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**INTERNATIONAL FARMER PROGRAM
1988
An Evaluation**



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INTERNATIONAL FARMER PROGRAM

1988

An Evaluation

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INTERNATIONAL FARMER PROGRAM EVALUATION

JAMAICA - 1988

I. Background

Over the past five years, young farmers from Ecuador, Costa Rica and Korea have lived and worked with Land O'Lakes member farmers for a six month period to learn through experience. These IFP trainees are given the opportunity to learn U.S. dairy technology and to upgrade their skills through both on-the-farm experience and classroom instruction. The farm family is the key element in this process. For five months the IFP trainee stays on a host family farm where he or she is exposed to all aspects of farm life in the U.S.-- from working along side the farmer during the morning chores, to assisting in planting corn, and artificially inseminating heifers.

The host farm families also benefit from the cross-cultural experience. A new mutual awareness is gained through this one-to-one relationship shared by a foreign visitor and a U.S. dairy farmer.

In addition to the five month on-the-farm training, one month is devoted to technical training in a classroom setting. This technical training includes all aspects of dairy production and general farm management. Classes are conducted on animal nutrition, artificial insemination, and farm machinery, to name only a few.

II. IFP 1988 -- The Jamaican Experience

During the 1988 program year, Land O'Lakes offered a revised six-month International Farmer Program. Nine LOL member families had the opportunity to host young farmer participants from the island of Jamaica. For five months, beginning mid-March and continuing through mid-August, 1988, trainees worked side-by-side with their host farmers during the practical phase of the program. Following the five month on-farm learning experience, a one month technical training program was conducted for the trainees. Since the completion of the 1988 program all trainees have returned to their homeland of Jamaica either to return to their prior jobs or to seek new employment in the dairy sector.

The following is an evaluation of the Land O'Lakes 1988 International Farmer Program and how it affected the employability of the Jamaican trainees.

III. IFP IN-COUNTRY EVALUATION -- SCOPE OF WORK/METHODOLOGY

DATES: AUGUST 13 - 24, 1989 SEPTEMBER 6 - 11, 1989
LOCATION: JAMAICA, W.I. MINNESOTA AND WISCONSIN

A. SCOPE OF WORK

Consultant will travel to Jamaica to evaluate the effectiveness of the Land O'Lakes International Farmer Program. The following objectives have been identified for this evaluation mission.

1. To evaluate the effectiveness of the IFP with respect to:
 - a. Skills used on-the-job
 - b. On-the-job improvement/advancement
 - c. Long-term job effectiveness
 - d. Skills transferred to others
 - e. Employees' view of program effectiveness
2. To select the participant(s) that have been most successful as a result of their IFP training;
3. To explore the opportunity of organizing an International Farmers Association consisting of past IFP participants; and
4. To gather data for articles for the LOL magazine and USAID Frontlines

In an effort to accomplish these objectives the consultant will preform the following tasks:

1. Meet with past IFP participants and employers at their workplace;
2. Interview the above informants regarding the effectiveness of the program as listed in objective number one above;
3. Identify the most successful participant based on their post-IFP activities;
4. Recommend possible modifications to improve the in-country effectiveness of the IFP;
5. Assist with the formation of an International Farmer Association;
6. Recommend possible follow-up technical assistance and training to the IFP participants and their employers; and
7. Develop a newspaper article based on discussions with participants, employers and sponsors.

B. METHODOLOGY

Interviews of individual participants and their employers were used as the primary method of gathering data for this

evaluation. Each participant was contacted by telephone to arrange for a personal interview which was conducted within a day or two following the initial contact.

This methodology was also used during the U.S. host families interviews. the interview instruments are included in the appendices.

IV. OVERVIEW OF THE IFP

Over-all, those interviewed think the program is an outstanding training program. The trainees stated that they were provided the training and experience necessary to make them better dairy industry employees and that they are more well-rounded individuals prepared to meet the challenges of the Jamaican dairy industry. The employers interviewed all felt that the program was successful in providing the technical training needed to make the participant more employable individuals. The host families were generally pleased with their trainees and hope that the Jamaican trainees benefited as much as they did.

