

END-OF-GRANT REPORT
FOR
TECHNICAL COOPERATION EFFORTS IN IMPROVING THE
ECONOMIC PRODUCTIVITY OF WOMEN IN DEVELOPMENT
JSAID/SOD/PDC-IGC-0383
ORGANIZATION OF AMERICAN STATES
DEPARTMENT OF SOCIAL AFFAIRS

A. INTRODUCTION

This report summarizes activities and results which the Department of Social Affairs (DSA) of the General Secretariat of the Organization of American States (OAS) has achieved during the past several years with an AID grant of US\$167,000. This grant was given in two phases: an initial grant of \$67,000 was given by the Science and Technology/Rural Development Bureau of AID for a period beginning July 1980, and a supplemental amount of US\$100,000 was awarded in October 1981 which extended the grant until September 1982. Two administrative extensions (October to December 1982, and January to April 1983) were given to allow for a better utilization of the monies in projects at the grassroots. The bulk of the supplemental grant (US\$100,000) has been utilized during the first quarter of 1983, since preliminary training programs are being conducted to prepare the project participants for productive activities. In most cases, financial returns (where the investments have already been made) were evident within a 3-6 month period from the initiation of funding to the initial returns on production.

The bulk of the grant-related activities were carried out in the Caribbean--Jamaica, Dominica and recently in Antigua and Barbuda. However, some technical assistance in on-going DSA projects and regional training programs were conducted in Ecuador and for the Andean region. The principle activities were technical assistance and training--at several levels: a. regional training for persons in management and decision making roles, and b. national and local training (and technical assistance) directly related to project implementation. This report summarizes the conceptual framework utilized in the DAS projects; project profiles - including activities, inputs, results; and pictures of some project activities (Annex B).

B. BACKGROUND

The principal objectives of the grant awarded to the DSA (as sanctioned by MD/S & T, October 1981) was to increase the income of persons currently unemployed or underemployed, and in a very critical economic situation - outside the main stream of their country's economic activities. This was achieved through utilizing a combination of participatory involvement (based on four generic constituency groups of social organizations) and immediate action income generating projects. The activities designed under this grant have been essentially complementary actions to on-going OAS/DSA projects in member states. The DSA is requested by the member states to provide technical assistance, training and advise through the OAS programming procedures. This process occurs on a biennium basis and is in direct response to countries' needs. The grant-related activities have then complemented the already existing DSA actions with small immediate action projects which have had a catalytic effect in terms of community involvement in the development process. The conceptual framework of this development approach will be described subsequently in this section. Much attention was given to the social organizing of the people through participatory processes and related training. These efforts were focused on enhancing actual socio-economic conditions which were precarious, as the DSA has a mandate for working with the poorest sectors in the countries where requested. The income-generating activities were, thus, a catalyst for socio-economic and political development.

The DSA projects involve people living in small clusters, in hamlets, villages, ghettos and other marginal communities. Small amounts of investment capital (US\$300-500) are used with groups of three to eighty people. This allows for immediate actions at the local level, both rural and urban, usually via cottage industries, micro organizations and small-scale industries. The economic size of the projects is determined by local conditions allowing each group, village, to manage their own process by auto-determination. The social development projects of the DSA are means of channelling "... the flow of financial, technical and human resources - both internal and external - in the effort to promote the development of the groups identified as priority targets of social actions" (OAS/Ser. H/XIV). These projects are integrated in nature and endeavour to involve on a broad basis the participation of the target population as well as agency personnel (local, national and international) involved in project formulation, implementation, monitoring and evaluation. This process provides mutual support and enhances already established linkages with national programs and projects; to local projects as well as international efforts.

Activities at the local level were usually initiated as a follow-up to regional training seminars. The seminar participant was the "linking pin" with the OAS/DSA, organizing the community for initial interactions and receiving "hands-on" training in project coordination and

implementation. As this occurs at the village level, other "actors" of the development scenario are being involved, most of them through the implementation team. This team works with the community to implement their prioritized projects; providing technical training and assistance and enhancing managerial skills. The holistic approach includes persons from four "constituency groups".

1. Service Providers - those individuals and groups responsible for implementation of project activities in the field.
2. Service Acquirers - these are the "beneficiaries" both direct and indirect of the development process (in some development projects defined as "target" population).
3. Resource Providers - these are the organizations (local, national and international) which provide resources--financial, material and human--for the implementation of projects and processes.
4. Technology Developers (Management)--These are the persons responsible for policy-making, and decisions which impact on the management of projects, procurement of new technologies, and impact upon local decision makers; they are also responsible for searching out the best combination of inputs for the projects, and providing accountability at both the village/community level and to the other constituents in the process.

Persons from all of these four groups must become actively involved for the projects to be successful. This approach provides a structured process of integrating the people of different organizational-societal levels in an essentially action-oriented development effort. The success of each development effort is measured by projects identified and implemented that increase per capita income, managed by auto-determination, with growth occurring due to the participants' own abilities to plan and progress in such a way as to expand project benefits.

The critical points leading to successful development efforts are this combination of immediate actions projects (small inputs of capital) and constituency groups/participatory involvement. This combination builds capability at the local level, for larger projects. A summary of the process being used is as follows:

Starting at the local, grassroots level, the OAS team initiates motivational activities designed to generate participation and commitment to the development process and its' goals (which are, in fact, the peoples' goals). The motivational phase includes community participation in all the initial stages of project diagnosis, planning, and design.

The involvement of all four constituency groups as part of the implementation teams insures a complete and total participatory process since the "community" necessarily consists of all of these groups.

At the community meetings, the people identify felt needs and prioritize their preferred projects according to those needs. They commit themselves to specific responsibilities of the implementation process.

We react to their identified needs. There are no preconceived ideas, categories or limitation placed on the community members as regards what activities can be done, except that they should provide income for the project participants. The only limitations which exist are those which are expressions of reality - the limitations of existing resources and local conditions.

Consequent of the above, the people in the community and the other constituency groups have the "ownership" of the development process; this does not just lie with the external donors/project personnel and government officials.

Because the projects being implemented respond directly to the needs of the people, they are committed to investing their time to learning (usually by doing), to organizing and to solving their problems as they arise.

The projects can evolve from "cottage" size to small or medium size within one year, always dependent upon the initiative and efforts exerted by the project participants.

The key issue is that these social organizations are of the people, they are the owners - in the economic and social sense. The "people" are the ones who will carry on the development efforts once the foreign expert, adviser has left. They must be substantially involved in all decision-making, problem-solving, policy making, and other project activities from the inception of the project.

C. PRINCIPAL GRANT ACTIVITIES

1. Activities:

The primary focus was the social organizing of the people through participatory involvement and training. This was achieved through the following actions:

a. Technical assistance; ranging from facilitating village and community meetings, helping groups organize, to project design and implementation, to forming and advising the implementation team, to working with people in starting new economically productive activities, to conducting internal workshops to plan and re-design project actions, to briefing of and dialogues with government officials.

b. Training; generally of two distinct types:

1) Regional training in "Management and Organization Development" (four-week residential seminar) and "Participatory Planning" (two-week workshop).

2) Project-related Training; again, two modes:

(a) Skill-related training, usually as a response to a direct need of productive processes being initiated or expanded.

(b) Management and administration related training - helping people streamline already existing small enterprises or getting new ones started; can be in the areas of marketing, bookkeeping, finance (especially credit needs), etc.

c. Providing guidance and orientation to government agencies and institutions, especially related to formulations of action plans. This also occurs at the local levels. We are developing and involving various "actors" in the development process as part of a consciousness raising situation. As people participate in the process they are taking ownership of the situation.

d. Helping to build an "organizational memory" of the methodological aspects of the developmental process being used and trying to systematize project progress. Also included is the preparation, for discussion and presentation, of documents describing the process being implemented.

2. Specific Project Activities/Investments

The results generated by many of the projects give us great hope and enthusiasm that we are in fact implementing projects with very "rapid economic returns" for the participants. As was highlighted at a recent

meeting on "Productivity, Participation and Ownership", sponsored by the Department of Labor/Agency of International Development, we are achieving "increasing returns" to project size, so that 10 projects of US\$5,000 each will achieve (for a larger number of people) greater and more rapid returns than will one project of US\$50,000. There has been very low overhead due to the strong OAS/DSA support of ongoing installed local capabilities which strengthen the projects and make them an integrated effort.

It is important to remark that there are additional benefits which go beyond the "money measures", such as: the ability of people to self-manage their own economic activities; acquisition of new skills (or improved skills) in problem solving, decision making, planning, etc.; an increased motivation to be active participants in their area's/country's development efforts; an awareness of their own self-worth (and growing self-respect) and their socio-cultural contributions to society--all these go beyond the numeric indicators of project success.

Our efforts are leading towards an enhanced absorptive capacity of the population to manage larger amounts of money, larger organizations than they are used to and more complex technologies of production and administrative processes and improved training opportunities. By investing in time to organize and "ensure" true participation of people before investing money, effective results are assured. As problems occur, they are resolved by the participants rather than waiting for the "experts" to decide upon a course of action.

The time invested initially in getting groups and people involved in identification, preparation and implementation of projects, as "owners" of these projects, leads to a logical and smooth expansion of the "cottage" size activities to medium activities. For example, the small livestock cottage industry project in Dominica was so successful during the first six months (average monthly income per person \$138) that the participants will become the principal providers for the rehabilitation of the chicken raising industry in Dominica. The results of this project are discussed more completely below.

The following is a brief breakdown of how, in general terms, the grant-related funds have been spent.

COUNTRY	\$ INVOLVED (in 1000)	ACTIVITIES
1980:		
Jamaica (Nov-Dec)	25.0	Regional 4-week seminar in Management and Organization Development. 26 participants from Caribbean.
1981:		
Ecuador (May)	14.1	Andean regional two-week workshop in "Participatory Planning" for 23 participants.

COUNTRY	US\$ INVOLVED (in 1000)	ACTIVITIES
Dominica (Dec.)	25.0	Caribbean regional two-week seminar in "Participatory Planning" for 26 participants
Ecuador (by Dec.)	2.0	To start revolving commercialization fund in Quinindé "Integrated Rural Development Project"; approximately 1000 people.
Dominica (June)	2.4	To purchase three industrial sewing machines for straw workers group. 1982-1983; 40 direct beneficiaries.
Jamaica (by June 82)	3.0	Construction of 40 bee hives and purchase of bees for honey-making; 40 direct beneficiaries.
Dominica (by April 83)	53.0	Implementation of income generating projects in 11 site areas - i.e. small livestock cottage industry, solar drying, flower raising for export, school programs for youth; straw workers, drum makers, etc. 700 direct beneficiaries.
Jamaica (by April 83)	20.0	Implementation of income generating activities in bee raising and honey making; cheese making from goat's milk, handicrafts, preservation of food and chalk making. 165 direct beneficiaries.

