



REPORT

CARIBBEAN REGIONAL WORKSHOP ON STRENGTHENING THE CAPACITY OF FARMERS ORGANIZATIONS TO RESPOND TO CHANGING AGRICULTURAL MARKETS



24TH – 28TH NOV 2008, BAY GARDEN INN, ST. LUCIA

BY JETHRO GREENE, JEFFREY TROTMAN, AND NYASHA DURRANT

TABLE OF CONTENTS

LIST OF FIGURES.....	3
ACRONYMS.....	4
PREAMBLE.....	5
EXECUTIVE SUMMARY.....	6
DAY ONE.....	7
1. BACKGROUND AND OBJECTIVES OF THE WORKSHOP.....	8
2. LINKING FARMERS TO VALUE CHAINS	10
3. REQUIREMENTS FOR FARMERS TO BE SUSTAINABLE SUPPLIERS TO MODERN VALUE CHAINS.....	13
3.1 OXFAM ST. LUCIA INITIATIVE.....	13
3.2 A SUPERMARKET CHAIN PERSPECTIVE.....	14
4. WHAT ARE FOs DOING TO HELP THEIR MEMBERS PARTICIPATE IN AGRICULTURAL VALUE CHAINS?	16
DAY TWO.....	24
1. KEY TOPICS FOR VALUE CHAIN DEVELOPMENT.....	25
2. CASE STUDY: PRODUCER-MARKET LINKAGES.....	27
3. CASE STUDY: DIVERSIFICATION AND VALUE ADDITION.....	28
4. CASE STUDY: BUSINESS AND FINANCIAL SERVICES	29
5. CASE STUDY: FOOD QUALITY & SAFETY STANDARDS & CERTIFICATION... ..	29
6. CASE STUDY: COLLECTIVE ACTIONS AND ALLIANCES.....	30
7. FOOD QUALITY AND SAFETY STANDARDS AND CERTIFICATION FOR MARKET ACCESS.....	31
DAY THREE.....	33
1. THE USE OF COMMODITY EXCHANGES BY FARMERS AND FOs.....	34
2. GROUP WORK: CAPACITY BUILDING NEEDS OF LOCAL FOs.....	35
3. FACILITATING TRADE THROUGH INTRA-REGIONAL SHIPPING.....	42
4. CARDI RESEARCH SUPPORT TO FOs FOR PRODUCTION & MARKETING.....	43
5. CARICOM'S MEASURE FOR DEVELOPMENT AND PROMOTION OF AGRI-BUSINESS WITHIN THE REGION.....	43
6. STRENGTHENING THE RESPONSE CAPACITY OF FOs TO THE CHANGING MAKRET CONDITIONS.....	44
DAY FOUR.....	46
1. DEVELOPING NATIONAL ACTION PLANS.....	47
2. WRAP UP, RECOMMENDATIONS AND EVALUATION OF THE WORKSHOP.....	50
2.1 WRAP UP.....	50
2.2 RECOMMENDATIONS.....	50
2.3 PARTICIPANTS' EVALUATION.....	51
APPENDICES.....	53

LIST OF FIGURES

Figure 1: Critical Dimensions of a Value Chain	10
Figure 2: Chains, supply chains, value chains, etc. – what are they?	10
Figure 3: Total Crop Purchases (KG) Consolidated Foods Ltd.	15

ACRONYMS

AAACP	All African Caribbean Pacific Agricultural Commodities Programme
ACP	African, Caribbean Pacific
ASTT	Agriculture Society of Trinidad and Tobago
BAS	Barbados Agriculture Society
CABA	Caribbean Agribusiness Association
CaFAN	Caribbean Farmers' Network
CARDI	Caribbean Agriculture Research and Development Institute
CARICOM	Caribbean Community
CFL	Consolidated Foods Limited
CPA	Caribbean Poultry Association
CPDC	Caribbean Policy and Development Centre
CPGCA	Christiana Potato Growers Cooperative Association
DHA	Dominica Hucksters Association
EC	European Commission
ECTAD	Eastern Caribbean Trading Agriculture and Development Organisation
EPA	Economic Partnership Agreement
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FOs	Farmers' Organizations
GMC	Guyana Marketing Corporation
IICA	Inter American Institute for Cooperation on Agriculture
JAS	Jamaica Agriculture Society
MAFF	Ministry of Agriculture Forestry and Fisheries
MNIB	Marketing and National Import Board
NAMDEVCO	National Marketing and Development Corporation
NEFO	North East Farmers Organization
NGO	Non Governmental Organisations
OECS	Organisation of Eastern Caribbean States
OXFAM	Oxford Family
RTFA	Region Ten Farmers Association
WIBDECO	Windward Island Banana Company
WINFA	Windward Island Farmers Association
WTO	World Trade Organisation
UNCTAD	United Nations Conference for Trade and Development

PREAMBLE

This was a regional workshop that brought together representatives from regional and national producer organizations, representatives in agribusiness from the Caribbean region and members of the Caribbean Farmers' Network. It was held to identify capacity building strategies that agricultural producer organizations and networks at the regional, national and sub-national levels can promote, in order to support small holder farmers to become reliable and profitable suppliers for the agribusiness sector.

A major output of the workshop will be the action plans for capacity building to be supported by FAO under the EU-ACP programme, as well as other donors.

The workshop was funded by the EU-All African, Caribbean and Pacific Commodities Programme, coordinated by the Food and Agriculture Organization of the United Nation's Rural Infrastructure and Agro-industries Division (AGS) and co-organized and hosted by the Caribbean Farmers' Network. At a regional consultation workshop that was held in Jamaica in April 2008, a request was made that a session where action plans for FOs' capacity building could be developed should be held.

The workshop was necessitated by the current changes in agricultural markets. The opening up of markets and the closing down of state marketing boards have meant that small farmers and other players in the agriculture value chain – processors, buyers, traders and exporters – now have to organize and interact with one another differently. Today's markets demand larger volumes, lower prices and higher quality produce and the actors involved have to constantly adapt to survive and make profits.

Small holder farmers, who are represented by the Farmer Organizations (FOs), struggle to keep up with these changes in agricultural markets and find themselves at a disadvantage as they have high transaction costs and low bargaining power. To deal with these challenges in agriculture, FOs continuously look for new ways to organize their members so they can make more profits and savings through collective actions, such as bulk buying, collective marketing and negotiating credit and contracts. However, they frequently face a number of capacity related obstacles which include: access to markets, access to services and voice.

Strengthening the FOs from national to community levels in capacities that focus on responding to the needs of agribusiness demands can support small holder farmers become reliable and profitable suppliers of agricultural produce.

The aim of this workshop is therefore, firstly, to clarify the roles, functions and responsibilities of FOs at different levels, secondly, identify their different capacity needs, and thirdly, develop action plans for capacity building that can be supported under the EU-ACP programme or by other donors. Workshop participants will be able to participate in follow-on capacity building programmes most suitable for organizations' needs.

EXECUTIVE SUMMARY

The Food and Agriculture Organisation of the United Nations (FAO) in collaboration with the Caribbean Farmers' Network (CaFAN) organized and hosted a Caribbean regional workshop on "Strengthening the Capacity of Farmers' Organizations to Respond to Changing Agricultural Markets". This 5-day workshop in St. Lucia in December 2008 was held for representatives from regional and national farmer organizations (FOs) and agribusinesses from the Caribbean region and members of CaFAN, under the aegis of the EU-funded All African Caribbean Pacific Agricultural Commodities Programme (AAACP).

Workshop participants learned about the agribusiness value chain as this understanding at the FO level supports the dissemination of knowledge to their members. Part of this understanding is building the capacity of the FOs to enable them assist their farmers to adapt to the changing agricultural market environment and support them to become reliable and profitable suppliers for the agribusiness sector. More specifically this regional workshop was aimed at:

- (1) Creating a common understanding of and share learning on key issues in agribusiness value chains in order to contribute to the successful participation of farmers in chains;
- (2) Providing an insight into the demand and requirements of the agribusiness sector and discussing the constraints for farmer's participation in modern agricultural markets;
- (3) Finding out the priority capacity building needs of local FOs to respond to changing agriculture markets and the responsibilities and functions of national FOs in supporting the local ones; and
- (4) Developing national action plans for FOs' follow-up capacity building activities, which will be supported by the AAACP programme or other donor programmes.

Each participating FOs' representative gave an overview of the objective, roles services and activities the organization engages in to help their members participate in agricultural value chains. They produced matrices on "what worked" and "what did not work" by project stages. It became clear that FOs play a crucial role in supporting their farmer members to increase incomes by focusing on (1) agribusiness related activities; (2) being part of a network of FOs that links members to information on new technical ideas, markets and funding opportunities outside their community and (3) being prepared to change and invest in new markets and ideas.

Consequently, strengthening FOs at different levels – from national to community level – in capacities that focus on responding to the needs of agribusiness demands can support smallholders in becoming more reliable and profit-making suppliers of agricultural products.

The major output of the workshop was a set of action plans developed and recommended by the participants on the types of capacities that FOs and networks need to improve or develop at the regional, national and sub-national level in order to support smallholders become reliable and profitable suppliers for the agribusiness sector.

DAY ONE

Purpose of day one:

Create a common understanding of the key issues in value chains, the demands of the agribusiness sector and the constraints for farmer participation in modern agriculture markets.

1. BACKGROUND AND OBJECTIVES OF THE WORKSHOP

By Heiko Bammann, Enterprise Development Officer, FAO

Grassroot farmers in the Caribbean Region need to become more aware of the international changes that have taken place in agriculture and trade. They need to be aware of the necessity to add value to their produce for domestic consumption in order to stave off the competition from external sources as well as to be able to meet the increasingly stringent standards demanded by countries both within the region and externally. Even the local Caribbean consumers have become more sophisticated in their tastes since they are travelling more often and are exposed to the consumer demands of the more metropolitan societies of Europe and North America. Consequently, Caribbean consumers are demanding better quality service and produce from even their local suppliers.

FAO sees an immediate critical need in strengthening the capacity of FOs to influence their members to be able to engage in sustainable production in keeping up with modern value chains.

All ACP Agricultural Commodities Programme (GCP/INT045/EC)

The All ACP Agricultural Commodities Programme (AAACP Programme) started in 2007 and is scheduled to end in December 2010.

It has the following **objectives** (see www.euacpcommodities.eu):

- Improve incomes and livelihoods of ACP agricultural producers (through improved competitiveness)
- Reduce income « vulnerability » at both producer (micro) and national/regional (macro) levels
- Build the capacity of stakeholders all along the commodity value chain, including national policy makers but also producer organisations, to conceive and implement sustainable commodity strategies.

The AAACP Programme partners include:

1. Common Fund for Commodities (CFC)
2. Food and Agriculture Organization (FAO)
3. International Trade Centre (ITC)
4. The World Bank
5. United Nations Conference on Trade and Development (UNCTAD)

The programme has four result areas. These are:

- Development of commodity strategies
- Access to markets, production factors and services
- Improving access to market-based risk management instruments
- Making use of synergies and complementarities between the partner organizations

Work plan for the Caribbean Region

The work plan for the Caribbean Region focuses on the Roots and Tubers sector in Jamaica, St Vincent and the Grenadines, Guyana and Grenada. There is also a cross-cutting/regional focus in technical areas, which are common to all countries.

The areas that are specifically supported by FAO in the project are the following:

- Support to Sectoral Policy, Strategy and Risk Management
- Support to Producer-Market Linkages
- Support to Value Chain / Commodity Chain Development

The following activities are supported under the topic 'Producer-Market Linkages':

- Carrying out a Regional workshop on strengthening the capacity of farmers' organizations (FO) to respond to changing agricultural markets;
- Supporting action plans for FO's capacity building at the regional, national and sub-national levels;
- Undertaking three-country activities to support the development of appropriate business models for small farmers in the roots and tubers sector.

The following activities are supported under the topic 'Value Chain Development':

- Regional training of trainers on tools and methodologies for value chain and agribusiness development;
- Study on present standards in the roots and tubers sector, constraints and co-ordination requirements;
- Regional workshop on standards and market certification schemes.

Several organizations, such as CARICOM, IICA, CABA, CARDI, CTA, OXFAM, support agribusiness and value chain development in the region. Key on-going regional FAO support is provided under the following programmes:

- Promoting CARICOM/CARIFORUM Food Security, Phase II GTFS/RLA/141/ITA)
- All ACP Agricultural Commodities Programme
- Initiative on Soaring Food Prices (ISFP)

Key objectives of the workshop

The key objectives of the workshop were firstly, to identify the different roles, functions and responsibilities of FOs at different levels, secondly, identify the different capacity building needs, and thirdly, develop capacity building action plans to professionalize FOs so that they in turn can support smallholder farmers to become profitable suppliers for agribusiness.

2. LINKING FARMERS TO VALUE CHAINS: WHAT IS IT ALL ABOUT?

By Heiko Bammann and Edward Seidler, Market Linkages and Value Chain Group, AGS Division, FAO

A value chain encompasses a full range of activities required to bring a product or service from conception, through the different phases of production, transformations, and delivery to final consumers and final disposal after use. A series of actors are involved in the chain, such as inputs suppliers, producers, processors, exporters and buyers. The aim of a value chain is to maximize overall value. The value chain approach is different from earlier approaches because it is more holistic, cross-sectoral, business-focused and driven by market demand. It requires a different analytical framework and approach.

The presentation by Heiko Bammann and Edward Seidler pointed to the new direction for FOs – that of placing emphasis on devising strategies to effectively participate in value chains and for their members to become competitive and maintain and improve their earning power.

Value chain analysis can be used to trace product flows, identify key actors and their relationships and determine bottlenecks that prevent progress. Stressing that value chains can be tailored to operate within the host culture of the producers/enterprises, the FAO officers presented examples of value chains in India and Thailand.

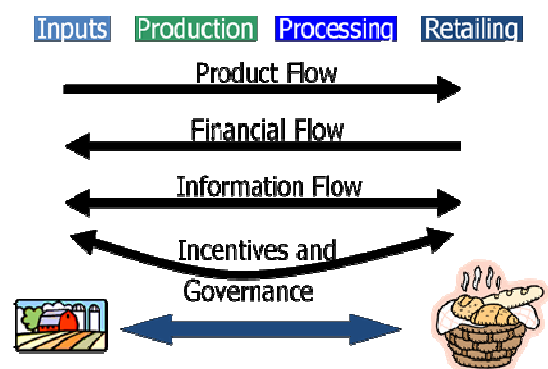


Figure 1: Critical Dimensions of a Value Chain

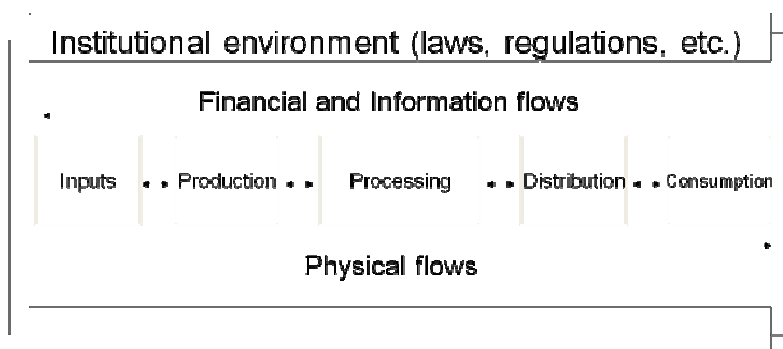


Figure 2: Chains, supply chains, value chains etc. – what are they?

The importance of alliances and linkages for small farmers to improve profitability by expanding markets was highlighted. Retailers, for example, can directly supply institutions such as hostels, canteens and hospitals. In addition, they have little booths in the highly populated areas. Similar booths also exist in many Caribbean cities offering a whole range of products under one roof. They are conveniently located near housing areas. The weight is reliable and the prices are fixed.

Value chains are important for the following reasons:

- The competitiveness of the agri-food business depends upon the competitiveness of the value chain it belongs to – i.e. systemic competitiveness;
- Production efficiency is necessary but the quality of linkages and support systems plays a critical role in creating competitiveness;
- Entry into higher value markets (also global markets) requires an understanding of the requirements and the dynamic forces within the value chain;
- Changes in the global food systems to chain-oriented production approaches are dictated by the consumer: market pull, no longer production push!
- Business relations are changing.

A changing situation

The implementation of the value chain creates expanding markets and prices that reward the development of new skills. Especially in the Caribbean, customers require value added products and processed food instead of raw products.

Another change is that lead firms of chains are willing to reach out to small and medium size suppliers. Additionally, retailers identify and help to develop the capabilities required to compete in the market. Retailers and commercial service providers also provide service in the development of value chains, helping farmers to improve their knowledge of commercial agriculture and have improved capacity to provide quality products in a timely manner as they engage in production planning based on market requirements. It was stressed that supply based production is risky and not profitable. "Production must be market-led – in line with what the market wants – and what we're facing today is a changed market. Today the consumer wants quality, reliability and safe products. What you were able to sell to the consumer in the Caribbean or anywhere ten years ago, you will not be able to sell today" said Edward Seidler.

Business Linkages

It was indicated that although there are many models of business linkages, there are three which are particularly relevant for small farmers. These are:

1. *Producer organization model: Farmers market produce themselves;*
2. *Buyer driven: The exporter is driving the producer for supplies and takes care of the arrangements;*
3. *Intermediary model: Extension services are provided to farmers with information sharing linked to buyers.*

There are several important issues that need to be considered for business linkages and FOs. These are:

- How to better link farmer members to markets?
- What are the most appropriate models for business linkages?
- What can a farmer organization do? What should an FO not do?
- Required skills for better service provision?
- Action plans for capacity building!
- Capacity building at the regional, national and local levels.

Discussion

After the presentation, the participants raised a number of questions and issues for clarification. These included the following:

1. Regarding the intervention into root crops and tubers, does FAO link with the other partners in the All-ACP Programme since different programmes are being developed for roots and tubers for the Caribbean region?
2. From a capacity strengthening point of view on behalf of the FOs in the region, is there any financial capacity in the programme to organize exposure missions like the case that you presented for India instead of a workshop (sitting in a room). Perhaps to take a group of farmers to interact with one of these chains outside the region would also be part of a strong capacity building activity; and initiative and is there any capacity in the programme to facilitate such activity?
3. Does the FAO programme include an aspect of financing in Guyana? We have no development banks and our agribusiness development is critically disabled because the commercial banks are not providing loans. Does the FAO programme include assistance or guidance along this line?
4. A question that needs to be addressed is the percentage loss along the value chain from the producer to the market. Most times, from experience, it is the farmer who bears these losses and we need to look at interventions to reduce these losses, such as, temperature management. This is a burning issue.

The following are the responses to the above questions:

1. In individual countries, the roots and tubers sector development strategies are coordinated by the International Trade Centre, and all other organizations are contributing and working together. At the national level, FAO will be working with three national FOs in three countries. We will give feedback and cross fertilize our experiences and lessons learnt and make an effort to share the knowledge with the entire region.
2. If there is an opportunity to organize an exposure mission for leading farmers or stakeholder representatives within the Caribbean, FAO would try to do so. There are other on-going projects in the region, which have the opportunity to support this. The value chain component of the food security programme would include such exchange opportunities, to a degree, if possible to take people outside the Caribbean region. There are funding to take leading exporters and producers for promotional work to Europe to promote Caribbean produce.
3. The financial issue is one of the key issues. Solutions must be found to promote agriculture production. Business and management services are one of the topic areas of the workshop and will be discussed later. It remains to be seen as to what degree support will be offered directly in countries, as it depends upon requests.
4. At the farm level, capacities building in value chains include improving handling techniques, the creation of pack houses, grading stations and cold storage facilities. To reduce losses and create more efficient and competitive chains, investment in better facilities and packaging materials is required.

3. REQUIREMENTS FOR FARMERS TO BE SUSTAINABLE SUPPLIERS TO MODERN VALUE CHAINS – A PRIVATE SECTOR AND AGRIBUSINESS PERSPECTIVE

3.1 Oxfam St. Lucia Initiative By Dr. Cleve Scott

In 2003, the St. Lucia Market Access programme started. Research was mainly done through a market access study and a farmers' needs assessment. A number of tools were used, for example, for appraising the producer organization and mapping the value chains. After two years of research, Oxfam came up with the programme, which aims to create a model for ensuring that agro tourism linkages are developed between the sector, small-scale producers and the government. This is done through collaborative efforts. The research indicated that in the past, private sector individuals teamed up with a group of producers or a government ministry within the agriculture department teamed up with a small-scale producer. To ensure success of the programme, everyone needed to be on board.

The project is aimed at directly benefitting about 800 small-scale producers with average households of five persons. Currently, enumerators are undertaking a survey that also includes new farmers in the programme. The survey focuses on house constructions, the type of crops farmers grow, and farmer's income and expenditure. It is expected that the wider community in St. Lucia and other CARICOM countries benefit from the programme because it has demonstrated to be a sustainable model, which could be replicated and adopted across the region. The St. Lucian farmers have utilized the research and made grass-root (people) to understand complicated things in a very simple way.

