



**USAID**  
FROM THE AMERICAN PEOPLE

**Final Progress Report**  
***Farmer to Farmer Program***

*October 1, 2003- September 30, 2008*



**PARTNERS** *of the* **AMERICAS**

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# Partners of the Americas John Ogonowski *Farmer to Farmer* Program – Caribbean Basin October 2003-September 2008 Final Report

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## **Executive Summary**

Partners of the Americas has successfully implemented the John Ogonowski *Farmer to Farmer* Program in the Caribbean Basin from October 1, 2003 through September 30, 2008. The Program fielded 196 volunteers on technical assistance assignments in the region - 63 volunteers traveled to Haiti, 72 to Jamaica and 61 to Guyana. Haiti, Guyana and Jamaica each had the same two broad focus areas - Horticulture and Other High Value Crops/Products. In aggregate, 108 assignments fell into the Horticulture Focus Areas and 88 assignments in the Other High Value Crops and Products Focus Areas.

Partners assisted 276 host organizations and had 13,882 direct and 567,739 indirect beneficiaries. Partners exceeded LOP program targets in the number of participating host organizations and the number of beneficiaries. In terms of the participation of women, in-country projects are averaging about 34% percent female direct beneficiaries. The percentage of female *Farmer to Farmer* volunteers was 22%. For average length of volunteer assignments, the goal for the Partners *Farmer to Farmer* Program was 15 days per trip and we ended up averaging 17.27 days per trip. The Life of Program cost per volunteer day for Partners was \$504, which is lower than the \$568 projected/targeted at the beginning of the program.

Partners had three formal US sub-contractors – Florida A&M University, the Florida Association for Volunteer Action in the Caribbean and the Americas and the University of Arkansas at Pine Bluff – although the program collaborated with many other US organizations. In-country, Partners had 4 local staff and a formal agreement with the Inter-American Institute for Cooperation in Agriculture in Jamaica to assist with implementation, and collaborated with a wide range of agricultural organizations, government agencies and other stakeholders.

Partners' *Farmer to Farmer* Program has had many successes throughout the region, with host organizations improving operations, farmers increasing income and businesses adopting new practices. The program has also had success at a broader level – impacting large numbers of people through country or regional programs and large scale training initiatives. For example, Partners made headway in the area of protected agriculture systems in Jamaica, teaming up with JA FARMS, a USAID Global Development Alliance initiative, to develop a *Protected Agriculture* Manual for use by the Ministry. In Guyana, Partners *Farmer to Farmer* Program assisted the Ministry of Agriculture with a multi-phase modernization of the country's extension service. In Haiti, Partners organized the First Haitian Beekeeping Conference to provide technical advice and training to beekeepers around the country.

The Partners network of local chapters, professionals, institutions and communities has also facilitated a great number of successful public outreach efforts, both in the US and abroad, which have provided assistance in the recruitment of new volunteers while also increasing awareness and understanding of the importance of USAID programs such as *Farmer to Farmer* and of U.S. international development assistance in general.

In terms of country activities, Jamaica, Guyana and Haiti each had two main Focus Areas: (1) Horticultural Production, Marketing, and Processing and (2) Other High Value Products. In Jamaica, over the five year program 48 volunteers worked in the Horticulture Focus Area, which included traditional and organic vegetable production and processing. The Program addressed

production gaps in fruit and vegetable value chains by assisted farm groups with irrigation and integrated pest management, post-harvest handling, marketing, packaging and labeling, international standards in food safety, and much more. In Other High Value Focus Area, 24 volunteers assisted with West Indian Sea Island Cotton, swine/meat, eggs/poultry, and ornamental fish. In swine/meat project, for example, the program looked at all levels of the value chain, dealing with issues of standards in meat quality, food safety and sanitation, butchery, meat processing, contract and cooperative marketing, swine production, feeding, veterinary systems and waste management.

In the Guyana program, 34 volunteers worked in the Horticulture Focus Area, which included vegetable and fruit production and processing, and 27 in the Other High Value Focus Area, which included dairy/cattle, modernizing the extension service, peanuts and agri-tourism. The program worked closely with the Ministry of Agriculture and other key stakeholders in addressing various constraints in the horticulture sector and played an important role in improving the competitiveness of select crops. The program also assisted with special projects such as reviewing the potential of the cattle industry and working to modernize the Guyanese extension service, which will have long-term impacts for years to come.

In Haiti, 27 volunteers worked the Horticulture Focus Area, which included vegetable production and food processing. *Farmer to Farmer* helped to improve access to the formal markets for Haitian producers, created a more commercial system of packaging and labeling, improved marketing techniques, assisted producers strategic planning, improved productivity and efficiency of production, improved irrigation, pest management, soil management, and other production factors, and helped instill a sense of confidence among producers following training sessions and expanded opportunities. 36 volunteers worked in the Other High Value Focus Area, which included rabbit/small animal/meat production and beekeeping/honey production. The rabbit project has educated farmers in the principles of rabbit keeping, addressed health and nutrition issues, and improved meat quality and sanitation. The beekeeping project has improved basic beekeeping skills, addressed disease/parasite problems such as Varroa mite, and improved honey quality.

Partners *Farmer to Farmer* Program in the Caribbean Basin has been successful and the impact of volunteer technical assistance will lead to long-term economic growth and development in Haiti, Guyana and Jamaica.

## **Overview of Experience**

Partners of the Americas has successfully implemented the John Ogonowski *Farmer to Farmer* Program in the Caribbean Basin from October 1, 2003 through September 30, 2008. The Program fielded 196 volunteers on technical assistance assignments in the region - 63 volunteers traveled to Haiti, 72 to Jamaica and 61 to Guyana. Partners assisted 276 host organizations and had 13,882 direct and 567,739 indirect beneficiaries. There were three formal US sub-contractors – Florida A&M University, the Florida Association for Volunteer Action in the Caribbean and the Americas and the University of Arkansas at Pine Bluff – although the program collaborated with many other US organizations. In-country, Partners had 4 local staff and a formal agreement with the Inter-American Institute for Cooperation in Agriculture in Jamaica to assist with implementation, and collaborated with a wide range of agricultural organizations, government agencies and other stakeholders.

## **Country Political and Programming Issues**

Although Jamaica, Guyana, and Haiti each ended up with strong projects and successfully hosted many volunteers, each had constraints during the life of the program, primarily due to natural disasters. Other programming issues on the country level that needed to be addressed were staffing and host organization relations.

**Jamaica**, being in the hurricane belt, often suffers destruction and damage from hurricanes and the associated flooding. Several hurricane seasons during the 2003-2008 *Farmer to Farmer* Program caused significant damage to host organizations in the horticultural focus area. For example, a vegetable project with a key host organization – the Santoy Farmers Cooperative - was put on hold after a 2005 hurricane destroyed their crops and they needed time to replant. Damage to other farms and facilities associated with the program has required assignments to be put on hold at various times as these hosts were forced to turn their attention away from *Farmer to Farmer* activities to hurricane rebuilding and recovery.

Jamaica also faced programming constraints in staffing and host organization relations. The Program Coordinator identified at the beginning did not perform and he was fired in December 2004. The *Farmer to Farmer* Program in Jamaica partnered with the Inter-American Institute for Cooperation in Agriculture (IICA) office and IICA staff managed activities in the interim until a new coordinator was hired in May 2005. In terms of host organizations, due to a misinterpretation of program procedures, host organizations were covering virtually all of the costs associated with hosting volunteers. Although Partners has a cost share for host organizations, hosts were covering an excessive amount and therefore had been reluctant to request volunteers due to the high costs associated with hosting them. Partners Program Director traveled to Jamaica and held a stakeholders meeting with hosts to clear up the confusion and clarify program guidelines. This led to a greatly increased number of volunteer requests and new hosts participating in the program. Jamaica has been able to recover from these setbacks and has been the country to receive the largest number of volunteers in the program.

**Guyana** faced severe weather and flooding several times during the five year program. Heavy rains in late 2004 and early 2005 combined with sea wall overflows were major constraint to agricultural production and all related activities and forced temporary suspension of *Farmer to Farmer* volunteer travel. In January 2005, for example, the coastal regions of Guyana received

some of the heaviest rainfall on record since 1888, which resulted in extensive flooding in the country. The impact of the flood damage was concentrated within the coastal administrative regions of West Demerara/Essequibo Islands, Demerara/Mahaica, and Mahaica/West Berbice, which comprise approximately 62.4% of the population of Guyana. In some areas, 4-5 ft of standing water was reported causing significant agricultural losses. Guyanese farmers experienced significant damage to their farmland, machinery and equipment, crops, and livestock. *Farmer to Farmer* projects were put on hold in some cases and had to be redefined and reorganized in others. However, as the problem subsided, program activities resumed.

**Haiti** was hit with political instability, unrest and numerous natural disasters throughout the life of the program. *Farmer to Farmer* assignments were suspended or put on hold several times due to unrest, primarily during 2005. In the months leading up to the 2006 election, kidnappings and other events were in the international news on a regular basis and volunteers were reluctant to travel. The 2006 election itself and subsequent protests and marches closed the international airport in Haiti. Things calmed down after the election, and Partners resumed activities and safely and effectively fielded 63 volunteers to Haiti.

Natural disasters left their mark on Haiti, and hurricanes, flooding and mudslides have caused breaks in communication with local staff, closing off international and local transportation routes and other problems. Although Partners has an excellent on-the-ground group of staff and collaborators, problems such as bridges washing out, crops being destroyed, cell phone towers knocked down, etc., make it difficult to conduct business during these periods. However, this same network of locals also makes Partners able to weather any situation and maintain a viable program in Haiti in spite of the challenges.

### **Major Modifications, Key Milestones and Experience with USAID**

Partners had one major modification during the course of the 2003-2008 *Farmer to Farmer* Caribbean Basin Program, which took place in 2006. Partners restructured the system of working with its subcontractor collaborators, Florida A&M University (FAMU) and the Florida Association for Volunteer Action in the Caribbean and the Americas, Inc. (FAVACA). During the first two years of the *Farmer to Farmer* Program, the subcontracts were broadly structured and FAMU and FAVACA were to take part in a variety of activities, including the following: volunteer recruitment (35 volunteers from FAMU and 25 from FAVACA), monitoring and evaluation (including baseline sector data collection, sector analyses/reports, case studies and select other monitoring and evaluation reports) and program replication/dissemination (developing publications, writing case studies, assisting with workshops and public outreach events, organizing FTAA trainings, etc.). However, Partners found that this model was not effective. Although sub-contractors were involved to some extent in the volunteer recruitment, there was little interest or involvement in the other program areas. In addition, challenges due to staff turnover among sub-contractors, problems with timely submission of financial reports, as well as other factors meant that a great deal of staff time from the Director in Washington was spent working with the sub-contractors, to the detriment of other areas of program implementation.

In January 2006, new sub-contracts were negotiated and signed with FAMU and FAVACA. These contracts were streamlined, deliverable-based agreements with a focus on volunteer

recruitment only, as this was the area of primary interest and capacity of the subcontractors. By making the subcontracts more focused, tied to specific deliverables (volunteers), and with a streamlined system for financial reports, this not only allowed the subcontractors to be more effective in program implementation but was also easier to manage for Partners. This modification also included adding a staff position (Program Officer) at Partners headquarters to assist with the work previously assigned to subcontractors.

Partners has not changed countries nor focus areas during the course of the Caribbean Basin Program. During 2005 when political unrest forced us to suspend activities in Haiti, we were in discussions with USAID to add St. Lucia as a focus country, given their previous involvement in the *Farmer to Farmer* Program during the 2-year Caribbean expansion pilot (2001-2003). However, in the end Haiti calmed down and we were able to field 63 volunteers.

At the beginning of program implementation, Partners had a three-month delay in the signing of our Cooperative Agreement with the USAID procurement office. Due to an important error in the original document in the budget description, a revision/amendment had to be processed before the Cooperative Agreement could be signed. During this time, no funds were available to Partners and therefore program implementation had to be restricted as there were no funds for travel or other significant activities. However, once the agreement was signed, Partners has not had other major issues with USAID nor with receiving funding for the *Farmer to Farmer* Program. We have received our obligations on time and received the full award amount.

## **Summary of Major Outputs and Accomplishments**

### **Narrative Summary and Discussion of Indicator Tables**

Program Indicator Tables can be found in Annex 1 and include data such as Numbers of Volunteers, Volunteer Technical Assistance Classification, Host Institutions and Activities, Economic Growth measures, and Increased Awareness in the U.S. Agricultural Sector Concerning International Agricultural Development, broken down by country and focus area. Specific impacts and accomplishments are detailed below for each country and focus area.

#### *Host Organizations and Beneficiaries*

Partners exceeded LOP program targets in the number of participating host organizations and the number of beneficiaries, both direct and indirect. As discussed previously, we are pleased to have exceeded our host and beneficiary numbers and feel that the program had a great impact. The difference in target vs. actual is due to several reasons. First, targets that were set too low during the early program implementation, in part because we were asked to submit 5-year projections before projects and program activities were clearly defined. Combined with that, there has been a large increase in numbers of groups receiving assistance in all countries. The reputation of the program and proven results combined with extensive public outreach and publicity brought in many new groups that were not in the original plans.

#### *Gender/Participation of Women*

In terms of the participation of women, in-country projects are averaging about 34% percent female direct beneficiaries. This varies somewhat by country and focus area, with Guyana Horticulture having the largest number of female beneficiaries and Jamaica Other High Value

having the fewest (see below). Partners makes an effort to include female beneficiaries and often targets women’s producer groups, although certain agriculture commodity sectors tend to have fewer female participants.

Country	Focus Area	% of Female Beneficiaries
Jamaica	Horticulture	32%
Jamaica	Other High Value	26%
Guyana	Horticulture	46%
Guyana	Other High Value	31%
Haiti	Horticulture	44%
Haiti	Other High Value	28%

The percentage of female *Farmer to Farmer* volunteers was varied by country and focus area. The total was 22% female volunteers, and although Partners would have liked to reach 25%, we believe we achieved some important gender diversity in the program. Partners found that significantly more female volunteers traveled to Haiti (33%) compared to other countries. The percentage of female volunteers for each country and focus area is detailed below.

Country	Focus Area	% Male Volunteers	% Female Volunteers
Jamaica	Horticulture	78%	21%
Jamaica	Other High Value	92%	8%
Guyana	Horticulture	82%	18%
Guyana	Other High Value	85%	15%
Haiti	Horticulture	70%	30%
Haiti	Other High Value	64%	36%
	<b>Total</b>	<b>78%</b>	<b>22%</b>

#### *Average Days per Volunteer Trip*

The goal for the Partners *Farmer to Farmer* Program was 15 days per trip and we ended up averaging 17.27 days per trip. The breakdowns are interesting, with Jamaica Horticulture having the highest average (23.67 days per volunteer) and Guyana Horticulture with the lowest (13.38). Both focus areas for Haiti exceeded targets – Horticulture has a 15.15 average per volunteer and Other High Value was 18.89. There was also a difference between Partners-fielded volunteers and those fielded by sub-contractors. All three sub-contractors were short of the 15 day per trip goal – FAMU average was 13.85, FAVACA was 14.91 and the University of Arkansas at Pine Bluff was 12.36. Partners’ volunteers averaged 18.27 days per trip.

One of the challenges to a 15 day trip is the type of volunteer we recruit. Although we have some retired volunteers, we generally send specialists who are highly qualified in their field. These volunteers who are currently working have trouble leaving work for longer periods of time. There is a pool of “professional volunteers” that have free time and travel with all the different *Farmer to Farmer* implementers year-round, but Partners taps into this group less

frequently than others as we have our own volunteer network throughout the US. However, we do have some volunteers who stay for three weeks or more.

Partners also experimented with a few longer-term assignments of one to three months, although these were rare. Further discussion of these assignments can be found in the Lessons Learned section. Finally, although other implementers tend to require longer assignments, this is in part due to travel time. Many of our volunteers can leave the US in the morning and be working in-country that evening, in contrast to volunteers traveling to Africa, NIS and other locations which require multiple days in travel and/or travel-recovery time.

#### *Cost per Volunteer Day*

The LOP cost per volunteer day for Partners *Farmer to Farmer* Program was \$504, which is lower than the \$568 projected/targeted at the beginning of the program. This number is generated by dividing all program expenditures by the number of volunteer days. The breakdown of these costs, according to SF-424 categories, is below, although these are estimates since final budget numbers are not submitted yet/are not due to USAID yet:

<b>Line Item</b>	<b>Amount</b>	<b>Cost per Volunteer Day</b>
Personnel and Fringe	416,886	\$123
Travel	393,328	\$116
Equipment	0	0
Supplies	19,698	\$6
Contractual (Sub-contracts)	240,360	\$71
Other (includes field office costs)	280,569	\$83
<b>Total Direct Costs</b>	<b>1,350,841</b>	<b>\$399</b>
Indirect Costs	354,162	\$105
<b>Total Award</b>	<b>1,705,003</b>	<b>\$504</b>

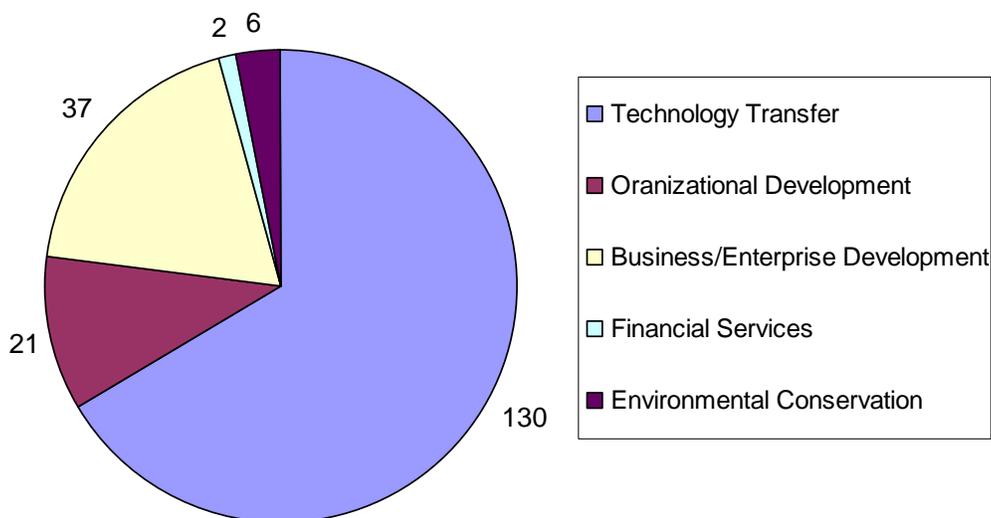
Countries and projects have different costs per volunteer day depending on a number of factors. Obviously, plane tickets from Wisconsin or California will cost more than those from Florida, although we have often found that the former stay longer, possibly because they have traveled so far. The time of year of travel is important, especially in places like Jamaica that have on and off tourist seasons. As part of the *Farmer to Farmer* program is sharing cultural experiences and getting to know the country where you serve, Partners tries to arrange as least a few nights of a homestay or at least meals with local farmers and families. Volunteers find this an extremely rewarding part of their visit and it also keeps costs low. Partners also asks host organizations to contribute something to the visit – usually some meals or local transportation. The purpose of this is not to save money so much as to create “buy in” to the program – hosts that contribute have more ownership over their participation and are more invested in the program. But in the end, this also keeps costs low.

#### **Aggregate Number and Types of Volunteer Assignments**

From FY2003 through FY2008, the Partners *Farmer to Farmer* program fielded 196 volunteers on technical assistance assignments in the Caribbean Basin. During that time, 63 volunteers

traveled to Haiti, 72 to Jamaica and 61 to Guyana. The total is 4 short of the target number of 200 volunteers due to budget constraints, the rising cost of transportation, and other program costs. Many more volunteers could have been fielded and in fact 11 planned/potential volunteer trips were cancelled in the final months of the program due to budget constraints.

In terms of types of volunteer assignments, Haiti, Guyana and Jamaica each had the same two broad focus areas - Horticulture and Other High Value Crops/Products. In aggregate, 108 assignments fell into the Horticulture Focus Areas and 88 assignments in the Other High Value Crops and Products Focus Areas. Categorized by type of assistance, as seen in the chart, the majority (130) were classified as Technology Transfer assignments, followed by 37 in Business/Enterprise Development. This is somewhat subjective, however, as many of the assignments overlapped categories but had to be placed in a single category.



## Aggregate Summary of Measurements of Outputs, Outcomes

### *Direct Beneficiaries*

Partners has reached 13,882 direct beneficiaries during the LOP. These are people who interacted face-to-face with volunteers while on assignment, whether in a formal classroom setting, a farm visit or a group meeting. These numbers are calculated based on each volunteer visit – each technical intervention and the people who benefit from it are counted separately.

### *Indirect Beneficiaries*

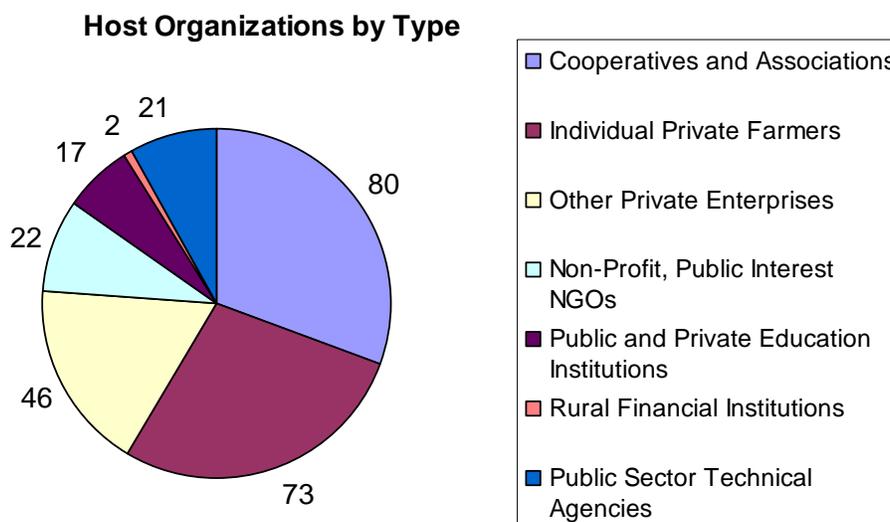
Partners has estimated 567,739 indirect beneficiaries for the LOP. As defined by USAID, indirect beneficiaries are those who do not receive face-to-face or hands on assistance from a *Farmer to Farmer* volunteer, but who otherwise benefit from assistance. This may include family members based on survey counts or average sizes. As this number is extremely difficult, if not impossible, to measure with *Farmer to Farmer* program resources, Partners uses formulas and other data to calculate this information. For example, a *Farmer to Farmer* volunteer visits a vegetable cooperative in Haiti and works directly with 50 out of the 150 members of the cooperative. The average family size (as reported on our baseline data forms) is 6 people per

family. So, conservatively, the indirect beneficiaries would be the 100 cooperative members who did not meet face to face with the volunteer but will benefit from the assistance, plus all the family members of the members of the cooperative.

However, depending on the nature of the project and the type of technical assistance, this number can grow significantly. Some projects impact a whole community so the numbers of indirect beneficiaries jumps up significantly. Many volunteers will teach a class as part of their assignment so this adds large numbers of both direct and indirect beneficiaries. Assignments working with Ministries, extension agents or other public service providers have very high indirectly beneficiary rates. Public outreach activities make the numbers even greater and harder to measure as some *Farmer to Farmer* volunteers do radio shows and speak at large conferences while on assignment, sharing knowledge with thousands. So, each number is estimated on a case-by-case basis given the information available.

### *Host Organizations Adopting Recommendations*

Partners has worked with a variety of host organizations over the life of the program. The majority are agriculture cooperatives, associations or organizations, as seen in the chart below. Partners believes that when working with small and medium farmers, providing assistance to those organized in groups (formal or informal) will increase their adoption rates on new technologies and improve project sustainability. Other types of hosts, such as Ministries of Agriculture (public sector technical) or local universities or training colleges (education institutions) allow for wide-spread sharing of technical knowledge and large numbers of indirect beneficiaries. Examples of hosts adopting recommendations can be found in the country reports.



### **Major Overall Successes or Breakthroughs**

Partners' *Farmer to Farmer* Program has had many successes throughout the region, with host organizations improving operations, farmers increasing income and businesses adopting new practices. The program has also had success at a broader level – impacting large numbers of people through country or regional programs and large scale training initiatives.

For example, Partners made headway in the area of protected agriculture systems in Jamaica, an area of critical importance to the Ministry of Agriculture. With Partners' support, JA FARMS, a USAID Global Development Alliance initiative, has become a catalyst for the adoption of greenhouse technology in Jamaica. The Minister of Agriculture has outlined an ambitious plan that will introduce six clusters of greenhouses, totaling an additional 150 greenhouses in the agricultural sector. With the assistance of *Farmer to Farmer* volunteers, the project has accomplished the major milestone of completing a *Protected Agriculture* Manual that has been presented to the Ministry of Agriculture, and *Farmer to Farmer* volunteers have developed a curriculum for a new certificate program entitled *Modified Environment Agriculture* at Ebony Park Academy in addition to a hands-on training facility in a mined-out area of the country. For further details refer to the Jamaica country section of this report.



Minister of Agriculture Dr. Christopher Tufton speaks at Ebony Park Heart Academy after receiving the *Protected Agriculture* manual.

In Guyana, Partners *Farmer to Farmer* Program has assisted with a multi-phase modernization of the country's extension service. The Guyana Ministry of Agriculture had identified a strong need to increase coordination among the various public and private agencies which house Guyana's agricultural professionals. The modernization of the extension service has occurred at an opportune time for Guyana, as the Government of Guyana recently rolled out its *Grow More* Campaign to encourage local food production to counter food insecurity.

Over the course of two years, four teams of experts in extension service and organizational development from the University of Wisconsin held discussions and trainings with all stakeholders. The teams mapped out a strategy for shared modernization goals, introduced a self-directed team approach that has proven successful in Wisconsin, and established concrete steps for the modernization project. The self-directed approach brought in members from other agencies and the private sector and cut across disciplines to meet the broader, more comprehensive goals identified by farming communities. Through community pilot projects and training sessions, extension agents were trained comprehensively in organizational and community development. For further project details refer to the Guyana country report below.

In Haiti, Partners' apiculture project has accomplished a major success in the beekeeping and honey industry. Partners organized the First Haitian Beekeeping Conference, held in Ouanaminthe in 2008, the result of 21 *Farmer to Farmer* volunteer trips providing technical advice and training to beekeepers around the country. Over the life of program, hive loss from pests and disease has decreased more than twelvefold, and as a result of honey filtration technologies taught by *Farmer to Farmer* volunteers, profits of many beekeepers have increased by 115%. Partners' beekeeping network has grown significantly and now includes more than 35 associations or groups and over 100 independent beekeepers. Women have benefited from interventions as well: in 2006 only 5 women were active in the network, as compared to 38 women in 2008.

The success of the project and its future potential was reflected in the high level of attendance in the above-mentioned Beekeeping Conference: 75 participants, ranging from organizational participants like Heifer International to individual farmers, met for 3 days. Participants came from many regions, some traveling from the opposite side of the country by way of a fourteen hour bus ride. *Farmer to Farmer* distributed 100 beekeeping publications which were donated by the Canadian Association of Professional Apiculturists (CAPA) and published in French. *Farmer to Farmer* volunteer Don Hopkins, who participated, personally realized the importance of the Conference to the lives of the farmers when one of the older individuals, after the final ceremony, stood before the group to thank the organizers. He shared that the certificate of participation he was given was the first document he had ever received bearing his name, acknowledging his existence as a person. As such, Partners' apiculture project has greatly impacted the Haitian beekeeping industry on both a sector-wide and individual level.

