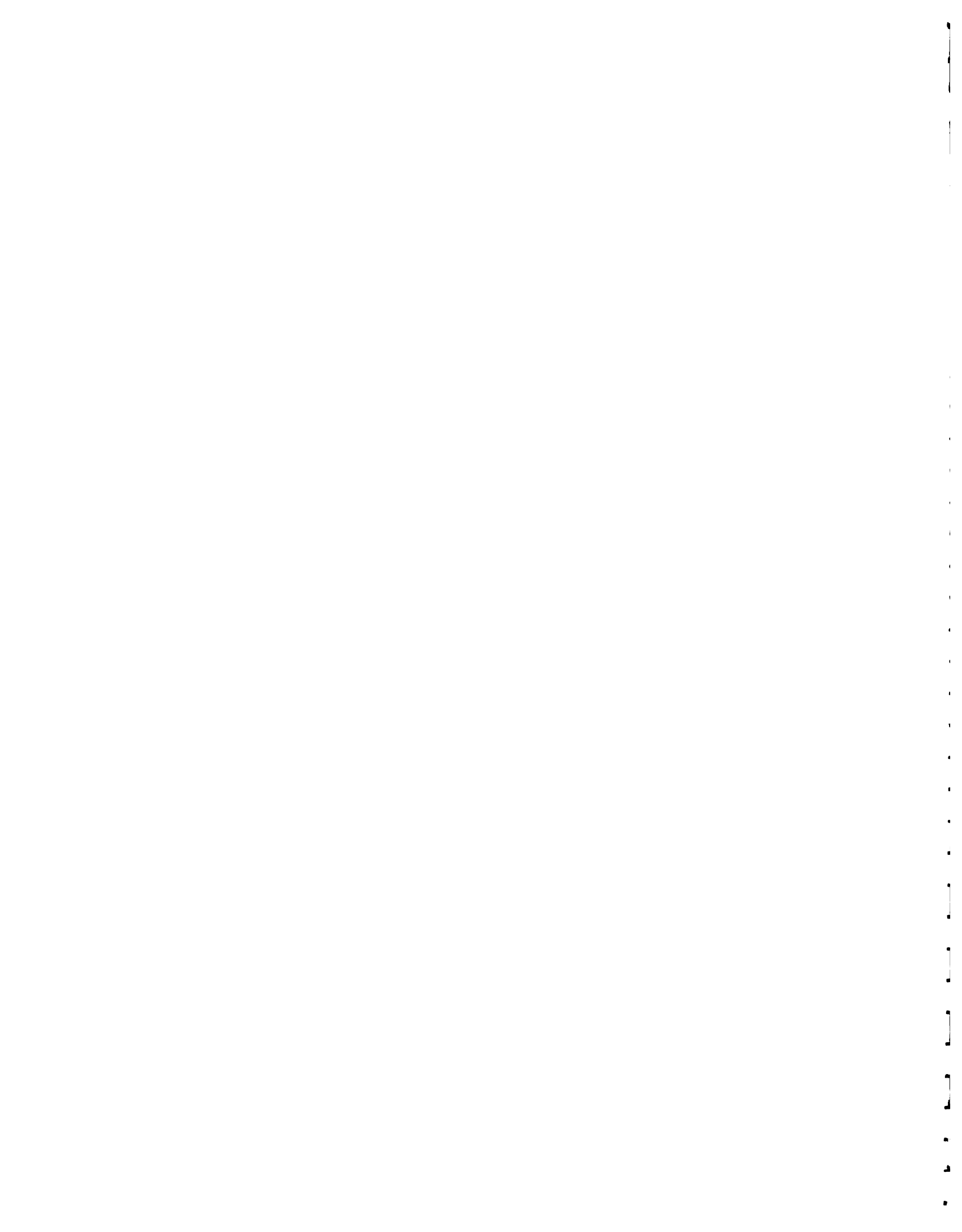
5. Operational experiences

The Association has no marketing and production experiences at this early stage. The Association is presently trying to establish links with other organizations and develop projects.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Association has an informal working relationship with the Ministry of Agriculture and Fisheries. The Fisheries Unit



has agreed to let the association use its equipment to loan to its members.

6.2 With farmer organizations

The Association is directly associated with BAS.

6.3 With regional and international organizations

In September 1991 the MOA funded a FAO project on aquaculture. At the conclusion, FAO proposed three site areas for aquaculture development.

The Association is working with INFREMER, an aquaculture organization in Martinique, on Tilapia fryer imports and information exchange.

Members of the Board have close contacts with fisheries projects in St. Lucia, as a result information is exchanged.

7. Major Problems Encountered and their Causes

The Association, at this beginning stage, is faced with the lack of practical planning experience. Members of the Board have theoretical experience but are in need of practical training.

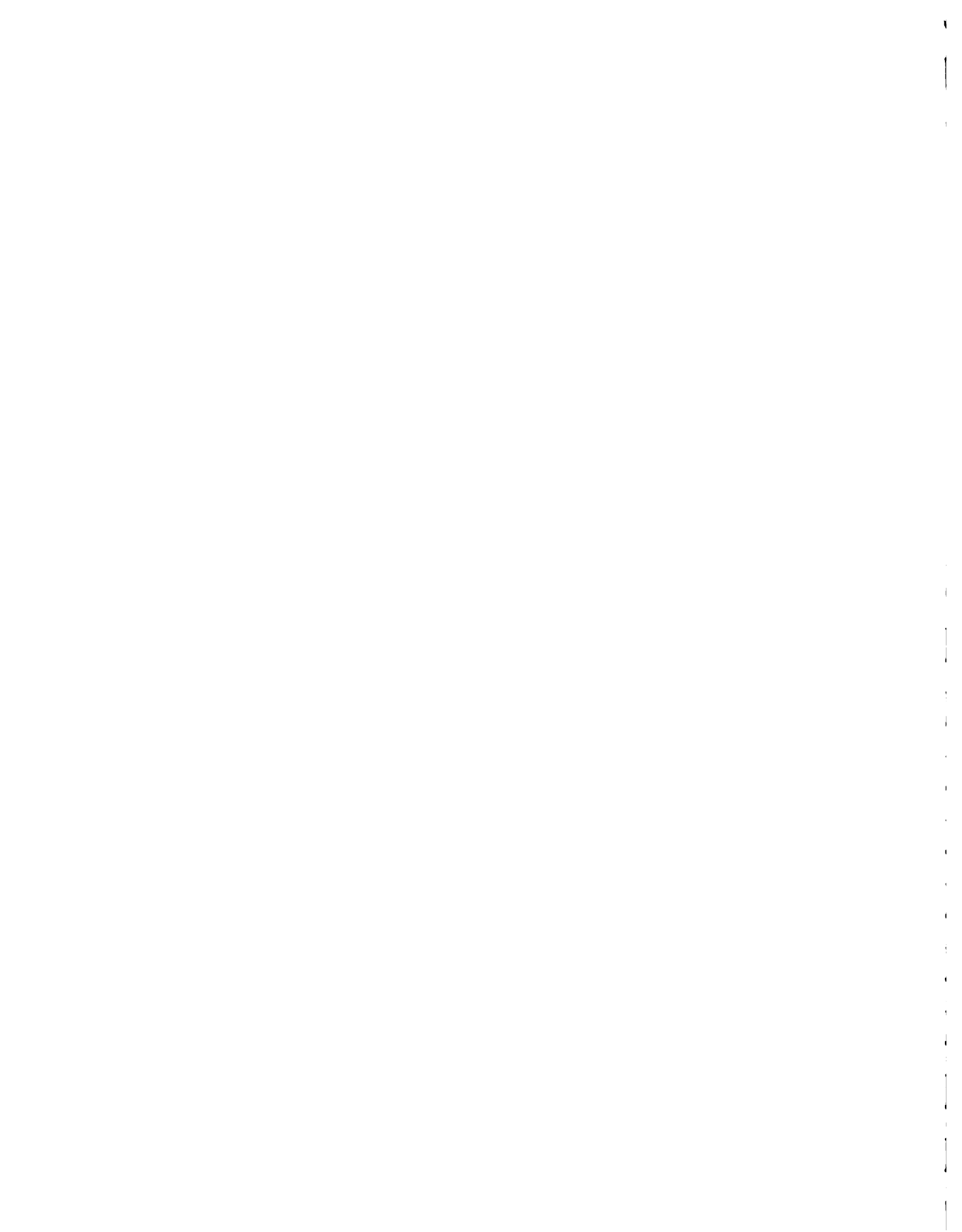
Funding is absolutely lacking. All expenses accrued by the Association, so far, have been covered by the individual members personal accounts.

Consumer taste is a basic problem that the association must overcome when it begins its marketing efforts. In Barbados, the majority of fish consumed is marine. Supermarkets have begun to introduce fresh water, imported, fish, from Trinidad and Tobago and Guyana.

BAS seems to be too busy at times to effectively manage its affiliates.

8. Future Actions and Project Ideas

The main project that is being planned right now involves Baptist College in St. John. The college has land and two large ponds that it has been using to informally raise fish. The Association has offered its technical assistance in return for the use of the ponds. It is hoped that a batch of Tilapia could be raised within the period of six months (December to May-June) and harvested in time to introduce the fresh water fish in the markets when there generally is a lull in marine fish products.



It is necessary that the Association receive help to market the idea, as well as with packaging and distribution. It is hoped that the Government Information Service will help to promote the project but other assistance is necessary.

The Association would like to offer grants and technical assistance in the form of equipment at reduced cost. This would encourage farmers and interest them in the idea of aquaculture as an export generating project.

The Association hopes that subcommittees could be formed, in order to assist the Executive Board. These subcommittees would be responsible for working on specific Association projects. The Executive Board could then become an advisory body and the work load would be spread out and handled more effectively. It is possible that the Association will become a cooperative.

At this point, a lot of information is available from international sources and more information from Caribbean projects is necessary. Projects that have been done on the other islands could provide the Association with more specific and practical information. It has been recommended by the FAO, that individuals from the Association go on a one month tour of the other island projects, in order to gain practical, first-hand experience.

Individual members of the Executive Board are working on their own research and project ideas, in conjunction with individual farmers and plantations in Barbados. In the future these projects could be submitted to the Board and adopted by the Association.



Barbados Society of Technologists in Agriculture (BSTA)

Hythe, Maxwell, Christ Church, Barbados
Phone: (809) 428-4702
Contact: Ms. Ann Martindale, Secretary

1. Background

The BSTA was founded in 1939 as a forum for professional Sugar Technologists to discuss the technical problems of the Industry and to disseminate the latest technology developed locally and in other parts of the world. With some 40 sugar factories in operation, some still powered by wind mills and some modern steam plants, it was necessary to keep all involved, in touch with the latest technological developments.

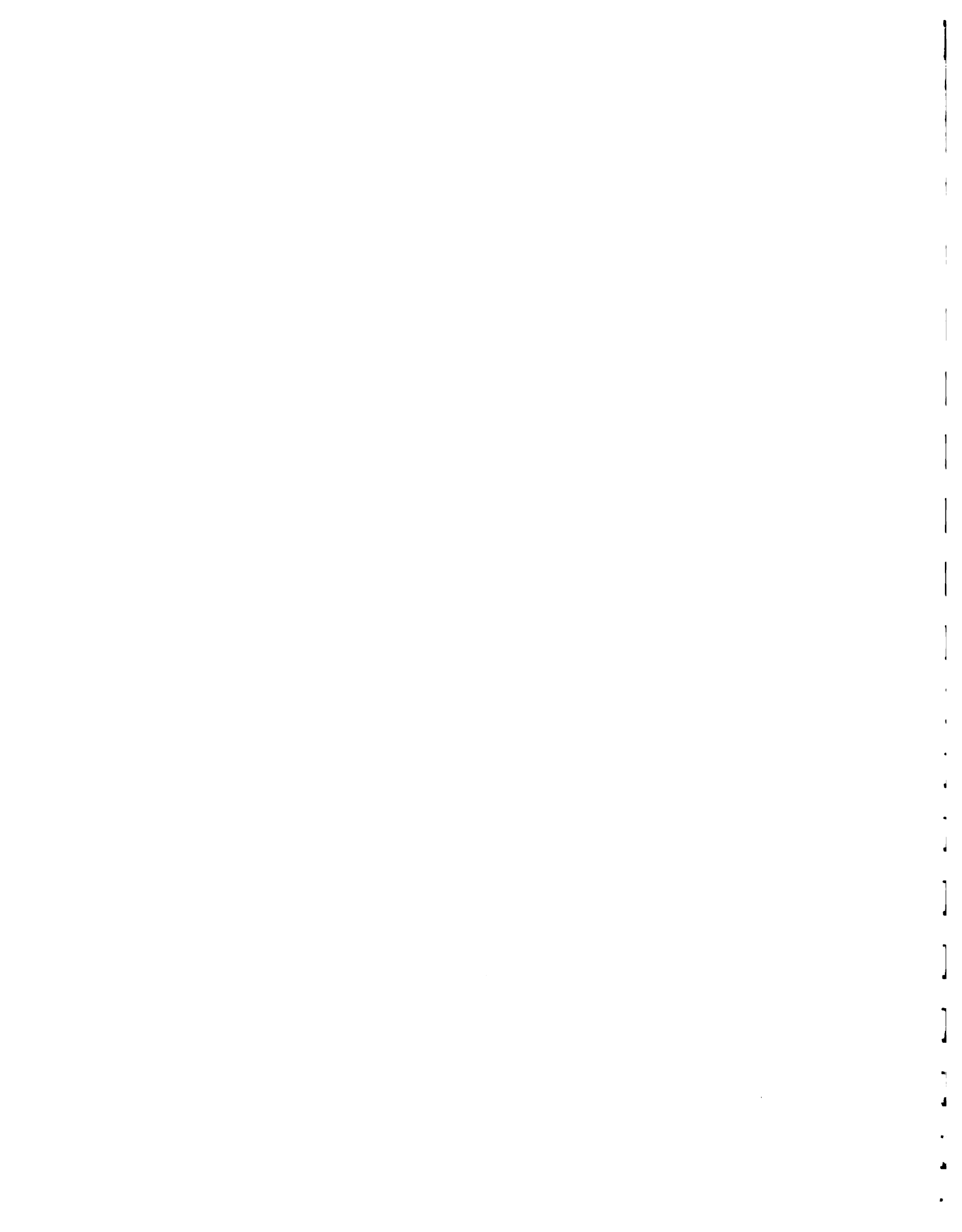
In recent years the emphasis on sugar as a major part of agriculture has changed, it was therefore necessary to change the objectives and direction of the BSTA and hence the change to the Barbados Society of Technologists in Agriculture.

2. Objectives and Goals

The general objective of the Society is to bring together agricultural technologists to promote technical discussions on all aspects of agriculture, including agro-industry and economics.

Specific objectives are as follows:

- a) To hold an Annual Technical Meeting at which technical reports will be presented on agriculture.
- b) To foster free and frank interchange of technical information on all aspects of agriculture.
- c) To promote research and development within agriculture and to actively promote the commercialization of research results to ensure their rapid implementation.
- d) To provide a basis for the affiliation of the BSTA with the International Society of Sugar Cane Technologists and other national and international associations whose objects are similar to those of the BSTA.



- e) To encourage and assist in the improvement of the technical knowledge of persons engaged in agriculture and agro-industry and to promote collaboration between members engaged in research and development activities.
- f) To offer ex-officio membership to Executive Heads of all agricultural organizations in Barbados, General Manager of Barbados Agricultural Development Corporation, General Manager of the Barbados Marketing Corporation, Chief Executive Officer of the Barbados Sugar Industries Ltd. and to the President of the Barbados Agricultural Society, etc..

3. Areas of Specialization

3.1 Products handled

Recent Development Projects include:

- a) Locally produced animal feed.
- b) Weather maps.
- c) Eradication of Johnson Grass

3.2 Marketing functions carried out

Marketing functions are carried out by:

- a) Word of mouth.
- b) Advertising and promotion through the Agricultural division of Plantations Trading Co. Ltd..