One of the first steps for designing the programme was mapping the market. There was a need for trade legislation in the Caribbean environment and FOs needed the support of government in practicing subsidized import and information systems.

While every Caribbean country should strive to get its local produce competitive at home and abroad, it would go against the spirit of regional integration and the CSME to call on citizens to show a bias towards produce from their own countries over similar regional produce. It was discovered in Barbados, that branding is the way to do.

The Programme is focusing on building a national brand that will correspond to "Eat St. Lucia", and can also play the role of unifying the various producers. For example, Windward Islands banana producers formerly identified themselves with their respective islands but are now united under the Windward Islands Fair Trade Banana brand.

The agencies that are involved in fostering an enabling environment for the St. Lucia project are: (1) the Caribbean Policy Development Centre which has assisted in policy and brand development; (2) ECTAD, through Jethro Green, has been responsible for production planning with the farmers counterpart, which is the extension system; (3) the private sector which got involved through a retired banker who is responsible for enterprise development and who also created a buffer fund which allows farmers to be paid almost immediately; and (4) WINFA which has responsibility for organizational development and gender issues, ensuring that women and men get equal benefits from each initiative and the enterprise General Manager.

A pilot replication of the project has been launched in Jamaica, which is also connected to the current workshop and the ACP- All Commodities Programme. Oxfam is working with the Jamaican Agriculture Society and the Jamaican Social Investment Fund in a six- month pilot. The activities are basically collecting data, undertaking some capacity building that is going to help to influence the design of a much bigger programme which the World Bank is going to fund with the Jamaican Social Investment Fund. Through the success of the project, IICA will become a learning centre which will carry out evaluations and disseminate information.

The St. Lucia programme has focused on building farmer's capacity, thereby, making farmers aware of market standards and how to improve their respective operations. That focus is now being shifted to the business side of things. Oxfam has now developed the enterprise development programme which could be visited online, and would give a detail plan of the project in St. Lucia.

One of the major challenges of the programme is the issues surrounding organizational development which includes training or building the capacity of farmers.

3.2 A Supermarket Chain Perspective **By Dunstan Demille, Consolidated Foods Ltd.**

In the Caribbean, the fresh fruit and vegetable marketing system has undergone enormous structural changes in a short time. Particularly the rapid increase in supermarket chains and their procurement systems imply sharp challenges but also opportunities for local producers. At the same time, the supporting environment and policies have not kept pace with the needs of the changing agricultural market.

Some of the challenges that local sourcing of supermarkets imply are the following: (1) Supply and demand are not necessarily consistent; (2) Overproduction of major crops contributes to declined market prices; (3) Poor planning at the farm level can cause under-supply during peak purchasing periods; and (4) Quality of products is sometimes not met by farmers and therefore rejected by supermarkets.

The way forward was identified according to the following:

- Work closely with farmers and Ministry of Agriculture to provide much needed support;
- Get youth involved in the project at every step;
- Support GAP certification to cut down on the high level of rejects at the buying point;
- Aggressively address quality concerns;
- Better planned production on all crops;
- Work closely with market actors to minimize price reduction and to clarify in a timely and efficient manner the level of production that the market can absorb;
- Better planning for peak purchasing periods like Creole Day, Christmas, Jazz, Carnival, and Easter;
- Conduct market research to determine the crops that will be targeted.

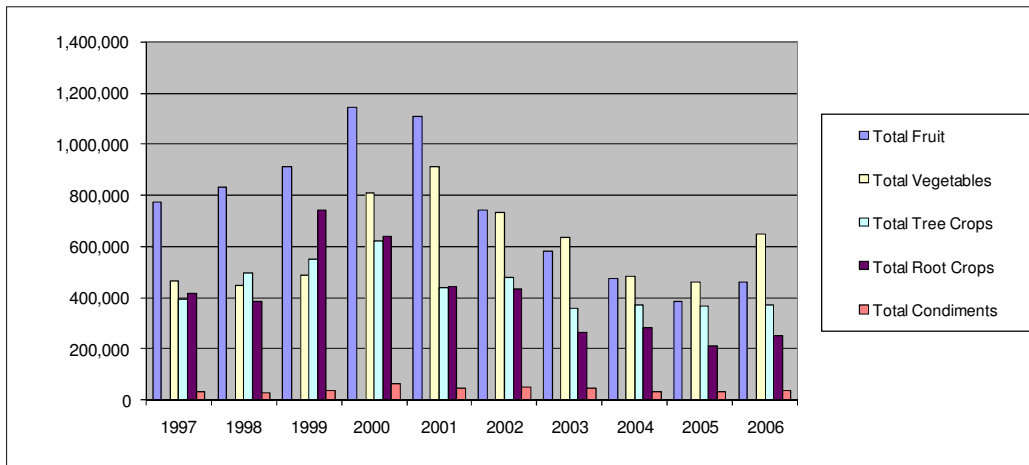


Figure 3: Total Crop Purchases (KG) Consolidated Foods Ltd.

Other recommendations include the following: (1) Applying a business approach to farming in the region; (2) The implementation of standards with the proper monitoring systems; (3) Training of farmers in proper production management; (4) Making farmers shareholders of the agribusiness venture; (5) Capacity building planning/planned crop substitution; (6) Regional transportation to facilitate purchasing of produce from the region; (7) Cold storage facility/cold storage management and training; and (8) Financial management and the negotiation of payment terms with all market actors.

4. WHAT ARE FARMERS' ORGANIZATIONS DOING TO HELP THEIR MEMBERS PARTICIPATE IN AGRICULTURE VALUE CHAINS?

Chaired by Roderick St. Clair

In this session, each participating FO's representative briefly gave in insight into the objectives, roles, services and activities the organization engages in to help their members participate in agriculture value chains and become reliable and profitable suppliers.

Antigua and Barbuda: Antigua and Barbuda Small Ruminant Association By Fitzmorgan Greenaway

The Antigua and Barbuda Small Ruminant Association was started in 1999 and currently has eight members. The association hopes to add to national development by establishing new and improved breeds of goats and sheep in the country. The association has imported breeds of goat and sheep from North America. One of the objectives of the association is to improve economic interest in small ruminant production. Most people in Antigua and Barbuda do not see rearing small ruminants as economically viable and the association is bent on proving them wrong.

The association has made a major achievement by obtaining a stall in the Central Market and purchasing animals from members to sell, thereby stopping the flow of cash to butchers and keeping more money for association members. The association has also contacted hotels and restaurants to sell butchered small ruminants on behalf of its members. It has also engaged in training members in bookkeeping, animal husbandry, tanning and leather craft (making slippers and sandals) to add value by small ruminant farmers. There is great potential for the sector locally and regionally.

Grand Bahama: Grand Bahama Farmers Cooperative Society Ltd. By Brice Roberts, Director

The Grand Bahama is one of the islands that make up the Bahamas, which comprises several islands. This makes it very difficult to bring farmers from the various islands together. Seminars have been held in handling food products in Grand Bahama. In Nassau, workshops in processing seeds, chemicals, and fertilizers have also been organized for small farmers who engage in backyard gardens.

While farmers plant bananas, guavas, peppers and limes, an important focus is to find trees that can withstand hurricanes. Hurricanes are a major problem. The cooperative has been holding workshops in budgeting in an effort to make members more adept and being financially alert to survive hurricanes since the farmers in the Bahamas do not get support from the government as other islands.

Barbados: Barbados Agriculture Society
By James Paul, Chief Executive Officer

The Barbados Agriculture Society (BAS) is a national body that holds training sessions at two levels: (1) looks at new technology to pass on to farmers; and (2) increases management capacity of farmers. The society also tries to encourage farmers to develop collective interests for advocacy, lobbying, trade negotiations and to make them aspire to produce better quality by introducing benchmarks. BAS also encourages supermarkets and consumers to buy local as emphasis is placed on buying local, but once there is a shortage, BAS would look for outside suppliers. About 10,000 lbs of local produce is sold per week to the largest supermarket chain on the island (Super Centre), which has given a guarantee to purchase locally available produce. It also provides secretarial services to other FOs and operates under the belief that if there are strong FOs in the country, BAS would be strong and Barbadian farmers would enjoy decent livelihoods for themselves and their families. While there might be differences in strategies, the broad-based services of the respective organizations are similar with respect to key issues such as how to empower other FOs, how to obtain cheaper farm inputs and bulk purchasing and training.

Dominica: Dominica Hucksters Association (1995) Ltd.9
By Cecil Joseph, President

The Dominica Hucksters Association (1995) Ltd is an organization whose principal business is export. Its membership comprises farmers who export and people who are second and third generation exporters of fresh agricultural produce.

Guyana: Region 10 Farmers Association
By Kenneth Perreira, Secretary

The Region 10 Farmers Association is currently involved in lobbying for land tenure for its members and trying to enter contractual arrangements with potential buyers. It is shifting its emphasis from local markets to export markets, which means entering competition with farmers on the coastland.

In its value added approach, Region 10 looks first of all, at dealing with problems such as high cost of transportation, spoilage due to delay in transportation and some degree of unscrupulous behaviour by our potential buyers. The association is sourcing training for members to get involved in value added endeavors such as producing pepper sauce, tomato sauce and the extraction and preservation of passion fruit juice. They are also seeking funding for equipment for farmers to engage in the mentioned value added endeavors.

In the medium to long term, the association is seeking to acquire the 25 acre Surapana Farms, which was formerly owned by the bauxite industry, and which would facilitate fruit processing storage and livestock feed production for livestock farmers and, in some cases, farm manure. They hope in the process to have better horizontal integration. For example, the pineapple, passion fruit and the cherry processing waste could be used in livestock feed processing.

Guyana: Pomeroon Women's Agro Processors Association **By Vilma DeSilva, Chairperson**

The Pomeroon Women's Agro Processors Association was formed in 2001 out of economic strain found by most of the members as there were no available markets for their fresh produce. They decided to add value to the perishable fruits because the access to the fresh market is impeded by high transportation costs and as mothers of children they were finding it very difficult to maintain their families without having access to proper markets for the fresh produce. In 2001, thirteen of the members decided to come together to form the association, which was registered legally with the little knowledge that they had traditionally of processing farm produce carambola that we call the star fruit.

In Guyana, at Christmas season, it is traditional to have a black cake. It is also used for wedding cakes, birthdays, anniversary cakes. It has a huge market in Guyana. The group decided to tap into that market. As a result of operating at the bottom-house level the group was not able to sell to the supermarkets because of not having a manufacturing license. The group decided to source funding from different funding agencies. Apart from preserved carambola, the association preserves mango achar, pepper sauce, seasoning sauce and fruit wine. They are now quietly independent. Members of the group are paid for their daily work and at the end of the year, whatever profits are generated, are divided as shares among the members.

The group assists farmers to contribute in the agriculture chain by encouraging them to increase production by making planting materials available. They do periodic checks on proper farm husbandry because of the food processing, keep the members informed on different market demands and encourage farmers to produce what the group processes. The group also assists in adding value to the fresh produce and getting the women involved in training activities to develop them to be prepared for standardized production. Some of the challenges are lack of proper technology and equipment, and proper packaging materials which is not very easily accessible in Guyana. Being a small business, it is very difficult to access loans.

Grenada: North East Farmers Organization Inc. 12 **By Evans Gooding, President**

The objective of the North East Farmers Organization Inc. is to strengthen the livelihood of its members and to assist farmers to run farms as a business. The organization began in 1980 but experienced a lull. It was resuscitated in 2005 after Hurricane Ivan and had its constitution approved in 2007 and established a logo as well as started a bank account. The organization has 40 members with as many as 56 persons attending its meetings, which are also attended by two extension officers from the Ministry of Agriculture. 40 persons of the members are women between the ages of 30 and 35. Members come from five communities in the St. Georges North East Area. They produce vegetables, herbs, spice, fruit crops and livestock produce.

The organization is looking to build the capacity of farmers by tapping into training opportunities in farm management. Several members attended a UNDP training workshop in Grenada and were invited to attend a four-day strategic retreat in Grenada, looking at the way forward for agriculture. Members of the organisation are required to fill out questionnaires, indicating what they feel they can grow best and then the organisation develops contractual arrangements for them to have year round markets for their produce. This is intended to eliminate gluts and scarcity caused by everybody doing the same thing. The association does bulk purchasing of

fertilizers and manures. Farmers share their experiences with others in that the top farmers of certain produce would hold periodic demonstrations for other members of the group. The organization has an arrangement with Digicel for cheap unlimited telephone use for members. The group is also moving to ensure that farmers produce quality produce by having them become certified. The group is also seeking funding for a number of developmental areas including establishing a website, obtaining tractors and tillers to cut labour costs.

Jamaica: Jamaica Agricultural Society
By Leroy Cooke, Consultant

The Jamaica Agricultural Society (JAS) is a government run marketing corporation, which was set up in the 1960s. It was scrapped in the 1980s and the JAS began thinking of filling the need for farmers to have an official marketing arrangement by setting up a central marketing system, but it had to decide whether the JAS subsidize farmers or operate as a profit making entity. The latter was decided and a company was registered by the JAS known as the JAS commercial Enterprise Ltd., which was set up to operate at three tiers local, regional and national levels.

Jamaica: Christiana Potato Growers Cooperative Association Ltd.
By Cardiff Graham, Director

The Christiana Potato Growers Cooperative Society's missions is to improve the life of the members, by utilizing their united funds and efforts for the better production, processing, and marketing of potatoes and/or any approved product on co-operative lines and to perform services in their interest in the most sustainable and economical way.

The Society is involved in greenhouse production, constructing a tissue culture laboratory, sweet potato test plots and other research plots; it provides quality farm inputs, carries out greenhouse training and approves credit to members in good standing.

Nevis: Nevis Growers Cooperative Society
By Donald Daniel, PRO

The Nevis Growers Cooperative Society plays a great role in marketing farmers produce locally to the marketing division where the produce are graded, processed, packed and dispatched to hotels and supermarkets.

The main purchaser was the Four Seasons Hotel which has gone out of business since the last hurricane so farmers are left with very little to do in Nevis, which is putting an immediate dent in the pockets of farmers since it took 90 percent of the farmers' produce, including water melon, cantaloupe, and cucumber.

The Nevisian farmers do not try to export so the farmers are suffering. This is acerbated by attempts by the government to take over the system and the Nevis Growers are negotiating but the government is bent on planting the same produce as the association and is doing its own marketing. They are growing tons of pumpkins, squash, melons and the Nevis farmers are suffering at the hands of them. The government owns most of the land in Nevis, occupying about 60 percent of the land and hires cheap labour.

St. Lucia: Belle Vue Farmers Cooperative Society
By Vincentia Fatal, Secretary

One of the biggest problems faced by the Belle Vue Farmers Cooperative Society is funding and if one does not have money one cannot produce. Commercial banks are not assisting farmers and the society is trying to link up with credit unions. Cooperatives and credit unions are coming together to basically give farmers loans. The buzz word therefore in St. Lucia is agribusiness; farmers have to look at their agriculture as a business. Farmers are trained to use the loans wisely.

For the past two years Belle Vue has been working on an organic project, which focuses on lettuce. The organic market is a niche market so the society is selling to the hotels and restaurants on the island and the funds acquired through this project are used to improve the cash flow of the society.

Suriname: Foundation Management Women Organization for Women in Agriculture and Progressive Women Association PVU-SAV
By Gerda Beckles-Kajuffa, Chairlady

For the past two years the Foundation Management Women Organization for Women in Agriculture and Progressive Women Association PVU-SAV, based in Suriname, has been working on an organic project, the St. Lucia Organics, which is focusing on lettuce. The organic market is a niche market so the society is selling to the hotels and restaurants on the island and the funds acquired through this project are used to improve the cash flow of the society. In Suriname, there is great opportunity in agriculture because of the availability of large agricultural tracts of land, and the government seems supportive of agricultural initiatives.

Trinidad and Tobago: Agriculture Society of Trinidad and Tobago
By Mrs. Dhano Sookoo, President

The Agricultural Society is the only national organization representing farmers and farmers' interests in the twin island republic. It represents all thirty thousand farmers in all the sectors of agriculture in Trinidad and Tobago. Since Mrs. Sookoo's election earlier this year as President of the society, changes have been implemented in the way the society operated for the past 169 years.

What was most instrumental in that change was the strengthening of the organization and the strengthening of the capacity of the farmers and the different sectors and farmers groups. The organization targeted the rural communities and organized farmers into groups, creating groups of as much as 500 farmers in remote areas where farmers were scattered, previously operating as individuals. There are currently 37 farmers groups based in different areas in Trinidad and Tobago. Marketing is done by the sister organization NAMDEVCO. Another sister society (TTABA) is responsible for processing.

The Agriculture Society of Trinidad and Tobago represents and advocates the interest of farmers and assists by encouraging and developing the various sectors of agriculture to grow. It has engaged in various development projects in five sectors of agriculture in Trinidad and Tobago, including: (1) Sheep and goat; (2) Citrus; (3) The preparation of land for more than 7,000 farmers, and (4) Training. Recently, the Society started training 100 young beekeepers,

who also received 2,000 dollars worth of startup equipment in order to enhance the honey production and to get them more involved in the beekeeping sector.

Cocoa production has declined in Trinidad and Tobago over the years and in an effort to encourage farmers to increase cocoa production, the society bought some pruning tools for distribution on a loan basis to ten selected groups in the twin island state.

**Trinidad and Tobago: Trinidad and Tobago Agribusiness Association/
Caribbean Agribusiness Association Secretariat
By Allister Glean, Institutional Support Manager**

The Trinidad and Tobago Agribusiness Association (TTABA) is an association of associations, and it is also the local chapter of the Caribbean Agribusiness Association (CABA). CABA is currently implementing a government funded programme called the National Agribusiness Development Programme, which is aimed at doing three things:

- (1) Repositioning agriculture, i.e., changing the way the government sees agriculture and addressing policy issues;
- (2) Restructuring the sector and organizing farmers groups; and
- (3) Expanding the sector on value added, agro entertainment, etc.

The strength of the TTABA is that it comprises all the key stakeholders in the agriculture industry. *“We have on the board the exporters, the supermarkets association, hotel and restaurant, and representation from THA as well as consumer groups. We have the Ministry of Agriculture represented as well as the agro processor - all the key stakeholders, are involved including the financiers, the Agriculture Development Bank of Trinidad and Tobago and the Agricultural Society of Trinidad and Tobago.”* Also NAMDEVCO is supposed to be involved. TTABA tries to work with all the key groups in terms of research and development.

An objective of CABA is to increase food production and to increase acreage under production by over 20,000 acres over the next five years.

TTABA’s Activities

TTABA is working with twelve to thirteen farmer groups across the country. It also engages in advocacy on behalf of the farmer groups and collaborates with all other agencies such as the SAT and FAO. The organization has established commodity groups that look at doing research and development and assisting the various commodities in their advancement. Some of the commodities that have being highlighted include: cassava, sweet potato, coconut, rabbits, tilapia, herbs and spices, pumpkin, and cucumber. The organization is also involved in processing and value adding activities.

The TTABA has done a lot of research with the cassava industry in Trinidad to drive certain products. Labour is one of the key constraints to agricultural development and effort by the TTABA is being made to source labour from other countries in the region, particularly Guyana. The organization is putting together a programme and is encouraging the local Ministry of Agriculture and Ministry of Labour to develop a local farm labour programme as well.

Trinidad and Tobago: Agriculture, Division of Agriculture, Tobago House of Assembly

By Ramon Marks, Advisor to the Secretary

There are a number of initiatives being done in Tobago to mitigate the agriculture sector from the changes in the global situation in terms of trade and the financial crisis as well as the oil collapse. The organization has a MOU with Columbia with regard to moving the yield on cassava to 30 tonnes an acre, with the possibility of going up to 50 tonnes an acre, and then to go to 150 tonnes an acre. The food security problem is being tackled at school, in the home and at community level.

Trinidad and Tobago: Mt. St. George Farmers Association

By Orwin Dillon, President

The association currently has about 16 active members. It is trying to streamline farmers in the tourism sector. A few years ago members from the association visited Belle Vue Farmers Cooperative and based on advice and recommendations, they returned to Tobago and joined forces with the Travel Foundation and implemented an 'Adopt a Farmer Programme'. Links with eleven hotels on the island were made and the association is supplying goods directly to those hotels through the Travel Foundation programme.

The programme training in good agricultural practices was successfully done. As a result the farmers are better aware of the hoteliers' requirements and how to comply with them. With the help of BHB Billington the association was able to establish two greenhouses funded by the company in Tobago to enhance the production of vegetables.

SUMMARY OF THE DAY

Day one was designed to create a common understanding of the key issues in value chains, the demands of the agribusiness sector and the constraints for farmer's participation in modern agriculture markets.

Following an introduction to the EU AAACP programme and the objectives and outputs of the workshop, a presentation on how FAO sees the integration of small farmers into value chains was provided. This was followed by an OXFAM and a private sector presentation on the requirements for farmers to be sustainable market suppliers.