In Annex 5, Partners has included a selection of Success Stories from the *Farmer to Farmer* Caribbean Program. The projects highlighted are: Jamaica Vegetables, Jamaica Pig Production, Haiti Beekeeping, Haiti Rabbit Production, Guyana Vegetables and Guyana Organic Pineapple.

### **Returned Volunteer Outreach**

The Partners network of local chapters, professionals, institutions and communities has facilitated a great number of successful public outreach efforts, which have provided assistance in the recruitment of new volunteers while also increasing awareness and understanding of the importance of USAID programs such as *Farmer to Farmer* and of U.S. international development assistance in general.

Partners' volunteers have performed a wide range of outreach activities and media events over the course of the 5-year *Farmer to Farmer* Program. A recent survey showed that on average, returned volunteers gave approximately 4 formal and/or informal presentations per trip, with an average of 21 audience members per presentation. Volunteers have shared information on the USAID *Farmer to Farmer* Program and their specific trips to university faculty, staff, and students; civic organizations; agricultural extension agents; religious organizations; Partners' Chapters; local government officials; family; friends; and more. For example, volunteer Rakesh Chandran, who traveled to Guyana in 2006, gave a formal presentation after his trip to about 40 people at West Virginia University's College of Agriculture, and more recently participated in a poster display and gave an oral presentation at the 2008 International Weed Science Conference. The Conference was attended by over 500 participants from the US and abroad. Many volunteers have integrated information about their trips into classroom lectures and extension programming, helping to raise awareness among both current and future professionals about USAID's work abroad and agriculture in developing countries.

The Washington D.C. *Farmer to Farmer* team has developed a variety of resources, including media outreach guidelines and templates for both pre- and post-assignment press releases, to assist volunteers in their outreach to local media. Provided to volunteers both in print and electronic format, these media resources have encouraged volunteers to participate in media events. Partners' survey of volunteers shows that approximately a quarter of returned volunteers have sent at least one press release to local media.

Media events have included appearances on local radio shows and articles in local newspapers, university publications, scholarly journals, and technical publications. (Refer to Annex 6 for examples.) Approximately 40% of volunteers have held at least one media event, with a total print circulation estimated at well over half a million people. Many returned volunteers have also used online tools in their public outreach, such as personal and professional webpages, blogs, online photo albums, and social networking tools. Online public outreach has made it easier for volunteers to share information and images from their *Farmer to Farmer* trips with a large audience. Volunteer Linda Aines chronicled her 2006 trip to Haiti and her 2008 trip to Jamaica on her blog, detailing the technical assistance she provided to Makouti Agro Enterprise and the Jamaica Rural Women Producers' Network in improved business and marketing strategies.

In addition to short-term activities or media events, returned volunteers have incorporated their *Farmer to Farmer* volunteer experience into longer-term undertakings or initiatives which inform the US public about USAID's *Farmer to Farmer* Program and agriculture in the Caribbean Region. Keith Owens, a graphic designer who traveled twice to Haiti to create labels for the ANATRAF Cooperative, has been researching "socially focused design practice" and has recently published an article in *Design Principles & Practices: An International Journal* entitled "Helping Farmers Grow: Design and Social Change in Haiti". Owens plans to develop his research in conjunction with a design research center to be developed at the University of North Texas College of Visual Arts and Design. Durward Smith, who traveled on a food processing assignment to Guyana in 2006, is creating a publication on a small solar dehydrator which has been successfully tested after his return to the US. The dehydrator has been designed to operate in tropical regions.

Volunteers have received media attention in Haitian, Guyanese and Jamaican newspapers in addition to the US media. In Guyana, the field officers distribute a press release for each volunteer traveler, which has resulted in ten articles in Guyanese papers as well as one television appearance in the past year alone. Two of the articles can be found in Annex 6, "A quartet of women farmers who like nothing better," from the *Guyana Chronicle* and "Agriculture school gets donation of books to boost its programme" from the *Stabroek News*. The US Embassy in Guyana also has sponsored several lectures given by *Farmer to Farmer* volunteers. These lectures have been well-attended by community members, farmers, government representatives and media personnel. The lectures help to provide a greater program presence and also serve as a way to reach additional groups in Guyana.

Partners' headquarters staff also has actively informed the public about the *Farmer to Farmer* Program through media events, both within the US and in host countries. The team contributes regularly to the Partners of the Americas newsletter distributed to approximately 5,000 people throughout the U.S. and over 1,200 people in Latin America and the Caribbean. Most recently in 2008, Partners' *Farmer to Farmer* staff has posted a blog article on the Haiti Innovation website and created an online Global Giving project page to raise awareness and funding for *Farmer to Farmer* host organization Makouti Agro Enterprise in Haiti. These webpages and Partners' e-news piece on the food crisis reach a wide audience and inform viewers of *Farmer to Farmer* activities as well as community-based food production in the Caribbean.

Partners headquarters staff also reach out to the Diaspora groups in the United States. Four articles on *Farmer to Farmer* Projects have appeared in the Jamaican American Club Newsletter and the *Farmer to Farmer* Program was featured several times on a morning Jamaican radio show with interviews with the Program Director. See Annex 6 for the most recent article in the Jamaican American Club Newsletter, “Addressing Food Supply Chain Problems in Jamaica.” An overview of the *Farmer to Farmer* Program in Haiti appeared in the winter edition of the Association of Haitian Professionals Newsletter, and Partners’ New Jersey Chapter, which is partnered with Haiti, actively networks with Haitian-American organizations.

## **Summary of Work by Focus Areas**

### **Jamaica:**

#### *Summary/Overview of Experience*

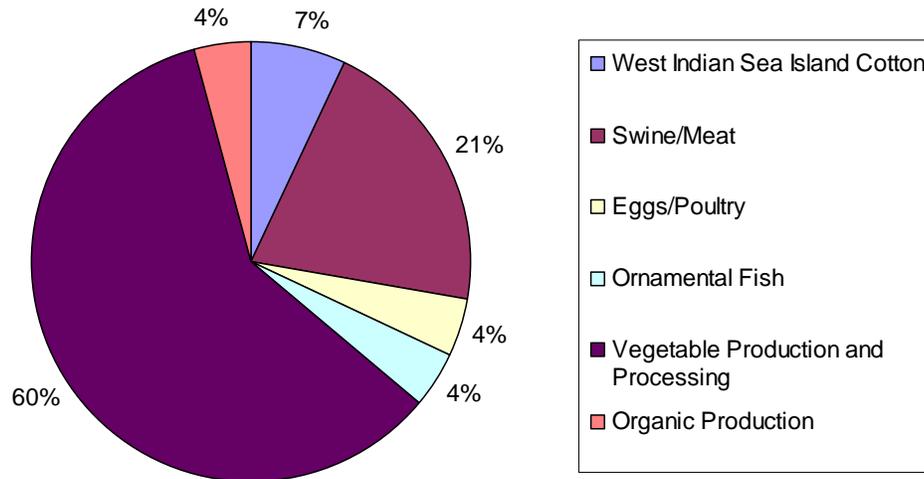
The agriculture sector in Jamaica is seen as one of the island’s most important, employing a large percentage of the population with the largest capacity for expansion with medium to long term macro economic impacts. In spite of this, the agriculture systems are archaic, largely comprised of manual labor on small scale subsistence farms and challenged with high input costs, low availability of arable lands to farmers, little or no access to insurance, poor infrastructure, and frequent destruction of farms as a result of natural disasters. The needs in Jamaica’s agriculture sector are great, with the emerging issues of food security, food safety, cluster marketing, contract buying and the changing tastes and preferences of consumers. Farmers are faced with the dilemma of meeting these needs while maintaining food quality, profit margins and keeping food prices within acceptable levels. Today’s farmers have to be strategic planners, savvy investors, technologically astute, quality conscious and vociferous cost controllers.

With half of the year ear-marked as hurricane months and half to produce food for the island, Jamaica is heavily reliant on food imports and therefore has identified protected agriculture as a means to extend the growing season and increase both local food production and exports. Over the past five years, Partners of the Americas’ *Farmer to Farmer* Program has made significant contributions to advancing the local production of food, through greenhouse and protected agriculture systems, and also to positioning cooperatives to export.

The overall sector focus in Jamaica was high-value and/or nontraditional crops and products for local, regional, and export markets. The sector was broken down into two main Focus Areas: (1) Horticultural Production, Marketing, and Processing and (2) Other High Value Products. Within each of these areas, specific commodities/commodity groups/sub-sectors were selected based on a number of factors, including their market potential, type of hosts and stakeholders associated with the commodity, USAID Mission priorities, and other factors. Each of these sub-sectors or projects had a complete Project Strategy with objectives and expected results.

Over the five year program 72 volunteers traveled to Jamaica, 48 in the Horticulture Focus Area, which included traditional and organic vegetable production and processing, and 24 in the Other High Value Focus Area, which included West Indian Sea Island Cotton, swine/meat, eggs/poultry, and ornamental fish. A percentage breakdown is below.

## Jamaica Projects



### *Focus Area: Horticultural Production, Processing and Marketing*

Over the life of project there has been a growing demand in Jamaica for high quality fruits and vegetables due to the expansion of the tourism industry, the health and wellness industry, and the local and international niche market for organic produce. Greenhouse technology provides a controlled environment that allows farmers to produce a consistently good quality and quantity of products which are able to meet the needs of the tourism industry, local consumers and export markets. By providing technical assistance to develop greenhouse infrastructure, management, training materials, and training certification programs, Partners' *Farmer to Farmer* Program has addressed a production gap in fruit and vegetable value chains. In addition to addressing production constraints through assistance in areas such as irrigation and integrated pest management, *Farmer to Farmer* volunteers have addressed shortcomings later in the value chain through assistance in post-harvest handling, marketing, packaging and labeling, and international standards in food safety. Activities and results of *Farmer to Farmer* volunteer interventions in the horticulture focus area are detailed below.

A number of host organizations have benefited from technical expertise volunteers in this focus area, including the Santoy Farmers' Cooperative (Santoy), Ebony Park Academy, Jamaica Access to Regional Markets Program (JA FARMS), Orga-KniX Association, Jamaica Network of Rural Women Producers (JNRWP), Bog Farmers' Cooperative, and Dromilly Farmers' Association. These host organizations have benefited from volunteers' interventions in a number of areas, including: construction of greenhouses, training-of-trainers in greenhouse production and management, protected agriculture production, curriculum development and certification programs in greenhouse production and management, integrated pest and disease management, cabbage production with emphasis on pest and disease management, environmental best practices through the use of composting, post harvest handling of organically produced foods, strategic business planning, marketing, and packaging and labeling of agro-produce.

Partners has implemented its Jamaica *Farmer to Farmer* Program with a combination of traditional volunteer assignments complimented by a selection of "non-traditional" assignments, such as team travel and longer term assignments. Teams composed of volunteers with expertise

in different but complimentary areas – such as irrigation, plant pathology, entomology, and pest management – have offered comprehensive problem-solving strategies and recommendations to farmers and extension personnel. Longer-term assignments have been invaluable for host organizations such as JA FARMS during critical times of business expansion. Both non-traditional models have proven to be cost-efficient.

Fulfilling the targets outlined in the original planning matrices, host organizations have improved environmentally-friendly production of fruits and vegetables, increased the marketability of their products, and adopted new technologies to increase profits as a result of *Farmer to Farmer* interventions. Santoy has reported increased yield of up to 300% on some crops due to the combined effect of greenhouse production, better nutrient management and integrated pest and disease management. Farmers have implemented recommendations on the formulation of nutrients based on soil type, which has resulted in increased yields for oriental egg plants from 50 lbs to 150,000 lbs. Yield per tree has increased since bearing plants last for 2 months outdoors while plants in greenhouse last 6 months.

Santoy, whose members were utilizing chemicals and equipment improperly in many instances, has reported 50% reduction in the use of chemicals for pest and disease control. They have improved their use of biological controls as a result of greater understanding of beneficial and destructive biological pathogens. This reduction results in savings of approximately US\$1500 on each crop. One of the long term effects of the reduction in the use of chemicals is the environmental impact, which cannot be immediately quantified but will have long term benefits. Moreover, Rock Mountain Herbs, Walkers Woods Pepper Farmers and Santoy have all benefited from expert assistance in the use of composting as a soil enrichment and waste management procedure which will continue to yield positive environmental effects.

Host organizations have made progress in establishing new marketing opportunities, increasing demand for high-quality products produced locally, and mobilizing additional resources and providing new services to members. Santoy is now employing best practices in harvesting, storage and packaging, resulting in higher quality produce available to the market. In fact, the Ministry of Agriculture is considering including Santoy as a marketing unit under their cluster marketing program. With the assistance of volunteer packaging and marketing specialists, Santoy received favorable feedback from two large resort hotels in the Montego Bay area and is well positioned to negotiate a contractual agreement.

Training in business planning and project proposal writing has helped Santoy access grant funding of US\$40,000 from the UNDP to assist in Greenhouse Production. The cooperative has also assisted other groups in preparing project proposals. Santoy members have developed personally in terms of their knowledge base, leadership qualities and technical skills resulting in improved group dynamics and cohesion within the cooperative. Furthermore, members have become technical resource persons and are assisting other farmers to improve their production by applying best practices in greenhouse construction and technology, greenhouse nutrient management, and pest and disease management. They have utilized their skills in High Tunnel Greenhouse construction to earn income of over US\$25,000 for the Cooperative.

The JA FARMS project has also been the catalyst for the transfer of greenhouse technology and knowledge in Jamaica and has resulted in a significant increase in demand for the greenhouses. The project has responded to inclement weather risks and change in the global market place within Jamaica through the introduction of the unique Network-based supply chain to the Jamaican agricultural sector. The JA FARMS model has proven itself to be less susceptible to the damages caused by hurricane or near-hurricane strength winds, primarily due to the steel structure of the High Tunnel House design utilized by the project. The design of the Networks also allows for speedy recovery by growers in times of adverse weather conditions. The Minister of Agriculture has outlined an ambitious greenhouse plan that would see the introduction of six clusters of greenhouses each with 25 greenhouses totaling an additional 150 greenhouses in the agricultural sector. JA FARMS has reached a turning point in all areas of business.

With continued assistance from *Farmer to Farmer*, the project reached a major milestone by completing a *Protected Agriculture Manual*. The Manual is being used in the development of a curriculum for a new certificate program entitled *Modified Environment Agriculture* at Ebony Park Academy. This program is designed to teach both greenhouse structure fabrication and horticulture practices. Ebony Park Academy, through support from the *Farmer to Farmer* Program and JA FARMS will be the first institution in Jamaica to offer training in greenhouse technology. The finalized curriculum and training program was launched in 2008 in an official ceremony which was attended by the Minister of Agriculture and the Mission Director of USAID. Ebony Park's Mocho Satellite campus for Modified Environment Agriculture training has been established as part of USAID/JA FARMS sustainability plan for greenhouse technology transfer in partnership with Jamalco (Jamaica Aluminum Company) and Food for the Poor. The training program will benefit the agriculture industry of not only Jamaica but also the Caribbean region by providing trained personnel who are competent in the use of new technology.

Skill up-grades for the faculty and exposure to new technology will provide further benefit to the industry as the knowledge gained will be passed on to students. The Ebony Park Academy has been identified as a demonstration site for greenhouse technology implementation and seed trials for new crops such as kiwi, raspberry, cranberry and red cabbage. As the students graduate, the agriculture industry in Jamaica will continue to benefit from the availability of professionals who are trained and exposed to international best practices in protected agriculture, particularly greenhouse and hydroponics. Over the life of the Program, students and faculty have also been trained in integrated pest and disease management. Implementation of these best practices on the training farms have resulted in improved quality and yield for most of the produce.

Orga-KniX has benefited from the implementation of recommendations in post harvest handling, and business planning training has assisted them in finalizing their business plan for submission to funding agencies. All members now have a clear mission and vision and have improved their financial organization. Since food safety is imperative to growing the business, member producers have implemented safety measures such as handling produce with as few hands as possible. Jerry Braatz, who provided business planning training to Orga-KniX in 2007, commented: *"I have been a university educator for 13 years. I can honestly say that my opportunity with Partners of the Americas in Jamaica was the best teaching experience I have had ever. . . This really had an impact on me and the knowledge I shared with them on business planning really helped stimulate their thinking."*

Linda Aines, member of Partners of the Americas' Vermont Chapter and repeat *Farmer to Farmer* volunteer completed in 2008 the first visit with the Jamaica Network of Rural Women Producers. Aines introduced best practices in marketing, labeling, and packaging to women micro producers across the island. Although it is too early to quantify impacts on the JNRWP, with the help of the *Farmer to Farmer* Program network members have already developed attractive labels, established linkages with the Jamaica Small Business Development Center to access further trainings specialized for JNRWP food producers, met with local banks to access microloans according to volunteer recommendations, and have researched new grant opportunities. Aines also helped the JNRWP to inquire about placing US Peace Corps volunteers in the communities, which is expected to take place in 2009.

#### *Focus Area: Other High Value Products*

As mentioned, Partners' work in the Other High Value Focus Area included West Indian Sea Island Cotton, swine/meat, eggs/poultry, and ornamental fish. Of these project areas, swine/meat was the largest, with 15 volunteers providing technical assistance. With the largest numbers of poor and under-nourished persons living in rural communities, the areas of animal farming is critical to rural development as it requires minimal land space which is a major constraint. The Jamaican food industry is now faced with the issue of standards in meat quality as is forced to look at its stock of animals. Food safety and sanitation, butchery, meat processing, and contract and cooperative marketing are all areas with emerging needs. The issue of traceability is very important for meat processing facilities due to the spread of diseases; therefore the use of technology to assist in keeping proper records will assist in improving the competitiveness of the animal growers. Training and adoption of good animal husbandry practices is critical to the production of good quality meats which are safe for consumption and cost effective in production. Improvements in this sector will result in market acceptability and greater earnings for Jamaican farmers. According to Annabel Williams, Director of the Jamaica Pig Farmers' Association, "*Farmer to Farmer, through Partners and IICA, has been extremely supportive of our Association and we have managed to improve our industry dramatically as a result of this incredible assistance.*" *Farmer to Farmer* activities and results are detailed below.

In the swine/meat project, there were two primary host organizations, The Jamaica Pig Farmers' Association (JPFA) and Ebony Park Academy. Students, farmers, retailers and butchers have benefited from *Farmer to Farmer* interventions in the areas of animal health, meat processing, butchery, food safety and sanitation, pig waste management, and electronic record management (PigCHAMP). Implementation of this project faced challenges such as the geographical disbursement of farmers across the island, lack of access to technology, and limited time of the JPFA's voluntary management. However the project has been implemented in a cost-effective manner, mainly due to the homestays offered by members of the JPFA throughout the island and also to lodging in Ebony Park Academy's guest house.

The JPFA and Ebony Park have met the following project targets: adopting environmentally sound farm practices proven to improve production levels and/or marketability of products, implementing basic farm management and/or management tools, and providing additional resources and/or new products or services to their members. The JPFA and Ebony Park have reported success in the use of the PigCHAMP software to assist in record keeping and improve

operations. They are now able to keep records on each animal which will satisfy the traceability requirement for export as well as sales to some local industries, assist in the tracking of production cost per animal and particularly feed cost, which is the major cost in their operation.

Recommendations from *Farmer to Farmer* volunteers in animal health have been implemented by most farmers and farm students and they have begun to see a reduction in illness and death of the pigs. Farmers are now better able to identify illnesses which require specialist care, thereby increasing the chance of survival even where serious illnesses occur. The JPFA has reported that, due in part to the visits of volunteers from Iowa State University, the Jamaican veterinary service is in the process of completing a pig diseases profile for the island. Furthermore, Iowa State has offered some veterinarians a variety of courses free-of-cost.

Exposure to food safety standards, cutting edge butchery practices, and meat processing have resulted in waste reduction especially at the retail end, in addition to improved presentation of meat due to better cuts. Supermarket staff members were trained in temperature control as a means of preventing spoilage and preserving shelf life, proper packing of storage and display areas, and general handling of meats to maintain freshness and reduce waste. Supermarket staff was also exposed to meat processing as a means of reducing waste and improving returns on meats. Alongside Supermarket staff, students and faculty at Ebony Park as well as members of the JPFA benefited from this training and exposure. Ebony Park has reported that training in meat processing will assist them to activate this area of their operation, resulting in greater income-generating capacity and better utilization of excess space in meat production facilities.

Volunteer assistance in waste management has been invaluable. One specialist assessed sixteen pig farmers throughout the island and educated farmers and extension officers on waste recycling and reuse, composting, and options for alternative energy. The JPFA is now in the process of designing a project to install waste management units for these farmers. *Farmer to Farmer* intervention has also helped the JPFA to grow its membership by over 150% in three years, moving from just over 200 members in 2004 to over 500 members at present. The industry has been able to attract grant funding to enable implementation of their industry development plan and to provide training for members.

On the eggs/poultry project, three *Farmer to Farmer* volunteer assignments were conducted from 2006–2007. *Farmer to Farmer* worked with the Jamaica Egg Farmers Association (JEFA) on developing a strategic plan to move the industry forward, implementing environmentally sound waste management systems, improving farm management, and complying with food safety standards. As a result of volunteer recommendations, the Jamaica Egg Farmers' Association reported better waste management practices among its member farmers. This has resulted in more effective environmental protection practices which will resound to the protection of the natural and wild life resources, as well as the health of the Jamaican population. Unfortunately, one volunteer who was to help develop a strategic plan for the egg industry did not provide the required deliverable. Because of this, *Farmer to Farmer* and JEFA discontinued project collaboration. See Lessons Learned section for more discussion.

Three volunteer trips were also conducted on the ornamental fish project from 2006 – 2007.

*Farmer to Farmer* volunteers collaborated with the USAID Jamaican Competitiveness, Markets, Investment and Trade (COMMIT) Project and the Jamaican Export Association (JEA) on building the competitiveness of the ornamental fish industry in Jamaica. The ornamental fish industry is an emerging industry with potential for export due to the demand for ornamental fish in the US and other Caribbean islands. It is also an avenue for income generation for inner city communities due to ability to grow ornamental fish in small spaces.

Volunteers worked with the JEA on building the competitiveness of the ornamental fish industry in Jamaica. Fish experts provided hands on technical training for local farmers as well as assistance in the development of industry standards and training curriculum. Training-the-trainer workshops were also held on the curriculum developed by *Farmer to Farmer*. Local trainers have then been able to use this curriculum and training to provide additional workshops for local fish producers. *Farmer to Farmer* trainings have also improved sanitation of the farms and nutrition of fish for many of the small farmers involved in the project. In 2007, USAID funding for the COMMIT Project ended sooner than expected and *Farmer to Farmer* activities in ornamental fish ended as well.

Finally, five *Farmer to Farmer* volunteer trips were completed in 2005 – 2006 on the West Indian Sea Island cotton project. During this time *Farmer to Farmer* collaborated with the Jamaican Agricultural Development Foundation (JADF) as well as JEA's Competitiveness Company with the purpose of increasing crop yields, improving the quality of this variety of cotton, and improving ginnery operations and post harvest handling techniques. Sea Island cotton is a specialty crop that grows in the West Indies and was one of the new "cluster" crops of the USAID/Jamaica Mission targeted under their "Increased Private Sector Growth" program. The Competitiveness Company targeted the development of the West Indian Sea Island Cotton industry as an alternative to sugar cane production.

*Farmer to Farmer* volunteers trained farmers, agriculture students, and extension agents in integrated pest management techniques – especially on the control and elimination of pink bollworm – as well as working with farmers on the development of guidelines for improvement and assessment of planting seed quality, seed selection, out of season storage, pre – planting, during cultivation, during linting, and postlinting. Volunteers also worked on the development of agronomic and soil fertility management for the commercial production of West Indian Sea Island Cotton in Jamaica.

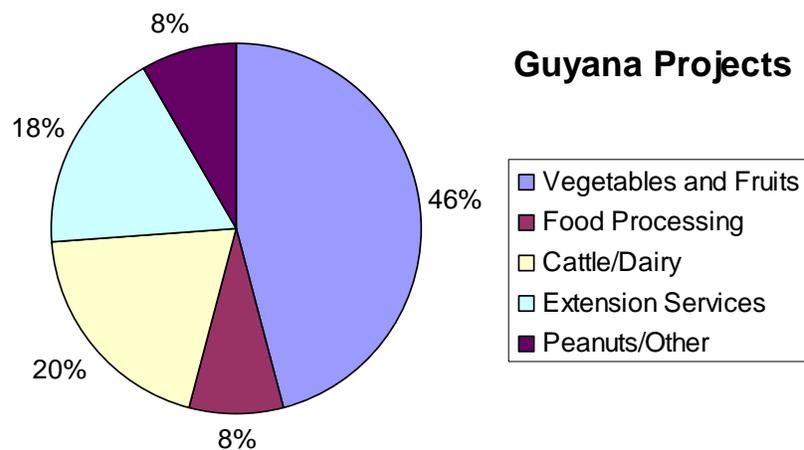
The West Indian Sea Island cotton project has had a tremendous impact on the Sea Island Cotton Industry. The industry has reported increased yield of over 15% which represents gross revenues of US\$485,000 and reduction in the use of pesticides which has resulted in savings of over US\$16,000. The increased yields has made the industry more attractive to larger investors, therefore, the industry is now poised for even more significant growth, especially against the background of a decline in the world demand for sugar. Sea Island cotton can be a high-value replacement crop for land currently used for sugar cane.

## Guyana:

### *Summary/Overview of Experience*

The overall sector in Guyana was high-value and/or nontraditional crops and products for local, regional, and export markets. This was broken down into two focus areas: (1) Horticultural Production, Marketing, and Processing and (2) Other High Value Crops and Products. Within each of these areas, specific commodities/commodity groups/sub-sectors were selected based on a number of factors, including their market potential, type of hosts and stakeholders associated with the commodity, USAID Mission priorities, and other factors. Each of these sub-sectors or projects had a complete Project Strategy with objectives and expected results.

Over the last five years, the Partners *Farmer to Farmer* Program completed 61 volunteer assignments, 34 in the Horticulture Focus Area, which included vegetable and fruit production and processing, and 27 in the Other High Value Focus Area, which included dairy/cattle, modernizing the extension service, peanuts and agri-tourism. A percentage breakdown is below.



Through collaboration with our stakeholders, the program was able to conduct activities in Regions 2, 3, 4, 5 and 10, with volunteers making one-off visits to Regions 6, 7 and 9. This meant that out of the ten administrative regions in Guyana, *Farmer to Farmer* had a presence in eight. The Regions not visited (1 and 8) were both remote.

- |           |                                 |
|-----------|---------------------------------|
| Region 1  | Barima-Waini                    |
| Region 2  | Pomeroon-Supenaam               |
| Region 3  | Essequibo Islands-West Demerara |
| Region 4  | Demerara-Mahaica                |
| Region 5  | Mahaica-Berbice                 |
| Region 6  | East Berbice Corentyne          |
| Region 7  | Cuyuni-Mazaruni                 |
| Region 8  | Potaro-Siparuni                 |
| Region 9  | Upper Takutu-Upper Essequibo    |
| Region 10 | Upper Demerara-Berbice          |



The program worked closely with the Ministry of Agriculture and several of its agencies and program activities were consistent with those of the Ministry within the non-traditional crops sector. Through the Ministry's agricultural diversification program, *Farmer to Farmer* played an important role in improving the competitiveness of those crops outside of the traditional rice and sugar by addressing issues related to production and value-added activities. In addition, *Farmer to Farmer* has teamed up with a local NGO, Global Perspectives, to offer training in small plot gardening and food processing to unemployed mothers and out of school children in five low income communities. This is in response to the government's latest initiative towards food security, the "Grow More" Campaign and the activities related to this initiative will be specifically funded by the European Union/Low Income Housing Project.