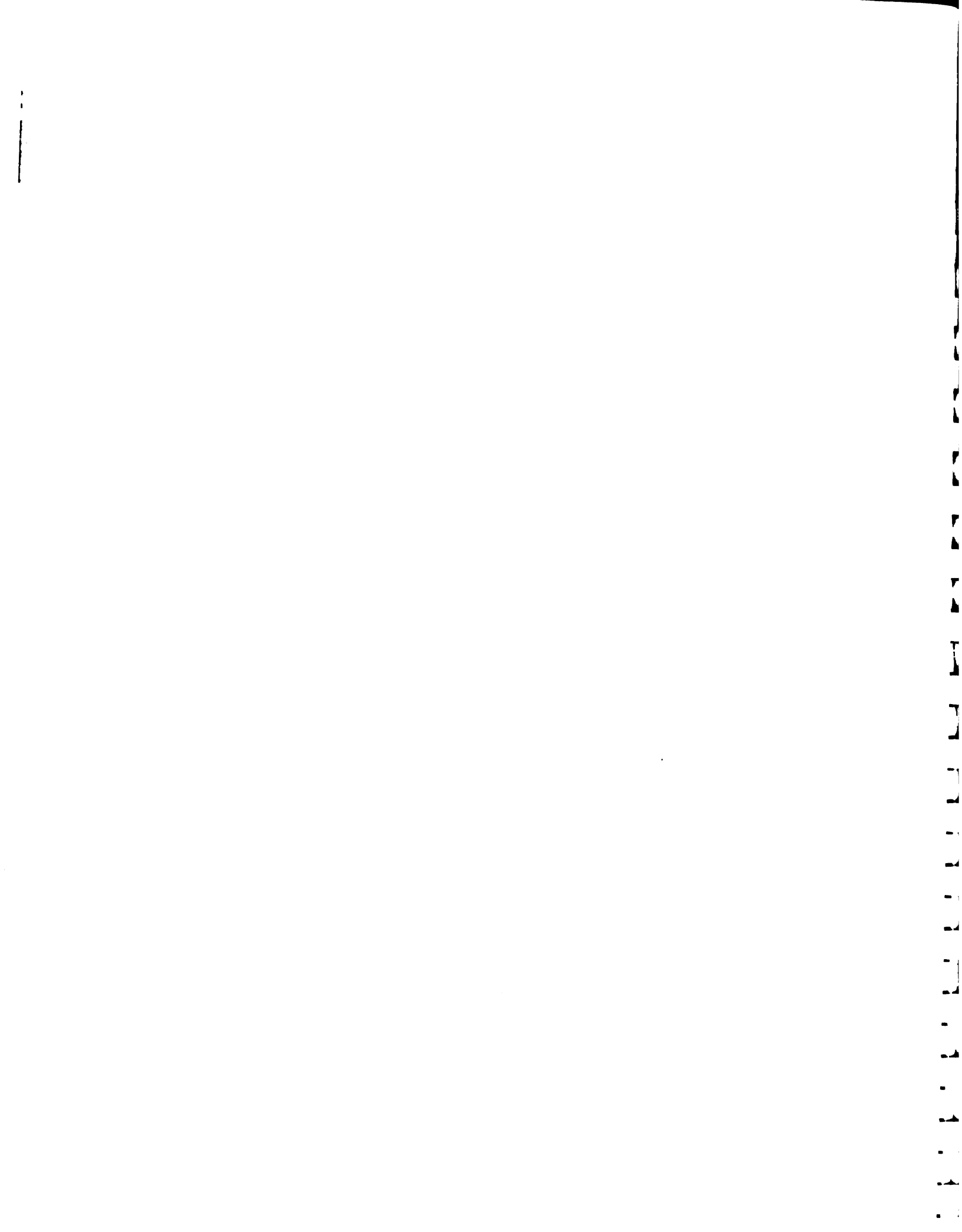
3.3 Other services offered

- a) Various projects such as the eradication of Johnson grass.
- b) Technical assistance to the Barbados Agricultural Society.

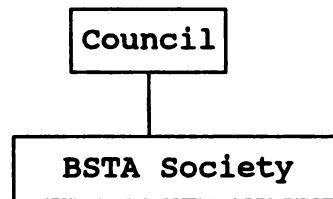
4. Descriptions and quantification of Operations

4.1 Board and method of management

A council is elected at the Annual General Meeting. The Council is comprised of the following: President, Vice-President (Agro-Processing Sector), Vice-President (Crop Production), Vice-President (Livestock Sector); two members representing each sector, two trustees and a Secretary-Treasurer and some co-opted members.



Organizational Chart



4.2 Type and number of members and geographical location

All members are from Barbados. Members are drawn from a wide cross section of professional agriculturalists.

4.3 Type and numbers of employees

The only paid employee is the Secretary-Treasurer.

4.4 Number of centers of operations and location

The Society is not run out of one specific office.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles - none.

4.7 Annual sales by type product (B\$)- none.

4.8 Financial information

BSTA is a non-profit organization, charging fees to members of \$30 per annum and receiving approximately \$10,000 per year as a grant from the Sugar Industry Research and Development Committee for funding an Annual Technical Conference and seed money for projects.

5. Operational experiences

5.1 Experiences in marketing - Not applicable.

5.2 Experiences in production - Not applicable.

5.3 Experiences in other areas

The BSTA is a technical society that offers advice and coordinates technical projects to assist in all areas of agricultural development.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

- a) BSTA makes representation to Government on all issues of national importance to agriculture.
- b) Grant, as noted above of approximately \$10,000 per annum.
- c) BSTA sits on the Research and Development Committee by Act of Parliament.

6.2 With farmer organizations

BSTA provides Technical advice to the BAS. The President of the BSTA is usually a coopted member of the Board of Directors of the BAS and the President of the BAS is an ex-officio member of the BSTA.

6.3 With regional and international organizations

Founder member of the Commonwealth Association of Agricultural Societies
Agricultural Institute of Canada
Barbados Environmental Association
International Society of Sugar Cane Technologists
Caribbean Animal Production Society
Caribbean Food Crop Society

7. Major Problems Encountered

- 7.1 Agricultural production - Not applicable.
- 7.2 Marketing - Not applicable.
- 7.3 Management - Not applicable.
- 7.4 Social, economic and political aspects - none.

8. Future Actions and Project Ideas

The BSTA will continue to hold its annual conference and it is also working with the Agricultural Institute of Canada to organize a confederation of technical, agricultural, associations in the Caribbean.

Cooperative Division - Ministry of Trade

Savannah Lodge, The Garrison, St. Michael, Barbados
Phone: (809) 426-2656
Contact: Mrs. Mertile Jones, Registrar

1. Background

In 1949 Parliament passed the Cooperative Society Act which gave societies the right to become legal entities. A department was established to supervise, organize, and encourage the formation of cooperative societies. All coop business was administered through the Ministry of Agriculture by the Director of the Ministry of Agriculture who also served as the Registrar of the Cooperative Department. In 1961 the Coop Department became an official division of the Ministry of Agriculture and was appointed its own staff of one registrar and three coop field officers. Throughout the 1960's and 1970's the Cooperative Department was transferred between the Ministry of Agriculture and Trade several times. In 1983 it was placed with the Ministry of Trade where it has remained.

2. Objectives and Goals

The Cooperative Department is responsible for overseeing all legal and technical aspects of the registered coops and friendly societies on the island. This includes the registration of societies, the preparation and adaptation of by-laws, the supervision and inspection of registered societies, the settling of disputes and liquidation of the groups, and the auditing of the societies' books. The Department also plays an active part in the education of the general public in order to encourage the acceptance and formation of new coops.

3. Areas of Specialization

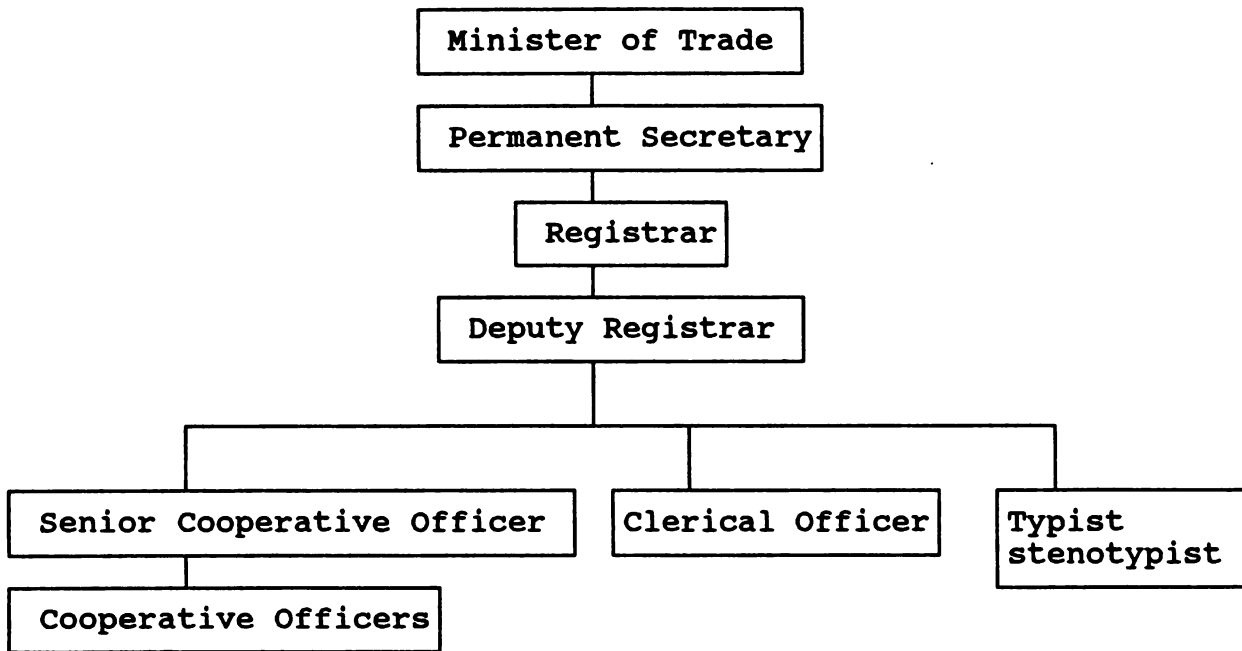
The Coop Department oversees all registered coops and societies.

4. Descriptions and quantification of Operations

4.1 Board and method of management

The Cooperative Department is a division of the Ministry of Trade.

Organizational Chart - upgraded version



4.2 Type and number of members and geographical location

Up to March 1991 there were seventy-seven active cooperatives registered as follows:

Primary:

48 Credit Unions
5 Consumer
1 Fishing
5 Transport
6 Farming
8 Thrift Societies
2 Savings Societies
Total 75

Secondary:

Barbados National Association of Cooperative Societies (BARNACS)
Barbados Credit Union
Total 2

4.3 Type and numbers of employees

Presently the Department has a staff of one registrar, three coop field officers and several clerical officers. In 1989 the staff was upgraded to include several more technical positions, including a senior deputy and three more field officers. However the upgrade has not yet been implemented.

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4.4 Number of centers of operations and location

The center of operations is located at the Savannah Lodge, Garrison, in St. Michael.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles - none.

4.7 Annual sales by type product (B\$) - Not Applicable.

4.8 Financial information

All funding is through the Government budget. The approximate total budget for 1991 is Bds \$484,581.

5. Operational experiences

The Cooperative Department promotes coops through talks to group meetings. In terms of registered coops, it attempts to thoroughly monitor the legal and technical aspects of all coop activities. Problems have arisen due to the Department's limited staff and resources and the large number of cooperatives. (75 in March 1991)

The Registrar is in charge of the administration of the Department, registration, cancellations, promotion and the settling of disputes of cooperatives. The Registrar supervises the inspection, supervision, and auditing of the societies.

The Field Officers organize and promote cooperatives. They are responsible for the auditing of records, the training of cooperative members, and generally work to ensure that each society works within the framework of the Cooperative Society Act rules and regulations.

The clerks serve as support staff for both the Registrar and the Field Officers. They help to do routine document checking, research and the preparations for annual auditing.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Coop Department is directly linked to the Ministry of Trade and subsequently to all components of the Government of Barbados.

6.2 With farmer organizations

The Cooperative Department is linked to those farmer



organizations that are registered cooperatives. As of November 1991 there were seven agricultural cooperatives registered with the Division.

<u>Name</u>	<u>Location</u>	<u>Type</u>	<u># Members</u>
St. Georges Marketing Society	Glebe Land, St. George	marketing	25
Spring Hall Landlease Cooperative Society Ltd.	Spring Hall Landlease Project Friendship, St. Lucy	marketing	12
Barbados Horticultural Society	Balls Plantation, Christ Church	horticulture	48
Barbados Livestock Development Cooperative Society	East Point, St. Philip	marketing	18
South East Farmers Cooperative Society Ltd.	Four Roads, St. Philip	marketing	16
New Castle Farmers Cooperative Society Ltd. (semi-dormant)	New Castle, St. John	marketing	20
Gibbons Farmers Cooperative (semi-dormant)	Gibbons Boggs, Christ Church	marketing	15

6.3 With regional and international organizations

The Department has dialogue with several regional and international organizations including the Caribbean Confederation of Credit Unions, the International Labor Organization's publication section, and several international Cooperative Colleges in England and Canada.

7. Major Problems Encountered and their Causes

- a) The limited staff cannot adequately service the number of cooperatives presently registered nor can it promote, expand and diversify the cooperative system. For example, it has no time to annually audit the records of the registered cooperatives.
- b) There are no in-depth training programs that would provide the Department staff with necessary skills and specialized abilities.
- c) Occasionally the financial sector has said that too many concessions are made to the cooperatives, however this has not been a major problem. The Coop movement has generally been favorably accepted by the community.

8. Future Actions and Project Ideas

There is a need for the staff upgrade to be implemented. It is also essential that training be provided for the staff so that

the Department can better handle its present responsibilities and possibly branch off into the non-credit and agricultural areas. Funding is absolutely necessary for a training program to be implemented.

The Department hopes that in the near future industrial cooperatives will begin to form, since both the need and the skills are there. At this time the Department is working with the National Training Board to organize participants with similar and complimentary skills.

As a result of the Regional Meeting of Registrars in 1988, it was agreed that farmers cooperatives need to play a greater role in the regional and European trade relations. The ILO is presently working on putting a project together, which is entitled The Import/Export Trade Project Between Caribbean and European Cooperatives.

Barbados Agricultural Development Corporation (BADC)

Plantation House, Fairy Valley, Christ Church, Barbados
Phone: (809) 428-0250
Contact: *Dr. Attlee, Brathwaite, General Manager*

1. Background

The Barbados Agricultural Development Corporation was established by an Act of Parliament in 1965. It was set up to facilitate and stimulate agricultural development and diversification and support government's agricultural policy.

The BADC is both a commercial and developmental organization. It has responsibilities to the plantations that it runs on behalf of the government, the crown and the cooperative plantations that it runs as part of the government's development policy. BADC may or may not have the ability to produce sell and lease on the various lands under its jurisdiction, depending on the legal status of the lands.

BADC has contributed substantially to the rural development movement in Barbados. It is responsible for the running of the Spring Hall Project and the Rural Development Project and it has pioneered projects in the areas of small farm irrigation systems, mechanization, exportation of traditional root crops, agro-processing, the development of the dairy industry and soil conservation.

2. Objectives and Goals

- a) To stimulate and facilitate agricultural diversification.
- b) To execute certain agricultural projects identified by the MOA.
- c) To operate on commercial lines, plantations owned by the government.