The afternoon session provided the opportunity for each organization to make a short presentation on what they are doing to help their members to participate in modern value chains. Following a lively discussion, Edward Seidler from FAO provided a summary of the day and highlighted key issues identified and discussed. These are:

- The strength of a chain is basically the strength of its weakest link or stakeholder/member;
- When deciding on improving the chain, one needs to identify who does what and who does what best (i.e. of the value chain stakeholders);
- With reference to the supermarket presentation and while talking about the responsibilities of the farmers and their obligations, one also needs to highlight the obligations of the buyers, i.e. the supermarket or the tourism sector. The issue of willingness to get into contractual agreements and dual responsibility was raised;
- The issue of the relationship between a national farmer organization body and what they can do to support the primary (smaller) individual association was highlighted; the workshop should try to identify/specify what are the needs and who would satisfy those needs in the respective countries;
- With view to the coming days, Edward Seidler highlighted the challenging and diverse tasks of FOs in the modern world and that it would be most important to be specific in answering the question of what the FO needs in order to make a leap forward.

In summary, day one provided an excellent start into the workshop and provided the foundation for discussing specific needs of FOs and realistic actions plans to respond to identified needs over the next days.

DAY TWO

Purpose of day two:

Share learning on the key topics and issues for successful farmer's participation in value chains.

1. KEY TOPICS FOR VALUE CHAIN DEVELOPMENT

**By Heiko Bammann, Enterprise Development Officer, FAO and
Edward Seidler, Senior Marketing Officer, FAO**

Day Two of the workshop aimed at sharing learning points on the key topics for successful farmer's participation in value chains and value chain development. The five key topics are the following: (1) Producer-market linkages; (2) Food quality and safety standards and certification; (3) Diversification and value addition; (4) Business and financial services; and (5) Collective actions and alliances. An introduction into all five key topics for value chain development was provided.

Producer-market linkages

There are several reasons why it is a necessity of linking farmers to markets. These are:

- Focusing on production is short sighted and does not take the market into account;
- Ad hoc sales of small surpluses are not a realistic long-term approach;
- Changing agricultural markets require more market-responsive actions by farmers;
- Closer links and business partnerships between producers, processors, exporters, traders and retailers have strong potential benefits such as increased efficiency and competitiveness.

Examples of producer-market linkages are: (1) Farmer to domestic trader; (2) Farmer to small agro-processor; (3) Farmer to retailer; (4) Farmer to exporter; (5) Linkages through leading farmer; and (6) Linkages through FOs.

Producers and buyers face specific challenges, which they need to tackle when establishing market linkages. These are:

- (1) For producers: Day-to-day financial needs; Information about the buyer's requirements; Access to inputs and technical know-how; and Market-oriented production.
- (2) For buyers: Access to reliable supplies – quantity, quality and price; Tying up scarce capital in inputs, technical assistance and advancing payments; and Finding finance and identifying new markets to expand the business.

Food quality and safety standards and certification

Increased consumer awareness of the need for safe and healthy food has led to the proliferation of food quality and safety standards. However, standards are also used as a marketing tool by retailers to demonstrate product superiority through applying stringent requirements.

Certification guarantees compliance with standard requirements and helps to gain consumers' confidence in food products. They have become pre-requisites for accessing fast-growing markets and at the same time, create huge barriers for farmers to enter these markets.

Some of the challenges faced on different levels are:

- (1) Macro level: Establishing market information systems on standards traceability procedures and food safety and quality institutions; and
- (2) Farm level: Farm business management skills, food hygiene and sanitation and post-harvest management.

To reduce the farmer's costs of complying with standard requirements and certification procedures, FOs and cooperatives can play a crucial role by organizing collective actions and facilitating group certification. This can lead to increased access to niche markets.

Diversification and value addition

On the farm level, diversification activities to access markets are aimed at minimizing risks and yielding higher returns in a cost-effective way. This can be done, for example, by growing a variety of products, starting new market-oriented income-generating activities and serving different market segments through product differentiation by using innovative approaches.

Value adding activities upgrade a product or give additional value to the customer, for example through improved processing methods, increased product quality and more sophisticated packaging by applying new technologies. Value addition can take place at different stages in the value chain, for example, during harvesting, production, processing, marketing or while the product is stored.

The challenges are:

- Identifying market demand and market niches for value-added and diversified products;
- Overcoming poor market information;
- Complying with food hygiene and quality requirements;
- Coping with volatile market demand and staying profitable;
- Managing the risk involved in accessing new market opportunities;
- Investing in the right technology to upgrade production.

Thus, it is crucial to (1) know your market, especially, customer's demand, customer's product preferences and the quality specifications and price range and (2) to identify appropriate technologies that match the market demand for value-added and diversified products.

Business and financial services

Business services are important for the commercialization of farm production. For example, marketing and business management services include record keeping, accounting and business planning, which are delivered through local small dealers, agri-clinics and agribusiness service centres.

Financial services include credit, savings, insurance, leasing and transfer of payments, value chain finance such as warehouse receipts schemes, inventory credit, and leasing for value chain actors. These services are provided by formal providers, such as savings and credit cooperatives, microfinance institutions as well as companies and banks. There are also informal providers of financial services on the market, such as shopkeepers, money lenders. Market

information about supply and demand and the development of prices can be delivered via SMS, phone, radio and video.

Some of the challenges are:

- (1) Having access to affordable and customer-responsive business services;
- (2) Coping with high transaction costs due to poor infrastructure and dispersed clients;
- (3) Adapting credit lines to actual business needs;
- (4) Providing more flexible and cost-effective working capital loans and longer term loans for capital investment;
- (5) Adapting repayment schemes to actual cash-flows of producers/agribusinesses; and
- (6) Mitigating production and price risks in volatile markets.

To suit different clients' needs, business services need to be customized. Financial services are being transformed through information technology, which opens access to finance for remote customers like farmers. However, poorly-designed financial schemes undermine the technical viability of services and can lead to highly indebted borrowers. To achieve high repayment performance, careful and responsible analysis of borrower's cash flow is crucial.

Collective actions and alliances

Collective Actions are voluntary actions undertaken by a group, for example to increase the negotiating capacity and incomes of small-scale farmers, or to meet market demands for product volumes and quality. Commonly, these actions are beneficial for all. Alliances are agreements between, for example, farmers, processors and traders, who aim to cooperate with each other on common goals.

Forms of collective actions and alliances by small-farmers are, for example: (1) Buying input in bulk; (2) Negotiating better prices with intermediaries and buyers; (3) Negotiating credit with financial institutions; (4) Marketing collectively; (5) Contract farming; and (6) sharing processing facilities.

2. CASE STUDY: PRODUCER-MARKET LINKAGES OXFAM, ST. LUCIA MARKET ACCESS PROJECT By Dr. Cleve Scott, OXFAM

Dr. Scott explained the background to the St. Lucia initiative and aspects on how the programme is being implemented.

This project envisions the development of a profitable farmer-owned business, combined with the creation of supporting policies and services. The business is aimed at supplying fresh products into St. Lucian hotels. The tourism industry is one of the thriving and globally competitive sectors in the Caribbean region, which generates an annual income of GBP 200m.

This will be achieved through the following:

- (1) Training and mentoring of farmers to improve the marketing and the production of locally-grown fresh fruits and vegetables in accordance with market requirements;

- (2) Facilitating the adoption of best practices across all business functions such as production planning, post-harvest handling, storage, accounting;
- (3) Building on an existing successful agricultural cooperative – the Belle Vue Farmers' Cooperative Society Ltd. - and increase its sales;
- (4) Strengthening the marketing function by recruiting a new staff member to work on brand development and marketing materials and developing distribution services;
- (5) Improving access to finance to enable on-farm investments;
- (6) Sensitizing hotels in sourcing local products and improving the terms of payment for farmers;
- (7) Creating a business model for the establishment of further businesses, which could be replicated on other Caribbean islands.

The Belle Vue Farmers' Cooperative Society Ltd. is a rural-based marketing, production, and distribution entity. It pools fresh agricultural products from its farmers and a network of farmer groups under the Farm Fresh brand.

The key partners are Windward Islands Farmers' Association (WINFA) and the Caribbean Policy Development Centre (CPDC). WINFA focuses on capacity building such as farmers' training and production planning, whilst CPDC bears responsibility for the enhancement of the policy framework in the Caribbean Common Market with regard to agro-tourism linkages.

3. CASE STUDY: DIVERSIFICATION AND VALUE ADDITION ST. VINCENT ECTAD DASHEEN/TARO EXPORT PROJECT By Jethro Greene, Chief Coordinator of ECTAD

The ECTAD Dasheen/Taro Export Project is a successful example of grassroots community development, and has shipped over 2 million pounds of Dasheen during the past 3 ½ years. Farmers do the packing, and post-harvest handling themselves, thus it eliminates the middle person, and allows direct marketing from farmer to buyer. The end result is a stable price from buyers, and a consistent market, as the farmers ship every two weeks.

The project corresponds to a declining banana market. Other important components are that there is an equal male to female ration for production, and that ECTAD handles the shipping, marketing and payment to farmers, and also provides other support. Employment opportunities created within local communities, and farmers generate wealth within their communities because the money from the project is spent within the community.

There are plans to expand the project to other root crops, including eddoes, sweet potato, and yam, and also to link the project to the tourist industry, and in particular hotels and restaurants in SVG.

4. CASE STUDY: BUSINESS & FINANCIAL SERVICES GRENADA MARKETING AND NATIONAL IMPORTING BOARD By Roderick St. Clair

The Grenada Marketing and National Importing Board (GMNIB) engages in a number of activities, including workshops and capacity building seminars for farmers, attempting to have added value to locally-grown corn by seeking to have it processed into local corn meal. In this way, imported corn meal can be cut back. Praedial larceny is a very burning issue in Grenada. The GMNIB is pushing for the issue to be addressed by the government.

The Marketing Board has discussed with the major cell phone provider in the country a package in which farmers will have unlimited use of their cell phones at a phenomenally cheap rate. The Marketing Board is negotiating with a private sector bank and the Ministry of Agriculture for a US\$ 5M agricultural project, which would involve the creation of firm contracts for farmers over an extended period so that they are assured of a steady income and be in the frame of mind to produce with confidence. The Marketing Board has taken the initiative to invest over US\$ 400,000 to arrest the fruit fly problem in the hope that the government would repay the money.

5. CASE STUDY: FOOD QUALITY & SAFETY STANDARDS AND CERTIFICATION NATIONAL MARKETING AND DEVELOPMENT CORPORATION By Ganesh Gangapersad, Quality Assurance Manager

The National Marketing and Development Corporation (NAMDEVCO) is the marketing arm of the Ministry of Agriculture in Trinidad and Tobago. NAMDEVCO is also vested with the responsibility of promoting market and investment opportunities that will drive the agri-food sector to produce high quality primary and value added products as well as establish new markets and expand existing markets locally and internationally for fresh agricultural produce from Trinidad and Tobago, including facilitating trade of fresh agro-produce in local supermarkets.

The organization's mandate is to create, facilitate and maintain an environment conducive to the efficient marketing of agricultural produce and food products through the provision of marketing services and the stimulation of business investment in the agro-industrial sector in Trinidad and Tobago.

Its mandate also includes engaging in research and development in collaboration with regional research institutes and organizations such as CARDI, IICA and the University of the West Indies. Furthermore NAMDEVCO is into networking and the development of relationships with international bodies such as the FAO in order to establish a Market Information System (MIS) and Market Intelligence Capacity as well as a National Quality Assurance Programme. NAMDEVCO also networks locally with the supermarkets association, the agriculture society, the school nutrition programme, the exporters association, TTABA and the Agriculture Development Bank (ADB).

6. CASE STUDY: COLLECTIVE ACTIONS & ALLIANCES CARIBBEAN POULTRY ASSOCIATION

By Robert Best, Executive Director

The Caribbean Poultry Association (CPA) was established in 1999 by Bruce Hanson, in the Bahamas. It is a non-profit company, registered in Jamaica, and represents over 70 percent of production of broilers, eggs and feed. The CPA has 18 members in ten CARICOM states.

CPA's objectives are the following:

- Improving industry competitiveness
- Improving public sector services through industry-public sector collaborations
- Developing and promoting supportive domestic and trade policy
- Promotion and advocacy for the industry.

In Trinidad and Tobago, a variety of distribution channels are used for poultry products such as supermarkets, small retail shops, and Chinese outlets. There are also strategies to improve the industry, including increased production and applying new innovations such as Jamaica's move to sell liquid eggs, which have been exported to Trinidad and Tobago.

Efforts are being made to ensure food security within the region with poultry products. Corn, sorghum and rice by-products are already being produced in Belize, Suriname and Guyana with Barbados to soon come on stream, and cassava will soon be explored in Guyana, Trinidad and Barbados.

The CPA has been successful in influencing Caribbean governments to ensure fair treatment for the Caribbean poultry industry in the recent trade negotiations relating to the Economic Partnership Agreement (EPA) with the European Union.

"Prior to that, we managed to get a recognition by the increase in tariffs in Jamaica Guyana, Belize, Suriname, Grenada and in the negotiations we got tariffs reduced and safeguards put in place. This was only possible because we managed very coordinated actions and developed strong relationships with the members of the CARICOM team, who were leading the negotiations."

7. FOOD QUALITY AND SAFETY STANDARDS AND CERTIFICATION FOR MARKET ACCESS

By Edward Seidler, Senior Marketing Officer, FAO

In the last few years, there has taken place a proliferation of standards, including national standards, and international standards, which create a lot of confusion. Certification is a prerequisite for accessing many fast growing markets in the West creating barriers for farmers to participate in these markets.

Government used to set standards but now there is a trend towards companies, particularly retailers setting and enforcing more stringent and demanding private standards such as GlobalGAP and British Retail Consortium Food Standards. UNCTAD estimates the number of private standards in Europe alone at 400 and rising. There has been a shift from testing ready-made products, towards a more preventative control mechanism, which is based on traceability and risk assessment. Initially only the end product was looked at but now standards apply across the whole food product process.

Standards and certification schemes create the following challenges:

- Complying with standards and certification requirements
- Competing with efficient and reliable producers and suppliers
- Carrying the high costs for certification and audits, and
- Remaining profitable in volatile markets.

Example of a local certification body – Africert Ltd. in Kenya

Africert Ltd in Kenya is an example of a locally owned certification body for agricultural produce. It provides internationally recognized certification at locally affordable costs and thus links local farmers to lucrative markets.

The company achieved accreditation under ISO 65 and EN 45011 and carries out certification and inspection services in East Africa against the following standards: GlobalGAP and British Retail Consortium Global Food Standard (for fresh produce); Utz Kapeh and Starbucks C.A.F.E (for coffee); Ethical Trade Partnership (for tea); and MPS GAP/Socially Qualified (in cut flowers).

SUMMARY OF THE DAY

Day Two of the workshop aimed at sharing learning points on the key topics for successful farmer's participation in value chains and value chain development. The five key topics are the following: (1) Producer-market linkages; (2) Food quality and safety standards and certification; (3) Diversification and value addition; (4) Business and financial services; and (5) Collective actions and alliances.

Day two focused on key topics areas and issues for successful farmer participation in value chains were shared and discussed. First, an overview of the five topic areas was provided, which are: producer-market linkages, food quality and safety standards and certification, diversification and value addition, business and financial services and collective actions and alliances.

Second, participating FOs' representatives provided case studies on how their organizations have responded to the changes in the agricultural market, the challenges encountered and the lessons learnt. In short, the key lesson from this is without FOs, small farmers find it extremely difficult to engage in modern agri-food chains. The experiences shared provided the basis for the group work on the following workshop day.

DAY THREE

Purpose of day three:

What are the priority capacity building needs of local FOs to respond to changing agriculture markets and what are the responsibilities and functions of national FOs in supporting them?

1. THE USE OF COMMODITY EXCHANGES BY FARMERS AND FOS **By Colin Howard, All ACP Agricultural Commodities Programme, UNCTAD**

This presentation by UNCTAD, a partner organization in the implementation of the EU-funded AAACP, aimed at introducing the programme's approach to the Caribbean region in order to receive feedback from the participants on possible application options in the region.

Introduction

A commodity exchange is the outset of a huge massive investment by various agencies led by UNCTAD but only because they take the lead from the EEC, the World Bank and other organizations. UNCTAD has been working with the FAO along with the European Community and agencies such as the World Bank with the objective of improving the return to farmers. The aim of the FAO, the World Bank and other agencies is to develop new instruments that can assist farmers and FOs to become more competitive as well as increase productivity. These objectives could be obtained by adding value to agricultural produce through commodities exchanges, which have the following specific objectives:

- To build capacity among stakeholders along the value chain;
- To improve resistance to vulnerability and provide enhanced livelihoods for ACP agricultural commodities producers;
- To help farmers enhance the productivity, competitiveness and price realization;
- To increase retained value added, reduce distressed selling and open up new market opportunities through horizontal, vertical and geographical locations.

These objectives could be attained by:

- Local commodity exchanges;
- Linked regional structures;
- Strong market information systems;
- Prices distribution to farm level;
- International connectivity;
- New financing approaches.

Stakeholders such as farmers or producers must be able to get financing to implement changes that would bring them success. In doing so, they would need to apply new financial techniques such as Warehouse Depository Receipts, which indicate that one's produce is in a warehouse and has met specified standards. The certificate could be traded or used as security for a loan. When using the Warehouse Depository Receipt to obtain a loan, there is the option of selling the commodities at a later point in time when the price would have increased.

Definition of Commodity Exchange

The term "commodity exchange" is used very loosely, and can mean everything from a derivatives market to a simple bulletin board, or even an open outcry market where the procedures are entirely manual. Within this project, we are using the term to mean a physical market in commodities, where either the product is traded on the "spot" – meaning that it is delivered to the buyer at the same physical location, or alternatively traded from a store – requiring delivery after the contract is made.

List of commodity exchanges that are in operation

- BOLSAGRO in the Dominican Republic;
- World Trade Centre in Aruba;
- Comdaq, International Exchange,
- ACE in Malawi;
- Kedaq in Kenya ;
- Ethiopian Commodities exchange in Ethiopia.

Advantages of commodity exchanges

There are several advantages to commodity exchanges such as: being an empowerment tool for small scale producers; centre for information; creating marketing efficiency; etc. A commodity exchange can also be used for grading product and raising quality standard; providing regional harmonization; improving communication and infrastructure; and providing warehouse receipt collateralization.

Commodity exchanges could be the route forward through creating communication infrastructure to advance smaller people, smaller producers, and smaller operators to come together and achieve skills and create opportunity that would allow them to tackle the dominance of the existing market forces.

2. Group Work: Capacity building needs of local FOs

Introduction

Two questions were at the center of this workshop's session: (1) What are the priority capacity building needs of local FOs to respond to changing agricultural markets? and (2) What are the responsibilities and functions of national farmer organizations in supporting them?

For the FOs to be effective in meeting farmer's needs, it is necessary that at each level, for example, the local, district, provincial, national and regional level, the FO leaders recognize the roles of others in the network of FOs, and determine which FO level is best placed for each role. This will allow for a proper review of present capacity, in order to determine the priority capacity building needs and the best providers of this capacity. Most important is to keep the farmers in mind so that support cascades downwards hence there is the need to understand the capacity needs of the local FO. This will enable the right kind of support to be offered from the upper levels.

There were three group discussions taking place in which the responsibilities and functions of regional, national and local level FOs in supporting local level organizations to participate in value chains was discussed (task 1) . Thereafter, the groups prioritized the capacity building needs, and brainstormed on possible service providers to build up these capacities (task 2).

The discussions were centered around the three key capacity areas:

1. Service providers
2. Professional management and organizational skills
3. Advocacy, representation and negotiation

The results of the group discussions were presented as outlined below.