Antigua and Barbuda

23.5

Implementation of income generating projects for cottage industries in handicraft, ruminant rearing, fishermen, and cooperative development. 215 direct beneficiaries.

Towards salary of grant implementor:

1980-1981: 20.5
1981-1982: 24.0
1983:- 00.0

45.5

AID TOTAL
OAS TOTAL

167.0
81.5

D. PROJECT PROFILES BY COUNTRY

This section presents updated information about the projects in Dominica, Jamaica and Antigua and Barbuda. These three countries have been the principle areas of actions in the last year and a half. In Annex A there are summary charts of these profiles.

1. DOMINICA PROJECTS

PROJECT: SMALL LIVESTOCK COTTAGE INDUSTRY

COMMUNITY: Carib Indians - hamlet committees and households

OBJECTIVES:

1. To improve the diet and nutritional aspects of meals in the Carib community through increased protein.
2. To acquire training to raise, breed and slaughter the following animals: chickens, rabbits, sheep and goats.
3. To raise these animals in backyards for subsequent sales of meats and eggs.
4. To increase community awareness to integrated development efforts and promote more active Carib participation in this process.

ACTIVITIES:

1. Organization of people into hamlet committees; many meetings to self-organize and manage project activities; house visits and explanations to neighbours.
2. Chickens: Training by Ministry of Agriculture/Livestock Section in chicken raising; coop building.
3. Funding for preparation of coops and initial feed requirements.
4. Sales in local markets.
5. Training in nutrition and dietary aspects of chickens to be extended to rabbits, sheep and goats, and dried fruit and fish.
6. March - June 1983: Training in rabbit raising began March 14; this includes hutch construction and health aspects; April sheep raising and June, goat raising.

INPUTS:

December 1982:	US\$8,500
April 1983:	US\$15,000
Purchases:	
December 1982:	2300 red comet chickens, transportation of rabbits and chickens, wire and feed.
April 1983:	10 sheep, 20 goats, transportation to Dominica,

wire and other supplies for pens,
50 households (minimum 2 hutches per
household), training material, feed.

BENEFICIARIES: December 1982:

Number direct: 13 members on coordinating committee,
each person responsible for total
project organization in their hamlet.
70 families/chicken raising.

Number Indirect: 490 people;
3 Junior 4H Clubs Schools in Atkinson.
Salbia and Sinecu.

April 1983:

Number direct: 50 families/rabbit raising.
35 families/sheep raising;
40 families/goat raising
(2 male goats service herd);

Number indirect: 350 people,
3 schools;
245 people;
280 people.

RESULTS:

Observable Units

December 1982:

70 household chicken coops (25 chicken size)
3 school coops - 25 chickens/coop
Individual site visits
Training program and continuous consultation(see pictures)

April 1983:

Training: rabbits and sheep
Rabbits: 2 female/1 male per household and rabbit hutch
constructed.
Areas for sheep and goats - fences constructed - sheep
delivered to Caribs.
Goats delivered to Dominica/in quarantine (goat training
to begin in June - then delivery of goats to site).
Health and nutrition training expanded to include meats
(especially rabbits, sheep and goats - see pictures).

Financial Returns

December 1982 into January 1983:

10 households - egg sales in Marigot
1 dozen eggs per day per household
EC\$5.00 per dozen per day
EC\$35.00 per week per household

Total net income generated:

EC\$1,050 = US\$400 (6 weeks of production less costs)
US\$20 per week per household

April 1983

1. Egg sales - 12 households

12 dozen per day - Sinecu School - School Feeding Program

12 dozen x EC\$5.00 = EC\$60.00 per day

5 days per week x EC\$60.00 = EC\$300.00 per week =

US\$120.00 per week = Total school sales

EC\$25.00 per week per household (US\$10.00 per week per household = household income

2. Marigot and Reserve

30 households/dozen per day x EC\$5.00 = EC\$150 per day

1 week = EC\$35.00 per household x 30 = EC\$1,050

Gross income per month = EC\$4,500 (30 households)

= US\$1,700.00

US\$56.66 per month per household (gross)

Net income per month = US\$850.00 (30 households)

Rabbits: Income should start being generated in July 1983.

Sheep and goats: Income generated end of 1983, early 1984.

Productivity: 70 households = over 60 households producing an average of 13 eggs per day.

Markets: Local - Marigot and Reserve
April 1983 - School Feeding Program

SUGGESTED EXPANSION:

1. The Government is in the process of studying (via CFC) the feasibility of re-establishing the chicken industry on a national level. This would thus imply an import substitution policy. When this happens (1983 or 1984) the DAS participants will be given priority for participating in a project to raise broilers. This implies a need to expand their chicken coops to accommodate 300-500 broilers each. It also implies more training to prepare the participants for more self-sufficiency in animal raising as well as/and additional skills and capabilities needed for raising small animals on an industrial level.

Approximate cost: US\$30,000.

2. Rabbits: There are two needed areas of expansion. a) Preparation of an appropriate central rabbit housing installation. This will then allow us to expand the stock to be able to provide rabbits to all OAS project site inhabitants that want to participate. It is now proceeding

PROJECT: SOLAR DRYING OF FRUITS AND FISH

COMMUNITY: Carib Indians - Bimena Group

- OBJECTIVES:**
1. To construct three medium sized (10' x 6' x 4') solar dryers to dry reject bananas; subsequent expansion to dry other fruits and fish (a fourth dryer needed for fish drying).
 2. To sell (export) one pound bags of banana raisins to U.S. Save the Children (at US\$1.00 per pound).
 3. To sell locally banana flour (EC 80 cents/lb.); dried fruit (EC cents/lb.); and dried flying fish (3 fish/EC\$1.00).
 4. To make banana flour and then use recipes with this flour (i.e. banana breads, banana and other fruit cakes) and serve at Community functions; this is a consciousness raising activity in food and nutrition to make people aware of new ways of preparing local food stuffs.
 5. To train in food and nutrition for large community groups: expand cooking efforts to include school lunches for children currently unable to have a mid-day meal.

- ACTIVITIES:**
1. Purchase of building materials to construct first dryer.
 2. Demonstration of use to potential participants.
 3. Training of nucleus group of five; group to expand to fifteen by June if the four dryers are built and functioning.
 4. Packaging machine for export products (small and portable but dependent on electricity) purchased to be used on pilot basis to test its' durability and appropriateness.
 5. By April 1983, two more solar dryers for fruit and one solar dryer for fish should be built.

INPUTS: December 1982: \$300
April 1983: \$500

PURCHASES: -Wood, paint, nails, saw, hammer, fiberglass, TEDLAR film plastic
-3 Seal-a-meal machines and plastic for bags
-Stainless steel mixing bowls and pans, rolling pins, sifters, manual food grinders.

BENEFICIARIES: Direct: 5 - 1982
15 - April 1983
Indirect: 35 - 1982
105 - April 1983

RESULTS:

Observable Units:

February 1983

One complete fruit-drying solar dryer;
Demonstrations for interested persons and groups;
Training program initiated by Food and Nutrition Council
-this relationship established by participants themselves.

Financial Returns and Productivity:

None yet.

Projection by mid 1983:

Production: 3 fruit dryers:

- a) 1 banana raisin for export (using 6 trays) = 25 lbs. per day per dryer.
- b) 1 banana for grinding into banana flour = 25 lbs. per day for local sales.
- c) 1 other fruit drying (initially on an experimental basis because productivity not yet established).
- d) Fish dryer: 60 small flying fish per day.

Gross returns:

- a) Banana raisin export market
6 days x 25 lbs. = 150 lbs. per week
Average: 500 lbs. per month x US\$1.00 each
= US\$500 per month
- b) Banana flour - local market
6 days x 25 lbs. = 150 lbs. per week
Average: 500 lbs. per month x EC\$0.80 per lb.
= EC\$400 per month = US\$150 per month.
- c) Dried fruit: 15 lbs. per day x 6 days = 90 lbs. week
EC\$0.50 per lb. x 90 lbs. = EC\$45 per week
EC\$180 per month = US\$70 per month.
- d) Dried fish: 60 fish per day x 5 days = 300 per week
3 fish = EC\$1.00 = EC\$100 per week = EC\$400 per month
= US\$150 per month.

Markets: United States for banana raisins.
Local - all other dried products.

SUGGESTED EXPANSION:

1. It is recommended that this project be vastly expanded in terms of household use of dried food stuffs. The Carib area has no electricity and it is not expected in the foreseeable future. People need methods to preserve foodstuffs as a means of improving their nutritional standards and health. In terms of marketing and "income generating" it is suggested that the project immediately expand to ten fruit dryers and ten fish dryers. These items would be sold in local markets. The group could also make 'banana chips' (thinly sliced bananas, dried/fried and salted) for local/national consumption as snacks.

Approximate cost: US\$8,000.

2. The experience of the Caribs can be expanded to other small hamlets in the OAS/DAS project area that have not yet been involved in any of the immediate action projects, if there were additional grant funding.
Approximate cost: US\$15,000.

OTHER COMMENTS:

The OAS/DAS has received the collaboration of the U.S. Save the Children organization (especially in technology for solar dryer construction) and the Dominican Food and Nutrition Council(especially training in nutrition).

PROJECT: FLOWER GROWING FOR EXPORT

COMMUNITY: Carib Indian hamlet groups and households

- OBJECTIVES:**
1. To re-establish export sales of flowers in Guadeloupe and Martinique, which ceased with the immigration of the "middleman" and thus reinitiate an income generating activity.
 2. To organize the productive activity of raising local flowers (balisiere, ginger lilies and anthuriums) and organize the socio-economic/management processes and activities of flower raising.
 3. To acquire training in the appropriate techniques and processes of flower growing, packaging, marketing, etc.

- ACTIVITIES:**
1. Committee meetings to register project participants, calculating amount of land utilized by each participant and projection of "available supply" once the project starts.
 2. Feasibility study being conducted to include methods to develop and make preliminary contacts (where possible) with international markets; consolidation of efforts within country, purchase of airplane for transportation purposes, etc.

