PWOJE PLANTE KAFE

Coffee Revitalization Project

PROPOSAL SUBMITTED

TO USAID

November 17, 1989

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

OFFICE IN HAITI

Plante Kafe

Manman'm voye'm peze kafe-o
An arivan mwen sou pòtay
Men yon jandam arete'm
Mezanmi, sa ma di lakay lè ma rive!
Mezanmi adye, sa ma di lakay lè ma rive!

My mother sent me out to weigh the coffee
When I reached the gate, a policeman arrested me
Oh Gosh, what shall I say when I get home!
Oh God, what shall I say when I get home!

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IICA

AC/HT 1377
November 17, 1989

Mr. Kevin Mullally
Project Officer
USAID
Port-au-Prince
Haiti

Dear Mr. Mullally:

Enclosed you will find IICA's submission to USAID for the five-year Coffee Revitalization Project, Pwoje Plante Kafe (PPK).

According to our calculations, the budget to implement the technical work described in this proposal is 8.4M dollars (5.1M in foreign exchange and 3.3M in local currency).

IICA is prepared to clarify and/or supplement the information in the proposal should USAID so require. For technical questions, kindly contact Dr. Ariel Azael during the week of November 20 through 25. For budgetary questions, kindly contact Susana Dancourt after November 27. I shall return to Haiti December 3rd but during the next two weeks, I can be reached through the IICA office here.

I would like to take this opportunity to express to you my genuine satisfaction with the excellent collaboration that has existed between our two agencies during the design of this project. This augers well for continued cooperation should there be an implementation phase.

Sincerely yours,

Jan Hurwitch
Representative

INSTITUT INTERAMERICAIN DE COOPERATION POUR L'AGRICULTURE
BUREAU EN HAITI
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1. EXECUTIVE SUMMARY

The Pwoje Plante Kafe (PPK) will reach Haiti's small and medium coffee farmers throughout the country through training seminars, distribution of coffee seeds and seedlings of a high yielding variety and inputs, as well as radio broadcasting information on coffee production technology. More intensive work with specific farmers in pilot zones (Beaumont and Jacmel) will involve research validation, demonstration plots, credit mechanisms and nursery management. Higher respectable coffee yields in Haiti are possible with the adoption of adequate technology introduced through adaptive research. The project is scheduled to begin in January 1990 and end December 1994.

The project goal is to achieve higher coffee productivity and greater earnings for the small farmers in South Haiti. It is anticipated that project farmers' income shall be increased by 25% by the end of the project and that 60% of the farmers will have adopted the improved coffee technology.

The project's purpose is to attain an improved quality of Haitian small farmer coffee cultivation, thereby increasing yield, while combatting coffee leaf rust and preventing further soil erosion. It is anticipated that by the end of the project, 1668 ha shall have been planted in

improved high-yielding coffee varieties. It is also expected that coffee yields shall have increased by at least 100% by participating small farmers by 500 to 700 kg/ha.

The project will be comprised of six technical components: Data Collection, Participation, Research, Seedling Management, Technology Transfer and Credit as well as three management components: Institutional Linkages, Internal Administration and Monitoring and Evaluation. There shall be three major stages in project execution: Design, Implementation (which will include Initiation, Evolution and Consolidation) and Evaluation.

The project's outputs or final products include:

a) Propagation of coffee varieties with high yield and rust-tolerant capabilities tested in local nurseries. At least 5,500,000 high quality seedlings produced of high yield varieties.

b) Adaptive (validation) research undertaken in coffee-based farming systems. At least four technological packages in coffee-based cropping systems management developed.

c) Coffee production/rehabilitation technological packages introduced to small farmers in Jacmel and Beaumont pilot zones; 8,985 farmers trained in using high yielding coffee

varieties and cultivation techniques. These farmers will adopt at least 60% of the techniques.

d) Local organizational capacity in South Haiti strengthened to support improved coffee cultivation. Thirty participating local organizations will have established efficient service delivery systems for timely farmer input needs (seeds, fertilizers, pesticides, credit, etc.) using accepted business and accounting practices. One hundred and fifty local staff will receive training in improved coffee technology including nursery operations and production technology.

A technical staff of five professionals shall be complemented by three regular IICA staff to constitute an inter-disciplinary team responsible for the project. Three field teams, or a total of 19 staff will implement field work with the assistance of 136 part-time formateurs.

The total budget for the five year project is US 7.2 M, according to the following breakdown:

USAID	FX :	US$ 5.1 million	(5 yrs.)
USAID	LC :	1.6 million	(2 yrs.)
IICA	FX :	.5 million	(5 yrs.)

2. BACKGROUND: COFFEE PRODUCTION IN HAITI

2.1 INTRODUCTION

Coffee was first introduced to Hispaniola around 1735 possibly from Martinique. The introduction took place at the western end of the island which is known today as the Republic of Haiti.

The Republic of Haiti is one of the poorest countries in the world. The country is mountainous with most of its population living by the coasts. The central regions are affected by a high degree of deforestation and therefore causing a serious problem of erosion.

The contribution of the agricultural sector to the country's global economy has been in steady decline during the last ten years, from about 38,8% in 1979 down to 29% in 1988. Even so, agriculture plays an important role in Haiti, being the greatest employer (65% of the country's labor force). Coffee exports, expressed as % of the total agricultural export, have been very erratic during the last 40 years, yet with a strong tendency to decline: 75% in 1950 to about 40% in 1984. This pattern may worsen with the appearance of coffee leaf rust in the country in 1986.

Based on the above, the United States Agency for International Development (USAID) commissioned the Inter-American Institute for Cooperation on Agriculture (IICA) to prepare a study, the Assessment of the Situation on Coffee Production and Marketing in Haiti. The study was submitted in February 1987.

The major conclusions of the study were:

a) Most coffee planted in Haiti is of the old low producing *Coffea arabica var. typica.*

b) Due to old age of the plantation and continuous malpractice over the decades, most trees are physiologically exhausted and will not respond to the efforts of a rehabilitation scheme.

c) Exceptionally the rehabilitation of old plantations may be successful, but the decision to do so must be preceded by thorough study and diagnosis on an individual basis.

d) Nursery practices must be greatly improved to produce healthy plants which will, once in the field be productive and produce up to their genetic potential.

e) There are very few so called "plantations modernes" and are mainly located in the Thiotte area. Although these are properly aligned and are grown under more favorable shade conditions, the entire modern "Technological Package" is not yet fully understood and applied.

f) One of the major constraints in coffee cultivation in Haiti is due to the lack of understanding of pruning, which means that all other inputs, such as fertilizing, weed control and others, will have a limited effect on a continuous productivity of the plants and their overall production.

It is clear that unless a radical change of course is taken, the steady decline in both productivity and coffee production will undoubtedly continue.

The project described herein proposes to address and reverse the trend.

2.2 PRODUCTION PROBLEMS

Generally speaking, most of the coffee grown in Haiti has to cope with extremely limiting factors as far as the soil conditions are concerned. The majority of Haitian coffee is grown on "terrain montagneux calcaire" and on

"terrain montagneux non calcaire". These soils are very rocky, full of stones of all sizes, at times shallow, and too often with an undesirable topography. These are limiting factors at various degrees for the growing of coffee existing in all zones.

In most areas where coffee is grown, as anywhere in Haiti, soils have been depleted for decades, and the best of the top soil has been washed into the sea. The Haitian coffee farmer is conscious of this fact and is apt to use organic fertilizer but not having been trained in the use of such types of fertilizers, may use organic material which is not sufficiently decomposed which makes it harmful rather than beneficial.

Since in Haiti most soils are mineral deficient, the fertility has to be improved upon and maintained artificially by adding mineral and/or organic fertilizers favorable to an optimum nutritional equilibrium. In fact, in many areas organic fertilizers, or good quality soil conditioner should have priority, and should be recommended so that the chemical fertilizer will be made more easily available to the plants.

Haiti's coffee plantations are heavily shaded and are mostly in areas of high rainfall and humidity, some particularly below 1,000 m.a.s.l. Such an environment is favorable for the Oriental Leaf Rust. In May 1988, an expert

from the Ministry of Agriculture in Haiti wrote a letter to the IICA Representative, informing of their suspicions of the presence of coffee rust in the north part of the Republic, specifically in the area of Dondon. This letter also requested an IICA expert to confirm and check this concern. The IICA office in Haiti confirmed this information with the visit of a PROMECAFE expert. The disease had infected 75% of the northern area, part of the western area and some of the south.

As has been mentioned, the majority of the coffee grown in Haiti belongs to the Coffea arabica var. typica. well known for its big beans of good quality, but also for its low production potential. Since most of the plants of this variety are physiologically exhausted, and since the world market has learned to accept and use the new varieties which are much higher yielding, the propagation of typica should no longer be encouraged. Instead, the new varieties such as Caturra and Catuai should be carefully selected and their planting promoted. These varieties are known more for their high yield than for their rust resistance yet IICA technical experts from PROMECAFE have recommended this approach due to the fact that the productivity of rust resistant varieties decreases radically after the second year.

In addition to the situation with regards to coffee varieties, Haitian coffee farmers have a difficult time

obtaining high quality seedlings due to the fact that they are neither readily available nor easily accessible.

Although the Haitian small farmer is open to suggestions for change when these appear reasonable to him, he seems to have lost his ability to innovate, i.e. to construct solutions to his own problems. This poses a serious constraint in that he has become dependent on outsiders to show him the way rather than being self-reliant. In addition, the institutions responsible for agricultural technology generation and transfer do not ensure, via their on-going research strategies, the involvement of farmers in this process. As a possible alternative solution, on-farm experiments could compensate for this situation, not only enhancing his participation in the process, but by encouraging him to be the generator of his own technology.

It is estimated that only 5% of the Haitian coffee farmers actually use improved coffee production technology, achieving yields as high as 1,000 kg/ha while the national average oscillates around 250 kg/ha. This situation suggests that not only must technology transfer be enhanced but it also goes hand in hand with technology generation, if the purpose of the PPK : "improve the quality of the Haitian small farmer coffee cultivation, thereby increasing yield of at least 100% for the period 1990 - 1994", is to be realized.

Current land tenure patterns in Haiti impede small farmers' access to production credit, due primarily to the fact that credit institutions responsive to small farmers' needs are nonexistent, while those which do exist impose unattainable conditions on them.

2.3 COFFEE STATISTICS

Haiti's agricultural sector has been in a state of near stagnation for almost 40 years. Agriculture did not participate in the growth period of the 1970's. Total production for the major cereals was estimated at 422,000 metric tons (MT) in 1950, compared to 457,000 MT in 1988, or an increase of only 8% in almost 50 years. During this same period Haiti's population has almost doubled from an estimated 3.1 million in 1950 to over 5.5 million in 1988. Since 1955 the value of agricultural production has increased at an average of only 1% per year.

Figures for the major cash crops also indicate a decrease in coffee production, Haiti's main agricultural export.

TABLE I

Cash Crop Production Trends

Haiti (1960-1988)

(1000 MT)

Crop	1960	Ave. 1983-88	% Change
Sugar Cane	4,952.0	5,292.0	+ 6.9%
Coffee	39.0	34.6	-11.3%
Cacao	3.9	5.2	+33.3%
Cotton (fiber)	3.5	6.3	+80.0%

Note: Taken from Macroeconomic Analysis of the Agricultural Sector in Haiti, Virginia Polytechnic Institute and State University, June 1989

TABLE II

Coffee Export Performance

by volume & value

Periods	Volume: 60 kg bags (000's)	Volume: Metric tons (000's)	$ Value - F.O.B.: Total (millions)	$ Value - F.O.B.: Per kg
1975-76	445.6	26.7	45.5	1.70
1976-77	264.8	15.9	64.8	4.08
1977-78	316.6	19.0	61.4	3.23
1978-79	236.6	14.2	42.1	2.96
1979-80	411.0	24.7	89.6	3.63
1980-81	245	14.7	33	2.62
1981-82	248	14.8	36	2.42
1982-83	388	23.3	51	2.20
1983-84	328	19.7	49	2.51
1984-85	294	17.6	47	2.68
1985-86	276	16.6	57	3.45
1986-87	212	12.7	58	4.48
1987-88	294	17.6	35	1.99
1988-89	225	13.5	34.6	2.56

* Fiscal Year - October to September

Sources: a) IHPCADE - 1975-76 to 1979-80
b) OPRODEX - 1980-81 to 1985-86
c) MCIH* - 1986-87 to 1988-89

*Ministere du Commerce et de l'Industrie d'Haiti

Note: Taken from Assessment of the Situation on Coffee Production and Marketing in Haiti, IICA, February 1987

2.4 POLICY CONSIDERATIONS

It is a well-known fact that government policies have had in the past and continue to play a decisive role in the decline of the coffee production in the country. The policy aspects that have most influenced the coffee situation are:

- excessive taxes imposed on the crops
- the lack of technical and financial assistance to coffee producers
- the lack of roads

In no other country have government taxes on coffee been as high as in Haiti. According to the law of August 3, 1973, the tax structure was as follows:

- a specific tax of $8,60 ($4,60 for washed coffee) per exported bag of 60 kg regardless of the FOB price provided that the latter does not go beyond $60 per bag

- a ad valorem tax on FOB prices between $45 and $300

- a specific tax of $18 (natural coffee) and $14 (washed coffee) on FOB prices between $60 and $75

- a ad valorem tax ($.24 on natural and $.19 on washed coffee) on FOB beyond $75 per bag of 60 kg

Additional taxes on coffee were:

- a 1% income tax
- a patent tax
- a tax for economic freedom
- a tax for social assistance
- a tax for solidarity

In fact, government taxes were considered the most limiting factor to coffee production. They have also played an important role in shifting from export market to local market. Furthermore, small farmers were the most affected groups within the coffee production and marketing systems.

Although the State had in the past drawn substantial revenues through coffee taxes, it has not - in fact it has refused to do so - invested part of its profit in coffee production. So, coffee farmers have not been able to improve their cultivation practices by adopting improved coffee technology that could enhance coffee productivity. In fact, not only has coffee production declined but the degree of soil erosion and degradation has accelerated through inadequate coffee-based cropping systems.

The absence of the State in the improvement of road infrastructure is also apparent. The secondary roads necessary to transport coffee berries to processing plants are scarce and not accessible during the rainy season which coincides with the harvesting period. Furthermore, transport costs are high.

Although some improvements have been made within the tax structure imposed by the Government of Haiti (GOH) on coffee such as the suppression of some taxes, much remains to be done. In fact, adjusted coffee policies are necessary if it is taken into account the recent liberalization of the coffee market by the International Coffee Organization (ICO). The attainment of the PPK goal and purposes is strongly dependant on such policies.

2.5 INTERNATIONAL MARKET PRICES

It is important to comprehend the international economic setting within which the PPK shall operate. The excerpts on the following page from a recent Forbes magazine (October 30, 1989) article aptly summarize the current world coffee market situation, which augers poorly for coffee-producing countries and their coffee producers:

"The International Coffee Organization, the 72-nation cartel that sets coffee prices for more than 27 years, died officially this summer, strangled by market forces. Anticipating the deed, composite world wholesale coffee bean prices began falling in May and have tumbled by 45% since the start of the year, to 70 cents a pound. That's the lowest level, in inflation-adjusted terms, since the Depression.

In late September, a last-ditch effort to resuscitate the cartel failed. This means wholesale prices probably will head even lower in the next 6 to 12 months, as abundant autumn harvests add to the glut of coffee on world markets.

For Brazil, Colombia, Mexico, Ivory Coast and other major coffee-growing countries, the effect on their already troubled economies will be severe. With the death of the coffee cartel, sales by coffee-producing countries will be at least $5 billion lower this year than last.

No new agreement on coffee prices is likely to be negotiated and ratified before 1991.

Coffee prices remain intensely political, and the U.S. may change its mind and back away from its free market stand. In Colombia, the world's number two coffee producer, President Virgilio Barco is warning that the end of supported coffee prices means less money for his government's war on drugs. Colombia has relied on coffee for 40% of its legal export earnings. This year, those earnings will fall by as much as $500 million. Barco, therefore, is pressing the Bush administration to revive the price-fixing agreement. Complicating the issue however, recent reports say that Colombia's drug lords now own or control around 10% of the country's coffee crop."

In spite of this economic situation, a serious, scientific coffee project is necessary to Haiti at the present time for the following reasons:

1) Every effort should be made to provide the Haiti coffee farmer with a tested varietal alternative capable of withstanding rust.

2) Small coffee farmer cropping systems should be studied and alternatives to coffee and/or existing systems could be recommended if deemed necessary.

3) Upgrading of current coffee stands and resulting higher yields will assure a sufficient supply of coffee to the domestic market in spite of leaf rust.

4) Should a new international coffee agreement be signed, or world prices improve for other reasons, Haiti shall have lost little time in improving the productivity of its major export crop.

3. PROJECT DESCRIPTION

The Pwoje Plante Kafe (PPK) will reach Haiti's small and medium coffee farmers throughout the country through training seminars, distribution of coffee seeds and seedlings of a high yielding variety and inputs as well as radio broadcasting information on coffee technology production. More intensive work with specific farmers in pilot zones (Beaumont and Jacmel) will involve research validation, demonstration plots, credit mechanisms, technology transfer and seedling distribution. The project is scheduled to begin January 1990 and end December 1994.

3.1 OBJECTIVES AND INDICATORS

The Logical Framework Matrix (See Chart A) provides an overview of the objectives and indicators to be achieved during the life of the project. In summary, these are:

a) Goal (General Objective)

Increased earnings and coffee productivity of small farmers in South Haiti.

It is anticipated that project farmers' income shall be increased by 25% by the end of the project and that 60% of farmers will have adopted the improved coffee technology. Without the PPK project, the farmers' income would inevitably decline (See Table 1). The project should halt any further decline.

b) Purpose (Specific Objective)

Improved quality of Haitian small farmer coffee cultivation, thereby increasing yield, while combatting coffee leaf rust and preventing further soil erosion.

It is anticipated that by the end of the project 1668 ha shall have been planted in improved high yielding coffee varieties. It is also expected that coffee yields shall have increased by at least 100% by participating small farmers by 500 to 700 kg/ha.

c) Outputs (Final Products)

- Propagation of coffee varieties with high yield and rust-tolerant capabilities produced in local nurseries. At least 5,500,000 high quality seedlings produced of high yield varieties.

- Adaptive (validation) research undertaken in coffee-based farming systems. At least four technological packages in coffee-based cropping systems management developed.

- Coffee production/rehabilitation technological packages introduced to small farmers in Jacmel and Beaumont pilot zones. Eight thousand nine hundred eighty-five (8950) farmers trained in using high yielding coffee varieties and cultivation techniques. These farmers will adopt at least 60% of the techniques.

- Information disseminated on improved coffee cultivation through radio programs and farmer training sessions; 15 radio broadcasts/week; estimated audience of 150,000; 11,076 farmer and extensionist training days.

- Local organizational capacity in South Haiti strengthened to support improved coffee cultivation. Thirty (30) participating local organizations have established efficient service delivery systems for timely farmer input needs (seeds, fertilizers, pesticides, credit) using accepted business and accounting practices. One hundred and fifty (150) local staff will be trained in improved coffee technology including nursery operations and production technology.

CHART: A
LOGICAL FRAMEWORK MATRIX

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	UNDERLYING ASSUMPTIONS
GOAL: To increase earnings and coffee productivity of small farmers in South Haiti	8,985 farmers have adopted improved coffee technology Project farmer income increased by 25%	National production data IICA monitoring quarterly reports USAID monitoring reports	Haitian small farmers are willing to continue cultivating coffee and to invest in improved cultivation practices. GOH does not introduce coffee production disincentives. Haiti's socio-economic situation does not worsen.
PURPOSE: To improve the quality of Haitian small farmer coffee cultivation, thereby increasing yield, while combatting coffee leaf rust and preventing further soil erosion	1,668 hectares in improved high yielding varieties planted Coffee yield increased by at least 100% by participating small farmers to 500 - 700 kg/ha	IICA monitoring and quarterly reports	Haitian small farmers opt for project inputs

OUTPUTS:			
a. Propagation of coffee varieties with high yield and rust-tolerant capabilities produced in local nurseries	At least 5,500,000 high quality seedlings produced of high yield varieties	Nursery records.	Cooperating institutions are willing to manage nurseries
b. Adaptive (validation) research undertaken in coffee-based-farming systems.	At least four technological packages in coffee-based cropping systems management developed.	Research records	Animals do not destroy research trials
c. Coffee production/rehabilitation technological packages introduced to small farmers in Jacmel and Beaumont pilot zones	8,985 farmers trained in using high yielding coffee varieties and cultivation techniques. These farmers will adopt at least 60% of the techniques.	Training records	Farmers see wisdom of adopting new technologies

d. Information disseminated on improved coffee cultivation through radio programs and farmer training sessions.	15 radio broadcasts/ week. Estimated audience of 150,000 8,985 farmer and extensionist training days	Radio broadcast records	Radio stations participate voluntarily
e. Local organizational capacity in South Haiti strengthened to support improved coffee cultivation	30 participating local organizations have established efficient service delivery systems for timely farmer input needs (seeds, fertilizer credit, etc.), using accepted business and accounting practices. 150 local staff trained in improved coffee technology including nursery operations and production tech-nology.	Organization records	Sufficient participating organizations which meet criteria can be identified Sufficient highly motivated staff can be identified

INPUTS:			
1. Adaptive Research	15 on-farm trials, IICA to finance 20% time Research Specialist	IICA records	Participating farmers can be identified
2. Technical Assistance	5 FT technical personnel 19 FT field personnel 136 PT field personnel IICA to finance 20% Institution Specialist.	IICA records	Qualified staff can be hired
3. Training	18 P/M S/T training of field personnel 16 11,076 1 day sessions in pilot zones 212 1 day session in national outreach	IICA records	Training support logistics are organized properly
4. Ag. inputs for 5,500,000 seedlings	Seeds 2.8 tons Fertilizer 893.5 tons Pesticides 7.3 tons Pumps 458	IICA inventory	Inputs can be located
5. Equipment	6 vehicles	IICA inventory	Equipment is available
6. Financing	USAID: 5.1 million FX 1.6 million LC IICA: .5 million FX	IICA accounting records	Funding is approved and available

d) <u>Inputs</u>

- Adaptive research: 15 on-farm trials, IICA 20% time, Research Specialist.

- Technical assistance: 5 full-time technical staff, 19 full-time field personnel and 136 part-time field personnel and IICA shall contribute 20% of the Institution Specialist's time.

- Training: 18 p/m s/t training of field personnel; 11,076 1 day sessions in pilot zones; 212 1 day sessions in national outreach.

- Agricultural inputs (for 5,500,000 seedlings):

seeds	2.8	tons
fertilizer	893.5	tons
pesticides	7.3	tons
pumps	458	

- Equipment: 6 vehicles

- Financing:

USAID	FX:	US$ 5.1	million (5 yrs.)
	LC:	1.6	million (2 yrs.)
IICA	FX:	.5	million (5 yrs.)

3.2 GEOGRAPHIC SCOPE OF WORK

The PPK project will provide intensive services in two pilot zones and occasional services throughout the country. The two pilot zones have been defined as "Beaumont" and "Jacmel". However, each includes particular geographic delineations which contain several towns and villages. (See Map I on following page.)

The Beaumont zone is limited by the perimeter of Pestel, Previlile, Toupiase, Morne Basta and Pavillon. It covers 16,000 ha with a population of 22,900. (See Maps II, III on following pages)

The Jacmel zone is delineated by the perimeter comprising Bainet, Jacmel, Macari, Morne Canpan, Trouin, and Beraut. It covers 8,000 ha and has a population of 11,420. (See Maps IV, V, on following pages)

3.3 BENEFICIARIES

The main beneficiaries of the project will be the farmers in the Beaumont and Jacmel zones. These farmers can be divided into two categories with respect to the type of benefit and the time period in which the expected benefits

will accrue. Two additional categories for national outreach and institutions shall also be included.

The categories involved are:

a) Immediate, direct beneficiaries

This group will consist of 8,985 farmers who will receive training, technological assistance, new variety seedlings (a maximum of 300) and input credit. These farmers will stand to benefit from project activities as soon as the project commences. Those farmers on whose farms the project work will be executed will receive all inputs for the on-farm trials and/or demonstration plots and eventually also receive all produce and income generated. This income generated from on-farm trials is normally utilized by farmers in improving and expanding their farming activities using technologies absorbed through participation in the on-farm trials.