Group One

Task 1: Responsibilities and functions of regional and national level FOs in supporting local level organizations' capacity to participate in value chains

	Regional FO	National Apex	Local national FO
Service provision			
Market Information System	CaFAN, UNCTAD	NAMDEVCO, CABA members, Ministry of Agriculture	Agricultural Societies FO
Agri-business Capacity Building	CaFAN, FAO, CDB	Agricultural Development Bank, Farmers Training Centers, Local Colleges (NAMDEVCO)	Agricultural Societies FO
Packaging and Labeling	CaFAN, FAO	Bureau of Standards, Marketing Board (NAMDEVCO)	Agricultural Societies FO, WINFA
Food Safety	CaFAN, CROSO, FAO	Ministry of Agriculture, Health, (NAFSHA), Marketing Boards (NAMDEVCO)	Agricultural Societies FO
Value Addition	CaFAN, FAO, CFNI	Marketing Boards (NAMDEVCO), CABA members, Hospitality, food service and supermarket industry	Agricultural Societies FO

Task 2: Prioritization of required skills and the methods of FOs to link farmers / members to modern markets

	Present Capacity	Priority Needs	Who are the service providers?
Service provision			
Planting material	Limited knowledge of present capacity within the region	Availability of material	Agroshops, Tissue culture labs/Agro Labs ,CARDI
Market information: market, variety, characteristics, demand, and logistics	Limited information on market requirements - varieties	Market Intelligence and training	CaFAN Marketing Agencies
Input supplies: -seeds, fertilizers, pesticides, packaging material, and feed	Limited capacity	Negotiate for better prices	Existing Agencies
Agribusiness services -business planning	Limited capacity	Trainings	Financial business providers, FO's
- financial planning	Limited capacity		
Financial accessibility	Limited capacity		Credit Unions, Banks
Marketing and contract negotiation - production planning	Limited	Training in Marketing and Negotiation, Production Planning	Marketing Agencies CaFAN
Value addition	Some capability	Product formulation, design, training , Quality, Certification	Bureau of Standards
Consumer awareness and promotion for products - nutritional composition - availability		Getting information to consumers	CAFAN, Consumer Associations
Transportation - <i>lack of appropriate transportation, lack of coordination of transportation</i>	No capacity	Needs to negotiate and set up coordinated transportation network	Existing Shipping Lines and Airlines
Distribution system for bulk purchases from farmers	Limited capacity - pharmaceuticals in OECS	Set up a bulk purchasing system, Identification of logistical support	CAFAN
Packaging and labeling	Available - costs	Set up capacity/linkages for bulk ordering/purchasing -HR, infrastructure, Coordination to satisfy needs	Private importers
Field packaging	Crates (New)		
Information		Marketing Intelligence	NAMDEVCO; other marketing Agency, CAFAN ,
Extension support	Limited - reliance on state/other	Quality service, Pest Service	Ministry of Agriculture
Traceability			FO's
Professional management and organizational skills			FO's
Advocacy, representation and negotiation	Limited	Training in that area	FO's

Group Two

Task 1: Responsibilities and functions of regional and national level FOs in supporting local level organizations' capacity to participate in value chains

CaFAN's responsibilities are the following:

- Train and support the executives of national FOs in areas such as business and people management, change management, organizational culture and negotiations; in this way, they will be better able to effectively support their members in accessing markets and participating in value chains.
- Demonstrate to national FOs the benefits they will receive by joining in;
- CAFAN's service provision must be income-generating, thus, FOs will pay fees for the training services that CaFAN provides, based on formula directly related to volume or sales;
- Need to employ some full-time technical persons;

Task 2: Prioritization of required skills and the methods of FOs to link farmers / members to modern markets

Present Capacity:

In general, FOs have limited professional management and organizational skills

Priority Needs

1. Business Management
2. People Management
3. Negotiation

Business Management:

- Legal structure i.e. association vs. cooperative – Lawyer, CaFAN, business consultants
- Business planning & Industry planning – CaFAN, Business consultants
- Mobilization of resources – CaFAN, FAO,
- Financial management & accounting – Accounting consultants
- Project management – Business consultants
- Performance measurement of organization & executive – Fos

People Management:

- Meeting management – HR consultant, FOs
- Effective communication – CaFAN, HR consultant
- Team building – CaFAN, FOs, HR consultants

Negotiating

- Negotiation skills – CaFAN, Business consultants
- Dispute resolution – CaFAN, Lawyers, Business consultants
- Contract management – CaFAN, Lawyers, Business consultants

Group Three

Task 1: Responsibilities and functions of regional and national level FOs in supporting local level organizations' capacity to participate in value chains

	Regional FO (i.e. CaFAN)	National Apex (i.e. BAS, TTAS, JAS)	Local national FO (i.e. Black Bay)
Service provision (incl value adding)	Lobbying and advocating at CARICOM level on behalf of the agricultural sector; Widen the membership of CaFAN to incorporate as many FOs within the region; Provide market intelligence and organizational skills;	The same skill sets of CaFAN, operating within the respective territories on behalf of FOs; Have the ability to pull together stakeholders at the national level;	The ability to be an effective organizer and be able to work with groups of farmers
Professional management and organizational skills	Good negotiating and networking skill personnel with good working knowledge of the sector and also good proposal writing skills;	There must be an intermediary between CaFAN and the local bodies; and the same skill sets as CaFAN; strong IT background is required;	Must be effective organizers, coordinating the group activities and needs of the group
Advocacy, representation and negotiation	CaFAN will develop strategy and policy to advance the agricultural sector in the region; must be able to have a structured marketing programme for Caribbean products; the negotiator must be knowledgeable of international issues and activities	Must interact between CaFAN and local bodies, seeking assistance on issues that cannot be resolved, in hope that CaFAN provides the relevant assistance, which the national body could take back to the local bodies;	To interact between members

Group Three

Task 2: Prioritization of required skills and the methods of FOs to link farmers / members to modern markets

Roles of FO's	Present Capacity	Priority Needs	Service providers
Service provision (incl. value for adding)	<p>Advocacy service needed:</p> <ul style="list-style-type: none"> • Assist in development and implementing policies; • Assist and develop sectors in agriculture e.g. helping sheep and goat farmers • Provide financing services • Provide limited technical services • Marketing • input supply service such as irrigation • Technical services; • Formation of groups; • Encourage value addition e.g. honey bee production • Encourage farmer-market linkages; • Land preparation service; • Rental of equipment and machinery • Farm stores; • Welfare services; • Administrative services • Labour exchange services • Public relations; and research services 	<ul style="list-style-type: none"> • Marketing • Crop and livestock insurance services • Farmer health services • Financing and financial services • Training services • Telecommunications/ IT • Extension services • Input supply services • Management services • Product development services • Organizational restructuring 	<ul style="list-style-type: none"> • From other FOs • Ministry of Agriculture in the respective countries • Regional Support Institutions such as IICA, CARDI • OECS and sub-regional bodies • CARICOM Secretariat • Regional agricultural Organizations, e.g., CaFAN, WIBDECO • International bodies.
Professional management and organizational skills	<ul style="list-style-type: none"> • Trinidad Agricultural Society has 11 administrative staff; 26 directors of the board make the policies; staffs and the board are paid. • board is elected by farmers and comprises reps from the different ag. sectors in Trinidad; • Tobago has an elected executive that provides voluntary service. No paid staff. • JAS has an executive with a board of about 22 members including reps from 13 parishes; 3 elected members of government. It has a staff of 50. • Black Bay has a board of directors of 8 and 3 staff. • Antigua has a simple executive of four persons. • ECTAD from St. Vincent has a board of 8 to 10, led by a chairman; all volunteers and paid on consultancy basis • Barbados ag.society has 12 board members;5 staff 	<ul style="list-style-type: none"> • Technical skills in crop management, machine operators, • Marketing specialists • IT Professionals • Business management expert • Group promoters • Financial skilled professionals • Business plan developers • Farm plan developers • Professional accountants • Home economic skills • Civil engineers • Extension Skill (workers) • Animal husbandry skilled worker 	<ul style="list-style-type: none"> • From other farmers organizations • Ministry of Agriculture in the respective countries • Regional Support Institutions such as IICA, CARDI • OECS and sub-regional bodies • CARICOM Secretariat • Regional agricultural Organizations, e.g., CaFAN, WIBDECO • International bodies.

	members and 5 subcommittee members.	<ul style="list-style-type: none"> • Training specialists • Project development • Event planners and promoters 	
Advocacy, representation and negotiation	The capacity to advocate and negotiate is inadequate at the present moment; groups do make representation to government on behalf of farmers and farming communities.	<ul style="list-style-type: none"> • Formulation of better strategies for advocacy/ representation and negotiation with competent authorities. 	<ul style="list-style-type: none"> • From other FOs • Ministry of Agriculture in the respective countries • Regional Support Institutions such as IICA, CARDI • OECS and sub-regional bodies • CARICOM Secretariat • Regional agricultural Organizations, e.g., CaFAN, WIBDECO • International bodies.

3. FACILITATING TRADE THROUGH INTRA-REGIONAL SHIPPING **By Timothy Walsh of Natures Produce Inc.**

This presentation is done by a private sector representative who introduced a planned shipping link between various islands to the workshop's participants.

The presentation focused on creating an affordable freight linkage for regionally produced products, which can maintain the cool chain, thus providing a service to local producers which would enable them to develop markets within the region. This will also facilitate minimizing the effects of gluts and shortages, while encouraging the development of trade in the region to facilitate economic development.

Objectives

To supply a weekly freight service between Caribbean islands, focusing primarily at facilitating the movement of produce between the islands.

This service will initially target the island territories of Barbados, St. Vincent, Martinique, Dominica, Guadeloupe, Antigua, and Barbados. The boat will make a 4 to 5 day round voyage home porting in Barbados, stopping at each island to load and/or offload along the route. Dominica will be serviced twice creating an opportunity into the Barbados Market, which in the past has been difficult to achieve in an affordable manner.

Benefits

- Providing the opportunity for producers to widen their market, and viably export products regionally;
- Access to a variety of regional produce and goods for hotels and distributors on a regular basis;
- Reduce cost of exporting and import for all parties involved;
- Promoting inter-regional trade and the fostering of mutually beneficial business relationships between participating entities.

<u>PROPOSED SCHEDULE</u>
DAY 1 ST. VINCENT 8:00am – 10:00am MARTINIQUE 3:00pm – 5:00pm

DAY 2 DOMINICA 8.00am –10:00am GUEDELOUPE 3.00pm -5.00pm

DAY 3 ANTIGUA 8:00am – 10:00am DOMINICA 3:00pm – 5:00pm

DAY 4 BARBADOS

Figure: Proposed Schedule for Intra-regional Shipping

4. CARDI'S RESEARCH SUPPORT TO FOS FOR PRODUCTION AND MARKETING

By Pathleen Titus, CARDI Representative in St. Vincent and the Grenadines

CARDI's mandate is to facilitate industry development for Root crops, especially Sweet Potato, Hot pepper, and small ruminants. CARDI is primarily involved in applied research, testing (station), and validation (on the farm or in the factory).

NCCARD National Consultations

CARDI generally does national consultations (NCCARD) with the Ministry of Agriculture, stakeholders, including regional and national institutions and agro processors to discuss the need for relevant programmes in the respective countries. CARDI also does field visits to farmers.

Purpose and Goal of NCCARD

Coordinate agricultural research and development activities consistent with natural agricultural and food policy and ensure that relevant programmes and projects are formulated, executed and documented in accordance with established scientific principles.

5. CARICOM'S MEASURE FOR DEVELOPMENT AND PROMOTION OF AGRI-BUSINESS WITHIN THE REGION

By Jeanette Sutherland, CARICOM Secretariat

CARICOM sees regional cooperation not as an option but as an imperative. The following are key programmes and activities:

- Regional agriculture investment forum (June 6-7, 2008);
- Proposed Agriculture Modernization Fund (CDB);
- Jagdeo Initiative (9 binding constraints/TMAC);
- Support for Development of Agriculture Policy & Programmes (EU-CISP); Support for development & promotion of agribusinesses within CSME (EU-CISP);

Support for Development & Promotion of Agribusiness within the CSME

The project's objectives are twofold: (1) Developing a strategic framework for regional agribusiness development, which includes action plans for targeted commodities; and (2) Promoting training and dialogue among national and regional policy makers and private sector stakeholders to advance the agri-business/commodity development agenda.

6. STRENGTHENING THE RESPONSE CAPACITY OF FO TO THE CHANGING MARKET CONDITIONS

By George Alcee of the OECS

The OECS realized the need for a structured approach to agribusiness development and developed ten initiatives. In the context of the workshop, the presentation focused on two: (1) Agribusiness Development Project; and (2) Statistics Collection Mechanism.

Agribusiness Development Project

The activities of the Agribusiness Development Project are as follows:

- Identify best practice models in promoting agribusiness and improved food safety in domestic and export markets with potential relevance for application at regional and country levels;
- Support appropriate consultation and market-based validation of at least one model in each country;
- Support to implementation of the food safety and quality standards requirements of the selected model through national-level training programmes;
- Determination of the appropriate institutional mechanism for long-term implementation of these models (farmer coop/org, chamber of agric. public /private sector entity);
- Support in determining appropriate structure, resource (financial, physical and human) requirements for long-term viability of existing and nascent FOs and demand-driven services that they can provide to their members.

Statistics Collection Mechanism

The Statistics Collection Mechanism involves the following:

- Proper design and establishment of a database infrastructure to include data capture instruments
- Harmonisation;
- Establishment of a dedicated clearly defined position(s) for agri-statician in MOA
- Training a cadre of data collectors dedicated to the programme;
- Training and employment of data entry clerks;
- Procurement and installation of equipment where necessary; and
- Develop system of monitoring and evaluating.

SUMMARY OF THE DAY

Day three of the workshop mainly focused on priority capacity building needs of local FOs in order to respond to changing agricultural markets and the responsibilities and functions of national FOs in supporting the local organizations. Furthermore, the concept of commodity exchange as well as a private sector intra-regional shipping freight service was presented, providing interesting examples for trade facilitation. OECS and CARICOM, which are two regional organizations, shared their newly implemented agribusiness projects, which aim to

develop and promote the sector in the region and strengthen the response of FOs to the ever changing market conditions. CARDI, for example, presented a number of services to FOs that help to improve areas such as production of marketable crops and marketing on a fee basis.

Three working groups discussed and identified the priority capacity building needs in the following key areas: Service provision, professional management and organizational skills and advocacy, representation and negotiation. Thereafter, the groups prioritized their findings and presented the results to the plenary.

In short, all three groups considered it important to have a regional FO like CAFAN coordinating capacity building activities across a number of services, acting as the regional voice and advocating for FOs. The participants agreed that capacity building and the provision of services should be done on a fee basis and not free of charge. The importance of improved data and access to market data as well as production related data were seen as further priority areas.

DAY FOUR

Purpose of day four:

Develop national action plans for follow-up activities for support by the All-ACP Programme or other donor programmes.

1. DEVELOPING NATIONAL ACTION PLANS

By Heiko Bammann, Enterprise Development Officer, FAO

This session focused on how the FOs' country and regional groups should go about putting together proposals for an action plan for follow-up activities to improve the organizations' capacity in value chain issues to better serve their farmer members.

Heiko Bammann took participants through this session and explained that activities should be identified that could be implemented within six to twelve months and thus, to develop action plans that complement the workshop's objective and which could be eligible for funding under the AAACP. Proposals must:

- Focus on strengthening agribusiness capacities of farmers;
- Be high potential and catalytic leading to spin off activities based on this one intervention.

The participants then met in their country and regional groups and were given two hours to develop their action plan proposals. A format was provided which they were to use to ensure that they capture each of the following elements of a good proposal: justification, outcome, output, activities, timeframe, partners, budget and contact information.

The proposals are included in the Appendix of this document but below are brief descriptions of the content. The proposals were presented to all the participants and a peer group panel commented the proposals and provided some feedback. Participants were asked to incorporate the feedback and critiques that were given into the final action plans.

Overview of national action plans

Country	Follow-up Plan - Abstract
Antigua & Barbuda	The Gilbert Agricultural & Rural Development Centre (GARD) proposes activities that aim at boosting the local high-end meat market by targeting hotels. It plans: 1) training in value addition and diversification in areas such as choice cutting and packaging; 2) training in leather tanning and leather handicraft for the members of the local Small Ruminants Association; 3) the construction of a feed lot facility; and 3) the development of pasture are envisioned.
Barbados	The Barbados Agriculture Society (BAS) puts forward a proposal that boosts local root crops to increase food security. The following activities are proposed: 1) creation of a brand name for semi-processed root crops; 2) set up of tissue culture laboratory; 3) promote soil testing; and 4) collect accurate cost of production data.
Barbados (2)	The Barbados Agriculture Society (BAS) suggests activities that aim at increasing local fresh product supply through the following: 1) develop business plan; 2) establish grading standards and train employees in operation; and 3) create booklet on crops grown in the tropics.
Grenada	The North East Farmer's Organization and the Marketing & National Importing Board jointly put forward marketing and value adding activities for local corn and corn flour. To increase the market share, the following areas for support are outlined: 1) undertake a value chain analysis; 2) train farmers in value addition; 3) identify input supplies; 4) establish a brand name for corn flour; 5) carry out promotional campaigns; and, 6) enhance contract negotiations skills.

Grenada (2)	The North East Farmer's Organization and the Marketing & National Importing Board suggest management capacity and organizational development training to increase operational efficiency. The following activities are proposed: 1) develop a market information system (MIS) for yams and corn flour; 2) provide TOTs on record keeping at the farm level, and data collection and software application for MIS; 3) provide training in managerial issues as well as in marketing, negotiation and networking .
Guyana	Farmer organizations (FOs) in region 4 and 10 propose activities that strengthen their ability to provide better market oriented advisory services to their roots and tuber farm members. 1) the documentation of the current business models of FOs; 2) a workshop between growers and formal buyers is planned to identify crucial factors that contribute to better coordination, supply and market linkages; followed by 3) the development of an action plan to upgrade the business models.
Jamaica	The Christiana Potato Growers' Association suggests activities that strengthen its market oriented advisory services to better serve the roots and tuber farm members. 1) The documentation of the current business models of FOs; 2) a workshop between growers and formal buyers is planned to identify crucial factors that contribute to better coordination, supply and market linkages; followed by 3) the development of an action plan to upgrade the business models.
Jamaica (2)	The Jamaica Agricultural Society (JAS) wants to restructure itself into a network of autonomous and legally registered cooperative member branches. To reach this aim, it requests the assistance of an expert to review the existing organizational and legal structure and undertake a stakeholder consultation process that clarifies the needs and vision for coming up with recommendations for implementing a new organizational structure.
Jamaica (3)	JAS has identified unmet demand for fresh produce in hotels in St. James. To tap into this niche market, the following activities are proposed: 1) organizing meetings between hoteliers, local farmers and farmer's organizations to better understand the needs and conditions for supplying this market; 2) gathering relevant data on the range of crops to be produced; 3) planning meetings with farmers to clarify organizational matters including quantities and crops to be produced according to market requirements; and, 4) a TOT as well as 5) training on farm business management, contract negotiation, harvest practices, packaging and labelling.
Nevis	The Caribbean Farmer's Network suggests the construction of green houses for tomatoes to satisfy 30 percent of the demand for tomato delivery by the Four Seasons Hotels. This involves 1) the funding of green houses including irrigation; and 2) training in quality checks to ensure that deliveries comply with the hotel's requirements.
St. Lucia	Several farmers' cooperatives and the Ministry of Agriculture jointly want to increase the supply of quality agricultural products to the market with the following activities: 1) regular national and regional meetings on planning agricultural production including group management; 2) TOTs on pre- and post-harvest practices and data collection; 3) training on record keeping, data collection, analysis and information dissemination; and 4) assistance in finding sources of funding for post-harvest technologies.
St. Lucia (2)	The Belle Vue Farmer's Cooperative suggests activities that improve the quality of agricultural products by using better post-harvest technology and practice. These activities encompass: 1) a TOT on post-harvest management that includes data collection, analysis and information dissemination; 2) the organization of meetings with buyers and post-harvest equipment suppliers; and 3) assistance in finding sources of funding for post-harvest technologies.
St. Vincent & the Grenadines	The Eastern Caribbean Trading and Agriculture Development Organization (ECTAD) puts forward an integrated sweet potato production and marketing proposal that encompasses the following activities: 1) identify suppliers of high yield varieties and suitable fertilizer; 2) develop a marketing strategy that leads to secured contracts and clarifies buyers' requirements as well as local standards and grades; and 3) provide training in good farming practices, pest management and fertilizer application including post-harvest practices and packaging.

Suriname	This proposal aims to strengthen the capacity of rural women outgrower organizations and networks which cover 9 districts. The following activities are proposed: 1) organizing and registering farmers as well as farmer organizations; 2) collecting agricultural data and set up a database; 3) organizing workshops to develop action plans and disseminate market requirements; 4) improving the agro-processing facility to comply with standards; and 5) providing TOTs in farm business and pest management.
Trinidad and Tobago	The Agricultural Society, the House of Assembly and the National Agricultural Marketing and Development Corporation jointly suggest activities which improve the communication and dissemination of market information. These include 1) the organization of a bidding process for computers; 2) training in farm record keeping and data collection, analysis and dissemination, as well as ascertaining market requirements.
Tobago (2)	The Mount St. George Farmers' Association proposes the establishment of an outlet that supplies affordable agricultural inputs. The activities include, 1) sound business planning to prepare the establishment of a limited liability company by two farmer's organizations; 2) acquiring knowledge of sourcing supplies; 3) establishing cooperation with soil testing facilities; 4) implementing the business plan and the construction and select and train the company's staff.

SUMMARY OF THE DAY

On Day four of the workshop the participants worked in national groups and developed actions plans to strengthen their organizations' capacity to provide more efficient services to their members for improved market production and value chain development. Identified action plans were presented to the plenary and reviewed by a peer team made up of three colleagues from the region. They provided critical feedback and suggestions for adjustment and improvement. It was agreed that the individual FOs would incorporate the suggested changes and present revised action plans

Of the 16 action plans presented, four proposed actions related to the support of production of specific crops or livestock, nine suggested improvements in capacities related to farm business and marketing management and two were linked to value addition and post-harvest handling.