3. Areas of Specialization

- a) Agro-Rural services: field extension, mechanization systems, irrigation systems, technical backup services;
- b) Provides a link between small farmers and the MOA, ability to access other services available to farmers;

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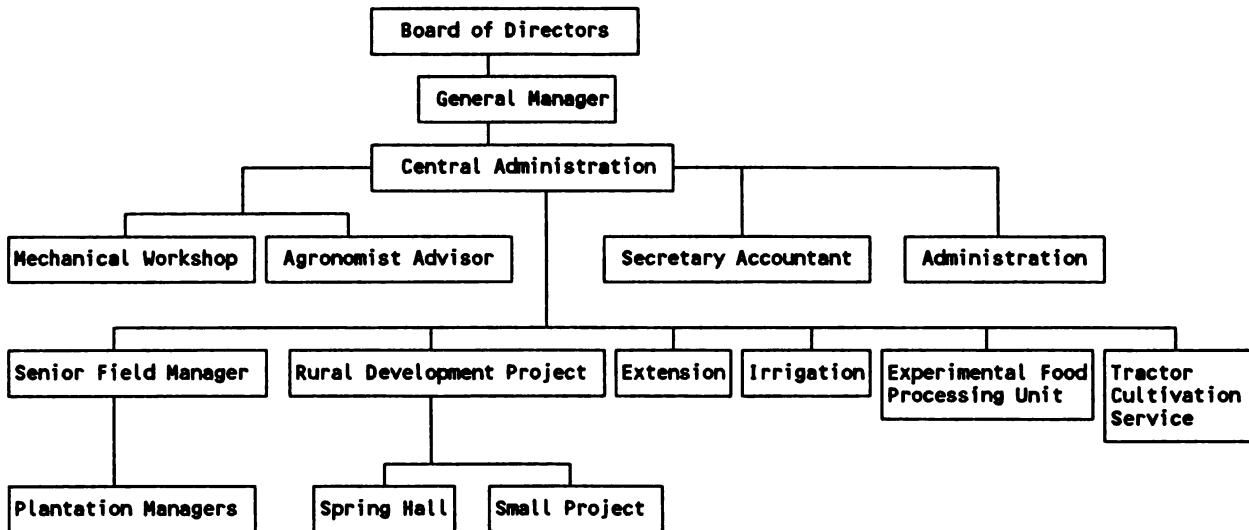
- c) Marketing activities are limited, but BADC works closely with the Barbados Marketing Corporation

4. Descriptions and quantification of Operations

4.1 Board and method of management

The Corporation is overseen by a Board of Directors which decides policy direction. The General Manager answers to the Board and is responsible for the Central Administration, as well as both the commercial and developmental divisions of the organization. The present management system is subject to change. In the future there will be resource divisions for all department areas.

Organizational Chart



4.2 Type and number of members and geographical location

Not Relevant.

4.3 Type and numbers of employees - Not Available.

4.4 Number of centers of operations and location

The Center of BADC is located in Fairy Valley, Christ Church, Barbados, where administration and the departments of Extension, Irrigation, and Mechanization have their offices. Operations are run island wide.



4.5 Other types of infrastructure

The Mechanical Cultivation Scheme headquarter is at Groves, St. George.

The Experimental Food Processing Unit, a Mechanical Workshop, a cotton gin, and the BADC nursery is located at Spencers, Christ Church.

The plantations and areas of operation under BADC are located in the following areas:

<u>Location</u>	<u># of Arable Acres</u>	<u>Irrigated Acreage</u>
Spencers and Coverly, Christ Church	354 / 120	60 acres
Fairy Valley, Christ Church	80	-
Dodds, St. Philip	183	-
River, St. Philip	527.8	-
Bath, St. Philip	217	9 acres
Haggatts, St. Andrew	381.25	-
Bawden and River, St. Andrew	343.5	-
Turner's Hall, St. Andrew	283.5	-
Hope Dairy, St. Lucy	-	-
Bell, St. Michael	288	-

The projected harvested area in sugarcane is a total of 977.3 acres spread among the following plantations: Bath (125.5), Bawden and River (83.75), Bell (200), Haggatts (155.75), and River (412.3).

The projected harvested area in cotton totaled 220.5 acres in 1991. It is very low due to terrible weather conditions: Dodds (42), and Spencers (178.5).

Vegetable production acreage is not broken down by plantation, however BADC as a whole in 1991 is produced: 20.5 acres of yams, 79.25 sweet potatoes, 4 bananas, 91.5 vegetables, 121 tree crops.

4.6 Equipment and Vehicles - Not Available.

4.7 Annual sales by type product (B\$) - Not available.

4.8 Financial information - Not available.

5. Operational experiences

5.1 Experiences in marketing:

BADC has a wide range of marketing experiences due to the variety of agricultural products grown under its supervision. Cane and cotton have established marketing systems operated through the Barbados Sugar Industry, Ltd. and the Caribbean Cotton Industries Inc. (CCIA). Sugar has a guaranteed market



that is sold out through EC and USA quota systems. Cotton is sold to the ginnery in Spencers, which is controlled by CCIA. CCIA is controlled by several Caribbean island governments including the Barbados Government, Japanese interests, and local growers.

In terms of vegetable crops, marketing the produce has proven to be difficult because of the lack of grading and standards. In 1990 an attempt was made to work on the post-harvesting procedure of cucumbers. It was arranged that several supermarkets would sell the cucumbers at different prices according to the grade of the cucumber. Although the project had the potential to encourage local farmers to increase their standards, the project ended because the farmers were unable to supply on a regular basis.

5.2 Experiences in production:

BADC is responsible for continuing the cultivation of sugar cane in the Scotland area of St. Andrew. It is important that BADC continues to grow cane despite the high production costs and the low yields, in order to show support for the national production goals, as well as maintaining the agricultural lands. It is also recognized that cane is still the best way to use these Bajan lands.

Before the Hope Dairy was established, dairy production and processing was operating on a small and simple scale. The dairy was the first large scale processing unit and provided a good example for local industries.

Beginning in the 1970's, BADC began to experiment with intensive and large scale vegetable farming using irrigation systems and soil conservation practices. As a result, farmers are now able to grow crops like sweet potatoes year round and the potential of tree crops like guava and cherries is being recognized. It has also been shown that sugar cane is able to improve soil that has been used by vegetable crops.

The BADC has been asked to underpin the effort to rejuvenate cotton production several times in the past twenty years. In 1985 a large tract of land was allocated for the planting of cotton. However, because of problems with financing, lack of manpower and inadequate equipment production results have been poor.

5.3 Experiences in other areas:

- a) Motor Tractor Cultivation Scheme: The existing department is made up of three branches (Fairy Valley, Groves, and St. Lucy) that, four years ago, had operated separately. The scheme provides

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equipment to farmers throughout the island with the exception of the Scotland district, which has its own specialized equipment to deal with the rough terrain.

- b) The Experimental Food Processing Unit (EFPU): The EFPU was designed to develop new ways of using local products for processing. BADC constructed the Barbados Agro Processing Co Ltd. in order to meet the agro-processing needs of Barbados on a larger scale. BADC built the plant and installed the equipment. Since then it has become public and BADC owns a large block of shares in the company, as payment for the costs accrued in the construction process. The EFPU which usually has a food technician on staff, works with the processing plant.
- c) Irrigation: The irrigation services presently in place originated from the Rural Development Project (RDP). Although the implementation phase of the RDP has finished, the irrigation component continues to be operational and has expanded to include other farmers who were not in the RDP.

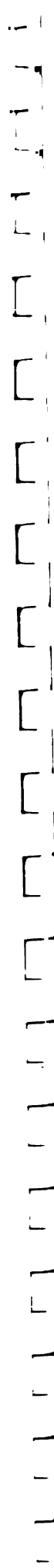
6. Relationships (linkages) with institutions and organizations:

6.1 With Government

BADC is a statutory corporation of the Minister of Agriculture. As a result the Minister of the MOA is responsible for appointing the Board of Directors. The Corporation also receives annual financial resources for its development activities, projects and headquarters. The annual subvention that BADC was due to receive in 1991 was Bds \$3.7 million, however due to the financial difficulties of this past year, this amount has been cut three times. This funding services the headquarter staff, development projects and the irrigation, cultivation, and extension operations.

6.2 With farmer organizations

BADC works with all farmer organizations island wide, as well as independent farmers through extension. BADC works, for example, with the Barbados Sugar Industries Ltd. and the Barbados Agricultural Society. BADC provides subsidized rates for its water and mechanical services.



6.3 With regional and international organizations

Any ties with regional and international organizations are made through the MOA. Any organizations that service the MOA, is extended to BADC. In the past BADC has received training from FAO on issues connected with cottage industries. The Rural Development Project is funded by the IADB and the Spring Hall Project is aided by the CDB. IICA has worked with BADC in certain areas and BADC has an ongoing working relationship with CARDI.

The commercial banks that service the plantations run by BADC give annual loans of 8% interest for the duration up until harvest time. These loans are supposed to be repaid from the proceeds of the harvests.

7. Major Problems Encountered and Their Causes

7.1 Agricultural production

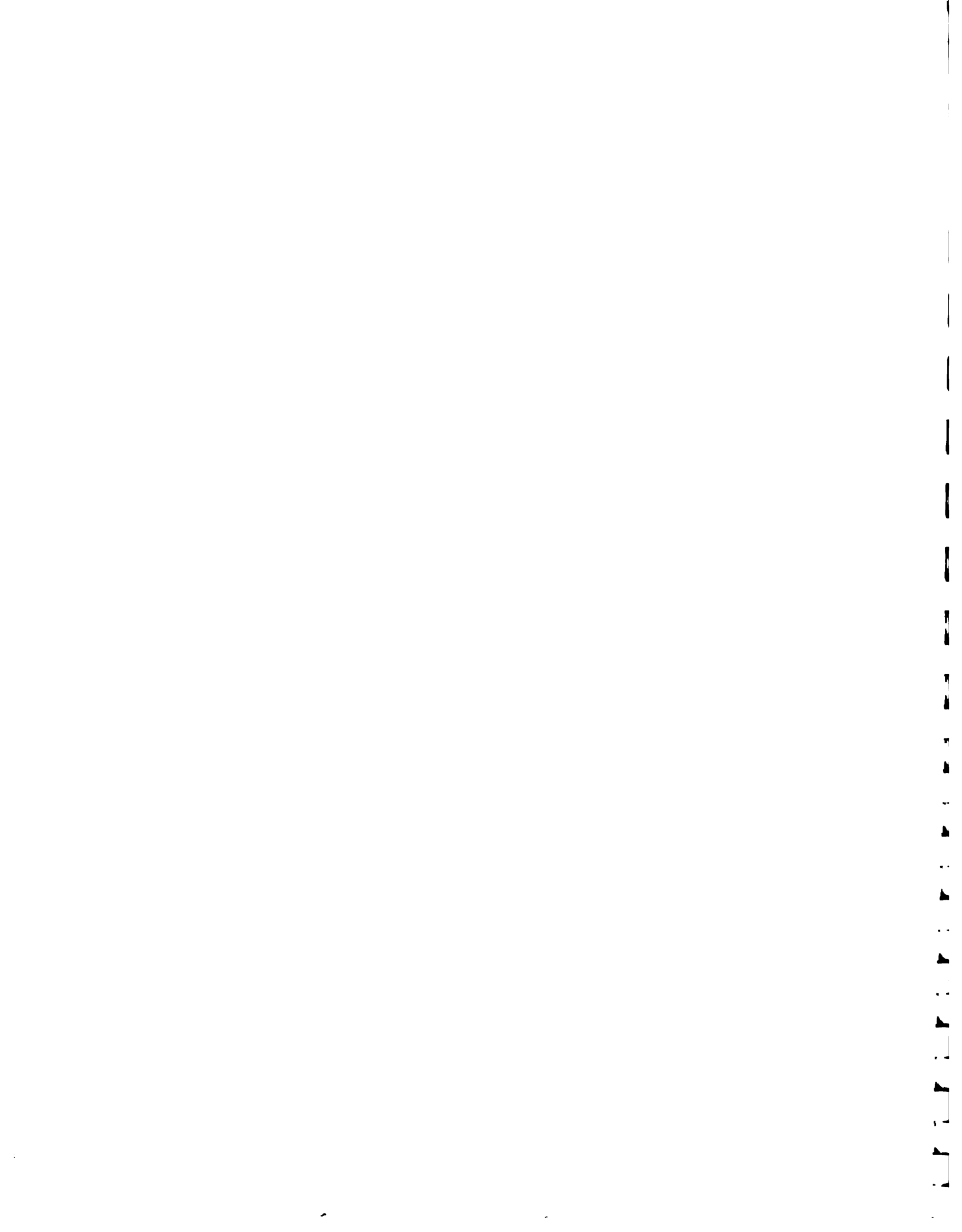
A portion of the land under BADC control can be considered some of the worst in Barbados. Much of it was land abandoned by the private sector and bought by the government to maintain either for continued agricultural use or for farming operations until the transition to industrial or housing sites can be made. For instance, in the Scotland area, the only large tracts of agricultural land intact are owned by the BADC. Despite the fact that these agricultural operations function at a financial loss, it is hoped that in the long run these lands can be utilized for more profitable agricultural use.

The chronic shortage of funds prevent the BADC from repairing and replacing the old mechanical farming equipment. As a result, there is a shortage of suitable equipment to service the corporation's lands as well as its clients.

The lack of long term government planning is a major hindrance to BADC's ability to develop its projects, land and crop systems. Agricultural development demands long term planning, if maximum output is expected.

7.2 Marketing

BADC has had major problems with the exportation of produce due to the high post-harvest damage, unstable product supplies, and the continuous fluctuations of the overseas markets. In the past, persons involved in the exportation process have had very little understanding of the marketing conditions in Barbados.



7.3 Management

At this point in time the management system is not appropriate to the type of organization. Management should be geared more towards development and less restricted by the MOA.

There are no training programs implemented for those involved in all areas and levels of management. There is a weakness in both the accounting and information systems of management as well as on the operational level.

7.4 Social, economic and political aspects

The Motor Tractor Scheme is presently operating under a false economy. First, the hiring rates have not been revised for several years, therefore the cost of maintaining the equipment far exceeds the income generated from the equipment fees. Second, the farmers are granted a direct subsidy from the government. The farmers are able to receive back 45% to 50% of the money they paid out for hiring the equipment. As a result, the demand for equipment far exceeds the service capabilities. Since the rates are so low, full time agriculturalists are not the only clients requesting service and BADC does not have a system to control this public abuse. Other small, public, mechanical, operators have ceased to provide services to small farmers because they are unable to compete with the low prices of BADC.

BADC, as an extension of the government, is asked to carry out experiments for certain crops, such as cotton. In many cases BADC is given a very limited time frame, therefore it is impossible for the Corporation to adequately plan short and long term plans of action.

Since some of the plantations in BADC are considered commercial operations, despite the fact that much of the agricultural work is experimental in nature, it is necessary for BADC to seek assistance through the commercial sector. As a result, large debts are incurred.

Financial resources are always limited. Estates are being supported despite economic losses and any monetary generating project is expected to be turned over for the public sector to run.

8. Future Actions and Project Ideas

The following areas should be expanded, improved or initiated so as to achieve the objectives of BADC:



- a) Tree crops: expanded production of paw paw, guava, and cherries. Trees would also be planted for soil conservation purposes.
- b) Black Belly sheep: improvement and generation project.
- c) Small Farm Irrigation System: Services will continue to be expanded. BADC will continue to lay the lines, run the pumps, and maintain the system for small farmers.
- d) Farm mechanization: The Corporation will continue to provide its services to the public and it is working to eliminate the double subsidy that exists. Efforts should be made to put the scheme on a self-sustaining basis.
- e) Small Farming and Farm Management Systems: development of information concerning processing, availability, alternative costs, and crop rotation.
- f) Privatization and Divestment: new small farm rural development projects are to be developed; efforts are being made to determine the most efficient, minimum size farm that would reasonably support a family. It is also necessary that agrarian and institutional issues be addressed.
- g) Extension, Training and Development: improvements must be made in the areas of logistics, transportation, and transfer of information using fact sheets and other methods.
- h) Nursery and Propagation: Improvement of existing facilities and increased productivity in order that small farmers' needs may be supplied.
- i) Training for BADC Management: improvement of data collection and utilization for decision making; methods of planning and policy making.
- j) In the past few years the local, dairy plants have improved their equipment and increased their output to the point where the Hope Dairy needs to either stop production altogether or be reorganized into a resource to be utilized as a research and training facility.
- k) Land capability studies should be undertaken to recommend most efficient land use of BADC lands.
- l) Market opportunity studies should be undertaken on a regular basis in coordination with CATCO/CFC, BMC and other support organizations.



- m) Plantations with agricultural potential should be operated on a purely commercial basis. Research costs should not be charged to plantation accounts.
- n) Training programs in technical aspects of production, postharvest and marketing should be organized on a regular basis for operations staff.