INPUTS: US\$2,000 in May 1983
OAS: \$9,000

BENEFICIARIES: No. Direct: The coordinator of the hamlet committees indicated that 72 households are interested. They are currently registering.

Indirect: 500 persons

RESULTS:

Observable Units:

n.a. as a project; however flowers are in natural abundance

Financial Returns:

n.a. as yet. (Summary of CPR will include projections)

Productivity:

n.a. yet. (Summary of CPR will include projections)

Markets:

Initial/Short term: Guadeloupe and Martinique
Medium and long term: Other Caribbean islands,
Miami, New York, London, Paris, Amsterdam, Rome, etc.

SUGGESTED EXPANSION:

This small project has already generated national interest. There will be need for technical assistance; materials and supplies; training and revolving loans. This implies an immediate need for additional grant funding. It is possible (if funding is made available) that this project will become the most exciting "income generating" project for the country because it is a natural expression of entrepreneurial activities in the Caribbean's "nature island".

Approximate costs are US\$15,000.

OTHER COMMENTS:

This project began after the other two in the Carib area. It started because of a "felt need" due to the loss of sales of locally grown flowers to a national. Albeit this national was paying very low prices (EC\$0.25 per stock) to the Caribs it was an "income" of some sort. We talked, and started to find out who and how many were really interested in participating in the project. It was then obvious that many persons wanted to participate. As the DAS team started more "formally" to develop this project, the private sector and the Government officials expressed keen interest. They indicated this was a project they had wanted to develop for some time and asked us to help. We already knew that natural resources and packaging materials were available and previous markets existed, also a marketing study had been conducted by the German University of Hanover. Grant monies will soon be needed when the current OAS study recommendations are made.

PROJECT: GRAND BAY HANDICRAFT/CULTURE CENTER

COMMUNITY: Grand Bay Community at-large; initially four areas of "economic" activities--straw workers, drum makers, leather and wood workers.

- OBJECTIVES:**
1. To build (through self-help construction) a place where local people can come to work in their specialized areas; no shelter is currently available (since hurricane Davidin 1979) and people must work in open fields/areas.
 2. To provide space where local cultural groups (there is some overlap in terms of the same people being involved in "productive" activities) can gather, rap and practice their particular areas of interest (folklore, song, dance, etc.)
 3. To provide some tools and equipment to facilitate the work and to replace (in some instances) tools lost/ruined during the hurricanes.

- ACTIVITIES:**
1. No construction activities to date--see "other comments."
 2. Some tools and equipment purchased and will be presented soon; some will then be used in the self-help construction activities.
 3. Meetings held regarding design and use of Center.

INPUTS: Dec. 1982: None

Apr. 1983: \$10,000 towards self-help construction
\$ 3,500 tools and other materials

Purchases: Electric: Circular saw, chain saw, drills (and transformers); vises; hack saws and tool parts (i.e. drill bits, saw blades, drill extensions); small tools--chisels, extension cords, measuring tapes; clamps, plyers, screw drivers, rubber tongs, mallets, hammers, planes and extra blades, wrench levels, saws.

BENEFICIARIES: Number direct: 100 people (approximately)
Number Indirect: Entire Grand Bay area, 2,400 persons (approximately)

RESULTS: Dec. 1982 -n.a.
Apr. 1983 -all tools and materials purchased
-expenditures for construction materials with actual work beginning about June 1983.

Financial Returns and Productivity: Not applicable.

This project was selected by the community as the most urgent for youths and adults to get back to active production of goods. The drum makers and straw workers have continued to eke out an existence however, at a very low rate of production.

PROJECT: COMMUNITY SCHOOL-Small Livestock and Vegetable Gardening

COMMUNITY: Grand Bay - community school, currently with 957 students

OBJECTIVES:

1. To provide school children with the opportunity to acquire hands-on knowledge of raising animals (chickens and rabbits); sales of eggs and record keeping related to animal rearing.
2. To prepare land, plant seeds and raise garden vegetables for sales to local community.
3. To contribute toward the implementation of the agriculture portion of the Junior Secondary Program (Ministry of Education) as an activity identified by the community as important to them.
4. To allow children the chance to make and manage money as part of an educational experience.

ACTIVITIES:

1. Construction of chicken housing with capacity for 100 birds.
2. Rearing of chickens, including de-beaking; sales of eggs and record keeping.
3. Preparation of small plots for vegetable raising.
4. Planting seeds, raising, vegetables; sales to local community.

INPUTS: US\$3,500

Purchases:Wire, cement, wood, feeding equipment;
100 Red Comet chickens;
Feed, agriculture tools, seeds;
Rabbits, feed.

BENEFICIARIES: Number Direct: 120 students; school agriculture teacher, Ministry of Agriculture Livestock and Extention Division

Number Indirect: Entire village = 2,500 people.

RESULTS:

Observable Units:

- Chicken housing for 100 chickens, fully equipped, including laying boxes.
- School garden with 6 beds ready (Mar. 1983)
- Children in the garden, tendinv vegetables; children feeding and watering animals, collecting eggs, keeping records, and sales.
- Rabbit hutches (construction beginning Apr. 1983)

Financial Returns: Monthly Sales of Eggs in US\$

Dec.	=	48
Jan.	=	313
Feb.	=	240
Mar.	=	258
<u>Apr.</u>	=	<u>326</u> (projection)
1,185 = total revenue, egg sales		

Productivity: eggs per month

Dec.	=	260
Jan.	=	1680
Feb.	=	1543
Mar.	=	1650
<u>Apr.</u>	=	<u>2100</u> (projection)
7233 eggs = total production		

Vegetable garden - n.a., production and sales should begin in May 1983.

Markets: All local - Grand Bay area

SUGGESTED EXPANSION:

1. Currently the school is preparing rabbit hutches since they will also be raising rabbits (for meat) as part of their small livestock project. The Grand Bay community is very large, the third in size in Dominica. The school population is over 900--so it is obvious that less than 10% are able to participate in the project. It is recommended that this school increase its' chicken raising facilities and rabbit project. They should also go into goat raising.

Approximate cost: US\$ 10,000.

2. The school at Tete Morne, within this general area, will start preparing rabbit hutches for a school project. It is suggested that chicken raising and vegetable garden projects be established at both Tete Morne and Pichelin. The Pichelin school will also need chicken raising facilities.

Approximate cost (for both community schools) = US\$ 25,000.

3. Expand chicken raising projects in all schools to include broilers, for meat production.

Approximate cost: US\$1,500.

OTHER COMMENTS:

The Grand Bay School is part of the national "School Meals Program" being financed by NOVIB with the Ministry of Health. The School will have 250 students (between the ages of 5 to 9 years old) getting a meal

RESULTS:

Observable Units:

The group has found a place to meet, initially. They will be receiving all their equipment by the end of April 1983. Training began on March 14, 1983. The Community Development Officer, Adult Education Officer & Youth Officer (for that area) are the primary implementation team persons involved at this point.

Financial Returns: n.a. - anticipated for July 1983.

Productivity: n.a. - anticipated for July 1983.

Markets: Local - Soufriere & Scott's Head - they will liaison with the Scott's Head group (which started their project much earlier) so that there is no duplication of goods offered for sale in the same small bay area. Planning is currently occurring.

SUGGESTED EXPANSION:

This community is interested in several other income generating projects. It has been the slowest to get organized, however. The team is not trying to force progress until sufficient initiative and motivation are demonstrated by the community members. When this occurs, other community identified needs are: cooking and preservation, a bakery, boy scouts - small livestock and gardening, etc.
Approximate cost is US\$25,000.

PROJECT: BOY SCOUTS - SMALL LIVESTOCK RAISING/VEGETABLE GARDENING

COMMUNITY: Scott's Head

- OBJECTIVES:**
1. To learn how to raise chickens and rabbits; to prepare land, plant and raise vegetables
 2. To earn income by selling the eggs and vegetables.
 3. To include other youth and train them in these skills.

- ACTIVITIES:**
1. The boys, with only the help of one adult, built chicken housing for 100 chickens (see picture).
 2. Clearing of lands, beds formed and seeds planted; fences made from scrap galvanized (from hurricane).
 3. Training by the Ministry of Agriculture and de-beaking.
 4. Sales of eggs in local community; some vegetables sold, however most were used for home consumption.
 5. The supervised training in the vegetable gardening aspects of the project need strengthening.

INPUTS: US\$2,000

Purchases: materials for chicken housing (cement, wood, nails, wire, etc.) feed, agricultural tools, seeds

BENEFICIARIES: Number Direct: 33 boy scouts (includes some girls)
Number Indirect: 165 persons

RESULTS:

Observable Units:

- chicken housing for 100 chickens
- one acre of land cleared and vegetables raised
- tools and supplies being properly used

Financial Returns & Productivity:

No consistent record keeping has occurred so projections need to be made. Sales through the end of January were about EC\$1000 or US\$350. There were no sales from February due to poor management by the Scouts. A change in feed accompanied by several days of no food lead the chickens to stop laying. These problems have been addressed and are being corrected but egg production will not re-start until late April.

Markets: Local- Scott's Head

SUGGESTED EXPANSION:

1. The rabbit raising project should be implemented, with more consistent supervision.
Approximate cost is US\$1,200.
2. Chicken raising should be expanded to include broilers.
Approximate cost is US\$1,500.

OTHER COMMENTS:

The school at Scott's Head is included in the national "School Meals Program" financed by NOVIB with the Ministry of Health. There are a total of 242 children in this program and should consume 242 eggs per day. The Boy Scout troop will be the principle supplier and this will provide them with a steady income. The school will also purchase as many vegetables as possible from the Boy Scouts. CANSAVE collaborated with this project by purchasing all the feeders and some construction materials.

An U.S. Peace Corp volunteer, working with the Livestock Division (Min. of Agriculture), has been very active in giving technical assistance to this project. The volunteer is a member of the implementation team for this project site area.

PROJECT: ADULT EDUCATION COMMITTEE

COMMUNITY: Scott's Head

OBJECTIVES:

1. To learn skills in sewing and cooking.
2. To provide an income for unemployed and some underemployed persons.
3. To improve the nutritional aspects of daily diet by cooking and preserving excess fruits and vegetables.
4. To prepare snacks, bread and cakes for sales, as a group project.
5. To sew school uniforms, childrens clothes, dresses and blouses, and men's shirts.
6. To learn skills such as knitting, crotchet and macramé.