2. WRAP UP, RECOMMENDATIONS AND EVALUATION OF THE WORKSHOP

2.1 WRAP UP

By Jethro Greene, Chief Coordinator, ECTAD/CaFAN

This workshop was the second farmer organization's workshop in this round under the EU-AAACP. Summing up, the chairperson of CAFAN highlighted some important lessons learned during this workshop week. He also highlighted the importance of the topic 'strengthening the capacity of FOs to respond to changing agricultural markets' and that it would place FOs into a good position to participate in programmes promoting agribusinesses development in the Caribbean region. However, he also cautioned about the following issues:

- To be realistic when planning actions and match the capacity with the capacity available 'on the ground'. Experience has shown that often more time is required, for example, for identifying the appropriate trainers and advisors than for finding funding for a project;
- Strengthening entities such as local FOs, also strengthens CaFAN; if the national entities are weak also CaFAN is weak;
- In general, the lack of data, for example on production and markets is weak, which in turn leads to weak planning, decision making and project formulation.

Many continuous and new relationships were formed during these four days, with networking and productive interactions extending beyond the workshop hours. This conference stands as a testament of CaFAN's growing network, and stronger inter-regional relationships.

He encouraged all participants to go back to their respective organizations and boards and to sit down with them and brief them on the workshop, its outcomes and follow-up and encouraged further information exchange with CAFAN. Mr Greene highlighted that it is the various organizations and its members that are part of the network and not the individual workshop participants. In this respect, he made a commitment to further promote CAFAN's role in the CARIOM region with respect to agriculture development. He highlighted that through the EU AAACP, and particularly the work in support of FOs, the "CaFAN family" will come out stronger and better organized. One already visible success is that, through the contacts made this year and through the EU AAACP initiative, FOs from Guyana, Suriname and Jamaica have joined CAFAN.

2.2 RECOMMENDATIONS

The workshop was concluded with the following messages and recommendations:

- Continue to increase collaboration amongst farming organizations.
- Ensure that action plans discussed at the workshop are quickly put into action.
- Hold more workshops in order to build stronger networks, and draw farmer's organizations closer together.

- Become more efficient in building local capacity, and in strengthening farmer's organizations.
- Put more focus on the development of value chains and supply chains.
- Increase research and explore already available studies related to marketing and value chains.
- To hold similar workshops for the local farming organization members back in the respective countries.
- Keep local members accountable, and have farming organization Board of Directors more involved with what is going on in the region.
- To acquire additional funding assistance.
- Continuous dialogue between CaFAN and FAO to follow-up project proposals.
- Disseminate all presentations and information from workshop to both the farming organizations, and to the various Ministries of Agriculture.

The workshop organizers and participants were thanked for a very successful and productive workshop, which expands the development of the agricultural sector in the Caribbean. The workshop was officially closed with closing remarks by the CaFAN chairman Mr Greene, the FAO representatives, and selected workshop participants and the host country.

2.3 PARTICIPANTS' EVALUATION

Participants evaluated the workshop on the basis of their general observations, the workshop's programme and presentations, group work and plenary discussions, methodology, logistics and organizational aspects, follow-up actions and general comments. They were also given the opportunity to elaborate on their answers in blank spaces that were provided.

Over seventy-five percent of the participants stated that they were strongly satisfied with the conference, and felt that their expectations were either strongly or very well met. The overall consensus was that participants felt that the conference was well attended by a diverse population representing farmer's organizations throughout the Caribbean, while a good source of technical support was also present. Most participants acknowledged that they were satisfied with the excellent networking opportunities, and were very pleased to see the strong relationship CaFAN is building with the FAO.

Participants recognized that they acquired a wide variety of new information, including practical knowledge, which will be beneficial in assisting their respective organizations in accomplishing their goals and objectives, specifically related to farm management, market requirements, and dealing with various value-chain issues.

During the course of the four days, participants both viewed and demonstrated presentations of their own. These times of sharing highlighted an abundance of useful information including,

lessons in diversification, value-addition, producers and market linkages, quality and safety standards, sustainability, and value chain components. Although there was a lot of valuable information being conveyed, some participants felt that there was too much information being presented in a short time. As well, there were a few presentations that seemed irrelevant and/or given too much emphasis. On the other hand, some topic areas were insufficiently treated, including the strengthening of financial capital, trading within the Caribbean region, looking at consumer's and farmer's demand, and FAO's Caribbean programming.

Although there were many presentations that took place, practical components were implemented through small working groups, numerous case studies, and plenary discussions. Participants were extremely grateful and pleased by the amount of participant in action as this was a time of networking and sharing of ideas. Group work was allocated for the creation of action plans by each of the countries represented at the conference. These sessions of creative engagement were followed by formal presentations of project proposals. Many participants felt that regarding the action plan exercise further instructions should have been provided, including supplementary examples. Many felt that more time should have been allocated to this exercise avoiding time constraints. The participants acknowledged that the action plan presentations were very useful in acquiring new perspectives, ideas, and lessons that are relevant within the Caribbean farming context, and beneficial for their own organization uses.

Overall, participants and lecturers alike felt that this workshop was professionally facilitated and well organized. The majority of participants were very satisfied with the logistical aspects of the workshop. Some felt that there were indeed many time constraints on presentations and group work, and even a loss of time each morning before sessions began. The cause of many of these time limitations was due to an overwhelming participant attendance, more than the workshop implementers had originally anticipated. Although these larger numbers caused some logistical problems, the greater turnout offered a wider variety of perspectives, input, and an overall more enriched workshop composition.

APPENDICES

- A. CONCEPT NOTE**
- B. FO's CAPACITY TO RESPOND TO AGRIFOOD SYSTEMS
MODERNIZATION AND VALUE CHAIN DEVELOPMENT**
- C. WORKSHOP AGENDA**
- D. ACTION PLANS**
- E. LIST OF PARTICIPANTS**
- F. OPENING CEREMONY PROGRAMME**
- G. OFFICIAL OPENING CEREMONY**
- H. OPENING REMARKS BY FAO BARBADOS**
- I. EVALUATION SUMMARY**

A. CONCEPT NOTE

Background

This note provides the background, objectives and approach for a regional workshop on strengthening the capacity of farmer organizations (FOs) to respond to trends in modern agricultural, November 24-28, 2008, St. Lucia. This workshop, funded by the EC - *All African Caribbean Pacific Commodities Programme*, is a direct response to a request at the regional consultation workshop in Montego Bay, Jamaica in April 2008. For more information on the overall programme please visit ([HTTP://WWW.EUACPCOMMODITIES.EU](http://www.euacpcommodities.eu))

The workshop will bring together representatives from regional and national farmer organizations and agribusiness. The objective is to identify capacity building strategies that FOs and networks at the regional, national and sub-national level can promote in order to support smallholders become reliable and profitable suppliers for the agribusiness sector.

A major output of the workshop will be the national and sub-national capacity building strategies to be supported by FAO under the EC-ACP programme or by other donors.

Introduction

The opening up of markets and the closing down of state marketing boards have meant that small-farmers and other players in agriculture (processors, buyers, traders, and exporters) now have to organize and interact with one another differently. Today's markets demand larger volumes, lower prices and higher quality produce, and the actors involved have to constantly cut costs to survive and make profits. Smallholders struggle to keep up with these new trends and find themselves at a disadvantage as they have high transaction costs and low bargaining power.

To deal with these challenges in agriculture, FOs continuously look for new ways to organize their members so that they can make more profits and cost savings through collective action, such as bulk buying, collective marketing and negotiating credit and contracts. However they frequently face a numbers of obstacles, which are mostly linked to capacity on three fronts: markets, services and voice.

Capacities of Farmer Organizations

Markets: FOs play an important role in assisting their members to access more profitable markets. To compete in these markets an organization needs to have access to the latest information and a number of skills such as production techniques, marketing, and knowledge on quality and food safety standards and legal contract matters.

Services: FOs provide a range of services to their members including technical advice, access to credit, cheaper inputs through bulk buying, storage facilities, and training in compliance with certification and standards. To deliver these services FOs need a range of technical, management and organization skills.

Voice: Representing the common concerns and interests of members has always been an important role for FOs. Advocacy and negotiation skills can help influence decision making and increase bargaining power when negotiating contracts or policies. Conflict management skills can help resolve problems caused by conflicting members' interests (See annex B for a range of capacities that can help FOs respond to agriculture market trends).

Success cases have shown that FOs that manages to make profits, raise the incomes of their members and become independent of donors are due to three factors:

- The *first* is focusing on agribusiness related activities to help smallholders become efficient and reliable suppliers.
- The *second* factor is being part of a network of FOs that links members to information on new technical ideas, markets and funding opportunities outside of their community.
- The *third* factor is members that are willing to change and invest in new markets and ideas.

Farmer Organization networks

The capacities that FOs rely on reflect the types and numbers of farmers the organization represents, such as, a group of farmers from a community, a commodity specific cooperative, a national farmers union, or a regional farmers federation.

For instance, a farmers' federation will share information among its members, do advocacy, negotiate with policy makers, direct agronomic research, and participate at high level meetings. A community FO will carry out a wide number of activities ranging from marketing its members' produce, primary processing to providing loans and technical advice and training.

The World Bank's Development Report 2008, distinguishes FOs into three categories of functions: (i) commodity specific that focus on economic services (ii) advocacy organizations such as a national producers union, and (iii) multipurpose organizations that provide a combination of economic, political and social services.

Conclusion

Strengthening FOs at different levels, from national to community level, in capacities that focus on responding to the needs of agribusiness demands can support smallholders become reliable and profit-making suppliers of agriculture produce.

Workshop's objectives, approach and outputs

The aim of this workshop is therefore, *firstly*, identify the different roles, functions and responsibilities of FOs at different levels, *secondly*, identify their different capacity building needs, and *thirdly*, develop capacity building strategies that can be supported under the EC-ACP project or by other donors. Workshop participants will be able to participate in follow-on capacity building programmes most suitable for their national organizations' needs.

Regional workshop

The workshops' output will be a set of recommendations on the types of strategies and capacities that FO organizations and networks at the regional, national and sub-national level should be promoting in order to support smallholders become reliable and profitable suppliers for the agribusiness sector.

National capacity building

National level meetings will include representatives from national farmer federations and key national FOs. A key output will be a set of strategies, selected and customized by participants that are most appropriate for promoting a competitive agribusiness sector in the country.

Sub-national capacity building

A key output will be capacity building programmes specific to a local context. The trainings will focus on strengthening the capacities of FO to exploit as much as possible a local, national or international agribusiness opportunity.

For more information contact: Heiko.Bammann@fao.org / Siobhan.Kelly@fao.org

B. ANNEX: FO's CAPACITY TO RESPOND TO AGRIFOOD SYSTEMS MODERNIZATION AND VALUE CHAIN DEVELOPMENT

Professional management and organizational skills

Capacity to develop business plans for achievement of objectives and economic self reliance

Capacity to assess costs and implications of involvement in different activities

Capacity to use management information systems and information technology

Capacity to manage financial capital

Illustrative areas of training: business management, leadership management, financial management, group promotion, collective leadership, use of information technologies, participation of women and other social groups, laws and regulations that protect and facilitate the formation of farmer organizations

Effective advocacy, representation and negotiation

Understanding of international instruments, trade and marketing standards

Capacity to participate in policy dialogue and decision processes

Capacity to influence organizations that condition the involvement of farmer

organizations in development programmes and access to resource and services

Illustrative areas of training: negotiation, mediation and conflict management, international instruments, trade and standards; private sector standards and market requirements, specific quality products, certification, supply chain management, value chain finance, commodity exchanges, inter-professional organizations

High quality services provision

Capacity to secure inputs at reduced prices through coordination and negotiation

Capacity to assist members in securing access to financial services

Capacity to support marketing and contract negotiation

Capacity to ensure access to natural assets (e.g. through land tenure conflict resolution)

Capacity to support value addition innovation

Illustrative areas of training: value chains development, business development services, farm management training, management of natural resources, integrated pest management, post harvest management, storage, processing; linking farmers to markets, scaling up and success case replication

C. AGENDA

Day 1:

Morning session chaired by Jethro Greene and Evening session chaired by Roderick St. Clair

The purpose: Create a common understanding of the key issues in value chains, the demands of the agribusiness sector and the constraints for farmer participation in modern agriculture markets.

Time	Session
8.30-9.00	Registration
9.00-9.30	Workshop introduction Welcome remarks– <i>Mr Jethro Green, CaFAN</i> Background and objectives of the workshop – <i>Heiko Bammann, FAO</i> Self introduction of participants
9.30-10.30	Linking farmers to value chains <i>Heiko Bammann, FAO</i>
10.30-10.45	Refreshments
10.45-12.30	Requirements for farmers to be sustainable suppliers to modern value chains – a private sector and agribusiness perspective <i>Oxfam GB (St. Lucia Market Access Project, linking farmers to the Hotel sector)</i> <i>Dr. Cleve Scott, Oxfam GB (Barbados)</i> <i>A Supermarket Chain Perspective</i> <i>Dunstan Demille, Consolidated Foods Ltd</i> <i>Questions and Answers session</i>
12.30-13.30	Lunch
13.30-15.00	What are Farmers' Organisations doing to help their members participate in agriculture value chains? <i>Brief statements from FO representatives:</i> <i>Antigua and Barbuda, Bahamas, Barbados, Dominica, Grenada, Guyana, Jamaica, Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago,</i>
15.00-15.15	Refreshments
15.15-15.45	What are Farmers' Organisations doing to help their members participate in agriculture value chains? continued <i>Brief statements from FO representatives (continued)</i>
15.45-16.45	What more can Farmer Organisations do to foster linkages with value chains? <i>Plenary Discussion¹</i>
16.45-17.00	Recap on day and summary of key areas <i>Edward Seidler, FAO</i>
19.00	Official Opening Ceremony

Day 2:

Morning session chaired by Keeley Holder and Evening session chaired by James Paul

The purpose: Share learning on the key topics and issues for successful farmer participation in value chains

Time	Session
8.30-9.00	Overview of topics for value chains Diversification/productivity and value addition Producer-market linkages Business and financial services Quality & safety standards and certification Cooperative/collective action and alliances <i>Heiko Bammann, FAO</i>
9.00-10.15	Diversification/Productivity and Value Addition <u>Case Study:</u> St. Vincent ECTAD Dasheen Taro Export project <i>Jethro Greene, ECTAD</i> <i>Discussion</i>
10.15-10.30	Refreshments
10.30-11.45	Producer-Market Linkages <u>Case Study:</u> Oxfam St. Lucia Market Access Project <i>Dr. Cleve Scott, Oxfam GB (Barbados)</i> <i>Discussion</i>
11.45-13.00	Business and Financial Services <u>Case Study:</u> – Grenada Marketing and National Import Board support for Farmers <i>Roderick St. Clair, GMNIB</i> <i>Discussion</i>
13.00-14.00	Lunch
14.00-15.15	Quality, Safety Standards and Certification <u>Case Study:</u> National Agriculture Marketing and Development Corporation (NAMDEVCO) programme of Marketing and support for farmers <i>Ganesh Gangapersad, NAMDEVCO</i> <i>Discussion</i>
15.15-15.30	Refreshments
15.30-16.45	Collective Action and Alliances <u>Case Study:</u> Caribbean Poultry Association (requested) <i>Robert Best, CPA</i> <i>Discussion</i>
16.45-17.30	Plenary Discussion – Identification/Agreement of key issues

Day 3:

Morning session chaired by Heiko Bammann and Evening session chaired by Leroy Cooke

The purpose: What are the priority capacity building needs of local FOs to respond to changing agriculture markets and what are the responsibilities and functions of national farmer organizations in supporting them?

Time	Session																
8.30-8:45	Recap Session <i>Edward Seidler, FAO</i>																
8:45 – 9:00	Presentation by United Nations Conference on Trade and Development (UNCTAD) <i>Collin Howard, UNCTAD Consultant</i>																
9:00 – 9:15	Overview of capacity building areas and skills <i>Plenary session</i>																
9.15-11.15	Capacity building needs for local FOs <i>Group discussions</i>																
	<table border="1"> <thead> <tr> <th></th> <th>Present Capacity</th> <th>Priority Needs</th> <th>Providers</th> </tr> </thead> <tbody> <tr> <td>Service provision</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Professional management and organizational skills</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Advocacy, representation and negotiation</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Present Capacity	Priority Needs	Providers	Service provision				Professional management and organizational skills				Advocacy, representation and negotiation			
		Present Capacity	Priority Needs	Providers													
	Service provision																
Professional management and organizational skills																	
Advocacy, representation and negotiation																	
10.15-10.30	Refreshments (during group work)																
11.15-12.30	5. Group presentations and plenary discussion																
12.30-13.30	Lunch																
13.30-14.30	Responsibilities and functions of regional and national level FOs in supporting local level organizations capacity to participate in value chains																
	<table border="1"> <thead> <tr> <th></th> <th>National Apex</th> <th>National Commodity</th> <th>Regional</th> </tr> </thead> <tbody> <tr> <td>Service provision</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Professional management and organizational skills</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Advocacy, representation and negotiation</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		National Apex	National Commodity	Regional	Service provision				Professional management and organizational skills				Advocacy, representation and negotiation			
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14.30- 15.30	Group presentations and plenary discussion																
15.30-15.45	Refreshments																
15.45 – 16.00	Facilitating trade through interregional shipping <i>Timothy Walsh, Natures Produce Inc</i>																

16.00 – 16.30	CARDI research support to farmers organisations for production and marketing <i>Pathleen Titus, CARDI</i>
16.30 – 17.00	CARICOM'S MEASURES FOR DEVELOPMENT AND PROMOTION OF AGRIBUSINESS WITHIN THE REGION <i>JEANETTE SUTHERLAND, CARICOM</i>
17.00 – 17.30	PRESENTATION BY ORGANISATION OF EASTERN CARIBBEAN STATES (OECS) <i>GEORGE ALCEE, OECS</i>
17.30 – 18.00	QUESTIONS AND ANSWERS SESSION

Day 4:

Chaired by Jethro Greene and Heiko Bammann

Purpose: Develop national follow-up activities for support by the ACP project or other donor programmes

Time	Session
8.30-8.45	Recap session <i>Edward Seidler, FAO</i>
8:45 – 9:00	Overview of potential ways forward for national follow-up
9.00-10.30	Participants in country groups design proposals for follow-up support
10.30-10.45	Refreshments
10.45-11.30	Participants in country groups design proposals for follow-up support
11.30-13.00	Country groups present proposals for peer review
12.30-13.30	Lunch
13.30-14.30	Groups revise proposals based on peer review
14.30-15.30	Plenary session to discuss the proposal for national follow-up
15.30-15.45	Refreshments
15.45-17.00	Conclusion and workshop closure

D. ACTION PLANS

Antigua and Barbuda

Area/Title	Antigua and Barbuda Small Ruminants Association – Meat Fattening Unit
Justification	1. Looking at the viability of subsidizing imports to hotels; 2. Supply local market demands.
Outcome	1. Access to top end markets (the hotel sector as it relates to imports) 2. Access to top end prices
Output	4,900 lbs of choice meats every 90 days, or an average of 1,633 lbs monthly; 25% to be sold to the hotel sector at prices between EC\$17 to E \$22 per lb; 75% to be sold at an average of E \$8 per lb.
Activity	(a) Feed lot facility 24' x 60' to be constructed in 8 weeks at a cost of EC\$ 90,737.50 (b) Pasture development estimated time 9 weeks; estimated costs EC\$ 42,622.80 (c) Training in value addition: choice cutting, packaging, tanning, leather craft at a cost of EC\$ 40,000.00
Timeframe	9-12 months, beginning about Feb. 2009 to Feb 2010
Partners	Members of the Antigua and Barbuda Small Ruminants Association; donor representative(s)
Budget	EC\$ 173,360.30; US\$ 64,686.68
Contact	The Gilbert's Agricultural Centre (GUARD), Mercers Creek, Antigua and Barbuda

Barbados (1)

Title	Grain substitution
Justification	Global recession presents excellent opportunity for farmers to increase production
Outcome	Consumers buy at least 25% more root crops instead of imported grains. Increased food security
Output	<ul style="list-style-type: none"> • Improved yields of root crops • Improved quality of root crops to market • Increased BAS membership • Increased profit for farmers • Development of modern marketing systems
Activity	<ul style="list-style-type: none"> • Accurate cost of production data; US\$ 500

	<ul style="list-style-type: none"> • Soil testing drive; US\$ 5,000 • Tissue culture lab setup; US\$ 14,500 • Creating brand to sell semi-processed root crops; US\$ 10,000
Timeframe	9 months
Partners	UWI, CARDI, MOA, BMA, CPGA, IICA, FAO
Budget	US\$ 30,000
Contacts	BAS – CEO James Paul, Project Officer Theodore Fraser

Barbados (2)

Title	Post-harvest centre
Justification	Large-scale purchasers are eager to do business with farmers through a central facility
Outcome	Increase the amount of local fresh produce supply to purchasers by at least 10%.
Output	<ul style="list-style-type: none"> • Farmers will have better understanding of crops that purchasers require • Greater diversity of crops grown • Booklet will be an effective marketing tool • Purchasers will have a better understanding of crops grown in tropics • Increased BAS membership • Increased profit for farmers • Farming standards improved
Activity	<ol style="list-style-type: none"> 1. Create booklet on crops grown in the tropics; US\$ 10,000 2. Business plan; US\$ 5,000 3. Establish grading standard & training employees in operations; US\$ 10,000
Timeframe	9 months
Partners	UWI, CARDI, MOA, BNSI, BHTA, IICA, FAO, supermarkets
Budget	US\$ 25,000
Contacts	BAS – CEO James Paul, Project Officer Theodore Fraser, Vice President Fruit & Veg. Growers Association Keeley Holder

Grenada (1)

Area/Title:	Value Addition to Corn
Justification:	The need to reduce the imports of corn flour in Grenada and provide increased market and income for FO. (North East Farmer Organization (NEFO.) Importation of Corn Flour in Grenada over the past five years moved from 52,877kg of value EC\$101,293 to 64,130kg at a value of EC\$143,619. The trend also shows an increasing per Kg cost from 2003 to 2006. No existing organization is presently marketing local corn flour in an organized manner.
Outcome	To increase market share for Local Corn Flour and corn itself in Grenada
Output(s)	The NEFO shall produce 40% of current importation figures for imported corn flour through contract with Marketing and National Importing Board. Increase

	the consumption of corn through other value added option. Improved food Security and improved livelihood of farmers and farm family.
Activity(ies)	<ol style="list-style-type: none"> 1. Identify and planting of corn 2. Inputs 3. Enter in contract for corn flour 4. Develop additional value added products 5. Purchase of mill for grinding 6. Promotion and Education 7. Brand NEFO Corn Flour 8. Conduct Value Chain analysis of Corn in Grenada (This learning will help, to do value chain for existing contract Yam project with Marketing & National Board)
Timeframe	February 2009 and ongoing
Partners:	NEFO and its membership (45 members), Chamboard Farmers (40 members) Food and Nutrition, Bureau of Standards, MNIB, MoA, Produce Chemist Lab, Media, Hotels Association, Schools
Budget:	USD 20,000.00
Contacts:	Evans Goodings – North East Farmers Organization; Roderick St.Clair Marketing & National Importing Board.