Barbados Institute of Management and Productivity (BIMAP)

BIMAP Drive, Wildey, St. Michael, Barbados

Phone: (809) 427-3635

Contact: *Mr. Rudolph W. Gibbons, Executive Trustee and
Director-General*

1. Background

The Barbados Institute of Management and Productivity (BIMAP) is a joint effort between the public and private sector. It became a registered, limited, benevolent organization on the 12th day of January 1971 and commenced its first training session on January 31, 1972. BIMAP was officially opened by the Rt. Hon. Errol W. Barrow, Prime Minister of Barbados, on Tuesday, April 25, 1972. This formal opening came at the end of the First Session of Training Programs, and the Graduation of those participating in that First Session was marked on that occasion. BIMAP was established to respond to the needs of the public and private sectors for training in business management and market research.

As a result of successful initiatives and a sound reputation on its programs in Training, Management, and Research, BIMAP has expanded its programs to include ten other Caribbean islands and Zimbabwe.

2. Objectives and Goals

- a) To improve the efficiency and effectiveness of management and increase national productivity in Barbados.
- b) To identify training needs and execute training programs to satisfy those needs.

3. Areas of Specialization

3.1 Products handled

BIMAP 'products' are management training, entrepreneurial training and general business and market research consulting.

- a) Training in Functional Areas of Management: In 1989 BIMAP offered 53 courses in management at three levels.
- b) In-Company Training: Courses covered topics such as



problem solving and decision making, project planning and innovation.

- c) The Diploma in Management Studies Program
- d) Consulting, Research and Advisory Services: The Small Business and Development Program has three objectives: 1) to identify small enterprises in need of assistance, 2) to provide cost-effective counselling, training and accounting services, 3) to promote small enterprise ownership.

3.2 Marketing functions carried out

BIMAP markets its services. Training programs are promoted by all members of staff, the Board of Trustees and the Advisory Council.

3.3 Other services offered - none.

4. Descriptions and quantification of Operations

4.1 Board and method of management

BIMAP's Board is comprised of six members: A Chairman, who is usually always the Chairman of the Barbados Industrial Development Corporation; an Executive Trustee, who is also the Executive Director of the Institute; two members from the private sector; one member from the public sector, who is the Permanent Secretary in the Economic Affairs Ministry, and a representative from a public union.

The affairs of the Institute are managed by the Trustees and an Advisory Council. The day to day management of the Institute is carried out by the Executive Director/Executive Trustee.

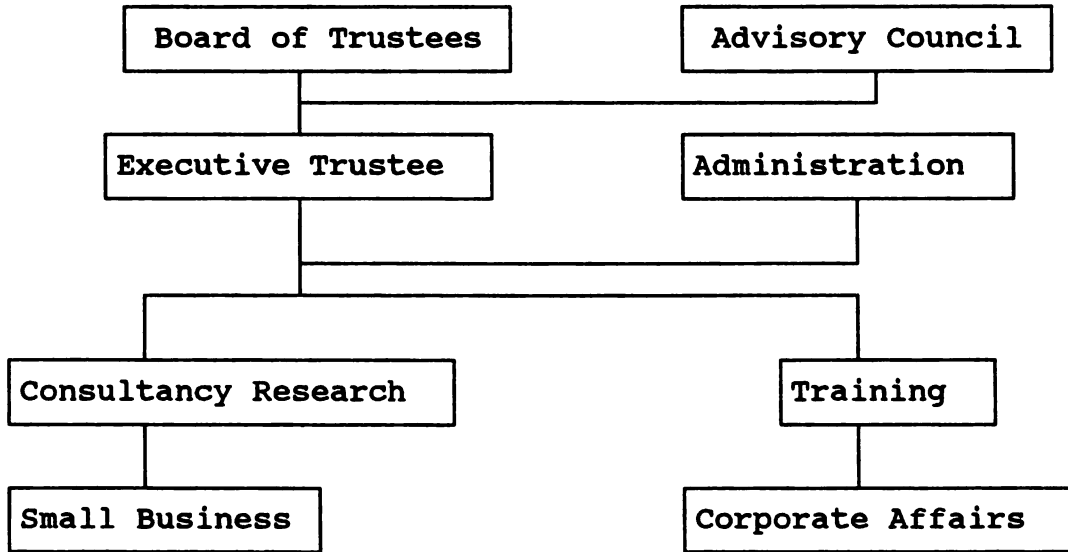
Organizational Chart- See next page.

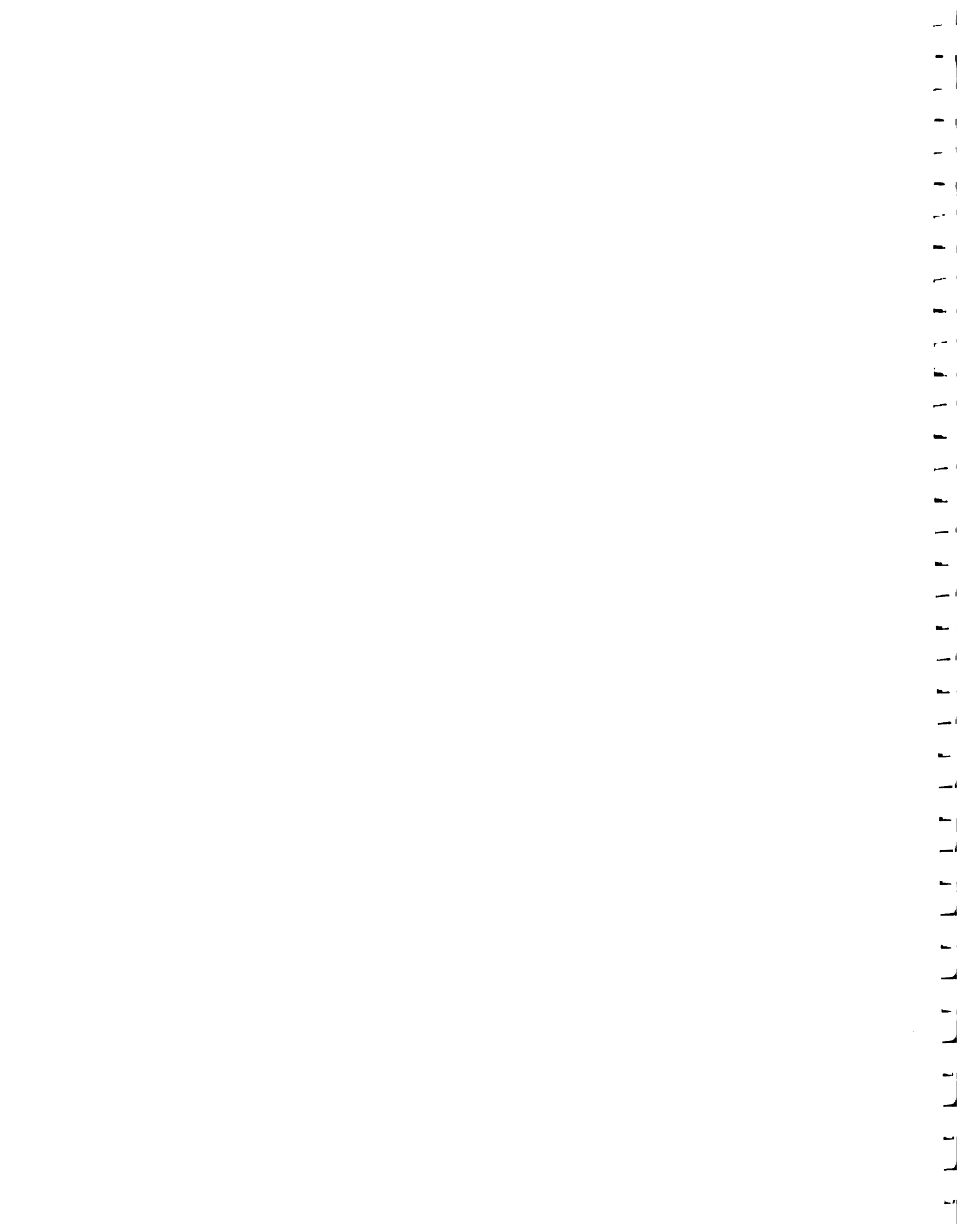
4.2 Type and number of members and geographical location

BIMAP's members come from a cross-section of the public and private sectors. They number just under 200 and can be found island wide. Members pay subscriptions which give them reduced rates on training courses, seminars and workshops, discounts on BIMAP's consulting and advisory services, discounts on BIMAP's publications, free use of BIMAP's library, and provision of a specialist to help in marketing etc.. Subscription fees vary depending on the size of the company.



Organizational Chart





4.3 Type and numbers of employees

Professionals: 13 Ancillary: 11 (full time)
Professionals: 20 (part - time)

These employees work under four areas: Administration, Training, Small Business Development, and Consultancy Research. The Executive Trustee/Executive Director oversees all four divisions.

4.4 Number of centers of operations and location

There is one center located on BIMAP Dr., Wildey, St. Michael, Barbados.

4.5 Other types of infrastructure

Several modern, well equipped classroom facilities.

386 computers and audio visual aids, including video cameras, overhead projectors, film projectors and VCR's. This equipment is used for classroom instruction.

4.6 Equipment and Vehicles - none.

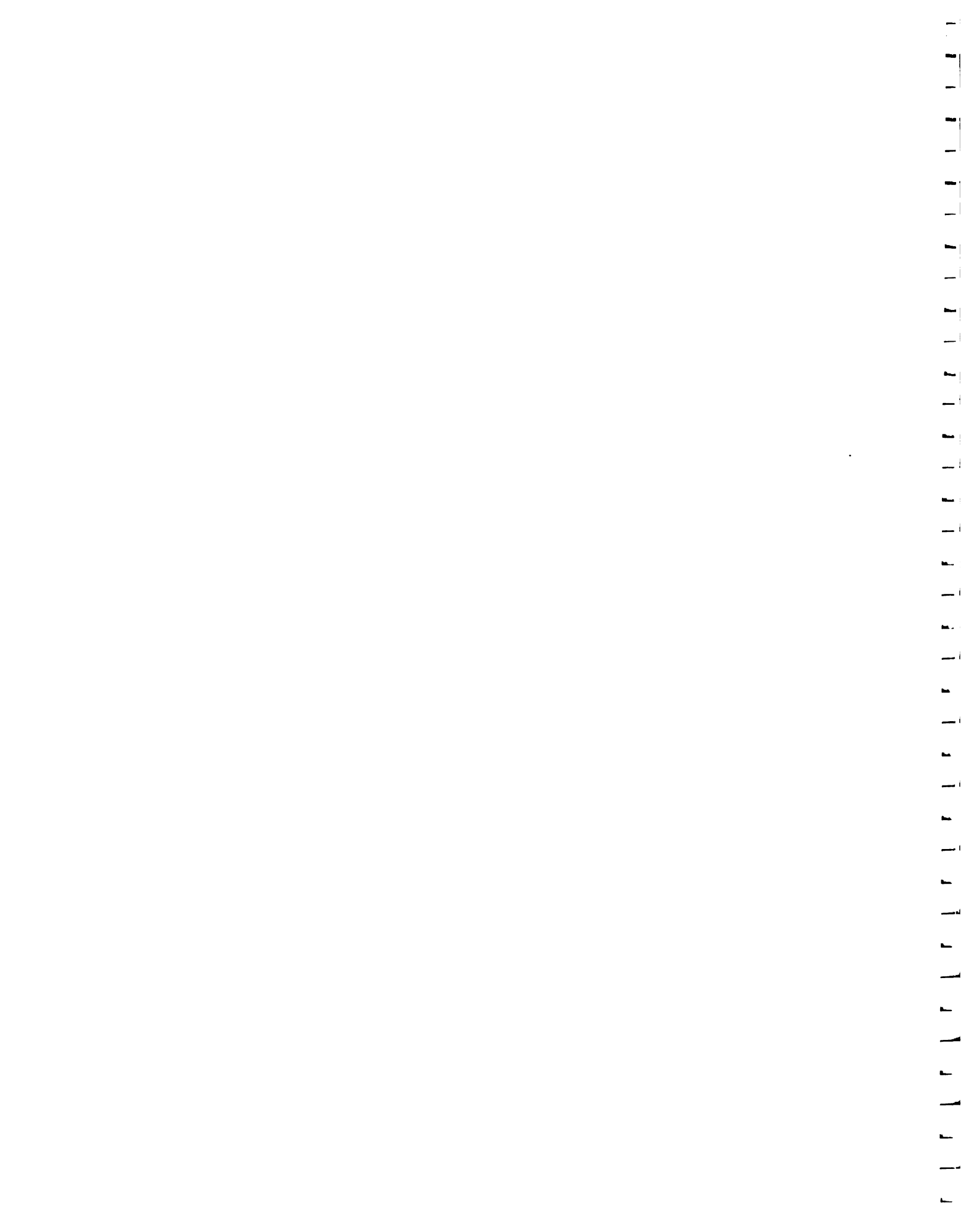
4.7 Annual sales by type product (B\$)

BIMAP has an annual budget of approximately Bds \$2 million. Revenue is made from the Institute's training and consulting fees, membership and subscriptions, and grants and donations. In 1989 the Ministry of Education and the World Bank Education Project provided BIMAP with monies.

4.8 Financial information

Balance Sheet
December 31, 1989

Assets	1989
Current assets	1,295,855
Investments, at cost	899,000
Training manuals, at cost less amortisation of 337,806	84,451
Fixed assets	1,021,803
TOTAL ASSETS	\$ 3,301,109



Liabilities and Funds	1989
Current Liabilities	502,719
Special funds	1,045,351
General fund	1,753,039
Commitment	<hr/>
TOTAL LIABILITIES AND FUNDS	\$ 3,301,109

Statement of Revenue and Expenses
Year ended December 31, 1989

Revenue	1989
Training and consulting fees	885,939
Grants and donations	627,004
Membership and subscriptions	113,200
Other revenue	147,325
TOTAL REVENUE	\$ 1,773,468

Expenses	1989
Staff Cost	1,034,147
Office Administration	184,562
Building and equipment	117,586
Depreciation	41,104
TOTAL EXPENSES	1,377,399

Excess of revenue over expenses for year	\$ 396,069
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5. Operational experiences

5.1 Experiences in marketing

Twenty years experience in the conduct of specialized Marketing courses and also in the completion of consulting assignments in Barbados, the Caribbean, Europe and Africa.

5.2 Experiences in production

Twenty years experience in the conduct of specialized Production courses and also in the completion of consulting assignments in Barbados, the Caribbean, Europe and Africa.

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5.3 Experiences in other areas

Substantial experience in all functional areas of management, entrepreneurship, business development, management information systems, project management, etc..

6. Relationships (linkages) with institutions and organizations

6.1 With Government

The Institute has a cordial working relationship with the government in both the past and present. BIMAP receives an annual educational grant of approx. BDS \$200,000 together with periodic grants for buildings, equipment and special projects.

6.2 With farmer organizations

BIMAP has functional relationships with Barbados Sugar Industry, Ltd., Barbados Agricultural Society and a wide range of small farmers who participate in BIMAP's programs.

6.3 With regional and international organizations

The Institute has a working relationship with Manitoba Institute of Management, Canada, Canadian International Development Agency (CIDA), British Executive Service Overseas (BESO), Small Enterprise Development Corporation, Zimbabwe.

Registered as a (P.V.O.) Private Volunteer Organization with USAID and an (N.G.O.) Non-Governmental Organization with CIDA.

Registered as a Consulting Organization with the World Bank, Inter-American Development Bank, European Development Fund, Commonwealth Fund for Technical Cooperation, UNIDO, UNDP and other UN affiliations.

7. Major Problems Encountered and their Causes - Not Available.

8. Future Actions and Project Ideas

BIMAP will concentrate on the following new project areas in the future:

- a) Establishment of video-training library.
- b) Establishment of training centers, using inter-active video, computer-based material.
- c) Design and implementation of productivity improvement services for Agriculture, Tourism, Manufacturing and other sectors.



Bureau of Women's Affairs
Division of the Ministry of Community Development and
Culture

Philip Drive, The Pine, St. Michael
Phone: (809) 437-8850
Contact: Ms. Marva Alleyne, Director

1. Background

The Bureau of Women's Affairs was established in December, 1976. It was a direct result of the World Conference for International Women's Year, held in Mexico in 1975, and increasing pressure from national women's organizations. The Conference called for countries to address the needs and discriminations against women. In 1976 a resolution was brought forth to Parliament to establish a National Commission on the status of women. The Commission was created with aid from CIDA and was responsible for researching the status of women and to make recommendations. The Women's Bureau was established to serve as a Secretariat for the commission and now continues to serve as a Government monitoring body.