Also, through Partners' collaboration with the United States Embassy, the program was able to conduct a series of public lectures at which selected volunteers shared their experiences both in the US and in Guyana and fielded questions on the activities of their specific projects. This lecture series was sponsored by the US Embassy.

### **Major Outputs and Accomplishments**

100% of the hosts surveyed reported an increase in members' confidence in their institution. This was attributed to *Farmer to Farmer* and among the reasons given were:

- The elimination of guess work; members are now sure of what they are doing
- Obtaining positive results after implementing volunteers' recommendations
- A better appreciation of each other as a result of the increased opportunities to work together due to *Farmer to Farmer* activities

According to the Planning Matrix submitted at the beginning of the *Farmer to Farmer* Program, the following progress has been made towards overall program objectives and targets. There were also other specific focus area and project level objectives.

*Objective 1: Increased organizational and management capacity of participating producers and producer groups.*

*Targets:* 6 weak producer groups strengthened and 1 new producer group organized; 10 participating producer, agro-processing, and marketing organizations implement basic farm and management tools; and 6 participating producer, agro-processing, and marketing organizations mobilizing additional resources or offering new products or services to their members.

*Accomplishments:*

- 6 producer groups strengthened: New Friendship Land Farmers' Coop, Mar Friends Land Farmers' Coop, West Watooka Farmers' Dev. Association, Parika Back Farmers Group, Pomeroon Women's Group, Black Bush Poder Farmers' Group
- 2 new producer groups organized: Tri-Lakes Farmers' Association, Boerasirie/Good Hope/Namerick Livestock Farmers' Association
- 9 participating organizations implemented basic farm and management tools: New Friendship Land Farmers' Coop, Mar Friends Land Farmers' Coop, Boerasirie/Good Hope/Namerick Livestock Farmers' Association, Tri-Lakes Farmers' Association, West Watooka Farmers' Dev. Association, St. Stanislaus College Farm, Pomeroon Women's Agro-processors Association, West Coast Berbice Y.W.C.A., Ministry of Agriculture

- 5 participating organizations mobilized additional resources and/or offered new or improved services to their members: Mar Friends Land Farmers’ Coop, Pomeroon Women’s Agro-processors Association, Mainstay Women’s Development Group of the Tri-Lakes Farmers Association, West Watooka Farmers’ Dev. Association, Original Juice Center

The program met its target of strengthening 6 producer groups and was able to organize 2 new producer groups in areas where there was strong interest. Also, 9 participating organizations implemented basic farm and management tools. Many other host organizations were impacted during the life of the project and some have implemented selected recommendations, but these 9 were targeted specifically to this farm management objective.

At least 5 participating organizations were able to mobilize additional resources and/or offer new or improved services to their members. While the resources mobilized by 3 of the groups were in the form of grant funds secured from the Guyana Micro-Projects Programme, (Guyana/European Union line of funding) and the Church of Jesus Christ of Latter Day Saints, the other group was able to intervene with the regional authorities for equipment and operators to upgrade a number of access roads leading to their farms. Other groups, such as the Original Juice Center, were able to provide new services. Below is a summary of the resources mobilized.

Organization	Value of Resources	Donor Agency	Remarks
Mar Friends Land Farmers’ Coop	G\$7,157,740	Guyana Micro-Projects Programme	To construction of a meeting place for members and purchase a tractor and implements for the coop.
	G\$2.8m	Church of Jesus Christ of Latter Day Saints	Farm equipment, tools and farming inputs
Pomeroon Women’s Agro-processors Association	G\$2.6m	Guyana Micro-Projects Programme	To complete the setting up of a processing facility
Tri-Lakes Farmers’ Association and Women’s group of Association	G\$11.5m	Guyana Micro-Projects Programme	To expand processing facility
	G\$2.6m	Guyana Micro-Projects Programme	To establish a Heritage Park as an agri-tourism destination
West Watooka Farmers’ Dev. Association		Regional Democratic Council of Region 10	Equipment, operators and fuel to upgrade access roads leading to members’ farmlands.

*Objective 2: Increased production of high-value, nontraditional crops with improved product quality.*

*Targets:* 120 participating producers increase the number of high-value, nontraditional crops cultivated and/or the amount of land dedicated to the production of high-value, nontraditional crops; 80 participating producers increase their yields of high-value, high-quality nontraditional products by at least 25%; and 80 participating producers increase their total production of high-quality nontraditional crops by at least 15%.

*Accomplishments:*

- Approximately 130 participating producers have increased the number of high-value, nontraditional crops cultivated and/or the amount of land dedicated to the production of high-value, nontraditional crops: New Friendship Land Farmers’ Coop (App.18 members), Mar

Friends Land Farmers' Coop (App. 32 members), Tri-Lakes Farmers' Association (App. 70 members), Boerasirie/Good Hope/Namerick Livestock Farmers' Association (App. 10 members)

- Approximately 98 participating producers have increased their yields of high-value, high quality nontraditional products by between 25 and 40%: New Friendship Land Farmers' Coop (App.20 members), Mar Friends Land Farmers' Coop (App. 15 members), Tri-Lakes Farmers' Association (App. 55 members), Boerasirie/Good Hope/Namerick Livestock Farmers' Association (App. 8 members)
- Approximately 122 participating producers have increased their total production of high-quality, nontraditional crops by between 20 and 50%: New Friendship Land Farmers' Coop (App.22 members), Mar Friends Land Farmers' Coop (App. 18 members), Tri-Lakes Farmers' Association (App. 70 members), Boerasirie/Good Hope/Namerick Livestock Farmers' Association (App. 12 members)

*Farmer to Farmer* has surpassed its targets for the number of participating producers increasing their production of high-value, nontraditional crops. Additionally, members of the Boerasirie/Good Hope/Namerick Farmers' Association (formerly Parika Back farmers) have reported producing an improved quality sweet potato as a result of implementing *Farmer to Farmer* volunteers' recommendations on fertilizer application and pest control. Also, members of the Mar Friends Land Farmers' Coop have experienced an improvement in the quality of harvested West Indian cherries. This is due to a more efficient harvesting system, which was realized after implementing *Farmer to Farmer* volunteers' recommendations on pruning.

Members of the farmers' groups that have increased the amount of land dedicated to the production of high-value, nontraditional crops have attributed this development to *Farmer to Farmer* volunteer activity, namely pest management, weed management, and sweet potato production (Parika), plant health/nutrition (Tri-Lakes) and careful handling and maintenance of machinery (Mar Friends).

*Objective 3: Increased family income for small and medium-sized producers.*

*Targets:* 80 participating producers experienced an increase in family income of at least 25% and a 20% increase in demand for employment due to increased labor demand for high-value, nontraditional crops and value-added processing.

*Accomplishments:*

- Approximately 120 participating producers have increased their family incomes by at least 25%: New Friendship Land Farmers' Coop (App. 15 members), Mar Friends Land Farmers' Coop (App. 18 members), Tri-Lakes Farmers' Association (App. 60 members), Boerasirie/Good Hope/Namerick Livestock Farmers' Association (App. 10 members), Pomeroon Women's Agro-processors Assoc. (App. 8 members), West Coast Berbice Y.W.C.A. (App. 8 members), Original Juice Center (1 member)
- 100% increase in demand for employment as a result of expansion of processing facility in Mainstay community.
- Increase in demand for employment in areas such as environmental management, tour guiding and customer service resulting from the launching of agro-tourism activities (Heritage Park)

Based on observation of the Mainstay community, the construction of new homes, rehabilitation of existing ones, and the purchase of items such as motor cycles, television sets, generator sets and water storage tanks are all evidence of increased family incomes.

*Objective 4: Improved access and increased sales of fresh and processed high-value, non-traditional and specialty crops in local, regional and international markets.*

*Targets:* 800 producers exposed to post-harvest handling and market-related issues during collaboration with 2 major public sector agencies and 1 NGO and international organization, and 100 participating producers organized for group marketing and/or contract production.

**Accomplishments:**

- Close to 500 producers, agro-processors and technical personnel were directly exposed to post harvest handling and market-related issues during collaboration with the Guyana Trade and Investment Support Project (GTIS), the Inter-American Institute for Cooperation on Agriculture (IICA), the Linden Economic Advancement Project (LEAP) and the Government Food and Drug Analyst Department of the Ministry of Health. Training of trainers will ensure many more are trained
- More than 100 producers from 4 locations were organized for contract production of specialty crops and group marketing

*Farmer to Farmer* was able to reach out to producers, agro-processors and technical personnel towards improving access and increasing sales of fresh and processed high-value, nontraditional and specialty crops in local and international markets. Among the activities conducted were HACCP prerequisite training, label designing, pesticide safety and drying of herbs. In addition, components of an Extension Services Review Project evaluated market-related issues.

As part of these activities, *Farmer to Farmer* volunteers provided training in pesticide safety issues related to marketing and international trade to farmers identified for the production of specialty crops for export, under a contractual arrangement.

*Focus Area: Horticultural Production, Processing and Marketing*

Guyana, seen as the bread basket of the Caribbean, has a number of factors that are favorable to the development of horticulture sector. There are at least 80 horticultural crops exported from Guyana, mainly produced by small farmers, and the sector contributes significantly to the domestic market, to food security and to the incomes of women and small business entrepreneurs. The Partners *Farmer to Farmer* Program sent 34 volunteers to work in this focus area, assisting 47 host organizations and farmers with 1,667 direct beneficiaries.

Thanks to *Farmer to Farmer* volunteer intervention, the Tandy's Manufacturing Enterprise was able to experience a 100% improvement in the taste of its peanut butter by eliminating a bitter after-taste that existed after ingesting this product. By observing the processing flow, the volunteer was able to correct the timing of adding an important ingredient to the process, thereby eliminating the reaction that developed the unpleasant after-taste.

The production of their own wine, which is a major ingredient in the processing of their fruit preserves, has seen the Pomeroy Women's Agro-processors Association increase their profits by approximately 40%. In addition to incurring savings by not having to purchase wine, the group has reported that their entire fruit preservation process has become more efficient since they no longer encounter delays caused by its unavailability at processing time. Wine was usually sourced from shops within their community.

Technical assistance rendered in areas such as composting, plant health and nutrition, and developing organic fertilizers helped members of the Tri-Lakes Farmers' Association to increase their average acreage under the cultivation of organic pineapples from 1 to 2.5 acres. This increase in acreage then led to the expansion of the processing facility within the Mainstay community. The facility now employs 40 persons (up from 20) and, in addition to an enclosed factory space, now has a larger cold storage, high risk room, packing area and peeling room.

Through the establishment of a shade nursery within the farmlands of the New Friendship Cooperative, the members were provided with relief in that they no longer had to set seeds at their homes and then transport the seedlings via public transport and boat to transplant them out in the fields. The members utilize the nursery to produce vegetable seedlings for transplanting. Members of the Mar Friends Cooperative were able to apply knowledge imparted to them during training sessions conducted in farm management in acquiring a grant from GMPP, which was used in part to purchase a tractor. This group now offers land preparation services to its members. Utilizing knowledge from this same training, members were able to compile records which were used to substantiate their claims for flood relief during 2008. Previously, these farmers were never able to substantiate their claims and as a result were always overlooked for this type of assistance after suffering due to flooding.

The successful transfer of appropriate technology in sweet potato production has led to members of the Boerasirie/Good Hope/Namerick Livestock Farmers' Association realizing substantial sweet potato yields for the first time in a number of years. The improvement in the quality of sweet potato harvested was also attributed to *Farmer to Farmer* intervention, as the volunteer's insect pest management program proved to be very effective. Prior to their involvement with the program, farmers of this area (Parika Back) reportedly obtained very poor sweet potato yields, which were of similarly poor quality due to insect damage.

Farmers of the Parika Back area are also thankful to *Farmer to Farmer* for their increased knowledge about pest behavior and their management. This has led to an improvement in the effectiveness of their pest management programs and in turn has caused them to cut down on their indiscriminate use of pesticides. Farmers are also more careful about protecting themselves when using pesticides.

Members of the Ithaca Women's Group benefitted from *Farmer to Farmer* volunteer expertise in the area of drying herbs and by the end of the volunteer's stint with the group, they were well on their way to producing a number of herbs in a powdered form. Samples of these products have been sent to members' relatives residing overseas and this has resulted in small orders being received by the group.

Members of at least 3 farmer groups (Mar Friends, Tri-Lakes and Central Mahaicony/Perth) have adopted practices to improve soil and water management. Among the practices adopted are crop rotation, mulching and composting.

Some other accomplishment in this Focus Area include:

- Trained 3 groups of agro-processors in making wine to be used as an ingredient in the processing of fruit preserves
- Provided training to members of the Tri-Lakes Farmers' Association in the making of compost to be used in their organic pineapple production
- Provided training on aspects of farm management to members of 3 farmers' groups
- Evaluated new herbicides for their effectiveness in controlling weeds in Guyana
- Provided guidance and training to members of 3 farmers' groups on pesticide safety issues related to marketing and international trade
- Trained members of the Mar Friends Cooperative and personnel of the Guyana School of Agriculture in the careful handling and maintenance of agricultural machinery
- Conducted HACCP prerequisite training for agro-processors

#### *Focus Area: Other High Value Products*

The main projects in the Other High Value Focus Area were dairy and cattle, strengthening the extension service and agro-tourism. The dairy/cattle project was tied to past Partners projects developing the dairy sector in Guyana, although the addition of meat cattle was at the request of the Minister of Agriculture. The Minister also was the driving force behind the Modernizing the Guyana Extension Service project, which has the potential to greatly increase the impact of the *Farmer to Farmer* program. Partners' *Farmer to Farmer* Program sent 27 volunteers to work in this focus area, assisting 36 host organizations and farmers with 1,894 direct beneficiaries.

The National Dairy Development Programme reported a 25% increase in the rate of conception through artificial inseminations done by their technicians. This was as a result of training in this area delivered to the technicians and farm hands by a *Farmer to Farmer* volunteer.

The launching of a Heritage Park by the Mainstay Women's Development Group, which is a subset group of the Tri-Lakes Farmers' Association, has been one of the high points of the *Farmer to Farmer* Program since the original idea was nurtured and expanded by *Farmer to Farmer* volunteers. The group was able to leverage the *Farmer to Farmer* volunteers' input to garner grant funds (G\$2.6 Million) from the European Union funded Guyana Micro Projects Programme (GMPP), which was used to compliment community funds.

Partners of the Americas through *Farmer to Farmer* has accomplished a multi-phase modernization of the country's extension service which had eroded from a staff of several hundred well supported extensionists some 20-30 years ago to less than 100 fulltime employees today. Over the course of two years, four teams of experts in extension service and organizational development from the University of Wisconsin held discussions and trainings with stakeholders across the board, including the New Guyana Marketing Corporation, the Guyana Trade and Investment Support, the Ministry of Agriculture, the National Agricultural Research Institute, the Guyana Rice Development Board, the National Dairy Development Program, the University of Guyana College of Agriculture and Forestry, the Guyana School of

Agriculture, and the Inter-American Institute for Cooperation on Agriculture in addition to hundreds of farmers and extension agents.

The teams mapped out a strategy for shared modernization goals, introduced a self-directed team approach that has proven successful for 10 years in Wisconsin, and established concrete steps for the modernization project. The self-directed approach brought in members from other agencies and the private sector and cut across disciplines to meet the broader, more comprehensive goals of farming communities. The teams utilized a pilot project methodology to work with two farming groups, Parika Back and West Watooka, on a commodity and market-based approach to strategic planning. By engaging the farming communities in a gap analysis tool, the teams facilitated the process of mapping a product from the beginning to the end of the market chain, identifying gaps, and reaching consensus on future steps and agencies to be involved. At the final stage of the project, the Parika Back pilot community had organized themselves as a formal agricultural organization and secured a commitment from the Ministry of Agriculture to provide two stipend staff to assist their development. The West Watooka community organized themselves to create a farmers market in the area as a part of a long-term vision for the region, including the promotion of value added products, and their proposed idea was received with interest by their region's extension staff.

Through these pilot projects and training sessions, extensionists were trained in organizational and community development, participatory processes, shared leadership, strategic planning, educator roles, and conflict management. The Ministry of Agriculture reports that new planning techniques are being implemented by extension agents, the extensionists have improved their communication and leadership skills, and the extension service is operating in a more efficient manner due to the teamwork approach.

Some other accomplishments in this Focus Area include:

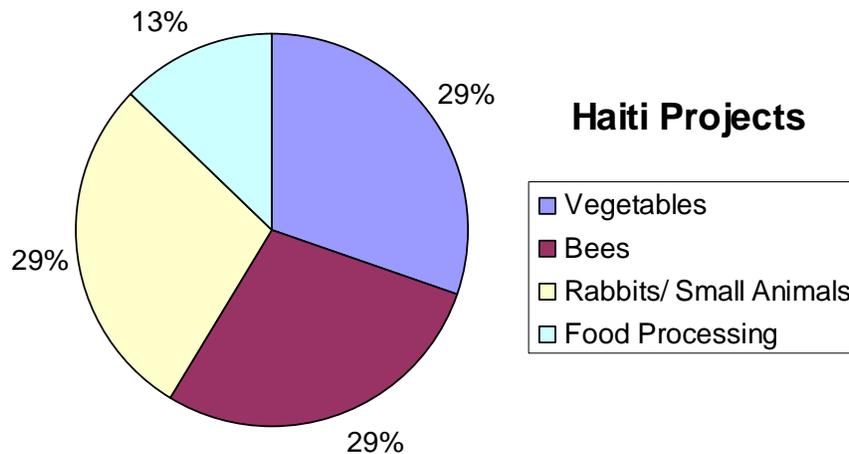
- Conducted a review and assessment of the cattle industry in Guyana
- Conducted an assessment of slaughter and meat handling practices
- Provided training in artificial insemination to government technicians and farm hands
- Assessed the potential of the St. Stanislaus College Farm for becoming a Center for Sustainable Agriculture and tourism
- Activities related to improving slaughter practices and meat hygiene were conducted

## **Haiti:**

### *Summary/Overview of Experience*

The overall sector focus in Haiti is high-value, nontraditional crops and products for local, regional, and export markets. The sector is broken down into two main focus areas: (1) Horticultural production, marketing, and processing and (2) Other High Value products. Within each of these areas, specific commodities/commodity groups were selected based on a number of factors, including their market potential, type of hosts and stakeholders associated with the commodity, USAID Mission priorities, and other factors. Each of these sub-sectors or projects has followed a complete Project Strategy with objectives and expected results.

Over the last five years, the Partners *Farmer to Farmer* Program completed 63 volunteer assignments, 27 in the Horticulture Focus Area, which included vegetable production and food processing, and 36 in the Other High Value Focus Area, which included rabbit/small animal/meat production and beekeeping/honey production. Vegetables, beekeeping and small animals all had about the same number of volunteers, with food processing being a smaller focus of the program.



*Focus Area: Horticulture Production, Processing and Marketing*

*Farmer to Farmer* has completed the following projects in this Focus Area: vegetable production and marketing; and food processing and marketing. The vegetable project focuses on Makouti Agro Enterprise (Makouti), a producers’ cooperative in the Cap-Haitien area; a new cooperative in Grand Boulage formed on the Makouti model; and several other host organizations and Makouti member groups. The food processing project includes the Association of Producers in Vallue (APV), Platform for the Economic Development of Grand Riviere du Nord (PLADEG), National Association of Fruit Processors (ANATRAF), and Makouti, whose members produce and process a wide variety of products.

***Food Processing***

One of the trends in the food processing sector in Haiti is the growth in small and large organized processing plants throughout the country. This is a positive trend as growers can receive more money for their products if they are to add value. However, with this growth in new business, competition will increase so farmers will need to distinguish their products based on quality, service, packaging and label design. These are the areas where *Farmer to Farmer* has provided technical assistance.

Some of the constraints and challenges in the food processing sector include inadequate storage facilities, inefficient transportation systems, high cost of raw materials, competition from cheap imported products, availability of inputs (especially jars and bottles), the need for special packages for some products, the need for improved labeling and seals, and quality control and product safety.

As detailed below, Partners' food processing project has met all of its expected results: to improve access to the formal market for Haitian producers, produce and promote a better quality of fruit with a higher market value, create a more commercial system of packaging and labeling jams and jellies so that they will be able to sell in formal markets in Haiti and internationally, provide producers with the tools to improve their marketing techniques, assist the producers in formulating a variety of strategies for product distribution, and design and operate a logical marketing system for products.

Members of Makouti and several other cooperatives have benefited from technical assistance in labeling and marketing. For example, graphic designers trained processing groups on label design, the importance of labels, marketing, and brand recognition. One volunteer designed 16 labels for products such as coffee, honey, chocolate, Aloe Vera, fruits and vegetables, and jams and jellies. She created additional marketing materials with and for the Cooperative: official logos, letterheads, business cards, fliers, employee identification badges, and brochures. As a result, Makouti now is equipped with quality packaging materials and an organizational label that is very recognizable and easily associated with by consumers. Similarly, another volunteer worked with ANATRAF in their ongoing efforts to assist 37 small fruit and food processing groups throughout Haiti. Together they designed a series of packaging label designs, a new institutional identifier or seal, and a newsletter template design.

These groups have also benefited from trainings in the development of marketing plans and strategic business plans, as well as using tools such as market survey questionnaires. *Farmer to Farmer* volunteers trained members in areas such as adding value, the concept of the "end user", the importance of a shared organizational mission and vision, product design, pricing strategies and break-even analysis, and more. With these business management documents and tools in hand, the groups have unified and formalized their business operations.

With the technical assistance offered through *Farmer to Farmer*, ANATRAF is now able to participate in produce fairs and introduce its members' products into the Haitian market under a unified packaging scheme. The packaging now approaches the quality of appearance comparable to that of imported products, and the labels allow for a bar code, nutritional information, and dual language labeling to be added to the packaging. These improvements will enable ANATRAF to compete in foreign markets in the future, and currently, exportation to Canada has been identified as a viable option. Volunteers also worked with APV to help develop institutional marketing materials, including a poster series and two brochure templates to promote Haitian food products, Haitian farmers and the communities in which they live and work.

To improve quality, after participating in *Farmer to Farmer* trainings, processors began to use weights to measure the exact amount of ingredients to use in their recipes so that the products produced are consistent and standardized. They have also reduced the use of sugar in the processing – producers often used excess sugar to increase the shelf life of the product but the end product was too sweet for consumers.

Key impacts achieved by the *Farmer to Farmer* program in the food processing sector are that at least 75 % of the food processors trained by the program have improved the quality of their products; highest quality products from these producers have sold first at trade shows and

marketing events and processors have received more contracts and more invitations to participate in other trade shows; 100% of the formal supermarkets targeted now have improved the way they display these Haitian products in their stores; and, with the increase in sales, most of the food processors involved in the *Farmer to Farmer* trainings have reported increases in income and revenue.

### ***Vegetable production***

Vegetables have been a priority sector for the *Farmer to Farmer* program in Haiti as they have good potential in local and regional markets and the climate in Haiti is conducive to producing a wide variety of vegetable crops. The vegetable project is linked closely to the food processing project to help producers add value to their products. Some of the major constraints and challenges in the sector include a lack of structure in seedling production resulting in poor quality seedlings, high losses in production due to disease and pests, problems with soil fertility and pH balance, weak marketing connections and contracts, poor quality control of products, and other areas.

As detailed below, Partners' vegetable production project has met the following planned results: improved productivity and efficiency of production due to greenhouse production, improved irrigation, integrated pest management, improved soil management, and other factors; greater availability of seeds and seedlings to producers due to distribution from greenhouses; improved access to water and irrigation from the establishment of a water pump system and drip irrigation systems; improved environmental conservation practices through reforestation and reuse of waste water; improved health and education for co-op members due to training on the proper uses and applications of fungicides and pesticides; and improved sense of confidence among producers following training sessions and expanded opportunities.

Many positive outcomes are apparent from the technical assistance provided by the *Farmer to Farmer*. Makouti has developed an operating statement and a five-year projection of growth and profitability for vegetable production. Their projected growth stems from plans to diversify production and extend the harvest season with irrigation and scheduled planting. With the assistance of *Farmer to Farmer* volunteer John Malcheski, Makouti received a grant from the Trickle Up Foundation for US\$30,000. The grant funds individual farmers' projects (70%) and common needs, including management of the cooperative (30%). Mr. Malcheski also raised US\$11,000 from the Friends of Haiti Group in Wisconsin to help Makouti purchase a truck for the cooperative to assist them in transporting products to market for their members. The funds are intended as a five-year loan for the cooperative. This truck has allowed for expansion of services such as delivery of produce to markets and participation in fairs and festivals throughout the region. Cooperation between the *Farmer to Farmer* Program and the Friends of Haiti has also resulted in the installation of a water pumping system in Grand Boulage which lifts water 400 feet into a 600 gallon storage tank.

*Farmer to Farmer* volunteers have completed nutritional studies of several crops and products; created a composting unit; adopted new pest management techniques including the proper use of fungicides; used a training-the-trainers model to educate Makouti staff in harvesting and post-harvest best practices; improved nursery practices, transplanting practice and seed selection; trained farmers in soil analysis techniques; established several square-foot and shade-cloth

gardens with school children and farmers; improved farmers' harvesting and post-harvest handling techniques, and improved market connections for products. For example, as a result of a volunteer's soil trials, where seedlings grown in coco peat were compared to a control row of seedlings planted in commonly-used local planting soil, seedlings planted in the coco peat were all one to two inches taller than those planted in the local soil and the plants were also more visibly healthy. With training from *Farmer to Farmer* volunteers, understanding of the importance of soil management has increased, with 100% of the participants targeted for training in this area reporting an increased understanding of soil and its importance in production.

Over the life of program, *Farmer to Farmer* interventions have led to tangible results for farmers. For example, in the community of Grand Boulage, technical assistance has aided the development of compost bins and a greenhouse. As of 2008, the greenhouse is functioning under a community manager and uses the continuous supply of composted material to improve soil quality, while generating savings from less orders of potting soil. Trays of vegetables and three types of trees are being produced and distributed, and over 1500 tree seeds have been planted. The fast-growing tree species help to reduce loss of topsoil in the area. Furthermore, with its recent expansion the greenhouse has the capacity, when completely filled with trays, to generate 4000 tree seedlings per year and 3000 vegetable plants for use in local gardens.

#### *Focus Area: Other High Value Products*

The Haiti Program has undertaken two projects in this Focus Area: rabbit/small animal/meat production and beekeeping/honey production. The rabbit project has educated farmers in the principles of rabbit keeping, addressed health and nutrition issues, and improved meat quality and sanitation. The beekeeping project has improved basic beekeeping skills, addressed disease/parasite problems such as Varroa mite, and improved honey quality.

Both projects have involved a variety of formal and informal groups as well as individual farmers. Makouti has participated in both projects and members have succeeded in their goal of diversifying production. An extension and agribusiness specialist who conducted two trips to Haiti hosted by Makouti in 2006 and 2008 remarked on the progress Makouti had made as an agribusiness over the two years. Makouti has significantly expanded with assistance from *Farmer to Farmer* from mainly producing fruits and vegetables into developing marked expertise in the production of small animals, honey, and other products, in addition to advancing their processing and packaging/labeling practices.

#### ***Small Animal/Rabbit Production***

The project focuses primarily on rabbit production but also includes goats and other small animals. In accordance with initial results planning, technical assistance has reduced the loss of adults and kids to disease, improved the health of the rabbits and their production capacity, enhanced the quality of meat and food safety inspections, increased the skill level of rabbit and goat raisers, contributed to increased profits, and helped to stabilize the demand for animals and meat. Further results are detailed below.