Grenada (2)

Area/Title:	Improvement of Management Capacity of FO – NEFO and Chamboard Farmers
Justification:	There are weak management capabilities of these organizations to respond to new demand of the market place.
Outcome	To achieve operation efficiency in the management of its operations relying on market and production information to guide its negotiations in the market place. Use of Corn Flour Production and Existing Yam production contract with Marketing & National Importing Board) as living examples to monitor.
Output(s)	Well functioning organization managed on sound principles based and information.
Activity(ies)	<ol style="list-style-type: none"> 1. Group Dynamics/mentoring 2. Management of Meetings 3. Training in negotiating and lobby skills 4. Training /mentoring Data Collection and farm recording keeping at the FO level – practice as you go. 5. Use and understand market information and trends (using existing yams and Corn project as living examples) 6. Software and computer for analyzing data and conducting research from the projects.
Timeframe	February 2009 and ongoing
Partners:	NEFO and its membership, Chamboard Farmers Association, MNIB, MoA, CaFAN/ECTAD/ Belvieu Farmers Cooperative, St. Lucia
Budget:	USD 10,000
Contacts:	Evans Gooding – North East Farmers Organization; Roderick St. Clair Marketing & National Importing Board.

Guyana: Region 10 Farmer Organizations

Title:	Upgrade farmer organisations market advisory services to root crops farmers
Justification	Regions 10 and 4 have potential to grow high quality roots and tubers for supplying formal markets. Currently there is an unorganized production and produce is either sold to passing middlemen or low quantities are taken for direct market sales by farmers to Georgetown. Low prices and irregular incomes for farmers prevail. There are periods of gluts and shortages. By strengthening existing farmers organisations ability to provide market oriented advisory services to their members and better coordination of supplies to and linkages with formal buyers such as wholesalers, exporters and processors will improve the situation. It is expected to lead to more regular supplies to the market and higher incomes to farmers.
Outcome:	Improved incomes for roots and tubers farmers and regular supply to formal market.
Output(s)	Reports on the current business models of FOs Report on the grower-buyer workshop Action plan for upgrading the business model and service provision of the farmer organisation(s) for linking roots and tubers farmers to formal markets
Activity(ies)	Description of current business model of farmer organisations in Region 10 and 4 Workshop between growers and buyers to identify critical success factors for better coordinated market supply (i.e. linking farmers to markets) Design of an action plan to upgrade the business model of the farmers organisations
Timeframe	6 weeks (15 Jan to 28 Feb)
Budget	National advisor Workshop related costs
Partners:	Region 10 FO, Kurkuru FO, Linden women FO MAF, Ministry of Education, GABA, GMC,

Jamaica (1): Christiana Potato Growers Cooperative

Title:	Upgrade the CCPGs market advisory services to root crops farmers
Justification	CPGA has 26 district branches, with about 9,000 farmers as members. Almost all grow roots and tubers. Only a few have formal market linkages, the majority depends on local hicklers. Prices are fluctuating and farmers little negation power. There are periods of gluts and shortages. Strengthening existing CPGAs ability to provide market oriented advisory services to their members and better coordination of supplies to and linkages with formal buyers (such as wholesalers, exporters and processors) will improve the situation. It is expected to lead to more regular supplies to the market and higher incomes to farmers.
Outcome:	Improved incomes for roots and tubers farmers and regular supply to formal market.
Output(s)	Reports on CPGCAs current business model

	Report on the grower-buyer workshop Action plan for upgrading the business model and CPGCA service provision for linking roots and tubers farmers to formal markets
Activity(ies)	Description of current business model Workshop between growers and buyers to identify critical success factors for better coordinated market supply (i.e. linking farmers to markets) Design of an action plan to upgrade the business model of the farmers organisations
Timeframe	6 weeks (15 Jan to 28 Feb)
Budget	National advisor Workshop related costs
Partners:	CPGA MAF, RADA, processors, wholesalers, exporters

Jamaica (2): JAS Project Proposal

Title	Review and Restructuring of Rules and Organizational Structure of Jamaica Agricultural Society and Its Local Branches
Justification	The legal structure and rules of the JAS and its constituent branch network have become outmoded and no longer serve the farmers' interests in an optimal manner. The JAS suffers from over-identification with government, while not benefitting from adequate state resources. The JAS needs to reposition itself as an independent farmers' organization relying on its members as the main source of financial support and representing the interests of its members in more practical, effective and visible ways than at present. The local branches of the JAS would serve their members more effectively and flexibly if they were transformed into legally registered cooperatives – legally autonomous yet members of a national network under the JAS umbrella.
Outcome	Autonomous local farmers' cooperatives, all members of a national network headed by the Jamaica Agricultural Society; the JAS operating within a new legal framework independent of government.
Outputs	<ol style="list-style-type: none"> 1. Model Rules for local JAS branches operating as farmers' cooperatives. 2. Model Rules for intermediate coordinating structures linking JAS branches. 3. New Rules and Bye-laws for the JAS. 4. A Memorandum of Understanding between the JAS and the Jamaican government, setting out the arrangements for the transition to legal and operational autonomy for the JAS. 5. Articles of Incorporation for the JAS within a new legal framework.
Activities	<ol style="list-style-type: none"> 1. Engage consultant to review legal arrangements and make recommendations. 2. Review relevant laws, bye-laws and rules. 3. Discussions with JAS leadership (national and local level) to ascertain and clarify their needs. 4. Discussions with Ministry of Agriculture and state agencies to get their vision of new relationship desired. 5. Discussions with other agricultural and agro-industrial entities to explore possibilities for their future relationship with the JAS. 6. Discussions with NGOs active or interested in the agricultural field.

	7. Review of models of successful farmers' organizations in other countries.
Timeframe	3 months
Partners	FAO, JAS
Budget	US\$10,000
Contacts	Norman Grant CBSNORMAN@KASNET.COM , NWGRANT@HOTMAIL.COM Leroy Cooke LEROYECCOOKE@YAHOO.COM

Jamaica (3): JAS Project Proposal

Title	St. James Tourism Market Access
Justification	St. James is the foremost tourism area in Jamaica. In the hotels, there is significant unmet demand for fresh produce. This demand is largely met by imports from the USA. Local farmers could meet much of this demand if they were better organized.
Outcome	Reliable market arrangements based on sound and binding agreements for the St James farmers to supply hotels with increasing quantities of their requirements for fresh produce.
Outputs	<ol style="list-style-type: none"> 1. Information on the fresh produce needs of hotels in St James and the 2 adjoining coastal parishes (Hanover and Trelawny). 2. Information on the capability and willingness of farmers in St James to supply the fresh produce needs of hotels in St James, Hanover and Trelawny. 3. Contracts between hotels and farmers' organizations in St James. 4. Contracts between farmers (organization members) and their farmers' organization.
Activities	<ol style="list-style-type: none"> 1. Meetings with hotels to discuss their needs and the conditions under which they would be willing to buy from local farmers. 2. Meetings with farmers and their organizations to discuss their ability and willingness to supply the hotels' needs and attendant conditions. 3. Collection of information on: range of crops to be produced; growing time; seasonality etc. 4. Planning sessions with farmers to agree on: who is to produce what; quantities of each crop per farmer; planting and reaping schedule; pre-harvest and post-harvest requirements; transportation to buying centre; cleaning, sorting, grading and packaging; transportation to hotels; buying schedule; credit arrangements between farmers and FO; credit arrangements between FO and hotels; accounting arrangements etc. 5. Training sessions in: farm business management; pre-harvest practices; post-harvest handling. 6. Training of Field Agent in: farm business management; post-harvest practices; warehousing, packaging and labeling; point-of-sale software. 7. Study Tour by Field Agent to a successful farmers' cooperative or commercial farm with grading and packing operations.
Timeframe	3 months
Partners	FAO, Oxfam, JAS
Budget	US\$20,000
Contacts	Norman Grant CBSNORMAN@KASNET.COM , NWGRANT@HOTMAIL.COM Denise Ramdatt D.RAMDATT@YAHOO.COM Leroy Cooke LEROYECCOOKE@YAHOO.COM

Nevis

Title:	Green houses for farmers
Justification	There is a serious monkey problem on Nevis which restricts the production of tomatoes. The Four Seasons Hotel offers a ready market.
Outcome:	To supply 30% of the Four Season Hotels requirements.
Output(s)	Production of 1000lbs of tomatoes every week
Activity(ies)	<ol style="list-style-type: none"> 1. Identify type of green houses and sources for funding 2. Purchase green house and irrigation 3. Install green houses 4. Establish tomato crop 5. Manage crop 6. Harvest and delivery
Timeframe	6 months
Budget	USD 30,000
Partners:	CAFAN
Contact:	Donald Daniel, Nevis

St. Lucia (1)

Title:	Improving quality of supply of Agricultural Produce to the market	
Justification:	<ol style="list-style-type: none"> 1. Inconsistent quality and volume of produce on the market 2. Uncoordinated production within groups 3. Inability to transfer contract demands/ market needs to production volumes and quality 4. Uncoordinated production planning for the sector 5. Inaccessibility to postharvest technology to ensure quality 	
Outcomes:	<ol style="list-style-type: none"> 1. Producer developed Sector Plan for agricultural produce 2. Increased consistency of production quantity and quality 3. Increase income generation capacity of agricultural produce 	
Outputs:	<ol style="list-style-type: none"> 1. Increased marketability of agricultural produce 2. Increased market share of locally produced agricultural produce 3. Better trained farm managers 4. Increased farmer income 5. Stronger farmer organisations 	
Activities:	Dialogues - Monthly regional - Quarterly national	<ol style="list-style-type: none"> 6. Sector planning 7. Group dynamics/management 8. Data collection/record keeping 9. Member recruitments
	Training of trainers	<ol style="list-style-type: none"> 1. Pre-harvest management : <ul style="list-style-type: none"> - pre-harvest management - production planning - cultural practices

		<ul style="list-style-type: none"> 2. Post-harvest management 3. Data collection/management
	Information Management	<ul style="list-style-type: none"> 1. Data collection, analysis and dissemination 2. Record keeping
	Post-harvest technology	Field crates and other post harvest implement purchase revolving fund
Timeframe:	1 yr - continuous	
Partners:	MALFF, FAO, IICA, FAO, CARDI, CaFAN, OECS	
Budget:	\$79,500.00 XCD	
Contacts:	Vincentia Fatal & Raphael Felix - Belle Vue Farmers Cooperative Choix Melchoir - Black Bay Farmers Paulina Ferdinand - Eastern Progressives P. Anthia Joshua - Ministry of Agriculture, Marketing Unit	

St. Lucia (2)

Title:	Improving quality of Agricultural Produce through improved post-harvest technology	
Beneficiaries:	200 farmers in Belle Vue Farmers Cooperatives	
Justification:	<ul style="list-style-type: none"> 1. Inconsistent quality and volume of produce on the market 2. Inappropriate package for agricultural produce 3. An average of 17% post-harvest loss due poor handling and damage in transportation (from farm to pack house and pack house to market) 4. Inaccessibility to postharvest technology to ensure quality 	
Outcomes:	<ul style="list-style-type: none"> 5. Improved quality of agricultural produce 6. Increased consistency of production quantity and quality 7. Increased market access 8. Stronger farmer organisation 	
Outputs:	<ul style="list-style-type: none"> 9. 75% reduction in post-harvest losses 10. Increased marketability of agricultural produce 11. Increased market share locally 12. Better trained farm managers 13. Increased farmer income 	
Activities:	Training of trainers	Post-harvest management for produce handlers - on-farm and purchasers Data collection/ management
	Information Management	Data collection, analysis and dissemination Monthly Dialogue with Buyers Dialogue with packaging and other post-harvest equipment suppliers
	Post-harvest technology	Field crates and other post harvest implement purchase revolving fund

Timeframe:	1 yr
Partners:	MALFF, FAO, IICA, CARDI, CaFAN, OECS
Budget:	\$29,335.00 US (\$79,500.00 XCD)
	\$65,000 Crate revolving fund
	\$10,000 Data collection and dissemination
	\$4,500 Training
Contacts:	Raphael Felix & Vincentia Fatal - Belle Vue Farmers Cooperative

Suriname

AREA/ TITLE	STRENGTHENING THE CAPACITIES OF SURINAME RURAL WOMEN FARMERS PRODUCERS NETWORK TO IMPROVE THEIR FO's AND ESTABLISH LINKAGES
Justification	Suriname rural women's network is a network of farmers and Farm Organization's in the 9 districts and the 2 networks from the interior namely district Nickerie, Coronie, Saramacca, Wanica Para, Marowijne, Commewijne and the networks Maroon Women Network (MVN) and Organisation of indigenous People (OIS). A study case of the IDB and IICA resulted in the fact that most women in the Western Hemisphere including Suriname works on the field. Yet those women are very vulnerable and have no access to information and finances. Another phenomenon is that most of the families are single parents families, mother and a bunch of children. Also these women education level which is very low makes it difficult for her to be aware of the changes because of globalisation. With the opportunities of EU these women farmers can take advantage of these changes, empower and organize themselves, come closer to the development process to have a better livelihood.
Outcome/Objective	Better organization and structure of farmers and FO's in each district and in the interior Set up a database of the products Organize awareness programs/activities of the changes /globalisation with a focus of agriculture Trainings in PCM/Agribusiness Support of agribusiness FWA in district Commewijne Set up linkages for F.O's and start partnerships Site visit to FWA
Output	Women F.O,s are organized and have a structured network A database of products is established F.O's are aware of the effects and changes that globalisation cause them and the strategies in the agricultural sector Farm leaders can write project proposals and lead in setting up an agribusiness FO's are linked with other actors and start partnerships Processing facility of FWA is upgraded to standards and workers are trained in HCCAP FO's visit FWA in Commewijne
Activities ¹	Travelling to each district and interior to organize and register farmers /FO's with a legal status and bring them the message Register all the products farmers produce and group them to set up database Organize workshops about new agricultural strategies

	<p>Train the trainers course in PCM / Agribusiness/Farm Business Management</p> <p>Negotiate for farmers and start partnership</p> <p>Upgrading of the processing facility of FWA to standards</p> <p>Organize site visit to FWA in Commewijne</p>
Time Frame and Budget	<p>January 2009</p> <p>Administration cost ,computer ,printer ,software 2000,--</p> <p>Travelling to district Para 250,--</p> <p>Traveling to district Wanaka 250,--</p> <p>Upgrading processing facility FWA</p> <p>Commewijne Co funding 13 900,--</p> <p>Deepfreezer/Cooling freezer 6250,--</p> <p>February</p> <p>Travelling to district Saramacca 250,--</p> <p>Travelling to district Coronie 100,--</p> <p>March</p> <p>Traveling to district Nickerie 500,--</p> <p>Traveling to district Marowijne 250,--</p> <p>April</p> <p>Train the trainers in PCM 9 leaders 2000,--</p> <p>May</p> <p>Train the trainers in Agribusiness Management 2000,--</p> <p>June,July,August,September 1500,--</p> <p>Traveling to the interior</p> <p>Exchange visit of FO's to FWA in Commewijne 750,--</p> <p>Set administration for FO's and Set up database for products</p>
Budget	US\$ 30,000,--
Partners	Foundation Women in Agriculture, Suriname Rural Women Producers, IICA, Min of Agriculture, Ministry of Trade,Ministry of Planning, Ministry of Regional Development, CAFAN,FAO
Contacts	<p>Gerda Beckles-Kajuffa Tel 597 8767867</p> <p>GERDAKA@HOTMAIL.COM; GERDAKAJUFFA@YAHOO.COM</p> <p>Address: Bongostraat nr.2 – Geyersvlijt Paramaribo Noord Suriname</p>

St. Vincent and the Grenadines	
Area/Title:	Commercial Production and Marketing of Sweet Potato from St. Vincent and the Grenadines.
Justification:	<p>Root Crop production is the main agricultural activity of the Eastern Caribbean Trading and Agriculture Development Organisation's (ECTAD) farmers in the rural communities of Greggs, Fancy, Sandy Bay, Georgetown, Chateaubelair. ECTAD aims to improve the lives of rural farmers by implementing an integrated root crop production and marketing programme.</p> <p>Dasheen has been successfully marketed in Europe. The next targeted crop for is sweet potato. Market trends have indicated that there has been an increased demand for sweet potato on both the regional and international markets – especially in the United Kingdom. This increase in demand can provide producers with new market opportunities.</p> <p>However, there are numerous constraints that prevent the expansion of the sweet potato industry within St. Vincent and the Grenadines.</p> <p>These constraints include:</p> <ul style="list-style-type: none"> - Low productivity of root crops; - High incidence of pests and diseases; - Poor harvesting and post harvesting techniques and infrastructure; - Lack of coordinating, and marketing information and management.
Outcome:	To improve the livelihoods of rural farmers and communities in St. Vincent and the Grenadines through the establishment of a sustainable production and marketing system for sweet potato.
Output(s):	<ol style="list-style-type: none"> 1. Increased production and productivity of sweet potato. 2. Improved management of pests and diseases. 3. Improved post harvest handling and quality of harvested sweet potato. 4. Access to post harvest / curing facility. 5. Increased access to markets. 6. Farmers' trained in improved production and marketing techniques.
Activities:	<ol style="list-style-type: none"> 1 (a) Evaluate three different fertilizer formulations for sweet potato production. (b) Identify high yielding varieties. (c) Identify and implement improved production practices, e.g. irrigation 2 (a) Acquire pesticides and biocontrol agents for pest control.

	<p>(b) Implement the use of pesticides or biological agents for the control of main pest of economic importance (Phyllophaga sp.)</p> <p>3 (a) Acquire information on required grades and standards from the St. Vincent and the Grenadines Bureau of Standards; (b) Implement the use of improved harvesting and packaging containers</p> <p>4 (a) Acquire appropriate equipment for curing facility</p> <p>5. (a) Secure markets for sweet potato</p> <p>6. (a) Conduct training Workshops in targeted production areas: - Agronomy (pest and disease control, fertilizer application) - Post harvest management</p>																
Timeframe:	January to December 2009 (One year)																
Partners:	ECTAD Farmers' Groups, Caribbean Research and Development Institute (CARDI), Ministry of Agriculture, Forestry and Fisheries (MAFF), Inter American Institute for Cooperation on Agriculture Development (IICA).																
Budget:	<table border="1"> <thead> <tr> <th>Item</th> <th>Year 1</th> </tr> </thead> <tbody> <tr> <td>Materials and Supplies</td> <td>\$10,000</td> </tr> <tr> <td>Marketing Development</td> <td>\$8,000</td> </tr> <tr> <td>Equipment</td> <td>\$5,000</td> </tr> <tr> <td>Training and Workshops</td> <td>\$3,300</td> </tr> <tr> <td>Local Travel</td> <td>2,200</td> </tr> <tr> <td>Administration Supplies</td> <td>1,500</td> </tr> <tr> <td>TOTAL</td> <td>30,000</td> </tr> </tbody> </table>	Item	Year 1	Materials and Supplies	\$10,000	Marketing Development	\$8,000	Equipment	\$5,000	Training and Workshops	\$3,300	Local Travel	2,200	Administration Supplies	1,500	TOTAL	30,000
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Local Travel	2,200																
Administration Supplies	1,500																
TOTAL	30,000																
Contacts:	Eastern Caribbean Trading Agriculture and Development Organisation (ECTAD); P.O. Box 827; Beachmont, Kingstown; St. Vincent and the Grenadines.																