As a result of the Commission's studies, 212 recommendations were made in all areas effecting women. Of the 212 recommendations, 193 have been implemented by the Government, including 43 of the 46 pieces of legislative amendments. It is also important to note that the Bureau's continuing labor has resulted in substantive research to give government material for a plan of action, the new National Policy amendments, and a raising of national consciousness.

2. Objectives and Goals

The general goals of the Bureau of Women's Affairs are:

- a) To establish and to assist the government in identifying and meeting the needs of women.
- b) To monitor the status of women.
- c) To provide the necessary liaison services for local, regional and international agencies.
- d) To provide a mandate for the integration of women in development.



- e) To ensure implementation of government policy and eliminate all forms of discrimination.

The specific objectives are:

- a) To rectify any discrimination under law in legislation which became part of programming as a result of socialization.
- b) To eliminate all forms of discrimination in the employment and wage field.
- c) To encourage women to utilize their skills in income generating projects.
- d) To educate women on their family rights and responsibilities.
- e) To encourage the direct participation of women in church leadership.

3. Areas of Specialization

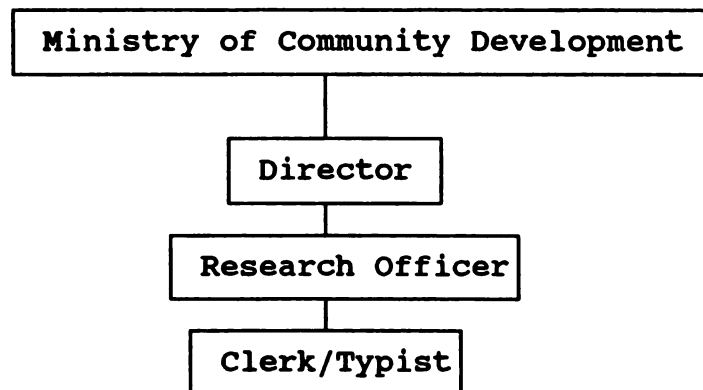
The Bureau functions as a policy formulator, an adviser for all organizations working to further women's development, a liaison to local, regional and International organizations dealing with women's affairs, and it provides and receives technical assistance services.

4. Descriptions and quantification of Operations

4.1 Board and method of management

The Women's Bureau is an agency of the Ministry of Community Development.

organizational chart



Not Applicable.

4.3 Type and numbers of employees

There are three staff members: the Director, a Research Officer, and a Clerk/Typist. Some administrative activities are implemented by the Ministry's administrative staff.

4.4 Number of centers of operations and location

The Bureau is located on Philip Drive, The Pine, St. Michael, Barbados.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles - none.

4.7 Annual sales by type product (B\$)

Not Applicable.

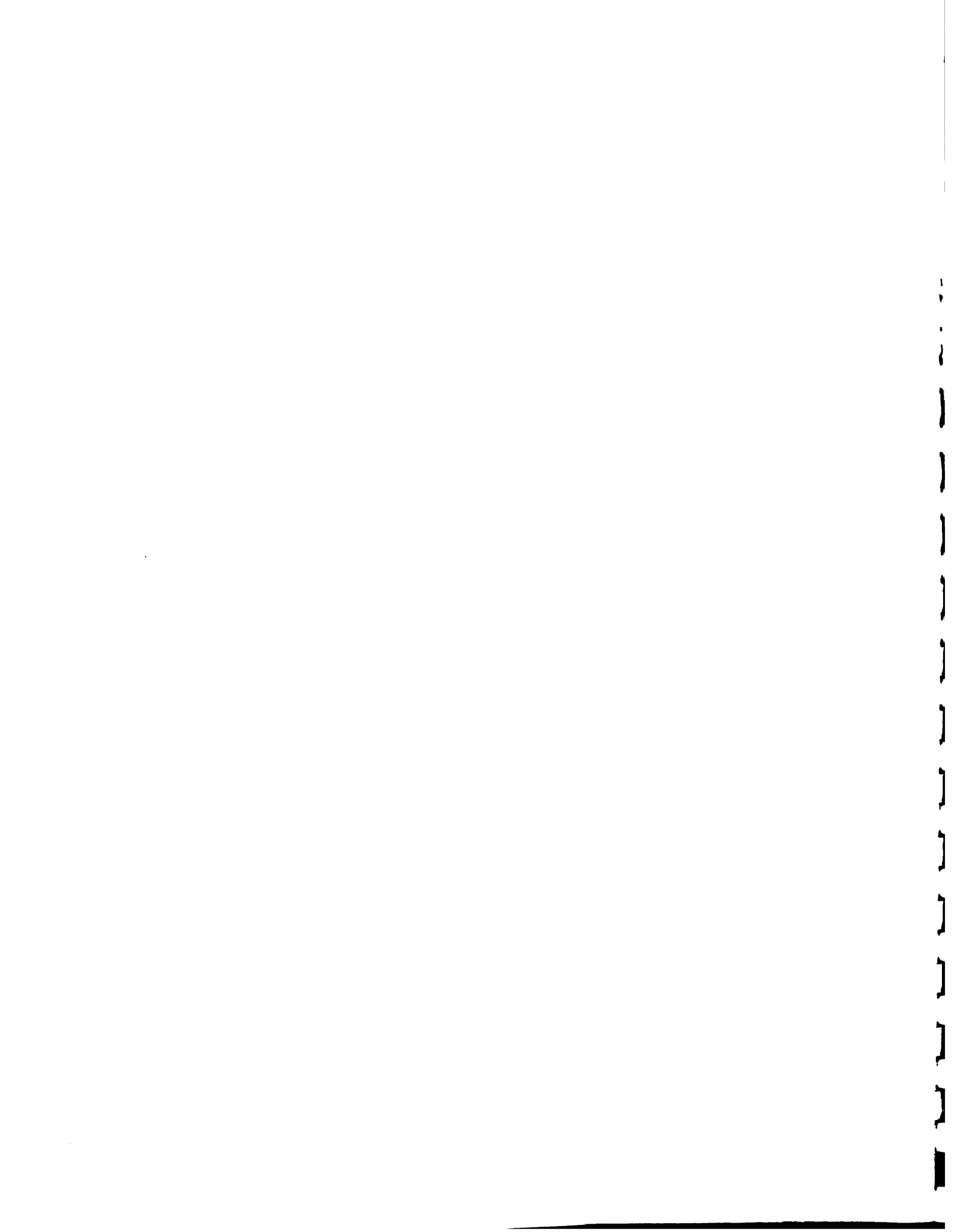
4.8 Financial information

All funding is given through the National budget. Any additional sources of income are received from donor agencies for specific project proposals. Loan assistance has been given in the past by Appropriate Technology International, the CIM/OAS, and the German Foundation, UNDP, CIDA, and the Barbados Government.

5. Operational experiences

The Bureau's program includes the initiation and participation in any activity that furthers the development and equality of women. Past experiences fall in a wide variety of areas, namely:

- a) the training of women in areas such as leadership
- b) public education, inter-agency collaboration
- c) the strengthening of women's organizations and the provision of technical assistance services
- d) preparation and dissemination of information on women's issues and provision of reference services regarding women
- e) representation of the interests of government on policy-making bodies, conferences, seminars, and workshops



- f) legislative reviews and other reform measures for the elimination of discrimination against women;

The Bureau is also responsible for identifying specific needs and helping to establish projects to address those needs. The projects developed serve as models for both the government and the private sector. Projects have been formulated and implemented in such areas as legal aid and income generation.

One specific agricultural project was designed to demonstrate to women and the country that women have the potential to be economically active, especially in the much needed area of import substitution. The project, called Bajan Producers, ran from 1980 to 1985. The project was initiated, established, and monitored by the Bureau until the women were capable of taking over the operation themselves. At that point, the Bureau provided supervisory aid.

Bajan Producers was comprised of forty-eight women and one man trained to preserve local fruit to substitute for the importation of raisins, prunes, and mixed peel. The training components included production, marketing, and quality control. Members of the group were exposed to all areas of business, health standard requirements, funding sources, and the idea of appropriate technology, specifically the solar dryers that were used in the fruit drying process. The products include syrups, relishes, icicles, fruit based fillings, and sauces. The products were bought by national businesses. The project eventually ceased production because of inter-personal problems, however, many of the women now operate individual producing and marketing businesses.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Bureau is an agency of government, Ministry of Community Development.

6.2 With national organizations

The Bureau works with agricultural organizations in response to specific project needs.

The Bureau has the capacity to relate to any organization that wishes to monitor and facilitate women's development. Such agencies and organizations include:

- National Development Foundation;
- Women in Development Limited;
- Committee for the Elimination of Discrimination Against Women and,
- Women And Development



It collaborates very closely with the National Organization of Women which is made up of a total of six thousand women who are members of a variety of organizations associated with NOW.

6.3 With regional and international organizations

The Bureau submits biannual reports to the United Nations and works closely with the Commission for Elimination of Discrimination Against Women and uses the Economic Commission for Latin America and the Caribbean as a resource.

IICA used the products of the Bajan Producers in a seminar on Dry Fruit Projects in Grenada in 1980.

7. Major Problems Encountered and their Causes

Staff inadequacy limits the amount of activity of the Bureau. If more trained staff was available, more projects could be initiated, managed and evaluated. As it is projects are established but not evaluated during the operation nor upon completion.

Lack of funding reduces the number of areas that can be addressed by the Bureau. For instance, it would be beneficial to research development opportunities in the agricultural and business and trade sectors.

The limited commercial sector prevents the development of financial resources from being far reaching in the community. Good Commercial development ideas are very often taken up by the private sector and as a result, very few people actually benefit.

The attitudes and discriminatory behavior that are deeply rooted in the history of the Caribbean region prevent women from achieving their potentials. These social constraints, for instance, allow men to continue to feel that women are able to get by with an extremely limited amount of resources.

8. Future Actions and Project Ideas

The Bureau's two priority needs are increased staff and funding. For example, Field Officers and Project Officers are needed to effectively organize and monitor the Bureau's projects. Funding would allow the Bureau to expand its research and project areas.

The Bureau will continue to pursue its development program and to address the needs of the Barbadian women. Specifically it is finalizing a comprehensive policy that will be used in the revised

Plan of Action for the Government. This Broad Based Policy will include recommendations for the areas of education, health, and agriculture and otherwise ensure that the initial recommendations put forward by the Commission in 1976, continue to be worked on. The Bureau will proceed to work on legislation and other programs that address the topics of violence against women, and women in business and politics.

The Bureau recognizes that there has been natural progress in the way men and women interact with each other. Men are becoming more accepting of the fact that women have equal rights in all areas of living, from family to business. There are very positive signs of change especially among young men and women. However, there are still many social barriers that need to be dissolved if progress is going to be continued.

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Women and Development Unit (WAND)

c/o School of Continuing Studies
The Pine, St. Michael, Barbados
Phone: (809) 436-6312
Contact: *Peggy Antrobus, Tutor Coordinator*

1. Background

WAND was introduced in the context of the United Nations Decade for Women. The Decade's purpose was to promote actions and programs that would help to ensure equality between the sexes and the "full integration of women into the process of development" By 1977 most Caribbean governments had endorsed the Plan of Action that was established in 1975 in Mexico City, at the World Conference for International Women's Year.

The Women and Development Unit was established in August 1978 as a result of a seminar on the Integration of Women in the Development of the Caribbean held in Jamaica in 1977. It was then decided that the Unit should be within the framework of the University because of its role in the social, economic and political development of the English speaking Caribbean countries. The Extra Mural Department was chosen as the Unit's location because of its already existing structural network among the countries associated with the university, its history of developing adult education programs and its autonomy from the normal university structure.

2. Objectives and Goals

WAND's three major objectives are to build: 1) the capacity and capability of individual institutions and organizations to assist women in their development, 2) the consciousness of Caribbean women and men from community to policy-making levels regarding issues concerning women's role in development, 3) cohesion in programs for the integration of women in development at national and regional levels.

3. Areas of Specialization

WAND has seven areas of specialization:

- a) **Technical Assistance:** in the areas of preparing feasibility studies, project planning, project analysis and evaluation, exchanges between Caribbean countries, and securing experts from abroad.

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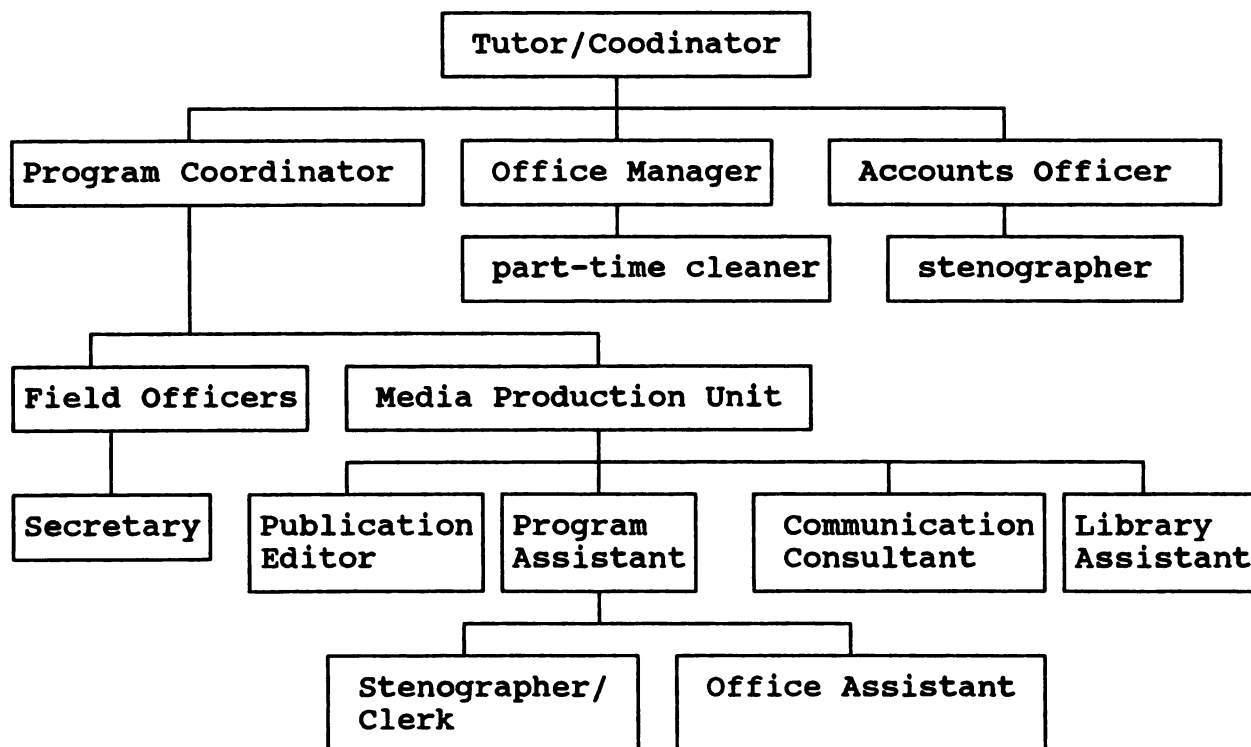
- b) **Training:** assist in program development by training trainers, resource persons and leaders in developmental programs.
- c) **Communication:** the utilization of all communication media and forums to increase awareness of women and developmental issues.
- d) **Collaboration:** with the programs of other agencies including CARICOM Secretariat, ECLAC (Economic Commission for Latin America and the Caribbean), and CIM (Inter/American Commission for Women of the OAS).
- e) **Linkages:** with local and foreign funding agencies to help provide funds and technical assistance for projects.
- f) **Facilitation:** of the development of a variety of other programs for women in the Caribbean.

4. Descriptions and quantification of Operations

4.1 Board and method of management

WAND has an Advisory Committee that advises the Unit with respect to programs. It meets annually and shares the Unit's information with regional agencies.

Organizational Chart





4.2 Type and number of members and geographical location

WAND serves the entire Caribbean region.

4.3 Type and numbers of employees

There is a permanent staff of nineteen and two part-time positions, plus consultants are extensively used as well as staff from other agencies.

4.4 Number of centers of operations and location

The Unit has its office in Barbados at the School of Continuing Studies, The Pine, St. Michael, Barbados.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles - none.

4.7 Annual sales by type product (B\$) -

The only type of product that WAND sells are the publications it produces.