The *Farmer to Farmer* Program encountered the following constraints and challenges: cultural practices of producers which lead to poor quality meat, lack of availability of quality goat and rabbit feed all year round, lack of water availability, disease and parasites (especially in rabbit

kids), poor bookkeeping and records management, lack of availability of the suitable wire for cages, and small production units which make input purchasing expensive.

To address these challenges, *Farmer to Farmer* volunteers provided materials and training for producers in the areas of cage construction, proper forages and diet, disease identification and control, breeding and nesting, castration, record keeping for maintenance of a healthy genetic pool, slaughtering practices, and food safety. Collaboration with other groups helped advance the progress. For example, two women and one man from the Grand Boulage community were able to participate in a comprehensive training program in goat management in collaboration with the Friends of Haiti and Food for the Poor. Beyond production, food processors and health inspectors were trained in the importance of standardized processing practices and meat quality standards. After one multi-day training seminar for potential and existing rabbit producers, 80% of participants reported learning more about production quality and food safety, 95% developed a stronger interest in rabbit production and would recommend it to their family and neighbors, and 100% believed that rabbit production would increase their personal revenue and economically benefit their communities.

Food processors and health inspectors who participated in a meat quality training seminar reported that they now realize the significance of evaluating and implementing standardization of processing and inspection practices, which is relevant to quality and safe food products, and that development of processing and quality standards will help build consumer/buyer confidence. For Makouti, increased quality standards and consumer confidence translates into the ability to competitively market their producers' products on the local, national, and international level, thereby boosting profitability and sustainability all the while creating jobs and improving local economies. Through trainings in these areas, Partners' *Farmer to Farmer* Program has addressed gaps throughout the rabbit and goat meat value chains.

Regarding goat production, farmers' goats are healthier and growing faster due to sufficient access to water and improved quality and quantity of goat feed. Participating goat producers now know how to recognize coccidiosis and other diseases and parasite and are able to treat these problems. With healthier stock, the quantities of goat per production unit are increasing exponentially and production time and animal loss is decreasing. Farmers are also yielding a better product through proper gene selection and breeding. These results have allowed producers to sell their goats for more money and increase their incomes. In the region where the program focused activities, 100% of participating producers report that they have learned new techniques for goat production and are convinced these techniques will lead to better management. As goat production becomes a more profitable activity, producers are investing more money in this sector and the market demand for goat is increasing.

Regarding rabbit production, the project has greatly expanded with three NGOs now actively promoting rabbits - World Vision, Food for the Poor, Caritas – and various others NGOs starting new production units. 17 communities now have established rabbit production units and many more are starting new ones. The new producers have been incorporated into the above-mentioned trainings, and most have received follow-up home visits to assess production practices and to troubleshoot problems. Cultural practices and meat production standards have improved since rabbit raisers are now being certified after completing *Farmer to Farmer* training programs.

Rabbit meat quality has improved due to proper management, training sessions in meat processing and sanitation, and quality assurance training at the production and processing levels.

After participating in the rabbit management trainings, Makouti often provides micro-loans to attentive producers for the purchase of cage wire and other key materials. Whereas cage building materials and feed had previously been unavailable, *Farmer to Farmer* volunteers and Makouti staff identified regional suppliers for the materials and now import pelleted feed, nipples, and rabbit cage wire for producers. One volunteer - Myriam Kaplan-Pasternak - has played a pivotal role in securing funding to cover such costs while the rabbit producers are beginning the start-up phase of their microenterprises. Production units now provide readily accessible water to the rabbits through the use of nipples, resulting in less water wasted and contaminated. Producers now have the knowledge and materials to construct appropriate cages, removed from direct sunlight and with shelter from rain and predators.

*Farmer to Farmer* volunteers have also trained rabbit producers in proper nutrition. A tropical forage expert worked on reducing the use of grasses, which were too high in fiber, and increasing use of legumes and forbs, which are easily digestible and good sources of protein. As some legumes can be toxic to rabbits, the volunteer also taught rabbit producers how to test varieties for suitability. With proper nutrition, water availability, and also disease control, the loss of rabbit kids is decreasing. Makouti staff and rabbit producers can now identify common diseases such as sarcophic mange, which had been a constraint to production of healthy rabbits. The practice of controlling ear mites has improved as well: by using drops instead of injections, ear mites are removed and meat quality is improved by minimizing bruising at injection sites.

As a result of volunteer technical assistance, rabbit production has increased by 600% in some areas with an increased earning potential of \$20 per week for each farmer. Approximately 1,000 rabbits are now in production, and there are many producers eager to attain breeding pairs. Nearly all rabbit producers in the program are reporting increases in production, and new producers are beginning to sell rabbits and rabbit meat. One member now earns over \$700 per month raising rabbits and has hired an employee.

Because of the high demand for rabbit meat and the speed in which rabbits can now be sold (turnover), both goat and rabbit producers able to sell 100% of their goats and rabbits and are often forced to turn away additional requests. *Farmer to Farmer* volunteers and producers have visited potential market sites, and new marketing connections have been established through promotion and trade fairs. A type of joint venture relationship is forming between some communities where Makouti and *Farmer to Farmer* have worked. For example, to begin rabbit production in the Baptiste community, rabbits are being purchased from Grand Boulage, where 63 rabbit production units are now functioning. This type of cooperation between communities also reinforces a healthy gene pool, assuring a high-quality stock.

At the sector level, Makouti is currently working with members of the Department of Health to standardize meat certification and quality control. At the local level, the enterprise and educational projects began by Partners' *Farmer to Farmer* Program and Makouti are creating job opportunities and providing financial resources for cooperative members, their families, and

entire communities. Progress in this sector is helping to bring about agricultural sustainability and opportunities for much of Haiti.

### ***Beekeeping/Honey Production***

Since the great decline in the Haitian beekeeping industry at the turn of the century, *Farmer to Farmer* volunteers have played an integral role in boosting the industry and helping struggling beekeepers return to the profession as productive and profitable farmers. 18 *Farmer to Farmer* volunteer trips have been conducted over the life of program, and with the training and technical advice of volunteers, many beekeepers who had previously abandoned the practice have returned and are moving forward.

Partners' beekeeping network has grown to 35 associations and beekeeping cooperatives plus many independent beekeepers. In 2007, the percentage increase in practicing beekeepers was at 65 %, and this number is estimated to be higher at the writing of this report. Women are among the beneficiaries from *Farmer to Farmer* interventions in the beekeeping industry as well: in 2006 only 5 women were active in the beekeeping network, as compared to 38 women in 2008. Involvement in beekeepers' associations has helped women to produce and sell soap and other materials derived from hive products and to access loans.

The *Farmer to Farmer* program has worked to address the following constraints and challenges in the beekeeping industry in Haiti: hive loss due to the varroa mite; the traditional use of log hives which inhibits hive inspection; lack of knowledge in management of modern hives; insufficient quantity and quality of honey produced; and the lack of availability of beekeeping equipment. The beekeeping/honey production project has successfully met its expected results in improving the skills of beekeepers in inspecting hives, transferring bees, and constructing and operating equipment; improving pest and hive management; and coordinating beekeeping groups on a national level.

Several beekeeping experts have looked to assess the behavior of the bees and collect samples for identification. This is due to reports of more defensive behavior of the colonies, especially in the northeast region, attributed to the possible incursion of Africanized honey bees. Initial samples suggested the presence of the Africanized bee, and the genetic makeup of additional samples collected in 2007 indicate that the incursion of the Africanized honey bee was likely taking place in parts of Haiti. This more aggressive bee has posed challenges and health risks to Haitian beekeepers, so recent *Farmer to Farmer* volunteers have also included information on the behavior of the Africanized bee and necessary protective equipment.

In addition to these studies, some of the major activities completed by the *Farmer to Farmer* program have been the design and distribution of educational posters on varroa mites, the study of transferring bees from log hives to Kenyan and modern hives, training in proper harvest techniques and timing, and technical assistance on hive management. Regular contact (monthly if possible) has been necessary to keep the beekeepers on track in the early stages of the program and follow-up training has proven essential for them to implement proper techniques.

Analysis of information from beekeepers shows that *Farmer to Farmer* intervention has yielded considerable results. In pest management, *Farmer to Farmer* volunteers identified the varroa

mite, a pest to the honey bee of which most Haitian beekeepers were unaware, and their samples have determined that the pest is now ubiquitous in Haiti. *Farmer to Farmer* established a training-of-trainers model to educate Makouti bee specialists in the devastating effects of the mite in addition to identification and treatment methods. The Makouti bee specialists have produced pest awareness posters to distribute information about these pests to the beekeepers. After running trials in the treatment of the varroa mite in certain apiaries, for example, a follow-up visit 40 days after treatment in these apiaries used the powdered sugar shake method for varroa detection, which revealed that the tested apiaries contained almost 0 mites.

Regarding hive management, *Farmer to Farmer* has instructed beekeepers on the correct placement and management of hives. Many beekeepers traditionally used log hives, instead of movable frame colonies. A well-managed movable frame colony is configured in such a way that the beekeeper provides a framework or foundation so that the bees produce each comb on a frame, independent of the rest of the combs, and can be manipulated without any damage to it or the others. This technology provides a more efficient and effective form of colony management which is less invasive as compared to a frameless colony, where combs are cut from the interior of the nest cavity.

Advances in hive management have improved the quality of honey being produced, lowered the instance of hive loss, and increased honey collected per hive. Many apiaries such as the *Cooperative des Travailleurs Agricoles Polyvalents of Pilate* (COTAPOP) have incorporated the recommendations of *Farmer to Farmer* volunteers to begin building hive bodies and equipment that are standard in size. This improvement is conducive to uptake of the moveable frame colony. COTAPOP now plans to build nucleus boxes and grow bees in the boxes to sell. The *Association Apiculture Komin Akien* (AAKA) also built deep hive boxes and frames that represent a standard size, are showing significant less numbers of mites and the hives are producing a clear, light honey. Experts in honey production have remarked that this honey would compete well with table honey currently sold in international markets. Beekeepers throughout Haiti have tripled the number of hives per apiary and reported increased hive productivity. Furthermore, a recent test at Cornell University of honey produced by Makouti members confirmed that Makouti honey is of high quality, and with 2.6% less water content the honey could ask a higher price on international markets.

Market opportunities and demand has also been expanded. In 2006 the network of beekeepers sold 6,010 gallons of honey in Haiti; 4,000 gallons were sold to the Dominican Republic in 2007; and emerging opportunities have been identified in Puerto Rico with a demand of approximately 67,000 gallons/year. Raw honey after harvesting sells for \$10.30 - \$12.98/gallon, whereas filtered honey through the Makouti system sells for \$25/gallon. As a result of honey filtration technologies taught by *Farmer to Farmer* volunteers, which adds value, profits of many beekeepers have increased by 115%.

Partners' apiculture project has greatly impacted the Haitian beekeeping industry on both a sector-wide and individual level. Best practices from Partners' beekeeping project have been shared at the national level in the form of the First Haitian Beekeeping Conference in 2008, discussed in the Major Overall Successes section of this report.

## Analysis of Key Impacts, Successes and Failures

### Monitoring and Evaluation and Methodology for Measuring Impacts

Partners uses a variety of tools for accessing impact and we have some standard indicators that are measured across all/most programs (*Farmer to Farmer* and non-*Farmer to Farmer*). Below is a description of some of the methodologies used in the *Farmer to Farmer* program, as well as some standard definitions.

During the project development phase, *Farmer to Farmer* utilizes data collection tools to conduct baseline assessments on local conditions prior to project implementation. Depending on the nature of the projects these include: a series of questionnaires and survey tools; focus group discussions and interviews; interview guides; inventories; observation checklists; rating forms; profiles; field visit reports; and tracking sheets and review of host organization records and reports. In addition, sector analysis and baseline assessments complement the above information with existing information from local and national governments, universities, research and related agriculture institutions in each country.

Partnering with other organization for data collection is important for a program such as *Farmer to Farmer* that has limited resources. For example, in Jamaica, *Farmer to Farmer* worked with the pig industry. Baseline data was collected on members of the Jamaica Pig Farmers Association through surveys, farm visits and host organization profiles. In addition, the Inter-American Institutes for Cooperation in Agriculture did a full assessment of the pig industry in 2003, right before the *Farmer to Farmer* program began work in Jamaica. This 100 page technical document provided a level of detail that would be difficult to obtain using *Farmer to Farmer* resources alone. In all the countries where Partners worked, we collaborated with organizations that can assist with information resources.

For each project, the instruments mentioned above are adapted to capture information needed based on the selected indicators for the specific project goals. Once these tools are completed for each country, field staff, host organization leaders and the *Farmer to Farmer* chapter agricultural committee are trained in these systems. Field staff, host organizations, the local Partners chapters, and other stakeholders -- selected for their expertise in this area—collect information using these instruments depending on the program component being studied.

The different field offices employed a variety of methods for collecting information. For example, in Jamaica, data was collected by the *Farmer to Farmer* Coordinator from local primary and secondary sources including beneficiary farmers, extension agencies, regulatory agencies, and local research and testing institutions through interviews and focus group discussions. In addition, the field office commissioned surveys where necessary depending on the project. Impact assessment was conducted among the stakeholder organizations that have already received volunteers using questionnaires administered face to face during farm visits.

In order to assess the vegetable production project in Haiti, for example, the *Farmer to Farmer* Coordinator worked with Makouti Agro Enterprise members, reviewing sales reports, conducting field and office visits, and attending meetings of the cooperative. During these meetings, members of the cooperative completed surveys about the program and discussed the progress of

the program. In addition, for a number of projects, the *Farmer to Farmer* Coordinator worked with a network of community and association leaders to have them assist with farm visits and meetings and collect relevant data.

In Guyana, the *Farmer to Farmer* Coordinator collected data through examining records from the processing facilities, farmers and farmers' organizations to monitor the implementation of the organic pineapple project. In addition, farmers from each community, trained as community field assistants, conducted community interviews with farmers. Apart from the information obtained from the structured baseline survey of farms, one-on-one and group discussions with farmers served as the basis to obtain information from various groups. Specific studies by collaborating institutions were also examined for information about the sector. These studies, such as IICA's report on the cost of production and marketing of organic cocoa and pineapple, utilized data collection techniques that included focus group discussions and individual interviews with a sample of target farmers. In general however, Guyana is known to have challenges with most types of data collection. For example, the 2002 population census only became accessible to the general public in early 2006.

To further monitor the implementation of the programs, the Partners of the Americas' *Farmer to Farmer* staff and implementing partners conducted individual interviews and focus groups, administered surveys and questionnaires, and analyzed host organization or other collaborating organization's records. This information was complemented by volunteer trip reports completed and turned in at the conclusion of each volunteer assignment, which include a series of questionnaires and guidelines to help collect the appropriate data.

It is often difficult to capture impact data due to challenges of working in rural areas with little or no record keeping, recommendations that lead to longer-term impacts that cannot be measured in the short term and other factors. In some cases, proxy indicators were used to measure impact. For example, to assess income increases, proxies such as the construction of new homes, rehabilitation of existing ones, and the purchase of items such as motor cycles, television sets, generator sets and water storage tanks were used as evidence of increased family incomes.

### **Qualitative Assessment of Impacts, Key Accomplishments and Broader Impacts**

As mentioned in the country sections, the program has had significant impacts on a variety of levels. *Farmer to Farmer* volunteers and the technical assistance they provide has led to increased incomes, increased sales, improved quality of products, and increased profits, to name a few. In looking at a straight economic analysis of costs and benefits of project activities, a program such as *Farmer to Farmer* often has trouble measuring the full range of impact and therefore may not measure up when only looking at income or sales data. This has been a topic of discussion throughout the life of the program. For example, *Farmer to Farmer* volunteer recommendations to a producers' cooperative allow members to increase income by \$10,000. However, the cost to send that volunteer was \$12,000. This would seem, on paper, to be a loss – some even say it would show a better cost-benefit ratio to just give the cooperative the \$12,000 and not send the volunteer, thereby increasing their income by \$12,000 instead of \$10,000. This, of course, is not the intent of the program and the broader impacts, both in the long and short term, of the volunteer visit are far more beneficial than just the \$10,000 in increased income.

Some of the most powerful stories of *Farmer to Farmer* impact have been less tangible. The dairy farmer who said that *Farmer to Farmer* changed his life – he had been ready to quit farming but volunteers got him excited about continuing his work using new technologies of rotational grazing and electric fencing. Or the farmers group in Guyana who reported they felt more confident after working with international *Farmer to Farmer* experts and used this new confidence to lobby the Government of Guyana to provide additional services to their community. Or the women’s group in Haiti that now has more pride in their jams and jellies now that they worked with a *Farmer to Farmer* volunteer on a beautiful new logo. Sales numbers may take a while to show significant increases for that group but the improved leadership and confidence of the group is evident now.

*Farmer to Farmer* also does not measure future returns on investment due to the limited resources in the program for this type of evaluation and impact data analysis. However, given that the focus is training and technical assistance, impact from *Farmer to Farmer* assistance continues long after the program ends. Farmers continue to use new techniques they learned through *Farmer to Farmer*, agriculture school have new curriculum that will assist new generations of producers and agri-businesses and cooperatives will continue to improve using business and management strategies taught by volunteers.

The wider the impact, the more difficult to measure and attribute to *Farmer to Farmer*, although the program can certainly claim at least partial credit for some broader country-wide results. For example, as mentioned previously, the beekeeping project in Haiti has significantly increased both the number of beekeepers in Haiti and the quantity of honey produced in each hive in the last few years. Looking at international trade data provided by the International Trade Center, Haiti imported 26 tons of natural honey from China in 2006. In 2007, that dropped to 14 tons. Did the increase in honey production locally in Haiti through *Farmer to Farmer* assistance reduce the need to import from China? It was likely a factor, although *Farmer to Farmer* does not have the resources to measure impacts at this level.

Similarly, international trade data shows that in 2005, Guyana exported 34 tons of processed pineapple to France and country data shows this quantity came only from the Amazon Caribbean Ltd (AMCAR) processing plant in Mainstay, one of the *Farmer to Farmer* project areas. In 2006, the plant exported 106 tons of pineapple to France (2007 data is not yet available). *Farmer to Farmer* definitely played a role in increasing the on-farm pineapple production among the farmers taking crops to the plant, and also in assisting the Mainstay group in mobilizing resources to expand the plant itself and increase production capacity.

As with most *Farmer to Farmer* programs, some volunteers travel during the final months of program implementation, making it difficult to assess outcomes and impacts of these visits. For Partners, these final assignments were mainly geared towards wrapping up existing projects or assisting with final activities, such as the Beekeeping Conference in Haiti or the final volunteers to assist with the *Farmer to Farmer*-JA FARMS collaborative project. Some of the outcome data can be captured if recommendations are adopted in a timely manner by hosts but impact data is near impossible to collect. However, to address the costs of sending these volunteers with the benefits, we believe that depending on the assignment, these final assignments can be critical to ensure continued sustainability of program impact after funding ends.

For example, the final country-wide Beekeeping Conference will help ensure that lessons learned throughout the 5-year program will continue to be applied. Having a US beekeeping volunteer participate in the Conference, along with conducting some final field visits, helped raise the profile and publicity surrounding the event and also ensured participants had the opportunity to ask him questions and clarifications on conference topics. And while it is true that this final report may not fully capture the impact of his visit to Haiti, the longer-term benefits to beekeepers who participated and to the sustainability of project activities are clear.

Partners *Farmer to Farmer* activities have influenced other projects and programs in all the countries where the program has been active. As mentioned previously, *Farmer to Farmer* has collaborated with many organizations and our inputs have helped other groups advance their program objectives. A good example is the JA FARMS USAID/GDA program that has been able to have a wider impact through collaboration with *Farmer to Farmer*. Other example from Guyana are also mentioned above, such as the Mainstay women's group who got the idea for an agri-tourism project through *Farmer to Farmer* volunteers and then went on to apply for grants and have now established Heritage Park.

Influence at the national or policy level has also come out of *Farmer to Farmer* assistance. The Guyana Extension Services Modernization project is helping make changes on the national scope, including the introduction of a more "participatory" form of extension where extension workers engage the farming communities more in order to identify the types of services they should provide. The recommendations from the project are also feeding in to the new "Grow More" campaign of the Ministry of Agriculture. In Jamaica, the JA FARMS project mentioned previously is having an impact on policy as the Jamaican Ministry of Agriculture is looking to use information from the program to develop a national strategy for greenhouse production. In Haiti, *Farmer to Farmer* staff member Benito Jasmin is working directly with the Minister of Agriculture on developing a national beekeeping extension program which, if implemented, could reach thousands.

## **Experience with Sub-Grantees, Non-Traditional Assignments and Volunteers**

### *Use of Volunteers in Non-traditional Assignments*

A small percentage of non-traditional volunteer assignments have been implemented through Partners in order to carry out specific project objectives, lower costs, and/or contribute to program management. Some of these were to allow volunteers to carry out longer-term assignments. For example, one volunteer conducted a High Tunnel House temperature analysis, which required a longer stay since temperature data had to be collected over a series of several months in order to provide accurate analysis and recommendations for controlling greenhouse temperature in the particular location under consideration. While in-country, the volunteer made use of his time to perform an internal energy audit and provide other trainings on cost of production, irrigation, and bio-digesting. Partners has found that such longer-term assignments lower the cost of implementation and increase project impacts and rapport. However, they do need to be structured properly, with clear goals, objectives and monitoring activities.

Another approach Partners has used is team assignments. Partners occasionally sent teams of 3-4 volunteers at the same time to work on various aspects of the same project. Teams composed of volunteers with expertise in different but complimentary areas – such as irrigation, plant pathology, entomology, and pest management – and have offered comprehensive problem-solving strategies and recommendations to farmers and extension personnel. The use of teams can be very effective in terms of addressing problems from a variety of points of view and can also be more efficient with regards to logistics and travel arrangements. Some of the teams who have traveled, such as the cattle industry review team, have worked together to produce broader documents than just a trip report, which have been useful for expanding program impact.

#### *Experience with Sub-grantees*

Partners has had a variety of experiences with our three major sub-grantees under the *Farmer to Farmer* program. As mentioned in the “Major Modifications” section of this report, Partners completely restructured the system of working with its subcontractor collaborators Florida A&M University and FACACA. During the first two years of the Program, the subcontracts were broadly structured. However, we found that this model was not as effective as was hoped. Starting in January 2006, new sub-contracts were negotiated and signed that were streamlined, deliverable-based agreements with a focus on volunteer recruitment only. This was a much easier arrangement for all involved and the results were positive. FAMU fielded 20 volunteers throughout the LOP and FAVACA fielded 11 volunteers. An additional MSI sub-grantee on a task-order basis was University of Arkansas-Pine Bluff. UAPB was involved in specific areas, including baseline data collection, monitoring and evaluation, and volunteer recruitment.

### **Major Lessons Learned and Recommendations for the Future**

Partners has been implementing the *Farmer to Farmer* program since 1991 and has collected many best practices and lessons learned along the way. From the 2003-2008 program, some of the lessons learned have been discussed in previous sections, such as the successful use of teams of volunteers and also the experiments with non-traditional volunteer assignments. Other lessons learned are shared below.

Partners has found that although collaborating with other key organizations working in a country or a specific sector has required additional coordination, it has also been able to greatly advance project goals through in-kind donations, cost share, or other means. As an example, the Rabbit Production project in Haiti has rapidly expanded due to cooperation with Heifer International, the International Organization for Migration, the Friends of Haiti in Grand Boulage, and other US-based organizations. The project has benefited from a combination of resources provided by these organizations with training and project planning provided by *Farmer to Farmer*. Whenever possible, Partners seeks to form partnership to increase project impact.

With respect to volunteer assignments and orientation, Partners has always provided orientation materials and copies of past volunteer trip report. However, we have also found that providing photos in the form of a project slideshow has increased volunteers’ understanding of hosts’ needs and local conditions. For example, images of diseases on vegetables may help a plant pathologist identify the disease and prepare relevant materials to bring on the assignment, or photos of products offered by a food processing cooperative helps graphic designers and packaging experts better anticipate the design and material needs of the host. PowerPoint slideshow were developed

for all our projects and focus areas and regular sent to new volunteers.

Towards the same end, Partners has found that direct connections between volunteers and host organizations prior to travel can benefit the volunteer and host in terms of assignment preparation, quality and applicability of recommendations, and follow-on after the assignment. Normally, communications with many hosts came through Partners field officers – they were the intermediary between hosts and volunteers, in part due to logistics and language. However, letting volunteers and hosts communicate directly and discuss details has been quite successful when it has been possible. In the Guyana Extension Service Review project, for example, Partners organized conference calls between project teams at the University of Wisconsin, field officers, and the Ministry of Agriculture to prepare the volunteer and host for an effective visit. In Haiti, ANATRAF and graphic design volunteer Keith Owens communicated regularly via email and this helped him understand the assignment better and travel prepared with specific ideas and materials.

Another lesson learned was related to Steering Committees, sometimes called an Agriculture Committees or Stakeholders Group. These committees or groups were made up of representatives of key stakeholders in the agriculture sector and the *Farmer to Farmer* program in particular. The committees met on a regular basis (as determined in-country) to assist the field staff with program oversight, give input into the direction and progress of the program and share their expertise. The committees also had the opportunity to meet with some volunteers while they are in-country. Each of the three countries managed their committee in a different way. Some are more formal than others. Some met on a set schedule while others called meetings based on need or organized meetings around visits from Partners headquarters staff. The Jamaica *Farmer to Farmer* Program Steering Committee is the most formal in terms of structure, with formal Terms of Reference. Partners has found that these committees are extremely valuable in their contributions to and oversight of in-country *Farmer to Farmer* activities.

A lesson that came out of a project failure was *Farmer to Farmer's* work with the Jamaica Egg Farmers Association (JEFA). JEFA was one of the original host organizations in Jamaica. As discussed earlier, host organizations in Jamaica mistakenly had thought they were required to pay a large portion of in-country volunteer costs, and JEFA paid for their first volunteer, at great inconvenience to the group. To add to the problem, that first volunteer did not complete the promised deliverable for the group – a strategic plan for their involvement in the egg industry in Jamaica. Expectations on host contributions were clarified and JEFA willingly received a waste management volunteer, who did a good job. However, the final problem which lead to closing the project came with the third volunteer, recruited to finally complete the strategic plan. This volunteer again did not complete it, despite giving JEFA and Partners multiple dates for when it would be finished. This was not only unfortunate for JEFA but Partners also had to do some damage control as word spreads quickly in the Jamaica agriculture community. The main lessons we took from this were: (1) be more specific in describing the exact deliverable expected - the first volunteer turned in what he considered a “strategic plan” but it was not what the group needed, (2) plan time in-country for the first draft to be prepared, even if the volunteer completes it after they return home, and (3) make sure field staff and new host organizations have a good understanding of the program guidelines – they may or may not have read and understood all the information provided so follow-up Q&A sessions can be helpful.