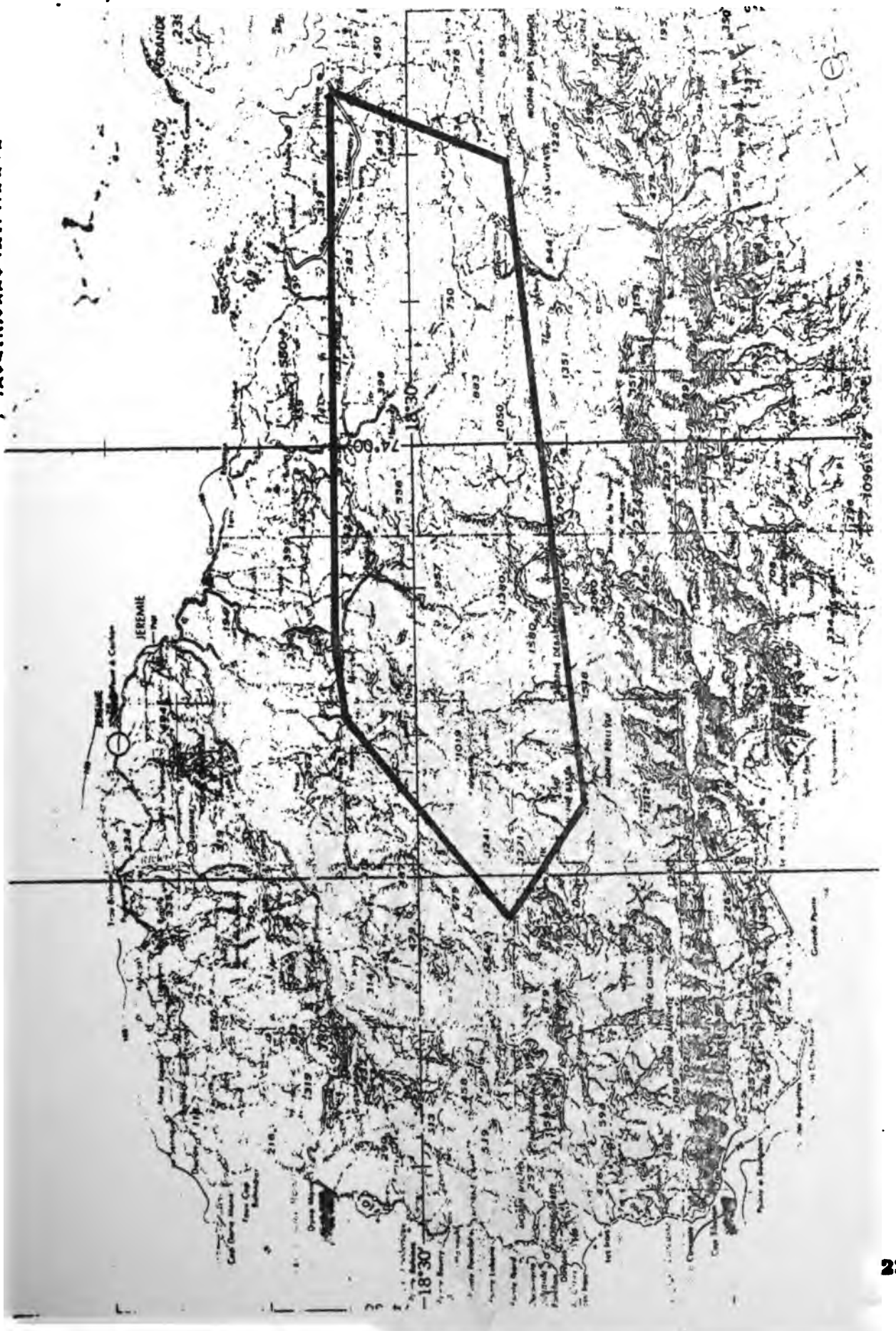
b) Indirect beneficiaries

In the two pilot zones, there are 6,985 other farmers who will benefit from the results of on-farm trials and/or demonstration plots through the extension of improved technology onto their farms in the production of coffee.


BEAUMONT ZONE
JACMEL ZONE
DEPARTEMENT DU NORD OUEST
DEPARTEMENT DU
DEPARTEMENT DE L' ARTIBONITE
DEPARTEMENT
DEPARTEMENT DU SUD
L'OUEST
Golfe de la Gonâve
Port-au-Prince
St. Marc
Mer des Antilles
MAP I

MAP II

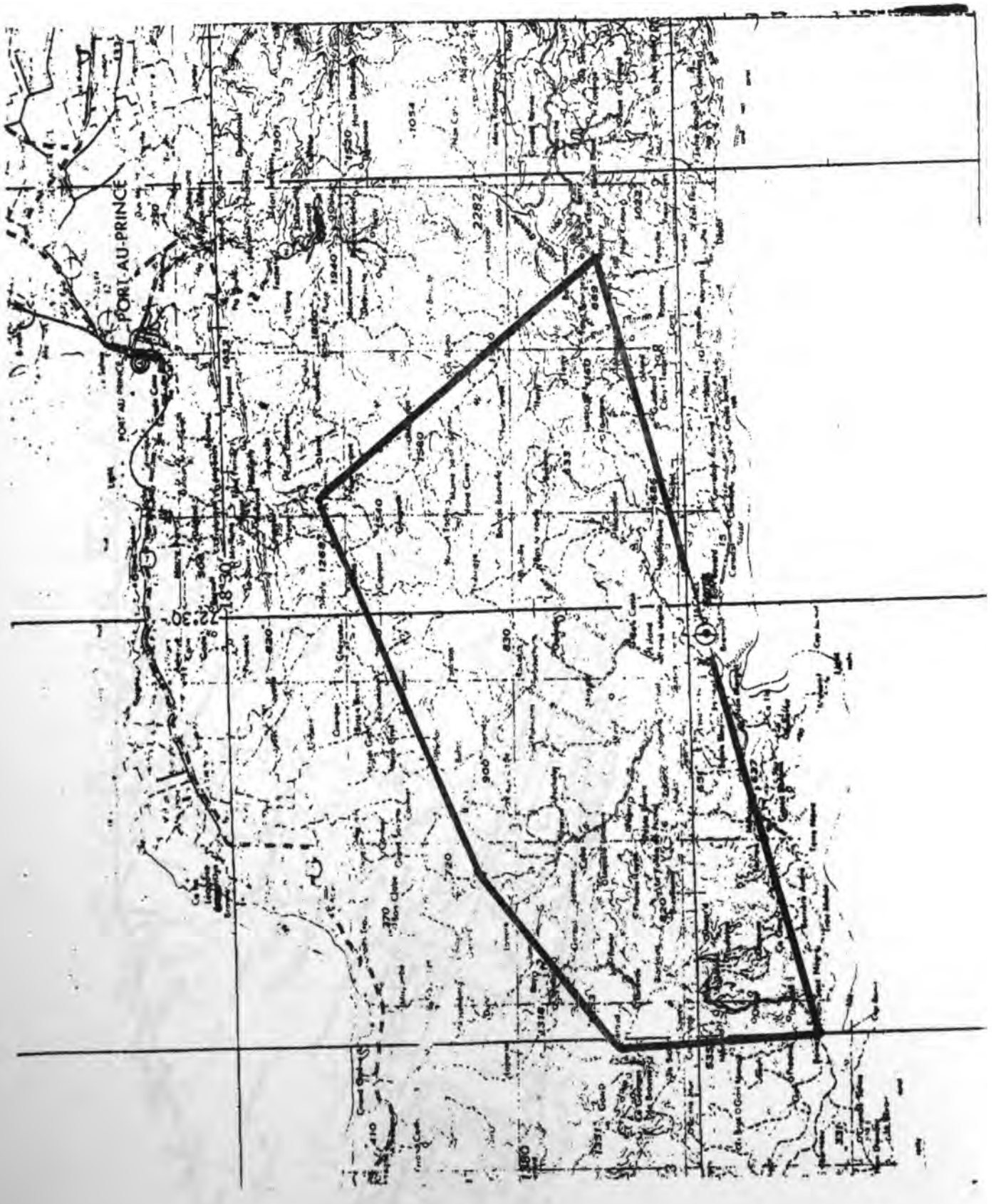
BEAUMONT



23.B

MAP III
BEAUMONT

MAP 12
JACMEL



MAP X
JACMEL

c) National outreach

In the national outreach area, or the territory other than the two pilot zones, it is estimated that 150,000 farmers will benefit from the broadcast of radio messages and that 2,100 farmers and extensionists shall participate in the training days.

In addition, these farmers will receive bags of seeds, fertilizer and pesticides as well as training materials.

d) Institutional beneficiaries

Local organizations participating in the PPK project will total 30. These will be grouped into the following types: organization, production, nursery, credit, research and marketing. Three of these organizations shall be in pilot zone A: Beaumont, 5 in pilot zone B: Jacmel and 22 in the national outreach area.

4. IMPLEMENTATION STRATEGY

4.1 TECHNICAL STRATEGY

There will be three major stages in the PPK project execution: DESIGN, IMPLEMENTATION and EVALUATION. The Implementation stage of the project is divided into three phases: **Initiation, Evolution** and **Consolidation.** The Design stage includes activities at the local level to collect data for project proposal preparation and activities to commence the project once it is approved. The Evaluation stage is related to the execution of all components throughout the pertinent stages.

The project will be comprised of six technical components: DATA COLLECTION, FARMER, PARTICIPATION, RESEARCH, SEEDLING MANAGEMENT, TECHNOLOGY TRANSFER and CREDIT, as well as three management components: INSTITUTIONAL LINKAGES, INTERNAL ADMINISTRATION and MONITORING AND EVALUATION. (See Chart B)

A. The **Data Collection** component will address a collection of information on agriculture and family life in the project zones. Other information collected will include the following aspects:

- demographic, social and economic data of the farm household

Chart B

STAGES AND COMPONENTS IN THE "PROJE PLANTE KAFE" STRATEGY

STAGES	I. DESIGN (04-1989)	II. IMPLEMENTATION			III. EVALUATION (1994)
		1. INITIATION (1990)	2. EVOLUTION (1991-1993)	3. CONSOLIDATION (1994)	
TECHNICAL COMPONENTS					
Data Collection		A. Data Collection initiated	A. Mid-term Evaluation	A. On going monitoring	A. Final evaluation
Participation	B. Design of farmer participation strategies	B. Farmers participation initiated	B. Farmers modify attitudes and agronomic activities based on feedback	B. Farmers modify attitudes	B. Evaluation of participation component
Research	C. Design of research priorities and methods	C. Potential research technologies initiated	C. On going Evaluation and Validation	C. Final Recommendations for Adoption of Coffee production technologies	C. Evaluation of research component
Seedling Mgt.	D. Selection of local nurseries	D. Seedling management initiated	D. SPD continues	D. SPD continues	D. Evaluation of SPD
Technology Transfer	E. Design of technology transfer packages + methods	E. Technology transfer strategies initiated	E. Preparation Distribution and Evaluation of Technology Transfer modules	E. Adoption of Coffee Production technologies and other coffee farm technologies	E. Evaluation of Technology Transfer component
Credit	F. Identification and definition potential credit issues	F. Credit mechanism initiated	F. Monitor and modify credit system	F. Adoption of credit mechanisms	F. Evaluation of credit component
MANAGEMENT COMPONENT					
Institutional Linkages	G. Identify participating organizations	G. Institutional cooperation initiated	G. Continue cooperation	G. Transfer of project functions to cooperating institutions	G. Evaluation institutional linkages
Inter Adm.	H. Plan administrative logistics	H. Initiate administrative logistics	H. Administrative support continues	H. Administrative support continues	H. Evaluate administrative logistics

- pest and disease control and use of technology
- decision-making, perception and motivation, attitudes to farming, research and group participation

B. The **Participation** component will involve the organization of coffee farmers in the project zones through teams that will ensure that farmer participation is a dynamic aspect in the implementation of the project. Both male and female farmers will be encouraged to participate in the project activities.

C. The **Research** component will be farmer-oriented and problem-solving. The research component will address four sets of problems pertaining to variety, seedlings, crop management and cropping systems management.

Superior technologies will be defined as those technologies that were selected by farmers and technicians on the basis that they may fit more readily into the production priorities and system of a large number of farmers. These production techniques will be monitored and evaluated by the researcher and farmer. It is expected that the results from this phase can be recommended to a larger group of farmers, on the basis of soil, cost of production, yield per hectare and labor efficiency.

The project's research will be conducted in two kinds of environments: 1) on-farm and 2) on-station.

D. The **Seedling Management** component will include production and distribution of seedlings.

E. The **Technology Transfer** component will provide training and technical assistance on coffee production technologies and other related technologies. Radio broadcasts will supplement individual sessions and enable nationwide dissemination.

F. The **Credit** component will include the creation of an agricultural credit system composed of a number of credit mechanisms managed by grassroots organizations as well as a one year research analysis of credit constraints, priorities and requirements.

G. The **Institutional Linkages** component will provide for institutional cooperation for the purpose of project service delivery and eventual institutionalization.

H. The **Internal Administration** component will involve staff recruitment during the design phase, support to project staff, as well as the execution of all administrative activities required for the project implementation.

I. **The Monitoring and Evaluation** component will provide follow-up and analysis of all other components throughout the life of the project. The following pages contains a more detailed explanation of what will occur in each technical component during each stage and phase.

STAGE I: DESIGN (04-1989)

The strategy of the Design stage will consist of planning and organizing activities before the project initiation.

A. **Data Collection** component: A baseline survey in order to collect data on the agronomic, economic and socio-cultural aspects of farming in the project zones will be conducted.

B. **Participation** component: development of strategies to ensure the farmers' participation in the project and to begin discussions with farmers concerning their priorities for the project shall be a key activity.

C. **Research** component: A focus on research and methods design will be the primary activity.

D. **Seedling Management** component: This shall consist of seed purchase, storage and the development of the distribution system as well as identification of nursery sites.

E. **Technology Transfer** component: The design of technology transfer packages and methods shall be completed.

F. **Credit** component: This consists of identifying potential credit intermediary institutions and defining credit research issues.

G. **Institutional Linkages** component: Identifying and establishing relationships with a number of institutions for further cooperation and participation in the project shall be the major activity.

H. **Internal Administration** component: The priorities will be to prepare an administrative logistics plan covering staff recruitment, staff training, procurement of vehicles and supplies, design formats for the Operations Plan and reporting and identification of support service personnel.

I. **Monitoring** and **Evaluation** component: Activities will focus on designing a basic framework for data collection for on-going monitoring, as well as for the quarterly and annual assessment.

STAGE II: IMPLEMENTATION (1990 - 1993)

The Implementation stage is comprised of three phases: Initiation (1990), Evolution (1991 - 1993) and Consolidation (1994).

PHASE 1: INITIATION (1990)

The strategy of the Initiation phase will involve start-up activities in all nine components for the two pilot zones and the national outreach. This stage lasts one year: 1990.

A. Data Collection Initiated

During the Initiation phase of the project, a baseline survey will be executed to collect data on the agronomic, economic and socio-cultural aspects of farming in the project zones.

B. Farmers Participation Initiated

The relationship between the farmer and the project is critical to the project's success. The strategy for initiating farmers' participation centers around five main steps, described on the following pages:

1) Meet with farmers in their respective districts in order to advise and consult with them on the project and to encourage them to articulate the major constraints faced by them in operating their coffee farms.

2) Outline for the farmers the emphasis on coffee and other tree crop production, soil erosion and the concept of on-farm trials and new technological packages as major components of the project.

3) Emphasize that in this project the farmers will be involved at all stages:

a) Design - defining problems and identifying possible solutions

b) Implementation - trials will be carried out on farms with the collaboration of the farmers

c) Evaluation - farmers will evaluate the results and select those technologies they consider appropriate to their needs

4) Explain the need for farmers to organize into groups for greater success in acquiring inputs, production, and marketing, thus meeting their goals for a better standard of living.

5) Explain to farmers how the project activities will be executed and discuss their responsibilities in order to achieve the desired results. The strategy for stimulating farmer collaboration in the implementation of on-farm trials and demonstration plots is outlined hereunder:

Selection of coffee farmers for collaboration with the on-farm trials based on the nature of the problem and current farmers' practices will be done through group decision. Initial identification of a homogeneous group of farmers with reference to a particular problem will be achieved with the assistance of the non-governmental organizations (NGO's) and the farmers themselves. Representatives from the group will be selected so that on-farm trials regarding a particular problem may be sited in each village in the project pilot zones.

Execution of on-farm trials will be project financed and project managed. The understanding with the farmers is that they would supply land and labor to assist in routine operations such as spraying, weeding and reaping. Land preparation costs will be borne by the project. All produce from on-farm trials become the property of the farmer. Farmers will be required to be present whenever on-farm trial operations will be executed so that they will be exposed to the technologies applied. It will be impressed on them that the trials are their trials carried out on their behalf.

C. Potential Research Technologies Initiated

The Research component consists of developing and testing with farmer participation, technological components with high pay-offs for farmers. Technological methodologies will be developed from a comparative perspective using three methods: a) farmers' method; b) improved methods; c) alternative methods.

These methods will be compared on the basis of costs of inputs, labor, fertilizer, sprays, etc. and yield per hectare. It is expected that farmers will select the methods which give the highest returns to investment. Factors such as planting time, spacing, cultural practices, and fertilizer use will be assessed on a comparative basis.

Research activities will focus on problems described as follows:

1) variety - research activities shall include the introduction, evaluation, selection and propagation of high yielding, eventually* rust-resistant or tolerant coffee varieties;

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*It is known that at least 30 races of the fungus Hemileia vastatrix exist throughout the Latin American region. The particular coffee variety may be resistant to one race and susceptible to other races. Since it is not yet known what races do exist in Haiti, the rust reaction of the varieties that are going to be introduced and tested cannot be stated in advance.

2) seedlings - research activities will focus on studying the influence on the seedling quality and vigor of such factors like: the mother plant, the physiological state of the harvested berries, the processing techniques, the vigor of the "soldiers" at the time of the nursery transplant and the temporary shade of each associated micro climate.

3) crop management - research activities shall include the design, implementation and validation of three alternative technological packages: intermediate, advanced and superior technological packages. For the first year, the development of the intermediate technological package will be initiated (variety, seedlings, fertilizers, pesticides).

4) cropping systems management - research activities shall include the design, implementation, evaluation and validation of multiple cropping systems. Crop components in such systems will include: food crops (banana, pigeon pea, field beans, bread fruit), cash crops (citrus and fruit tree crops) . These crop components will have different functions: temporary vs. permanent shade, as well as different arrangements in time and space. The key parameter that will be used to test the performance of such systems is the so-called Land Equivalent Ratio (LER).

The research component will address four sets of problems pertaining to variety, seedlings, crop management and cropping systems management. To adequately solve those problems the research component will be module-organized. The phasing of the research component will extend over a 5 year period. The implementation of the research modules and activities will be initiated in 1990 and will be conducted in two kinds of environments: on-farm and on-station. The research activities will be aimed at improving the vigor and physiological as well as the sanitary conditions of the seedlings.

D. Seedling Management Initiated

The Seed Management component will involve production and distribution of seedlings. The seeds to be used in the two pilot zones and the national outreach area shall be purchased in member countries of PROMECAFE. These seeds shall be rust-tolerant varieties such as Caturra and Catuai. This shall guarantee optimum quality seeds and high germination rates.

Each year the project shall import seeds on an as-needed basis to assure a fresh supply. Once seeds arrive in Port-au-Prince, they shall be stored in a temperature controlled room for no more than one week. Thereupon, they shall be

transported to the local organizations responsible for nursery management. These organizations will have been selected previously by applying strict criteria based on technical requirements for seed production. The organizations will receive all project support required for successful nursery management.

The germinators will be constructed with local raw materials with an aim to their serving as demonstrations to farmers during field days. This will facilitate a continuation of similar activities at project termination.

Two months after the seeds have been placed in the germinator, they shall be ready for transplant to plastic bags and location within the nursery. During these two months, the plastic bags shall be prepared to receive the "soldiers", while field days are held to demonstrate the transplant process.

In Haiti, polyethylene bags measuring 15 cm x 25 cm are the appropriate containers for one "soldier" each. After transplant to the bags, "soldiers" will grow for seven months before being distributed to the farmers.

E. Technology Transfer Strategies Initiated

The following activities will be critical to the initiation of the technology transfer strategies:

1) promotion of farmers organizations
2) establishment of a network of demonstration plots on farm land
3) development of farm training material in the thirteen topics pertaining to coffee production
4) planning and production of radio broadcasts
5) planning of training seminars on farm demonstrations and field days

In the first quarter of the project, start-up operations will be defined jointly with the farmers and participating organizations to determine policies, analyze the actual situation of areas where PPK will work, and jointly formulate objectives and strategies to address problems.

Through orientation sessions and training, publication materials already in existence in PROMECAFE countries will be adapted while adequate information is obtained from the Research Component and adopted by Technology Transfer to be utilized by farmers.

Group meetings with farmers on their own plots will be the focus of interviews. These will be broadcast at peak periods to show different cultural practices of farmers with commentaries on possible improvement. Small socio-dramas, dialogues, and other radial techniques will be used taking into consideration the farmer's participation and opinion.

In the second quarter of 1990, PPK will send technicians to train at Radio Netherlands in Costa Rica. These technicians will be trained in different media that can be applied to rural development such as video, radio and written documents.

The Production and utilization of posters and murals will also be included as appropriate techniques to develop farmers' awareness of the danger of rust.

Trainings will include farmers' traditional cultivation practices while it gradually introduces different technical packages that offer the farmer several choices. On site visits will be organized on his own plot and also on other farms for demonstrations, thereby encouraging him to adopt more efficient cultivation practices.

F. Credit Mechanisms Initiated

The Credit component will create credit mechanisms in each pilot zone and conduct research on credit constraints, priorities and requirements to be carried out. The credit system will be set-up through existing NGO's in the Beaumont, and Jacmel zones, most likely, one or two mechanisms per zone depending upon the territory served by each NGO. During the initiation phase, however, only one mechanism shall be established and the methodology will be the following:

1) Contractual arrangements made with the NGO's (intermediary credit institutions - ICI)

2a) IICA will provide annual funds to the ICI for the purchase of fertilizers and pesticides according to the Cash Flow Plan. (See Annex A.5)

2b) Alternatively, IICA will purchase the pesticides and fertilizers and donate these to the ICI.

3) The ICI will establish credit conditions and procedures for lending funds or inputs to the small and medium coffee producers.

The credit conditions will be determined by a special committee created for this purpose, however, such conditions must follow the general guidelines established by CADCO.

4) Farmers requiring input credit shall prepare the necessary application form, farm plan and cost of production together with the Formateurs, Assistant Agronomists and Regional Officers depending on the year of project implementation. Early in the project, high-level field staff will handle these responsibilities while their subordinates learn, as the project evolves and staff closer to the farmer level acquire the necessary skills, these tasks shall be delegated to them.

5) Farmers receiving input credit shall be expected to begin repayment at the third year of the loan or when partial coffee harvest is collected from the newly-planted seedlings. The repayment schedule will be calculated according to the farmers ability to repay and according to projected income from coffee production. Although it shall not be announced, refinancing will be available if circumstances so merit.

G. Institutional Cooperation Initiated

The implementation of this project requires cooperation with a number of institutions. The following chart of institutions shows the possible institutions which may participate with IICA throughout the execution of the PPK project. (See Chart C on following page)

Coordination of these services will be the responsibility of the Project Director who will have meetings on a regular basis with representatives from the participating agencies. Representatives from each institution will also participate in joint training of extension and other staff, farmer training and field days.

The linkages will be established by meeting with administrators and technicians in these organizations to inform them of the project goals and objectives, and to arrive at a mutual understanding about the expectations and responsibilities of the participating institutions.

It is anticipated that by cooperating in this way some of the problems outlined by farmers (such as lack of inputs, planting materials, lack of technical advice) and other bottlenecks in the service delivery system will be removed.

CHART C

POSSIBLE COLLABORATION INSTITUTIONS

ACRONYM	NAME	LOCATION			SERVICES				
		B	J	O	S	E	T	R	C
ADRA	Adventist Development and Relief Agency	x	x	x			x	x	x
ANK	Afe Neg Konbit			x			x		
AEDC	Alliance pour l'Enfance et le Developpement Communautaire	x		x	x	x	x	x	x
AS	Armee du Salut			x			x	x	
ANSH	Association Nationale des Scouts d'Haiti		x	x			x		
AEM	Association des Eglises Missionnaires		x			x			x
CP	Caisse Populaire		x						x
CECOPASE	Centrale de Cooperatives du Sud-Est		x		x	x	x	x	x
CECI	Centre Canadien d'Etudes et de Cooperation Internationale			x			x		
CHPF	Centre Haitien pour la Promotion Feminine			x			x		
MCC	Comite Central Menonnite			x			x	x	
CHADEV	Comite Haitien de Developpement			x			x		
CBP	Comite de Bienfaisance Pignon			x			x		
CPB	Comite Paroissial de Bainet		x				x		
COHAN	Cooperation Haitiano-Neerlandaise		x	x			x		x
CARE	Cooperation for American Relief Everywhere			x			x		
NOCAT	Cooperative Nocat		x		x		x	x	x
CODEVA	Coude a coude pour le Developpement Valleen		x		x	x	x	x	x
CRS	Catholic Relief Service		x	x			x		
EWDH	Eglise Wesleyenne d'Haiti		x				x		
IMO	International Mission Outreach			x			x		
MEDA	Mennonite Economic Development Associates	x		x	x	x	x	x	x
MBCH	Mission Baptiste Conservatrice d'Haiti			x			x		
MP	Mission Possible			x			x		
PADF	Pan American Development Foundation	x			x				
PIP	Plan International de Parrainage		x				x		x
RT	Reboisement Total			x			x		
SCH	Service Chretien d'Haiti		x				x	x	x
UNHAD	Union Haitienne de Developpement	x			x		x	x	x
UNAPEL	Union des Assoc. pour la prom. de l'elevage			X			X	X	X

KEY :

Location: B = Beaumont, J = Jacmel, O = National Outreach

Technical Services :
- S = Seedling production
- E = Variety trials
- T = Training
- R = Radio Extension
- C = Credit

H. Initiate Administrative Logistics

The Internal Administration component will include responsibility for general project initiation. Activities to be carried out by the Internal Administration component include:

a) staff recruitment
b) staff training
c) procurement of vehicles and supplies
d) design formats for Operation Plans and for Reporting
e) identify support service personnel

I. Initiate Monitoring and Evaluation System

The Monitoring and Evaluation component will provide a basic framework to follow-up and analyze implementation of activities using four specific tools:

a) The design of the baseline study which will provide a benchmark against which the project impact will be evaluated. The data generated from this study will describe the present state-of-the-art with regard to farming systems, farmer participation in groups and organizations, social and economic conditions, production and cultural practices.

b) An assessment of existing institutional linkages which will be undertaken to provide a framework for any future evaluation of the impact of the project on strengthening institutional linkages.

c) The design of an agro-socio-economic data collection questionnaire which will be used during the initiation of on-farm trials and for on-going data collection throughout project implementation.

d) The design of a quarterly progress report format which will be linked to the Annual Operations Plan so that quarterly progress towards the achievement of annual targets can be measured.