A. The Trainees

Eight of the nine trainees were interviewed in Jamaica. The ninth one could not be located during the time of the evaluation. All of those interviewed felt that the program was a very positive experience and one they would recommend to their peers. Even those who were on record as having some difficulties during their stay in the USA felt that in retrospect it was a positive experience and should be continued. All trainee think the training experience better prepared them for the dairy industry. They do not, however, feel that their employer understands the breadth of their newly gained knowledge and as a result will not pay them more.

B. The Employers

Six of the eight trainee interviewed are employed in dairying either directly on the farm or indirectly in agribusiness. Employers on the whole view the program as a positive experience for the trainee. They are impressed mainly with the newly found 'work ethic' that trainee have returned to the Island with. Employers would definitely hire IFP trained Jamaicans over those job applicants who had no formal training from LOL.

C. Host Families

Nearly all of the host families were delighted with the IFP trainee. Trainee were reported as, "...part of the family." and were encouraged to take part in all aspects of farm family life. Although some of the farmers used caution in assigning duties that would jeopardize their operations, all felt that the trainee were excellent

workers, and willing to learn from their experiences.

V. TRAINEE EVALUATION

The trainee evaluation was divided into three parts and titled as follows:

A. The IFP work/study in the U.S.A.

Expectations: Although both the on-the-farm experiential learning and the classroom training were well received by all the trainees, some had expected more 'high-tech' training as well as higher tech farming practices. Four of the eight trainees felt that their expectations were met and exceeded, while the other four felt that they were partially to primarily met.

Most useful part of training: All of the trainees felt that the on-the-farm experience was of equal importance relative to the technical training. In general, the trainees felt that the on-the-farm experience was invaluable. They were exposed for the first time to the 'whole animal needs'. Artificial insemination and nutrition/feeding were cited most frequently as the most useful aspect of the training experience.

Least useful part of the training: Although all of the trainees rated 'shoveling manure' and general chores as the least useful (likeable) part of the on-the-farm experience, they recognized the importance of it. They especially saw the importance of these necessary, albeit menial, tasks upon returning to Jamaica. The tours during the technical training were rated lowest and viewed as least relevant to Jamaica.

Structure and length of U.S.A. training: Trainees stated that the structure of the program was very good. All trainees, except one, felt that the on-the-farm experience was too long and that they were repeating much of the learning to the point of boredom. It was suggested by 25 percent of them that the on-the-farm to technical training mix should be 50/50. The technical training was reportedly too short.

Changes in the training: Each trainee suggested some small change to the current IFP training package. Changes regarding the on-the-farm portion were related to the length of the training and how it was structured with the technical portion. It was felt that it should be shortened by a month and that the technical training should be positioned in the center of the training rather than the end. A good mix would be two months on the farm, six weeks in technical training, and two more months on the farm. All trainees recommended additional technical training using 'hands-on' training coupled with demonstrations.

Applicability of U.S. training to Jamaican employment: All of the trainees have been able to apply some aspects of what they learned in the U.S. to their Jamaican situation. It should be noted that many of the technical aspects of the U.S. training are not applicable due to the conditions in Jamaica. These are practices such as growing alfalfa, oats, and other crops that are not indigenous to their country. The use of milking parlors, harvestor silos, DHIA services, as well as computerized management practices, will not readily be applicable. However, the trainees did not see these things as irrelevant to their training and in fact many stated that they would have liked even more high tech dairy training. They pointed out that they would be able to modify many of the new techniques and practices which they had learned to fit their specific needs in Jamaica.

Specific technical areas of training that were mentioned most often as being directly applied on the job in Jamaica were artificial insemination and nutritional/feeding programs.

B. Your employer/your job

Selection Criteria for effective employees: The trainees were unanimous in their feeling that the effectiveness of trainees would be improved by tightening up the criteria for selection. The following criteria were suggested by the majority of the trainees:

- Must have some, although limited, previous exposure to dairying.
- Must have a desire to learn/improve.
- Must possess a strong interest in dairy.
- Must be between ages of 20 and 30 years ("the younger the better").
- Fast training in agricultural training center or agricultural college should receive preference.
- Must be patriotic.