ACTIVITIES:

1. Training sessions in sewing initiated.
2. Rented a house to hold training sessions and as a workshop.
3. Receiving supplies and materials; soon to receive sewing machine (currently using two loaned machines).
4. Training being conducted by Adult Education Officer; project mplementation also being conducted by Community Development and Youth Officers.
5. Training in cooking and preserving will begin when stove is delivered.

INPUTS: US\$2,500

Purchases:

- stove, sewing machine;
- sewing supplies & materials;
- cooking pans & utensils;
- books, needles, threads, etc.

BENEFICIARIES: Number Direct: 35 persons
Number Indirect: 210 persons

RESULTS:

Observable Units:

- small house rented
- sewing machine and cooker pans & utensils being used
- sewing implements
- weekly group meetings & several days per week of training.

Financial Returns: not applicable.

Productivity: not applicable: They are still in the training phase.
Any production is simply used at home.

Markets: Local in Scott's Head & Soufriere. Potential markets for uniforms (i.e. police, customs inspectors, etc.) would be nation-wide.

SUGGESTED EXPANSION:

1. There is greater community demand for this project. More money is needed to purchase more equipment and supplies, and expand the locale used for training and as a workshop. There is sufficient need in the market place to absorb the production of this group. The market place for clothing in all of Dominica shares one characteristic--all goods are imported. Thus, all clothes making projects which staisfy local demands fulfill several cuntions: a) provides clothes at a more reasonable price and thus more accessibility for the population; b) conserves scarce foreign exchange; c) provides training and employment opportunities; and d) retains skills for transfer and use with other related productive areas.

Approximate costs = US\$15,000.

2. The group would like to go into other skill areas such as wood working; simple carpentry, masonry, and electrical techniques.

Approximate costs = US\$7,500.

3. The cooking activities should be expanded to take advantage of all the excess fruits and vegetables, and fish. This would include alternative methods of preservation (i.e. salting, solar drying, canning, etc.) and better nutritional opportunities for the population.

Approximate costs = US\$18,000.

PROJECT: COMMUNITY SCHOOLS: SMALL LIVESTOCK AND VEGETABLE GARDENING;
SEWING

COMMUNITY: Soufriere and Scott's Head

- OBJECTIVES:**
1. To provide hands-on learning opportunities within the existing educational system in agriculture and sewing.
 2. To teach skills which lead to income generating either as a cottage industry activity or employment in the formal sector.
 3. To promote sales of vegetables and rabbit meat, record keeping related to animal raising and sales; providing them with a chance to make and manage money as part of an educational experience.
 4. To contribute toward the implementation of the agriculture portion of the Junior Secondary Program (Min. of Education).

ACTIVITIES: Beginning April 1983:

1. Construction of rabbit hutches and preparation of land for garden beds.
2. Planting seeds, raising vegetables and sales to community.
3. Breeding of rabbits - for sale of babies to community members or raising for slaughter and sale of meat.
4. Training in sewing and clothes making.

INPUTS: US\$2,500.

Purchases: materials for rabbit hutches, rabbits and feed; sewing machines, supplies and materials for sewing; seeds for garden; agricultural tools.

BENEFICIARIES:

Number Direct: 50 students each village
= 100 students total

Number Indirect: two whole villages

RESULTS:

Observable Units, Financial Returns, Productivity:

Not applicable: All these projects are planned to begin in late April 1983 and results will not appear until at least September 1983.

Markets: Local, villages of Soufriere and Scott's Head.

SUGGESTED EXPANSION:

1. Both schools should have chicken and goat raising projects. Chicken housing, chickens and feed will cost about US\$2,000.

2. Cooking and food preservation should be included in the school program--including making snacks from local fruits, juice making, solar drying of fruits and fish, etc.

Approximate costs = US\$4,000.

PROJECT: BOOKS

COMMUNITIES: All cities, villages of Dominica; some hamlets

This was not directly an "income generating" project. The DSA was fortunate to receive a large quantity of books from the Fairfax Public Schools and Public Library System. These books were sorted, registered,

3. Sales to local community; to pizza shops, hotels and supermarkets nationally.

- ACTIVITIES:**
1. Training in how to make several types of goats' milk cheese (for use in the tropics); includes how to milk the goat.
 2. Construction of cheese presses out of local materials; preparation of cheese and "packaging".
 3. Training in nutritional aspects of goats' milk cheese and its use in meals will be provided by the Home Economics Units of the SDC.
 4. Sales to be coordinated by the OASIS project staff responsible for marketing.

INPUTS: US\$6,000; to train 33 people in making at least two types of tropical cheese from goats' milk.

Purchases: Thermometers, rennet tablets, cheese cloths, etc.
Local materials to make cheese press; trainer.

BENEFICIARIES: No. Direct: 33 persons
No. Indirect: 200 (approximately)

RESULTS: Not applicable: to begin training in May 1983 after settlers are moved into homes. Necessary purchases are currently being made; trainer contacted and preparing training materials.

Observable Units:

150 goats in OASIS herd; will be increased to 300 goats during next two year, with Jamaican funding.

Financial Returns:

Projection: 2 kilos cheese per week per participant.

33 participants x 2 kilos x 4 weeks/month = 264 kilos of cheese per month;

current average price of cheese in Kingston - K\$5 per pound;
one kilo = J\$11; 264 kilos x J\$11 per kilo = J\$2904 per month revenue = US\$1452 per month.

Productivity:

Although a nursing goat can give a gallon of milk per day, we are not going to consume each one's total "output". It was decided that the goats' milk would be shared between the kid and cheese-making. This was done for two basic reasons:

1. It is best for the kid to have its mother's milk; the herd at OASIS is being expanded for another two years and they want to try to expand without buying too many more goats but by using their own offspring; there is enough milk daily for both the kid and milking.

BENEFICIARIES:

Number direct: 55 (25 solar drying, 30 stoves)
Number indirect: 200 persons

RESULTS: Not applicable: To begin in July 1983.

OBSERVABLE UNITS:

5 medium-sized (10'x4'x2') solar dryers, 3 stoves.
All materials and utensils for production.

Financial Returns:

Not applicable: Projection - J\$60 per month per participant
55 persons x J\$60 = J\$3300 per month
US\$1,650 per month.

Productivity: Not applicable:

Projections:

Solar drying - 25 lbs. dried fruit per day per dryer.
25 lbs x 5 days x 5 dryers = 600 lbs. per week
or 2400 lbs. per month
Cooking and preservation - 2 dozen containers per week
= 8 dozen per month.

MARKETS: Local markets - until there are enough trained participants (probably 1986). Then they are discussing the possibility of producing their own line (with an Ebony Park logo) of items for sales nationally. The local markets, in this case, mean within the parish and residential villages of the trainees. If production goes well, there is a potential for national markets in 1984.

SUGGESTED EXPANSION:

There is a need to fully equip the model home (in Village I) for an integrated training program. As more persons are involved in the OASIS project training, there becomes a greater demand for this project. The average age of the families will be about 19 to 21 years and they are in critical need of the cooking and preservation project.

Approximate cost = US\$18,000.

PROJECT: CHALK-MAKING (COTTAGE INDUSTRY)

COMMUNITY: Bull Bay

- OBJECTIVES:**
1. To generate income for unemployed community members.
 2. To train participants in the process of chalk-making - from the extraction and treatment of the gypsum to the packaging of the finished product.

3. ANTIGUA AND BARBUDA PROJECTS

PROJECT: COTTAGE INDUSTRIES DEVELOPMENT (TWO)

COMMUNITY:

1. Self-Reliance Youth Project - youth who have not completed school and persons working in their homes (especially Antigua).
2. Barbuda Cottage Industries.

OBJECTIVES:

A. Self-Reliance Youth Project:

1. To train school leavers (male and female) in handicraft skills for income generating; to train others (especially women) to produce these handicraft items in their homes.
2. To sell products of training program.
3. To start a cooperative store in St. John's which would be the sales outlet for these cottage activities.
4. To help people generate incomes where they are now unemployed and economically stagnant.

B. Barbuda Cottage Industries:

1. To produce food for self-sufficiency and thus encourage the reduction of imported food items.
2. To improve nutritional standards of family members and the community.
3. To generate income where there is currently no economic activity.
4. To give support and further develop the tourism industry on the island.

ACTIVITIES: Began in February 1983:

1. Identification and development of the projects, including composing the implementation team and initiating discussions with village residents.
2. Purchase of supplies and materials for training programs
3. Training, especially in handicraft, continues new training groups (both youth and "cottage" participants) being started so as to expand initial project.
4. More extensive work with villages (inclusive trip to Barbuda) to better identify their specific goals and aspirations, and socio-economic needs for the project.
5. Sales of products (including eggs and meat) to local markets and national tourist markets.
6. Technical assistance and training to establish cooperative store and other needed components of projects.

INPUTS: US\$8,100 (by April 1983)

Purchases: Weaving looms (both large and portable types), spinning wheels, carding boards, threads and supplies;
Items necessary for animal raising, and those to implement prioritized small projects.

BENEFICIARIES: Number direct: A. 20 youth; 50 cottage participants
B. 75 households

Number indirect: A. 280
B. 375

RESULTS:

Observable Units, Financial Returns, Productivity:

Actual implementation will begin in April 1983. The projections for net income cannot be indicated for the Self-Reliance Youth Project nor the Barbuda Cottage Industries. This can only be projected after the community decides on exactly which income generating projects they will implement (in the case of Barbuda), and the sales begin (in the case of the youth group). Regular income should be occurring by October 1983.

SUGGESTED EXPANSION:

1. It is quite obvious that the current grant money is just seed money for both these activities. These needs to be at least \$15,000 more for the Self-Reliance Youth Project and about \$25,000 for the cottage industries.

2. Other projects for inclusion in future grant-related activities are:

- a) Food preservation (especially jams, jellies, pickles, chutneys, canned vegetables) to supermarkets and hotels;
- b) Backyard gardening (in soil and sub-irrigation method) for vegetables;
- c) Solar drying for fruits and fish;
- d) Peanut raising and processing;
- e) Charcoal making and planting in conjunction with CARDI lencaena trees;
- f) Beekeeping and honey making;
- g) Appropriate technology methods of cheese making (goat's and cow's milk); and
- h) Chicken raising for eggs and meat.

OTHER COMMENTS:

There is a need to give more technical assistance in the areas of management and organization. It was quite fortunate for the OAS/DAS to find very good "structures" already in place in Antigua and Barbuda.