These four sources of data will provide a comprehensive data base for the quarterly and annual assessment, mid-term and end of project evaluation.

PHASE 2: EVOLUTION (1991-1993)

The strategy of the Evolution phase includes actions which permit the project to develop in each of the nine components over the three years: (1991 - 1993).

A. Mid-Term Evaluation

The Data Collection component will provide information pertaining to the mid-term evaluation.

B. Farmers Modify Attitudes and Agronomic Activities Based on Participatory Feedback

At this stage of project implementation, it is expected that, through participation in on-farm trials and demonstration plots, farmers would have changed attitudes towards improved technologies and the results generated.

Based on their assessment of the results of agronomic trials, experiments will be modified.

C. On-going Evaluation and Validation

Research activities will include continuous evaluation and validation of technologies.

D. Seedling Production and Distribution Continues

During the Evolution phase, the Seedling Management strategy will follow a continuous flow of activities each

year to be repeated in a cyclical fashion for three years. The activities are:

1) Contact seed producers and establish sales conditions.
2) Establish with local organizations the procedures for producing and distributing seedlings.
3) Buy and store seeds at local organizations.
4) Buy fertilizers, pesticides and equipment.
5) Supply seeds to local organizations.
6) Supply fertilizers, pesticides and equipment to local organizations.
7) Give training in seedling production and distribution.
8) Establish seedling production and distribution plan.
9) Establish "soldiers" production plan.
10) Supervise germinators.
11) Establish nursery management plans.
12) Supervise nurseries.
13) Supervise seedling distribution to farmers.

E. Preparation, Distribution and Evaluation of Technology Transfer Modules

The Technology Transfer module will be based on thirteen topics pertaining to coffee management. These topics are:

1) Improved vs. traditional varieties
2) Seedling production
3) Coffee diseases in nurseries
4) Seedling transplant to coffee stands
5) Temporary vs. permanent shade
6) Cash and food crop as shaders
7) Integrated rust control
8) Coffee fertilization
9) Coffee harvesting and processing
10) Pruning of coffee stands
11) Soil preparation in coffee cultivation
12) Coffee based cropping systems
13) How to prepare coffee seeds

During the year, each Formateur will work with fifty farmers providing them with training, didactic materials, on-farm demonstration and follow-up technical assistance visits which will focus on the above mentioned topics. By the third year of the Evolution phase, some topics will be phased out while others shall be developed further.

F. Monitor and Modify Credit System

During the Evolution phase, the remaining credit mechanisms will be created following the methodology outlined in the Initiation phase. Improvements in the methodology for dispersing and collecting credit shall be instituted. Additional funds shall be dispersed by the PPK to the ICI as per Cash Flow in Annex A.5.

G. Continued Cooperation with Institutions

The Project Director and the Field Operations Coordinator will continue having meetings on a regular basis with representatives from the participating organizations and institutions.

Representatives from each institution will participate in joint training of extension and other staff, farmer training and field days. Extension personnel working in the project pilot zones will receive additional training in credit management to assist farmers in loan requests and farm plans.

It is expected that at this stage some positive results would have been achieved. Such an occurrence should have an impact on the institutions in the following ways:

Type of local Institution:	Expected related demands:
Organization:	increased demand for services
Production:	increased demand for production assistance
Nursery:	increased demand for planting materials
Credit:	increased demand for financing
Variety Trials:	increased demand for new varieties

H. Administrative Support Continues

Financial reporting is done routinely. Project staff training is implemented. On-going support is provided to project staff.

I. Monitoring and Evaluation of Major Components of Project

Monitoring is an on-going process. These activities overlap with evaluation and together form a unified system. At this stage, however, an evaluation of the main components will be conducted.

PHASE 3: CONSOLIDATION (1994)

The fifth year is considered the Consolidation phase for the PPK project. The field teams and technical core team will be involved in the supervision of farmers who have been working with the project for the last three years and are now managing and financing adopted technologies.

A. On-Going Monitoring (see Evaluation Stage)

B. Farmers' Modify Attitudes

By this time, farmers will have had three years of experience with on-farm trials and demonstration plots and will be sufficiently knowledgeable about the methods of production and improved technology.

C. Final Recommendations for Adoption of Coffee Production Technologies

Superior technologies will be defined as those technologies that were selected by farmers and technicians on the basis that they may fit more readily into the production priorities and system of a large number of farmers.

These production techniques will be monitored and evaluated by the researcher and farmer. It is expected that the results from this phase can be recommended to a larger group of farmers, on the basis of soil, cost of production, yield per hectare and labor efficiency.

D. Seedling Production and Distribution Continues

Seedling Management component activities involve continuous production and distribution of seedlings.

E. Adoption of Coffee Production Technologies and Other Coffee Farm Technologies

Technology Transfer component will arrange for preparation, distribution and evaluation of technology transfer modules.

F. Adoption of Credit Mechanisms

Credit system will be monitored and modified based on research feedback.

G. Transfer of Project Functions to Cooperating Institutions

It is expected that the level of cooperation achieved during the initial phases will become formalized. It is imperative that these linkages remain in place in order to effect and enhance the delivery of services to farmers.

H. Administrative Support Continues

The Internal Administration will be responsible for on-going financial reporting and on-going administrative support throughout this stage.

I. Monitoring and Evaluation of Project's Major Components

During this period of the project, farmers will be at a stage of independence and will be responsible for managing and producing coffee based on technologies generated during their participation in the project. There will be continued monitoring of farmers' activities in order to gain feedback on farmers' attitudes toward new practices, their constraints in adopting these practices and general farm management techniques.

An evaluation will also be conducted using data generated throughout the initiation and evolution phases and will focus on: changes in farmers' incomes and social well-being; changes in farmers' attitudes and adoption of technologies; farm management practices; marketing outlets; institutional services'; administrative services.

This data should provide for an adequate analysis of the project achievements during the past four years.

STAGE III: EVALUATION (1994)

The purpose of the final evaluation, or end of project evaluation, is to assess the impact of the project on participating farmers and their communities, as well as to compare targets and achievements, as a means of establishing whether the project achieved its objectives.

This evaluation will involve focusing on all the major components of the project, namely Data Collection, Participation, Research, Seedling Management, Technology Transfer, Credit, Institutional Linkages, Administration and Monitoring and Evaluation.

4.2 TRAINING

Training in the Pwoje Plante Kafe (PPK) will be directed at seven different categories of project participants. Each trainee will acquire specialization in his particular field.

A. Categories of participants to be trained.

1. FARMERS (FAR) 8,985 coffee farmers in pilot zones.

2. LEADERS (LEA) chosen from 30 selected institutions to supply PPK services in pilot zones.

3. FORMATEURS (FOR) 136 who have a diploma from a recognized agricultural school or equivalent and have experience in training. The Formateurs will be employed "part-time". There will be 16 Formateurs in the first year of the PPK project, 38 additional in the second year, 30 additional in the third year and 52 additional in the fourth year. (see Table III on following page)

TABLE III

FARMERS TARGETS FOR TOTAL TECHNICAL AND FINANCIAL PACKAGE BY ZONES AND YEARS WITH BREAKDOWN OF SUPPORTING PPK STAFF (NOT CUMULATIVE)

	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	TOTAL
1. FARMERS	1,033	2,397	1,980	3,096	480	8,985
Beaumont	550	1,265	990	1,727		4,580
Jacmel	283	652	510	889		2,280
Natl. Outreach	200	480	480	480	480	2,120
2. FORMATEURS	16	38	30	52	0	136
Beaumont	11	25	20	34	0	90
Jacmel	5	13	10	18	0	46
Natl. Outreach	0	0	0	0	0	0
3. ASST. AGRON.	4	4	3	5	0	16
Beaumont	1	3	2	3	0	9
Jacmel	1	1	1	2	0	5
Natl. Outreach	2	0	0	0	0	2
4. REG. COORD.	3	0	0	0	0	3
Beaumont	1	0	0	0	0	1
Jacmel	1	0	0	0	0	1
Natl. Outreach	1	0	0	0	0	1

4. ASSISTANT AGRONOMISTS (AA) 16 professional Agronomists graduated from recognized university or equivalent degrees will work directly with the coffee farmers, train and supervise the Formateurs and execute the research and production of seedlings. The AA will collaborate with the Regional Officers.

5. REGIONAL OFFICERS (RO) Three Agronomist/Engineers with coffee and rural development experience. One Regional Officer will lead the Jacmel zone, one will lead the Beaumont zone and one the National Outreach activities.

6. PROJECT DIRECTOR (PD) One professional responsible for the execution of the project.

7. IICA SPECIALISTS (IS) International and national technical IICA personnel will comprise the technical management team.

Each individual mentioned above will have had training and experience allowing them to execute their job related duties in the training activities of the PPK.

B. Expected Level of Training

Following is a description of the specific training levels to be reached by each category of participants.

FARMERS (FAR)

Training will have prepared the farmers for:

FAR 1. Improving coffee production on their farms, having respected recommended improved technology as per the following:

- Select, acquire and transport seeds and seedlings.
- Plant new varieties recommended by the PPK.
- Select, prepare and apply fertilizers.
- Purchase, prepare, apply and evaluate pesticides.
- Prune coffee plants.
- Maintain adequate shade
- Harvest coffee.
- Process coffee.
- Evaluate new variety results.

FAR 2. Improving productivity of their farms, in other words, they will be able to:

- Evaluate the results of their cropping system.
- Choose new crops for coffee cropping system management.
- Create a farm production plan.
- Soil conservation.
- Request, use and repay farm loans.

LEADERS (LEA)

The leaders of the local institutions will be trained to execute project tasks according to the following:

LEA 1. The leaders of participating local institutions, in order to participate in variety trials, will be able to:

- understand the research goals, methods and work plan in which they will participate.

- execute the technical activities and supervise the subordinate staff.

- participate in the evaluation of recommendation results and in their final editing and distribution.

LEA 2. The leaders of the participating institutions collaborating in seed and seedling production will be able to:

- understand the purpose, methods and work plan that the institution will execute.

- execute the technical activities and supervise the subordinate staff.

- participate in planning of seed and seedling distribution and collaborate in executing this plan.

- evaluate the participation of their institution and make decisions for future actions after the PPK.

LEA 3. The leaders of the participating institutions that will collaborate in the credit mechanisms will be able to:

- understand the goals, method and work plan that the institution will execute

- participate in the committee which determines loan approval

- receive credit inputs (especially fertilizers and pesticides) store them properly and receive repayment.

- collect input loans in a timely manner

- provide additional institutional funds in order to continue the loan service to the farmers, while these remain under their institutional management

- evaluate the participation of their institution in the PPK and determine their future involvement.

FORMATEURS (FOR)

As a result of the training, the trainers will be able to:

FOR 1. Understand their role in the PPK, accomplish their tasks and present their reports

FOR 2. Establish the appropriate relations with farmers

FOR 3. Utilize the following methods of agricultural extension appropriately:

- field demonstrations
- field trips
- extension bulletins

- posters
- short courses
- visits
- audio visual support
- radio

FOR 4. Teach the farmers techniques for:

- selection and transportation of coffee seeds
- planting of coffee seedlings
- preparation and utilization of fertilizers
- preparation and utilization of pesticides
- coffee pruning
- shade utilization
- harvest
- processing of coffee
- evaluation of productivity and selection of varieties
- soil conservation

FOR 5. Training and supervising the farmers to:

- evaluate the productivity and select varieties
- chose new crops for systems farming
- create farm production plans
- complete credit loan applications
- purchase and use inputs
- chose market for selling of coffee

- repay the credit
- participate in decisions relating to PPK
- participate in PPK evaluation

ASSISTANT AGRONOMISTS (AA) will be able to

AA 1. Understand their role in the project and their particular duties and submit related reports.

AA 2. Train the Formateurs in:

- coffee agricultural technologies
- planning and utilization of fields
- credit loans
- training methodology
- PPK organization, participation resources and mechanisms

AA 3. Offer technical assistance to Formateurs therefore:

- Supervise the Formateurs' work
- Distribute and supervise PPK resources
- Assist and collaborate in the training of farmers
- Evaluate

AA 4. Supervise the coffee variety trials and seedling production in local institutions and farms

AA 5. Direct evaluation of PPK results in his zone with farmer participation

REGIONAL COORDINATORS (RO). They will be able to:

RO 1. Understand their role in PPK, implement their tests and present related reports

RO 2. Provide technical support to the AA, in other words:

- direct programming of AA work
- collaborate in implementation, especially in training the trainers
- evaluate

RO 3. Collaborate in the selection of local institutions to be contracted in his region

RO 4. Coordinate the programing of work in his region with the intervention of IICA specialists.

PROJECT DIRECTOR (PD).

Will be capable of:

PD 1. Understanding his role in PPK, implement their tests and present related reports

PD 2. Direct the programming of PPK work in the two pilot zones and the rest of the country

PD 3. Program and implement PPK operation costs, with the support of the project administrator.

PD 4. Coordinate the selection and contract of local institutions to participate in the research, seed and seedling production and credit mechanisms.

PD 5. Coordinate farmer participation, in other words:

- organize to support CADCO
- direct information to farmers and consult their opinion in the development of PPK
- coordinate the evaluation of PPK by the farmers
- negotiate the transfer of resources and functions in PPK to corresponding local institutions.

PD 6. Coordinate reciprocal exchanges with other projects in Haiti and outside

PD 7. Coordinate the preparation of technical documents which enable the exchange of PPK experiences once the project is finished.

IICA SPECIALISTS

IS 1. They implement special training activities in order to remain updated in technical information, especially with regard to new methodologies which may be useful to PPK implementation.

IS 2. They also implement activities which will lead IICA to discover possible reciprocal support among projects and institutions of other countries.

CHART D

3.- PERSONS RESPONSIBLE FOR SUBJECT MATTER TRAINING

BENEFICIARIES / SUBJECTS	RESPONSIBLE	COLLABORATOR
FARMERS :		
FAR 1 improve coffee production	FOR	AA
FAR 1 improve farm production	FOR	AA
LEADERS :		
LEA 1 Collaborate in research	AA	IS
LEA 2 collaborate in seedling production	AA	IS
LEA 3 collaborate with credit	AA	IS
FORMATEURS :		
FOR 1 Understand their role in PPK	AA	RO
FOR 2 Relate to farmers	AA	IS
FOR 3 Use extension methods	AA	RO
FOR 4 Apply agronomic techniques	AA	IS
FOR 5 farm planning	AA	RO

ASSISTANT AGRONOMISTS :

AA 1	understand their role	RO	IS
AA 2	train trainers	RO	IS
AA 3	support the trainers	RO	IS
AA 4	supervise the researches and nurseries	IS	
AA 5	evaluate PPK participation	IS	

REGIONAL OFFICERS :

RO 1	understand their role in the PPK	PD	IS
RO 2	support the assistant-agronomists	PD	IS
RO 3	select institutions	IS	
RO 4	coordinate regional programming	PD	IS

PROJECT DIRECTOR :

PD 1	understand his role in PPK	IS
PD 2	direct PPK programming	IS
PD 3	execute PPK expenses	IS
PD 4	select local institutions	IS
PD 5	coordinate farmers participation	IS
PD 6	coordinate exchanges	IS
PD 7	coordinate document production	IS

IICA SPECIALISTS :

IS 1	technical update	IS
IS 2	reciprocal support possibilities	IS

4. Training methods

Farmer training :

Farmer training will be achieved by the usual agricultural extension methods: seminars, demonstration plots, visits, field demonstrations, extensionist visits to verify technical use, audiovisual support, extension bulletin distribution, advertising and radio support. The specific topics to be addressed may be found listed in Chart F on the following page.

Work will be accomplished preferably with existing groups, especially those already organized by local institutions linked to PPK. When possible, training will be assured by institutional technicians under PPK part-time contracts with the function of Formateurs.

Farmer knowledge and real interests should be respected. Formateurs will not impose but use proceedings in which each farmer has to research and discover his own answers.

Leader training :

Leader training will be functional. That is to say, training will be oriented only to prepare leaders to accomplish their corresponding tasks according to PPK contracts. These tasks will be: to produce seeds and seedlings, to implement research or be an intermediary for loans. The execution of all these tasks will be practical training so that, once the

Chart E

FARMER TRAINING: TOPICS
& YEARS

TOPICS	Yr 1	Yr2	Yr3	Yr 4	Yr 5
1. Varieties	x	x	x	x	
2. Seed Selection and Preparation	x	x	x	x	
3. Seedling Production	x	x	x	x	
4. Nursery Management	x	x	x	x	
5. Soil Preparation		x	x	x	
6. Establishing New Coffee Stands		x	x	x	
7. Management of Old Coffee Stands		x	x	x	
8. Coffee Shading		x	x	x	
9. Rust Control	x	x	x	x	x
10. Coffee Fertilization		x	x	x	
11. Coffee Pruning					x
12. Coffee Harvesting and Processing		x	x	x	x
13. Cropping Systems			x	x	x
TOTAL TOPICS/YEAR	5	11	12	12	4

PPK is finished, leaders will be able to offer the farmers services that, temporarily rested with PPK.

Trainer (Formateur) training :

Trainer training will begin with short seminars at the zone level for trainer groups and will be reinforced by agricultural technical assistance with a systematic evaluation of results and feed-back received from farmers.

Assistant Agronomist training :

Assistant agronomists will receive formal courses, bibliography, technical assistance and experience. They will also travel to learn methods and techniques applied by other projects in other countries.

Regional Coordinator training :

Regional coordinators will receive formal training and will participate with IICA specialists in the refinement of programs and strategies at the beginning of PPK. Technical consultations can be referred to the Project Director and to IICA specialists. Regional coordinators will travel to learn of other project methods in other countries.

Project Director training :

The Project Director will receive a briefing from IICA technical specialists in methodological, organization and administrative aspects of the PPK. During the project, the

Project Director will visit similar projects in other countries.

IICA Specialist training :

IICA specialists will organize periodically reciprocal training meetings and observation trips to other projects.

5. National Outreach Farmers training :

Besides Beaumont and Jacmel, the project PPK will train farmers in the same topics mentioned in the farmers training in pilot zones. These actions will be executed with the collaboration of selected and contracted farmers organizations. The PPK project will have a technical staff composed of a Coordinator and two assistant-agronomists who will travel on a national outreach basis and will work as a team with the local organization trainers.

6. Special Events :

6.1. COFFEE CONFERENCE. During the third year of the PPK, a five day meeting will be organized with the participation of Haitian specialists and other country members of PROMECAFE. This meeting will

permit the exchange of experiences on improving coffee production research and technology transfer results in Latin America and the Caribbean.

6.2. HAITIAN - DOMINICAN REPUBLIC COFFEE COMMITTEE.

A committee will be constituted by PPK technicians and coffee specialists working in the Dominican Republic.

This committee will meet twice a year for three days alternatively in Port-au-Prince and Santo Domingo to compare research results and the impact of technology transfer strategies.

4.3 IMPLEMENTATION OF ACTIVITIES

Implementation of PPK activities over the five-year period is presented in the next three sections. Firstly, a five year overview of activities provides for confirmation of key actions, as well as their time span. Secondly, a one year detailed description permits in-depth analysis of initiation actions. Finally, the sequence of activities at the pilot zone and national outreach levels is outlined.

4.3.1 Implementation Plans

The charts in this section depict the activities in each component and how they interface with each other. Chart F: Five Years of PPK Activities, lists the major areas where activities take place, e.i. farmer-level, institutional, participation, research, seedling management, technology transfer, credit and national outreach.

Farmer-level activities include decision-making, participation in training and field days, receipt of inputs and credit and repayment of credit.

Local institution activities include initial contractual arrangements, participation in training, management of variety trials, seedling production and input credit (i.e. distribution of fertilizer and pesticide).

Participation activities include selection of local organizations, organization of CADCO, training for participation and ongoing assurance of farmers opinions during the life of the project.

Research activities include finalization of research design, selection of participating institutions, research training, conduct of experiments and presentation of research results.

Seedling management activities include selection of participating institutions, production of seedlings, distribution of seedlings, packaging of seeds and distribution of seeds.

Technology transfer activities include materials preparation, training of farmers and extensionists, utilization of media, on-farm demonstrations, visits and field days.

Credit activities include selection of participating institutions, a pilot credit effort during a research study, definition of credit conditions and regulations, inputs to farmers and receipt of credit repayment.

National outreach activities include selection of participating organizations, training, distribution of seeds, inputs and training materials and utilization of media.

See Chart F for time sequence of these activities.

Chart G: First Year PPK Activities, is located on the following two pages. It contains a more detailed description of the different activities, as well as their timing during the first year.