**Table 1a: Farmer-to-Farmer Program Volunteers FY 2004 - FY 2008**

Implementing Agency	Geographic Region	Country	Focus Area	No. of Volunteers																	Number of Volunteer Days Completed					Estimated FTF Program Expenditures					FTF Program Cost/ Volunteer-Day								
				Male					Female					Total					Completed					Expenditures					Cost/ Volunteer-Day										
				Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Avg
POA	Caribbean	Jamaica	Horticulture	1	1	6	10	20	38	0	0	0	3	7	10	1	1	6	13	27	48	15	12	100	344	665	1136	19,670	20,206	59,601	92,608	230,464	422,548	1,311	1,684	611	269	347	372
POA	Caribbean	Jamaica	Other High Value	0	1	9	8	4	22	0	0	0	1	1	2	0	1	9	9	5	24	0	14	118	124	69	325	0	19,938	89,402	48,913	32,533	190,786	0	1,424	901	394	471	587
POA	Caribbean	Guyana	Horticulture	2	3	9	8	6	28	0	1	2	2	1	6	2	4	11	10	7	34	29	38	157	146	85	455	38,020	81,607	109,269	34,286	45,320	308,501	1,311	2,148	605	235	533	678
POA	Caribbean	Guyana	Other High Value	1	1	0	13	8	23	0	0	0	2	2	4	1	1	0	15	10	27	14	15	0	220	130	379	18,350	21,526	0	131,489	76,938	248,302	1,311	1,435	0	598	592	655
POA	Caribbean	Haiti	Horticulture	0	2	2	8	7	19	0	0	2	3	3	8	0	2	4	11	10	27	0	35	71	157	146	409	0	39,876	39,734	80,981	76,938	237,528	0	1,139	505	516	527	581
POA	Caribbean	Haiti	Other High Value	1	0	6	7	9	23	0	0	2	5	6	13	1	0	8	12	15	36	14	0	112	188	366	680	18,350	1,588	79,468	79,981	117,951	297,337	1,311	0	837	425	322	437
			Total	5	8	32	54	54	153	0	1	6	16	20	43	5	9	38	70	74	196	72	114	558	1179	1461	3384	94,390	184,740	377,473	468,257	580,143	1,705,003	1,311	1,566	692	406	465	504

**Table 1b: Farmer-to-Farmer Program Funding Mobilized and Leveraged - FY 2004 - FY 2008**

Implementing Agency	Geographic Region	Country	Focus Area	Value of Volunteer Professional Time (US\$)						Resources Leveraged by the Grantee/ Volunteers (US\$)						Value of Resources Mobilized by Host (US\$)						Estimated Value of Host Contribution (US\$)					
				Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total
POA	Caribbean	Jamaica	Horticulture	4,500	3,000	25,000	86,000	166,250	284,750	1,450	1,450	8,700	18,850	39,150	69,600	0	0	200	1,440	44,889	46,529	3,846	3,846	23,073	49,992	103,829	184,584
POA	Caribbean	Jamaica	Other High Value	0	3,500	29,500	31,000	17,250	81,250	0	1,450	13,050	13,050	7,250	34,800	0	500	0	1,730	300	2,530	0	3,846	34,610	34,610	19,228	92,292
POA	Caribbean	Guyana	Horticulture	8,700	9,500	39,250	36,500	21,250	115,200	2,900	5,800	15,950	14,500	10,150	49,300	1,000	1,500	300	740	120,298	123,838	7,691	15,382	42,301	38,455	26,919	130,747
POA	Caribbean	Guyana	Other High Value	4,200	3,750	0	55,000	32,500	95,450	1,450	1,450	0	21,750	14,500	39,150	0	0	0	5,400	14,965	20,365	3,846	3,846	0	57,683	38,455	103,829
POA	Caribbean	Haiti	Horticulture	0	8,750	17,750	39,250	36,500	102,250	0	2,900	5,800	15,950	14,500	39,150	0	2,500	11,000	1,967	29,770	45,237	0	7,691	15,382	42,301	38,455	103,829
POA	Caribbean	Haiti	Other High Value	4,200	0	28,000	47,000	91,500	170,700	1,450	0	11,600	17,400	21,750	52,200	1,500	32,000	700	1,450	13,500	49,150	3,846	0	30,764	46,146	57,683	138,438
			Total	21,600	28,500	139,500	294,750	365,250	849,600	7,250	13,050	55,100	101,500	107,300	284,200	2,500	36,500	12,200	12,727	223,722	287,649	19,228	34,610	146,129	269,185	284,567	753,718

**Table 2 - Number of Volunteers by Gender and US State of Residence FY 2004 - FY2008**

Regions	States	Year 1			Year 2			Year 3			Year 4			Year 5			Five Year Total		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Northeast																			
	Connecticut	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1	1
	Delaware	0	0	0	0	0	0	1	0	1	1	0	1	4	0	4	6	0	6
	Maine	0	0	0	0	0	0	0	0	0	1	0	1	1	0	1	2	0	2
	Maryland	0	0	0	0	0	0	4	0	4	2	0	2	1	1	2	7	1	8
	Massachusetts	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	New Hampshire	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	New Jersey	0	0	0	0	0	0	0	0	0	0	0	0	1	2	3	1	2	3
	New York	0	0	0	0	0	0	0	0	0	3	1	4	1	0	1	4	1	5
	Pennsylvania	0	0	0	0	0	0	0	0	0	4	0	4	1	0	1	5	0	5
	Rhode Island	0	0	0	0	0	0	1	0	1	0	0	0	0	0	0	1	0	1
	Vermont	0	0	0	0	0	0	0	1	1	0	0	0	1	1	2	1	2	3
	Washington, DC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>2</b>	<b>8</b>	<b>11</b>	<b>1</b>	<b>12</b>	<b>10</b>	<b>4</b>	<b>14</b>	<b>27</b>	<b>7</b>	<b>34</b>
Southeast																			
	Alabama	0	0	0	0	0	0	3	0	3	2	0	2	1	0	1	6	0	6
	Arkansas	2	0	2	3	0	3	1	0	1	2	2	4	4	1	5	12	3	15
	Florida	1	0	1	2	0	2	2	1	3	2	0	2	3	0	3	10	1	11
	Georgia	0	0	0	0	0	0	2	1	3	0	0	0	0	0	0	2	1	3
	Kentucky	0	0	0	0	0	0	0	0	0	1	1	2	0	0	0	1	1	2
	Louisiana	1	0	1	0	0	0	0	0	0	1	0	1	1	0	1	3	0	3
	Mississippi	1	0	1	0	0	0	0	0	0	0	1	1	0	0	0	1	1	2
	North Carolina	0	0	0	0	0	0	4	0	4	5	1	6	5	1	6	14	2	16
	South Carolina	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
	Tennessee	0	0	0	0	0	0	1	0	1	3	0	3	1	0	1	5	0	5
	Virginia	0	0	0	0	0	0	1	2	3	2	2	4	0	0	0	3	4	7
	West Virginia	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
	<b>Subtotal</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>14</b>	<b>4</b>	<b>18</b>	<b>20</b>	<b>7</b>	<b>27</b>	<b>15</b>	<b>2</b>	<b>17</b>	<b>59</b>	<b>13</b>	<b>72</b>
Midwest																			
	Illinois	0	0	0	0	0	0	0	0	0	0	0	0	1	1	2	1	1	2
	Indiana	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1	2	0	2
	Iowa	0	0	0	0	0	0	0	0	0	3	0	3	1	2	3	4	2	6
	Kansas	0	0	0	0	0	0	0	0	0	2	0	2	1	2	3	3	2	5
	Missouri	0	0	0	0	0	0	1	0	1	0	1	1	0	0	0	1	1	2
	Nebraska	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
	Ohio	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>7</b>	<b>4</b>	<b>5</b>	<b>9</b>	<b>12</b>	<b>6</b>	<b>18</b>

Upper Midwest																			
	Michigan	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1	2	0	2
	Minnesota	0	0	0	1	0	1	0	0	0	1	1	2	0	0	0	2	1	3
	North Dakota	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	South Dakota	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Wisconsin	0	0	0	1	0	1	2	0	2	5	0	5	11	2	13	19	2	21
	<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>7</b>	<b>12</b>	<b>2</b>	<b>14</b>	<b>23</b>	<b>3</b>	<b>26</b>
Rocky Mountain																			
	Colorado	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Idaho	0	0	0	0	0	0	0	0	0	1	0	1	1	1	2	2	1	3
	Montana	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Utah	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	1
	Wyoming	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>1</b>	<b>4</b>						
West Coast																			
	Alaska	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	California	0	0	0	1	0	1	4	0	4	5	5	10	1	5	6	11	10	21
	Hawaii	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Oregon	0	0	0	0	0	0	0	0	0	2	1	3	6	0	6	8	1	9
	Washington	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>7</b>	<b>6</b>	<b>13</b>	<b>7</b>	<b>5</b>	<b>12</b>	<b>19</b>	<b>11</b>	<b>30</b>
Southwest																			
	Arizona	0	0	0	0	0	0	0	0	0	0	0	0	2	0	2	2	0	2
	Nevada	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	New Mexico	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1	0	1
	Oklahoma	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1
	Texas	0	0	0	0	0	0	3	0	3	2	0	2	2	0	2	7	0	7
	<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>10</b>	<b>1</b>	<b>11</b>
Other		0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	1	1
	<b>Subtotal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>						
	<b>TOTAL</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>8</b>	<b>1</b>	<b>9</b>	<b>32</b>	<b>6</b>	<b>38</b>	<b>54</b>	<b>16</b>	<b>70</b>	<b>54</b>	<b>20</b>	<b>74</b>	<b>153</b>	<b>43</b>	<b>196</b>

**Table 3a: Farmer-to-Farmer Program Volunteer Assignments By Type of Volunteer Assistance FY 2004 - FY 2008**

Implementing Agency	Geographic Region	Country	Focus Area	Technology Transfer					Oranizational Development					Business/Enterprise Development					Financial Services					Environmental Conservation										
				Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	
POA	Caribbean	Jamaica	Horticulture	1	1	5	8	16	31	0	0	0	2	3	5	0	0	0	4	6	10	0	0	0	0	0	0	0	0	0	0	0	0	0
POA	Caribbean	Jamaica	Other High Value	0	1	7	5	4	17	0	0	0	0	0	0	0	0	1	3	2	6	0	0	0	0	0	0	0	2	0	1	3		
POA	Caribbean	Guyana	Horticulture	2	3	10	10	5	30	0	0	0	0	0	0	0	1	0	1	2	4	0	0	0	0	0	0	0	1	0	0	1		
POA	Caribbean	Guyana	Other High Value	0	0	0	5	0	5	1	0	0	3	9	13	0	1	0	5	0	6	0	0	0	0	0	0	0	0	1	1	2		
POA	Caribbean	Haiti	Horticulture	0	1	0	6	7	14	0	0	0	0	0	0	0	1	3	4	3	11	0	0	1	1	0	2	0	0	0	0	0		
POA	Caribbean	Haiti	Other High Value	1	0	8	10	15	34	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
			Total	4	6	30	44	47	131	1	0	0	7	12	20	0	3	4	17	13	37	0	0	1	1	0	2	0	0	3	1	2	6	

**Table 3b: Farmer-to-Farmer Program Volunteer Assignments By Location in Commodity Chain - FY 2004 - FY 2008**

Implementing Agency	Geographic Region	Country	Focus Area	Information and Input (pre-production) Support Services					On Farm Production Farmers					Processing (including primary and final product transformation, storage, transportation)					Marketing (including branding, advertising, promotion, distribution, sales)					Overall Total Number of Volunteer Assignments									
				Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total
POA	Caribbean	Jamaica	Horticulture	1	0	0	3	7	11	0	1	5	6	14	26	0	0	0	0	1	1	0	0	0	5	3	8	1	1	5	14	25	46
POA	Caribbean	Jamaica	Other High Value	0	0	4	4	2	10	0	1	5	4	1	11	0	0	0	0	3	3	0	0	1	0	1	2	0	1	10	8	7	26
POA	Caribbean	Guyana	Horticulture	0	1	0	0	4	5	1	1	9	8	1	20	1	2	1	3	1	8	0	0	1	0	1	2	2	4	11	11	7	35
POA	Caribbean	Guyana	Other High Value	1	1	0	10	10	22	0	0	0	1	0	1	0	0	0	3	0	3	0	0	0	0	0	0	1	1	0	14	10	26
POA	Caribbean	Haiti	Horticulture	0	0	0	0	0	0	0	0	1	8	6	15	0	0	0	0	1	1	0	2	3	3	3	11	0	2	4	11	10	27
POA	Caribbean	Haiti	Other High Value	0	0	0	0	0	0	1	0	7	10	9	27	0	0	1	2	6	9	0	0	0	0	0	0	1	0	8	12	15	36
			Total	2	2	4	17	23	48	2	3	27	37	31	100	1	2	2	8	12	25	0	2	5	8	8	23	5	9	38	70	74	196

**Table 4a: Farmer-to-Farmer Program Number and Types of Host Institutions - FY 2004 - FY 2008**

Implementing Agency	Geographic Region	Country	Focus Area	Cooperatives and Associations*					Individual Private Farmers*					Other Private Enterprises*					Non-Profit, Public Interest NGOs*					Public and Private Education Institutions*					Rural Financial Institutions*					Public Sector Technical Agencies*					Total Number of New Host Institutions												
				Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total
POA	Caribbean	Jamaica	Horticulture	0	1	3	1	10	15	1	0	0	4	5	10	1	0	2	4	6	13	0	2	1	1	0	4	0	0	0	3	1	4	0	0	0	0	0	0	1	2	0	0	1	4	3	5	6	13	23	50
POA	Caribbean	Jamaica	Other High Value	0	1	2	2	7	0	12	0	0	4	16	0	0	0	2	3	5	0	2	0	0	0	2	0	1	0	0	0	1	0	0	0	0	0	0	0	2	2	0	16	3	3	11	33				
POA	Caribbean	Guyana	Horticulture	1	4	4	2	3	14	0	3	1	0	7	11	1	3	1	0	10	15	0	1	0	0	0	1	1	0	1	0	0	2	0	0	0	0	0	1	0	2	1	0	4	11	9	2	21	47		
POA	Caribbean	Guyana	Other High Value	0	6	0	6	0	12	0	0	0	0	0	0	1	1	4	3	9	1	3	0	0	0	4	2	1	0	0	0	3	0	0	0	0	0	1	0	0	6	1	8	4	11	0	17	4	36		
POA	Caribbean	Haiti	Horticulture	0	2	4	1	0	7	0	0	0	20	0	20	0	0	0	2	1	3	0	0	2	2	2	6	0	0	1	1	1	3	0	0	0	1	0	1	0	0	1	0	1	0	2	9	27	3	41	
POA	Caribbean	Haiti	Other High Value	3	0	8	5	6	22	14	0	0	0	17	31	1	0	0	0	1	2	1	0	1	5	0	7	0	2	1	1	0	4	0	0	1	0	0	1	1	2	20	1	13	12	23	69				
			Total	4	14	21	17	21	77	15	15	1	24	33	88	3	4	4	12	24	47	2	8	4	8	2	24	3	4	3	5	2	17	0	0	1	1	0	2	3	2	3	8	5	21	31	46	40	74	85	276

\* New hosts assisted.

**Table 4b: Farmer-to-Farmer Program Beneficiaries - FY 2004 - FY 2008**

Implementing Agency	Geographic Region	Country	Focus Area	Direct Beneficiaries*															Beneficiaries Receiving Training															Indirect Direct Beneficiaries*											
				Male					Female					Total					Male					Female					Total																
				Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total						
POA	Caribbean	Jamaica	Horticulture	4	21	196	637	733	1,591	0	5	53	394	305	757	4	26	249	1,031	1,038	2,348	0	25	101	556	356	1,038	0	1	33	354	198	586	0	26	134	910	554	1,624	40	450	500	18,874	81,765	101,629
POA	Caribbean	Jamaica	Other High Value	0	48	402	500	451	1,401	0	23	158	170	135	486	0	71	560	670	586	1,887	0	24	245	330	362	961	0	28	84	150	110	372	0	52	329	480	472	1,333	0	10,295	12,510	1,883	39,144	63,832
POA	Caribbean	Guyana	Horticulture	48	80	367	242	168	905	5	88	373	177	119	762	53	168	740	419	287	1,667	0	0	105	162	8	275	0	0	99	112	30	241	0	0	204	274	38	516	159	622	2,877	6,788	1,904	12,350
POA	Caribbean	Guyana	Other High Value	4	21	0	499	782	1,306	3	16	0	149	420	588	7	37	0	648	1,202	1,894	0	0	0	175	155	330	0	0	0	47	83	130	0	0	0	222	238	460	21	2,075	9,979	66,600	140,880	219,555
POA	Caribbean	Haiti	Horticulture	0	71	99	1,158	315	1,643	0	16	26	1,175	97	1,314	0	87	125	2,333	412	2,957	0	0	67	315	176	558	0	0	12	510	62	584	0	0	79	825	238	1,142	0	1,316	1,820	63,322	2,060	68,518
POA	Caribbean	Haiti	Other High Value	38	0	638	1,499	87	2,262	5	0	307	536	19	867	43	0	945	2,035	106	3,129	0	0	218	594	53	865	0	0	160	231	17	408	0	0	378	825	70	1,273	129	0	45,206	55,990	530	101,855
			Total	94	241	1,702	4,535	2,536	9,108	13	148	917	2,601	1,095	4,774	107	389	2,619	7,136	3,631	13,882	0	49	736	2,132	1,110	4,027	0	29	388	1,404	500	2,321	0	78	1,124	3,536	1,610	6,348	349	14,758	72,892	213,457	266,283	567,739

**Table 5: Farmer-to-Farmer Program Economic and Organizational Impacts - FY 2004 - FY 2008**

Implementing Agency	Geographic Region	Country	Focus Area	Economic Impacts						Organizational Capacity Impacts					
				No. of Relevant Hosts <sup>6</sup>	No. of Hosts Adopting Vol. Recommendations	No. Hosts Reporting Improvement	No. of beneficiaries associated with hosts reporting improvement	Increased incremental net income across all hosts adopting (US\$)	Increased gross value of sales (US\$)	No. of Relevant Hosts <sup>6</sup>	No. of Hosts Adopting Vol. Recommendations	No. Hosts Reporting Improvement	No. of beneficiaries associated with hosts reporting improvement	Increased Revenue (US\$)	Increased Number of New Products and Services
POA	Caribbean	Jamaica	Horticulture	27	21	20	113620	\$48,000	\$75,000	3	3	3	3,235	\$8,000	2
POA	Caribbean	Jamaica	Other High Value	21	17	16	46500	\$20,000	\$25,000	2	2	2	792	\$10,000	1
POA	Caribbean	Guyana	Horticulture	30	21	19	524	\$9,200	\$29,300	17	16	16	924	\$1,250	4
POA	Caribbean	Guyana	Other High Value	24	11	10	1000	\$11,200	\$20,000	9	8	8	1,500	\$800	5
POA	Caribbean	Haiti	Horticulture	35	32	28	1112	\$2,950	\$11,000	6	6	5	164	\$3,500	14
POA	Caribbean	Haiti	Other High Value	64	49	37	2247	\$11,650	\$27,300	5	5	4	234	\$1,350	8
			Total	<b>201</b>	<b>151</b>	<b>130</b>	<b>165003</b>	<b>\$103,000</b>	<b>\$187,600</b>	<b>42</b>	<b>40</b>	<b>38</b>	<b>6,849</b>	<b>\$24,900</b>	<b>34</b>

**Table 6: Farmer-to-Farmer Program Financial Sector and Environmental Impacts - FY 2004 - FY 2008**

Implementing Agency	Geographic Region	Country	Focus Area	Improved Financial Services (e.g. Credit)							Environment/NRM								
				No. of Relevant Hosts	No. of Hosts Adopting Vol. Recommendations	No. Hosts Reporting Improvement	Number of hosts with loan delinquency rate maintained at less than 10%	Increase in the amount of rural and/or agricultural loans (US\$)	Increase in the number of rural and/or agricultural loans	Increase in the value of host's net equity (US\$)	No. of Relevant Hosts	No. of Hosts Adopting Vol. Recommendations	No. Hosts Reporting Improvement	Increased incremental net income (US\$)	Increase gross value of sales (US\$)	Area covered by improved natural resource management (ha)	Total number of hosts adopting one or more environmental technologies	People with improved safety and working conditions	People with improved environmental services
POA	Caribbean	Jamaica	Hor iculture	8	4	3	1				12	11	9				8	25500	2,700,000
POA	Caribbean	Jamaica	Other High Value	4	4	1					6	4	3				4	76	2,140
POA	Caribbean	Guyana	Hor iculture																
POA	Caribbean	Guyana	Other High Value								3	3	3			200	3	100	5,000
POA	Caribbean	Haiti	Hor iculture																
POA	Caribbean	Haiti	Other High Value																
			Total	12	8	4	1	0	0	0	21	18	15	0	0	200	15	25676	2,707,140

**Table 7 - Increased Awareness in the U.S. Agricultural Sector Concerning International Agricultural Development**

Implementing Agency	Geographic Region	Number of Volunteers Performing Public Outreach Activities						Number of Press Releases to Local Media						Number of Media Events by Implementors and Volunteers						Number of Group Presentations by Implementors and Volunteers					
		Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total	Year 1	Year 2	Year 3	Year 4	Year 5	Five Year Total
POA	Caribbean	3	2	11	17	70	103	2	5	16	62	83	168	3	32	8	29	75	147	7	5	16	13	470	511

## **ANNEXES:**

Annex 1: Standard Indicator Tables

Annex 2: List of Volunteers and List of Hosts

Annex 3: Lists of Major Reports and Studies

Annex 4: List of Staff

Annex 5: Success Stories

Annex 6: Public Outreach Examples

## Annex 2-A – Farmer to Farmer Volunteers

### Partners of the Americas Farmer to Farmer Program Final Report October 1, 2003-September 30, 2008

Below is a list of all *Farmer to Farmer* volunteers, the number of assignments they completed and their countries of service.

Name	Number of Trips	Countries of Service
Alan Miller	1	Jamaica
Alex Hult	1	Jamaica
Alfred Aleguas	1	Guyana
Allen Harper	2	Jamaica
Alvin Temples	1	Guyana
Amanda Thordsen	3	Haiti
Andrew Dane	1	Guyana
Angeleah Browdy	1	Guyana
Ann Harman	2	Haiti
Arlen Albrecht	1	Guyana
Art Lersch	1	Guyana
Aubrey Mendonca	2	Guyana, Jamaica
Ben Beale	1	Guyana
Bill Olson	1	Guyana
Bob Dever	1	Guyana
Brendan Cranna	1	Haiti
Brian Boman	1	Guyana
Brian King	2	Haiti
Cassel Gardner	1	Jamaica
Cathie Skove	1	Haiti
Charles Conaway	1	Jamaica
Charlotte Zinck	1	Guyana
Charmaine Martinez	1	Jamaica
Chris Gunter	1	Jamaica
Christina Gutke	1	Haiti
Christopher Kim	1	Jamaica
Cliff Keil	1	Jamaica
Dan Medlin	1	Jamaica
David Berard	1	Guyana
David Visher	1	Haiti
David Westervelt	1	Haiti
Deacue Fields	1	Jamaica
Dennis vanEngelsdorp	1	Haiti
Dewey Caron	1	Haiti

Dharma Pitchay	1	Haiti
Don Hopkins	4	Haiti
Doug Corbin	1	Haiti
Durward Smith	1	Guyana
Earnest Jett	1	Jamaica
Eldon Uhlenhopp	1	Jamaica
Eric Natwick	2	Jamaica
Ermson Nyakatawa	1	Jamaica
Evan Coughenour	1	Haiti
Frank Higdon	1	Guyana
Franklin Jackson	1	Guyana
Gary Hickman	1	Guyana
Gene Casey	1	Jamaica
Geoffrey Benson	1	Guyana
Gerald Nolte	1	Guyana
Gerald Skiles	1	Haiti
Gerd Boehnke	1	Haiti
Gerry Yaw	1	Guyana
Grady Sampson	1	Guyana
Greg Wise	1	Guyana
Henry Spiller	1	Guyana
Hubert King	1	Haiti
Ian McCann	1	Jamaica
Ilan Bar	1	Haiti
Iris Cole-Crosby	1	Guyana
Jaheon Koo	2	Guyana
James Ellis	1	Haiti
James Garner	7	Guyana
James Muir	1	Haiti
Jeff Hedges	6	Jamaica
Jeff Tomberlin	1	Haiti
Jerry Braatz	1	Jamaica
Jerry Brust	1	Jamaica
Jim McNitt	1	Haiti
Jim Morse	1	Haiti
Joe Ellington	1	Jamaica
John Caldeira	1	Haiti
John Malcheski	6	Haiti
John Preissing	1	Guyana
John Rushing	1	Guyana
Jorge Fonseca	1	Jamaica
Judson Reid	1	Jamaica

Juli Goodlaw	3	Jamaica
Juli-Anne Royes Russo	1	Jamaica
Julie Keown-Bomar	1	Guyana
K.C. Das	1	Guyana
Kamal Hyder	2	Haiti, Jamaica
Karen Bangert	1	Guyana
Kathryn Everts	1	Jamaica
Kathryn Penhallegon	1	Jamaica
Keith Owens	2	Haiti
Kenneth McMillin	1	Jamaica
Kent Schwartz	1	Jamaica
Kenton Ayers	1	Guyana
Larry Dejarnett	1	Jamaica
Laryssa Bilkevitch-Boehnke	1	Haiti
Linda Aines	2	Haiti, Jamaica
Lyn Brands	3	Haiti
Marci Spaw	2	Jamaica
Margaret Hinds	1	Guyana
Margaret Morse	2	Guyana, Haiti
Mark Hutchinson	2	Jamaica
Mark Pasternak	1	Haiti
Mark Rice	1	Jamaica
Mark Whalon	1	Guyana
Martin Guerena	1	Jamaica
Michael Smith	1	Jamaica
Mohammad Jalaluddin	1	Guyana
Morgan Morrow	4	Jamaica
Myriam Kaplan-Pasternak	5	Haiti
Myrl Moran	1	Guyana
Nathan Sakolsky	1	Jamaica
Nitzy Cohen-Fitzgerald	1	Haiti
Norbert Zinck	1	Guyana
Obadiah Njue	1	Guyana
Oscar Liburd	1	Guyana
Otto Wiegand	1	Guyana
Peter Ferretti	2	Jamaica
Peter Woods	1	Jamaica
Peter Wotowiec	3	Jamaica
Rakesh Chandran	1	Guyana
Ralph Bucca	2	Guyana
Raviprakash Dani	1	Jamaica
Riccardo Russo	1	Jamaica

Rick Klemme	1	Guyana
Ricky Collins	1	Haiti
Robert Spencer	2	Haiti
Robert Winward	1	Guyana
Ross Penhallegon	1	Jamaica
Sandol Johnson	2	Guyana, Jamaica
Sarah Collins	1	Haiti
Scott Stanley	1	Haiti
Shahidul Islam	1	Guyana
Stephanie Campbell	1	Jamaica
Steve Washburn	1	Guyana
Sue Buck	1	Guyana
Ted Carey	1	Jamaica
Terrell Christensen	2	Haiti
Thomas Cadwallader	2	Guyana
Thomas Evans	1	Jamaica
Thomas Handwerker	1	Jamaica
Thomas Syverud	2	Jamaica, Haiti
Todd Comen	1	Guyana
Todd Jameson	1	Haiti
Tom Campbell	1	Jamaica
Tom Evans	1	Jamaica
Virginia Webb	1	Haiti
Wallace Pill	1	Jamaica
Wes Wood	1	Jamaica

## Annex 2-B – Host Organizations

### Partners of the Americas *Farmer to Farmer* Program Final Report October 1, 2003-September 30, 2008

Below is a list of *Farmer to Farmer* host organizations by country and Focus Area. Some have been involved with activities in multiple Focus Areas but are listed under the one where their primary activities occurred.