This considerably facilitated the speed and smoothness in initiating projects. These two projects are in fact expansions of:

- a) already existing small projects; and
- b) a "request" and community eagerness to start up income generating projects.

PROJECT: RABBITS AND SMALL RUMINANTS/FISHERMEN'S COOPERATIVE

COMMUNITY: Rabbits and small ruminants:
Barbuda plus fourteen communities in Antigua- Freeman's Village, Sweets, All Saints, Seatons, Granville, Villikies, Freetown, Bethesda, Old Road, Urlings, Potters, Villa, Grays Farm, and Cedar Grove.

Fishermen's Cooperative: All Antigua fishermen.

- OBJECTIVES:
1. To increase daily consumption of protein and improve the nutrition and diet of the villagers.
 2. To provide income generating opportunities to persons who are economically stagnant.
 3. To provide training and extension to persons participating in this project.
 4. To provide technical assistance to analyze the existing problems, identify and develop an improved fishermen's cooperative movement; provide training as possible; provide some necessary supplies.
 5. Both projects involve economic aspects (income generating), health (improved nutrition and food supply), training (both related to productive activities and to management/organization) and organization - helping the people to get together in ways which will be beneficial (especially socio-economically) to their family and community.

- ACTIVITIES:
1. Purchase of core stock of rabbits, goats and sheep; delivery to Antigua and Barbuda and initiation of acclimatization.
 2. Construction begins of household rabbit hutches, government stock farm totally prepared an servicing stock.
 3. Village groups train in raising these animals; as well as proper housing methods, health and nutrition, etc.
 4. Training materials acquired, prepared and utilized.
 5. Meetings of fishermen to identify problems and projects, technical assistance initiated in streamlining the organizational and training aspects of the cooperative associations.

INPUTS: US\$9,900 (OAS \$20,000)

Purchases: -rabbits, goats and sheep
-materials to construct housing
-feed
-supplies for cooperative supply store
-revolving loan fund for community participants to assist with initial purchase of food and materials for animal housing, etc.

BENEFICIARIES: Number direct: Rabbits and small ruminants
First phase: Rabbits - 140
 Sheep - 70
 Goats - 70

Second phase: Rabbits - 420
 Sheep - 210
 Goats - 210
(Average household = 6)

Number indirect: First phase: 1680
 Second phase: 5040

RESULTS:

Observable Units, Financial Returns, Productivity: Not applicable.

Should start having initial returns by September 1983 for rabbits and December 1983 for others.

SUGGESTED EXPANSION:

1. Both projects are small (almost of pilot-size in nature) additional resources would enable the projects to involve, immediately, more people. The government has also indicated they are interested in including chickens (both for meat and egg production) if additional funding was available.

2. Tannery: Antigua and Barbuda has a very active tourism sector. We have discussed the potential markets for rabbit and goat skins, both export markets of skins only and also making items (i.e. purses, coats, rugs, etc.) for the national tourist market.

3. Small scale activities in fish production (in ponds) and other mariculture have also been identified as urgently needed.

OTHER COMMENTS:

There is a need to give more technical assistance in the areas of management and organization. It was quite fortunate for the DSA/OAS to find very good "structures" already in place in Antigua and Barbuda.

This considerable facilitated the speed and smoothness in initiating projects. These two projects are in fact expansions of:

- a) already existing small projects; and
- b) a request and communtiy eagerness to start up income generating projects.

E. SUMMARY

1. It is critical to remember that training and social organization are strong elements in preparing people - just as critical as the "productive" activities. This combination of concurrent actions: a) training; b) social organizations; and c) small investment capital for immediate action projects--provide a secure foundation for developing of human beings and the groups in which they live/work. Additionally, attention and time has been given to securing the full participation of persons from all four "constitucncy groups".
2. This process requires time to build a solid social basis at the local level. However, the persons involved are the owners of the process and production, the projects continue without the continual presence of "foreign experts" in the country. Technical assistance and foreign financial aid and experts are necessary - however, the "price" of it is shared by several budgets and the need for the experts' time is greatly reduced by using the well-qualified local resources.
3. The forms of organization are not pre-established. The following "types" of organizational formats resulted from our work with groups: ad-hoc committees formed to participate in the project; village councils; women groups; village committees; workers associations; cooperatives; adult education committees and other types of "national" committees present in the communities, 4-H, Boy Scouts, small enterprises, etc. All are in the "private sector" with technical cooperation from local, national and external agencies.
4. By investing in time to organize and "ensure" true participation of people, effective results are assured. As problems occur, they are solved by the participants instead of having to wait for the "expert" to arrive or a monthly meeting with project personnel or officials etc. The time invested initially in getting groups involved in the projects for identification and implementation; and people prepared and "owning" the action leads to a logical and smooth expansion of the "cottage" size activities to medium-sized industrial activities. For example, the chicken-raising cottage industry project in Dominica has been so successful during its first six months that the participants will become the principal providers for rehabilitation of the industrial activity of chicken slaughtering. They will receive soft loans to expand the size of their cooperatives and raise more chickens. This will ultimately lead to national self-sufficiency in chicken meat production.
5. The process of worker ownership is, of course, more complex than just owning the productive process. It involves the psychological ownership of the process and the person's feelings of self-respect, sense of responsibility and of community, needs for self-expression and achievement. The process of social organizing also helps acquire the skills (inter-personal: decision making, problem solving, planning, etc.; technical: know-how, marketing, use of credit, etc.) to cope with life and the dynamic changes occurring in their area/nation. This preparation is crucial to the further growth and continuation of development

efforts. In the Dominica project mentioned earlier, the participants are fully trained, selling eggs and managing their own activities. The Prime Minister is in the process of re-establishing the national chicken processing industry (all equipment and materials of the industry were destroyed in the hurricanes of 1979 and 1980). Due to the success of the Carib cottage industry chicken-raising, the Caribs (those interested) will be given access to "soft" loans to expand their household unit and accomodate 500 broilers. The chickens would then be sold to the slaughterhouse; all these actions are in the realm of "private enterprise." Also, the IDB's program of "Small Loans" provides us with examples of self-managed organizations in the developing countries contributing to income-generation in the informal sector. The projects reviewed in Section D are conscious efforts/results of facilitating worker participation and ownership of their own economically productive activities.

6. The projects' results lead us to believe that the problems related to the population's absorptive capacity in development terms, are being solved. The synergy resulting from the interaction between the initial training program, the investment capital for immediate action projects, and the technical assistance/training prepare the population to absorb, in an effective manner, more and more money. We have the ability to prepare the target population to increase their absorptive capacity so that they can gradually receive development assistance, starting with five or ten thousand dollars. This is a developmental process in the true sense, not just in the economic sense: it is social, cultural, organizational and political processes. The people involved with the projects necessarily pass through several learning processes: training, technical assistance, apprenticeship with local or outside experts. They also begin working locally and improving employment opportunities in their occupational areas, participate in field trips and visits. This learning process is enhancing and providing the necessary inputs that the community needs as it becomes economically active, thus promoting their entrepreneurial skills (including risk-taking), increasing their absorptive capacity and becoming active participants and owners of the development process with which they are involved.

LOCATION: 1. <u>Project</u>	<u>Small livestock cottage industry</u>	<u>Solar Drying of Fruit and Fish</u>	<u>Flower growing for export</u>
2. Group or Community	Carib Indians-hamlet committees and households	Carib Indians - Bimena group	Carib Indians - hamlet groups and households
B- OBJECTIVES OF PROJECT	<ul style="list-style-type: none"> a- Improve diet and nutritional aspects of meals in Carib communities through increased protein. b- Acquire training to raise, breed and slaughter chickens, rabbits, sheep and goats. c- Sale of meat and eggs d- Increase community awareness of development efforts and promote more active Carib participation. 	<ul style="list-style-type: none"> a-Construct 3 medium-sized solar dryers to dry reject bananas, other fruit and one dryer for fish. b-Sell (export) one-pound bags of banana raisins to US SAVE THE CHILDREN (US\$1.00 per lb.). c-Sell banana flour locally (EC\$0.80 per lb.); dried fruit (EC\$0.50 per lb.); and dried flying fish (EC\$1.00/3 fish) 	<ul style="list-style-type: none"> a-Re-establish export sales of flowers in Guadeloupe and Martinique; reinstate an income-generating activity. b-Organize productive activity of raising local flowers (balisiere, ginger lilies and anthurium); organize socio-economic, management processes. c-Training in appropriate techniques and processes of growing, packaging, marketing, etc.
C- ACTIVITIES:	<ul style="list-style-type: none"> 1. Organization into hamlet committees 2. Training in chicken-raising/coop-building. 3. Fundings; preparation of coops, initial feed. 4. Sales in local markets 5. Training in nutrition <u>March-June 1983;</u> 6. Training in rabbit raising; then goats and sheep. 	<ul style="list-style-type: none"> 1. Purchase of building materials to construct first dryer. 2. Demonstration of use. 3. Training. 4. Packaging. 5. April 1983: 2 more solar dryers for fruit and 1 solar dryer for fish. 	<ul style="list-style-type: none"> 1. Committee meetings to register project participants. 2. Feasibility study being conducted through OAS to develop preliminary contacts with international markets; consolidation of efforts within country.
D-INPUTS: 1. <u>(US\$) Invested:</u>	<ul style="list-style-type: none"> December 1982: US\$ 8,500 April, 1983: 15,000 	<ul style="list-style-type: none"> December 1982: \$300 April 1983: \$500 	<ul style="list-style-type: none"> May 1983: \$3,000; OAS: \$9,000
2. <u>Purchases/Expenses:</u>	<ul style="list-style-type: none"> Wire and feed December 1982: 2300 Red Comet chickens and transportation to Dominica April, 1983: 10 sheep, 20 goats and transportation to Dominica 	<ul style="list-style-type: none"> Wood, paint, nails, saw, hammer Fiberglass and plastic; 3 Seal-a-Meal machines and plastic for bags; Stainless steel mixing bowls and pans, rolling pins, sifters, manual food grinders 	<ul style="list-style-type: none"> Bulbs, packaging materials Technical assistance
E. BENEFICIARIES: 1. <u>Actively Involved</u>	<ul style="list-style-type: none"> December 1982: 1. 13 members on coordinating committee 2. 70 families/chicken-raising April 1983: 3. 50 families/rabbit-raising 	<ul style="list-style-type: none"> 1. 5 people 2. 15 people 	<ul style="list-style-type: none"> 1. 72 households currently registering
2. <u>Indirect</u>	<ul style="list-style-type: none"> December 1982: 1. 490 people 2. 3 junior 48 clubs/schools April 1983: 3. 350 people 4. 3 schools 5. 35 families/sheep-raising; 245 people 6. 40 families/goat-raising; 280 people 	<ul style="list-style-type: none"> 1. 35 people 2. 105 people 	<ul style="list-style-type: none"> 1. 500 people

F. RESULTS:

1. Observable units

December 1982:

70 household chicken coups
(25 chicken size)
3 schools - 25 chicken/coup
Individual site visits
Training program & continuous
consultation

One complete fruit-drying
solar dryer
Demonstrations for interested
persons and groups
Training program initiated by
by Food & Nutrition Council

n.a.