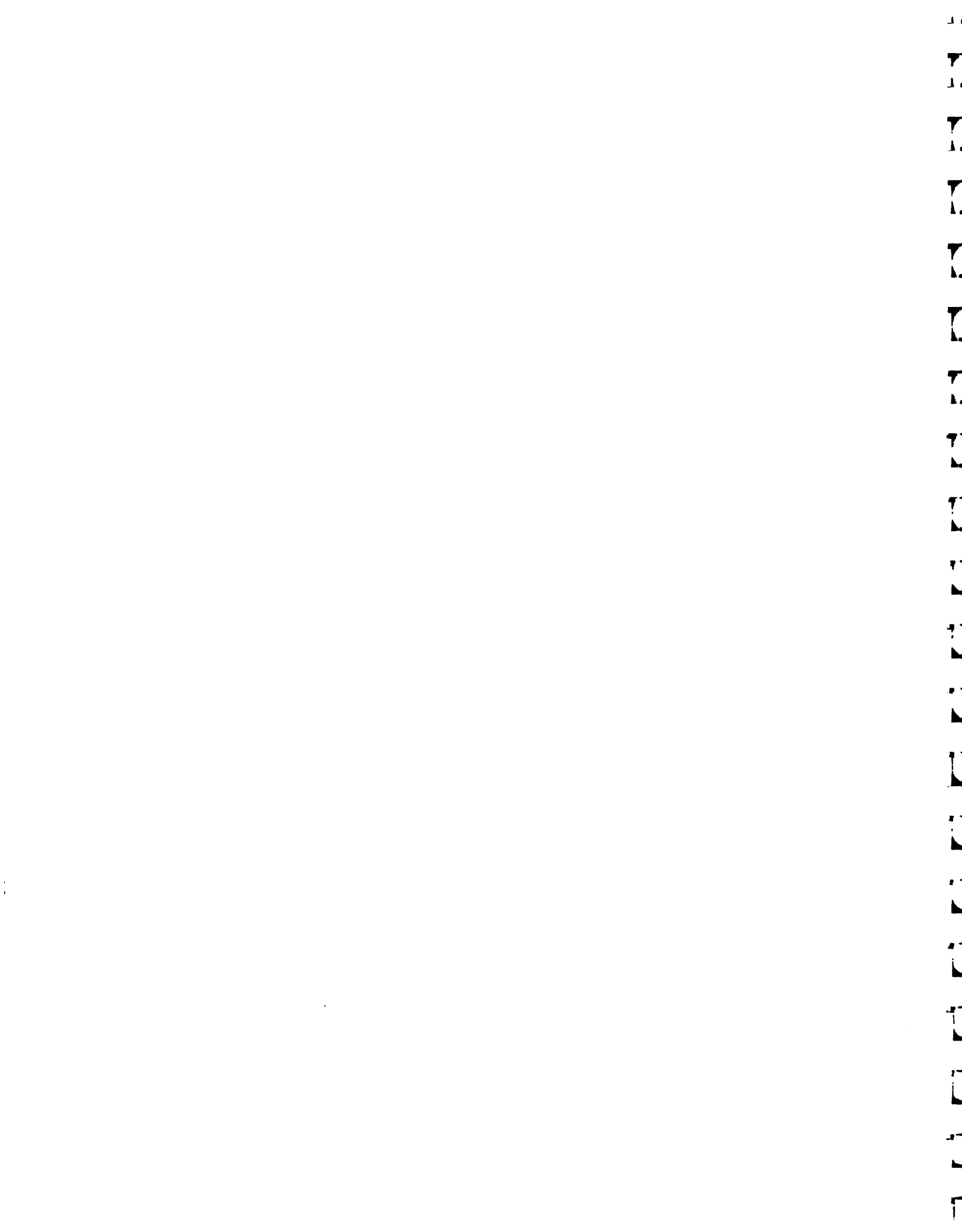
4.8 Financial information

WAND must raise its own funds from a combination of National, Regional, European and North American agencies.

5. Operational experiences

WAND has changed its focus during its years of operation. In the beginning the Unit specialized in short-term technical assistance to new women's projects and programs, such as those within the structure of government bureaucracies. As early as the third year, there was a shift in focus, as it was recognized that there was a need for a more in-depth approach to assistance. As a result WAND played a part in the development of specific pilot projects to test new approaches and further integrate women in the development process. Recently, WAND has become an increasingly political and cultural/feminist organization which seeks to encourage women to promote changes in the system. WAND's most recent priorities include work in the areas of rural development, health, and youth.

WAND's work with CARDATS (Caribbean Rural Development Advisory and Training Services) is a good example of the work that it has done in the rural development field. It worked with CARDATS to introduce gender analysis into their programs with small farmers in Grenada and St. Lucia. It was hoped that female farmers could improve their social and political status by "defining the



services, resources and technologies which would enable them to improve the conditions under which they perform their dual roles in social reproduction and economic production."

In Barbados WAND has worked with the youth employment project called People of Tomorrow. The program which began in 1985, is no longer active, however, the Unit is hoping to rectify it in the future. In the past the program operated as a radio call-in program and follow-up counselling, workshops and training, which took place at WANDS's office.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

WAND cooperates with any ministry involved in community development and women's development issues, such as the Women's Bureau.

6.2 With farmer organizations

WAND works with farmer organizations interested in promoting women's development, as was the case with CARDATS in St. Lucia.

6.3 With regional and international organizations

The Unit has a wide variety of international ties, ranging from CARICOM to IWTC (The International Women's Tribune Center) which provides technical assistance. It is also directly linked with the University of the West Indies - Cave Hill - Women in Development Studies Program.

7. Major Problems Encountered and their Causes

Major problems include funding and limited staff resources. As a result of these two problems and the high cost of hiring consultants, it is difficult to provide project follow-up and only a limited number of regional activities can be arranged.

8. Future Actions and Project Ideas

The Unit is presently working on improving the Women's Studies Program at Cave Hill. There will be a greater emphasis on the ground work theory, more focus will be on research, field work, and regional programs.

The Unit will continue to increase its linkage and networking programs.

More emphasis will be placed on the areas of: health (a project that links Barbadian women with Nigerian and Brazilian women), programs that deal with the problem of violence against women, and traditional medicine.

The Unit is working in conjunction with the Caribbean Policy Development Center, providing input to government policy that focuses on gender and alternative development strategies.



Women in Development Limited (WID)

Bay House, Bay Street, Bridgetown, Barbados
Phone: (809) 436-6312
Contact: Ms. Lynn Allison, Executive Director

1. Background

In 1978 it was recognized that there was a need for loans to women who had small incomes and no collateral. At that time WID was organized and became part of the Women Development Inc. based out of Washington D.C. as a non profit organization. Its first program office was based in the Dominican Republic (MUDE). The WID Ltd. Barbados Office officially opened in January 1979.

2. Objectives and Goals

The main objective of WID is to assist low-income persons, specifically women, in creating income generating opportunities. Specific objectives are oriented to facilitate credit and technical assistance; to assist women obtain job opportunities and to provide training in priority areas.

3. Areas of Specialization

There are four main services provided:

- a) **Loan Program:** to provide credit and technical assistance for small business development. Small loans are given to a wide variety of businesses in four areas, including manufacturing, services, agriculture, and retail. The amount of money provided by the loans can be as little as a few hundred dollars and up to Bds\$ 20,000 dollars.
- b) **Placement Center:** To link job applicants to job opportunities.
- c) **Apprenticeship Scheme:** To place clients in on-the-job training situations.
- d) **Training Center:** To provide skills training and business courses.



4. Descriptions and quantification of Operations

4.1 Board and method of management

The Board of Directors is comprised of professional women and men who have expertise in a wide variety of fields. Its responsibilities include decision making, providing advice, formulating policy and monitoring program activities. It is comprised of a President, Vice-President, Secretary, and Treasurer and four standing committees: 1. Finance and Fund-raising, 2. Loan Committee, 3. Public Relations, and 4. Planning.

Organizational Chart - In the process of revision.

4.2 Type and number of members and geographical location

As of September 1991, there were over two hundred portfolios. 85% of the portfolios are exclusively for women.

4.3 Type and numbers of employees

At this time (November 1991) there is one Executive Director, two Field Officers, one Financial Controller, an Executive Program Officer, one Loans Clerk, one Placement Center Coordinator, a Receptionist/Cashier, and a Messenger/Clerk.

4.4 Number of centers of operations and location

WID is located in the Bay House on Bay Street, Bridgetown, Barbados.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles

Three computers, a typewriter, and furnishings.

4.7 Annual sales by type product (B\$) - Not Applicable.

4.8 Financial information

Over the past ten years WID has received approximately BDS\$2,000,000 in grants for credit, training and technical assistance and over BDS\$1,500,000 in loans for sub-lending to the micro-business sector. Major funders include: the Barbados Development Bank, Barclay's Development Fund, Canadian International Development Agency, the Caribbean Association of Industry and Commerce/Small Enterprise Assistance Project, Foundation For International Training, the Inter-American

Development Bank, United States Agency for International Development, and the U.S. Peace Corps.

5. Operational experiences

Experiences vary with the individual client portfolios, however several lessons have been learned. It has been recognized that WID cannot be successful with its clients if it approaches them with a limited business focus. As a result WID uses a holistic approach which includes business education and specifically designed marketing and production systems. Loan clients are given short and long term supervision and attention of the field officers is on a regular basis. WID, as a development agency, also provides its clients with linkages to appropriate supporting organizations.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

WID works closely with the Women's Bureau, the Ministry of Trade - Small Business Committee, and the Ministry of Labor - Small Projects Committee.

6.2 With farmer organizations - none.

6.3 With regional and international organizations

WID belongs to AWID (American Women in Development) and MUCIA (Midwest Consortium for International Activities). It is part of ECODF (Eastern Caribbean Organization of Development Foundation) and it receives assistance from the EEC and the UNDP and has links with both the CDB and BDB banks.

7. Major Problems Encountered and their Causes

There are two major problems encountered by WID. The first is funding for the high overhead costs and the second is the shortage of staff. In order to expand operations and more effectively manage the present portfolios, more field staff and another financial officer is needed and a training officer position should be created.

In the process of creating and developing the WID program, several destructive social norms and barriers have had to be faced. Especially in the early stages of WID's program, it was very hard to convince women that the small income loan system worked and as a result women were very reluctant to take loans. Then of course there was the basic attitude that women should not be involved in

business in the first place. Gradually, as WID has built up its good reputation and become part of the community, women and men are actively seeking its assistance.

8. Future Actions and Project Ideas

One specific project is now in the planning stage. It is the creation of a training position which would be responsible for teaching individual clients the essential components of running a small business. The CDB is providing a technical assistance grant to hire a training person for two years. It is hoped that by the end of that period, the position would be self supporting.

In January of 1992 there will be two new staff positions filled, that of a Technical Assistant Coordinator and another Loan Officer.



Barbados National Association of Cooperative Societies Limited (BARNACS)

Corner of James Street and Synagogue, Bridgetown,
St, Michael, Barbados
Phone: (809) 436-2270
Contact: Mr. James Paul

1. Background

For years, the cooperatives in Barbados had been operating in isolation. The contacts between the different cooperatives and the groups within the "cooperative sector" were minimal. Without much success the credit unions had been trying again and again to activate the Barbados Cooperative Credit Union League.

In 1981 interest had increased to the point where new efforts were made to resuscitate the dormant Credit Union League, however, this time the leaders were supporting a system that included the entire gamut of cooperatives. Thus, from the outset, BARNACS was to become the national apex body of all cooperatives in Barbados. During the pre-registration meetings up to the first Annual General Meeting, financial cooperatives as well as agricultural, consumer, fishing and transport cooperatives were present.

BARNACS was officially formed on March 19 1981. The first three years of its existence it was able to do very little due to insufficient funding. Eventually the Government agreed to provide the organization with a subvention and accommodation, in order to cover part of its operational expenses. From that point on, BARNACS was able to develop its programs and membership portfolio.

Over the years the role of BARNACS has changed. In the beginning the association was formed for the purpose of promoting the interest of the cooperative sector in general and it was expected to play a developmental role in the cooperative sector. The emphasis has changed since its conception, and now the organization targets its support services to the non-credit union or non-financial sector of cooperative activity.

2. Objectives and Goals

The objectives of the Association are, through being the umbrella apex organization for all cooperatives in Barbados, to promote the cooperatives sector of the economy into a strong, self-sufficient movement and to assist its members in all aspects of their operations.



3. Areas of Specialization

BARNACS specializes in:

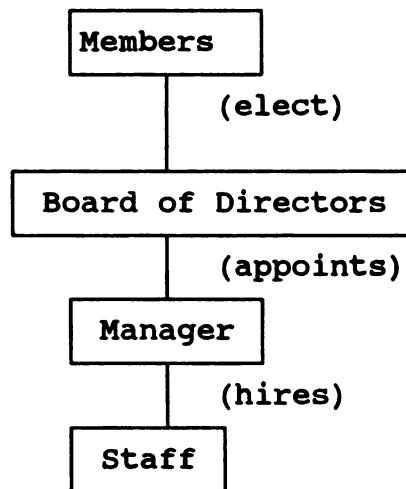
- a) management of investments
- b) providing accounting services
- c) designing and providing educational services

4. Descriptions and quantification of Operations

4.1 Board and method of management

The Association has a Board of Directors consisting of six members who have been drawn from the boards of individual member societies of BARNACS.

Organizational Chart



4.2 Type and number of members and geographical location

There are a total of 21 cooperatives affiliated with BARNACS. Of these, 9 are financial cooperatives with a total of 18,646 individual members and 12 are non-financial cooperatives with a total of 1,459 members. Out of the 21 cooperatives there are five agricultural affiliates.

4.3 Type and numbers of employees

The organization currently has a staff of two full time persons and one part-time member. The staff includes a Manager, an Education Officer, and an Administrative Assistant.

4.4 Number of centers of operations and location

The Association is located on the corner of James Street and Synagogue, Bridgetown, Barbados.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles - none.

4.7 Annual sales by type product (B\$)

BARNACS is a service organization and does not market any produce. In 1990 BARNACS generated a total of \$ 1,600 from membership subscriptions and \$ 20.00 from entrance fees.