Trinidad and Tobago

Title/Area	Communication and information training and development of FO's
Justification	<ul style="list-style-type: none"> • Farmers and farmers groups need to be positioned to access timely market information • There is the need to increase communication between farmers and stakeholders • Using information technology to strengthen the capacity of FOs • There is the need to keep farming records
Output	<ul style="list-style-type: none"> • Accessible records

	<p>farm records; business income and expenditure; pesticide records</p> <ul style="list-style-type: none"> • increased communication between farmers and institutions • initially 8 FO in Trinidad and 2 in Tobago (approx 3000 farmers) • knowledge of market requirement; demand, supply and requirements • A project that can be replicated
Activity	<ol style="list-style-type: none"> 1. Identify the farmers, organization, location and infrastructure (electricity) 2. Evaluation and identification of group needs Development of criteria for accessing project by farmers groups 3. Invite proposals from suppliers for computer hardware, software and training 4. Supply computer hardware and software and training to FO (10 computer systems) 5. Training of Farmers Organization
Time Frame	6 months
Partners	FAO, CaFAN, ASTT, NAMDEVCO, THA and FO's
Budget	USD \$ 29000.00 (represents donor funding)
Contact	Agricultural Society of Trinidad and Tobago – President: Ms. D Sookoo THA (Agriculture): Mr. R Marks NAMDEVCO: Mr. G. Gangapersad

Tobago

Title/Area	Establishment of a Farm Store for supplying affordable agricultural inputs (1 st outlet in Gouldsborough)
Justification	<ul style="list-style-type: none"> • Making inputs more affordable to farmers • More scientific approach for the use of fertilizer
Output	<ul style="list-style-type: none"> • Soil testing facilities afforded to farmers • Cheaper inputs; fertilizer, pesticide and seeds • Benefits to approximately 500 farmers
Outcome	To reduce the cost of production to the farmer
Activity	<ul style="list-style-type: none"> • Establish limited liability company owned by two FO's and complete business plan • Source supplies • Establish MOU with soil testing facilities • Complete infrastructure • Recruit and train staff and farmers • Commencement of operation
Time Frame	Six months
Partners	FAO, CaFAN, , THA, ASTT, BDC
Budget	Phase 1: USD \$4,000.00 Phase 2: USD \$19,000.00
Contact	Mt. St. George Farmers, President: Mr. O. Dillon

E. LIST OF PARTICIPANTS

No.	NAME	SEX	ORGANISATION	POSITION	ADDRESS	TELEPHONE	FAX AND EMAIL	COUNTRY
1.	Fitzmorgan Greenaway	M	Antigua and Barbuda Small Ruminant Association	President	Tyrells, Liberta, St. Pauls, Antigua	268-460-3446 / 773 0222	FARAGAFARMS@HOTMAIL.COM	ANTIGUA AND BARBUDA
2.	Brice Roberts	M	Grand Bahama Farmers Cooperative	Director	F-40051, Freeport, Grand Bahama Bahamas	(242) 646-5409 / (242)445-7270	ROBERTS_BRICE@LIVE.COM / GRANDBAHAMAFARMERS@HOTMAIL.COM	THE BAHAMAS
3.	James Paul	M	Barbados Agriculture Society (BAS)	Chief Executive Officer	The Grotto, Beckles Rd St. Michael, Barbados	1 (246) 436-6683	(246) 435-0651 HESHIMU@CARIBSURF.COM	BARBADOS
4.	Keeley Holder	F	Barbados Agriculture Society, Vegetable Growers Association	Vice President	The Grotto, St. Michael Barbados, BB22087	(246) 436-6684 / 243-6496 / 433-8104	KEELEYKINS@GMAIL.COM	BARBADOS
5.	Cleve Scott	M	Oxfam GB	Project Officer	Fitts Village, St. James Barbados. W. I.	(246) 438-7880 (246) 243=9221	(246) 438-7886 cscott@oxfam.org.bb	BARBADOS
6.	Jerome Thomas	M	FAO	Project Coordinator SFA 2006	UN House, Hastings Barbados	(246) 426-7110	(246) 427-6075 JEROME.THOMAS@FAO.ORG	BARBADOS
7.	Cecil Joseph	M	Dominica Hucksters Association (1995) Ltd	President	P.O. Box 330, Roseau, Dominica	(767) 448-3258	(767) 448-0878 HUCKSTERS@CWDOM.DM / BROTHERCES@HOTMAIL.COM	DOMINICA
8.	Evans Gooding	M	North East Farmers Organization Inc	President	New Hampshire, St. Georges, Grenada	(473) 414-4411 / 414 7884	NEFO2008@YAHOO.COM	GRENADA
9.	Roderick St. Clair		Marketing and National Importing Board	Marketing Manager	P.O. Box 652 Young Street, St. Georges, Grenada	(473) 440-1791/2	(473) 440-4152 MOUNTAINSPICE@GMAIL.COM or MNIB@SPICEISLE.COM	GRENADA
10.	Vilma DeSilva	F	Pomeroon Women's Agro Processors Association	Chairperson	Lot I Charity Amazon Essequibo GT Beach Profith Lower Pomeroon River	(592) 771-4077 / 610-2331	(592) 227-4114 nhassan@newgmc.com	GUYANA

11.	Kenneth Perreira	M	Region 10 Farmers Association	Secretary	97-98 Republic Avenue Mackenzie, Linden, Guyana	(592) 655-1272 /686-0064	(592) 444-4059 Kennethperreira2000@yahoo.com	GUYANA
12.	Leroy Cooke	M	Jamaica Agricultural Society	Consultant	67 Church Street, Kingston	(876) 922-0610 / 343 0659 / 977 4331	Fax: (876) 967-7149 Email: LEROYECCOOKE@YAHOO.COM	JAMAICA
13.	Denise Ramdatt	F	Jamaica Agricultural Society	Parish Manager (St. James)	2 Lawrence Lane, Montego Bay, / 67 Church Street, Kingston	(876) 384 6924 /	(876)952-2552 D.RAMDATT@YAHOO.COM	JAMAICA
14.	Cardiff Graham	M	Christiana Potato Growers Cooperative Association Limited	Director	P.O. Box 50, Main Street, Christiana, Manchester,	(876) 964-2366 / 964 0728	(876) 964-2696 POTATOES@CWJAMAICA.COM CHRISTIANAPOTATOES@YAHOO.COM	JAMAICA
15.	Donald Daniel	M	Nevis Growers Cooperative Society	Public Relations Officer	Barnaby Village St. James Parish,	(869) 469-9002 / 664-5143	EMONTINE_T@HOTMAIL.COM	NEVIS
16.	Ronald Pilgrim	M	CARDI	Country Representative	CARDI Field Station La Resource Dennery,	(758) 453-3317	(758) 453-3495 CARDI@CANDW.LC	ST. LUCIA
17.	Una May Gordon	F	IICA	IICA Representative	4th Floor Sir Stanislaus Anthony James Building, Waterfront, P.O. Box 1223, Castries,	(758) 451-6760 /	(758) 451-6774 iica.lc@iica.int	ST. LUCIA
18.	Laurent Jean Pierre	M	Tramil and Capsicum	Research officer /Country Coordinator	Bexon P.O. Box 1438, Castries, St. Lucia	(758) 520-1251	(758) 454-8737 GSR@CANDW.LC	ST. LUCIA
19.	George Alcee	M	OECS Secretariat	Agriculture Economist	Morne Fortune P.O. Box 179 Castries, Saint Lucia	(758) 455 6345	(758) 453-1628 GALCEE@OECS.ORG	ST. LUCIA
20.	Vincentia Fatal	F	Bellevue Farmers Cooperative Society	Secretary	P.O.Box 292 Myers Bridge, Soufriere, St. Lucia	Tel: (758) 459-7188 or (758) 715-1970	(758) 459-7188 BELLEVUE_COOP@YAHOO.COM or VFATAL29@YAHOO.COM	ST. LUCIA
21.	Choix Melchoir	M	Black Bay Small Farmers Cooperative Society Ltd	General Manager	P.O. Box 948 Gablewoods Mall South, Vieux Fort,	(758) 454-3213 / 716 1770	(758) 454-3213 BLACKBAYFARMERS@HOTMAIL.COM	ST. LUCIA
22.	Paulina	F	Eastern Progressive	Chairlady	Mon Repos P.O.	758 455 3546 /		ST LUCIA

	Ferdinand		Farmers		La Pointe	719 5071		
23.	Sunita Daniel	F	Ministry of Agriculture, Forestry and Fisheries	Economist	Sir Stanislaus James Building, Waterfront, Castries, St. Lucia	(758) 468-4114	(758) 453-6314 danielsunita@hotmail.com	ST. LUCIA
24.	Patricia Anthia Joshua	F	Ministry of Agriculture	Farm Improvement Officer II	P.O. Box QGB 156, Garrard	(758) 468-4132	(758) 453-2035 PAJOSHUA@HOTMAIL.COM / MARKETING@SLUMAFFE.ORG	ST. LUCIA
25.	Raphael Felix	M	Belle Vue Farmers Cooperative	General Manager	Myers Bridge P.O. Box 292, Soufriere	758 457 1632 / 459 7188	758 459 7188 BELLEVUE_CO-OP@YAHOO.COM	ST. LUCIA
26.	Derek Charles	M	WIBDECO	Technical Manager	P.O. Box 115 Castries, St. Lucia	758 452 2411 / 405 2956	DCHARLES@WIBDECO.COM	ST. LUCIA
27.	Ancelma Rose	F	Windward Island Farmers Association	Administrator	Paul's Avenue P.O. Box 817, Kingstown	(784) 456-2704	(784) 456-1383 WINFA@WINFA.ORG	ST VINCENT AND THE GRENADINES
28.	Pathleen Titus	F	CARDI	Country Representative	Rivulet PO Box 594 Kingstown	(784) 457-1535	(784) 456-2420 CARDISVG@VINCYSURF.COM	ST VINCENT AND THE GRENADINES
29.	Gerda Beckles-Kajuffa	F	Foundation Management Women Organization for Women in Agriculture	Chairlady	Pt Tilakdariweg nr 13 Bongostr nr 2 – Geyersvlyt Paramaribo	(597) 876-7867/	GERDAKA@HOTMAIL.COM / GERDAKAJUFFA@YAHOO.COM	SURINAME
30.	Dhano Sookoo	F	Agricultural Society of Trinidad and Tobago	President	#17CumberBatch Street, Chaguanas	(868) 672-8995 / 672-0521 / 337-7072	868 671 9688 AGRISOCT@YAHOO.COM	TRINIDAD AND TOBAGO
31.	Ramon Marks	M	Division of Agriculture, Tobago House of Assembly	Advisor to Secretary of Agriculture	Glen Rd, Scarborough P.O. Box 214 Scarborough, Tobago,	(868) 635-0188 / (868) 789-9818 / 868 639 2234	(868) 639-1746 RAMON_MARKS@YAHOO.COM informar@tsst.net.tt	TRINIDAD AND TOBAGO
32.	Orwin Dillon	M	Mt. St. George Farmers Association	PRESIDENT	Scarborough Tobago Pole 73 Friends field rd. Tobago	(868) 797-4897 / 635-0219	ANTHONYDILLON1@HOTMAIL.COM / owindillion@hotmail.com	TRINIDAD AND TOBAGO
33.	Ganesh Gangapersad	M	NAMDEVCO	QUALITY ASSURANCE MANAGER	S.S. Erin Road, Dede, Trinidad and Tobago	(868) 647-3218	(868) 647-6087 ggangapersad@namdevco.com	TRINIDAD AND TOBAGO
34.	Allister Glean	M	Trinidad and Tobago Agribusiness Association (TTABA) / CABA	Institutional Support Manager	Level 2 Auzonville Mall, Eastern Main Road, Trinidad	(868) 645-9204 / 663-1305 / 789-7910	Fax: (868) 645-6511 Email: TTABASEC@YAHOO.COM or ALGLEAN@HOTMAIL.COM	TRINIDAD AND TOBAGO

			Secretariat					
WORKSHOP COORDINATING TEAM								
35.	Jethro Greene	M	ECTAD / CaFAN	CHIEF COORDINATOR	P.O. Box 827 KINGSTOWN	(784) 453-1004	(784) 453-1239 ECTADSVG@YAHOO.COM OR JETHROGREENE@YAHOO.COM	ST VINCENT AND THE GRENADINES
36.	Nyasha Durrant	F	ECTAD / CaFAN Secretariat	ADMINISTRATIVE OFFICER	P.O. Box 827 KINGSTOWN	(784) 453-1004	(784) 453-1239 ECTADSVG@YAHOO.COM OR NYASHADURRANT@YAHOO.COM	ST VINCENT AND THE GRENADINES
37.	Jeffrey Trotman	M	ECTAD / CaFAN Secretariat	COMMUNICATION CONSULTANT	P.O. Box 827 KINGSTOWN	(784) 453-1004 / 431-0785	(784) 453-1239 ECTADSVG@YAHOO.COM OR JEFFTROT@HOTMAIL.COM	ST VINCENT AND THE GRENADINES
38.	Paula Hearn	F	ECTAD / CaFAN Secretariat	ECTAD INTERN / WORKSHOP ASSISTANT	P.O. Box 827, KINGSTOWN	(784) 453-1004	(784) 453-1239 ECTADSVG@YAHOO.COM OR PAULAHEAR@GMAIL.COM	ST VINCENT AND THE GRENADINES
RESOURCE PERSONS								
39.	Heiko Bammann	M	FAO	Enterprise Development Officer	FAO Headquarters Viale Delle Terme di, Caracalla 00153 Rome, Italy	39 06 570 52764	39 06 57056850 HEIKO.BAMMANN@FAO.ORG	ITALY
40.	Edward Seidler	M	FAO	Senior Marketing Officer,	FAO Headquarters Rome, Italy	00390657053877	EDWARD.SEIDLER@FAO.ORG	ITALY
41.	Robert Best	M	Caribbean Poultry Association	Executive Director	134 Frederick St P.O. Box 822 Port of Spain	868 627 8670	(868) 623 5157 ROBERT.BEST@FAO.ORG.TT	TRINIDAD AND TOBAGO
42.	Dunstan Demille	M	Consolidated Foods Limited	Perishables Manager	Choc Estate P.O. Box GM580 Gablewoods Mall Castries	(758) 457-2403	(758) 457-2100 DUNSTAN.DEMILLE@CFLSLU.COM	ST. LUCIA
43.	Jeanette Sutherland	F	CARICOM Secretariat	Agribusiness Coordinator	118 Karona Avenue, East Coast Demarada Georgetown,	592 222 0001 (2258)/ 693 5733	SUTHERLAND_JEANETTE@YAHOO.COM JSUTHERLAND@CARICOM.ORG	GUYANA
44.	Timothy	M	Natures Produce Inc.	Chief Executive	The Farm Plantation	(246) 419-0520	246 422 3395	BARBADOS

	Walsh			Officer	Farm Rd St Peter,		TIM.MOTHERNATURE@SUNBEACH.NET	
45.	Collin Howard	M	COMDAQ Ltd	Chairman	Tulip Trees, Church Road,	0044 148 3766 047	COLIN.HOWARD@COMDAQ.NET	UNITED KINGDOM
46.	Bisessar Chakalall	M	FAO	Senior Fishery Officer	U.N. House Marine Gardens, Christ Church	246) 426-7110/1	(246) 427-6075 bisessar.chakalall@fao.org	BARBADOS

F. OFFICIAL OPENING CEREMONY PROGRAMME

Caribbean regional workshop

on

*“Strengthening the Capacity of Farmers Organisations to respond to changing
Agriculture Markets”*

PROGRAMME



*Opening Ceremony - 24th November – 7:00pm
Bay Gardens Inn, St. Lucia*

Chairperson: James Paul

Welcome by Vincentia Fatal

Opening Remarks by Bisessar Chakalall,
Acting FAO Representative, sub-regional office, Barbados

Remarks by Edward Seidler,
Senior Marketing Office, FAO Rome

Remarks by Jethro Greene,
Chief Coordinator, CaFAN

Address by Hubert Emmanuel,
Permanent Secretary in the Ministry of Agriculture, Forestry and Fisheries, St. Lucia

Vote of thanks by Nyasha Durrant

Reception

G. OFFICIAL OPENING CEREMONY

*The official opening ceremony was chaired by James Paul, Director of CaFAN, and also Chief Executive Officer for the Barbados Agriculture Society. It began with opening remarks by Mr. **Bisessar Chakalall, Acting FAO Representative for the Sub Regional Office** based in Barbados. (Please see appendix F for his presentation).*

***Edward Seidler, Senior Marketing Office for FAO Rome** followed with brief remarks and said the workshop on Strengthening the Capacity of farmer Organizations to respond to Changing agriculture Markets is a challenge in that the participants have to look at the task they have ahead, that of trying to uplift their fellow nationals to achieve a better life.*

“Normally, when you look at a challenge, you look at what you have to do.” Noting that the farmers’ leaders know what they have to work with, Seidler said that it is generally agreed that their constituents tend to be older, conservative and in many cases they have a lower level of education and they look to the farmers’ leaders and farmers’ organization for support. “They look to you to uplift their lives and to make things better and you have the most difficult job, representing farmers.”

He said there is much work to be done – the daunting task of trying to change the farmers’ mind set to get them to recognize that farming is a business and they have to do things differently in the future to what they did in the past.

He said on the first day of the workshop, the participants talked about the services they give to their membership but one of the things that they have to be mindful of is getting the farmers to act in unison and to develop partnerships as well as trust between the members of the organization and the people they are going to do business with.

“You have the daunting task of trying to explain to them a short term gain might be good today but in the future in the longer term if you make a short term gain at the expense of trust, the expense of good business dealings, you do not have a sustainable relationship.

“I will end by just saying ... if you know what you want to do, this workshop hopefully will allow you to decide how best you can do it. Thank you very much.”

*Mr. **Jethro Greene, Chief Coordinator for CaFAN** followed Mr. Seidler and formally welcomed the Permanent Secretary in the Ministry of Agriculture, Forestry and Fisheries in St. Lucia, who just got off the plane and showed his dedication to agriculture by attending the opening ceremony.*

He said CaFAN is very pleased to partner with FAO. He thanked the FAO representatives from Barbados and Rome as well as working colleagues with whom he shared a lot in putting the workshop together.

He gave especial thanks to the CaFAN extended family – Belize has attended the workshop and he would lobby for Tobago (since it looks a lot like St. Vincent) to be part of CaFAN) and

still remain part of Trinidad. "Guyana, Region Ten, you're with us today, that's wonderful. It is good to see also, our colleague from Oxfam with whom CaFAN is working out a partnership agreement.

He said CaFAN is being surrounded by FAO now and might not get a breathing space. "We're getting closer and closer to FAO and that is nice because basically speaking, we in CaFAN are concerned about the fact that a lot of resources in agriculture has been wasted in the region for the last decade in the name of farmers, and by working rather than talking and crying, we are engaging all the players in the agriculture sector including IICA, CARDI, the University of the West Indies, even all the freelance consultants – tell them that we are the key players in agriculture. They remember us now there is a food crisis. Now we are going to take our rightful place in the leadership and make sure that you are not going to get resources in our name and then you come to say farmers get a lot of assistance and we don't see it. We are going to take leadership and we are going to man this thing ourselves and we are going to work with you as equal partners in the family! (Resounding applause)

"Farmers organizations must position themselves to provide more substantial leadership in the agriculture sector. We in CaFAN recognize the limitation and the weaknesses. So what we are doing, we are not sitting buy and lobbying, we are strengthening our membership base.

"When I leave here on Sunday, I go to Grenada where there are several vibrant farmers organizations working along with the Grenada Marketing Board. But unlike Barbados where there is a dominant farmers organization controlled by Emperor James, we are trying to create a network within Grenada. So that the farmers can speak with one voice to lobby government, to get benefit from bulk purchasing, etc. But we are not going in to create a national farmers organization.

"I have seen time and time again when institutions, maybe, with good intentions or selfish intentions force organizations on people and what happen? As they say in St. Vincent, it doesn't last as long as Miss Janey Fire. It doesn't last very long.

"We believe in creating a facilitating environment for people to work together and sometime as one of the FAO speaker said, it is sometimes better to work in small clusters but you could still work together at a national level. That is the strategy that CaFAN is moving towards in all our operations – a flexible organization, no bureaucracy.

"We are basically a voluntary organization that runs with very little or no overhead costs and if today or tomorrow the CTA donors decide to pull out, we'll still use our e-mail to keep CaFAN going. We are an independent organization. We are sustainable because of the fact that we are not going to build a network dependent on donor funds. We will use it to substantially build our capacity to respond to these changing circumstances. But we are here to stay forever!