Jamaica - Horticulture	Jamaica - Other
Agricultural Support Services Project	Individual private farmers (16)
Allied Farmers, Inc.	Inter-American Institute for Cooperation on Agriculture
Bodles Agricultural Research Station	Jamaica Agricultural Development Foundation (JADF)
Bog Farmers Association	Jamaica Broilers
Canco Ltd	Jamaica Cotton Growers Association
Caribbean Foods, Inc	Jamaica Egg Farmers Association (JEFA)
Christiana Potato Growers	Jamaica Goat Farmers Association
College of Agricultural Science and Education (CASE)	Jamaica Ornamental Fish Farmers Association (JOFFA)
Community of Mocho, Clarendon	Jamaica Pig Farmers Association (JPFA)
Douglas Castle Farm	Jamaica Sheep Farmers Association
Dromily Farmers Association	Jamaica Small Ruminant Cluster
Ebony Park Academy	Jamaican Business Development Center
Ecowells Ltd	Jamaican Exporters Association (JEA)
Exotic Products (Ja) Success. Ltd	Juici Patties
Facey Farm	Ministry of Health
Farmers market, Mandeville, Jamaica	Newport Genetics
Farmers market, Ocho Rios, Jamaica	Rural Agricultural Development Agency (RADA)
Green Island High School	University of West Indies
Greenhouse Growers Association	
Individual farmer (10)	
Inter-American Institute for Cooperation on Agriculture	
JA Farms	
Jamaica Drip/Kendal	
Jamaica Network of Rural Women Producers (JNRWP)	
Jamaican National Council on Technical and Vocational Education and Training (NCTVET)	
Jamalco (Jamaica Aluminum Company)	
Linstead Farmers Group	

Mavis Bank Farmers Group
Ministry of Agriculture (MoA)
Mount Plenty Farmers Group
Organix
Peace Corps
Retirement Farm, Moneague
Rock Mountain Herbs
Rural Agricultural Development Agency (RADA)
Sandy Bay Farm
Santoy Farmers Cooperative
Serge Island Dairy (Spelling) Dairy
St. Thomas Farm
Stanmark Processor's Cooperative
Treasure Beach Ital Farms
Upper Clarendon Farmers Association
Walkerswood Caribbean Foods Ltd.
Walkerswood Community Development Foundation
Walkerswood Pepper Farmers Association
West St. Catherine Farmers Group

<b>Guyana - Horticulture</b>
All Star Products
Aranaputa Society of Food Processors
Awaruwanau Village
Beacon Foundation
Black Bush Poder Farmers' Group
Canal #2 Conservancy Farmers (8 farmers)
Central Mahaicony/Perth Agricultural Group
Friendship Farmers Land Coop
G'Hope/Ruby/Parkika/Nam Farmers group
Guyana Trade and Investment Support Program (GTIS)
Helping Hands Women's Group, St. Ignatius
Hopetown - Bath Settlement Cash Crop Farmer's Assoc
Karaudanawa Village
Katoonarib Village
Lake Communities (Tri-Lake Farmers' Association)
Mainstay Women's Group

<b>Guyana - Other</b>
Berbice Cattle Farmers' Association
Bounty Poultry Processing Plant
CARICOM
CHF Partners for Rural Development
Concerned Citizens' Development Group
Cooperatives Division--Ministry of Labor
Georgetown Municipal Abattoir
Guyana Dairy Development Project
Guyana Forum for Youth in Agriculture
Guyana National Cooperative Union Ltd.
Guyana National Energy Authority - Gerry
Guyana Rastafari Council
Guyana School of Agriculture
Guyana Trade and Investment Support Project
Ithaca Village Women's Group
Kuru Kuru Cooperative College

MarFriends Land Cooperative Society
Ministry of Agriculture - Horticulture Department
National Agriculture Research Institute (NARI)
New Sococo Enterprise
No. 9/No. 10 Neighbourhood Women's Group
North Rupununi District Agricultural Producers Association
Original Juice Center
Parika Back Farmers' Group
Parishara Peanut Processing Cottage Industry
Pesticide and Taxoc Chemicals Board
Pomeroon Women's Small Cottage Association
Poor Rural Communities Support Services Program
Rock View Lodge Food Processing Facility
Small Agro Processors (8)
Tandy's Enterprises
University of Guyana
West Coast Berbice Young Women's Association

Leonora Dairy Farmers Cooperative Society
Lethem Abattior - Cattle Team
Ministry of Agriculture Extension Services
Ministry of Health
Ministry of Tourism
Moogoodies Food Company
NARI Intermediate Savannah Research Station
National Cattle Farmers' Association
National Dairy Development Program
New Guyana Marketing Corporation
No. 35 Cattle Farmers' Association
Rising Sun Abattoir
St. Stanislaus College Association (SSCA)
St. Stanislaus College Farm (SSCF)
St. Stanislaus Training Centre (SSTC)
Tuschen Cattle Farmers' Association
Upper Corentyne Fishermen's Cooperative Society
Upper Mahica Farmers' Development Group
West Wotooka Farmers Development Group
Windsorforest Cattle Farmers' Association

<b>Haiti – Horticulture</b>
Association des Jeunes Pour le Developement de Plaisance (AJDEP)
Association of Producers in Vallue (APV)
Bangay la Restaurant
Caritas
Chouchouro Enterprise
Double Harvest Farm
Federation des Chambre d'Agriculture du Nord (FECHAN)
Femme Capois la Mort de Dondon
Femme en Action (Women in Action)
Fonkoze
Food for the Poor
Foundation Samuel Menard
Grand Boulage Horticulture Committee

<b>Haiti - Other</b>
AAKA - Association Apiculture Komin Akien
Asosiyasyon Pwogresis Men nan Men Riyél Kanaran (APMMRK)
Beekeepers Cooperative/Cooperative Apicole de Ouanaminthe
Beekeepers in Caracal
Beekeepers in Ferrier
Beekeepers in Grand River
Beekeepers in Plaisance
CAED
Chambre du Commerce Haitien/ Americain
Christian Universite de Nord du Haiti
CICC
CODE (Collective Développement)
COTAPOP (Cooperative des Travailleurs)

Hope SEED
Individual private farmers (20)
Makouti Agro Enterprise (Makouti)
National Association of Fruit Producers (ANATRAF)
Pwoje Espwa
Sacred Heart Nutrition Center
St. Barnabas Agricultural School (CASB)
Tomazeau (Friends of Haiti)
Vanyan Group

Agricoles Polyvalents of Pilate)
Department of Health
Entrepreneurial group of Terrier Rouge
Fondasyon Konesson ale Liberte
Fondation Vincent des Salesiens de Don Bosco
Grand Boulage Rabbit Producers Association
Grand Boulage Water Association
Grand Morin Farmers Group
Grand Rivere Farmers Groups
Groupman elvè pou Devòpman Wanament (GEDWA)
Hearts Together for Haiti
Heifer International
Hope Living Center - Robert S.
Individual private farmers (16)
KAJM
Kooperative Femme Caracol
KOTRAMEK (beekeeping association)
Lapinos, S.A.
Ministre Santa Publique Etde la Population (MSPP)
Movement Organization de Paysans de Plaisance (MOPP)
PLADEG (Platform for Economic Development of the Grand Riviere du Nord)
Project Pierre Touissant
Rabbit producers of Baptiste (15)
SASH (Societe Apicole du sud d'Haiti)
SEED Ministries
Universite Chretienne du Nord D'Haiti
VETERIMED
World Vision

### Annex 3 - Lists of Major Reports and Studies

#### Partners of the Americas *Farmer to Farmer* Program Final Report October 1, 2003-September 30, 2008

Below is a selection of major reports and studies completed by staff or volunteers, including technical analyses, market chain analyses, technical recommendations, and others. Electronic copies and hard copies will be sent separately.

Report	Country	Author(s)	Date
Modernization of Guyana Extension Services	Guyana	John Preissing Rick Klemme Tom Cadwallader Andrew Dane Art Lersch Greg Wise Julie Keown-Bomar Sue Buck Arlen Albrecht David Berard	4 Reports: June 2007 December 2007 April 2008 May 2008
Review of the Cattle Sector of Guyana	Guyana	Geoffrey A. Benson Francis X. Higdon John E. Rushing Steven P. Washburn	January 2007
“Morbidity of Agricultural Chemical Use in Guyana”, <u>Journal of Clinical Toxicology</u> (2007)	Guyana	Alfred Aleguas and Henry Spiller (add affiliations)	June 2007
Agronomic and Soil Management Strategies for West Indian Sea Island Cotton Production in Jamaica	Jamaica	Ermson Zuva Nyakatawa	June 2006
Protected Agriculture In Jamaica: A Reference Manual	Jamaica	Marci Spaw, in collaboration with USAID/Jamaica, the Ministry of Agriculture, Citizens Development Corps/JA FARMS	June 2008
“Helping Farmers Grow: Design and Social Change in Haiti,” <i>Design Principles and Practices: An International Journal</i> , Volume 2, Issue 2, pp.15-20.	Haiti	Keith Owens	2008

## Annex 4 - Personnel

### Partners of the Americas *Farmer to Farmer* Program Final Report October 1, 2003-September 30, 2008

Below is the list of personnel and period served, including program directors/coordinators and all country staff. Those named formally as "key personnel" have an \* by their name.

<b>List of Key Personnel</b>			
<b>Name</b>	<b>Title</b>	<b>Country</b>	<b>Period Served</b>
*Peggy Carlson	Program Director	USA	October 1, 2003 – September 30, 2008
Erin Means	Program Officer	USA	May 1, 2006 – February 29, 2008
Meghan Olivier	Program Officer	USA	February 21, 2008 – September 30, 2008
*Errol Steen	Field Officer	Jamaica	October 1, 2003 – December 31, 2004
*Marcia Phillips-Dawkins	Program Coordinator	Jamaica	May 1, 2005 – September 1, 2008
*Benito MiGny Jasmin	Field Officer	Haiti	October 1, 2003 – September 30, 2008
Shaun Francis	Field Officer	Guyana	October 1, 2003 – September 30, 2008
*Kelvin Craig	Program Coordinator	Guyana	October 1, 2003 – September 30, 2008

## **Annex 5 – Success Stories**

### **Partners of the Americas *Farmer to Farmer* Program Final Report October 1, 2003-September 30, 2008**

Following, please find a selection of Success Stories from the *Farmer to Farmer* Caribbean Basin Program, formatted for the Partners website. Several have been submitted in the format required by USAID for the Telling Our Story section and should be available soon on [www.usaid.gov](http://www.usaid.gov). The projects highlighted are:

- Jamaica Vegetables
- Jamaica Pig Production
- Haiti Beekeeping
- Haiti Rabbit Production
- Guyana Vegetables
- Guyana Organic Pineapple

Others are available upon request.



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## ***Farmer to Farmer* Program Jamaica Vegetable Production Project**

### **Overview**

Partners of the Americas' USAID-funded *Farmer to Farmer* program provides technical assistance to local agricultural producers, producer organizations and agribusinesses in Jamaica, Haiti and Guyana. Through the program, US agricultural volunteers spend two to three weeks working with their counterparts in the Caribbean on a specific technical assignment to address local needs. Partners' Jamaica program focuses on vegetables, organic production, and swine, with small projects in eggs, Sea Island cotton and ornamental fish.

### **Project Description**

*Farmer to Farmer* worked with farmers on improving environmentally-friendly production of vegetables and increasing the marketability of these products, specifically targeting hotels and supermarkets. Volunteers worked with a number of farmer groups and one of the most successful was the Santoy Farmers Cooperative in Hanover. Volunteers worked with Santoy to improve pest control, reduce pesticide use, reduce soil erosion, increase production and lower levels of in-field and post harvest losses. The construction and use of high tunnel houses was also a primary focus. The members of Santoy grow a variety of vegetables including zucchini, yellow squash, cabbage, peppers, cucumbers, dasheen, and melons.

### **Project Impact**

Pest control and reducing the use of pesticides were identified by farmers and the Jamaican government as the top concerns, particularly considering the environmental impact of pesticides on the fragile ecosystem and watersheds. *Farmer to Farmer* volunteers introduced technologies and ideas for organic and sustainable agriculture methods, including soil biology, bio-intensive integrated pest management, soil solarization, new crops, crop rotations, composting, cover cropping, animal-crop integration and beneficial insect habitat. Plant pathology experts also helped identify infections diseases plaguing crops, helping farmers to plan specific measures to target the various pest and diseases. As a result, farmers have been able to better address pest and diseases thereby increasing their profit from improved crop yields and lowering expenses with alternatives to expensive pesticides.

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An important impact of volunteer assistance has been the implementation and development of High Tunnel House (HTH) green house technology and agricultural techniques at Santoy and other farms. Volunteers have not only helped construct the HTHs but have also written manuals for future construction. Through collaboration with the JA FARMS program, a pipe bending machine was purchased and Farmer to Farmer volunteers trained farmers on its use. This allows the Santoy Cooperative to not only construct their HTHs without purchasing pre-fabricated parts and supplies but also build HTHs for other farmers, providing a new income-generation activity.

**The Santoy Farmers Cooperative is saving approximately US\$5-7,000 per year from the reduction in the use of pesticides. The positive environmental effects cannot be quantified.**

Composting technology has been a program focus and *Farmer to Farmer* volunteers taught techniques that allow for large scale composting without the need for heavy equipment to turn the piles. For example, a wind row system of piles that are long but narrow allows for the piles to be turned by hand so farms do not need to purchase additional equipment. Volunteers also helped select the ideal locations for the compost piles, taking into consideration the proximity to feedstock, land drainage, and the location where the compost will be used. Composting provides benefits as a fertilizer and assists with pest and disease control. Farmers are also saved the cost of chemical alternatives and protect the local environment from chemical contamination.

*Farmer to Farmer* volunteers helped to provide farmers with the resources to market their crops. A graphic designer worked with the Santoy Cooperative to develop a professional logo and labeling for their product. Marketing volunteers assisted the cooperative in developing new marketing strategies, finding potential printers and packaging suppliers, and identifying consumer markets for the produce. Two large contracts are now in consideration with local resorts interested in purchasing locally produced food.

To improve the quality of services offered to small farmers, *Farmer to Farmer* volunteers work with Jamaican extension agents to develop training materials appropriate for farmers of all education levels and economic circumstances. Extension agents also have the opportunity to discuss the latest research and techniques with volunteers who are often well-known experts in their field. With *Farmer to Farmer* assistance, extension agents improve farmer programs and this close relationship ensures that the impact of volunteers' work will continue long after they complete their assignments.

Volunteers provide valuable technical assistance and their advice is greatly appreciated by the vegetable farmers. For example, members of the Santoy Farmers Cooperative who have implemented recommendations from *Farmer to Farmer* volunteers have been able to reduce soil erosion and weeds, more efficiently use water and fertilizers, and better protect plants from pests. These and other changes have resulted in increased production and income for members.

For more information on Partners of the Americas and the *Farmer to Farmer* Program, please visit [www.partners.net](http://www.partners.net).



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## ***Farmer to Farmer Program*** **Jamaica Pig Production Project**

### **Overview**

Partners of the Americas' USAID-funded *Farmer to Farmer* program provides technical assistance to local agricultural producers, producer organizations and agribusinesses in Jamaica, Haiti and Guyana. Through the program, US agricultural volunteers spend two to three weeks working with their counterparts in the Caribbean on a specific technical assignment to address local needs. Partners' Jamaica program focuses on vegetables, organic production, and swine, with small projects in eggs, Sea Island cotton and ornamental fish.

### **Project Description**

The *Farmer to Farmer* pig project is working with the Jamaica Pig Farmers Association (JPFA), the Ebony Park Academy and others to equip farmers with the skills they need to successfully increase the size of their pig farms and produce more quality meat in environmentally sustainable ways. Many local pork processors have been forced to import pork cuts as small producers had been leaving the industry due to cost and profitability of production. These issues are being addressed through technical assistance and training and now more farmers are moving towards larger, more profitable piggeries.

### **Project Impact**

With the help of *Farmer to Farmer*, pig farmers are improving recordkeeping and waste management systems and increasing production and farm output. Farmer to Farmer volunteers worked with farmers on basic recordkeeping principles and provided training on PigCHAMP/Care, a well known pig farm management software package. The software is currently being used at nine locations, including two schools, and has enabled farmers to better track genetics, breeding, and feed costs for the 480 sows being tracked. Farmers are also able to share their summary records to appreciate what performance is possible on the island and compare the performance of the various inputs.

As farmers begin to manage larger piggeries, waste management becomes an issue. Pig farms produce an estimated 195,000 kg of manure per day and without proper disposal, this waste

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can pose a potential threat to Jamaica's fresh water supply. *Farmer to Farmer* volunteers specializing in waste management visited pig farms, trained farmers and held regional seminars on waste management and disposal. Four farms already employ bio-digesters to help manage manure, and several others are currently under construction. These bio-digesters have the potential to refine the raw manure into useful fertilizer and some designs capture valuable methane gas, which can augment or completely replace a farmer's need for cooking fuels such as propane.

Over 85 pig farmers have been trained in best practices in recordkeeping with 9 farms now using advanced electronic software to manage their operations.

*Farmer to Farmer* has also worked with Ebony Park Academy, an educational institute focused on agriculture and meat production. Volunteers provided recommendations and training on humane treatment of pigs, efficiency configurations of slaughterhouse floors, and water and hand washing supplies, with the goal of increasing both the quality and sterility of the meat produced. Seminars were held on a variety of topics for students, professors and staff, as well as representatives from several regional slaughter houses. Some farmers in the JPFA are interested in going into slaughter and retail of their own meat. *Farmer to Farmer* volunteers provided resource information and made recommendations for a variety of related topics, including attain better cuts of meat, packaging and custom product.

Farmers also received training in proper nutrition and feeding. Smaller farms had been utilizing several strategies to cut feed costs that were diminishing the nutritional intake of pigs and resulting in low pig growth rate and milk production in sows. Volunteers worked directly with farmers and feed manufacturers to provide educational information for cost effective ways to improve nutrition. JPFA members operating smaller farms have reported that these trainings greatly helped increase the growth rate of pigs.

Pig health is a concern for farmers as there is a lack of trained veterinarians in Jamaica, where most work for the government and of those in private practice, none are swine specialists. Therefore, the work of *Farmer to Farmer* volunteer veterinarians in diagnosing current problems with infectious diseases within the pig populations has been critical. Volunteers recommend treatment and identified potential sources of diseases that could be corrected. Those farmers using the Pig CHAMP/Care software benefit as it helps them better analyze health data on their pigs. Farmers using the software are looking to form a network to further develop their data entry and reporting skills and are sharing knowledge with those not currently using the software. Seminars have also been given on pig health at 5 different locations around the island, exposing close to 200 farmers to these topics.

Participating pig farmers have found the experience rewarding and have appreciated the technical assistance and advice provided by the volunteers. Although some of the objectives are long-term and impact may not be seen for a few years, some results are already being seen as training participants have implement *Farmer to Farmer* suggestions and new technology on their farms.

For more information on Partners of the Americas and the *Farmer to Farmer* Program, please visit [www.partners.net](http://www.partners.net).



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## ***Farmer to Farmer* Program Haiti Beekeeping Project**

### **Overview**

Partners of the Americas' USAID-funded *Farmer to Farmer* program provides technical assistance to local agricultural producers, producer organizations and agribusinesses in Jamaica, Haiti and Guyana. Through the program, US agricultural volunteers spend two to three weeks working with their counterparts in the Caribbean on a specific technical assignment to address local needs. Partners has had a successful program in Haiti for over twelve years working on a variety of agriculture projects including vegetable production, beekeeping, rabbit production and food processing.

### **Project Description**

The *Farmer to Farmer* beekeeping project works with many cooperatives and associations, as well as individual beekeepers, to improve apiculture skills and increase production and sale of quality honey. Volunteers share their expertise in hive management, disease and pest control, honey quality, and packaging, labeling, and marketing through on-farm trainings and workshops. Colony inspection, beekeeping equipment, and nectar and pollen plants are also covered.

### **Project Impact**

*Farmer to Farmer* technical assistance has improved overall hive construction, which allows bees to be more productive. Volunteers have trained beekeepers on the construction and positioning of hives and the evaluation of the overall health of the hive. As a result, beekeepers more regularly construct the standard Langstroth-type hives which, in contrast to log hives, allows beekeepers to remove individual combs for inspection.

Even with better hives, a persistent problem has been maintaining sufficient "bee space," or the proper spacing of combs in a hive. The ideal space is one centimeter - more or less will result in difficulty in managing the hives, loss of productivity and potentially killing of queens when attempting to remove combs. Volunteers have spent a significant amount of time training keepers on this topic.

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Pests and disease are also a problem. The deadly Varroa mite is prevalent and *Farmer to Farmer* volunteers have worked extensively with beekeepers to identify, manage, prevent and eliminate infestations. Beekeepers learned three easy ways to identify Varroa mite infestations: the sugar shake method, the brood examination method, and the sticky screen method, as well as ways to treat and control the spread of disease. Volunteers have also addressed European foulbrood disease, American foulbrood disease and wax moth infestations and left reference materials for current and future farmers, improving project sustainability.

Volunteers have also documented the growing presence of the Africanized bee in Haiti. This species is aggressive, which can potentially result in injury or death. To prepare beekeepers, *Farmer to Farmer* volunteers have provided techniques to working with the aggressive bees and have worked with local tailors and metal workers to reproduce protective equipment commonly used in the US, such as head masks and smokers. Haitian bee keepers will now be able to better adapt to this new species and continue keeping apiaries.

In 2000, the apiculture industry in Haiti was in great decline, with apiaries that had regularly produced 25 gallons producing less than 3 gallons a year. Since then, 21 *Farmer to Farmer* volunteer trips have been conducted and with the training and technical advice of volunteers, many beekeepers who had previously abandoned the practice returned and are moving forward. Hive loss has decreased more than twelvefold. Hives which were producing as little as half a gallon of honey are now producing between 3 and 7 gallons per hive. While raw honey after harvesting sells for \$10.30 - \$12.98/gallon, honey filtered using *Farmer to Farmer*-taught technologies sells for \$25/gallon, allowing for greater income generation for small producers.

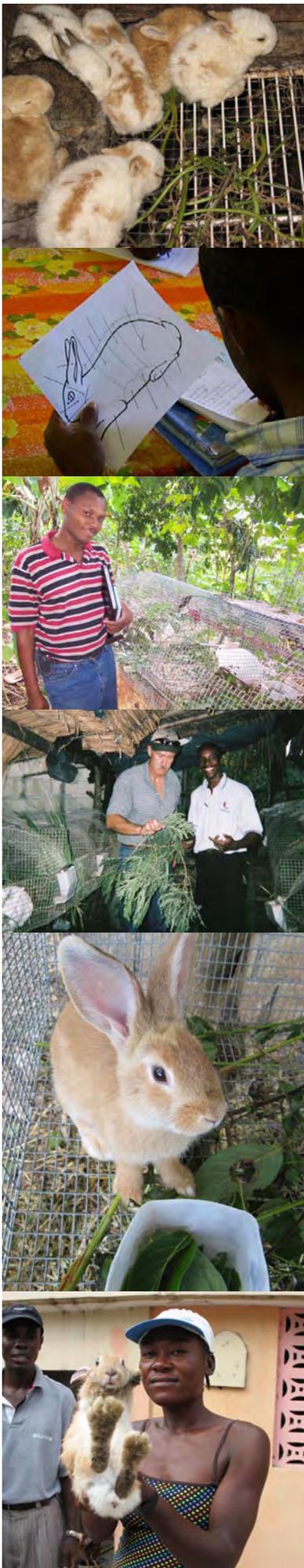
Partners' beekeeping network has grown significantly and now includes more than 35 associations or groups and over 100 independent beekeepers. Women have benefited from interventions as well: in 2006 only five women were active in the beekeeping network, as compared to 38 women in 2008. Involvement in the beekeepers' association has helped women access loans and to produce and sell soap and other materials derived from hive products.

In order to ensure the training continues, volunteers worked with Haitians to produce several volumes of training manuals that were then translated into Creole. Volunteers have also worked to strengthen regional agricultural institutes that teach beekeeping.

For more information on Partners of the Americas and the *Farmer to Farmer* Program, please visit [www.partners.net](http://www.partners.net).

**“The beekeeping cooperative projects...have a number of indications of excellence and the program to assist them through Partners has been excellent. It has and is making a difference in Haiti.”**

- Dewey Caron, Apiculturist,  
University of Delaware



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## ***Farmer to Farmer* Program Haiti Rabbit Project**

### **Overview**

Partners of the Americas' USAID-funded *Farmer to Farmer* program provides technical assistance to local agricultural producers, producer organizations and agribusinesses in Jamaica, Haiti and Guyana. Through the program, US agricultural volunteers spend two to three weeks working with their counterparts in the Caribbean on a specific technical assignment to address local needs. Partners has had a successful program in Haiti for over twelve years working on a variety of agriculture projects including vegetable production, beekeeping, rabbit production and food processing.

### **Project Description**

Rabbit meat is excellent source of protein that supplement farmers' diets and increase their income. *Farmer to Farmer's* Rabbit Project works with communities throughout Haiti to provide technical training for new and experience rabbit producers as well as workshops and on-farm assistance to address specific issues. Topics covered include: cage construction, diet and nutrition, disease prevention and control, reproduction, rabbit management, slaughter and meat quality. And as rabbit meat is a sought-after product by restaurants and hotels in the Cap-Haitien and Port-au-Prince areas, rabbit production is becoming increasingly popular.

### **Project Impact**

With *Farmer to Farmer* assistance, rabbit health and nutrition have improved significantly. The majority of rabbit health problems are related to the climate, nutrition, or pests. The heat and humidity of the Haitian climate make rabbits susceptible to heat exhaustion and dehydration. Following the advice of volunteers, rabbit producers now take these factors into consideration when constructing and placing cages, ensuring shade and ready access to water for rabbits.

Forages are the most readily available and affordable food source for rabbits. However, little was known about the nutritional value of forages, making it difficult to ensure

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that rabbits received a balanced diet. A *Farmer to Farmer* tropical forage expert worked with rabbit producers on reducing the use of grasses, which were too high in fiber, and increasing use of legumes and forbs, which are easily digestible and good sources of protein. As some legumes can be toxic to rabbits, the volunteer also taught rabbit keepers how to test varieties for suitability. Rabbit producers also worked with an entomologist who taught them to identify and control pest outbreaks. As a result of volunteer technical assistance, rabbit production has increased by 600% in some areas with an increased earning potential of \$20 per week for each farmer.

Along with these improvements in the health and nutrition of the rabbits, *Farmer to Farmer* volunteers have also helped improve the processing of the rabbit meat. For example, certain medicines can be damaging to meat at injection sites so training seminars on application of medication for pest control and injection have taught farmers how to both effectively care for the animals and at the same time maximize meat yields. *Farmer to Farmer* volunteer veterinarians have also improved local knowledge of rabbit health. For example, the normal treatment for ear mites was to inject Ivermectin (or another similar drug); now producers know that the medication can be applied in drops between the ears to achieve the same effect more efficiently.

**“Backyard domesticated rabbit production in Haiti – where the average monthly income is only about \$50 per month – can double or triple a household’s wealth.”**

- Dr. Jeff Tomberlin  
Entomologist, Texas  
Cooperative Extension

Volunteers have trained rabbit producers on the importance of standardization and sanitation in the processing of the rabbit meat. Producers can now sell higher quality meats and are establishing linkages in local markets. Tanning rabbit skins is another area where *Farmer to Farmer* has made a difference. Until recently, most of the hides had been wasted upon butchering. Workshops were held on producing hand made buck skins, which can add significant value to the rabbit. Using all parts of the rabbit will help producers increase their return on their investment.

Over the course of the *Farmer to Farmer* Program, volunteers have worked alongside and trained leaders of Makouti Agro Enterprise, a Haitian agribusiness cooperative, in all aspects of rabbit production. In this way, when the *Farmer to Farmer* Program ends, new rabbit producers can consult directly with Makouti’s rabbit experts, increasing the local ownership and sustainability of the project. Nearly all rabbit producers in the program are reporting increases in production. One member now earns over \$700 per month raising rabbits and has hired an employee. And as local demand for rabbit meat increases and more producers are trained in rabbit management, the impacts will continue to grow.

For more information on Partners of the Americas and the *Farmer to Farmer* Program, please visit [www.partners.net](http://www.partners.net).