Chart F
FIVE YEARS OF PPK ACTIVITIES

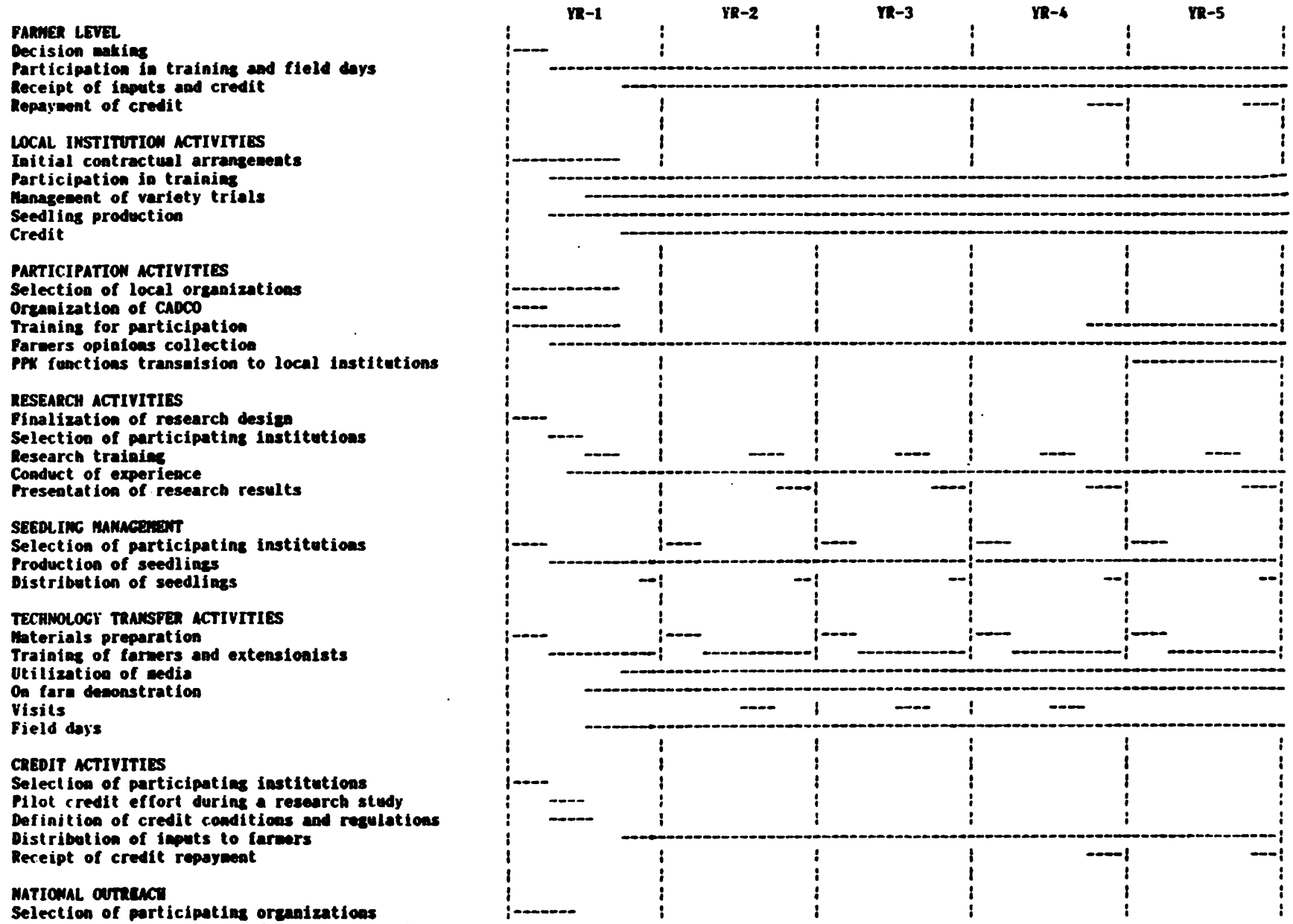


CHART G
FIRST YEAR PPK ACTIVITIES

	MONTHS
	JFMAMJJASOND
FARMERS ACTIVITIES	
f1 Receive information about PPK	--
f2 Receive training on PPK regulations	-
f3 Elect representatives to CADCO	-
f4 Give opinions about PPK development	--------
f5 Participate in field days in seedl production	-------
f6 Receive train. for renovat. of coffee stands	--
f7 Receive training for farm management	-
f8 Receive training for credit reception	-
f9 Receive training on fertilizers & pesticides	--
f10 Receive seedlings	-
f11 Receive Credit in fertilizers & pesticides	--
f12 Participate in PPK evaluation	-
LOCAL INSTITUTION ACTIVITIES	JFMAMJJASOND
i1 Receive information about PPK	-
i2 Contracts to collaborate with PPK's services	-
i3 Receive training for seedling production	-
i4 Receive training for variety trials	-
i5 Seedling production	---------
i6 Variety trials	--------
i7 Receive training for Credit management	-
i8 Collaborate in seedling distribution	-
i9 Distribute fertilizers and pesticides	--
i10 Participate in PPK evaluation	-
PARTICIPATION COMPONENT	JFMAMJJASOND
p1 Cooperate to give information about PPK	--
p2 Research to select local institutions	-
p3 Prepare regulations for participation	--
p4 Cooperate to organize CADCO	--
p5 Assist training for participation	--
p6 Assist in farmer opinion collection	----------
p7 Assist in participation execution	---------
p8 Assist in PPK evaluation with participation	-
CREDIT COMPONENT	JFMAMJJASOND
c1 Research on local Credit constraints	---
c2 Refine Credit policies, strateg. and proced.	--
c3 Select institutions for credit management	-
c4 Reinforcement of selected institutions	--
c5 Cooperate in farmers training for Credit	-
c6 Acquire fertilizers and pesticides	-----
c7 Transport fert. and pestic. to institutions	-

TECHNOLOGY TRANSFER COMPONENT	JFMAMJJASOND
t1 Refine technology transfer strat. & methods	--
t2 Transmit to farmers information about PPK	--
t3 Train. farmers on participation regulations	-
t4 Training institut. for seedling production	-
t5 Training local institut. for variety trials	-
t6 Select farmers & inst. to collabor. in Radio	-
t7 Broadcast Radio Extension Programs	--------
t8 Realize Field days in seedling production	--
t9 Train farmers for renovation of stands	--
t10 Train institut. for Credit management	-
t11 Train farmers for Credit use	-
t12 Train farmers in fertiliz. and pesticides	-

SEEDLING MANAGEMENT COMPONENT	JFMAMJJASOND
s1 Refine local seedling production procedures	--
s2 Select institutions for seedling production	-
s3 Seedling production	------
s4 Seedling distribution	-

RESEARCH COMPONENT	JFMAMJJASOND
r1 Adjust research priorities and methodologies	--
r2 Select local institutions for variety trials	-
r3 Cooperate in train. for seedling production	-
r4 Cooperate in training for variety trials	-
r5 Assist in seedling production	---------
r6 Assist in variety trials	--------
r7 Assist in training for renovation of stands	--
r8 Assist in train. for fertiliz. & pesticides	-

NATIONAL OUTREACH ACTIVITIES	JFMAMJJASOND
o1 Refine strategies and methodology	--
o2 Select participating local institutions	---
o3 Prepare local institutions to participate	----
o4 Training and distribution of seeds.	---------
o5 Utilization of media	--------

4.3.2 Work plan : Zone Level

The following steps provide an overview of the work plan at the zone level. In parenthesis are located the abbreviations of the individuals responsible:

1. Hire Regional Officers (PD)
2. Hire Assistant Agronomists (RO)
3. Contractual arrangements with ONG's (FOC):
   - variety trials
   - seedling production
   - credit management
   - staff training
4. Prepare preliminary versions of training materials (TT = Technical Team)
5. Pre-selection of Formateurs through NGO's (RO)
6. Train Formateurs on topic #1 (includes teaching) (TT)
   - 6.1 observe Formateurs (FOC,RO,AA)
   - 6.2 validate materials (FOC,RO,AA)
   - 6.3 validate training module (FOC,RO,AA)
7. Selection of Formateurs (RO)
8. Prepare work plan with Formateurs, Assistant Agronomists and Regional Officers (FOC)
9. Execution of workplan (AA)
   - a) formateurs' training (AA)
   - b) farmers' training (FOR)
   - c) research and credit activities (AA)
   - d) supervision (RO)

10. annual assessment of working plans and elaboration of next year's work plan. (FOC, RO, AA)

4.3.3 Work Plan: National Outreach Level

The national outreach activities differ from those in the pilot zones in that they are much less intense. The zone activities include research, credit mechanisms, technical assistance, seedling management and farmer participation, as well as close linkages with local institutions. The work at the zone level is managed by field teams who have the major responsibility for achieving project targets. The national outreach, on the other hand, is demand driven and includes training, seed and input distribution and radio broadcasts.

A total of 2120 persons shall be trained at the national outreach level according to the following schedule:

Year	1	2	3	4	5
Persons trained	200	480	480	480	480

While the national outreach team shall aim to provide services to all coffee-producing areas in the country. The phasing of regions will be according to the following scheme:

Year	1	2	3	4	5
South	x	x	x	x	x
Central		x	x	x	x
North			x	x	x

The following steps provide a general outline of the national outreach methodology:

1. Select and train team.

   At this stage, IICA will identify and select the team according to pre-established criteria.

2. Describe, refine, and prepare presentation of Training, Media and Technical Package (TMTP).

   The TMTP will consist of training modules addressing the following four topics:

   1) Seed selection and preparation
   2) Seedling production
   3) Rust control
   4) Coffee fertilization

In addition to the training modules, the TMTP will include pre-recorded cassettes of radio broadcasts and a technical package composed of seeds, fertilizers, pesticides as well as educational material.

In close cooperation with selected institutions, IICA will prepare, describe and present the TMTP.

3. Discuss Training and Technical Packages (TMTP) with local institutions meeting criteria for PPK participation.

The contents, the strategy and the execution of TMTP will be discussed with institutions in view of their participation in PPK.

4. Interested local institutions complete form to indicate areas of interest.

IICA will be distributing prepared forms to local institutions to define their areas of interest. Completion of a form by an institution shall be considered an indication of demand for services.

5. Sign work agreement with two or three institutions the first year and five or six additional each year after.

This agreement shall consist of IICA providing training in four topics utilizing two days per topic to a group of 20 affiliated community leaders. The four topics are listed in step #2 above.

In addition, each successful participant will receive a seed and input package of 500 improved coffee seeds, plastic bags for germinating, fertilizer and pesticide, instruction booklets and training materials. Participating institutions will also receive pre-recorded radio cassettes containing more extensive technical information on coffee production.

6. Define the work plan with local institutions.

Each year a work plan will be defined in which the activities, the nature, the strategy of the execution and the expected outputs will be determined with each local institution.

7. Follow-up of work plan execution.

IICA will maintain follow-up mechanisms to assure that the programmed activities are being executed adequately.

8. Preparation of yearly evaluation and annual work plan.

Jointly with participating institutions and selected farmers, IICA will conduct evaluation and programming sessions.

5. STAFFING AND MANAGEMENT

The PPK project will be managed by IICA using the principles of management by objectives at 5 different levels of managerial responsibilities. (See A-E on following page, Organizational Chart H)

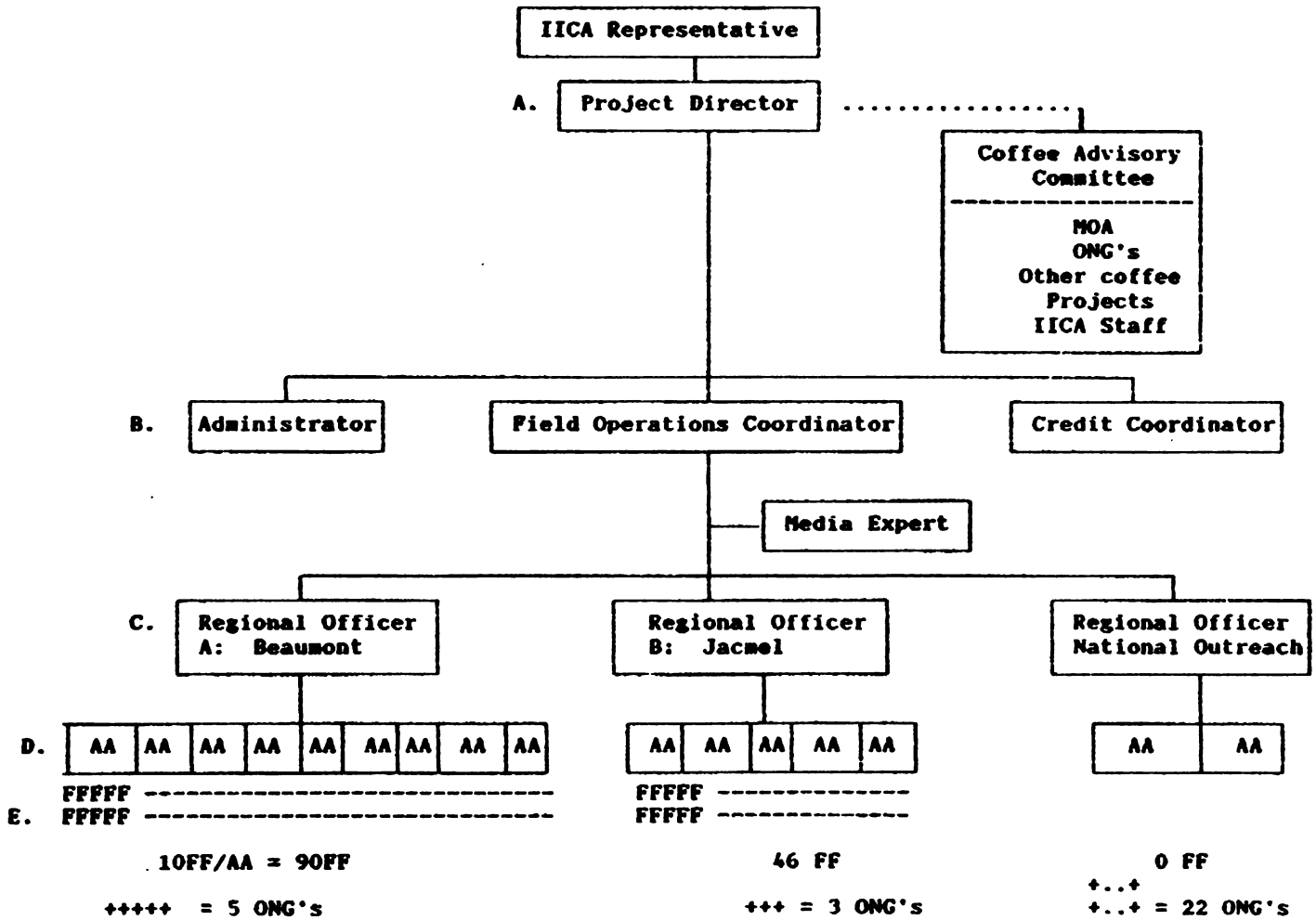
A technical staff of five professionals shall be complemented by three regular IICA staff to constitute an interdisciplinary team responsible for the project. Three field teams, or a total of 19 staff will implement field work with the assistance of 136 part-time Formateurs.

A. Project Director

Overall project management will be the responsibility of the Project Director who will be assisted primarily by the Field Operations Coordinator and secondly by the Credit Coordinator, the Administrator and the Media Expert. The Project Director will report directly to the IICA Representative in Haiti. The Project Director will be advised by the Coffee Advisory Committee (CADCO).

Chart: H

ORGANIZATIONAL CHART OF PWOJE PLANTE KAFE - PPK



AA = Assistant Agronomist
F = Formateur
+ = ONG's or Farmers group

Specific functions of the Project Director will be to:

a) recruit project personnel

b) obtain the agreement of each of the following responsible officers regarding their responsibilities, expected final outputs, the intermediate targets, and the deadlines for their achievement:

- Field Operations Coordinator
- Credit Coordinator
- Administrator
- Media Expert
- Regional Officers and their Assistant Agronomists

c) liaise with private and public institutions through CADCO thereby strengthening institutional linkages

d) coordinate the preparation of annual Operation Plans

e) coordinate the preparation of quarterly and annual technical progress reports

f) liaise with the USAID on overall project implementation

g) monitor technical, financial and administrative aspects of the project

h) lead the management team, making final decisions and authorizing changes, and guiding subordinate project personnel where necessary

i) guide the development of the multi-disciplinary approach to planning and problem-solving within the project

j) coordinate all training activities in the project

k) organize regular meetings of the CADCO

The Project Director shall be recruited through the IICA International Professional Personnel (IPP) recruiting system. The Project Director must be a person with ample experience in project management, coffee technology, and interdisciplinary team work. The person must be willing to relocate to Haiti, learn Creole and preferably speak English, Spanish and French.

B. Field Operations Coordinator

Overall supervision of the field operations of project implementation will be the responsibility of this officer who will be supported by a professional team comprised of the Credit Coordinator, Administrator and Media Expert. Specific functions of the Field Operations Coordinator will be to:

a) be responsible to the Project Director

b) supervise and coordinate the implementation of the Participation, Research, Seedling Management, Technology Transfer, Credit and Institutional linkges components of the project

c) supervise the regional teams

d) design and monitor specific implementation plans for each zone, as well as the national outreach activities

e) plan field experiments, analyze agronomic and socio-economic data for use in technical reports

f) maintain updated information on the programming, implementation and evaluation of research trials and training systems

g) assist in the organization of seminars for extensionists and field days for farmers

h) assist in the preparation of documents resulting from the project research and training seminars

i) assume democratic interaction with farmer groups

j) attend project review monthly meetings, reporting on field activities and outputs

h) prepare weekly, quarterly and annual technical progress reports for submission to the Project Director

Credit Coordinator

The Project Director will be aided by the Credit Coordinator who will be responsible for the agricultural credit mechanism of the project. The functions of the Credit Coordinator will be to:

a) be responsible to the Project Director

b) plan, design and implement a research project on credit obstacles and areas requiring potential improvement for establishing agricultural credit mechanisms

c) plan, design and implement a project credit system which will provide participating farmers with access to coffee production inputs;

d) monitor the credit mechanisms which comprise the system;

e) report to the Project Director on the performance of the credit system;

f) report to the Project Director the results of the credit research;

g) prepare training material and summary models for staff responsible for implementing credit mechanisms;

h) organize and execute training seminars;

i) organize and supervise flow of credit inputs to farmers.

Administrator

The Project Director will be aided by the Administrator who will support the field operations of the project through administrative activities. These activities will include:

a) be responsible to the IICA Representative and Project Director for the administration of project funding

b) supervise the maintenance of accurate financial records of project expenditures

c) liaise with the Project Director and Field Operations Coordinator regarding the maintenance of budgetary control of actual expenses in relation to the projected expenses as set out in the Operation Plan

d) supervise the preparation of monthly, quarterly and annual financial reports

e) reconcile the project accounts and the IICA Weekly Income and Expenditure Report entries related to the project

f) analyse the IICA Head Office computer printouts relating to the project

g) procure vehicles, tools and equipment, agricultural inputs and other supplies for the field sites

h) liaise with the Project Director and Field Operations Coordinator regarding the deployment of vehicles, equipment and consumable stores, and maintain an inventory of vehicles, equipment, and consumable stores, and a record of their deployment and use

Media Expert

The Field Operations Coordinator will be aided by the Media Expert who will be responsible for media support to technology transfer activities in the two pilot zones as well as national outreach.

The functions of the Media Expert will be to:

a) be responsible to the Field Operations Coordinator
b) analyze the socio-cultural environment
c) define clientele to participate in radio programs
d) acquire, process and store relevant coffee information to be adapted for radio
e) participate in meetings and/or seminars with farmers
f) define cooperation domain and modalities with local institutions working with PPK
g) produce adapted radio and video materials
h) evaluate and adjust the programs with assistance of listeners and institutions
i) evaluate the cooperants' performance
j) attend project review monthly meetings
k) prepare monthly and quarterly reports to Field Operations Coordinator

C. Regional Officers (3)

The functions of the Regional Officer in each field team will be to:

a) lead the team in site selection on farms with the collaboration of the farmers

b) participate in the planning, designing and implementation of on-farm trials

c) lead the team in the layout of on-farm trials

d) lead the team in agronomic data collection and participate in socio-economic data collection

e) be responsible for consolidating weekly field operation reports for submission to the Field Operations Coordinator

f) participate in the design, execution and evaluation of all training activities

g) supervise the Assistant Agronomists

D. Assistant Agronomists (16)

Each zone will have a number of Assistant Agronomists depending on the number of farmer beneficiaries. The functions of the Assistant Agronomists will be to:

a) assist the Regional Officer in all of the functions of that position

b) supervise the Formateurs attached to each field team

E. **Formateurs (136)**

The Formateurs shall be community leaders working for local institutions who participate in the PPK project. They shall work with PPK on the average of two days per week. Their activities will be pilot zone specific. They shall be responsible to the Assistant Agronomists and their functions shall include:

a) train the farmers in the thirteen coffee production topics

b) assist in testing the training materials

c) assist in testing the training modules

d) identify farmers in need of coffee production credit

e) organize and conduct field days and technical assistance visits

f) interact with farmers in a manner encouraging decision-making capabilities

F. CADCO

The Coffee Advisory Committee (CADCO) shall be composed of thirteen members, these being:

- a farmer representing each of the pilot zones and the national outreach area (3)
- NGO representatives from each of the pilot zones and the national outreach area (3)
- two high level coffee experts (2)
- a representative from ASDEC
- two IICA staff will provide 20% of their time to the project: one research specialist and a rural organization specialist (2)
- the Extension Director of the Ministry of Agriculture
- USAID (observer)

The functions of CADCO shall be:

a) to advise the Project Director on matters of technical, political, economic and social concern to the project

b) to have regular meetings at least once per quarter

c) to interface with other coffee projects in Haiti

G. IICA Financed Technical Specialists

Two IICA financed technical specialists will devote 20% of their time to the PPK project.

The Plant Production Specialist will devote 20% of his work time and capacity to technically assist the project. Key aspects of his technical assistance will comprise:

a) advise the Field Operations Coordinator of the project and his team on the design, lay-out and evaluation of field experiments

b) advise on the technical management of variety trials and coffee nurseries

c) advise on mechanisms and techniques to conduct and evaluate on-farm experiments

d) channel technical information on coffee production techniques to the technical team of the project

e) participate as advisor and instructor in training events of the project

f) advise in the preparation of technical information to farmers

g) promote reciprocal technical cooperation between PPK and PROMECAFE countries

The Rural Organization Specialist will devote 20% of his working time and capacity to technically assist the project. Key aspects of his technical assistance will comprise:

a) advise in the planning of the methodology for farmers' and local institutions' participation in PPK

b) advise in farmer and staff participatory training in PPK

c) advise in the design and operation of the farmers information system which shall collect their opinions regarding implementation of PPK

d) provide assistance to farmer representatives and to PPK technical staff regarding participatory mechanisms in PPK

e) advise in the preparation and implementation of PPK evaluation with the participation of farmers

6. ESTIMATED BUDGET

Table IV
Budget Summary

The total amount of the budget for 5 years is the following:

- In Fx	$5,100,000
- In Local currency	3,273,065
Total	8,373,065

The budget line items per year are the following:

		YR-1	YR-2	YR-3	YR-4	YR-5	TOTAL
A.	Personnel	505.000	598,000	684,000	851,000	992,000	3,630,000
B.	Equipment/Freight	168,000	32,000	11,000	2,000		213,000
C.	Commodities/Supplies	53,000	151,000	195,000	284,000	145,000	878,000
D.	Travel/Perdiem	43,000	48,000	51,000	53,000	56,000	251,000
E.	Training	140,000	116,000	147,000	52,000	41,000	496,000
F.	Credit	10,000	39,000	80,000	148,000	188,000	465,000
G.	Vehicle Operation/Maintenace	90,000	95,000	95,000	95,000	95,000	470,000
H.	Administrative Costs	125,000	144,000	133,000	133,000	137,000	672,000
I.	Subtotal	1,134,000	1,223,000	1,396,000	1,618,000	1,704,000	7,075,000
J.	IICA Overhead (12%)	136,080	146,760	167,520	194,160	208,005	852,525
K.	Total IICA - Managed	1,270,080	1,369,760	1,563,520	1,812,160	1,912,005	7,927,525
L.	Audit/Evaluation	50,000		50,000		100,000	200,000
M.	Contingency	40,000	41,000	49,000	54,000	61,540	245,540
Total USAID contribution		1,360,080	1,410,760	1,662,520	1.866,160	2,073,545	8,373,065

A detailed budget is presented in Table V

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TABLE V

6.2 FIVE YEAR DETAILED BUDGET

	1ST. YEAR FX	1ST. YEAR L.C.	1ST. YEAR TOTAL	2ND. YEAR FX	2ND. YEAR L.C.	2ND. YEAR TOTAL	3RD. YR. FX	3RD. YR. L.C.	3RD. YR. TOTAL
A. PERSONNEL	408000	97000	505000	318000	280000	598000	684000	0	684000
EXPATRIATE	317000	0	317000	302000	0	302000	293000	0	293000
PROJECT COORDINATOR	97345		97345	89484		89484	82876		82876
FIELD OPERATIONS COORD.	81836		81836	78562		78562	77847		77847
ADMINISTRATIVE OFFICER	68128		68128	67766		67766	67079		67079
CREDIT COORDINATOR	69691		69691	66188		66188	65198		65198
			0			0			0
LOCAL STAFF	76000	97000	173000	0	280000	280000	375000	0	375000
			0			0			0
3 REGIONAL AGRONOMISTS	25950	25950	51900		56600	56600	58905		58905
ASSISTANT AGRONOMISTS	15000	15000	30000		68780	68780	102795		102795
RADIO EXTENSION OFFICER	12765	12765	25530		28337	28337	31274		31274
DATA ANALYST	8884	8984	17868		20186	20186	22769		22769
SECRETARY	5895	5996	11891		12851	12851	14194		14194
DRIVER	3566	3667	7233		8060	8060	9260		9260
MACHINE OPERATOR	1970	1919	3889		4701	4701	5794		5794
CLERK	1970	1919	3889		4701	4701	5794		5794
FORMATEURS		20800	20800		75784	75784	124215		124215
			0			0			0
CONSULTANTS	15000		15000	16000	0	16000	16000		16000
			0			0			0
B. EQUIPMENT & FREIGHT	140000	28000	168000	0	32000	32000	0	11000	11000
			0			0			0
1 VEHICLE FOR ADMINISTR	15000		15000			0			0
5 FIELD VEHICLES	125000		125000			0			0
CONSTRUCT.MATS. ONGs		8000	8000		11000	11000		11000	11000
PILOT ZONES EQUIPMENT		20000	20000		21000	21000	0	0	0
C. COMMODITIES/SUPPLIES	21000	32000	53000	16000	135000	151000	73000	122000	195000
			0			0			0
SEEDLINGS	21000	22000	43000	16000	119000	135000	73000	106000	179000
TRIAL PLOTS		6000	6000		7000	7000		7000	7000
MATERIAL DISTRIBUTION			0	0	0	0		0	0
NATIONAL OUTREACH		4000	4000		9000	9000		9000	9000
									0
D. TRAVEL/PERDIEM	0	43000	43000	21000	27000	48000	51000		51000
			0			0			0
			0			0			0
E. TRAINING	40000	100000	140000	21000	95000	116000	42000	105000	147000
			0			0			0
OVERSEAS	40000		40000	21000		21000	42000		42000
IN-COUNTRY		100000	100000		95000	95000		105000	105000
			0			0			0
F. CREDIT FUNDS	0	10000	10000	0	39000	39000	0	80000	80000