"And I'm telling you, I feel the commitment of the leadership of our organization. This is not an organization that is built by politicians or donor funds. It is built from the bottom up by grassroot leaders and we are going to be here for generations to come and build something so that when the curtains of history are drawn people will look back and say 'ah ha, the leadership in CaFAN did a good job'."

He said there was one time when agriculture was kicked under the table so much that even so called agriculture institutions moved away from the word agriculture. "They were afraid to say agriculture. They started to say rural upgrading, rural households. They were afraid because the US position was you should not concentrate on agriculture. Even the World Bank suggested that we shouldn't grow food, we should just import food. And our politicians were listening but we were not – we were too smart.

"What happen? When hurricane hit Grenada, rich people with money could not even get food to eat. St. Vincent had to feed them. We in St. Vincent, those of us in the agriculture sector, have always believed in farming, have always believed that we have a vibrant – and we call it an underground economy because nobody believes it's there but it's always there. We were able to supply Grenada with food.

"Now, our farmer friends in Grenada are building a strong food security base with the help of their network with the Marketing Board.

"But let me also say this again, there are many converts now to the agriculture sector and I think, we have a window of about eighteen months before they go back to their wicked ways of dismissing agriculture. So, we are now positioning ourselves and our farmers organizations not only to take leadership and to lobby and advocate but we want a bigger piece of the pie.

"Now, somebody goes down the road and says six dollars for a beer, people don't argue. But they argue if a farmer charges 50 cents for a mango or 50 cents for a banana, which is ten times more nutritious because the attitude of our countries, our business community and our population is that farmers must provide cheap food and those who are poisoning us with their cigarettes and rum – I drink rum too (much laughter) – that's alright, you could pay any price for it.

"We want to partner with the private sector but it's not going to be at our expense. We have started the initiative in which we are weeding out the middle persons to an extent and where we have seen prices gone up by almost 200% and there are times when we partner with the private sector for bulk importation of products and feel that when we are in good, honest partnership that we increase wealth to our farmers. That is what CaFAN is pushing for.

"We are not going to take it anymore where we are pushed under the table where we are just used when it is convenient. We intend to unite our farmers to make a significant impact on agriculture, driving it and becoming rich from it.

"We have to create a business-like image for agriculture. There are some fantastic things going on. Francis Stan has a programme (in Barbados) in which young people get excited about agriculture because of that technology. We have a bunch of young people, who are excited about agriculture because they see the returns that could come from it.

"And when people say that young people are not interested in agriculture, there are also some involved in agriculture that we can't promote but they are making money out of it. But they are involved in it; they are young, some of them have degrees.

"I'll tell you something, if you can look at the circumstances of what drives people, we would be able to come with the answer.

"CaFAN intends to build on our success stories. We have a tendency in the Caribbean to act as if nothing has been going on. I keep saying that we, the bunch of leaders here, are the smart ones. We have been involved in agriculture. We have success stories. That's what we've been sharing for the whole day.

"I told my colleague from Rome that CaFAN would only participate in the workshop if it was practical and if it builds on our successes and what we have seen today from this workshop are dozens of success cases that we can replicate and build on.

"What we need to do is to build the capacity to get the financial institutions, governments and the people, who can upscale this operation to get on our side.

"CaFAN intends to promote the linkages of agriculture. Example in St. Lucia and Grenada, linking agriculture to tourism and in St. Vincent, we just did a fantastic project, linking agriculture to health and nutrition and Jamaica is doing the same promotion. We are looking at linkage of agriculture to food security; linkage of agriculture to agro processing. In order to do that, we must build our capacity at all levels – the national level.

"You cannot have a strong regional organization if the local entities don't have the capacity. And that is one of the reasons why we are using this opportunity to make sure that we build capacity at the national level to then reflect back at the regional level.

"In closing let me say we are very happy to partner with FAO, with CARDI, with IICA, with Oxfam and with other institutions. We've received good support. We've come to St. Lucia because the St. Lucia government has always been supportive of what we are doing. So, too, are all the governments in the region that we have worked and it is important that we build genuine partnership with our governments because we would have to steer them in the direction to create relevant policy framework for us to succeed.

"We want to see our farmers make profit, become rich off of agriculture. We want to create the right image. We want our supporting institutions like CARDI, IICA and others to get the kind of funding to do the research to help make these things reality but in the end, we want the farmers to be shown respect and we want to be an example where our farmers can be proud to say 'we are a businessman or business woman'.

*"Let me say, CaFAN will continue to cooperate and collaborate with all institutions. We are even trying to engage CARICOM; we're trying to engage the OECS and all the other institutions. Please work with us. Let us all stakeholders in the sector unite to move agriculture forward in a sustainable way that would create longevity for farming as a business. Thank you very much."
(Resounding applause)*

The featured speaker of the workshop **Hubert Emmanuel, PS in the Ministry** said that welcomed the regional participants to St. Lucia. He recognized IICA in Ms. Gordon and the

OECS, which are important agencies as efforts are being made to bring order in the agriculture sector.

He said it is an honour to address the gathering for several reasons. "One, the nature and content of this workshop I believe will be a much needed boost to farming and farmers organizations in this region at this particular point in time.

"Secondly, the timing of this workshop coincides with heightened global interest in agriculture and food production. If this workshop was taking place eighteen months ago, I would not have had much confidence that you would have had some success. But over the past few months we seem to have seen global interest in food production and as the speaker said earlier on, we have a window of opportunity again as farmers and farmers organizations to reposition ourselves and to take the much needed spotlight that we deserve – not just now but many years ago, we were deserving of such a place.

"Thirdly, I believe that this workshop is coming at a time ... dynamic environment. Over the years, farmers and farmers organizations carried out their operations based on the policies that they seemed to have participated but rather just handed down to farmers and farmers organizations by people, who may have had ulterior motives or lack of understanding of the activities or the importance of farmers and farmers organizations.

"Many times these policies were put together without the interest of the farmers being considered. But today, we see the need for participation on the part of farmers and farmers organizations if we are to be successful in the agricultural sector.

"This workshop will empower farmers and farmers organizations to not be just mere producers but rather, managers of the sector. Farmers and farmers organizations need to participate in shaping the policies that are needed to take us through the stormy waters over the next few months and years.

"Therefore, issues like market access, access to credit, improvement in the quality of safety, cheaper inputs through bulk buying should be high on the agenda of farmers organizations today.

"We have witnessed over the past few years the rapid exodus of small farmers from existed in the sector moving to other areas, which seem to be much easier. All because of policies, which were existing in our various islands in the region on a whole. But today, there is need for farmers to come together in order to empower themselves in order to position themselves to take up the challenge that is ahead of us.

"In the past, it was often said that farmers do not have the capacity or the foresight to participate and that is why this workshop today is very important.

"Many funds were spent in the past in putting infrastructure in place with very little consultation with farmers and farmers organizations. But what is needed today - and I am happy that this workshop is part of that ongoing process – is for farmers to be empowered to make decisions. Farmers must be able to build capacity to carry the sector forward and because of our size in this region, the small holdings that we have, it's not always possible for us to influence what is

happening around us. It is much easier for politicians and policy makers to listen to large farming groups, large organizations rather than to listen to very small organizations like ours.

“But when we come together as farmers organizations, there is much strength in unity. As long as we agree to come together, we can exert that kind of influence that is needed to reshape policy to cover the needs of the farmers in this part of the region.

“As I said before, the timing is perfect because governments are now robust. In some places you may have the money but you cannot get the food. So, we are in a very good position today as farmers and farmers organizations to try to influence and reshape policy to take us into the next fifty and a hundred years.

“I must tell you this evening that even here in the Ministry of Agriculture, we recognize for participation of farmers. So consultation with farmers is very important if we are to go forward in a meaningful way.

“Again, because of size, we cannot have all farmers coming to every meeting but effective and well functioning farmers organization can play that role in bringing about the much needed changes in that sector and not just the sector but to national economies.

“As you know in the Caribbean over the past few years, we seem to have shifted all our efforts on tourism. But what is happening up in North America and the developed world today, tells us very clearly that we cannot put all our eggs in one basket because whereas tourism may be a lucrative business but something, which is beyond the control of the Caribbean can happen. One or two events may happen outside the Caribbean can have drastic implications for us here in the Caribbean.

“But, as have been proven over the years, the foods that we grow, the foreign practices can sustain themselves. We can't continue in spite of the challenges and that is why I am very happy to be associated with this workshop here tonight, which will empower our farmers organizations to confirm with and to pave the way for small farmers in this region.”

H. OPENING REMARKS, ACTING FAO REPRESENTATIVE, SUB-REGIONAL OFFICE BARBADOS

On behalf of the Food and Agriculture Organisation of the United Nations (FAO), it is my distinct pleasure to welcome you to the opening ceremony of the regional workshop on “Strengthening the capacity of Farmer Organisations to Respond to Changing Agriculture Markets” and to bring you the greetings of the FAO Sub-Regional Co-ordinator for the Caribbean, Dr. Barbara Graham, and the Director-General of FAO, Dr. Jacques Diouf.

Most, if not all of you, are aware that FAO’s goal is food and nutrition security for all. In this regard, the Caribbean is and has been receiving priority attention from FAO and the Director-General of FAO, through a number of programmes and technical assistance projects, such as:

- *FAO/ Government of Italy, CARICOM/CARIFORUM Regional Special Programme for Food Security;*
- *FAO/EC Assistance to Agriculture Diversification in the Windward Islands;*
- *FAO/ACP Agriculture Commodities Food Security Programme, 2008/09; the sponsors of this workshop*
- *FAO Support for the Jagdeo Initiative on Agriculture (a multi stakeholder initiative); and*
- *The national Medium Term priority Frameworks;*

To name a few.

This regional workshop is coordinated and organised by the Food and Agriculture Organisation of the United Nations (FAO) and co-organised with the assistance of the Caribbean Farmers Network (CaFAN) in collaboration with Agriculture Sector of St. Lucia; with funding from the ACP Agriculture Commodities Programme. On behalf of FAO, I would like to sincerely thank the organisers and sponsors.

Mr. Chair, ladies and gentlemen, as you are aware we are living in challenging and changing times; times of great uncertainties. After a short period of soaring food prices and rising fuel prices we are entering into a global economic downturn that will seriously affect the Caribbean Countries. As in the past, at any time of an economic crisis, the poor are the most vulnerable. The current crisis is not the making of the developing countries and they should not have to pay for the errors of the developed countries. However, as the saying goes “we are living in a global village and as such all will be affected, especially the poor in our Caribbean countries”.

In all the uncertainties there is one certainty, and that is, we need wholesome and nutritious food, for which we depend on our small farmers, even though the Caribbean region is a net importer of food.

Caribbean agriculture is predominantly in the hands of small holders. It has demonstrated capacity, over the years, to reduce poverty through combinations of income, employment and food prices effects and indirectly by contributing to taxes and wider investment.

Given the current world economic situation the workshop is very timely. We should look for the ‘silver lining’. The current crisis should be seen as an opportunity for us in the Caribbean to retool and refocus our efforts on agriculture development and diversification. We have to pay special attention

to our agriculture sector if we are to minimise the foreseen severe impacts of the current global economic downturn.

For your information, similar to CAFAN, there is a Caribbean Network of Fisher folk Organisations, which was formed about two years ago. The concern I had at the time was that it limited itself to CARICOM countries. However, this is changing. A week ago, the Chairperson of the Caribbean Network of Fisher folk Organisations, Michael Lay of Antigua, and a few regional fisheries officials had an exchange visit with fishers from Guadeloupe in Guadeloupe. The conclusion was, the “concerns, challenges and problems are the same only the persons and places differ”. Listening to the presentations at the working sessions today, I will venture to say that the concerns and challenges in the agriculture and fisheries sectors (post harvest practices, credit, quality assurance, quantity, sanitary and phyto sanitary standards, etc.) are generally the same, only the persons differ. I would like to suggest that the two organisations establish a linkage to share information and experiences. CaFAN is the elder brother that can guide the younger sister.

Mr. Chair, in reading the press release on this workshop, two words called my attention; *Coordination and Collaboration*.

First Co-ordination.

Coordination requires members of a group (farmer associations, fisher associations/cooperatives, marketing/distribution centre) to figure out how to coordinate their behaviour with each other knowing that everyone else is trying to do the same. How do buyers and sellers find each other and sell at a fair price? How do farmer organisations organise their operations? How can you produce the same product and generate profits?

Cooperation involves the challenge of getting self-interested, distrustful persons/people to work together, even when narrow self interest would seem to dictate that no individual should take part.

Groups work well under certain circumstances and less well under others. Groups generally need rules to maintain order and coherence and when they are missing or mal-functioning they result in trouble.

Groups benefit from talking to and learning from each other.

While big groups are often good for solving certain kinds of problems big groups can also be unmanageable and inefficient.

Conversely small groups, e.g. cluster in agriculture production, have by virtue of size, being easy to run but they risk having too little diversity of thought and too much consensus; plus the problem of economies of scale in small island states.

Diversity and independence are important because the best collective decisions are the product of disagreement and contest not consensus and compromise. The best way for a group to be smart is for each person in it to think and act as independently as possible.

The essence of the two words, cooperation and coordination, is people. How do we get people to change? Perhaps as leaders of farmers organisations we need to employ a different set of skills to generate confidence and trust

I am sure you have all heard the following statements and questions before:

- *Farmers are resistant to change;*
- *How do we make farmers competitive?*
- *How do we change the attitude of administrators and farmers?*
- *How do we change the image of the farmers*
- *How to attract youth into agriculture?*

The short answer to the questions is incentives. Incentives are the cornerstone of modern life according to the economists. The typical economist believes that there is no problem that he cannot fix, if he is given a free hand to devise a proper incentive scheme. We all respond to incentives from the outset of life. If you break the curfew you are grounded; if you bring home straight A's from school you get a bike.

An incentive is simply a means of urging people to do more of a good thing and less of a bad thing. But most incentives do not come organically - an economist, a politician (policy) or parent has to invent them.

There are three basic flavours of incentives: economic, social and moral. Very often a single incentive scheme will include all three flavours. Most farmers have the social and moral incentive; they produce food so that persons do not go hungry; they do farming because they love it. However, the economic incentive is deficient in farming in the region.

I think, and this is my personal view, the questions should be: How to provide farmers with the proper economic incentives? How to make farmers relatively rich so that he/she have the image of a banker?

Farmers' organisations should be investing in the agribusiness sector. Make farmers shareholders in the agri-business; teach each farmers how to generate wealth utilising the assets of their members. Make farmers shareholders in small business in and out of the value chain.

If the economic incentive is right and farmers can generate wealth utilising their assets then farming will be successful and youths will be attracted to farming.

Quote

Give a man a fish; you have fed him for today. Teach a man to fish; and you have fed him for a lifetime. Teach a man to sell fish and he eats steak. Author unknown.

In closing, I wish the workshop success in their deliberations over the next four days. I am sure that with the collective experience and expertise of the participants and together with the technical personnel you will with practicals for the way forward for refocusing agriculture in the region and for providing farmers with the proper economic incentives.

I wish to thank you for your attention.

I. EVALUATION SUMMARY

No.	Question	Percentage of Persons Evaluated				
		<i>Excellent / Strongly Agree</i>	<i>Very Good / Agree</i>	<i>Good / Kept My Interest</i>	<i>Fair / Somewhat Agree</i>	<i>Poor/ Disagree</i>
SECTION ONE						
General Observations						
1.1	Overall, you were satisfied with the workshop	52%	24%	6%	18%	0%
1.2	Your initial expectations were met	35%	35%	18%	6%	6%
1.3	You acquired new knowledge useful for carrying out your organisation's goals and objectives more effectively.	53%	12%	17%	6%	12%
SECTION TWO						
Workshop Programme and Presentations						
No.	Question	<i>Excellent / Strongly Agree</i>	<i>Very Good / Agree</i>	<i>Good / Kept My Interest</i>	<i>Fair / Somewhat Agree</i>	<i>Poor/ Disagree</i>
2.1.1	Structure of programme was well organised around the expected results of the workshop	41%	29%	12%	18%	0%
2.1.2	Workshop Introduction was clearly outlined	40%	20%	20%	13%	7%
2.1.3	Adequate time was devoted for each presentation topic	30%	35%	35%	0%	0%
2.1.4	The interaction amongst the participants and facilitators/presenters were good	50%	38%	12%	0%	0%
2.1.5	Overall, the presenters kept to the agenda set for each topic	27%	27%	26%	20%	0%
2.1.6	The techniques and ideas presented were relevant	40%	13%	20%	27%	0%
2.1.7	The interaction between participants and presenters were rewarding	53%	18%	18%	6%	5%
2.1.8	The topics covered were relevant to course objectives	41%	12%	23%	18%	6%
2.1.9	The balance between different topics was satisfactory	19%	38%	31%	6%	6%
Workshop Presentations						
2.2	Requirements for farmers to be sustainable suppliers to modern value chains – a private sector and agribusiness perspective	31%	19%	25%	19%	6%
2.3	Overview of topics for value chains were clear and well defined	35%	12%	35%	18%	0%
2.4	Case Study 1: Diversification/	37.5%	25%	12.5	12.5	12.5

	productivity and value addition					
2.5	Case Study 2: Producer - Market Linkages	31%	25%	25%	13%	6%
2.6	Case Study 3: Business and financial services	23.5%	23.5%	23%	18%	12%
2.7	Case Study 4: Quality, safety standards and certification	50%	19%	6%	12.5	12.5
2.8	Case Study 5: Collective Action and Alliances	20%	20%	33%	20%	7%
2.9	Presentation by UNCTAD	38%	6%	38%	18%	0%
2.10	Facilitating trade through interregional shipping	24%	24%	29%	23%	0%
2.11	CARDI research support to farmers organisations for production and marketing	40%	40%	0%	20%	0%
2.12	CARICOM's Measures for Development and Promotion of Agribusiness within the region	23.5%	23.5%	23.5%	23.5%	6%
2.13	Presentation by Organisation for Eastern Caribbean States	24%	12%	35%	29%	0%
SECTION THREE						
Group Work and Plenary Discussions						
<i>No.</i>	<i>Question</i>	<i>Excellent / Strongly Agree</i>	<i>Very Good / Agree</i>	<i>Good / Kept My Interest</i>	<i>Fair / Somewhat Agree</i>	<i>Poor/ Disagree</i>
<i>Group work</i>						
3.1	There was adequate time allocated for the plenary discussions	24%	29%	35%	12%	0%
3.2	Participants actively participated in the plenary discussions	29%	35%	6%	12%	18%
3.3	Group work were clearly defined	41%	18%	29%	6%	6%
3.4	The interaction between participants were rewarding during the group works	41%	29%	6%	24%	0%
3.5	There were clear communication amongst the role of each group member towards their contribution to the group work	35%	18%	35%	6%	6%
3.6	Group work presented were clear	18%	47%	23%	12%	0%
<i>Plenary Discussions</i>						
3.8	What more can Farmers Organisations do to foster linkages with value chains?	31%	38%	15.5%	15.5%	0%
3.9	Identification/Agreement of key issues	25%	44%	19%	7%	0%
3.10	Overview of capacity building areas and skills	31%	44%	19%	6%	0%
SECTION FOUR						

Methodology						
<i>No.</i>	<i>Question</i>	<i>Excellent / Strongly Agree</i>	<i>Very Good / Agree</i>	<i>Good / Kept My Interest</i>	<i>Fair / Somewhat Agree</i>	<i>Poor/ Disagree</i>
4.1	Workshop methods used were appropriate	23.5%	41%	12%	23.5%	0%
4.2	Presentations were clear	29%	29%	24%	18%	0%
4.3	Theory and practice were well-balanced	29%	24%	29%	12%	6%
4.4	The pace during the course was adequate	29.5%	35%	29.5%	6%	0%
4.5	Duration was adequate	24%	47%	12%	17%	0%
4.6	Intensity was satisfactory	33%	33%	27%	7%	0%
SECTION FIVE Logistics and Organizational Aspects						
<i>NO.</i>	<i>Question</i>	<i>Excellent / Strongly Agree</i>	<i>Very Good / Agree</i>	<i>Good / Kept My Interest</i>	<i>Fair / Somewhat Agree</i>	<i>Poor/ Disagree</i>
5.1	Background information was timely and sufficient	41%	29%	12%	12%	6%
5.2	The organisation of your trip was satisfactory (travel, arrival, welcome)	57%	22%	7%	7%	7%
5.3	Accommodation was satisfactory	47%	20%	13%	7%	13%
5.4	In general, the working conditions were acceptable	41%	18%	18%	18%	5%
5.5	Training facilities were adequate (equipment, materials)	41%	29%	6%	18%	6%
5.6	Catering conditions were satisfactory	29%	23.5%	24.5%	12%	12%
5.7	Lunch was satisfactory	35%	18%	18%	11%	18%
5.8	Coffee break was satisfactory	35%	18%	29%	12%	6%
<p>General Observations</p> <ul style="list-style-type: none"> • The workshop was well planned • CaFAN continues to be an action-orientated organization, which is commendable and encouraged to continue. • Sessions were long, which resulted in a loss of focus. • There needs to be more commitment and participation from regional and international institutions towards CaFAN work programme. 						