Previous employment/present employment: Prior to joining the International Farmer Program, three of the trainees were students at the college of agriculture in Jamaica. One was a teacher of secondary school, four were employed in dairy farming, and one was an agricultural extension worker for a cheese making project. Since their return, the trainees made the following changes in their employment status:

	<u>Trainee</u>	<u>Pre IFP</u>	<u>Post IFP</u>	<u>Change in Responsibility</u>
1.	Dias, Carlton	Farm Mgr. Dairy Corp.	Asst. Mgr. Island Dairies	yes +
2.	Harrisingh, Keith	Student	Unemployed (back injury)	yes -
3.	Jackson, Richard	Teacher	Manager Mignott Farms	yes +
4.	Morgan, Morris	Student	Unknown	?
5.	Motta, Michael	Manager family farm	Student (scholarship)	yes +
6.	Stern, Michael	Farm Supvr. Serge dairy	Processing Supvr. Serge dairy	yes +
7.	Thomas, Clinton	Student	Asst. store mgr. Reaburn Farm Supply	yes +
8.	Wellington, Bryan	Supvr. Dairy Alcan	Beef Mgr. Family farm	yes +
9.	Whittaker, Anthony	Agri Ext 3-M project	Farm Mgr. 3-M project	yes +

Job responsibility/changes: Of the eight trainee interviewed, all had a change and an increase in their job responsibility. Only one of the seven had less responsibility in the dairy industry, that is Keith Harrisingh who was the victim of a debilitating car accident/injury. All, in actuality, had increase in job responsibility. Tony Whittaker went from an extension worker to manager of the total farm operations of his project. Michael Stern made a lateral move at Serge Island but gained more responsibility in the dairy production end of the operations. Richard Jackson went from being an agricultural teacher at a secondary school to managing the total dairy herd operations on the Mignott farms. Clinton Thomas went from student to assistant store manager at the Raeburn Farm Supply Company in Kingston. Although Bryan Wellington left Alcan as the herd manager he gained much more responsibility managing his family herd of some 400 beef cattle. Carlton Dias took a new job directly out of the IFP as assistant farm manager at Island Dairies.

Transfer of Skills: The transfer of skills acquired while in the U.S.A. took different forms; from one-to-one training of farm employees to actual group presentations to co-workers. All of the trainees feel they are, to some degree, transferring their skills on-the-job. Clinton Thomas, for example, feels that he is

transferring technical information to his customers at the farm store, rather than transferring skills to other employees. Most of the farm managers, on the other hand, state that they are directly transferring skills to fellow employees and, in one, case to neighboring dairy farmers.

Long term benefit for employer: All employed trainee cited a definite long-term benefit to their employers and, in fact, to their own future employment. They feel that their employers have gained more knowledgable employees. It was felt that the employers are enjoying a positive impact, by way of their IFP trained employee, on their bottom line. All feel that they are introducing new techniques (and hard work) into the operations that can be measured economically.

Future IFP and in-country training activities: All trainee would recommend the IFP to their peers and especially to their employers. They also would like to have Land O'Lakes continues to provide in-country training and technical assistance programs in Jamaica. They, in fact, would like to be part of the in-country programs and assist in the training (see appendices for in-country training proposal).

C. Relationship with staff and host family in USA

Effectiveness of the LOL program staff: The LOL program staff did an excellent job in the care and coordination of the trainees. It was unanimously expressed that Jim Franz and his wife were favorites of the trainees. They said he went out of his way and above-and-beyond-the-call-of-duty to satisfy their every need. They viewed him as an ally, a problem solver, and a friend.

They did state, however, that some LOL staff and trainers as well as some of the host families were not always sensitive to their cultural and interpersonal needs. All trainee at first stated that they had "no problem" in this area but a minute or two later would identify a problem they had encountered. The problems were not viewed as serious enough to do something about, but serious enough for them to remember.

Relationships with host family: All of the trainees felt that they had good relationships with their host families. Although one trainee had many problems on-the-farm, he feels that he actually had a good relationship with the family and did not feel his training was affected by the problems. The majority of the trainees felt that the family relationship was the best part of the IFP. Many are still communicating regularly with them. The trainees were treated,... "just like one of the family" by all of the host families. One trainee was even an usher in a sons

wedding. Another became attached to the children and enjoyed baby setting for his "kid sisters and brothers".

VI. EMPLOYER EVALUATION

Interviews were held with five IFP trainee employers. Bryan Wellingtons' employer, his father, was not available for an interview during my stay in Jamaica. Dr. Wellington is, however, an advocate of the IFP and has been promoting it through Alcan and other organizations with which he is affiliated.