	1ST. YR. FX	1ST. YR. L.C.	1ST. YR. TOTAL	2ND. YR. FX	2ND. YR. L.C.	2ND. YR. TOTAL	3RD. YR. FX	3RD. YR. L.C.	3RD. YR. TOTAL
			0.00			0.00			0.00
G. VEHICLE OPER/MAINTENANCE	13000	77000	90000	11000	84000	95000	95000	0	95000
			0			0			0
FUEL		22000	22000		23000	23000	23000		23000
INSURANCE	13000		13000	11000	3500	14500	13000		13000
TIRES		10000	10000		11000	11000	12000		12000
REPAIRS		45000	45000		46500	46500	47000		47000
			0						
H. ADMINISTRATIVE COSTS	48000	77000	125000	0	144000	144000	133000	0	133000
			0						
OFFICE RENTAL/UTILITIES	27000		27000		28000	28000	28000		28000
OFFICE SUPPLIES	18000		18000		19000	19000	19000		19000
OFFICE MAINTENANCE		6000	6000		17000	17000	6000		6000
MEMBERSHIP FEES		40000	40000		44000	44000	44000		44000
COMMUNICATIONS	3000	23000	26000		27000	27000	27000		27000
MISCELLANEOUS		8000	8000		9000	9000	9000		9000
			0			0			0
			0			0			
SUBTOTAL	670000	464000	1134000	387000	836000	1223000	1078000	318000	1396000
			0						
K. IICA OVERHEAD (12%)	80400	55680	136080	46440	100320	146760	129360	38160	167520
			0						
L. TOTAL IICA MANAGED	750400	519680	1270080	433440	936320	1369760	1207360	356160	1563520
			0						
M. AUDIT & EVALUATION	50000		50000				50000		50000
			0						
N. CONTINGENCY	24000	16000	40000	13000	28000	41000	38000	11000	49000
			0						
TOTAL USAID CONTRIBUTION	824400	535680	1360080	446440	964320	1410760	1295360	367160	1662520

	4TH. YR. FX	4TH. YR. L.C.	4TH. YR. TOTAL	5TH. YR. FX	5TH. YR. L.C.	5TH. YR. TOTAL	GRAND TOTAL FX	GRAND TOTAL L.C.	GRAND TOTAL GRAND TOTAL
A. PERSONNEL	851000	0	851000	495000	497000	992000	2756000	874000	3630000
			0			0			0
EXPATRIATE	310000	0	310000	415000	0	415000	1637000	0	1637000
PROJECT COORDINATOR	91358		91358	137531		137531	498594	0	498594
FIELD OPERATIONS COORD.	80921		80921	104614		104614	423780	0	423780
ADMINISTRATIVE OFFICER	69124		69124	82753		82753	354850	0	354850
CREDIT COORDINATOR	68597		68597	90102		90102	359776	0	359776
			0			0	0	0	0
LOCAL STAFF	525000	0	525000	64000	497000	561000	1040000	874000	1914000
			0			0	0	0	0
3 REGIONAL AGRONOMISTS	61110		61110	64000		64000	209965	82550	292515
ASSISTANT AGRONOMISTS	161280		161280		183855	183855	279075	267635	546710
RADIO EXTENSION OFFICER	33075		33075		36036	36036	77114	77138	154252
DATA ANALYST	24570		24570		28372	28372	56223	57542	113765
SECRETARY	14704		14704		15385	15385	34793	34232	69025
DRIVER	10180		10180		11067	11067	23006	22794	45800
MACHINE OPERATOR	6710		6710		7812	7812	14474	14432	28906
CLERK	6710		6710		7812	7812	14474	14432	28906
FORMATEURS	206661		206661		206661	206661	330876	303245	634121
			0			0	0	0	0
CONSULTANTS	16000		16000	16000		16000	79000	0	79000
			0			0	0	0	0
0.00	0	2000	2000	0	0	0	140000	73000	213000
			0			0	0	0	0
1 VEHICLE FOR ADMINISTR			0			0	15000	0	15000
5 FIELD VEHICLES			0			0	125000	0	125000
CONSTRUC.MAIS.ONGs		2000	2000			0	0	32000	32000
PILOT ZONES EQUIPMENT						0	0	41000	41000
						0	0	0	
C. COMMODITIES/SUPPLIES	105000	179000	284000	57375	137625	195000	272375	605625	878000
			0			0	0	0	0
SEEDLINGS	105000	163000	268000	57375	121625	179000	272375	531625	804000
TRIAL PLOTS		7000	7000		7000	7000	0	34000	34000
MATERIAL DISTRIBUTION		0	0		0	0	0	0	0
NATIONAL OUTREACH		9000	9000		9000	9000	0	40000	40000
D. TRAVEL/PERDIEM	53000	0	53000	56000		56000	181000	70000	251000
			0			0	0	0	0
			0			0	0	0	0
E. TRAINING	21000	31000	52000	9000	32000	41000	133000	363000	496000
			0			0	0	0	0
OVERSEAS	21000	0	21000	9000		9000	133000	0	1[illegible]3000
IN-COUNTRY	0	31000	31000		32000	32000	0	363000	363000
			0			0	0	0	0
F. CREDIT FUNDS	0	148000	148000	0	188000	188000	0	465000	465000

	4TH. YR.			5TH. YR.			GRAND TOTAL		
	FX	L.C.	TOTAL	FX	L.C.	TOTAL	FX	L.C.	GRAND TOTAL
			0.00			0.00	0.00	0.00	0.00
G. VEHICLE OPER/MAINTENANCE	95000	0	95000	95000	0	95000	309000	161000	470000
			0			0	0	0	0
FUEL	23000		23000	23000		23000	69000	45000	114000
INSURANCE	13000		13000	13000		13000	63000	3500	66500
TIRES	12000		12000	12000		12000	36000	21000	57000
REPAIRS	47000		47000	47000		47000	141000	91500	232500
			0			0	0	0	0
H. ADMINISTRATIVE COSTS	133000	0	133000	137000	0	137000	451000	221000	672000
			0			0	0	0	0
OFFICE RENTAL/UTILITIES	28000		28000	28000		28000	111000	28000	139000
OFFICE SUPPLIES	19000		19000	19000		19000	75000	19000	94000
OFFICE MAINTENANCE	6000		6000	10000		10000	22000	23000	45000
MEMBERSHIP FEES	44000		44000	44000		44000	132000	84000	216000
COMMUNICATIONS	27000		27000	27000		27000	84000	50000	134000
MISCELLANEOUS	9000		9000	9000		9000	27000	17000	44000
			0			0	0	0	0
			0					0	0
SUBTOTAL	1258000	360000	1618000	849375	854625	1704000	4242375	2832625	7075000
			0			0.	0		0
K. IICA OVERHEAD (12%)	150960	43200	194160	101925	106080	208005	509085	343440	852525
			0			0	0	0	0
L. TOTAL IICA MANAGED	1408960	403200	1812160	951300	960705	1912005	4751460	3176065	7927525
			0			0	0	0	0
M. AUDIT & EVALUATION			0	100000		100000	200000	0	200000
			0			0	0	0	0
N. CONTINGENCY	42000	12000	54000	31540	30000	61540	148540	97000	245540
			0			0	0	0	0
TOTAL USAID CONTRIBUTION	1450960	415200	1866160	1082840	990705	2073545	5100000	3273065	8373065

6.3 BUDGET NOTES

Personnel

All salaries and costs of expatriate and local personnel have been calculated taking into account the IICA Procedures for personnel classification.

Nevertheless, the following should be mentioned:

Regional Agronomists (Officers)

The PPK project will have three Regional Agronomists who have been classified within the IICA scale as PL1-1. Salaries have been calculated as follows:

1st year:	1200 x 14 x 3 ext. = 50,400	+ 1500 ins.	= 51,900
2nd year:	1250 x 14 x 3 ext. = 52,500	+ 1500 ins.	= 54,000
3rd year:	1300 x 14 x 3 ext. = 54,600	+ 1500 ins.	= 56,100
4th year:	1350 x 14 x 3 ext. = 56,700	+ 1500 ins.	= 58,200
5th year:	1400 x 14 x 3 ext. = 58,800	+ 1500 ins.	= 60,300
		Total	$280,500

Assistant Agronomists

The Assistant Agronomists have been classified within the IICA procedures and salary scales. They will be hired as follows:

1st year:	4 x 500 x 14 mos.	=	28,000	+	2000 ins.	=	30,000
2nd year:	8 x 550 x 14 mos.	=	61,600	+	4000 ins.	=	65,600
3rd year:	11 x 600 x 14 mos.	=	92,400	+	5500 ins.	=	97,900
4th year:	16 x 650 x 14 mos.	=	145,600	+	8000 ins.	=	153,600
5th year:	17 x 700 x 14 mos.	=	166,600	+	8500 ins.	=	175,100
					Total		$522,200

Formateurs

The Formateurs will be hired with service contracts.

			Total
1st year	16 x 100 x 13 mos.		20,800
2nd year	16 x 100 x 13 mos.	22,880	
	38 x 100 x 13 mos.	49,400	72,280
3rd year	16 x 120 x 13 mos.	24,960	
	38 x 110 x 13 mos.	54,340	
	30 x 100 x 13 mos.	39,000	118,300
4th year	16 x 130 x 13 mos.	27,040	
	38 x 120 x 13 mos.	59,280	
	30 x 110 x 13 mos.	42,900	
	52 x 100 x 13 mos.	67,600	196,280
5th year	16 x 130 x 13 mos.	27,040	
	38 x 120 x 13 mos.	59,280	
	30 x 110 x 13 mos.	42,900	
	52 x 100 x 13 mos.	67,600	196,280
		Total	$605,020

Perdiem

Perdiem rates have been established as follows:

1st year:

Project Director	8 days/mo.	x 43	x 12 mos.	=	4,128
Extension Leader	15 days/mo.	x 43	x 12 mos.	=	7,740
Credit Specialist	15 days/mo.	x 43	x 12 mos.	=	7,740
Radio Extensionist	10 days/mo.	x 43	x 12 mos.	=	5,160
Peasant Org. Spec.	10 days/mo.	x 43	x 12 mos.	=	5,160
Plant Spec.	10 days/mo.	x 43	x 12 mos.	=	5,160
3 Reg. Agronomist	5 days/mo.	x 43	x 12 mos.	=	2,580
4 Reg. Asst. Agr.	5 days/mo.	x 43	x 12 mos.	=	2,580
			Total		$40,248

An amount of $43,000 has been included in the budget.

2nd year:

To the amount of $40,248, the cost of perdiems for 4 Regional Assistants has been added, i.e.:

4 x 3 days/mo. x 43 x 12 = 6,192

Therefore 40,248 + 6,192 = $46,440

An amount of $46,000 has been included in the budget.

3rd year:

Three additional Assistant Agronomists have been added, i.e.:

3 x 2 days/mo. x 43 x 12 = 3,096

Therefore $46,000 + 3,096 = $49,000

An amount of $48,300 has been included in the budget.

4th year:

Same as the third year:

3 x 2 days/mo. x 43 x 12 = 3,096

Therefore $48,300 + 3,096 = $51,396

An amount of $51,000 appears in the budget.

5th year:

One additional Assistant Agronomist, i.e.

1 x 2 days/mo. x 43 x 12 = 1,032

Therefore 51,000 + 1,032 = $52,032

An amount of $53,550 is included in the budget.

Vehicles Operation/Maintenance

Fuel: The following fuel booklets will be needed in the PPK project:

Project Director	2/month
Extension Leader	2/month
Credit Specialist	2/month
3 Regional Officers	6/month
1 Radio Extensionist	1/month
1 Driver	1/month
1 Plant Specialist	1/month
1 Peasant Organization Specialist	1/month
1 Administrative Officer	1/month
Total	17 booklets

Cost of 1 booklet at present is $100.45

Therefore, $100.45 x 17 = 1707.65 x 12 mos. = $20,492.

An amount of $22,000 has been budgeted per year.

Insurance

All project vehicles will be covered by an international insurance company in accordance to the IICA rules. PPK will have the following vehicles bought with USAID funds:

4 CJ10 Jeeps bought for swine repopulation project
9 Comanche Jeep vehicles bought for swine repopulation
2 Cherokee Jeep vehicles bought for Animal Health
6 vehicles to be bought for PPK
21 (total)

21 vehicles at an amount of approx. $455/yr. for international insurance	= $9,555
Insurance and registration in Haiti = $150 x 21	= 3,150
Total	$12,705

An amount of $12,500 has been included in the budget.

Tires

Change of tires is required for field vehicles every year. There will be 21 vehicles in total. The budget includes $10,000 per year for the purchase of tires. This gives an average cost of $476/vehicle/year.

Repairs

The 13 old Swine Repopulation vehicles need constant repair. Parts are expensive and most of the time need to be imported. For these 13 vehicles an estimation of $2,800 per vehicle per year has been calculated for repairs.

For the 2 Cherokee Jeeps we have calculated $1,500/vehicle and for the 6 new PPK vehicles we have projected $1,000 in repair costs per year. Therefore:

13 jeeps @	$2,800/year	=	36,400
2 Cherokees @	1,500/year	=	3,000
6 new vehicles @	1,000/year	=	6,000
	Total		$45,400

An amount of $45,000 has been included in the budget for vehicle repairs.

Administrative Costs

Office rental utilities:

Office rent	7,000/yr.
Garage rent	7,000/yr.
Electricity & gas	10,000/yr.
Cleaning supplies & water	3,000/yr.
Total	$27,000/yr.

Office & equipment maintenance:

This item includes the following:

repair and cleaning of air conditioners;
repair of filing cabinets;
repair of desks;
new keys;
repair and maintenance of typewriters;
repair and maintenance of computers.

Total budget/year $6,000

Membership Fees - PROMECAFE

Communications:

Shipping cost & transport	7,000
Transport messengers & others	2,500
Postage courier	4,000
Cables & telex service	4,000
Telephone long & short distance	8,000
rent of 2 lines = 125 + 104 =	2,748
long & short distance calls = 500 x 12 =	600
Total	$25,500

Miscellaneous

Expendables & others	$5,000
Bank charges	3,000
Total	$8,000

Office Supplies

Xerox copies	$2,000
Mimeograph paper	6,000
Photographs & books	2,000
Office supplies	8,000
Total	$18,000

A N E X O S

ANNEX A:

Technical Strategy Components with detailed Plans of Actions

Annex A.1

FARMER PARTICIPATION COMPONENT

PARTICIPACION DE LOS AGRICULTORES

La participación de los agricultores es indispensable para la realización del proyecto porque serán ellos quienes plantarán el café, en sus tierras, pagando el costo de los insumos y asumiendo los riesgos; serán ellos quienes se beneficiarán con el mejoramiento de la producción y los ingresos y, finalmente, serán ellos los únicos responsables de cualquier acción que necesiten después de terminado el Proyecto.

Durante la formulación del proyecto se realizarán consultas, utilizando algunos de los mecanismos de contacto con los campesinos, que fueron establecidos durante la realización del proyecto de Repoblación Porcina. Estas consultas proveerán al proyecto Plante Kafe información actualizada sobre los intereses de los campesinos y sobre el estado actual de sus organizaciones en los aspectos más significativos para su participación.

Durante la ejecución del Proyecto, los agricultores participarán directamente o a través de sus organizaciones, en determinados aspectos de las investigaciones, en la transferencia de tecnología, el crédito y la comercialización. También operarán mecanismos para hacer llegar a las personas que corresponda, las opiniones de los beneficiarios sobre el dearrollo del Proyecto.

En la evaluación del Proyecto también habrá participación: En las evaluaciones que se harán durante la ejecución del proyecto, la participación de los agricultores permitirá conocer las necesidades de reajustes en función de los intereses de los beneficiarios. Al finalizar el Proyecto se realizará un conjunto de tareas destinadas a preparar las acciones que ellos deberán asumir después de retirados los recursos del Proyecto, las cuales incluirán una evaluación de la situación de la productividad y la producción del café y de la situación y los ingresos de los caficultores después del Proyecto

MARCO DE REFERENCIA

La participación de los agricultores en un proyecto como el "Pwoje Plante Kafe" se puede concretar a diferentes niveles. Para definir esos niveles usaremos como base el marco conceptual que fue utilizado al formular el Proyecto Hillside Agriculture realizado en Jamaica por el IICA con la USAID. En resumen, ese marco conceptual establece los siguientes niveles:

A. CONSULTA.- El personal del proyecto controla el 100% de las decisiones y responsabilidades; pero al ejercer ese control, recibe ocasionalmente las opiniones de los agricultores como información. Es el nivel más bajo de participación.

B. REPRESENTACION.- Los agricultores asumen responsabilidades menores o grados limitados de autoridad, usualmente a través de los representantes de sus grupos u organizaciones quienes forman parte de determinados comités y asisten a determinadas reuniones.

C. INCORPORACION.- Los agricultores asumen responsabilidades mayores en la ejecución y adquieren un rol más importante en la toma de decisiones; por ejemplo cuando determinados representantes son incorporados en los órganos decisorios del Proyecto.

D. DIRECCION.- Cuando los agricultores tienen el completo control y liderazgo del Proyecto con una real orientación hacia la autodeterminación. Es el nivel de participacion más avanzado.

Los niveles de participación mencionados, se producen en las distintas fases del Proyecto. Esas fases son:

1. PLANEAMIENTO: es la fase en que se diseña el proyecto y se decide la asignación de los recursos en función de las necesidades y del impacto que se quiere producir.

2. EJECUCION: es la fase en que lo decidido se pone en práctica a través de una serie de actividades y eventos.

3. EVALUACION: es la fase en que se mide lo que el proyecto ha logrado por comparación con sus objetivos. Es un proceso continuo que provee información para hacer los reajustes que se requiera durante la ejecución del proyecto y no es solamente una etapa final.

Se puede elaborar una matriz para identificar los niveles de participación posibles en las diferentes fases:

	Niveles de la participacion			
Fases del proyecto	A. Consulta	B. Representación	C. Incorporación	D Dirección
1.Planeamiento	1A	1B	1C	1D
2.Ejecución	2A	2B	2C	2D
3.Evaluación	3A	3B	3C	3D

En el caso particular del proyecto Plante Kafe, los niveles de participación en cada fase pueden ser descritos de la manera siguiente:

1.- En la fase de Planeamiento:

1.A Consulta en el planeamiento:

Las metas del Proyecto serán establecidas por un proceso que incluirá una consulta a los agricultores. Utilizando la colaboración de quienes actuaron como "formateurs" en el Proyecto de Repoblación Porcina, se realizarán reuniones informales y una encuesta exploratoria con agricultores y organizaciones que operan en las áreas en que actuará el Proyecto. Esto permitirá conocer la percepción que ellos tienen de sus problemas, sus prioridades y sus posibilidades de aportar recursos.

1.B Representación en el planeamiento:

Se invitará a algunos representantes de las organizaciones de agricultores que operan actualmente en las zonas comprendidas en el Proyecto y que tienen el mayor número de miembros, para que participen en el diseño de las actividades, incluyendo las actividades en que se elaborará las estrategias de selección de los beneficiarios del Proyecto y se elaborará los instrumentos para ello.

1.C Incorporación en el planeamiento:

Se someterá a decisión de los respectivos propietarios o responsables seleccionados, las condiciones en que determinadas actividades del proyecto se realizarán en sus terrenos e instalaciones. De esta manera ellos participarán en la decisión final de los lugares en que serán implementados los experimentos, los campos demostrativos, los viveros, etc.

1.D Dirección en el planeamiento:

En el proyecto Plante Cafe no se realizará la participación a este nivel durante la formulación. Después de ejecutadas las primeras acciones y realizadas las primeras evaluaciones, ya existirán mecanismos para posibilitar la participación en el reajuste de los planes.

2. En la fase de ejecución:

2.A Consulta en la ejecución:

El personal técnico situado en el campo, estará adecuadamente preparado para realizar consultas a los beneficiarios sobre los asuntos que lo requieran y contará con mecanismos para hacer conocer a la Dirección del Proyecto los mensajes recibidos de los agricultores.

2.B Representación en la ejecución

El Proyecto contará con un Comité Consultivo CADCO compuesto por representantes de las organizaciones de agricultores y de las instituciones públicas y privadas involucradas en el Proyecto. El CADCO estará ubicado al nivel más alto de decisiones al interior del Proyecto, es decir a nivel de la Dirección del Proyecto. La representación operará en los dos sentidos: hacer conocer a la Dirección del Proyecto los criterios provenientes de los miembros de base de las organizaciones representadas y transmitir a sus miembros los mensajes provenientes de la Dirección del Proyecto.

2.C Incorporación en la ejecución.

La incorporación de los agricultores en la ejecución se producirá en tres modalidades:

- Individualmente determinados agricultores firmarán contratos con el proyecto para la realización de determinadas actividades en los terrenos de sus fincas (experimentos, reproducción de plantas, demostraciones) con aportación de recursos de ambos.

- Institucionalmente, determinadas organizaciones de los agricultores establecerán convenios y contratos con el proyecto para el establecimiento de campos experimentales, viveros, áreas demostrativas, etc en sus terrenos e instalaciones y asumirán la distribución de plántulas e insumos a sus miembros.

- Estructuralmente, al interior del Proyecto el CADCO asumirá, en determinados aspectos, la responsabilidad de co-decidir con los técnicos del Proyecto cuando se trate de establecer criterios para los reajustes en la planificación del Proyecto, cuando se trate de adoptar cronogramas de acciones en que participarán las organizaciones de los agricultores, cuando se trate de establecer criterios para la selección de beneficiarios, cuando se trate de establecer las aportaciones que darán los agricultores para la ejecución del proyecto y cuando se trate de decidir el destino de los recursos que queden al termnar el Proyecto.

2.D Dirección en la ejecución

Una parte importante de las acciones del Proyecto será ejecutada bajo la responsabilidad total de determinadas organizaciones de agricultores, especialmente las que intervienen en el crédito y la comercialización. Al comenzar el Proyecto, los técnicos elaborarán los planes de comercialización y de crédito; pero , desde que sea posible, la ejecución quedará a cargo de las propias organizaciones de agricultores, con el propósito de que al terminar el proyecto, esas actividades no sean interrumpidas ni sufran alteraciones por falta de experiencia de las personas e instituciones que quedarán a cargo de ellas. Para esto, se establecerá un cronograma para transferir a las instituciones correspondientes los recursos del Proyecto que requerirán para continuar operando.

3. En la fase de evaluación

3.A Consulta en la evaluación

La comunicación entre los técnicos del proyecto y los beneficiarios servirá como fuente informal de referencias para evaluar la marcha y los resultados del Proyecto. Además de ello se realizará, una vez cada año, una evaluación formal en la cual serán colectadas y utilizadas las opiniones e informaciones proporcionadas por los beneficiarios que serán directamente consultados como muestra representativa del total. Los resultados de esas evaluaciones serán comunicados a los beneficiarios.

3.B Representación en la evaluación

Los agricultores en cuyos terrenos se hayan realizado experimentos u otras actividades del Proyecto, estarán especialmente representados cuando sean evaluadas esas actividades. Para el resto de las evaluaciones, actuarán como representantes los miembros del CADCO.

3.C Incorporación en la evaluación

Los representantes de los agricultores en el CADCO participarán en la elaboración de los planes de evaluación, la selección de instrumentos de evaluación, la definición de los cronogramas de ejecución, la selección de las muestras representativas y la interpretación de los datos.

3.D Dirección en la evaluación

Las organizaciones que asumirán los servicios de crédito y comercialización dirigirán sus propios procesos de evaluación al respecto aunque contarán con la colaboración del personal técnico del Proyecto.

OBJETIVOS DEL COMPONENTE PARTICIPACION

El objetivo específico del componente participación de los agricultores en el proyecto Plante Kafe es garantizar la compatibilidad de los criterios, las decisiones y las acciones de los técnicos involucrados en el proyecto, con los criterios, las decisiones y las acciones de los agricultores beneficiarios, en base a una correcta adecuación de los propósitos del Proyecto a los intereses de los agricultores y a una comunicación eficaz entre las personas participantes.

Un objetivo mediato del componente (impacto esperado) es el de proveer a los agricultores y a sus organizaciones, criterios, experiencias, modelos de organización y de acción, recursos y vinculaciones que les hagan posible continuar, después de terminado el Proyecto Plante Kafe, prestando a los agricultores los principales servicios que les daba el proyecto, para el desarrollo de la caficultura y el mejoramiento de los niveles de vida de los caficultores.

ESTRATEGIA

La estrategia principal del componente participación consistirá en preparar a las organizaciones de agricultores para que asuman adecuadamente la prestación de los servicios básicos de apoyo a las actividades productivas y comerciales de los agricultores.

Para ello, el proyecto firmará contratos con determinadas organizaciones seleccionadas, les proveerá las orientaciones técnicas y organizativas y los recursos que requieran, les dará participación en las decisiones del Proyecto, dejará a cargo de ellas la ejecución de todas las actividades que sea conveniente y propiciará el establecimiento de vínculos entre ellas y las otras instituciones que convenga a sus funciones.

La participación en las decisiones tendrá un lugar en el organigrama del proyecto Plante Kafe: Un Consejo Consultivo, a nivel del Jefe del Proyecto, compuesto por representantes de las principales instituciones públicas y no gubernamentales implicadas en el Proyecto (CADCO).

La selección de las organizaciones de agricultores que participarán en el Proyecto Plante Kafe se hará por medio de procedimientos participativos, en los cuales se aprovechará vinculaciones que el IICA tiene establecidas desde el proyecto de Repoblación Porcina. En los lugares donde no existan organizaciones adecuadas, el Proyecto promoverá su creación o la readecuación de las existentes.

El proyecto capacitará a dirigentes actuales y potenciales de las organizaciones. La capacitación para ellos comprenderá la preparación, con ellos, de normas de operación para sus organizaciones; la elaboración de diagnósticos y planes de acción a corto y mediano plazo y la participación de ellos en la evaluación del Proyecto, particularmente en la evaluación de los aspectos a cargo de las organizaciones. Esta capacitación en la práctica se hará mediante asesoramiento en su trabajo, provisión de material escrito, especialmente manuales; participación en reuniones multiorganizacionales; algunos cursos cortos y la emisión de programas radiales.