April 1983:

Training: rabbits and sheep
Rabbits: 2 female/1 male per
household, hutch constructed
Area for sheep and goats: fences
constructed, sheep delivered
Goats delivered
Health & nutrition training
expanded to include meats

n.a.

2. Financial returns

December 1982-January 1983:

10 households - egg sales in Marigot
EC\$35 per week per household
Total net income generated:
EC\$1,050 ; US\$400

None yet.

n.a.

Gross projected returns:
a-Banana-raising export market:
US\$500 monthly

April 1983:

a-Egg sales - 12 households
12 doz./day - Sinecu School
(School Feeding Program)
- EC\$60 per day
5 days/week x 60: EC\$300/week;
US\$120/week; Total school sales

b-Banana flour - local market
US\$150/month

c-Dried fruit - US\$70/month

d-Dried fish - US\$150/month

b-EC\$25/week/household; US\$10/week/
household : household income
Marigot & Reserve:
30 households: EC\$150/day
Gross income/month: EC\$4,500;
US\$1700 (30 households).

c-Rabbits: Income in July 1983
Sheep & goats: Income end of 1983,
early 1984

3. Productivity

70 households - average of 13 eggs/day

Projections: 4 dryers:

a-1 banana raisin for export
(using 6 trays): 25 lbs./day/dryer

b-1 banana grinding into flour
25 lbs/day for local sales

c-1 other fruit drying

d-1 fish dryer

(60 small flying fish/day)

G- MARKETS

Local: Marigot and Reserve
April 1983: School Feeding Program*
(See other comments.)

U.S. for banana raisins
Local: all other dried products

Initial short term: Guadeloupe & Martinique
Medium & Long Term: Other Caribbean islands,
Miami, New York, London, Paris, Amsterdam,
Rome, etc.

Government studying feasibility (CFC) re-establishing chicken industry on a national level; need to expand chicken coops to accommodate 300-500 broilers each; more training to prepare participants for more self-sufficiency in animal-raising and additional skills and capabilities needed for raising small animals on an industrial level. Approximately: \$30,000

Project be expanded in terms of household use of dried foodstuffs. Carib area has no electricity. People need methods to preserve foodstuffs. Should immediately expand to 10 fruit dryers and 10 fish dryers. Approximately: US\$8,000

This small project has already generated national interest. Need for technical assistance; materials and supplies; training; and revolving loans. This implies an immediate need for additional grant funding. Possible that this project (if funding is made available) will become most exciting "income-generating" project for the Caribbean's "nature island". Approximately: US\$15,000

Rabbits: Two areas of expansion:
1. Preparation of appropriate central rabbit housing installation to be able to provide rabbits to all inhabitants who want to participate; considerably speed-up "development" because would receive ac-climatized animals. Approximately: \$10,000

Experience of the Caribs can be expanded to other small hamlets in the OAS/DAS project area not yet involved in any of the immediate action projects. Approximately: US\$15,000

2. Tannery: Preparation of rabbit skins for export is first stage of this industrial activity, to begin end of 1983; further work to expand activity into more complete tannery process in Dominica and production of tourist items. Goat and sheep skins to be included. Approximately: \$10,000

I- OTHER COMMENTS

There will always be a demand for two or more types of small livestock per household. However, Caribs have decided that before any household could start raising a second type of small animal all persons who wanted to participate must already be involved by raising one type of animal. This process will take through 1985/86 to be totally involved unless there is additional funding. Approximately: US\$15,000

The OAS/DAS has received the collaboration of the U.S. Save The Children (especially in technology for solar dryer construction) and Dominica Food and Nutrition Council (especially training in nutrition).

This project began after the other two in the Carib area. It started because of a "felt need" due to loss of sales of locally grown flowers. Enquiries were made about how many were interested in participating and the private sector and government officials also expressed keen interest. The indicated this was a project they had wanted to develop for some time and asked us for help. Natural resources and packaging materials were available and previous markets existed; also a market study has been conducted by the German University of Hanover.

*School Feeding Program: Funded by NOVIB in collaboration with DAS, working with the Ministry of Health and the Food & Nutrition Council. Three villages in OAS/DAS project site area to be primary suppliers of eggs to the School Feeding Program.

P. RESULTS:

1. Observable units

December 1982.

n.a.

Chicken housing for 100 chickens, fully equipped, including laying boxes.
School garden with 6 beds ready. School children in the garden; rabbit hutches.

Initially, meeting place located. To receive all equipment by the end of April 1983. Training began on March 14, 1983.

April 1983:

All tools and material purchased. Expenditures for construction materials with actual work beginning about June 1983.

2. Financial returns

n.a. This project selected by the community as most urgent for youths and adults to get back to active production of goods. Drum-makers and straw workers have continued to eek out an existence at a very low rate of production. Projected financial returns, based on interviews:

a. 5 drums/week x EC\$ 500- EC\$2500/week monthly - EC\$10,000 - US\$3,700

b. Straw workers approx: EC\$400/week monthly - EC\$1600 - US\$600

c. Leather workers and wood workers: not enough current data to project accurately. Approx: EC\$750/week - EC\$3000/month - US\$1100 month.

Monthly sales of eggs:

Dec. - US\$ 48

Jan. - US\$313

Feb. - US\$240

Mar. - US\$258

Apr. - US\$326 (projection)

Total US\$1185 (revenue egg sales)

n.a. - anticipated for July 1983.

3. Productivity

n.a.; see above

Egg production per month:

Dec. - 260 eggs

Jan. - 1680 eggs

Feb. - 1543 eggs

Mar. - 1650 eggs

Apr. - 2100 eggs (projection)

Total-7233 eggs

n.a. anticipated for July 1983

Vegetable garden n.a.

Production and sales should begin in May 1983.

All local - Grand Bay itself Grand Bay school will participate in NOVIB sponsored "School Meals Program".

Local - Soufriere & Spotts Head

Straw works: national and regional.
Drums: regional (esp. Guadeloupe and Martinique).
Wood and leather goods: national.

G- MARKETS

FF

Necessary to buy more tools and equipment. (min. \$5000) for the four groups ; also for the cultural groups (min. \$5000). Potential catalytic effect on surrounding villages; (Tete Morne, Pichein, etc.) Approximate costs: US\$15,000

Currently preparing rabbit hutches. Community is very large, the third in size in Dominica therefore, less than 10% able to participate in the project. Recommended that this school increase its chicken-raising facilities and rabbit project. Goat-raising should be considered. Approximate costs: US\$10,000

Community interested in several other income-generating projects: cooking and preservation, a bakery, boy scout, small livestock and gardening, etc.. Approximate costs: US\$25,000

The school at Tete Morne will start preparing rabbit hutches. Chicken raising and vegetable garden projects suggested at both Tete Morne and Pichelin. Pichelin school also will need chicken-raising facilities. Approximate cost for both community schools: US\$25,000

Expand chicken-raising projects to include broilers, for meat production. Estimated cost: US\$1,500

I- OTHER COMMENTS

The community decided to build its own small shelter to accommodate urgently needed work space for its people. The EDF funds to be used to build the foundation and first floor. USAID/OAS monies will go towards building ground floor. Will also provide support to 'Junior Secondary Program'. Persons leaving Junior Secondary Program and wanting both further training and a place to work will have the center. Provides continuity to national program highly supported by the Ministries of Education and Agriculture.

Grand Bay school is part of national "School Meals Program" now being financed by NOVIB with the Ministry of Health. 250 students (between ages of 5 to 9 years old) getting a meal everyday. Eggs to be purchased from students. There exists enough 'demand' for eggs to increase number of chickens (expand the project). U.S. Peace Corps volunteer with Livestock Division very active in giving technical assistance - member of implementation team for this project site area.

DOMINICA PROJECTS

A- LOCATION: 1. Project

Boy Scouts: Small Livestock Raising and Vegetable Gardening

2. Group or Community

Scotts Head

Adult Education Committee

Scotts Head

Community Schools - Small Livestock and Vegetable Gardening; Sewing

Soufriere and Scotts Head

B- OBJECTIVES OF PROJECT

- a-Learn to raise chickens and rabbits; prepare land, plant and raise vegetables.
- b-Earn income by selling the eggs and vegetables.
- c-Include other youth and train them in these skills.

- a-Learn skills in sewing and cooking.
- b-Provide income for unemployed and some underemployed persons.
- c-Improve nutritional aspects of daily diet.
- d-Prepare snacks, bread and cakes for sale as a group project.
- e-Sew school uniforms, children's clothes, dresses and blouses and men's shirts.
- f-Learn skills such as knitting, crochet and macramé.

- a-Provide hands-on learning opportunities with existing educational system in agriculture and sewing.
- b-Teach skills which lead to income-generating.
- c-Sales of vegetables and rabbit meat; record-keeping to make and manage money as part of an educational experience.
- d-Contribute toward implementation of agriculture portion of Junior Secondary Program.

C- ACTIVITIES:

- 1.The boys built chicken houses for 100 chickens.
- 2.Clearing of lands, beds formed and seeds planted.
- 3.Training.
- 4.Sales of eggs in local community.

- 1.Training sessions in sewing initiated.
- 2.House rented for training sessions and as a workshop.
- 3.Receiving supplies and materials.
- 4.Training in cooking and preservation will begin when stove is delivered.

- Beginning April 1983;
- 1. Construction of rabbit hutches and preparation of land for garden beds.
 - 2. Planting seeds, raising vegetables and sales to community.
 - 3. Breeding of rabbits - for sale of babies to community members or raising for slaughter and sale of meat.
 - 4. Training in sewing and clothes-making.