## ***Farmer to Farmer Program*** **Guyana Vegetable Project**

### **Overview**

Partners of the Americas' USAID-funded Farmer to Farmer program provides technical assistance to local agricultural producers, producer organizations and agribusinesses in Jamaica, Haiti and Guyana. Through the program, US agricultural volunteers spend two to three weeks working with their counterparts in the Caribbean on a specific technical assignment to address local needs. Partners' Guyana program focuses on vegetables, fruits, root crops, dairy and cattle, and extension service and agriculture cooperative strengthening.

### **Project Description**

In Guyana, Farmer to Farmer is working on vegetable production with Mar Friends Land Cooperative Society, New Friendship Land Farmers' Cooperative and several other groups in regions 3, 4, 5, and 6. Most members of the cooperatives and groups grow a wide variety of crops; vegetable crops include eggplant, hot peppers, cabbage, lettuce and tomatoes. The project aims to increase crop yields and improve the quality of produce, as well as address the overuse and improper use of pesticides with a view to establishing organic agriculture. To ensure project sustainability, the Farmer to Farmer Program includes training for community leaders, agriculture students and extension agents.

### **Project Impact**

Farmer to Farmer volunteers provided training to farmers on identifying and controlling diseases, with a particular emphasis on integrated pest management. Volunteers gave several presentations and provided on-farm training on the importance of using reduced-risk pesticides and not mixing insecticides before application. As a result of this training, farmers have been able to better identify and treat diseases and pest, which has greatly improved their crop yield. In addition, farmers are using more effective and environmentally safe insecticides

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and improving the health of the individual farmers and their communities. Volunteers also interviewed close to 200 farmers to conduct a study, now published in the Journal of Toxicological & Environmental Chemistry, on the clinical effects from exposure to agricultural chemicals including insecticides.

Members of the Mar Friends Cooperative were able to apply knowledge imparted to them during training sessions conducted in farm management in acquiring a grant from the Guyana Micro-Projects Programme worth G\$7,157,740, which was used in part to purchase a tractor. The Cooperative was also awarded a second grant worth G\$2.8 million from the Church of Jesus Christ of Latter Day Saints for the purchase of farm equipment, tools, and farming inputs. Farmer to Farmer volunteers trained members of the Cooperative and personnel of the Guyana School of Agriculture in the careful handling and maintenance of agricultural machinery, and this group now offers land preparation services to its members.

**“I think the *Farmer to Farmer* program has a real potential to meet its goals. Guyanese farmers certainly have the potential to feed not only themselves and their countrymen, but the entire Caribbean area.”**

*- Alfred Aleguas  
Farmer to Farmer Volunteer*

Utilizing knowledge from this training in farm management, members were also able to compile records which were used to substantiate their claims for flood relief in 2008. Previously, these farmers were never able to substantiate their claims and as a result were always overlooked for this type of assistance after flooding. Furthermore, members of at least three farmer groups (Mar Friends, Tri-Lakes and Central Mahaicony/Perth) have adopted practices to improve soil and water management. Among the practices adopted are crop rotation, mulching and composting.

For more information on Partners of the Americas and the Farmer to Farmer Program, please visit [www.partners.net](http://www.partners.net).

## ***Farmer to Farmer* Program Guyana Organic Pineapple Project**

### **Overview**

Partners of the Americas' USAID-funded *Farmer to Farmer* program provides technical assistance to local agricultural producers, producer organizations and agribusinesses in Jamaica, Haiti and Guyana. Through the program, US agricultural volunteers spend two to three weeks working with their counterparts in the Caribbean on a specific technical assignment to address local needs. Partners' Guyana program focuses on vegetables, fruits, root crops, dairy and cattle, and extension service and agriculture cooperative strengthening.

### **Project Description**

*Farmer to Farmer* worked with the Lake Communities of Mainstay, Tapacuma, and Capoey to increase the production of organic pineapples by Amerindian farmers. The pineapples are mainly processed at a facility in Mainstay into chunks and juice. Amazon Caribbean Guyana Limited exports most of the final product to Europe. The market for organic pineapples is expanding and as a result, the farmers are putting new acres into production every year, in addition to their existing acreage.

The Organic Pineapple project looks to increase the production by farmers in the Lake Communities so as to achieve full capacity utilization of the processing facility and maintain their export market. The project seeks to reduce the fallow period for harvested fields, assist with composting and irrigation, form a farmer's cooperative, ensure farmers maintain the annual organic certification of their pineapples, and help the farmers group expand to new business opportunities.

### **Project Impact**

*Farmer to Farmer* has helped pineapple farmers increase production through improved soil management techniques. Farmers were using slash and burn methods to turn forestland into areas of cultivation; however, due to the sandy soils in the





region, the soils lose their ability to support production after one cycle (1.5 to 2 years). Therefore, these lands had to lay fallow for 10-12 years in order to restore the nutrients. To address this problem, a soils and organic fertilizer experts worked with the farmers to increase soil fertility and soil humus by adding local residues. *Farmer to Farmer* also provided instruction on the use of organic compost fertilizer to enrich the soil nutrients. The utilization of these techniques is allowing farmers to increase the yield of pineapples and reduce the duration of fallow period between crops.

To address plant health issues, *Farmer to Farmer* conducted an assessment of 20 fields, which revealed that putative pink pineapple mealybug and its associated wilt virus and ant complex were severely affecting the pineapples. The volunteers provided recommendations for proactive and immediate actions to combat these problems.

Technical assistance in areas such as composting, plant health and nutrition and organic fertilizers have helped members of the newly formed Tri-Lakes Farmers' Association increase their average acreage under the cultivation of organic pineapples. This increase in production led to the expansion of the processing facility, which now has a larger cold storage, high risk room, packing area and peeling room. The facility grew to employ 40 persons (up from 20) and recent funding from the Guyana Micro-Projects Programme is expanding the facility even more and will continue to generate new employment opportunities.

The launching of a Heritage Park by the Mainstay Women's Development Group, a subset group of the Tri-Lakes Farmers' Association, has been a high point since the original idea was nurtured and expanded by *Farmer to Farmer* volunteers. The group was able to leverage the *Farmer to Farmer* input to garner grant funds (G\$2.6 Million) from the European Union-funded Guyana Micro Projects Programme (GMPP), which complimented community funds. Heritage Park preserves Amerindian traditions and teaches visitors about agriculture, environment and indigenous culture. Launching agro-tourism activities has also resulted in an increase in the demand for employment.

The Mainstay community continues to take advantage of new opportunities and community members are benefitting greatly. Based on a visual observation of the Mainstay community, the construction of new homes, rehabilitation of existing ones, and the purchase of items such as motor cycles, television sets, generator sets and water storage tanks were all evidence of increased family incomes.

For more information on Partners of the Americas and the *Farmer to Farmer* Program, please visit [www.partners.net](http://www.partners.net).

**“A very good example that could be emulated by other communities is the Mainstay Organic Pineapple cultivation and processing.”**

- Ignatius Jean  
IICA Representative to Guyana

## Annex 6 – Public Outreach Examples

### Partners of the Americas *Farmer to Farmer* Program Final Report October 1, 2003-September 30, 2008

Following, please find a small selection of Public Outreach examples from the *Farmer to Farmer* Caribbean Basin Program. They are:

Title	Type of Outreach	Source	Date
“Working with rural women in Jamaica”	Online blog	Linda Aines, blogspot.com	April 10, 2008
“Addressing Food Supply Chain Problems in Jamaica”	Diaspora Outreach Newsletter	<i>Jamaican American Club Newsletter</i>	April 2008
“Agriculture school gets donation of books to boost its program”	Newspaper article	<i>Stabroek News</i> (Guyana)	April 24, 2008
“A quartet of women farmers who like doing nothing better”	Newspaper article	<i>Guyana Chronicle Online</i>	June 23, 2008
“Lessons learned from the challenges of agriculture in a third world country” [Haiti]	Cooperative newsletter	Robert Spencer, <i>AFC</i> [Alabama Farmers’ Co-op] <i>Cooperative Farming News</i>	June 2008
“Helping Farmers Grow: Design and Social Change in Haiti”	Academic Journal publication	Keith Owens, <i>Design Principles and Practices: An International Journal</i> , Volume 2, Issue 2, pp.15-20.	2008

Others are available upon request.

# my wanderings

## about me

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Linda A

### Location:

Sudbury, Vermont, United States

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thursday, april 10, 2008

## Working with Rural Women in Jamaica

I have now been here for more than 10 days and my assignment is coming to a close as I head towards Montego Bay to spend a week with friends. Oh! what a stay! I will try to add pictures to this blog to help you visualize my travels.

First I had a 15 hour flight schedule to get through. Leaving at 6:30 am from the little airport near me on to Boston then Miami then Kingston, Jamaica. I spent a few days in Kingston getting an orientation of sorts from Mildred, the Jamaica Network of Rural Women Producers' president who has been my counterpart for the duration of my stay. Mildred is a vivacious local woman who doesn't let any grass grow under her feet as she tries to attend to the need of her 300 members all over the country.



She started me out easy with a 2-day orientation in Kingston and meetings with founders and supporters of the JNRWP, who explain the plight of the Rural Women. They lack support, discretionary funds, access to credit, self esteem, health care, Included

in my orientation is a visit to the Jamaica Agricultural Society's (RADA) products store. The store is an outlet for small producers making value-added ag products. It was easy to see that a lot of help will be needed here with their labeling practices. There are great products; Mango or Guava Syrup for pancakes, coconut candies, nuts, jams, jellies like Sorrel jelly, and more... Many have not been able to resist putting the name of their company in big bold letters while the other information such as the product or the package content disappears into the background. "Just what is in there?" I ask, and the clerk is happy to tell me but she doesn't get that a stranger to these products, will have trouble immediately identifying what the product is. "It's Ground Cinnamon, can't you see it's written on the label." "No I don't but I see--- there is blue lettering here just about the same color as the blue background."



The rest of my week is taken up with visits into what my host, Mildred C. calls the "Deep Rural" to the Top Mountain Juice Factory near Kitson Town and to Ebony Park Agricultural Academy. The Top Mountain Juice Ltd is producing "suck-suck" which are little individual juice plastic packets that are frozen and sold to school children. They are made into various flavors: orange, cherry,

[July 2006](#)

[November 2006](#)

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papaya juice etc... and sold to street vendors and retail establishments near schools. This is a community based project that has had the good luck to catch the Embassy of Japan's attention. They have been given more than \$88,000 USD by Japan to build a state-of-the-art juice-making plant which includes a new building complete with equipment. The group has been operating for 4 months and they can sell all they can produce keeping the 6 women and two men busy and employed, although they do not make enough yet to pay themselves. They plan to graduate soon from making the juice from flavoring to using the Top Mountain community's local fruits to make better juices and in larger containers. A discussion with the employees about marketing and business management reveals

that none are comfortable with the non-production side of their business. They have a space for the business office that includes an empty desk but haven't set up their books, files or inventory management and do not know how to even begin setting up the business side of the production plant. They also need to develop a Business Plan for the new company. They would like to have a business manager but can't afford one. I promise to contact the US Peace Corp office in Kingston and see about getting them someone assigned to them, for Business Development, from the new crop of Peace Corp volunteers that have just arrived for their two-year assignment in Jamaica.



This assignment is followed by another with the Ebony Park Agricultural Training Centre in Clarendon. This is a vocational school for High School age students learning hospitality trades, agriculture and food processing. I was invited to give a lecture on Marketing, Packaging and Labelling to the Agro-

Processing students as well as a dozen local food producers. The Training Centre has a brand new Agro Processing Lab where they research, develop, and package new

value-added products from Jamaican fruits and vegetables. The food producers and myself, were treated to a tour of the facility. Here, the students and faculty produce juices, jams, jelly, new types of spices, condiments, syrups. We got to taste a newly developed Pumpkin Syrup which is spectacular. I



was asked to evaluate their labels and packaging by Mr Shaw, the Training Centre Director. Currently they sell only to an "internal market"-- mostly faculty, students, friends of the school, but hope to expand their market more broadly. The labels are picturesque and elaborate---perhaps too elaborate--and Ebony Park will want to redesign, simplify and integrate these under one recognizable label, if they wish to brand their products under the "Ebony Park Pride" label and reach out to outside markets. I was introduced to the processing of ground pepper from the waste of processed peppers. Below is the waste after drying then the grinding and packaging. The



two Agro-Processing professors, Lynch and Williams, are very advanced in their field, helping lead students towards employment by the Jamaica food manufacturing sector. Lynch is the former Director of the Jamaica Scientific Research Council, an organization that support the growth and development of the agro-industrial sector in Jamaica, and worked as a food scientist in the US for many years in work associated with Cornell University. It is my hope that students from US Universities will want to come here as volunteers, grad assistants or exchange students, where all

will share mutually in their development.

Another memorable rural development experience has been my 3-day stay amongst the Mango Valley women. Mango Valley is in the Parrish of St Mary in a very pretty small village called Oracabessa, nestled in the mountains near the sea. During my time in Mango Valley, I conducted workshops for their community-based Training Center (another vocational school) -- for training in hospitality, home economics, entrepreneurship, and spent another day with a group of women ag producers that will produce food in the School's agro-processing Center (currently under construction.)



The women are making value-added products such as banana flour, breadfruit flour, ground kola nut, apple sauce, jerk seasoning, guava cheese, various jams, jellies, etc...A review of their labels showed consistency and simplicity in appearance with a good brand name "Mango Valley Pride" as well as good identification of the product. Only minor adjustments were needed in identifying ingredients and nutrition facts. The women received a rush order for Guava Cheese while I was there and they treated me to a demonstration of the making of their cheese. The cheese is sweet and guava is boiled and cooked to the consistency of our American

fudge





products and it is spread and cut in squares much like fudge. Unfortunately, it was never finished while I was there and never got to taste it. Perhaps I will before I leave here. Most endearing in my stay with the Mango Valley women was experiencing their boisterous devil-may-care attitude about life and the happy way most of them approach life. They love to laugh and dance and make merry.

Next, I will write about some of the farms and places where I am spend some of my leisure time while in Jamaica.

posted by Linda A @ [11:42 AM](#)

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April 2008

**Jamaican American Club Newsletter**

**In This Issue**

- [Book Club](#)
- [Poetry History Month](#)
- [Addressing Food Supply Chain Problems in Jamaica](#)

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**Greetings!**

Our newsletter is dedicated to Jamaicans, members of other Caribbean communities, and all progressive people who would like to learn more about us. We seek to inspire our audience by featuring interesting people and events from the island and diaspora. Please send us your ideas regarding issues affecting our community that you would like us to feature.

**April is National Poetry Month.**

**Book Club**

*My Soul Inside Out*



Bienvenidos! Bienvenue! Welcome! to the Soulful site of Alicia Fleming, author of "My Soul Inside Out"!

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"My Soul Inside Out" is a collection of poems written over a period of time starting in high school (I have been writing before that, but none of those poems are included).

"My Soul Inside Out" ranges from poems that make you sad, poems that make you reflect, poems that make you want to protest to poems that make you smile or laugh. Basically, it is my soul inside out-- issues that I have thought about on one level or another, either in deep thought or just on the spur of the moment. Some poetry comes from a deep-rooted Christian, spiritual emotional point of view and some are just from the view of life experiences--mine or someone else's.

The poems in this collection reached down in my soul from bottom up. They reflect on issues close and dear to me, and issues that are of constant conversation in some discussion in our society today. They reflect on my thoughts as a Christian, a Jamaican woman, a mother and a lover. The poems also reflect my love for music (jazz in particular), my thoughts on love--especially black love, relationships and last but not least--black men. These poems show the mixed emotions, variety of soul inspired thoughts from inside the soul of a soulful, insightful, educated black woman of today having grown up in different environments and backgrounds. Poets like Claude McKay, Robert Louis Stevenson, Langston Hughes, Nikki Giovanni, Shakespeare and others have always inspired me. I have been exposed to poetry since I was about 8 years old, it's in my skin. I just love the rhyming, the rhythm, the playing with words, the imagery I love best of all. I love the poets that used words to create an image of something else, just to get their point across.

[Find our more...](#)

**Poetry History Month**

**Marlin E. Kirby**

*Attorney at Law*



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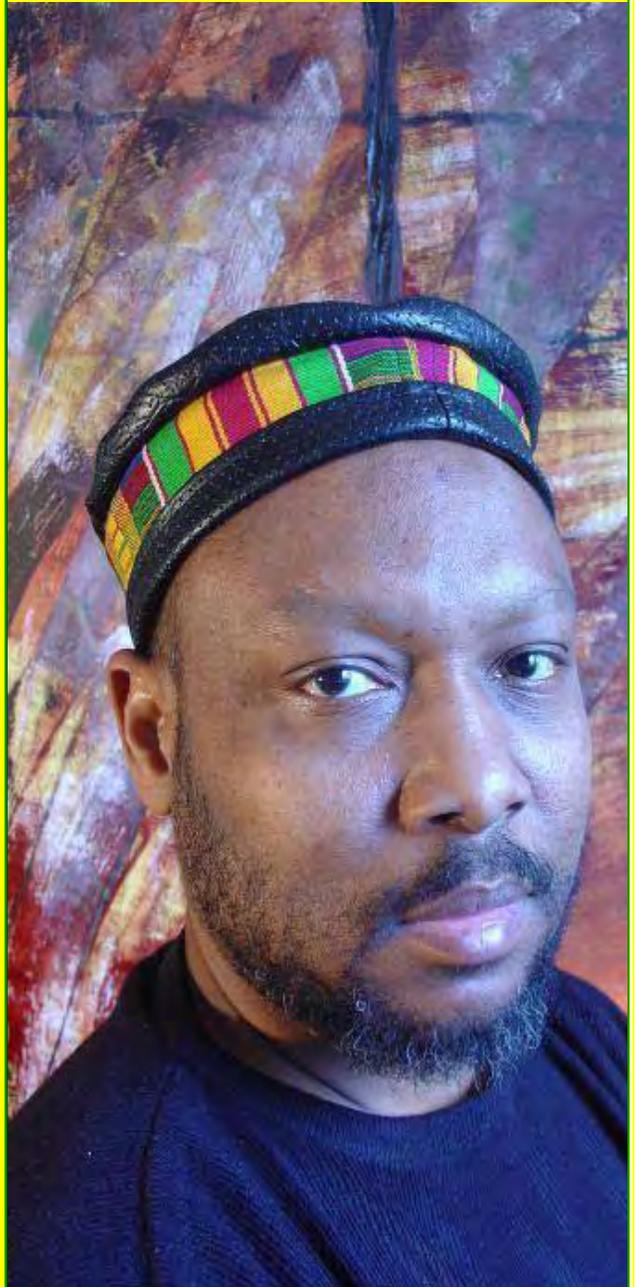
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*Opio Yaw Asante*



**Live This Moment**

What is past is more than just a memory, what is gone can be reconstructed and retrieved. It is important to remember and celebrate our history, though, however great it was, it cannot be relived. The future is not real but can be a powerful vision, it is not ours and does not guarantee contentment. Tomorrow's plans are figments of our imagination, that can only be realised when we act this moment.

Enjoy this moment, it is all that we really have. Live this moment, cherish and savour the

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feeling. To seize this moment, pains we have to brave, but today well spent will be tomorrow's healing. We cannot do tomorrow what we should do today, but tomorrow's happiness is dependent on the present. If we idle and waste today's moments away, who can we blame for tomorrow's disappointments?

Make your past a good and inspiring memory, a motivation for now and strength for the future. Make your life a strong and positive story, a healing force to those that you encounter. Make your future into a bright and desirable vision, for yourself and especially for those that follow. Make love, peace and charity your mission, material riches on it's own is isolating and hollow.

Live this moment with life and vigour, shun evil practices and you will be blessed. Challenges will arise and put you out of favour, aim to do right and God will do the rest. Live this moment seeking wisdom and honour, they enlighten your past and make pleasant your memory. Tranquillity will filter and make your thoughts pure, so you can live each moment

### **In God's Glory**

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## **Addressing Food Supply Chain Problems in Jamaica**

*Farmer To Farmer*



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# JAMAICAN DIASPORA MAGAZINE

THE CULTURE, FLAVOR AND FEELING

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Farmers often encounter challenges in marketing their products while many agro-processors frequently face supply problems. Partners of the Americas' Farmer to Farmer Program has been working to address these problems in a variety of ways. For example, Partners has been collaborating with the Citizens Development Corps on the Jamaica Farmers Access to Regional Markets (JA FARMS) program, which seeks to address marketing and supply chain issues by linking small farmers to marketplaces through Networks with Jamaican agro-processing firms. Under this model, farmers in each Network are provided with appropriate technology and the technical assistance necessary to provide the agro-processing firms with a consistent supply of high quality products. In return, these small farmers have access to a secure market for their product. Farmer to Farmer is providing volunteer technical assistance to the small farmers and agro-processing entities on a variety of topics.

One way to better ensure a consistent supply of produce is through the use of High Tunnel Houses (HTH) that provide a protected environment for crop production. Several

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Farmer to Farmer volunteers have provided training in constructing high tunnels and production techniques for vegetables grown in high tunnels. For example, in the spring of 2007, Peter Ferretti trained members of the Santoy Farmers Cooperative on disease identification and control, plant nutrition, pest control and fungus control in the field and in tunnel houses. The cooperative has implemented several of the suggestions and has already reported a decrease in the number of viruses affecting their crops.

Another Farmer to Farmer volunteer, Judson Reid, provided training on high tunnel crop production to the Santoy cooperative, Mt. Plenty Greenhouses and the Walkerswood Community Development Foundation. He provided training in fertilization, irrigation and pruning techniques for crops. Santoy and Walkerswood implemented the recommended techniques to eliminate Blossom End Rot and Sunscald, which will increase marketable pepper yield by 30-50%. He also introduced techniques to improve production include grafting, solarization, and improved ventilation, which the groups are in the process of implementing on their farms.

Many of the groups are reporting increases in revenues for their farmers as a result of the integration of tunnel houses on their farmers. For example, the use of tunnel houses has enhanced the Santoy cooperative's ability to grow crops year round and they are already reporting an increase in revenues of between US\$6,000 - 8,000 per year.

Other groups are reporting increased profits through the reduction in the costs of inputs. Rock Mountain Herbs (RMH) received training in the production of compost for use in their fields and tunnel houses from Farmer to Farmer volunteer, Mark Hutchinson. Now, RMH is using a mix of 50% compost and 50% potting soil for seedling and herb production. By reducing the use of potting soil with the substitution of compost, it is estimated that RMH will be able to save US\$7,000 per year.

Farmer to Farmer volunteers will continue to provide technical assistance to the JA Farms Program.

[Find out more....](#)

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Published: April 24, 2008

## Agriculture school gets donation of books to boost its programme

Partners of the Americas (PoA) Guyana chapter recently donated a quantity of books to the Guyana School of Agriculture (GSA) courtesy of the Christian Veterinary Mission of Washington, USA.



*President of the Partners of Americas Guyana chapter Colin Beaton handing over the books to Dr Dexter Allen in the presence of Guyana School of Agriculture students.*

According to a press release the donation was made possible through Dr Sandol Johnson of the Cleveland Community College in Shelby, North Carolina, after she visited this country last May/June as a volunteer on the PoA Farmer to Farmer programme.

Johnson was part of a team that looked at slaughter practices and meat hygiene, the release said. The team visited the GSA, met the administration and conducted practical instruction sessions at the Rising Sun Abattoir in West Coast Berbice with students attending the Animal Health and Veterinary Public Health Programme. The release said it was during one of these sessions with programme lecturer Dr Dexter Allen that led to Johnson committing to donating the much needed resources.

President of the Guyana chapter Colin Beaton handed over the books to the college. He charged the students to make full use of them and to exercise good care of them. Meanwhile, Allen, who received the books, thanked the PoA for making the books available and Dr Johnson for realizing the need for resources at GSA.

The release also said the Farmer to Farmer programme is supported by the US Congress and the US Agency for International Development as part of its foreign assistance programme. Partners of Americas is a non-profit programme that links US states with Latin American and Caribbean countries in a partnership that uses their available resources to address their shared concerns in a bid for economical and cultural development.

The local chapter in Guyana is linked with Mississippi and works on several areas including health, emergency preparedness and agriculture among others.



## A quartet of women farmers who like doing nothing better

By Wendella Davidson

June 23, 2008



At the Heritage Park – From left, Captain Yvonne Pearson, Jackie Pearson, Zena Allen, Isabella Allen and Mona Pearson, with Mr. Ignatius Jean, Inter-American Institute for Cooperation on Agriculture (IICA) Representative in Guyana ( third from right).

At age 50 and beyond, most women tend to opt for less strenuous activities, such as being part of a Mother's Union grouping, attending church and being active in its affairs, or taking over the task of caring for the grandchildren.

In Amerindian communities too, it is the women folk who are the mainstay, remaining at home, while the males in the family venture away from the home, sometimes for weeks, as they hunt, farm and fish to sustain the family.

This, however, is not the thoughts of four women of the Amerindian Mainstay/Whyaka community: Isabella Allen, 61, Jacqueline Allen, 60, Mona Pearson, 57, and Mona Pearson, 52, who are among a group of 10 women blazing the trail of agro-tourism in their community.

The other group members, all 30-years-old, are, sisters Euline De Jonge, a toll booth clerk and Dianne Sandy, a nurse; Shireen Buchoon, Basmath De Jonge; Zena Allen and Surmanda Fredericks.

In a recent interview with the Guyana Chronicle at Mainstay, Yvonne Pearson, who is the village Toshao, and President of the Tri-Lake (Mainstay, Tapacuma, Capoey) Farmers' Association, explained that she and her three colleagues were initially part of a 15-member grouping, formed on May 23, 1998, and calling themselves the Mainstay Women's Development Group.

"We had a vision to promote agro-tourism in the community; but along the way, five dropped out for various reasons," she said, noting that they began planting pineapples.

However, in 2004, Isabella, Jacqueline, Mona and Yvonne branched off into an area called Silverballi, then virgin

farmlands, and are currently cultivating 23 acres with organic pineapples.



**One of the organic pineapple farms**

Pearson said they are ever grateful to the Inter-American Institute for Cooperation on Agriculture (IICA); the National Agricultural and Research Institute (NARI) and Partners of the Americas for technical and other assistance given to them.

The pineapples are sold to the Mainstay Organic Pineapple Processing Facility which has an export market in France.

In addition, the four women have teamed up to develop a Heritage Park with the aim of preserving their Amerindian culture.

The women who without a doubt are enjoying what they do say, as it gives them personal independence, get to learn more and meet different people.

Isabella told the Chronicle she has been doing farming since she was “young”. She glowed as she remarked, “This crop (of pineapples) was a bounty one, as they reaped a lot of pineapples this time around.

“We feel so good about it as ladies, we cannot depend only on men...the time is so hard that we had to do something to help ourselves”, she said, adding she would advise other women to do likewise.

According to Mona, she loves farming to the extent that even if she sees a wild seed, she picks it up to plant it to see what would come out of it.

She said even her grandchildren know her habits and laughingly disclosed that they too would pick up and take home seeds, saying to her, “granny go and plant”.

Captain Pearson said they not only plant pineapples, but also pumpkins, squash, melons, cucumbers, tomatoes, peppers and eddoes, which they eat, sell and even share.

Asked about the recipe for them looking so well at their age, Captain Pearson said she tries to live a good life, eat healthy food and keep fit by being at her farm at every spare moment.