Knowledge of the IFP and the U.S. training: In most cases the employer was well aware of the IFP and the U.S. training segments. One of the trainee hadn't shared the information with his employer because he had recently been hired. All of the employers felt that the trainees had gained a great deal of confidence, knowledge and ability and they were impressed with the newly found ambition that the employees were demonstrating. In one case the employer observed that the employee used to give orders and watch what happened, he has become much more of a hands-on supervisor and has "really improved". In general, employers were very pleased with the employee and appreciative of the training provided by LOL.

Employability of IFP trainee: Employers saw their IFP trainee a young Jamaican who had become more responsible as a result of the U.S. experience. They viewed them as self-starters and highly motivated employees. 'Hard working' was used by the employers to describe their trainee. They all observed that the employee was more 'hands-on' than other employees.

Transfer of skills: All employers stated that their IFP employee was transferring skills. This transfer was usually in the form of on-the-job training with other employees as well as teaching through example.

Promotional opportunities: All employers see the employee as very promotable. Usually the promotion would be to full farm manager with broader responsibility.

Changes/additions to IFP training: The employers did not recommend any changes as such, but rather, suggested additions as follows:

- Customer service techniques
- Communicating technical information
- Management of land, labor and capital
- Nutrition (strengthen)

Dairy training needs: The employers are eager to have LOL continue to provide in-country training to their IFP employees and other staff. Following is a list of needs

as described by the employers:

- Mastitis identification and control
- Fertility
- Milking machine techniques
- Dairy science (all aspects)
- Dairy production techniques
- Extension techniques
- Business management

VII. HOST FAMILY EVALUATIONS

Seven of the nine host families were interviewed at their family farm in the USA. The evaluation looked at four parts of the on-the-farm experience: 1.) pre placement preparation, 2.) on-the-farm training, 3.) social/family life, and 4.) program administration.

A. PRE PLACEMENT PREPARATIONS

Pre placement requirements/understanding of the program:

It was generally felt that the program was adequately described to the host family before the trainee arrived. However, some of the families would have appreciated more information on the trainee himself, as well as more information on the country and agricultural practices there. Two of the farmers interviewed were concerned that Land O'Lakes may not have a real understanding of the magnitude of the risk inherent in giving trainees certain responsibilities on the farm.

B. ON-THE-FARM TRAINING

Preparations necessary for training: The range of training preparation made for the trainees was wide, from no preparation at all to lining up vocational agriculture teachers, veterinarians, feed salesmen and even social events. The experienced host families realized that it was more practical for them to wait for the trainee to arrive and do an assessments of his/her needs at that time.

Actual on-the-job training conducted: Here again the range of training activities was wide. One host farmer felt that the most he could do for his trainee was to help him 'grow-up' and gain some maturity. This, however, was not very well received by the trainee and caused some problems. Most of the host families were consistent in providing on-the-job training as follows:

- Nutrition and feed management
- General farm management
- Preparation and planting of crops
- Use of fertilizers
- Artificial insemination
- Milking techniques
- Record keeping

On-the-farm training problems encountered: Most of the families had few, if any, problems with the trainees. They all felt that the trainees were fast to learn, but some trainees were slow to implement. Most of the problems encountered were at the initial stages of the work experience and were quickly worked out. As reported earlier one of the trainees did have work related/ adjustment problems. It seemed to be a case of wanting to be the supervisor rather than the worker/learner.

What changes in the program would make it better: Many of the hosts felt that the technical training should come earlier. That way the farmer also could benefit from it and it would be a good break for the trainee. Most also felt that it would be nice to have the trainee for the entire cropping season but realized that it would add extra months. Here again they felt that a technical training break in the middle of the on-the-farm segment would be good.

Two of the families felt that the same LOL staff person that interviewed the trainee should interview the family to assure a better match in placement. Some of the families would like more cultural information on the trainee before they arrive and, if not, the trainee should be requested to bring his/her own cultural orientation package such as pictures of family and farms and data on agricultural practices.