D-INPUTS: 1. (US\$) Invested: US\$2,000

US\$2,500

US\$2,500

2. Purchases/Expenses:

Materials for chicken housing (cement wood, nails, wire, etc.); feed; seeds; agricultural tools.

Stove; sewing machine; sewing supplies and materials; cooking pans and utensils; books, needles and threads.

Materials for rabbit hutches - wood, poles, wire, nails, etc.; rabbits and feed; sewing machine; supplies and materials for sewing; seeds for garden; agricultural tools.

E. BENEFICIARIES: 1. Actively Involved

33 Boy Scouts (includes some girls).

35 persons.

50 students each village - 100 students.

2. Direct/Indirect

165 persons

210 persons

Two whole villages.

F. RESULTS:

1. Observable units

Chicken housing for 100 chickens; One acre of land cleared and vegetables raised; Tools and supplies being properly used.

Small house rented; Sewing machine and cooker; Pans and utensils; Sewing implements; Weekly group meetings and several days per week of training.

n.a. All these projects are planned to begin in late April 1983 - results will not appear until at least September 1983.

2. Financial returns

No consistent record-keeping. Sales through the end of January were about EC\$1000 or US\$350. No sales from February due to poor management by the Scouts. Problems addressed and being corrected but egg production will not start until April.

n.a.

Same as above.

4/6

3. Productivity

Same as above.

n.a. They are still in the training phase.

Same as above.

G- MARKETS

Local - Scotts Head

Local in Scotts Head and Soufriere.

Local in Scotts Head and Soufriere.

H- SUGGESTED EXPANSION

Rabbit-raising project.
Approximate cost - US\$1,200

Chicken-raising should be expanded to include broilers.
Approximate cost - US\$1,500

Greater community demand for this project. Funds needed to purchase more equipment and supplies and expand locale used for training workshop. Sufficient need in the marketplace to absorb production of this group. Market place for clothing in all of Dominica has a common characteristic: all goods are imported. Thus, all clothes making which satisfies local demand fulfills several functions: a) provides clothes at reasonable price, more accessibility, b) conserves scarce foreign exchange; c) provides training and employment opportunities and d) retains skills for transfer and use with other related productive areas. US\$15,000 needed.

Both schools should have chicken and goat raising projects. Chicken housing, chickens and feed will cost about US\$1,500. Goats and fencing, feed, etc. will cost about US\$5000. Total costs - US\$7000.

Cooking and food preservation should be included in school program - including making snacks from local fruits, juice making, solar drying of fruits and fish, etc. Approximate costs are US\$4,000.

Interest in other skill areas: wood work, simple carpentry, masonry and electrical techniques. Approximately US\$7,500.

Cooking activities should be expanded to use excess fruit and vegetables and fish. Should include alternative methods of preservation (i.e. solar drying, salting, canning, etc.) better nutritional opportunities.
Approximate cost: US\$10,000.

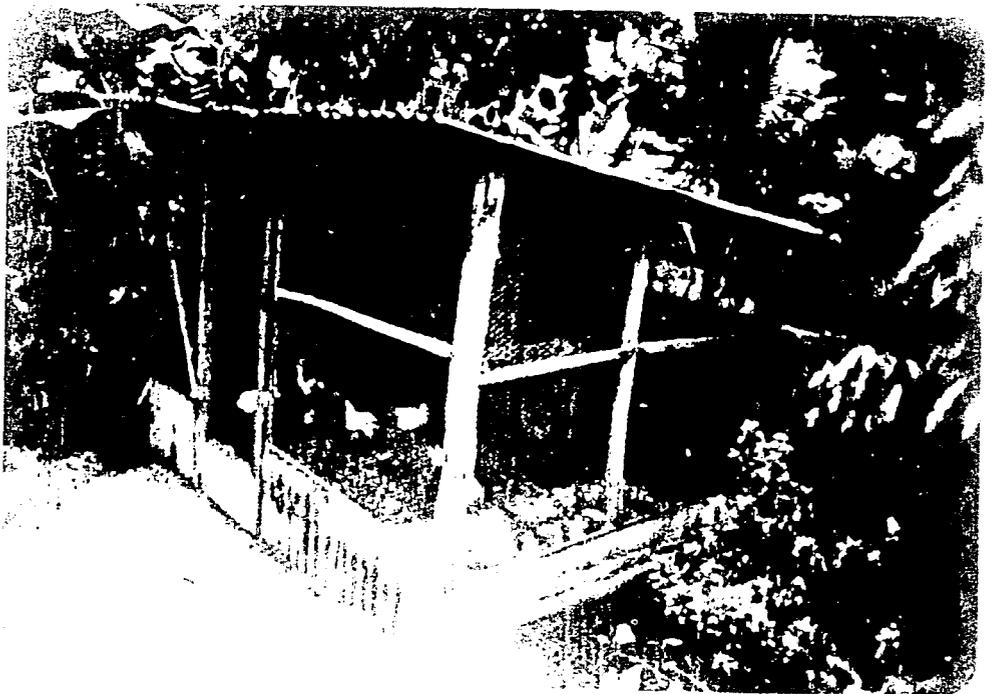
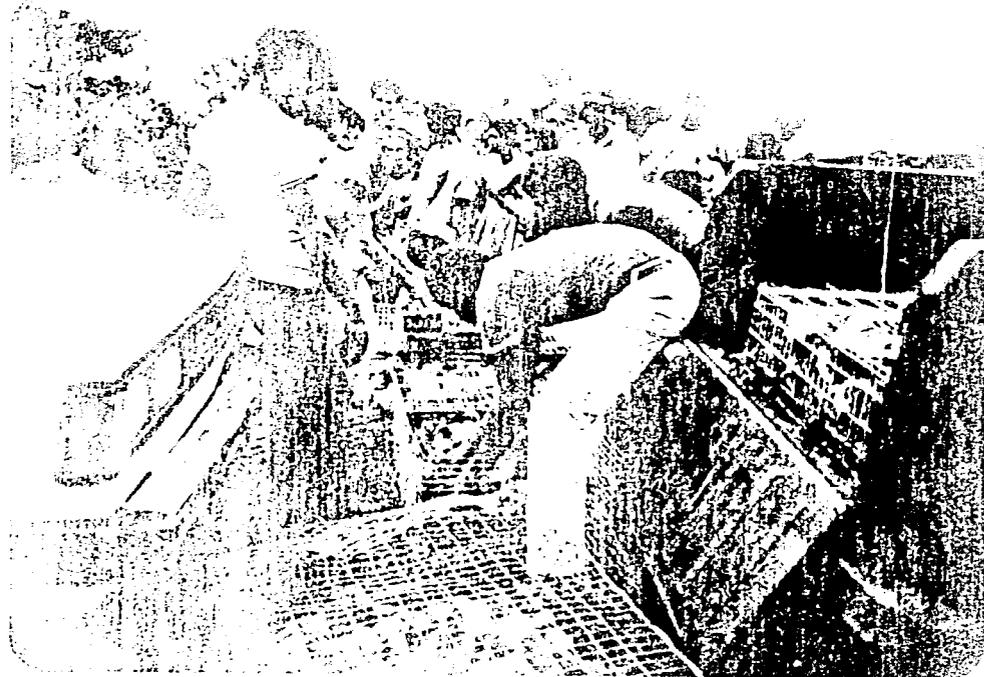
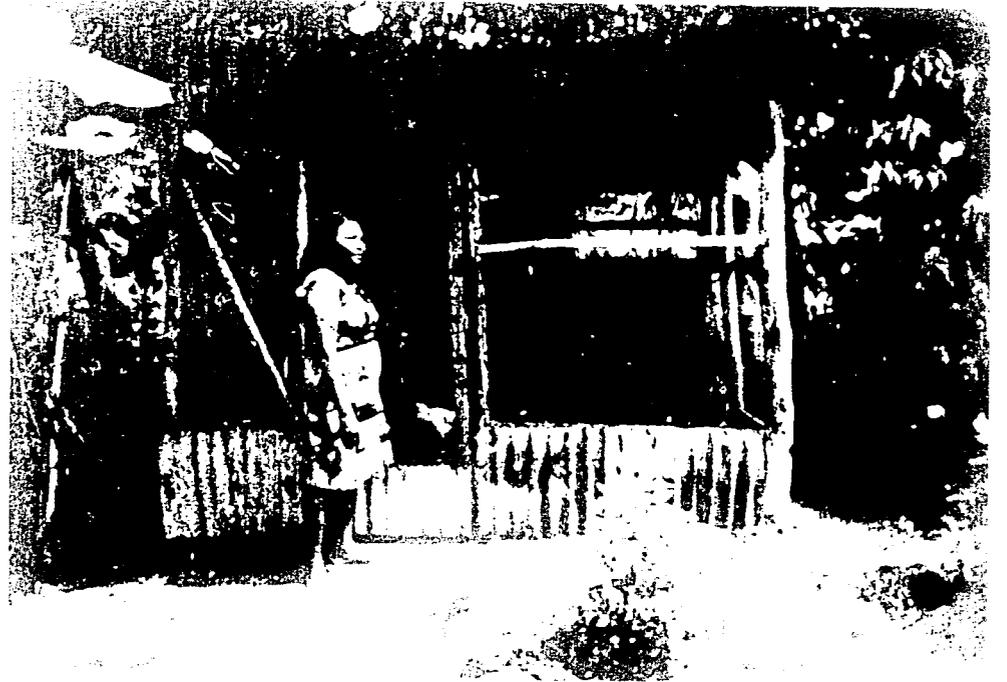
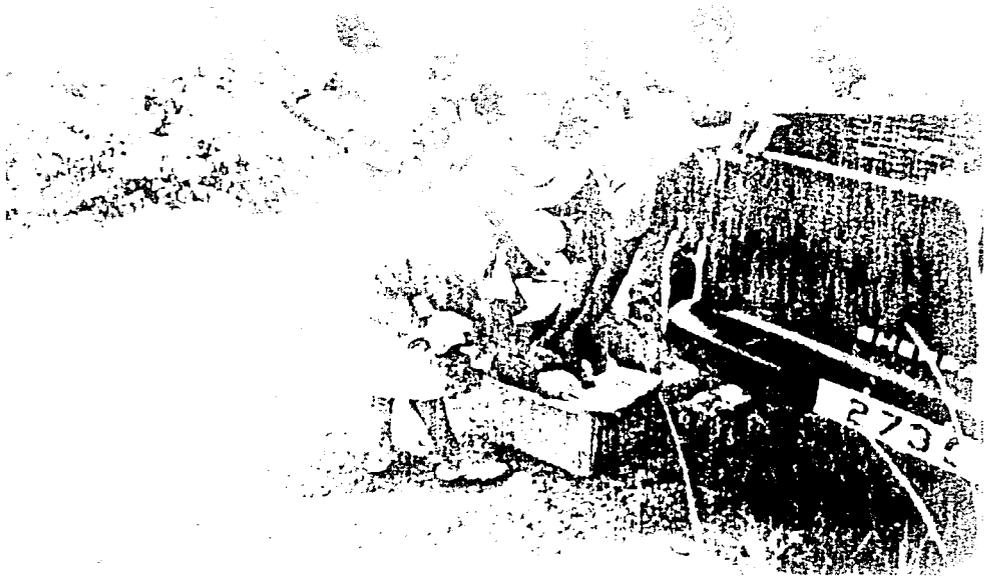
I- OTHER COMMENTS