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## For What It's Worth

by Robert Spencer

### Lessons Learned from the Challenges of Agriculture in a Third World Country

When it come to agriculture production many of us are unaware of the challenges faced by farmers in third world countries. Although we complain about costs of items, like diesel fuel, t-post, fertilizer, etc., at least we have access to them and at a relatively reasonable price. I recently spent 15 days in Haiti as an agriculture specialist and was reminded of how good we have things here in America. In a country like theirs, they have to import everything; fuel, t-posts, etc. are primarily brought into the ports via ships. They have no access to fertilizer, lime, pesticides or herbicides. Gas was seven dollars a gallon when I was there and went higher after two days of nationwide protests regarding the high cost of food and gasoline. Also, high rates of unemployment are a serious problem in Haiti; there is little industry and therefore limited job opportunities.

This visit was a follow-up to my original visit which took place in October/November of 2006. The objective of the first visit was to share the concept of meat quality assurance and lay the groundwork for development and implementation of a meat quality assurance program for the production phase, along with working with sanitation and meat inspectors on similar concepts, and to address marketing opportunities. The purpose of the most recent visit was to review previous information, evaluate progress, and convey concepts and practices relevant to meat quality assurance at the production and processing level plus how it all relates to enhancing marketing opportunities and expansion.

I spent two weeks in the northern part of Haiti, in Cap Haitien and surrounding areas. The population of Cap Haitien is about 755,000. My primary assignment was to work with potential and existing rabbit producers, an organization known as Makouti Agro Enterprises (Makouti), and other associates. My role was to serve as an expert in meat quality assurance and conduct training sessions on insuring quality meat products from production state, processing phase and marketing aspects. While rabbit production was the primary commodity discussed, other forms of livestock production (beef, pork, poultry, goat, etc.) were also addressed. It was interesting to identify many of their concerns and questions during the training sessions.



(From left) Robert Spencer and Makouti leaders, Pierre Anderson and Joseph Gerard Michel, with a rabbit cage ready for delivery.

During these two weeks, activities included visits to individual farms and farms run by faith-based organizations; training seminars with potential and existing producers; training sessions for those having an interest in meat processing and sanitation; quality assurance training; informal meetings with Makouti leaders; and several visits to potential market sites. I also visited an orphanage for young boys; the Jesuit-run institution is making a serious effort to educate the boys and teach them how to produce their own food. The orphanage is hoping to produce enough rabbits to sell the excess meat to the local community.

Makouti, its partners and local producers have made significant progress during the past one-and-a-half years. During my previous visit there were less than 100 rabbits with a limited number of producers in production. Significant challenges like nutrition (limited availability of pelleted feed) and limited availability of cage building materials were the primary issues. They now have almost 1,000 rabbits in production, numerous existing and waiting producers, and they are able to import pelleted feed along with cage building materials.



Training workshop on rabbit production at a local cafe in Cap Haitien.

Rabbits are a viable form of livestock for many households with limited land. The rabbits can be harvested to feed family members and friends, and excess can be sold to other neighbors. The manure collected beneath the cages can be utilized as an organic form of fertilizer for gardens. Keep in mind many households have limited access to water and electricity, and without guaranteed access to electricity most household are unable to refrigerate or freeze meats and leftovers.

Another aspect about Makouti that impresses me is their ongoing efforts to diversify into other areas of agriculture enterprises.

During my previous visit, Makouti was strongly pursuing fruit and vegetable production, and a few forms of livestock production (cattle, goats and hogs); and beginning to pursue rabbit, coffee and honey production. They now have significantly expanded into all these areas, especially the latter, and are beginning to venture into chocolate (cocoa) production and further processing. Also, they have developed quality-packaging materials and an organizational label that is very recognizable and easily associated with them by consumers. Their various enterprises and educational efforts are helping develop job opportunities and providing financial resources for

their members, their families and local communities. They are also bringing about agricultural sustainability and economic opportunities for much of Haiti. If this was in the U.S., it would be considered a form of risk management. From this perspective, Makouti should serve as an agricultural role model for any country, including the U.S.

Makouti is currently working with members of the Department of Health to standardize meat certification and quality-control. Additional training is needed for producers in the areas of food safety, meat quality, rabbit dissection/processing and other topics. This organization is also venturing into training for such skills as carpentry and auto and truck mechanical repair. Given the various challenges faced from time to time, Makouti and its members have made significant progress. Their innovations and success are very impressive. Their story is an inspiration for any underdeveloped country.

I hope this article gives you a greater appreciation for what we have in this country. Haiti is a country where jobs are scarce, a cup of raw rice costs one dollar, gas is seven dollars a gallon and soil erosion is a serious problem. Despite the circumstances, the people are great to work with; they make the best of their situation and really appreciate the help they receive. I have a lot of respect for the people and have enjoyed both visits.

*Robert Spencer is a contributing writer from Florence.*

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# DESIGN

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Helping Farmers Grow: Design and Social  
Change in Haiti

Keith Owens

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# Helping Farmers Grow: Design and Social Change in Haiti

Keith Owens, The University of North Texas, Texas, UNITED STATES

*Abstract: Can communication design—a practice often associated with aesthetic triviality or unashamed consumerism—function as a change agent in a developing country? This paper suggests that as part of a multi-skilled, French-led assistance program, design has helped alleviate the plight of rural Haitian farmers, their families and the communities in which they live. First describing how Haiti's political, social and environmental conditions combine to negatively impact the island's farmers, this paper will then introduce the Farmer-to-Farmer and ANATRAF programs and why design was considered important to their allied missions. Next, it will explain how the design process and its resulting contributions will ultimately combine to support Haitian farmers in their desire for economic sufficiency, personal autonomy and renewed community. Finally, with this particular example in mind the paper will offer some generalized observations about socially focused design.*

Keywords: Agriculture, Design, Ethics, Haiti, Social Responsibility

**CAN COMMUNICATION DESIGN**—A practice often associated with unashamed consumerism and aesthetic triviality—function as a change agent in developing countries? That question was answered on one particular occasion when design sensibilities and processes were integrated into a privately run, government-funded assistance program supporting growers and agro-producers living in Haiti, a small Caribbean nation sharing the island of Hispaniola with the Dominican Republic. By any measure, few countries or groups are in more need, or more deserving of assistance, than Haiti and its rural farmers.

In what follows, this essay will outline Haiti's socio-political, economic and environmental conditions and how these woes combine to negatively impact the island's local farmers. Next, it will introduce the *Farmer-to-Farmer* development program and explain why its leadership believes design is a strategic component in the organization's ongoing efforts to assist agricultural groups in developing countries worldwide. It will then suggest that the design artifacts created during a recent *Farmer-to-Farmer* volunteer mission will not only provide immediate economic benefits to Haitian farmers but also ultimately support their desire for economic sufficiency and renewed community. Finally, with

this particular example in mind, some generalized observations will be offered about socially focused design.

## Haiti: Difficult Past—Arduous Present

Since the country's independence from France in 1804, Haitians have endured brutal dictatorships, genocide, widespread corruption and external military intervention.<sup>1</sup> Today what little political stability exists rests principally on 7000 heavily armed United Nation peacekeepers and 2000 international police patrolling streets, securing public safety, and controlling frequently violent political demonstrations.

In ways more personal than their political reality, living conditions in Haiti weigh heavily on its citizens' brief, hard lives. Of every 1000 born nearly 64 die early, the worst infant mortality rate in the western hemisphere. Those who do survive childhood can expect to live about 57 years—mainly without work or widespread access to adequate housing, electric power, drinkable water, basic sanitation or any health care. According to the World Bank Development Data Group, 78% of Haitians subsist on less than \$2.15 a day and 54% on less than a \$1.08.<sup>2</sup> At least 50% of Haiti's 3.6 million workers are without jobs and more than two thirds of them lack consistent

<sup>1</sup> Library of Congress-Federal Research Division. *Country Profile Haiti, May 2006*. <http://209.85.165.104/search?q=cache:QuuIVCRp2-sJ:lweb2.loc.gov/frd/cs/profiles/Haiti.pdf+country+profile:+Haiti&hl=en&ct=clnk&cd=2&gl=us&client=firefox-a-1-8>, (accessed October 15, 2007).

<sup>2</sup> Library of Congress-Federal Research Division. *Country Profile Haiti, May 2006*. <http://209.85.165.104/search?q=cache:QuuIVCRp2-sJ:lweb2.loc.gov/frd/cs/profiles/Haiti.pdf+country+profile:+Haiti&hl=en&ct=clnk&cd=2&gl=us&client=firefox-a-1-8>, (accessed October 15, 2007).



work.<sup>3</sup> Haiti ranks 154<sup>th</sup> out of 177 countries in the UN's Human Development Index (HDI) ranking.<sup>4</sup>

Haitian farmers are not removed from these privations. Representing over 60 percent of all employed Haitians, including two thirds of those employed in rural areas,<sup>5</sup> this group labours under the weight of an increasingly stressed ecosystem and an underdeveloped agro-infrastructure.

For instance, Haitian farmers have little land on which to farm. Only about 28 percent of this mountainous island's land is suitable for cultivation. Moreover, extensive deforestation and exhaustive farming on increasingly smaller plots have contributed to severe topsoil erosion and diminished productivity. Harvests often waste in fields for lack of transportation or impassable roads. Commercial transport vehicles are in short supply and only 5 percent of rural households have access to paved roads, 32.8 percent to dirt roads.<sup>6</sup> Working capital is scarce; livestock is the most common form of savings for Haitian rural households.<sup>7</sup> Locally grown and processed products compete with imports for insufficient retail shelf space and consumer attention.

These political, environmental and economic hardships combine to degrade and fragment rural farming families and communities. With 58% of rural households living in extreme poverty,<sup>8</sup> children forego schooling to work in the fields or beg in nearby towns and villages. Spousal violence is also prevalent—27 percent of reproductive age Haitian women having been subject to either physical or sexual abuse according to one study.<sup>9</sup> Male farmers frustrated with their inability to provide for their families abandon the countryside to join other reluctant economic immigrants living in already overcrowded cities.

### Design in Developing Countries: Assisting Assistance Programs

The *Farmer-to-Farmer* program provides technical assistance to local farmers and agro-processors in Jamaica, Haiti and Guyana. It is funded by the U.S. Agency for International Development (USAID) and administered in part by Partners of the Americas, the

largest people-to-people organization linking the citizens of the U.S. with those of the Caribbean and beyond.<sup>10</sup> Operating under various public and now private charters, Partners of the Americas has been providing foreign assistance since 1962.

The *Farmer-to-Farmer* program strategy rests on its seminal belief that incremental increases in economic prosperity can dramatically benefit the health and social wellbeing of individuals, groups and local communities in developing countries. Operating in rural areas where access to resources is limited or absent, program volunteers from many different disciplines work with indigenous farmers to help improve their entire agricultural supply chain: production, processing and marketing.

Because the *Farmer-to-Farmer* program involves itself in the entire agricultural supply chain—including brand development and packaging design—its coordinators believe design can offer value on par with other traditional agricultural assistance skills. That is why Partners of the Americas has sent numerous designers on missions in the past and why in 2007 it asked me to spend two weeks in Port-au-Prince, Haiti as a design volunteer assisting the Association Nationale des Transformateurs de Fruits (ANATRAF)—a French led agricultural association of 40 small fruit and food processing groups.

Although this was the first time ANATRAF had worked directly with a design volunteer, it was not the first time a *Farmer-to-Farmer* design volunteer has worked in Haiti. For instance, earlier in 2007 another practitioner twice travelled to the island to assist the MAKOUTI Agro Enterprise—another association of rural farmers with lands bordering Cap-Haitien in northern Haiti—with their labeling and design needs. As the results of her efforts, MAKOUTI jams, jellies, coffee and honey have been relabeled and reintroduced into the Haitian market. Initial response to the products by participating farmers and Haitian consumers has been positive. However, this assessment is principally anecdotal. To what extent sales have increased or consumer preferences have shifted will need to be tracked over time or at the point when MAKOUTI or *Farmer-to-Farmer* resources allow. Elsewhere in the Caribbean

<sup>3</sup> Central Intelligence Agency, *Haiti*. The World Factbook, <https://www.cia.gov/library/publications/the-world-factbook/geos/ha.html> (accessed October 12, 2007).

<sup>4</sup> The UN Human Development Index measures three dimensions of human development: life expectancy and quality, literacy and standard of living.

<sup>5</sup> World Bank. Haiti: Diagnostic and Proposals for Agriculture and Rural Development Policies and Strategies. [http://www-wds.worldbank.org/external/default/main?pagePK=64193027&piPK=64187937&theSitePK=523679&menuPK=64187510&searchMenuPK=64187283&theSitePK=523679&entityID=000090341\\_20060719153846&searchMenuPK=64187283&theSitePK=523679](http://www-wds.worldbank.org/external/default/main?pagePK=64193027&piPK=64187937&theSitePK=523679&menuPK=64187510&searchMenuPK=64187283&theSitePK=523679&entityID=000090341_20060719153846&searchMenuPK=64187283&theSitePK=523679) (accessed August 2-3, 2007).

<sup>6</sup> Ibid.

<sup>7</sup> Ibid.

<sup>8</sup> Ibid.

<sup>9</sup> Cayemittes, M., Placide, M. F., Barrère, B., Mariko, S., & Sévère, B. (2000). *Enquête Mortalité, Morbidité et Utilisation des Services, Haïti*. Calberton, Maryland, USA: Ministère de la Santé Publique et de la Population, Institut Haïtien de l'Enfance and ORC Macro.

<sup>10</sup> For more information about Partners of the Americas, see: [http://www.partners.net/partners/Default\\_EN.asp](http://www.partners.net/partners/Default_EN.asp)

that same year, another designer travelled to Jamaica to work with the Santoy Farmers Cooperative in the Parish of Hanover. Her assignment was to design an identity mark, the first part of a larger marketing initiative being undertaken by the organization. The new mark's continued development and application awaits this or another volunteer's return.

The focus of my assignment was to create packaging labels that would support three key ANATRAF marketing objectives originally identified during a prior *Farmer-to-Farmer* marketing volunteer mission. They were: 1.) bolster the association's ability to compete with imported food products, 2.) mediate Haitian consumer prejudices toward local products and 3.) increase the ability of Haitian products to enter and compete in other Caribbean markets. ANATRAF believed as did the *Farmer-to-Farmer* administrators that one of the most direct, cost effective ways to attain these objectives was to improve and unify the otherwise aesthetically clumsy and visually disparate product labels created *ad-hoc* by individual association members.

To prepare for this assignment, I spent time researching Haitian social and visual culture as well as the many economic, political and environmental challenges the country faces. Partners of the Americas provided primary background material including volunteer field reports<sup>11</sup> and copies of email dispatches from ANATRAF personnel. I gathered secondary background material from ProQuest CultureGrams<sup>TM</sup> and other online cultural research resources as well as from studies conducted by the Haitian Ministry of Agriculture, Natural Resources and Rural Development,<sup>12</sup> the Library of Congress Federal Research Division<sup>13</sup> and the U.S Department of State.<sup>14</sup> I also amassed a digital reference library for use while in Haiti. This visual resource contained images of Haitian fine, folk and decorative arts, along with agricultural references and examples of relevant packaging design created for similar products.

Not surprisingly, working conditions in Haiti proved challenging. For instance: *Production*—daily electrical power outages stymied efficient workflow. Creative software available to ANATRAF staff was incompatible with industry standards. Fruit photography did not exist nor did the facilities necessary to create it. Instead the fruits shown on the new labels were photographed as they rested on an office chair

sitting outside in the ANATRAF parking lot. Only a single set of colour proofs for three-dimensional comprehensives could be purchased, thus all interim design and colour decisions had to be made by viewing work on screen. *Language*—most ANATRAF personnel spoke little or no English, all conversations had to be translated from English into French or Haitian Creole and back. And *access*—some of the areas in Port-au-Prince where ANATRAF products were marketed were considered unsafe for foreigners thus limiting my access to customers with whom I could discuss existing and proposed label designs.

In spite of these difficulties (or perhaps because of them) two weeks working with ANATRAF personnel—agronomists, logistics planners, and marketing specialists—and talking with Haitian consumers, culminated in the design of new product labels for locally produced ANATRAF jams and jellies. Insofar as these labels were aesthetically equal to those found on competitive imports, ANATRAF was confident that its members would find the labels attractive and suited to their needs. The initial response by cooperative members has supported this conviction: 15 of the 37 workshops ANATRAF currently assists have expressed a desire to try the new labels. ANATRAF considers this acceptance level fairly significant given their member's inclination toward individually branded and created labels.

More importantly, however, direct market observations and conversations with Haitian shoppers provided valuable insight into local media, cultural and social realities. These discoveries informed the design process and led to label designs that were not only aesthetically appealing but also sensitive to Haitian media dynamics, national loyalty, and regional identity. As a result, ANATRAF's newly relabelled products should enjoy increased sales—becoming more effective drivers for economic development and indirectly, social progress.

## Haitian Markets: Media, Messages and Consumers

In developed markets, brand promises—the physical, psychological and social benefits consumers believe products or services can offer—are often made through advertisements, while packaging at the point

<sup>11</sup> For a sampling of such reports see: [http://www.partners.net/partners/FTF\\_Trip\\_Reports\\_EN.asp?SnID=1942137669](http://www.partners.net/partners/FTF_Trip_Reports_EN.asp?SnID=1942137669) (accessed October 27, 2007).

<sup>12</sup> World Bank. *Haiti Diagnostic and Proposals for Agriculture and Rural Development Policies and Strategies*. [http://www-wds.worldbank.org/external/default/main?pagePK=64193027&piPK=64187937&theSitePK=523679&menuPK=64187510&searchMenuPK=64187283&theSitePK=523679&entityID=000090341\\_20060719153846&searchMenuPK=64187283&theSitePK=523679](http://www-wds.worldbank.org/external/default/main?pagePK=64193027&piPK=64187937&theSitePK=523679&menuPK=64187510&searchMenuPK=64187283&theSitePK=523679&entityID=000090341_20060719153846&searchMenuPK=64187283&theSitePK=523679) (accessed August 2-3, 2007).

<sup>13</sup> Library of Congress-Federal Research Division. *Country Profile Haiti, May 2006*. <http://209.85.165.104/search?q=cache:QuuIVCRp2-sJ:lcweb2.loc.gov/frd/cs/profiles/Haiti.pdf+country+profile:+Haiti&hl=en&ct=clnk&cd=2&gl=us&client=firefox-a-1-8>, (accessed August 5, 2007).

<sup>14</sup> Gathered via: Industry Canada. *Haiti Country Commercial Guide FY 2004*. International Market Research Reports, <http://strategis.ic.gc.ca/epic/site/imr-ri.nsf/en/gr118685e.html> (accessed July 28, 2007).

of purchase embodies and confirms these promises. This is not always the case in developing countries such as Haiti.

Although opportunities to advertise exist, local media outlets available to offshore companies are ill equipped to reach Haitian consumers in meaningful ways. For instance Haiti has 67 radio stations,<sup>15</sup> seemingly a large and diverse number. Yet Haitian's ability to hear radio broadcasts is limited. Only 415,000 radio receivers are available to the population, approximately 51 for every 1000 individuals. Television is no different. Two cable stations are accessed by approximately 38,000 television sets, less than 5 per capita. Seventeen non-cable stations also exist but their reach is limited and unpredictable because of frequent power outages.

Internet and print media access is also severely limited. According to a U.S. Foreign Commercial Service Guide,<sup>16</sup> Haiti has only 31,000 Internet users most of whom connect via dial-up and are therefore hampered in their ability to receive content-rich media. "Haiti's three French language newspapers have a total circulation of less than 20,000."<sup>17</sup> Moreover, an adult literacy rate of near 53 percent<sup>18</sup> diminishes what impact print advertising may have.

Without independent media support, most if not all consumer packaging in the Haitian market must serve double duty—making and confirming brand promises. Store shelves are the front lines in the struggle for consumer attention and loyalty. Thus, small Haitian farmers—with design assistance—can field packaging competitive at the point of purchase with that offered by offshore rivals. Haiti's underdeveloped media ensures rough in-store parity for producers large and small. Given this state of affairs, the very real possibility exists that any aesthetic improvements made to the ANATRAF product labels could have an exponential rather than incremental effect on sales. If the way ANATRAF product labels appear ultimately contribute to their success, the messages these labels communicate are equally important.

Informal in-store discussions with Haitian consumers over a number of days revealed that their buying preferences were often divided. With price being more or less equal, Haitian food shoppers were disposed to purchase imported brands because of their concerns for quality and consistency. This preference appeared to be reinforced by imported

product's uniform and anaesthetized labels. On the other hand, many Haitian consumers have a desire to buy products grown or produced in Haiti or more specifically, rural regions they formerly called home.

Based on this consumer socio-psychology, it became obvious that despite producing high quality products, local ANATRAF producers blunt their marketing efforts by using crude labels—implying questionable quality. As importantly, however, most of their existing labels gave no play to their products origins—devaluing important national or regional affiliations.

Not surprisingly then, Haitian consumers responded positively to labels whose designs recognized a product's national or regional origins. In the end, aesthetic refinements coupled with culturally aware messages resulted in labels that allowed Haitian consumers to make purchases more confident in product quality while expressing national pride or reconnecting with their personal histories.

It seems reasonable to believe that the new product labels created for ANATRAF will help more of its members sell more of their goods. Currently poised for introduction throughout Haiti, the new designs' aesthetic refinements and cultural sensitivities should, over time and with increasing exposure, resonate with Haitian consumers. Very recent forays by ANATRAF into the Bahamas will test whether their new labels can be effective in other Caribbean markets. Apart from these long-term outcomes, however, the redesigned labels give ANATRAF a means to effectively market association products in Haiti. In a strict economic sense then, design centralized within a coordinated assistance program appears to have benefited the organization.

Is it also reasonable to believe that the design assistance provided to ANATRAF can somehow benefit the association's members in other ways? Can a connection be discerned linking design and social development? I believe the answer is yes if profits from future product sales—the direct result of design intervention—are seen not as an end in themselves but rather as a means to broader social goals.

## Design, Economic and Social Development

Members of ANATRAF retain most of the profits from their product sales—up to 75 percent. This

<sup>15</sup> Central Intelligence Agency, Haiti. The World Factbook, <https://www.cia.gov/library/publications/the-world-factbook/geos/ha.html> (accessed October 17, 2007).

<sup>16</sup> Industry Canada. *Haiti Country Commercial Guide FY 2004*. International Market Research Reports, <http://strategis.ic.gc.ca/epic/site/immrri.nsf/en/gr118685e.html> (accessed October 29, 2007).

<sup>17</sup> Library of Congress-Federal Research Division. *Country Profile Haiti, May 2006*. <http://209.85.165.104/search?q=cache:QuuIVCRp2sJ:lcweb2.loc.gov/frd/cs/profiles/Haiti.pdf+country+profile:+Haiti&hl=en&ct=clnk&cd=2&gl=us&client=firefox-a,19>. (accessed October 15, 2007).

<sup>18</sup> Central Intelligence Agency, Haiti. The World Factbook, <https://www.cia.gov/library/publications/the-world-factbook/geos/ha.html> (accessed October 12, 2007).

profit sharing structure reflects the association's strategic desire to foster positive social ends using economic means. Facilitated in part by design intervention, this economic bounty no doubt helps Haitian farmers thrive while also providing them with working capital for future agricultural enterprise. As importantly, however, these retained profits, though meagre, provide association members with the wherewithal necessary to counter pervasive social deprivations, thereby allowing them to become self-sufficient stewards of their respective rural communities.

For instance, rural farmers benefiting financially and educationally from association membership can remain on and farm their lands rather than travelling to find work in distant cities. Familial cohesion can then act as the bulwark traditionally deployed against difficult financial or social conditions. Moreover, older children in these families are under reduced pressure to forgo their education (or childhoods) in order to support absent parents or non-working siblings.

The direct economic success ANATRAF members enjoy as the result of association membership, including access to shared resources, specialized knowledge and marketing materials, also serves didactically to promote cooperative social behaviour. Independent farmers, observing the advantage of cooperative enterprise are more inclined to join ANATRAF or similar associations. Once becoming members in organized assistant efforts, they too can learn effective ways to grow, process and market their products.

More broadly, ongoing participation in and economic success resulting from membership in associations or cooperatives teaches Haitian farmers the value of collective rather than self-serving behaviour. Encouraging them to build reciprocal economic and social ties—relationships that benefit farmer and community alike. These lessons also extend beyond the economic realm, teaching values intrinsic to active civic participation and a commitment to promoting the common good.

Partners of the Americas and ANATRAF both believe that the economic progress resulting from this particular *Farmer-to-Farmer* assistance program will ultimately yield rich social dividends. Increased profits from the sales of ANATRAF goods—in large part the result of an investment in and by design—will do their part to encourage family cohesion, foster community solidarity, open the door to educational opportunity, and teach valuable lessons in economic and social reciprocity.

## Conclusion

My experiences in Haiti have led me to the following conclusions about this particular assignment and to several general observations about socially focused design. First, by providing ANATRAF with aesthetically improved and culturally aware product labels, design demonstrated its ability to contribute to socially focused programs administered by diverse personnel. It also made clear that when working as part of a trans-disciplinary team, designers must strive to dispel preconceptions about their discipline's true value<sup>19</sup> if they wish to contribute to the greater good in deeper, more meaningful ways.

Neither Partners of the Americas nor ANATRAF initially valued design other than as a way to create aesthetically polished artifacts. They did not understand that the discipline can provide strategic value by uncovering more enduring foundations for success and developing more nuanced ways to achieve it. However, as time passed and ANATRAF personnel engaged directly with the design process rather than relying on their preconceptions of its agency, the group began to reassess their initial value proposition. Replacing it instead with the understanding that design can function as an integral component of—rather than as an aesthetic flourish to—the organization's ongoing efforts to assist rural Haitian farmers.

Second, attempting to discern the contours of Haiti's underdeveloped media became a reflective lesson in how deeply design's agency—including its ability to effect change—is constrained or empowered by external factors. Thus, while developed countries' media infrastructures might limit or dilute a local designer's ability to effect social change, in developing countries such as Haiti, the opposite might be true. There, limited media infrastructure and consumer access might hamper external agents while at the same time provide a local designer with the opportunity to provoke exponentially significant or deeply felt changes.

Third, for designers uncomfortable with radicalised design practice models or uninterested in challenging travel, this experience also demonstrates that they too can foster social change even when using customary design processes, operating within conventional market boundaries or remaining close to home. This project and the design processes brought to it were unique only insofar as they occurred in Haiti and were principally undertaken to tie economic means to social ends.

And finally, this brief essay does not purport to suggest that design can or should unilaterally initiate profound social change. Utopian imaginings are of

<sup>19</sup> For more on design value, see: Suzan Boztepe, "User Value: Competing Theories and Models," *International Journal of Design* 1, no 2 (2007): 55-63.

little use when seeking ways to promote the common good in our culturally and economically complex world. Nor is it suggesting that socially aware designers attempting to function as change agents must adopt or are limited to novel forms of practice—breaching design’s generally accepted socioeconomic roles. Extremist or ascetic renunciations

of these paradigms are equally unrealistic for all but a few design practitioners. Rather, it is suggesting that designers can find vital opportunities for change agency by seeking out, collaborating with and offering true value to organizations assisting constituencies far removed from design’s ordinary ambit.

### **About the Author**

#### *Prof. Keith Owens*

Appointed in 2003, Keith Owens is an assistant professor at the University of North Texas College of Visual Arts + Design. In addition to teaching, Mr. Owens researches and writes about design ethics and social responsibility. Before joining UNT, Mr. Owens owned Rebus Design in Dallas, worked as a senior designer at Davison Design in San Francisco and a designer at Strickland Design in Houston. Between his time working in Houston and San Francisco, Mr. Owens spent five years as a visiting design instructor at Texas Tech University in Lubbock, Texas. While teaching there, he also completed a masters degree at West Texas State University in Canyon, Texas. Mr. Owens is an honors graduate of Texas Tech and West Texas State Universities. He is a member of the American Institute of Graphic Arts.



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