La participación no se producirá solamente a través de las organizaciones. El proyecto establecerá relaciones directamente con cada productor especialmente para la distribución de plántulas y otros elementos necesarios para la producción, los cuales, por regla general, seran pagados por cada agricultor beneficiario, en dinero, en servicios o en materiales producidos por ellos mismos.

Funciones del CADCO.

a. Hacer posible que los técnicos responsables del Proyecto Plante Kafe conozcan los puntos de vista y las recomendaciones de las organizaciones de agricultores y las instituciones públicas y no gubernamentales participantes en el Proyecto

b. Posibilitar la adopción de planes de trabajo y calendarios adecuados a las posibilidades y conveniencias de los agricultores beneficiarios y sus organizaciones

c.Hacer posible que las instituciones representadas conozcan suficientemente las responsabilidades y las tareas que les corresponderá asumir y los derechos y obligaciones que ello implica.

d. Preparar a las instituciones y a las personas participantes para que dirijan las actividades que les convengan después de terminado el Proyecto Plante Cafe.

PRINCIPALES ACTIVIDADES DEL COMPONENTE PARTICIPACION

1. Selección de las instituciones participantes en el Proyecto y asesoramiento para que ejecuten lo que les corresponderá

2. Organización y apoyo a la operación del Comité de Coordinación del Proyecto Plante Kafe, CADCO y preparación de las acciones a realizar después del Proyecto.

3. Selección, adaptación, producción, reproducción y distribución de material escrito sobre organización de agricultores y de material para emisión por radio.

4. Capacitación a los beneficiarios para la participación en el Proyecto y orientación al personal del proyecto al respecto.

COMO OPERARA LA PARTICIPACION EN EL PPK

El proyecto Plante Kafe comprenderá un conjunto de servicios para que los agricultores produzcan mejor el café y obtengan de sus fincas rendimientos e ingresos que les hagan posible mejorar sus niveles de vida.

Para la operación de los principales de estos servicios, los agricultores participarán en la toma de decisiones, en la aportación de recursos, en la ejecución de las tareas y en la dirección de la actividad.

El componente denominado participación de los agricultores estará compuesto por un conjunto de actividades destinadas a facilitar y optimizar la participación de los agricultores en las demás actividades del Proyecto.

Grados de participación.-

La participación de los agricultores se establecerá gradualmente. Inicialmente serán puestos en operación algunos mecanismos de participación y progresivamente comenzaràn a operar los demás. Cada mecanismo aumentará gradualmente su cobertura, de modo que cada vez más agricultores tengan la posibilidad de participar en más mecanismos.

Mecanismos de participación.-

1.- INFORMACION a los agricultores.- Desde la formulación del proyecto, el personal técnico del IICA informará a los posibles beneficiarios y a sus organizaciones acerca del proyecto. Progresivamente aumentará la cantidad de agricultores que recibirán información y aumentará la regularidad de la información hasta establecer un sistema de información mediante hojas, folletos y emisiones radiales periódicas que llegue regularmente a los beneficiarios de las zonas piloto y tenga difusión en el resto del país.

2.- CAPACITACION a los agricultores.- Para cada tarea en que deberán participar, los agricultores recibirán del Proyecto la información, la formación, el entrenamiento y el asesoramiento necesarios.

3.- CONSULTA a los agricultores.- El personal técnico aplicará, periodicamente, instrumentos especialmente diseñados para recibir y utilizar las opiniones de los agricultores en el mejoramiento de la ejecución del proyecto. A medida que se inicien nuevas actividades y sirvan a más agricultores en más formas, la cobertura de la consulta aumentará.

4.- REPRESENTACION de los agricultores.- Será creado un Comité Consultivo Central (CADCO) que se relacionará directamente con el funcionario ejecutivo máximo del Proyecto. Estará compuesto por representantes de los agricultores participantes en el proyecto y por representantes de las organizaciones e instituciones significativas de las localidades en que operará el proyecto.

5.- COLABORACION en la experimentación.- Algunos experimentos de validación de tecnologías serán realizados en terrenos de organizaciones de agricultores. Una parte de las tareas estarán a cargo de sus miembros; una parte de los gastos serán a su cargo y una parte de las decisiones deberán ser acordadas con ellos. Otros experimentos serán hechos en fincas. Allí serán los dueños quienes participarán en las decisiones, los gastos y las tareas.

6.- COLABORACION en la producción.- El Proyecto producirá plántulas y algunos insumos para el cultivo del café y otros productos. Esta producción también se realizará en terrenos de las organizaciones y en las fincas de los agricultores, con colaboración de ellos.

7.- CO-DECISION en la distribución de semillas.- Las organizaciones y personas involucradas en la producción de semillas participarán en la organización y la operación de la distribución de las semillas a los agricultores, junto con el CADCO y las autoridades respectivas el Proyecto; especialmente en el establecimiento de criterios para la selección de los beneficiarios.

8.- CO-DECISION en la distribución de fertilizantes.- El Proyecto proveerá de fertilizantes a fin de que las plántulas distribuídas tengan mayor probabilidad de desarrollarse. Estos fertilizantes no serán regalados a los agricultores ni a sus organizaciones pero serán entregados a ellas para que, aplicando sus propios criterios y reglamentos, constituyan fondos para la provisión de fertilizantes después de terminado el proyecto. La reglamentación de esos fondos será decidida por el Proyecto con las respectivas organizaciones.

9.- CO-DIRECCION del crédito.- La operación de los servicios de crédito estará a cargo de determinadas organizaciones de agricultores seleccionadas y contratadas por el Proyecto. La relación contractual es una forma de co-decisión.

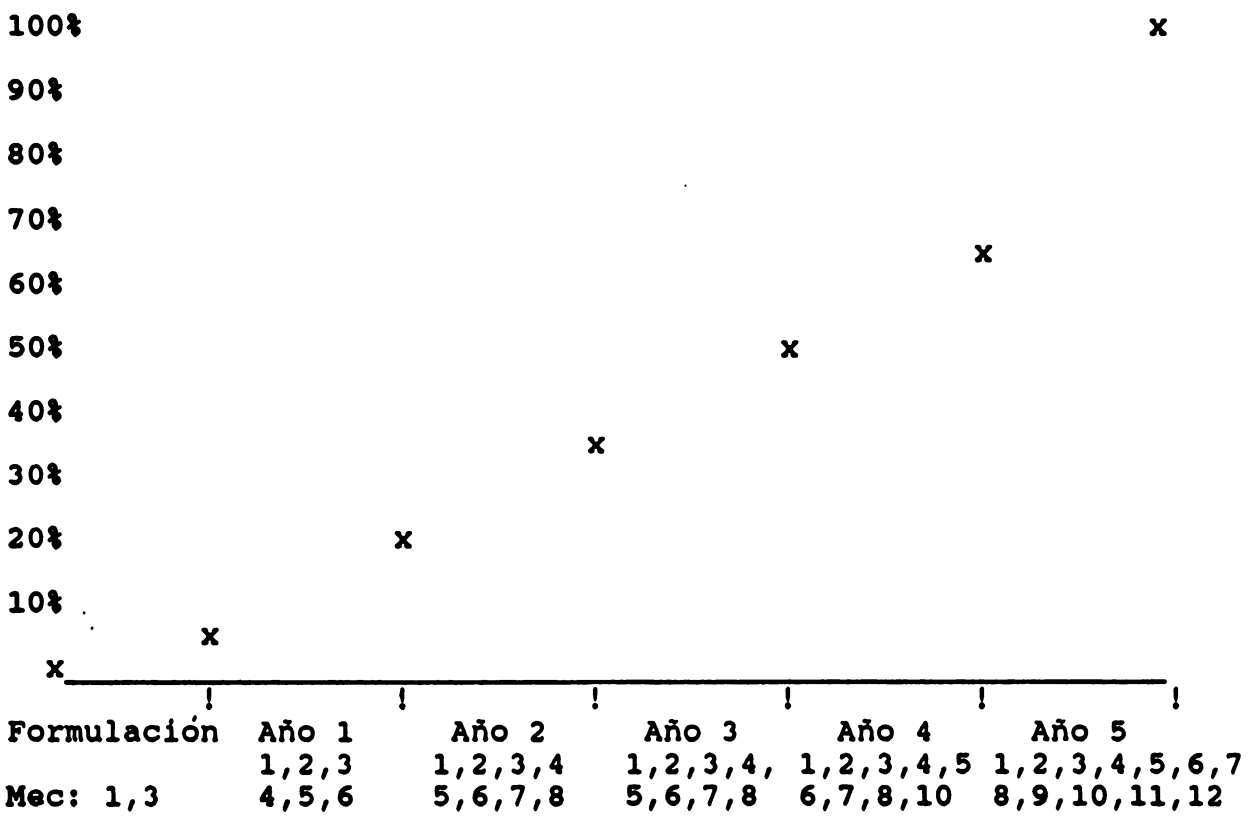
10.- CO-DIRECCION de la comercialización.- Los servicios de comercialización serán tomados a su cargo por instituciones de las localidades involucradas en el Proyecto. Ellas recibirán apoyo del Proyecto mediante contratos co-decididos.

11.- DIRECCION del crédito.- Antes de terminar el Proyecto, las organizaciones responsables del crédito habrán comenzado a constituír fondos propios originados de la recuperación de préstamos financiados por el Proyecto. La dirección del uso de esos fondos será independiente del Proyecto.

12.- DIRECCION de la comercialización.- Al terminar el Proyecto, terminarán los contratos con las instituciones comercializadoras y ellas seguirán operando de acuerdo a su propia conveniencia.

Incremento gradual de la participación en el PPK.-

Considerando la progresiva puesta en operación de diferentes mecanismos y el incremento del número de beneficiarios de ellos, es posible construír un gráfico:



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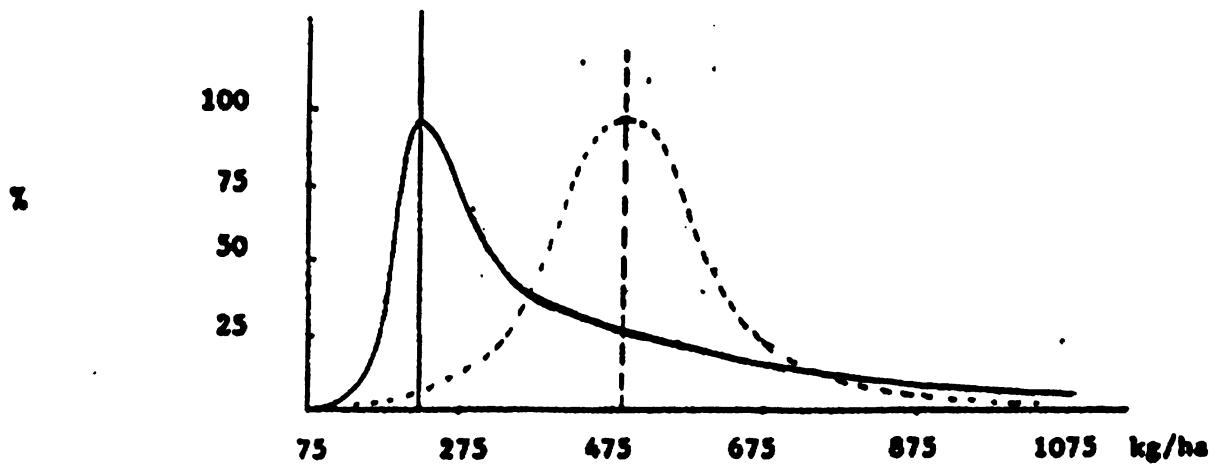
Annex A.2

RESEARCH (VALIDATION) COMPONENT

CONTENTS

1. Introduction

Coffee yields in Haiti can be as low as 75 Kg/ha and as high as 1100 kg/ha, with an average of 250 kg/ha. This is a strong evidence that the adoption by Haitian coffee farmers of adequate technology can result in yields comparable to those of PROMECAFE-countries. Furthermore, the assymetry of the frequency distribution curve of coffee yields expressed in kg/ha (Fig 1, plain curve) also strongly that Technology Transfer (TT) must go hand in hand with Technology Generation (TG) in the PPK (PWOJE PLANTE KAFE) - Proyect, the purpose of which is " to improve the quality of Haitian small farmer coffee cultivation, thereby increasing yield by at least 100% for the next five years 1990-1994 (see Fig. 1, dotted curve).



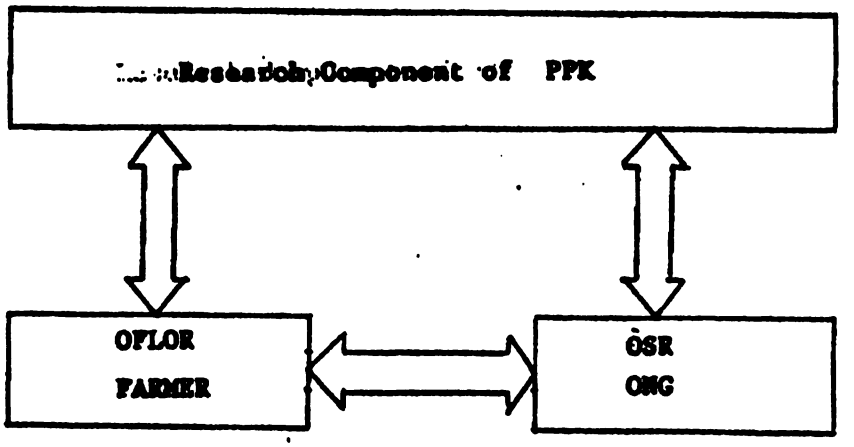
Graph 2. Frequency distribution curve of coffee yields in Haiti.

2. General strategy of the Research (= Technology Generation) Component of PPK.

The Research (Technology Generation) Component of PPK, in the light of the foregoing situation, must and will be adaptive, farmer-oriented and problem-solving. The Research Component will be organized and developpped in 2 kinds of environnements (Fig. 2):

a. On-Farm Environnement: On-Farm Client-Oriented Research (= OFCOR)

b. Near-Farm Environnement: On-Station Research (= OSR)



3. Bio-physical problems sets that the Research Component will address

The Research (= Technology Generation) Component of PPK will address 4 sets of problems related to coffee production:

a. Variety

b. Seedlings

c. Crop (= Coffee) management systems

d. Cropping systems management

To adequately solve those problems the Research Component of PPK will be module-organized and problem-solving.

4. Research Component Modules

The Research (= Technology Generation) Component of PPK will be organized around 4 Research Modules:

FARMER'S PROBLEMS	RESEARCH MODULES
a. Variety	a. Variety introduction and evaluation
b. Seedlings	b. High-quality seedlings production and distribution systems
c. Crop (= coffee) management systems	c. Development of alternative technological packages
d. Cropping systems Management	d. Multiple Crop management systems

5. Research Modules vs. Research Environnements

The distribution of the 4 Research Modules to the 2 Research Environnements is the following.

RESEARCH MODULES	RESEARCH ENVIRONNEMENTS
a. Variety introduction and evaluation.	OSR
b. High-quality seedlings production and distribution systems	OSR
c. Development of alternative technological packages	OFCOR + OSR
d. Multiple Crop management systems	OFCOR + OSR

6. Research Modules and Research Activities

RESEARCH MODULES	RESEARCH ACTIVITIES
a. Variety introduction and evaluation.	a.1 Introduction, evaluation, selection and propagation of high-yielding, eventually rust-resistant or tolerant coffee varieties.
b. High-quality seedlings production and distribution systems	b.1 Production and distribution of high-yielding, eventually rust-resistant or tolerant coffee varieties.
c. Development of alternative technological packages	c.1 Design, implementation, validation of intermediate technological packages (ITP).
	c.2 Design, implementation evaluation and validation of advanced technological packages (ATP).
	c.3 Design, implementation evaluation and validation of superior technological packages.

d. Cropping systems management

d.1 Design, implementation evaluation and validation of multiple croppings systems.

7. Nature of the Research Component activities

a. Activity a.1

With the technical assistance of PROMECAFE adequate quantites (ca. 1 kg) of seeds of highyielding, eventually rust-resistant or tolerant coffee varieties with broad ecological adaptation will be introduced and evaluated for yield and yield enhancing, genetically-controlled characteristics. Factorial experimental designs will be laid out.

b. Activity b.1

Since it is expected that reliable results from Activity a.1 wil not be available before 1993, in the meantime commercial seeds of high-yielding, already-evaluated in haitian coffee environments, like Caturra, Catuai and stabilized Catimor lines, will be purchased for high-quality seedlings production and distribution. Polyethylene bags nurseries will be implemented. Integrated rust control practices will be developped by Activities c.1, c.2 and c.3.

c. Activity c.1

Intermediate Technological Packages (ITP) include as components:

Variety change (result of Activity a.1)
Propagation material change (result of activity b.1)
Fertilizers rate change
Pesticides rate change

Variety change will be from typica to higher-yielding varieties; propagation material change will be from spontaneous (cafe-rats) seedlings to higher-quality seedlings. Fertilizers and pesticides change will be from near 0 up to 600 kg/ha and 3 kg/ha respectively.

ITP = Variety + Seedlings + Fertilizers + Pesticides

Activity c.2

Advanced Technological Packages (ATP) include as components: ITP + Pruning. ATP = ITP + Pruning

Activity c.3

Superior Technological Packages (STP) include as components ATP, high plant density and high rates of fertlizers and pesticides.

Summing up, the theorical number of alternative technological packages are:

Package	Seed-lings	Density	Pruning	Ferti-lizers (kg/ha)	Pesti-cides (kg/ha)	Variety
1	high-yielding	high-quality	Inter-mediate	No	200	1.5
2	"	"	"	"	400	"
3	"	"	"	"	600	"
4	"	"	"	Yes	400	"
5	"	"	"	"	600	"
6	"	"	"	Yes	800	3.0

d. Activity d.1

This activity consists in the design, implementation, evaluation and validation of multiple cropping systems, including coffee, and changes in food and cash crops, as temporary and permanent shade controlling systems.

8. Research components phasing strategy

Component	Phasing Strategy				
	I.Design Q-4 1989	II.Initiation (1991)	III.Evolution (91-93)	IV.Consolidation	V.Final Evaluation (1994)
RESEARCH	Design of research priorities and methods	Consolidation of research priorities and preliminary design and evaluation	On-going evaluation and evaluation and validation	Final recommendations for adoption of coffee production technologies	Evaluation of research components

9. Research modules and activities implementation chart

Modules and activity	Year, phase and quarter											
	1990 Initiation				1991 - 1993 Evolution						1994 Consolidation and final evaluation			
	1	2	3	4	1	2	3	4	1	2	3	4
a. Variety introduction and evaluation												
a.1 Introduction, evaluation,, selection and propagation of high-yielding, eventually resistant or tolerant coffee varieties	x	x	x	x	x	x	x	x	x	x	x	x

b. High-quality seedlings production and distribution systems					
b.1 Production and distribution of high-quality coffee seedlings of high-yielding eventually rust-resistant or tolerant coffee varieties	x x x x	xxxx	xxxx	xxxx	x x x x
c. Development of alternative technological packages					
c.1 Design, implementation, evaluation and validation of advanced technological packages (ITP)		xxxx	xxxx	xxxx	x x x x
c.2 Design, implementation, evaluation and validation of advanced technological packages (ATP)		xxxx	xxxx	xxxx	x x x x
c.3 Design, implementation, evaluation and validation of superior technological (STP)			xxxx	xxxx	x x x x
d. Cropping Systems management					
d.1 Design, implementation, evaluation and validation of multiple croppings systems			xxxx	xxxx	x x x x

10. Research - EOPS

Modules	Outputs	Zones	
		Pilot	National Outreach
a. Variety introduction and evaluation	High-yielding eventually rust-resistant or tolerant coffee varieties	4	1
b. High-quality seedling production and distribution systems	High-quality seedsllings of high-yielding, eventually rust-resistant or tolerant coffee varieties	5 x 10	1.5 x 10
c. Development of alternative technological packages	Intermadiate (ITP), advanced (ATP) and superior (STP) technological packages for coffee production	4	2
d. Cropping systems management	Multiple crop management systems	4	2

ANNEX A.3

SEED MANAGEMENT

SEED MANAGEMENT COMPONENT

Seed Management is important to coffee development because high quality production depends primarily on the use of vigorous seedlings.

The Seed Management's strategy is a continuous flow of activities throughout the year which is repeated in cyclical fashion the following four years. The activities involve the following:

1) Contact seed producers and establish sales conditions.

2 Establish with local organizations the procedures for producing and distributing seedlings.

3 Buy and store seeds at local organizations.

4) Buy fertilizers, pesticides and equipment.

5) Supply seeds to local organizations.

6) Supply fertilizers, pesticides and equipment to local organizations.

7) Give training in seedling production and distribution.

8) Establish seedling production and distribution plan.

9) Establish "soldiers" production plan.

10) Supervise germinators.

11) Establish nursery management plans.

12) Supervise nurseries.

13) Supervise seedling distribution to farmers.

The calculation on the following page shows the nursery costs to produce 100.000 seedlings. Based on these costs seedling production is estimated at 14 cents basic cost plus 3 cents profit to the local organization managing the nursery for a total of 17 cents per seedling.

CHART I

NURSERY COSTS TO PRODUCE 100,000 SEEDLINGS

Supplies		
Seeds	$200	
Plastic bags	$725	
Fertilizer	$360	
Fung./Pest.	$800	
Compost/Ptg.Mat.	$125	
Labor		
Trained worker		
2 @$1200/ yr	$2,400	
Laborers		
5 @$960/yr	$4,800	
Supervision		
Pd out of margin		
Seasonal		
Bed prep	$60	
Fill bags	$2,000	
Total Recurring Costs		$11,470
Start-up Costs		
Equipt. 3 - 3 1/2 yr life	$300	
Shade Mat.	$1,200	
Deposit 10 yr. life	$1,200	
Total Start-up Costs		$2,700
(Of which $1,500 would be needed in 4th year if project extended)		
GRAND TOTAL		$14,170

The table on the following page details the nursery costs to produce 4.5 M seedlings which is the total amount required for distribution in the two pilot zones. The total cost for producing 4.5 M seedlings is $637,849.5.

The seeds to be used in the two pilot zones and the national outreach area shall be purchased in member countries of PROMECAFE. These seeds shall be rust-tolerant varieties such as Caturra and Catuai. This shall guarantee optimum quality seeds and high germination rates.

Each year the project shall import seeds on an as-needed basis to assure a fresh supply. Once seeds arrive in Port-au-Prince, they shall be stored in a temperature controlled room for no more than one week. Thereupon they shall be transported to the local organizations responsible for nursery management. These organizations will have been selected previously by applying strict criteria based on technical requirements for seed production. The organizations will receive all project support required for successful nursery management.

The germinators will be constructed with local raw materials with an aim to their serving as demonstrations to farmers during field days. This will facilitate a continuation of similar activities at project termination.

Two months after the seeds have been placed in the germinator, they shall be ready for transplant to plastic bags and location within the nursery. During these two months, the plastic bags shall be prepared to receive the "soldiers", while field days are held to demonstrate the transplant process.

In Haiti, polyethelyne bags measuring 15 cm x 25 cm are the appropriate containers for one "soldier" each. After transplant to the bags, "soldiers" will grow for seven months before being distributed to the producers.

TABLE VI

SEEDLING PRODUCTION

AND YEARLY COST

PRODUCTION

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	TOTAL
Total	250,000	750,000	1000,000	1500,000	1000,000	4500,000

COSTS/Year

Supplies

Seed	500	1,500	2.000	3,000	2,000	9,000
Bags	1,812	5,437.5	7,250	10,875	7,250	32,624.5
Fertil.	900	2,700	3,600	5,400	3,600	16,200
Pestic.	2,000	6,000	8,000	12,000	8,000	36,000
Compost	312.5	937.5	1,250	1,875	1,250	5,625
					US	$99,449.5

Workers

Perman.	6,000	18,000	24,000	36,000	24,000	108,000
Super.	12,000	36,000	48,000	72,200	48,000	216,200
Temp.	5,150	15,450	20,600	30,900	20,600	92,700
					US	$416,900

Equipment

equip	750	2,250	3,000	4,500	3,000	13,500
shade	3,000	9,000	12,000	18,000	12,000	54,000
depot	3,000	9,000	12,000	18,000	12,000	54,000
					US	$121,500

TOTAL	35,424.5	106,275	141,700	212,750	141,700	
				GRAND TOTAL	US	$637,849.5

ANNEX A.4

TECHNOLOGY TRANSFER COMPONENT

1. Introduction

Technology development and Technology Transfer are considered powerful instruments to increase crop production and productivity. In Haiti, mainly in the coffee sector Technology transfer has not been successful during the last 25 years. Today it is estimated that only 5% of the Haitian coffee farmers actually use improved coffee production technology thus achieving yields as high as 1000kg/ha (mainly in the Thiotte area) while the national average occillates around 250kg/ha.