C. SOCIAL/FAMILY LIFE

Fitting into the social/family life: All of the families stated that their trainee fit in well with their social/family life. One of the trainees had some problems with the children of the family. Another was viewed as shy and withdrawn in social settings. Even in the case where the husband "...is somewhat explosive..." the trainee adapted well. Trainees usually followed the lead of the family and went to church, attended farm meetings, participated in village festivals, attended weddings, and all other activities that happen in a rural setting.

Problems in social/family relationships: Social and family problems were few and far between. As pointed out earlier in this report there was one incident where a trainee had a problem with the children of the host family. Another host families felt their trainee was too quite and not aggressive enough in social functions. One trainee became socially involved with a neighboring young woman. This was identified by the father of the young woman and the host family was asked to curtail the trainee's activities in this area and the issue was resolved in a positive manner.

Cross-cultural / cross-racial problems: Three of the seven families interviewed observed no problems in this area at all. The other four families did report incidents that they were concerned about. The incident ranged from not enough spicy foods to petty stealing. Money was reported on more than one occasion as a cross-cultural problem. It was felt by the host families that the trainees did not really understand the value of money. This came through on occasions such as abuse of telephone privileges. More than one of the trainees were reported as thinking "... all American farmers are rich..".

Trainees were reported as being somewhat shy as "dark skinned" people in a white community but no racial incidents were reported.

D. PROGRAM ADMINISTRATION

Effectiveness of LOL program staff: All of the host families felt rated the LOL program staff from good to great. Jim Franz seemed to have more of a daily working relationship with the trainees and host families than did Lori Anderson so comments were usually about him. They were very satisfied with the sensitivity shown toward the family and its relationships with the trainees. All interpersonal problems were handled swiftly and competently. The family that hosted Keith Harrisingh was very aware of the positive, supportive manner in which LOL handled the truck accident and the ensuing weeks which required care.

Program monitoring and reporting: No one had any problems with the reporting and communications system that had been set up. It was felt that the 800 telephone number is indispensable. Two of the farmers felt strongly that when LOL called the family to monitor the trainees they should not ask for 'problems' but be more positive. One of the farmers stated that he always ended up trying to think up a problem that he could report on, even though there was none. When asked about reporting the majority stated that they would like to have LOL do mid-term visits to the farm and use the 800 telephone number for regularly scheduled calls. The scheduling of monitoring calls would allow both the trainee and host family to anticipate the calls. Host families felt regular written reports were unnecessary. They felt that a final written report would be more than sufficient.

E. GENERAL COMMENTS

All host families were positive about their trainee and the experience they had. All would like to have another IFP trainee and would recommend the program to a neighbor and/or friend. Most of them would prefer to have a trainee every

other year. Some would like to have trainees from other countries in order to experience other cultures.

VIII. OTHER IFP ACTIVITIES

While in Jamaica I was asked to do other activities related to the International Farmer Program. Those activities were: Assist in the organization of a Jamaican International Farmer Association; gather information for an article for the USAID newspaper titled, Frontline; recommend follow-up training; and recommend the most outstanding trainee and host family combination.

A. International Farmer Association

Although all of the trainee indicated interest in organizing an international farmer association, only Carlton Dias, came to an organizational meeting. The association was viewed as a mechanism for the trainee to gain clout in the dairying business in Jamaica. Most of the trainee indicated that they would like to see a cooperative type of business that could import products such as calf milk replacer from the U.S. In addition it would be a place where they could get together and share their problems and resources. They also felt that it could be a nucleus for in-country training and continuous educational programs. Because of the poor turn out at the organizational meeting the idea has been deferred.

B. Frontline article

Due to time constraints and scheduling this activity reassigned to an LOL communications staff person.

C. Recommended follow-up training

As mentioned earlier in this report there is a definite and urgent need for training within the dairy industry. Of those interviewed it was felt that the priority for training should be placed on milk production and dairy extension. A draft proposal for training was written at the request of Dr. Lloyd Wright, Director Projects for People, and employer of one of the 1988 trainees. The proposal also was looked at by other parties and was well received. It has been given to the training manager in the LOL International Department for follow-up. It is recommended that in-country training be pursued in Jamaica and to the former IFP trainees as resource trainers.

D. Recommendations for the outstanding Host/Trainee

It is recommended that Dan and Muriel French and Carlton Dias be given the outstanding Host/Trainee award.