4.8 Financial information

Balance Sheet 1990

	ASSETS
FIXED ASSETS	\$ 39,749
LONG TERM LOANS RECEIVABLE	236,474
CURRENT ASSETS	
Cash in hand and bank	34,160
Accounts Receivable	35,143
Inventory	2,192
Short term loans receivable	28,523
Current portion of long term receivable	177,367
Fixed deposits	52,100
TOTAL ASSETS	605,708
LIABILITIES AND MEMBER'S EQUITY	
CURRENT LIABILITIES	
Bank overdraft	4,106
Accounts payable	30,171
Due to Depositors	123,000
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	157,277
LONG TERM LIABILITY	457,129
DEFERRED GRANTS	27,468
MEMBERS EQUITY	
Stated capital	9,125
Reserve Fund	12,533
Accumulated Deficit	57,824
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TOTAL LIABILITIES AND MEMBERS' EQUITY	\$605,708
DEFICIT FOR THE YEAR BEFORE	
GOVERNMENT GRANT	(76,007)
Grant from Government of Barbados	40,000
DEFICIT FOR THE YEAR	36,007
ACCUMULATED DEFICIT	
- beginning of the year	21,817
ACCUMULATED DEFICIT	
- end of year	57,824
	=====

5. Operational experiences

INVESTMENTS

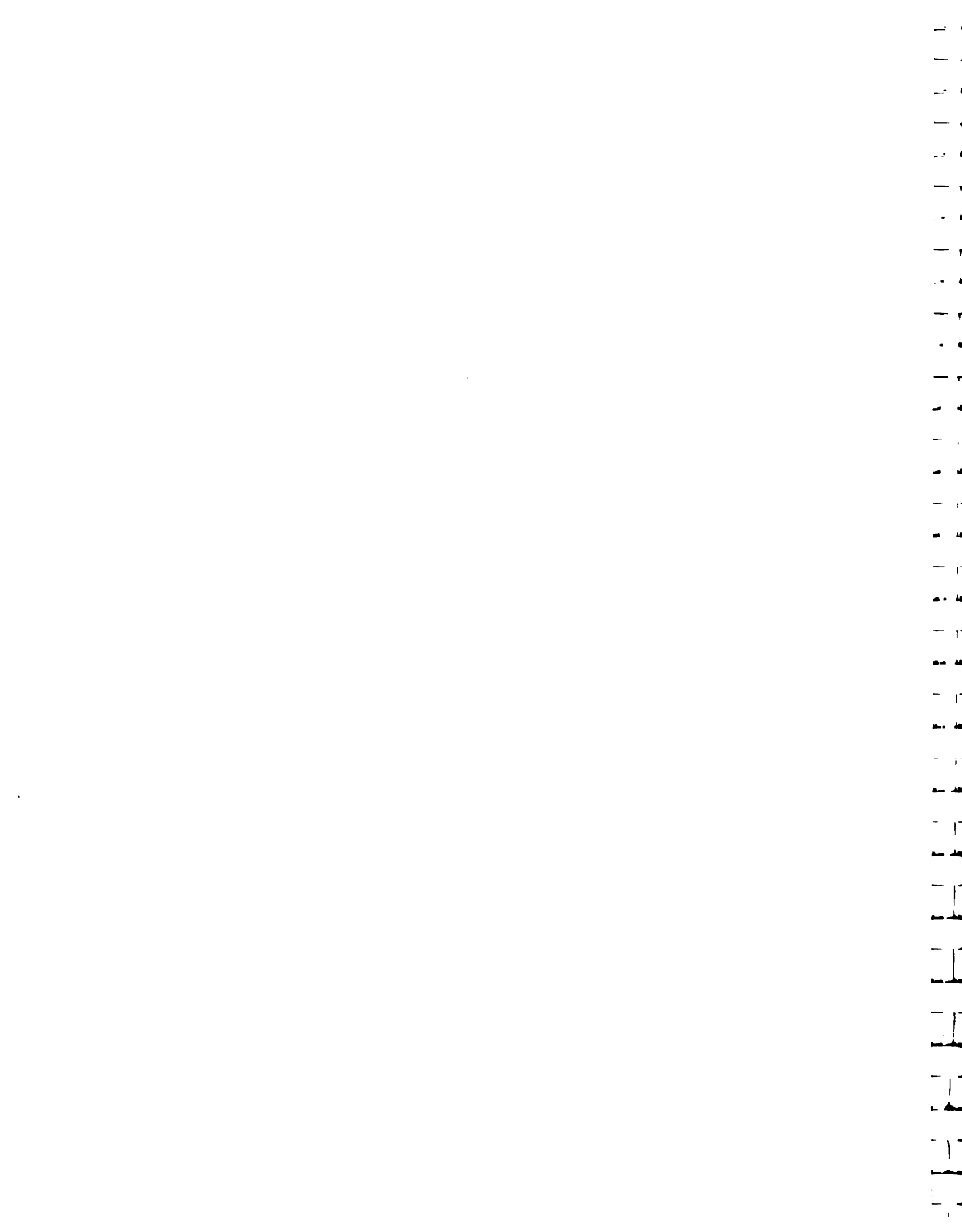
The organization uses the higher liquidity its members in the financial cooperative sector in order to mobilize loan capital for the purpose of investing in the non-financial or non-credit union cooperative sector. This is done to assist and support development in the non-financial cooperatives by providing loans for development projects. To this end the organization has been successful in mobilizing more than \$550,000 in loan capital and it is currently seeking to increase its investment portfolio by attracting additional investments from other institutions. More than 600,000 dollars in loans have already been dispersed and it is expected that as a cooperative activity increases demand for development financing will increase.

ACCOUNTING SERVICES

BARNACS is providing accounting services to its member societies as an important part of its strategy of providing financial services to its members. In order for the organization to ensure that the monies provided under the development fund are being utilized properly by the society being assisted, constant monitoring is done of the financial performance of the individual society. This ensures that any problems which develop are recognized and strategies to deal with them are developed at an early date. The services are provided at a nominal fee designed to enable the secondary organization to cover costs on the costs of providing the service.

EDUCATIONAL SERVICES

BARNACS has designed a comprehensive educational program for its members. It was developed as a result of the generous



assistance of the Canadian Cooperative Association, who provided the necessary financing to ensure its completion. The materials are designed to improve the management of the individual cooperatives and are used to complement the financial assistance provided under the development fund. Further, the program is the basis of the management consultancy program of the organization which is designed to bring cooperative management on par with normal business institutions.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

BARNACS receives an annual subvention from the Government of Barbados. The Association also has a close working relationship with the Cooperative Department of the Ministry of Trade.

6.2 With farmer organizations

There are five farmer cooperatives associated with BARNACS:

Gibbons Farmers Cooperative Society Ltd.
New Castle Farmers Cooperative Society Ltd.
Barbados Livestock Development Cooperative Limited
St George Farmers Marketing Cooperative Society Limited
Spring Hall Farmers Cooperative Society Ltd.

6.3 With regional and international organizations

BARNACS worked with the Canadian Cooperative Association from 1989 to 1991 on a project that developed training and educational programs.

7. Major Problems Encountered and their Causes

BARNACS' number one problem is lack of working capital. Without a sufficient budget, the association is unable to provide funding for projects in benefit of its affiliate members and it is unable to adequately monitor its member cooperatives. The Association's Development Fund attempts to loan at non-commercial rates and this has seriously affected BARNACS' own operational capabilities.

BARNACS has found that international organizations as well as government agencies, can destroy months worth of work by by-passing existing cooperative structures and working directly with individual farmers. Not only is this a problem affecting BARNACS, which is attempting to establish and promote the cooperative idea,

but it also is a problem for the individual cooperatives as well. Members are less likely to work with the cooperative for long term goals, when they are approached directly by development organizations offering short term benefits.

Another problem associated with international organizations, particularly those providing volunteer staff, is that they neglect to train individuals in the community to do what they are doing on a temporary basis. As a result, when the specific project term is over and the specialist leaves, the project is unable to continue functioning because no one is able to manage it. There is a severe lack of management skills among the members of the cooperatives and BARNACS lacks the field officers needed for management training.

BARNACS' agricultural cooperatives face three major problems besides those mentioned above.

- a) Many of the farmers involved in the cooperatives are not full-time agriculturalists. As a result, productivity is low and the cooperative's interests and actions are not a priority of the individual members.
- b) The Government has not been very supportive of the cooperative idea and at times takes actions that are counter-productive to BARNACS' activities. For example, extension officers could do more to work through the cooperatives rather than always dealing on the individual level.
- c) The red tape and the mediant attitude of the Government causes problems in the development of cooperatives. For instance, the process that must be followed in order to utilize government equipment, discourages the cooperatives from seeking assistance. At the same time, instead of working to provide for themselves, people look towards the government to solve their problems.

8. Future Actions and Project Ideas

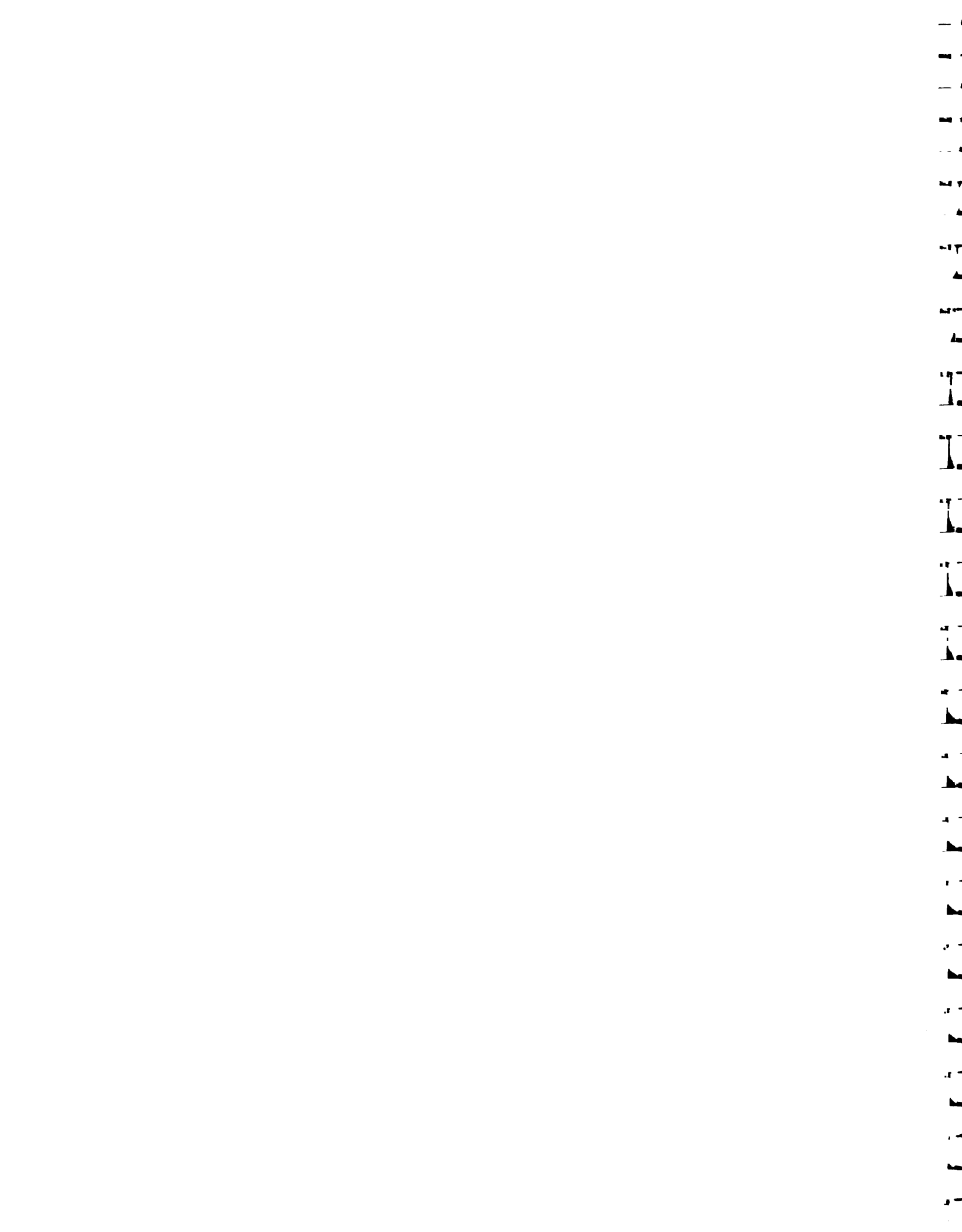
BARNACS has identified three services that it would like to concentrate on in the future. These are:

- a) **Training:** provision of training programs on management and cooperative systems.
- b) **Accounting:** establishment of an account systems that provide for the maintenance of good records.
- c) **Development Financing:** introducing a coordinated approach that combines technical services with resource management.

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BARNACS has decided to concentrate on three non-credit cooperatives including one each in the transport sector, the consumer sector and the agricultural sector. It is hoped that by giving adequate attention to these three areas, the cooperatives will develop into successful organizations and as a result, encourage more involvement in the cooperative movement. It is necessary that the credit unions be sensitized to the needs and valuable contributions of the non-profit cooperatives and it is necessary to develop a few successful examples to use in the process of promotion.

The Association would like to coordinate a skills bank consisting of Bajan professionals who would be willing to dedicate their time and abilities to aid BARNACS in providing educational and other relevant training seminars to cooperative members.



The National Development Foundation Of Barbados (NDFB)

Suite No.8, Wildey Plaza, Wildey, St. Michael,
Barbados
Phone: (809) 436-2056
Contact: Mr. Bobby Morris, Executive Director

1. Background

The National Development Foundation of Barbados is a member of the Caribbean family of National Development Foundations, created by the private sector to respond to the needs of technical assistance, training and credit for the small-business sector, particularly those entrepreneurs who have been able to secure credit through the normal commercial channels.

It Foundation was established in November, 1982 and commenced office activity with a full-time staff of two persons on 1st April 1984. The Foundation is registered as a non-profit organization with the tax exempt status of a charity.

The first President of the Foundation was Sir Hugh Springer, G.C.M.G., K.A., C.B.E., who since became Governor General of Barbados, but thereafter kindly consented to be Patron of the Foundation.

The major highlights of the Foundation's operations in 1989 were as follows:

- a) the NDFB's job impact i.e. it created/sustained 151 jobs at an average cost of US \$1,510.17 per job, of which 41% were for females;
- b) the establishment of a "second window" up to Bds \$100,000 in the loans program to provide for clients who require funding in excess of the normal ceiling of Bds \$20,000;
- c) the enhancement of the Foundation's image as a major small business training delivery institution.

2. Objectives and Goals

The objectives of the NDFB are:

- a) to secure maximum participation of private citizens on all levels in the development process,



- b) to promote the growth of private philanthropy and investment,
- c) to direct the skills and energies and funds it is able to identify and mobilize towards the creation of vigorous and profitable small business sector.

Specifically the Foundation provides assistance to small business entrepreneurs in the following major areas:

- a) Management - Advice, Training and counselling to encourage profitability.
- b) Loan Capital - To encourage growth and volume purchasing.
- c) Financial Monitoring - To help small entrepreneurs make even better business decisions.
- d) Marketing - Information and Promotional ideas, that will help to stimulate sales.

The Foundation is currently filling a need by the small and very small business sector for support and promotion which will help to create additional jobs stabilize existing jobs, and raise the income of the small business entrepreneurial groups.

3. Areas of Specialization

The Foundation makes loans to clients of not more than Bds \$20,000 per client. The Foundation provides Management Training for its clients as well as to members of the general public who are interested in becoming or are small businessmen. The Foundation also offers counselling sessions to its clients.

4. Descriptions and quantification of Operations

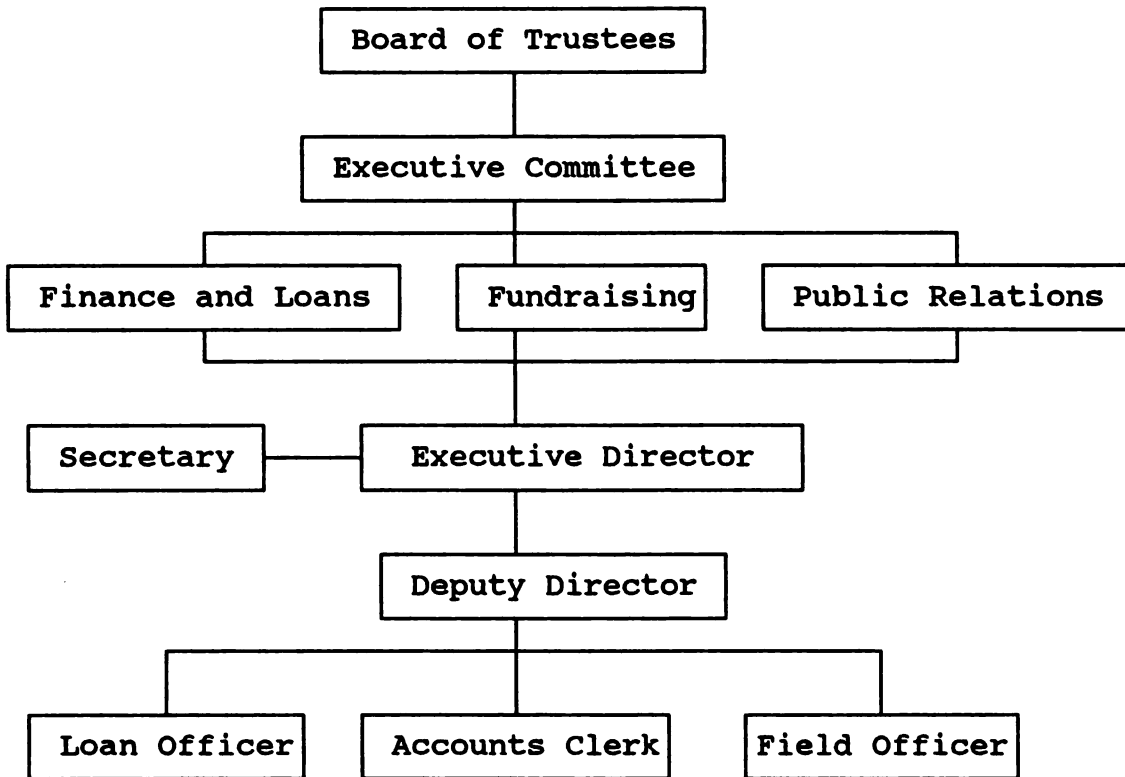
4.1 Board and method of management

The Foundation has a Board of Trustees who represent a broad cross-section of key Barbadian private and public sector leadership. The Board is responsible for the control and management of the property and affairs of the NDFB, acting through its Executive Committee.