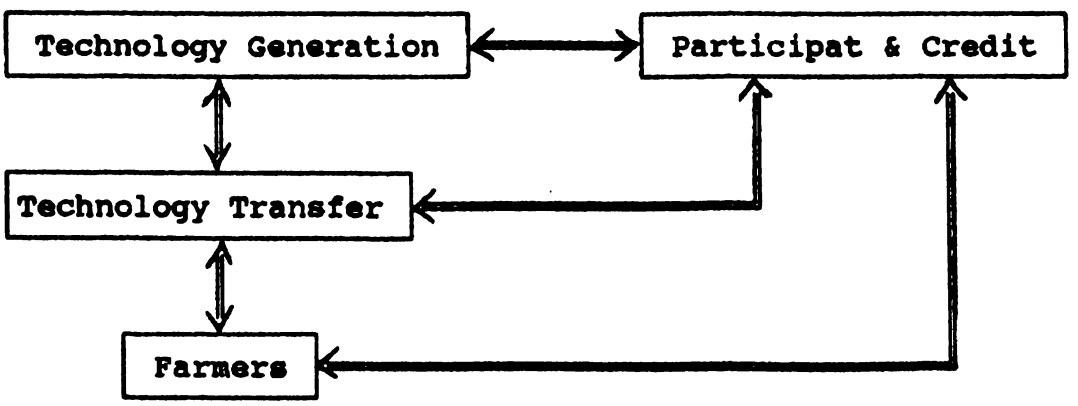
The technological gap between low yield and high yield environments makes it necessary to develop adequate mechanisms that will ensure satisfactory adoption of improved coffee production technology.

The above situation also suggests that not only must Technology Transfer be enhanced but also go hand in hand with other components of the PPK such as: Technology Generation, Credit and Participation.

Although it is well known that the agrarian structure (mainly land tenure systems, land security and others) may impede the rate of adoption of improved coffee production technology, the Technology Transfer component of the PPK will only address the kinds of problems over which technology dissemination has control.

2. General Technology Transfer focus of the PPK

In light of the foregoing situation and taking into consideration the experience accumulated by IICA in the development of Program II and also PROMECAFE in its member countries, the general strategy of the Technology Transfer component of the PPK will be developed according to the process depicted in the diagram below.



The phases of this process are as follows:

- Technology Transfer will sense farmers' needs;

- the detected problems will be directed to Technology Generation and or credit and participation so that alternative solutions might be devised at those levels;

- proposed alternative solutions will be transferred to farmers as a response to the detected problems.

To properly function, the process of Technology Transfer must be:

- Tightly associated with the Research (Technology Generation) component in programming, implementing and evaluating its modules and activities.

- Promoting farmer participation in the formulation, implementation and evaluation of Technology Generation/Technology Transfer activities.

3. Technology Transfer Related Problems

The set of Technology Transfer-related problems that this component will address are as follows:

a. Poor communication between Research and Technology Transfer

b. Poor communication between farmers and Technology Transfer

c. Lack of adequate vehicles permitting farmers to communicate their needs to Research

d. Lack of organizational support to facilitate the adoption of technology

4. Technology Transfer Component Modules

To adequately solve the above mentioned problems, the Technology Transfer component will be module organized and problem solving. The modules and associated problems are:

Technology Transfer-Related Problems	Technology Transfer Modules
a. Poor communication between Research and Technology Transfer	a1. Development of adequate communication systems between Research and Technology Transfer
b. Poor communication between farmers and Technology Transfer	b1. Provision of adequate technical assistance to farmers on Technology Transfer
c. Lack of adequate vehicles permitting farmers to communicate their needs to Research	c1. Establishment of a network of demonstration plots on farmers'land.
d. Lack of organizational support to facilitate the adoption of technology	d1. Promotion of farmer's organizations for better production

5. Technology Transfer Modules and Related Activities

Technology Transfer Module	Technology Transfer Activities
a. Development of adequate communication systems between Research and Technology Transfer	a1. Design and operationalization of mechanisms of joint planning implementation and evaluation of Research and Technology Transfer activities
b. Provision of adequate technical assistance to farmers on Technology Transfer	b1. Production and distribution of training materials (leaflets, extension bulletins)
	b2. Planning and broadcast of radio programs
	b3. Production and utilization of video and other visual aids in support of field program activities
	b.4 Organizing trainings, demonstrations and field days
c. Establishment of demonstration network (OFCOR)	c1. Joint selection of plots with farmers and establishment and management of demonstration units (OFCOR, OSR)
d. Promoting farmer's organizations for better production	d1. Meetings and discussions with farmers on necessity of farmer's organizations in order to obtain larger benefits from PPK.
	d2. Organizational support of farmers.
	d3. Enhancing farmers participation in decision making process in PPK

6. Nature of Technology Transfer Component Activities

a. Activity a.1

In the first quarter of the project start-up operations will be defined jointly with the farmers and participating organizations to determine policies, analyze the actual situation of areas where PPK will work, and jointly formulate objectives and strategies to address problems.

b. Activity b.1

Through orientation sessions and training, publication materials already in existance in PROMECAFE countries will be adapted while adequate information is obtained from the Research Component and adopted by Technology Transfer to be utilized by farmers.

Activity b.2

Group meetings with farmers on their own plots will be the focus of interviews. These will be broadcast at peak periods to show different cultural practices of farmers with commentaries on possible improvement. Small socio-dramas, dialogues, and other radial techniques will be used always taking into consideration the farmer's participation and opinion. The media methodology and activities are presented at the end of this Annex.

Activity b.3

In the second quarter of 1990, PPK will send technicians to train at Radio Netherlands in Costa Rica. These technicians will be trained in different media that can be applied to rural development such as video, radio, written documents, etc...

In order to develop this activity a two-phase process is envisaged:

Phase I will include the following steps:
- Pilot radio programs;
- intensive radio broadcast

Phase II will include the following steps:
- Radio programs at farmers' level;
- distribution of radio sets with fixed wave to group of farmers in PPK;
- radio material exchange systems

The production and utilization of posters and murals will also be included as appropriate techniques to develop farmers' awareness as the danger of rust.

Activity b.4

Trainings will include farmer's traditional cultivation practices while it gradually introduces different technical packages that offer the farmer several choices. On site visits will be organized on his own plot and also in other farms for demonstrations, thereby enducing him to adopt more efficient cultivation practices.

c. Activity c.1

Establishment of criteria to select plots and assessment of farmer participation mechanisms.

d. Activity d.1

Joint research on existing farmers' organizations will be designed to orient farmers and encourage decision-making attitudes thereby reenforcing these skills.

Activity d.2

In view of the previous diagnosis established in d.1, adequate policies, instruments and models of farmers' organization will be set-up jointly with farmers to enhance their organizational capacities. For example: programming, norms, regulations, procedures, and others.

6. Technology Transfer Components Phasing Strategy

Component	Phasing Strategy				
	I. Design 2-4 1989	II. Initiation 1991	III. Evolution '1991-93	IV. Consolidation	V. Final Evaluation 1994
Technology Transfer	Design of Tech.transfer packages and methods	Initiation of Techno. Transfer Strategies	Preparation distribution and evaluation of T.T. modules	Adoption of coffee Production Technologies	Evaluation of T.Transfe Component

7. Technology Transfer Module & Activities Implementation Chart

Modules and Activities	Year 90	Yrs 91-93			Yr 94
	Initiat.	Evolution			Consol.
	1 2 3 4	1234	1234	1234	1 2 3 4
a. Development of adequate communication systems between Research and Technology Transfer					
a.1 Design & operationalization of mechanisms of joint planning, implementation & evaluation of Research and Technology Transfer activities	x	x	x	x	x
b. Provision of adequate technical assistance to farmers on technology transfer					
b.1 Production and distribution of vulgarization materials (leaflets, extension bulletins)	x x	xxxx	xxxx	xxxx	x x x x
b.2 Planning broadcast of radio programs in support of field activities	x x	xxxx	xxxx	xxxx	x x x x
b.3 Production and utilization of video and other visual aids in support of field program activities	x x	xxxx	xxxx	xxxx	x x x x
b.4 Organizing trainings Field days & demonstration	x x x	xxxx	xxxx	xxxx	x x x x

	Year 90	Yrs 91-93			Yr 94
	Initiat.	Evolution			Consol.
	1 2 3 4	1234	1234	1234	1 2 3 4
c. Establishment of demonstration network (OFCOR)					
c.1 Joint selection of plots with farmers and establishment & management of demonstration units (OFCOR, OSR)		x	x	x	x
d. Promoting farmers' organizations for better production					
d.1 Meetings and discussions with farmers on necessity of farmers' organizations in order to obtain larger benefits of PPK	x x x x	xxxx	xxxx	xxxx	x x x x
d.2 Organizational support of farmers	x x x x	xxxx	xxxx	xxxx	x x x x
d.3 Farmers participate in decision making pprocess of PPK	x x x	xxxx	xxxx	xxxx	x x x x

Technology Transfer EOPS

Modules	Expected Outputs	Zones: Pilot	Zones: Outreach
a. Development of communication systems between TG and TT			
b. Provision adequate technology assistance to farmers in TT			
b1. Production and distribution of training materials	Series of 13 titles See chart at end of Annex	10	3
b2. Plannig and broadcast radio programs	Broadcast events	50	10
b3. Production and utilization of video and other visual aids	Video and mural posters	30	10
b4. Trainings	Trainings Sessions	530	106
c. Establishment of demonstration network	Demonstration sites	50	
d. Promoting farmer's meetings	CADCO meetings	10 20	2

Media Activities

The Media Activities will be developed according to the following 8 step strategy:

1. Analysis of the socio cultural environment
2. Definition of clientele
3. Occupation of time frame
4. Acquisition, processing and storage of relevant coffee information to be broadcast
5. Definition of cooperation domains and modalities
6. Production of adapted broadcast materials
7. Evaluation and adjustment of programs
8. Evaluation of cooperant performance

1. Analysis of the socio cultural environment

- Audience research will be done to establish characteristics of the basic cultures.
- Religions in broadcast areas , their distribution and attitude
- Levels of education among listeners
- Social and economic characteristics of listeners
- Estimated number of radios and distribution by geographic areas
- Areas covered by broadcast stations
- Audience listening habits derived from surveys
- Sex of targetted listeners

2. Definition of clientele

- Identification of targeted communities
- Interviews of possible participants to have clear
  . Audience's preocupations
  preferences
  desire to participate

3. Occupation of time frame

- What are the most popular programs
- What sizes of the audiences at different times
- Adequate broadcast time chosen

4. Acquisition, processing, and storage of relevant coffee information to be broadcast

Analyze basic PROMECAFE information to be adapted for radio programs

5. **Definition of cooperation domains and modalities**

Establish contact with local institutions to determine the extent of cooperation available such as: being in charge of contacting radio stations for program broadcast, assistance in selection of themes and/or modifications of certain programs

6. **Production of adapted broadcast materials**

Determining types of programs to be produced jointly with farmers and local institutions

6.1. Planning, writing, and developing programs that are to be broadcast

6.2. Devising, planning, and arranging for guest appearances in programs such as: farmer leaders, coffee experts, etc...

6.3. Devising, planning, writing, and developing spot announcements to:

a. Sell new ideas
b. Inform listeners
c. Promote new techniques
d. Convince farmers of truth of viewpoint or policy of PPK
e. Reach farmers
f. Urge action (What's to be done about rust, soil erosion where coffee stands are being eliminated

7. **Evaluation and adjustment of programs**

Joint evaluation with farmers every 6 months of effectiveness of programs (language, quality, value, relevancy and others)

8. **Evaluation of cooperant performance**

8.1. Sensitivity to farmers' problems

8.2. Degree of program execution

Chart E

FARMER TRAINING: TOPICS & YEARS

TOPICS	Yr 1	Yr2	Yr3	Yr 4	Yr 5
1. Varieties	x	x	x	x	
2. Seed Selection and Preparation	x	x	x	x	
3. Seedling Production	x	x	x	x	
4. Nursery Management	x	x	x	x	
5. Soil Preparation		x	x	x	
6. Establishing New Coffee Stands		x	x	x	
7. Management of Old Coffee Stands		x	x	x	
8. Coffee Shading		x	x	x	
9. Rust Control	x	x	x	x	x
10. Coffee Fertilization		x	x	x	
11. Coffee Pruning					x
12. Coffee Harvesting and Processing		x	x	x	x
13. Cropping Systems			x	x	x
TOTAL TOPICS/YEAR	5	11	12	12	4

ANNEX A.5

CREDIT COMPONENT

COMPONENTE DE CREDITO

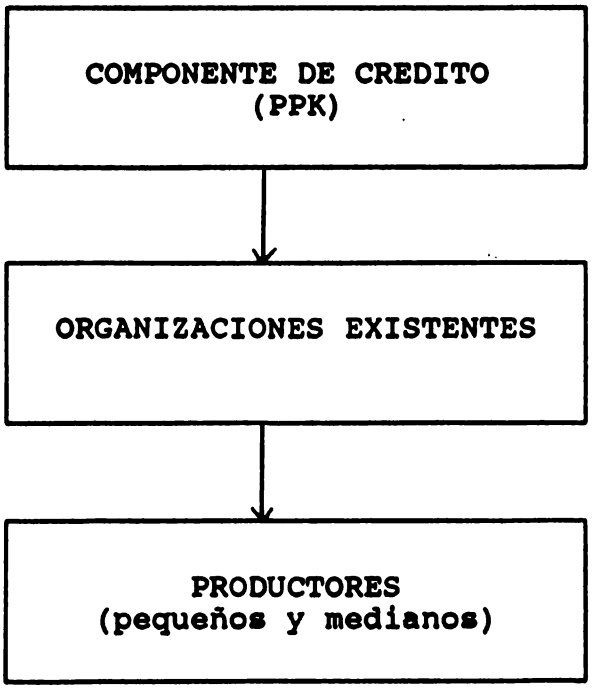
1. Introduccion

1.1 el credito constituye, con la investigacion, la transferencia de tecnologia y la organizacion campesina, uno de los instrumentos basicos del proyecto de cafe. Se considera como un instrumento adecuado para facilitar a los pequenos y medianos productores de cafe el acceso a los avances tecnologicos.

1.2 En Haiti, las oportunidades de credito institucionales no han llegado en forma adecuada a la mayoria de los pequenos y medianos productores de cafe, significando para ellos, si este hubiese sido el caso, la mejora de cultivos y consecuentemente el aumento de productividad y produccion.

2. Para que el componente de credito tenga impacto sobre el pequeno productor, es necesario establecer politicas, planes, y programas de credito adecuados a la situacion socio-economicas de los beneficiarios. Este se organizara a traves de las organizaciones existente en el area de accion del proyecto. Esas instituciones locales van a trabajar como intermediarios entre el PPK y los productores, como se puede constatar en el esquema siguiente:

<u>Modelo de organizacion del componente de credito en el PPK</u>



3. Problemas socio-economicos que debera atender el componente de credito:

a) falta de organizacion crediticia

b) falta de instrumentos tecnicos para la entrega, la administracion y el reembolso del credito.

c) inadecuacion de la cobertura crediticia en relacion con su cantidad, calidad y oportunidad.

Para resolver esos problemas, el componente de credito sera organizado en forma de modulos que correspondan a cada uno de los problemas mencionados.

Problemas	Modulos
a) Falta de organizacion crediticia.	a) Fortalecimiento de las organizaciones campesinas para el credito.
b) Falta de instrumentos tecnicos para la entrega, la administracion y el reembolso del credito.	b) Diseño, ensayo y validacion de instrumentos tecnicos para la entrega, la admnistracion y el reembolso del credito.
c) Inadecuacion de la cobertura crediticia en relacion con su cantidad, calidad y oportunidad.	c) Mejoramiento de la cobertura crediticia en cantidad, calidad y oportunidad.

4. Modulos y actividades del Componente de Credito:

Modulos	Actividades
a. Fortalecimiento de las organizaciones campesinas para el credito.	a.1 Diagnostico de la situacion del sistema de credito en el area del proyecto.
	a.2 Desarrollo de mecanismos para fortalecer las organizaciones campesinas para facilitar su acceso al credito.
b. Diseño, ensayo y validacion de instrumentos tecnicos para la entrega, la administracion y el reembolso del credito.	b.1 Desarrollo y puesta en marcha de instrumentos que definen los reglamentos para la seleccion de los productores beneficiarios del credito.
	b.2 Desarrollo de instrumentos para la entrega, la administracion y el reembolso del credito.
c. Mejoramiento de la cobertura crediticia en relacion con su cantidad, calidad y oportunidad.	c.1 Mejorar la eficiencia del credito en cuanto a su monto, su calidad (en especie o en dinero) y su oportunidad en el tiempo.

5. Naturaleza de las actividades del Componente de Credito

a.1 Esta actividad consiste en producir un documento en el que se define la situacion del sistema de credito en las zonas del proyecto con enfasis en: organizaciones crediticias existentes, rubros o cultivo que el credito cubre, tasa de interes, tipo de credito y otros parametros relevantes para el proyecto.

a.2 En base al diagnostico obtenido en la actividad a.1, se buscara plantear lineamientos generales que faciliten la organizacion de los productores de cafe para su participacion en el programa de credito. Esta actividad se desarrollara en corcondancia con los componentes de participacion campesina y transferencia de tecnologia.

b.1 Mediante esta actividad se lograra integrar a las ONG y otras organizaciones que participan en el proyecto para el manejo del credito a los agricultores. Tambien se definira con esas organizaciones, los criterios y juicios necesarios para la seleccion de los beneficiarios que solicitan credito.

b.2 Esta actividad consiste en:

- Definir con los campesinos y las organizaciones participantes, los tipos de credito que mejor impacten sobre el campesino.

- La participacion de porcentaje aportado por los campesinos y/o las organizaciones en los costos de produccion.

- Determinar la periodicidad en la entrega del credito (entrega total o parcial), las tasas de interes, el plazo para el reembolso del credito y otros criterios y juicios aplicables.

c.1 Con esta actividad se buscara asegurar de que el credito sea siempre disponible al agricultor en cantidad, calidad y oportunidad. Se sugiere que las organizaciones que van a administrar el credito dispongan de facilidades administrativas y contables y tambien de almacenes para los insumos agricolas tales como: fertilizantes, pesticidas, herbicida. etc.

6. Diagrama de implementacion para los modulos y actividades del componente de credito.

Modulos y Actividades	Año, fases y Trimestres		
	1990 Iniciacion	1991 - 1993 Evolucion	1994 Consolidacion y evaluacion final
	1 2 3 4	1234 1234 1234	1 2 3 4
a. Fortalecimiento organizacion campesinas para el credito			
a.1 Diagnostico de la situacion de sistema de credito en el area del proyecto.	x x		
a.2 Desarrollo de mecanismos para fortalecer la organizaciones campesinas para su acceso al credito.	x x		
b. Diseño, ensayo y validacion de instrumentos para la entrega, administracion y reembolso del credito.			
b.1 Desarrollo y puesta en marcha de instrumentos que definen los reglamentos para la seleccion de los productores.	x x		
b.2 Desarrollo de instrumentos para la entrega administracion y reembolso del credito.		xxxx xxxx xxxx	x x x x
c. Mejoramiento de la cobertura crediticia en relacion con su cantidad, calidad y oportunidad.			
c.1 Mejorar eficiencia del credito en cuanto a su monto, calidad y oportunidad.	x		

7. COMPONENTE DE CREDITO

MODULOS	PRODUCTOS	PILOTO	NACIONAL
a. Fortalecimiento de las organizaciones para el credito	- Un documento en el que se define la situacion del sistema de credito en el area del proyecto	1	-
	- Mecanismos que fortalecen las organizaciones campesinas y les faciliten el acceso al credito	1	-
b. Diseno ensayo y validacion de instrumentos tecnicos para la entrega, administracion y el reembolso del credito	- Producion de un reglamento de credito a ser empleado por las organizaciones intermediarias para la entrega, la administracion y el reembolso del credito	1	-
	- Numero de instituciones locales que sirven de intermediarios de credito	4	-
	- Numero de campesinos beneficiarios del credito	6865	-
	- Toneladas de insumos distribuidos como materia de credito	829	-

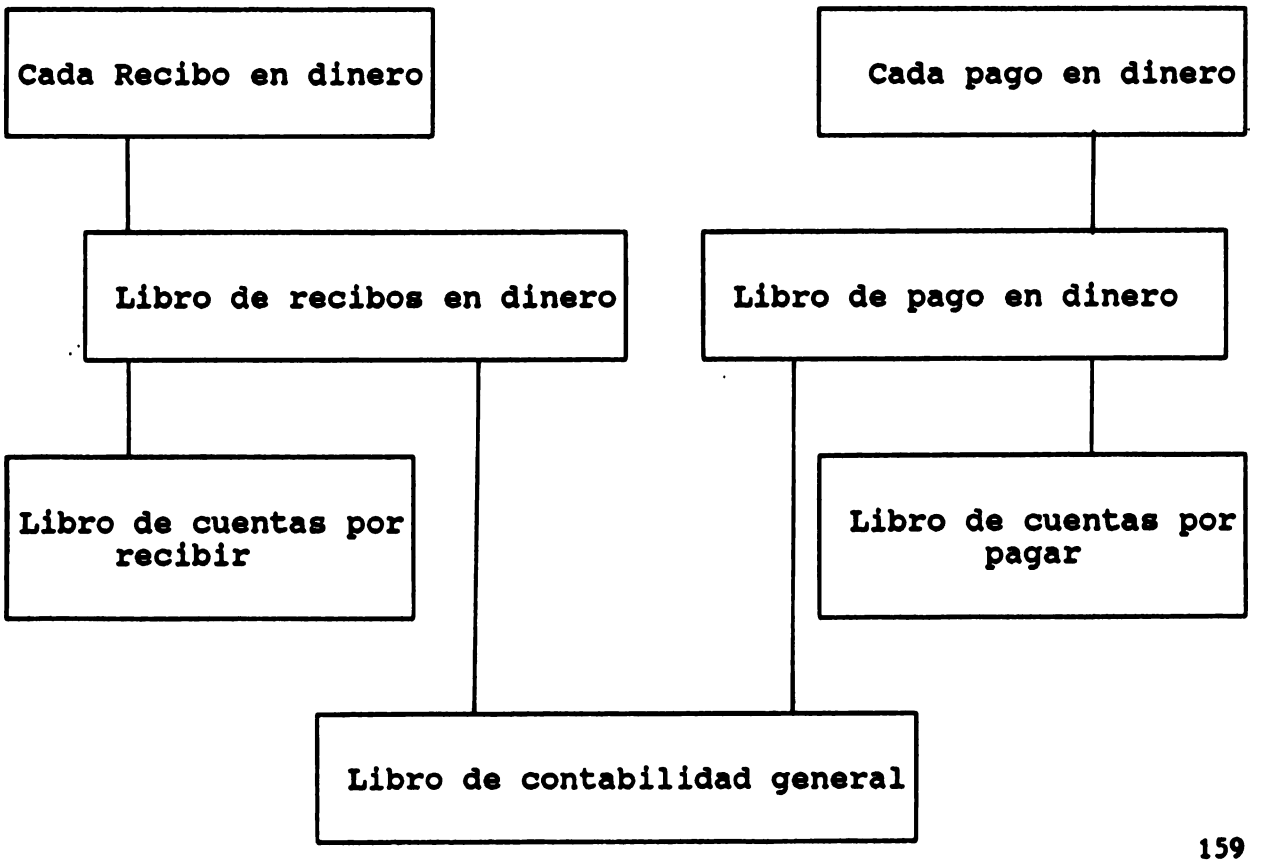
8. <u>Flujo de caja para recibos y pagos en dinero</u>

El Componente de Credito establecera, dentro de un manual de "Reglamento de Credito" a ser empleado a traves de las organizaciones que califican para la administracion del credito en las areas de accion del proyecto, un sistema contable que permita controlar el movimiento de los recursos monetarios en lo referente a los ingresos y pagos efectuados mediante las operaciones y manejo del capital.

a. Para, ello se utilizaran diferentes libros de contabilidad para el registro metodico de todas y cada una de las operaciones contables cotidianas. Se crearan modelos de fichas tanto para recibo de dinero como para pagos efectuados en cheques o dinero.

b. El monto inicial disponible en caja y en el banco debe ser registrado en el libro de recibo de dinero.

c. El flujo de caja puede ser demostrado en el siguiente esquema:



Resumen: Proyecto Piloto de Credito

I. Trata del conjunto de entidades y personas experimentales que supuestamente poseen suficiente informacion, en particular cafe.

II. Toda clase de informaciones y notas generales que han sido obtenidos.

III. Se refiere a la utilizacion de informacion recibida, la clasificacion de datos y la compilacion y la seleccion.

IV. Se trata de la redaccion de terminos y condiciones para establecimiento de un "Reglamento de Credito" y los pasos para la aprobacion de los prestamos.

V. Los informes administrativos y contables permitaran el seguimiento de las operaciones realizadas en materia de credito y reembolso.

VI. Se refiere al conjunto de actividades llevadas a cabo para una mejor organizacion del credito en las areas de accion del proyecto, incluyendo analisis de solicitudes de credito, reintegro de fondos y otorgamiento del prestamo en especie o en dinero.

VI. Tratamiento de la informacion, identificacion,e investigacion acerca de los productores, de organizaciones para credito y condiciones de los negocios y, el mercadeo en el area de accion del proyecto.