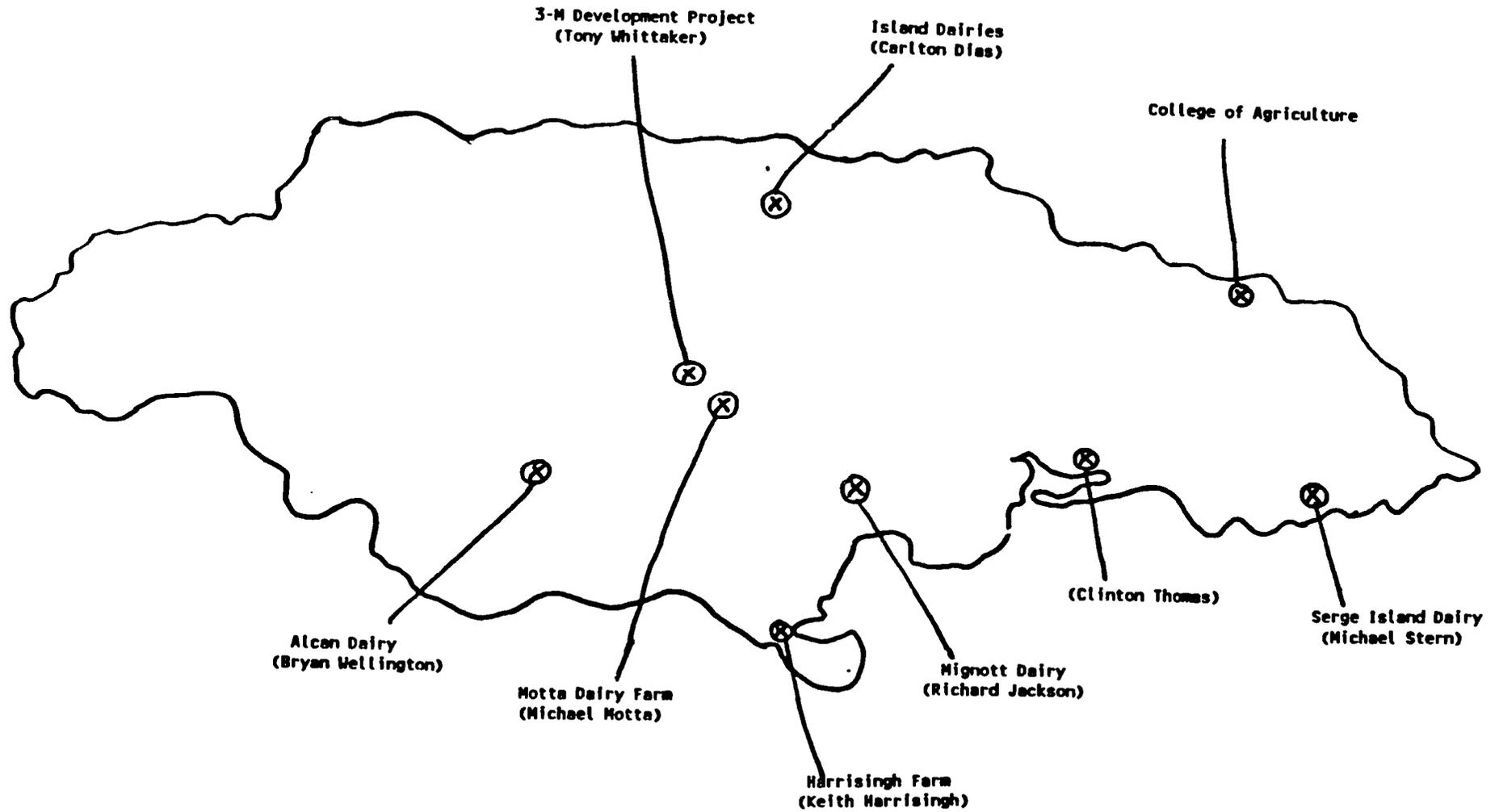
Carlton has adjusted extremely well since he returned to Jamaica. He has been able to use the knowledge he acquired in the U.S.A. and apply it directly to the Jamaican situation. He also adapted many U.S. practices to the Jamaica environment. He is also conducting on-the-job training activities.

The Frenches are active Minnesota farmers with a keen interest in international agriculture as it relates to the U.S. situation.