Its sub-committees are: Finance and Loans; Fund-raising, and Membership; Public Relations. These Committees are concerned with the NDFB's loan and credit activities and with the expansion of its resources, membership and Public Relations. The Foundation's Executive Committee which meets quarterly, reviews reports from the Executive Director and closely monitors the Foundation's activities. The Board and officers are elected annually by the Membership of the Foundation.



Organizational Chart



4.2 Type and number of members and geographical location

Membership of the NDFB is island wide. Each member is asked to give a donation of \$100.00 over a three year period.

4.3 Type and numbers of employees

The NDFB has been operating with a staff complement of seven persons; The Executive Director, a Deputy Executive Director, a Loans Officer, a Secretary/Receptionist, an Accounts Clerk and two Field Officers.

4.4 Number of centers of operations and location

The Foundation operates from one location on rented premises in Wildey, St. Michael, Barbados.

4.5 Other types of infrastructure

The Foundation owns the normal office equipment including a computer, T.V. and video, Training Equipment, Overhead Projector, a Safe and Office Furniture and Equipment.

4.6 Equipment and Vehicles

All the normal utilities are in place except a Fax Machine which will be installed in the new financial year 1992. The Foundation owns a Jeep and a small car.

4.7 Annual sales by type product (B\$)

The Foundation receives its income from grants, interest and commissions, local fund raising, interest on investments, subscriptions and donations. The total income totaled \$348,935 in 1989.

4.8 Financial information

Balance Sheet (as at December 1989)

CURRENT ASSETS	
Cash and bank	235,243
Term Deposit	-----
Accounts Receivable	12,470
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	247,713
LOANS RECEIVABLE	984,519
INVESTMENTS	10,400
FIXED ASSETS	30,095
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	1,272,727
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DEDUCT:	
CURRENT LIABILITIES	
Accounts payable and accrued liabilities	10,258
Current portion of long term liabilities	25,959
	<hr/>
	36,217
LONG TERM LIABILITIES	658,316
	<hr/>
	694,533
<hr/>	
NET ASSETS	578,194
	=====



REPRESENTED BY	
Capital Fund	60,878
Revolving Loan Fund	701,926
Accumulated deficit	(184,610)
	<u>578,194</u>
	=====

Statement of Income and Expenditure and Accumulated Deficit (for the year ended December 31, 1989)

INCOME	
Grants	191,783
Interest and commissions	133,387
Local fund raising activities	17,975
Interest on investments	1,040
Subscriptions and donations	4,750
	<u>348,935</u>
EXPENDITURE	
Salaries and national insurance	168,113
Technical and Training assistance	106,640
Travelling and allowances	63,140
Bad debts	45,000
Rent and utilities	23,702
Office	17,363
Audit and accounting	19,450
Professional services	11,172
Motor vehicle expenses	9,766
Miscellaneous	4,709
Promotion and entertainment	1,627
	<u>470,682</u>
DEFICIT from operations before undernoted	<u>121,747</u>
OTHER EXPENSES:	
Interest	11,198
Depreciation and amortisation	9,122
	<u>20,320</u>
DEFICIT for the year	<u>142,067</u>
ACCUMULATED DEFICIT (FUND), beginning of year	42,543
ACCUMULATED DEFICIT end of year	<u>184,610</u>
	=====



5. Operational experiences

The NDFB follows a specific guideline when giving out loans. Individuals must fill out the NDFB application which is then reviewed and proceeded by a feasibility study. Maximum loans that are given are up to Bds \$20,000, at a 12% interest rate and payment can be made over a period of five years. There is a 3% commission fee. NDFB charges \$275.00 for individual training in management principles.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Foundation has established a good working relationship with government. Government is sometimes required to approve funding with international institutions. Soft loans are sometimes arranged through one of its agencies, the Barbados Development Bank. The NDFB provides commercial training services to the Government Skills Training Program; and laissez with other Government Departments on "as required basis".

6.2 With farmer organizations

No relationship exists with farm organizations at present.

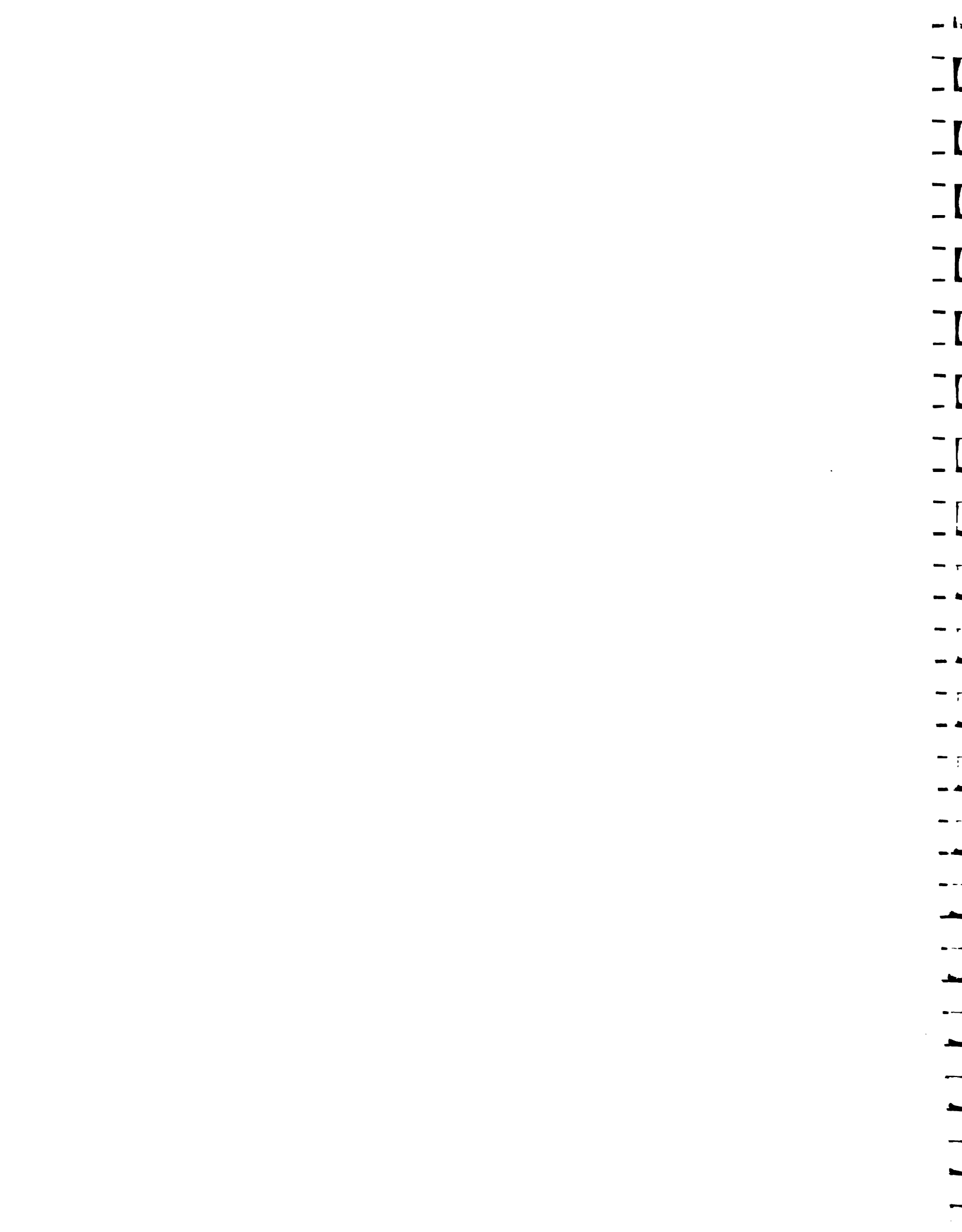
6.3 With regional and international organizations

The NDFB is a member of the Eastern Caribbean National Development Foundation. It also has indirect ties with donor organizations such as the IDB and the Pan American Development Foundation.

7. Major Problems Encountered and their Causes

The major problem that the NDFB is faced with is accessing adequate funding for lending purposes. The NDFB is responsible for generating its own funding and grants. Minimal funding inhibits reaching more loan agreements and in turn, the NDFB is not fully utilizing its service potential.

In terms of the problems associated with the actual lending process, the NDFB has found that individuals must be carefully monitored. The NDFB, instead of lending the money directly to the individual, usually takes the responsibility for paying the invoices. In the past, individuals especially first time borrowers, used the money for other purposes besides those which were agreed upon.



8. Future Actions and Project Ideas

The Foundation has been granted a second loan by IDB. It will be used generally to assist small businesswomen in the productive sectors of the economy and such other small business ventures which are viable and have the potential for employment generation and family income earning and sustainability.

The loan is contingent upon the institutional strengthening of the Foundation in its accounting area and a sum of money has been allocated as a grant for this purpose not exceeding US \$100,000.

An equity arrangement with AVT of Bds \$750,000 has been granted to assist small farmers in the production of selected crops, particularly those which have foreign exchange earning and saving capability. The loan will help upgrade the skills of farmers and both management and on the job training will be provided for these farmers.

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Youth Service Division of the Ministry of Community Services

Grazettes Community Center, Grazettes, St. Michael, Barbados
Phone: (809) 425-1183
Contact: Mr. Ralph Walker, Program Director

1. Background

The idea of having a youth service had been in the planning stages since early the 1970's. Originally it was thought that it should be connected with the Defense Force but this was met with strong opposition. In 1987 the concept of a youth service was once again seriously considered however due to the dire economic state of the nation the idea was put on hold. Finally on October 21st, 1991, the youth service was made an official division of the Ministry of Community Services.

2. Objectives and Goals

Long term:

- a) mobilize the skills and energies of youth in the process of national development;
- b) create acceptable role models for youth;
- c) improve the caliber of the young work force through the development of an awareness of their self potential and,
- d) foster commitment of service to one's fellowman.

Immediate:

- a) bridge the gap between education and employment;
- b) create a positive self image in youth;
- c) motivate young persons to adopt a positive attitude towards education, work and the environment and,
- d) to lead to the creation of job opportunities.

3. Areas of Specialization

The first program includes six training units that run from a few weeks to a duration of one year. These are:

- a) Character Building: first aid, fire-fighting, disaster preparedness, and water safety.
- b) Personal Development: family life, moral, civic and religious responsibilities, environmental awareness, budgeting and nutrition, remedial education and motivation.
- c) Culture: dance, drama, chorus, and instrumentals.
- d) Physical Training: physical fitness, sports.
- e) On - Job Training: two weeks of training in a specific vocation, to be followed by four weeks of practical work in the field.
- f) Community Service: any service program identified by the students, community and staff that benefits the community.

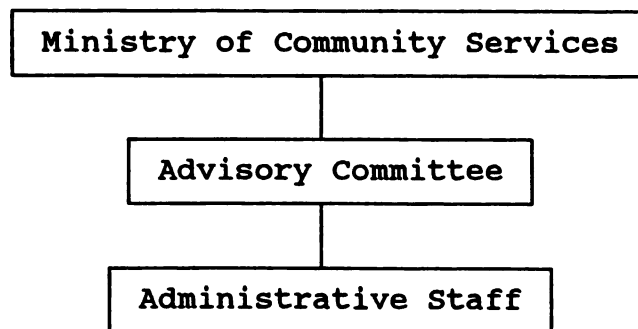
In the second program that will be initiated is a Modular Training Program. In this section of the program students will choose three modules from a list of 15 which will be supervised by the National Training Board. The youths will work with these skills for a period of three months and upon completion be referred to institutions of further learning or employment.

4. Descriptions and quantification of Operations

4.1 Board and method of management

There is an advisory Committee that is comprised of eight community members.

Organizational Chart



4.2 Type and number of beneficiaries and geographical location

The participating youth come from all over the island, have finished primary school and are unemployed. Typically, they are lacking both educational and vocational skills.

4.3 Type and numbers of employees

There are five administrative staff members employed in the Youth Service Division. All other instructors are volunteers from other agencies.

4.4 Number of centers of operations and location

The youth center is located in the Grazettes community center in the parish of St. Michael.

4.5 Other types of infrastructure - none.

4.6 Equipment and Vehicles - none.

4.7 Annual sales by type product (B\$) - Not applicable.

4.8 Financial information

The Youth service is financed by the Government of Barbados.

5. Operational experiences

It is too soon to comment on long term operational experiences of the service, as it only began operation in October 1991. However to date it has successfully recruited 100 students who attend the Youth Service five days a week and receive a \$50.00 stipend a week.

During the past month, the youth have been introduced to cultural activities through workshops with Winston Farrell, moral and religious guidance by Youth for Christ; family life education by PAREDOS; fire fighting by the Barbados Fire Service, water safety by the National Conservation Commission; disaster preparedness by CERO and family planning by the Barbados Family Planning Association.

6. Relationships (linkages) with institutions and organizations:

6.1 With Government

The Youth Service is a division of the Ministry of



Community Services.

6.2 With farmer organizations

The Service is working to become affiliated with BAS, BADC, and 4-H.

6.3 With regional and international organizations - none.

7. Major Problems Encountered and their Causes

Lack of office equipment and teaching aides are the two obvious problems at this early stage.

8. Future Actions and Project Ideas

Teaching Aides such as paper, over-head projectors, a computer, T.V., and video are the number one priority for the Service, as well as office equipment for the staff. At the present time instructors and the students must actively search out resources to help supplement their lessons and all office paper work must be done at the ministry.

It is hoped that in the following year a full-time agricultural program could be established. Twelve to Fifteen students would live and work on the agricultural site. The central training would take place in St. Lucy at former U.S. Naval Facility.

It is planned that in the future the youth service would be a permanent institution to link education with the country's job needs.

Projects

BADC will provide a piece of farm land to be developed by a youth group to produce crops or livestock having proven market opportunity.

WHAT IS IICA?

The Inter-American Institute for Cooperation on Agriculture (IICA) is the specialized agency for agriculture of the inter-American system. The Institute was founded on October 7, 1942 when the Council of Directors of the Pan American Union approved the creation of the Inter-American Institute of Agricultural Sciences.

IICA was founded as an institution for agricultural research and graduate training in tropical agriculture. In response to changing needs in the hemisphere, the Institute gradually evolved into an agency for technical cooperation and institutional strengthening in the field of agriculture. These changes were officially recognized through the ratification of a new Convention on December 8, 1980. The Institute's purposes under the new Convention are to encourage, facilitate and support cooperation among the 32 Member States, so as to better promote agricultural development and rural well-being.

With its broader and more flexible mandate and a new structure to facilitate direct participation by the Member States in activities of the Inter-American Board of Agriculture and the Executive Committee, the Institute now has a geographic reach that allows it to respond to needs for technical cooperation in all of its Member States.

The contributions provided by the Member States and the ties IICA maintains with its twelve Permanent Observer Countries and numerous international organizations provide the Institute with channels to direct its human and financial resources in support of agricultural development throughout the Americas.

The 1987-1991 Medium Term Plan, the policy document that sets IICA's priorities, stresses the reactivation of the agricultural sector as the key to economic growth. In support of this policy, the Institute is placing special emphasis on the support and promotion of actions to modernize agricultural technology and strengthen the processes of regional and subregional integration.

In order to attain these goals, the Institute is concentrating its actions on the following five programs: Agricultural Policy Analysis and Planning; Technology Generation and Transfer; Organization and Management for Rural Development; Marketing and Agroindustry; and Animal Health and Plant Protection.

These fields of action reflect the needs and priorities established by the Member States and delimit the areas in which IICA concentrates its efforts and technical capacity. They are the focus of IICA's human and financial resource allocations and shape its relationship with other international organizations.

The Member States of IICA are: Antigua and Barbuda, Argentina, Barbados, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, the Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, the United States of America, Uruguay and Venezuela.

The Permanent Observer Countries of IICA are: Arab Republic of Egypt, Austria, Belgium, Federal Republic of Germany, France, Israel, Italy, Japan, Netherlands, Portugal, Republic of Korea and Spain.



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INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

P.O. Box 705, Bridgetown, Barbados
Tel: (809) 427-4740/1/2