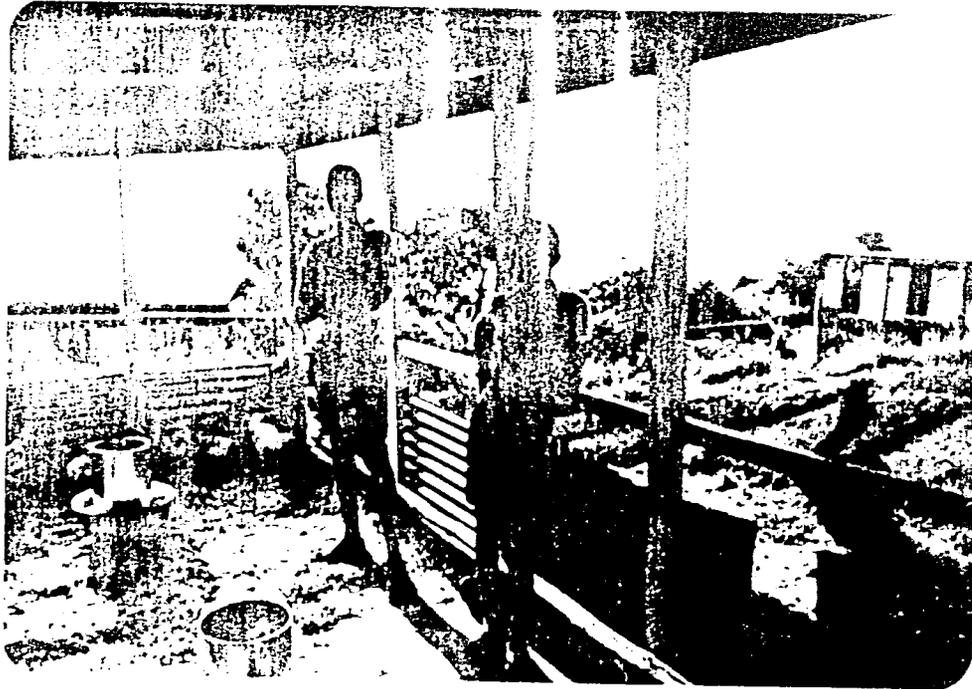
School at Scotts Head included in national 'School Meals Program' financed by NOVIB with the Ministry of Health. Total of 242 children in this program - should consume 242 eggs per day. Boy Scout troupe will be the principle supplier. School will also purchase as much vegetables as possible. CANSAVE collaborated with this project. U.S. Peace Corp Volunteer with the Live-stock Division has been very active giving technical assistance as member of implementation team for this project site area.

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ANNEX B

PHOTOGRAPHS OF PROJECTS

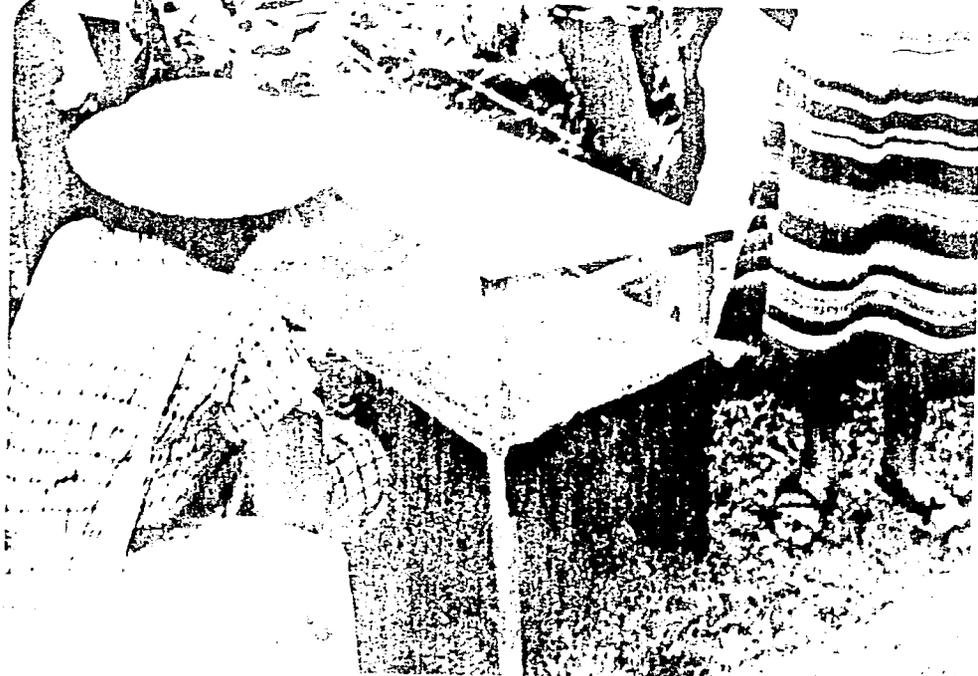


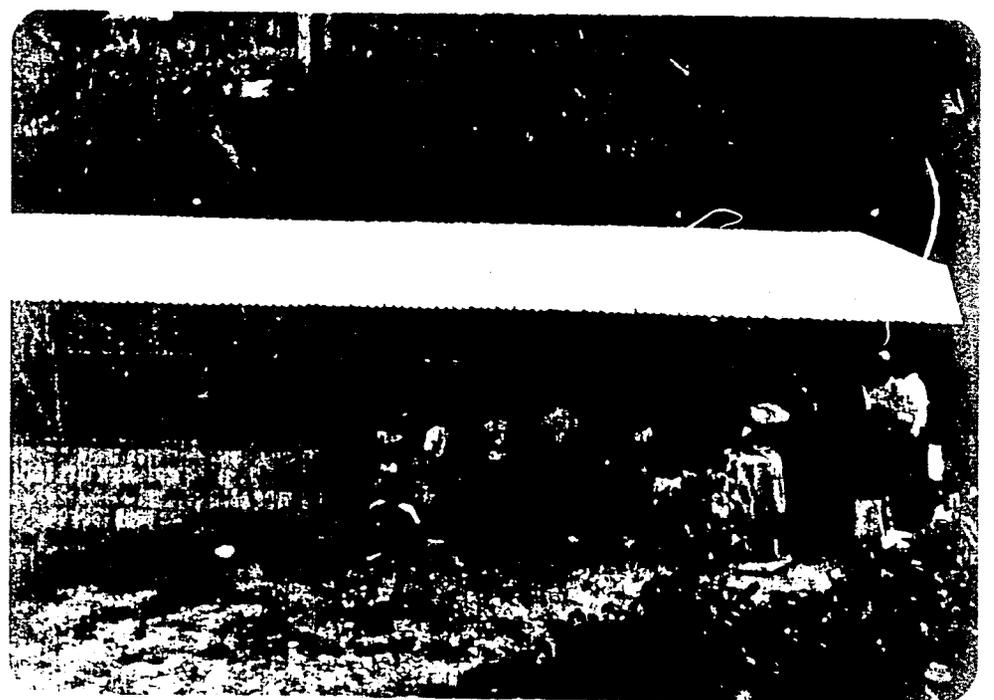
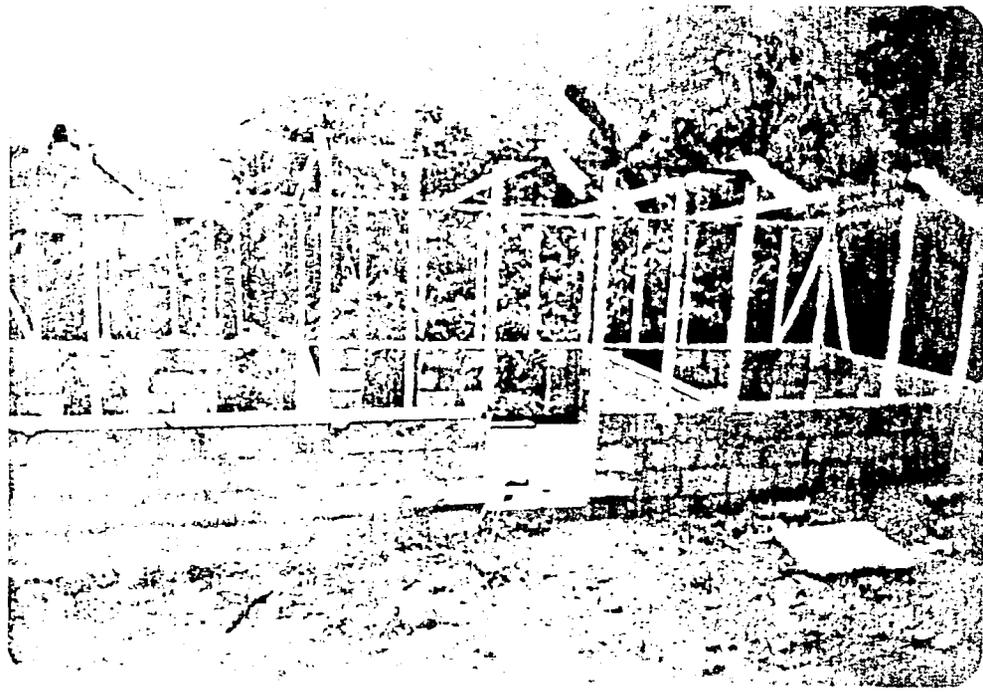


CARIBBEEAN AIR FORCE (PILOT)



GRAND BAY - STRAW WORKERS





ECUADOR



REGIONAL TRAINING SEMINAR



ON THE WAY
TO MALIMPIA →