APPENDICES

- A. SITE MAP OF EVALUATION INTERVIEWS**
- B. LIST OF TRAINEES AND HOST FAMILIES**
- C. IN-COUNTRY TRAINING PROPOSAL**
- D. INTERVIEW FORMS**

SITE OF FIELD EVALUATION INTERVIEWS IN JAMAICA



15

1988 IFP PARTICIPANTS AND HOST FAMILIES

<u>Participant</u>	<u>Host Family</u>
1. Dias, Carlton	Dan and Muriel French
2. Harrisingh, Keith	Roger and Marilyn Schoephoerster
3. Jackson, Richard	Allan and Bonnie Schmidt
4. Morgan, Morris*	Harvey and Barbara Los
5. Motto, Michael	Ken and Lori Kinstetter
6. Stern, Michael	Tim and Judy Klusman**
7. Thomas, Clinton	Clifton and Lea Fagel
8. Wellington, Bryan	Phillip and Sigrid Brase
9. Whittaker, Anthony	Orville and Elvera Trettin

*Participant and host family were not interviewed.

**Klusmans could were not reached for interview.

DRAFT

**DAIRY EXTENSION SEMINAR
(Training of Trainers)
In-Country Training Proposal**

Purpose: To improve the quality and quantity of milk produced and collected by providing technical training to dairy extension workers and para-extensionists in the following areas:

1. Extension Techniques
2. Dairy Nutrition and Feeding (Milk Quality)
3. Milk Handling, Sanitation & Quality Control
4. Herd Management
5. Animal Health

Target Population:

- Project Field Extension Workers
- Village Para-Extensionists
- Government Extension Workers Assigned to Dairy Areas

WORKSHOP/TOPICS

I. DAIRY EXTENSION TECHNIQUES

Objective: To enable extension & para-extension workers to analyze dairy education and extension needs and to more effectively communicate with farmers.

Topics:

- Situational Analysis
- The Adoption Process
- Communications Techniques
- Materials Development

II. DAIRY NUTRITION AND FEEDING

Objective: To inform participants of the nutritional requirements of dairy animals and identify local sources for meeting those requirements.

Topics:

- Nutritional Requirements
- Jamaican Feedstuff Analysis
- Feed Supplements
- Developing Local Rations

III. MILK QUALITY

Objective: To identify milk handling practices that improve the overall quality of milk and dairy products from the farmer to the processor.

Topics:

- Milk Composition
- Milking Techniques
- Sanitation & Hygiene
- Quality Control Practices

IV. DAIRY HERD MANAGEMENT

Objective: To increase milk production through the identification and use of proper management practices.

Topics:

- Bull Selection & Breeding Programs
- Gestation & Parturition
- Calf & Heifer Feeding
- Record Keeping Systems (Simplified)

V. ANIMAL HEALTH

Objective: To improve participants' ability to identify and treat basic dairy animal health problems.

Topics:

- Identifying & Treating Dairy Animal Health Problems in Jamaica
- Mastitis Identification & Control
- Preventative Medicine Practices

VENUE:

DURATION: Five training days plus five follow-up technical assistance days = 10 days for T&T.A. (per training site).

Possibility of island-wide training - seminars in each parish.

TECHNICIANS:

LOL DAIRY TRAINING TEAM (3)

1. Extension & Training Specialist
2. Dairy Management Specialist
3. Veterinarian

LOCAL TEAM (3)

- Extension Specialist (2)
- Nutritionist

Land O'Lakes will provide appropriate training materials such as seminar manual with supplemental readings, videos on dairy production, A.I., Mastitis, etc. Local team will co-facilitate each workshop, assuring its appropriateness to Jamaica.

WRDPFCT/DET
8/25/89-cjy

1988 INTERNATIONAL FARMER PROGRAM
JAMAICA
PARTICIPANT EVALUATION

To Evaluator:

In order for Land O'Lakes to make the International Farmer Program (IFF) an effective tool for development it is important to evaluate the employment impact for its participants.

LOL wants to measure how each participant has been affected by the program and if it has made them a more effective person/employee.

Evaluator should not hand out this questionnaire but rather, conduct the interview orally. Please make a clear statement of the objective of this evaluation to the participant before you begin the interview.

Name of participant: _____

Address: _____

Phone: _____

Employer: _____

Length of time with employer: _____

Address: _____

Phone: _____

Name of evaluator: _____

Date: _____ Time: _____

Location of interview: _____

Comments: _____

7. Comment on the structure and the length of the U.S. on-the-farm experience.

8. Did the social experience meet your expectations?
How?

9. How would you change the U.S. on-the-farm portion?

10. Would you recommend this program to your employer, friends and co-workers? Why?

11. What things that you learned during your farm stay were you able to directly apply to your work situation in Jamaica?

8. Have you reviewed your entire IFF experience with your employer?
9. What was the response of your employer?
10. Do you feel that your employer understands that you have gained new knowledge, skills and abilities from the experience?
11. How does your employer demonstrate this?
12. What specific knowledge and skills are you using on your job that you did not have/use before the IFF?
13. How are you transferring these skills to others?

14. What are your long range goal?

15. How will your participation in the IFF help you reach these goals?

16. What do you see as the long-term benefit to your employer of your participation in the IFF?

17. Is your employer interested in sponsoring an IFF trainee?

18. What type of in-country, dairy related training is needed either by you or your employer?

19. Would you recommend that Land O'Lakes take a role in organizing and conducting additional training in-country?

20. When would be the most appropriate time to conduct such training?

1988 INTERNATIONAL FARMER PROGRAM
JAMAICA
HOST FAMILY EVALUATION

To Evaluator:

In order for Land O'Lakes to make the International Farmer Program (IFP) an effective tool for development it is important to evaluate the employment impact for its participants.

LOL wants to measure how each participant has been affected by the program and if it has made them a more effective person/employee.

Evaluator should not hand out this questionnaire but rather, conduct the interview orally. Please make a clear statement of the objective of this evaluation to the host family before you begin the interview.

Name of participant: _____

Address: _____

Phone: _____

Host Family: _____

Address: _____

Phone: _____

Name of evaluator: _____

Date: _____ Time: _____

Location of interview: _____

Comments: _____

5. Where you satisfied with the on-farm:off-farm time ratio? Please comment.

6. Did you have or observe any cross-cultural or cross-racial problems that the participant may have encountered? Please comment.

VI. PROGRAM ADMINISTRATION

1. Please comment on the effectiveness of the LOL program staff with respect to:

a. administration and coordination

b. sensitivity to your family (cultural) needs

c. interpersonal problems

2. How could the monitoring and reporting of this program been improved?

3. Please answer yes or no to the following ideas regarding reporting:

	yes	no
a. Monthly written reports to LOL.	---	---
b. Mid-term and final written reports to LOL.	---	---
c. Monthly visits to your farm by LOL.	---	---
d. Mid-term visit to your farm by LOL.	---	---
e. Monthly telephone reports to LOL.	---	---
f. No reporting requirements.	---	---

V. GENERAL PROGRAM INFORMATION

1. Would you recommend this program to another family in your area? Please supply names and addresses of possible host families.

2. Would you like to have another participant on your farm? How often?

1988 INTERNATIONAL FARMER PROGRAM
JAMAICA
EMPLOYER EVALUATION

To Evaluator:

In order for Land O'Lakes to make the International Farmer Program (IFF) an effective tool for development it is important to evaluate the employment impact for its participants.

LQL wants to measure how each participant has been affected by the program and if it has made them a more effective person/employee.

Evaluator should not hand out this questionnaire but rather, conduct the interview orally. Please make a clear statement of the objective of this evaluation to the employer before you begin the interview.

Name of participant: _____

Address: _____

Phone: _____

Employer: _____

Length of time with employer: _____

Address: _____

Phone: _____

Name of evaluator: _____

Date: _____ Time: _____

Location of interview: _____

Comments: _____

4. Has the participant been able to transfer his newly learned skills to other employees? Which ones?

5. Does the participant have promotional opportunities because of the IFF experience?

6. What plans do you have for the participant for the long term?

7. What would you like to have emphasized in the IFF/USA training that would benefit your business more?

6. Would you be interested in sponsoring other employees for the IFF? How many? When?
9. What dairy training needs do you have that could be met or technical assistance provided to through the IFF/LOL?
10. What type of in-country, dairy related training is needed either for you the employer of the participant employee?

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