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Table VII

CASH FLOW OF CREDIT SYSTEM

ITEM	YR-1	YR-2	YR-3	YR-4	YR-5	TOTAL
USAID CASH	9,835	36,250 46,085	76,000 122,085	141,124 263,209	179,170 442,379	442,379 --
MECHANISM A BEAUMONT	6,491	11,963 $ 1.674.82	25,080 $ 5,186.02	46,570 $11.705.82	59,126 $19.983.46	149,230 $19,983.46
MECHANISM B JACMEL	3,344	12,325 $ 1,726.90	12,920 $ 3,535.70	23,992 $ 6,894.58	30,459 $11,188.84	83,040 $11,188.84
MECHANISM C BEAUMONT		11,962 $ 1,674.82	25,080 $ 5,185.88	46,570 $11,705.68	59,126 $19,983.32	142,738 $19,983.32
MECHANISM D JACMEL			12,920 $ 1,808.80	23,992 $ 5,167.68	30,459 $ 9,431.88	67,371 $ 9,431.88
BALANCE	432,544	396,294	320,294	179,170	--	--

Mechanism	"A"	$149,230
"	"C"	142,738
"	"B"	83,040
"	"D"	67,371
TOTAL US		$442,379

Mechanism "A" + "C" = US $291,968
Mechanism "B" + "D" = 150,411

Total Int. US 39,966.78
Total Int. 20,620.72

ANNEX A.6

INSTITUTIONAL LINKAGES COMPONENT

INSTITUTIONAL LINKAGES

1. PPK will be developed in a participatory manner with local institutions.

Five Domains of Cooperation have been identified:

a) Research activities and experiments
b) Seedlings production and distribution to farmers
c) Credit provision to coffee based farmers
d) Development of alternative technological packages
e) PPK's direction will be done with participation through local institutions representatives at the CADCO

2. PPK will provide local institutions with resources and instruments, such as:

a) Technical orientation, assistance and supervision
b) Inputs and capital
c) Plans and structure to participate in PPK
d) Training for administration

3. Before termination of the PPK, the project will gradually transfer its functions to the local institutions and donate its resources at the end of the project.

4. PPK will chose local institutions that presently offer services to the coffee-based farmers within the communities in which the project will operate. The procedures for selecting local institutions will be basically as follows:

a) Based on information output from the Swine Repopulation Project, the Department of Agriculture and other sources, a preliminary list of local institutions will be established which give services to the farmers in the pilot zones.

b) The above mentioned list will be verified in situ, farmers points of view will be collected and consultation will be made with local institutions in view of their eventual participation in the PPK.

c) A second list of the most interested and adequate institutions will be established and a review of their background will be made in order to assure that there exists no limitations that might negatively influence their participation in PPK.

d) The final selection will be made with participation of the local institutions and the farmers who they serve.

e) Finally, contracts will be signed between PPK and the selected local institutions.

CHART 8

POSSIBLE COLLABORATION INSTITUTIONS

ACRONYM	NAME	LOCATION			SERVICES				
		B	J	O	S	E	T	R	C
ADRA	Adventist Development and Relief Agency	x	x	x			x	x	x
ANK	Afe Neg Konbit			x			x		
AEDC	Alliance pour l'Enfance et le Developpement Communautaire	x		x	x	x	x	x	x
AS	Armee du Salut			x			x	x	
ANSH	Association Nationale des Scouts d'Haiti		x	x			x		
AEM	Association des Eglises Missionnaires		x			x			x
CP	Caisse Populaire		x						x
CECOPASE	Centrale de Cooperatives du Sud-Est		x		x	x	x	x	x
CECI	Centre Canadien d'Etudes et de Cooperation Internationale			x			x		
CHPF	Centre Haitien pour la Promotion Feminine			x			x		
MCC	Comite Central Menonnite			x			x	x	
CHADEV	Comite Haitien de Developpement			x			x		
CBP	Comite de Bienfaisance Pignon			x			x		
CPB	Comite Paroissial de Bainet		x				x		
COHAN	Cooperation Haitiano-Neerlandaise		x	x			x		x
CARE	Cooperation for American Relief Everywhere			x			x		
NOCAT	Cooperative Nocat		x		x		x	x	x
CODEVA	Coude a coude pour le Developpement Valleen		x		x	x	x	x	x
CRS	Catholic Relief Service		x	x			x		
EWDH	Eglise Wesleyenne d'Haiti		x				x		
IMO	International Mission Outreach			x			x		
MEDA	Mennonite Economic Development Associates	x		x	x	x	x	x	x
MBCH	Mission Baptiste Conservatrice d'Haiti			x			x		
MP	Mission Possible			x			x		
PADF	Pan American Development Foundation	x			x				
PIP	Plan International de Parrainage		x				x		x
RT	Reboisement Total			x			x		
SCH	Service Chretien d'Haiti		x				x	x	x
UNHAD	Union Haitienne de Developpement	x			x		x	x	x
UMPEL	Union des Assoc. pour la prom. de l'elevage			x			x	x	x

KEY :

Location: B = Beaumont, J = Jacmel, O = National Outreach

Technical Services : S = Seedling production
E = Variety trials
T = Training
R = Radio Extension
C = Credit

ANNEX A.7

MONITORING AND EVALUATION SYSTEM

MONITORING AND EVALUATION SYSTEM

Monitoring and Evaluation (ME) are of critical importance for the realization of development projects, particularly those for rural development because of their multi-dimensional nature.

The Pwoje Plante Kafe (PPK) has six technical components, DATA COLLECTION, PARTICIPATION, RESEARCH, SEED MANAGEMENT, TECHNOLOGY TRANSFER, CREDIT, and three management components, INSTITUTIONAL LINKAGES, INTERNAL ADMINISTRATION and MONITORING AND EVALUATION. Monitoring and evaluation (ME) methodology is centered around three areas:

1) The design of the baseline study which will provide a benchmark on which the project impact will be evaluated. Data generated from this study will describe the state-of-the-art with regard to farming systems, farmer participation in groups and organizations, access to credit, social and economic conditions, production and cultural practices.

2) An assessment of existing institutional linkages will be undertaken to provide a framework for any future analysis of the impact of the project on strengthening institutional linkages.

3) The design of an agro-socio-economic data collection questionnaire during the initiation of on-farm trials and for on-going data collection throughout project implementation.

These three sources of data will provide a comprehensive data base for the mid-project assessment and end of project evaluation. These data should also serve as secondary data sources for the design of future development projects aimed at improving coffee production.

The Baseline Study

The objective of this study is to collect information on the actual situation at the farm level. This information will serve not only as a data base for comparing project impact, but will form the framework on which planned interventions into the farming system will be guided. The objectives of the survey are:

- To assess farmers' current income from coffee production.
- To assess the involvement and role of each member of the family in the farm enterprise through all stages of crop production, from land preparation to harvesting and marketing.

- To assess the willingness of the farmer to accept the project activities, i.e. to cultivate, improved coffee varieties using improved technological practices and to accept credit for inputs.
- To assess the motivation for farmers' interest in project activities, including changes in traditional cropping patterns and to identify reasons for reluctance, attitudes to farming, research and group participation.
- To assess actual farmer relationships with extension officers, input supply stores, credit institutions and source of information and decision-making.
- To identify constraints to production and strategies used by farmers to overcome them.
- To identify other sociological constraints to project implementation.

The Questionnaire

The questionnaire shall be composed of a specific schedule: The schedule will be organized to collect information on the following:

1. demographic, social and economic data of the farm household;
2. land tenure and utilization;
3. production, income, expenditure and marketing;
4. pest and disease control and use of technology;
5. cultural practices;
6. coffee production and soil conservation;
7. farm labour utilization;
8. credit utilization - formal and informal
9. constraints to farming;
10. decision-making, perception and motivation, attitudes to farming, research and group participation;
11. membership in farmer organizations;
12. extension and other sources of information;
13. housing and social amenities;
14. radio stations and programs listened to;
15. specific problem areas in agriculture the project should address.

Expected Results

1. Data from which can be generated a detailed description of the state-of-the-art in the area with regard to farming systems.
2. Identification of the most common problems experienced within the production system which contributed to low productivity of coffee.
3. Identification of household dynamics, age structure, sex, education, income from agricultural production of crops/livestock, off-farm employment and health status.
4. Identification of social, cultural and attitudinal factors which affect the use of technology.
5. Identification of farmers' attitudes towards coffee and the possibilities for the project to introduce new varieties.
6. Identification of institutional effectiveness, i.e. extension services, NGO's, credit institutions and the marketing system.
7. Identification of income earned from coffee.

Methodology

A. The Sample

A listing of all farmers (male and female) in the project areas (as defined by existing boundary descriptions) having holdings of between 0-5 acres will be made.

Based on the listing frame cited above, a random sample of 20% will be taken. The problems associated with using such a dated listing frame have been considered, however, it was decided that it would be the best option since it ensured an adequate representation of farmers with the socio-economic characteristic of the project target group. It is envisaged that substitutes will be selected during field work.

B. Data Collection Personnel

Data collection personnel will include project field staff.

C. Training Interviewers

The interviewers will be trained by members of the project staff. Training will include background information on USAID and IICA and what these organizations do,

sociological research and data collection procedures, communication strategies for approaching rural people and farm families, the vocabulary of the study and the meaning of words and concepts used in the study, role-play of the entire interview schedule and a question and answer session.

D. Duration - Field Work

The proposed time-table for data collection is four weeks. The timeframe allows for possible delays in the field, locating farmers, rugged terrain and weather conditions. It is envisaged that each collection officer should complete a minimum of two and a maximum of three questionnaires a day.

Data Analysis by Sex

The data analysis will involve a disaggregation of data by sex to allow for analysis of women's' participation in coffee production, their access to productive resources such as land, capital, labour and technology.

Monitoring and Evaluation - Project Implementation

During project execution there will be continued monitoring of farmers activities in order to gain feedback on farmers attitude toward new practices, their constraints in adopting these practices and general farm management techniques.

An analysis will also be conducted using data generated throughout the initiation and evolution phases. This data should provide for an adequate analysis of the project achievements and should provide for a better understanding of farmers as a group, and for a more constructive approach to future project planning and implementation.

ANNEX B:

LIST OF ACRONYMS

LIST OF ACRONYMS

ACRONYM	NAME
ADRA	Adventist Development and Relief Agency
ANK	Afe Neg Konbit
AEDC	Alliance pour l'Enfance et le Developpement Communautaire
AS	Armee du Salut
ANSH	Association Nationale des Scouts d'Haiti
AEM	Association des Eglises Missionnaires
CP	Caisse Populaire
CADCO	Coffee Advisory Committee
CECOPASE	Centrale de Cooperatives du Sud-Est
CECI	Centre Canadien d'Etudes et de Cooperation Internationale
CHPF	Centre Haitien pour la Promotion Feminine
MCC	Comite Central Menonnite
CHADEV	Comite Haitien de Developpement
CBP	Comite de Bienfaisance Pignon
CPB	Comite Paroissial de Bainet
COHAN	Cooperation Haitiano-Neerlandaise
CARE	Cooperation for American Relief Everywhere
NOCAT	Cooperative Nocat
CODEVA	Coude a coude pour le Developpement Valleen
CRS	Catholic Relief Service

ACRONYM	NAME
EWDH	Eglise Wesleyenne d'Haiti
GOH	Government of Haiti
ICI	Intermerdiary Credit Institution
IICA	Interamerican Institute for Cooperation on Agriculture
IHPCADE	Inst. Haitien de Promotion du Cafe & des Denrees d'Exportation
IPP	IICA International Personnel
IMO	International Mission Outreach
MEDA	Mennonite Economic Development Associates
MBCH	Mission Baptiste Conservatrice d'Haiti
MP	Mission Possible
NGO's	Non-governmental organizations
OPRODEX	Office pour la promotion des Denrees Exportables
PADF	Pan American Development Foundation
PIP	Plan International de Parrainage
PPK	Coffee Revitalization Project (Pwoje Plante Kafe)
PROMECAFE	Programe Cooperatif Centre Americain pour la Modernization de la Cafeiculture
RT	Reboisement Total
SCH	Service Chretien d'Haiti
UNAPEL	Union Nationale pour la Promotion de l'Elevage
UNHAD	Union Haitienne de Developpement

ANNEX C:

IICA INSTITUTIONAL BACKGROUND

IICA INSTITUTIONAL BACKGROUND

NATURE AND PURPOSES OF IICA

The Inter-American Institute for Cooperation on Agriculture (IICA) is the specialized agency for agriculture of the Inter-American system. With its present structure, it is the institutional continuation of the Inter-American Institute for Agricultural Sciences, which was created by the Council of Directors of the Pan-American Union in October of 1942.

The Convention governing the institute states that IICA's purspose is to "encourage, promote and support the efforts of the Member States to achieve their agricultural development and rural well-being". IICA is an International Organization, with full legal capacity. It is governed by its Member States, which are responsible for providing guidance, following up on activities and evaluating the Institute's actions. The Inter-American Board of Agriculture (IABA) is the Institute's highest governing body, and the General Directorate, its executive body.

The Inter-American Board of Agriculture (IABA) is composed of representatives of all the Member States. It meets every two years, and its responsibilities include approving policy guidelines and the two year programme

budget. In order to perform these duties, the Board has the Executive Committee as an executive body, acting on its behalf. The Executive Committee is composed of representatives of twelve Member States, elected on the principle of rotation and geographic distribution. Its fuctions include examining proposals for the biennial programme budget, submitted to the Board by the Director General, and making preliminary comments and recommendations to the Board, in its role as a preparatory body.

The General Directorate is comprised of technical and administrative units responsible for coordinating and implementing of the Institute's actions, in accordance with policies established by the Board.

HISTORY OF IICA'S ACTIVITIES AND PRIORITIES

IICA is an organization dedicated to meeting the needs of its Member States, which derive from their efforts for agricultural development and rural well-being. The Institute's actions and priorities have gradually shifted over the course of the years, fitting themselves to new problems and meeting new needs in the countries. The process of change is noticeable both in the issues targeted through Institute action and in its approach to technical cooperation.

Initially, the Institute concentrated on developing agricultural sciences. In accordance with the mandate of its 1944 Convention, IICA's action was to encourage and promote the development of agricultural science in the countries through research, graduate training and the dissemination of agricultural theory and practice. To meet its objectives, the Institute focused on two lines of action: training and research. It carried out activities in five major areas: agronomy, animal health and production, entomology, plant science and soils. At that time, the Institute was organized to meet the need for a training and research center; operationally and structurally, it was divided into units specializing in research and graduate instruction.

During the 1950's IICA expanded its sphere of activities, adding a third line of action for rural development. Regional offices were opened in Montevideo, Uruguay in 1951; and in Lima, Peru and Havana, Cuba in 1952. This marked the beginning of the Institute's shift of focus toward the countries. At that time, the regional offices were used as the base for regional cooperation projects with the countries. The key component of IICA's new operating approach was the performance of regional actions by a group of experts concentrating on areas in which the countries lacked native technical capacity. The countries' technical teams were still being developed at the time, and

international experts were required to fill national needs and to help develop capacities in the countries through the graduate training programme in Turrialba.

During the 1960's profound changes occurred in international relations. Many countries assumed new commitments and geared themselves for development in the framework of the Alliance for Progress. Studies forthcoming from ECLA influence4d intellectual currents of the time, which raised awareness of the problems of underdevelopment and helped redefine the role that should be played by government institutions.

The countries undertook agrarian reform and began to develop public institutions, which rapidly grew. IICA had a new administration and had received a number of recommendations from the fifth and sixth meetings of the Technical Advisory Council (Lima, March 1960 and San Jose, March 1961). The Institute revised its programmes with the assistance of external experts and its own staff members, and in consultation with national authorities in the countries. New directions and priorities were adopted for the 1960's calling on IICA to project its action throughout the hemisphere and establish general projects to benefit all of the Member States.

IICA took on a new dimension, requiring substantially increased resources to extend its programme and this was "achieved" with a contribution from the Special Fund of the United Nations. IICA's three lines of action from the previous period grew to six: rural development; institutional strenghtening; utilization of the tropics; agriculture in arid and humid regions; the regional cooperative programme for graduate training and research in crop breeding and livestock production; and agricultural communication.

The "new dimensions" of IICA's action induced major structural change: the Institute was transformed from a research and training center into an Inter-American Agency designed to provide technical assistance to its member countries. The regional offices were consolidated, the Institute's General Directorate moved from Turrialba to San Jose, and the Latin American Agricultural Credit Center was set up in Mexico where it would operate from 1961 until 1966, under OAS Project 201. Finally, the process of expanding and decentralizing the Institute's geographic coverage began with the establishment of offices in the Member States. All of these actions produced a diversification of IICA's technical teams and gave the Institute a permanent presence in the countries.

The changes experienced during the 1960's were incorporated into the Institute's first General Plan, approved in 1970. This plan established a new programme structure based on seven lines of action designed to expedite the consolidation and improvement of institutional systems for agricultural and rural development in the Member States. The lines of action were: information and documentation for rural development; agricultural research and technology transfer; agricultural production, productivity and marketing; regional rural development; structural change and campesino organization; and development and administration of agricultural policy.

Each one of these lines of action in turn contained one or more programmes. Thus, the Institute had a total of 28 technical programmes by the end of the 1970's. During this period, IICA experienced rapid growth in its budget and in the number of Member States. Once again, growth sparked a process of renewal and expansion of the Institute's technical team, a trend which slowed toward the end of the decade.

Significant changes which occurred during the 1970's included the assignment of high priority to cooperation in the countries and the consolidation of a network of offices in all the Member States. These changes shifted emphasis to regional directorates, which were now made responsible for

coordination and supervision. IICA's actions focused on strenghtening the capacity of other institutions playing an important role in the guidance of agricultural development and supporting organizations sectoral planning and for policy implemsntation. The Institute also contributed by developing operational models for agrarian reform and supporting the countries in efforts to change paterns of land tenure and to organize farmers.

Area directors were transferred back to San Jose in 1980 as a means of overcoming difficulties inherent in their widespread geographic distribution, streamline operating procedures, and allow them to provide more efficient support for the offices.

IICA's process of gradual change eventually transformed the Institute into an organization for technical cooperation and institutional strengthening in the agricultural sector; the process culminated with the ratification of the new Convention by the Member States in 1980.

The Convention introduced essential changes. It clearly defined the relationship between the Institute and the countries, specifically established IICA's functions and organs, programmes and operations and consolidated the Institute's role as the specialized agency for agriculture of the OAS system.

IICA's functions as established by the new Convention are to:

1) Promote the strengthening of national education, research and rural development institutions, in order to give impetus to the advancement and the dissemination of science and technology applied to rural progress.

2) Formulate and execute plans, programmes, projects and activities, in accordance with the needs of the governments of the Member States, that will help them meet their objectives for agricultural development and rural welfare policies and programmes.

3) Establish and maintain relations of cooperation and coordination with the Organization of American States and with other agencies or programmes, and with governmental and non-governmental entities that pursue similar objectives.

4) Act as an organ for consultation, technical execution and administration of programmes and projects in the agricultural sector, through agreements with the Organization of American States, or with national, Inter-American or international agencies or entities.

The Inter-American Board of Agriculture, at its first regular meeting held in Buenos Aires, Argentina, in August of 1981, decided it was necessary to review the Institute's policies and operations to make them consistent with the new Convention. Consequently the Board requested the Director General to form a group of five external experts in agricultural and rural development to conduct a general review of IICA's operations and policies.

The group of five experts studied the problems affecting agricultural and rural sectors in the countries and recommended that the Institute adopt basic programmes, with the approval of the Member States, that would anticipate problems in Latin America and the Caribbean during the following decade. The group of experts suggested that programmes be designed to complement policies for agricultural and rural well-being defined by the countries themselves.

The Board adopted the 1983-1987 Medium Term Plan, written after careful consideration of the study of problems affecting countries in the region, and following consultation with the governments of the Member States. This plan replaced the earlier seven lines of action with ten programmes to serve as a support structure for IICA's action. These programmes were (i) formal agricultural education; (ii) support of national institutions for the generation and

transfer of agricultural technology; (iii) conservation and management of renewable natural resources; (iv) animal health; (v) plant protection; (vi) stimulus for agricultural and forest production; (vii) agricultural marketing and agro-industry; (viii) integrated rural development (ix); planning and management for development and rural well-being; (x) information for agricultural development and rural well-being.

Changes were made in IICA's organization and operational structure to provide more effective and responsive technical cooperation to the countries. In 1983, the Institute adopted a matrix structure with technical channels and operational channels and devided the hemisphere into four areas: Central, Caribbean, Andean and Southern. It set up 27 national offices and established CEPI, CIDIA, and CATIE as specialized centers, the latter being an associated unit. Area directorated were once again located in the countries to conduct functions of supervision and coordination.

From 1986-1989, four more countries joined IICA bringing the total Member Countries to 31. (See inside back cover for IICA's Member Countries)

Rapid development in the countries, especially in technical areas and in human resources, made it necessary to review the Institute's approach to technical cooperation and

its areas of action. It soon became evident that a technical cooperation model based primarily on the work of specialists with limited operating resources and acting in relative isolation from one another was no longer responding to the needs of the countries. The countries had developed their own capacities in many fields, and this obliged the Institute to find ways of maximizing its impact in solving the problems.

Today the Institute needs to make better of scarce resources, of continuous and rapid change in its environment and of the growing move toward regional and sub-regional integration. Not only should it concentrate resources and activities in a smaller number of areas, but it also needs more effective instruments and procedures for cooperation so as to increase its technical expertise and exercise effective leadership in Latin America and the Caribbean.

ANNEX D

IICA Coffee Technology Background

PROMECAFE * Ten Years of Work

Background

PROMECAFE was created at the request of a number of Central American countries, which concerned by the appearance of coffee leaf rust in Brazil in 1970, organized a meeting with the support of IICA. At this meeting, the concept of a regional project, financed by the participating countries based proportionally on their coffee production, was presented by Dr. Pierre G. Sylvain, a Haitian Specialist working at CATIE, IICA's sister research organization.

Although Dr. Sylvain's proposal was not supported at the 1970 meeting, it was again considered in 1977 and became a signed agreement between Panama, Costa Rica, Honduras and El Salvador in 1978. They were later joined by Nicaragua, Guatemala, Mexico and the Dominican Republic. This agreement focussed not only on addressing the problem of plant protection (coffee leaf rust and coffee berry borer), but also on integrated improvement of coffee production.

The five year agreement, which has been twice renewed, had as its general objective "to promote, through regional cooperation, agronomic research and coffee production technology in order to increase coffee productivity in the member countries".
Small donations and member country dues kept PROMECAFE activities operating from 1978 to 1981, when ROCAP made a $3.5 million grant which enabled technical activities to be broadened extensively.

PROMECAFE Strategy

The overall PROMECAFE strategy included the following medium-term objectives:

1. Strengthening the technical and scientific capability of member country coffee institutions in order that these may address their own problems more effectively.

2. Generation of scientific information to combat leaf rust and coffee berry borer efficiently , and to detect and control pesticide residues in coffee.

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* Regional Cooperative Program for the Protection and Modernization of Coffee Production

3. Evaluation of coffee genetic material for the purpose of selecting and reproducing rust resistant, high-yielding, high-quality varieties.

4. Methodological development of coffee technology generation, adaptation, validation and transfer.

5. Creation and/or strengthening of documentation centers and data banks for the purpose of developing a regional coffee information system.

6. Strengthening of the research infrastructure.

This general strategy became operational through an implementation agreement signed by IICA, the member countries, CATIE, OIRSA and USAID/ROCAP. At the extra-regional level, the following agencies also cooperated with the technical activities:

French Institute of Coffee and Cocoa Research (IRCC-CIRAD)
International Center of Coffee Rust, Oeiras, Portugal (CIFC)
Vicosa Federal University, Brazil (UFV)

PROMECAFE is structured very simply with representation from each member country, which is organized into an Advisory Committee. This committee relates to the Project Director who is responsible for project implementation. The Project Director is an IICA employee who works within IICA's institutional framework.

Activities and principle results

PROMECAFE project activities have been organized into seven basic activities, these being:

1. Coffee Leaf Rust control and research

Research led to the development of a methodology to study the epidemeology of the disease. The results showed that three, sometimes only two applications of fungicide are sufficient to control rust, while the preferred application of copper-based fungicides has been reduced from 3.0 kg/ha to 1.5 kg/ha, based on the research recommendations. These results have been disseminated through publications and meetings, and they have proven extremely helpful to other countries, particularly those in the Caribbean, which have identified rust only recently.

2. Coffee Berry Borer control and research

Field research has been conducted in order to understand the life cycle of the berry borer under different conditions. Studies have shown that Thiodan is the most effective product, applying from 0 .75 to 1.0 kg/ha three times a year.

Research has also shown the advantage of taking sanitary measures to ensure the protection of coffee stands, such as collecting fallen berries after harvest.

Meetings and seminars have been held to disseminate the recommended techniques.

3. Research on Pesticide Residues and its control

Experiments were conducted to determine the accumulation of pesticide residues. The analysis uncovered the existence of lead residues. Some copper-based fungicides contain a high content of lead impurity, the acceptable level being 250 ppm of lead.

This research was carried out jointly with USDA experts, as was training in residue analysis.

4. Development and reproduction of rust-resistant varieties

PROMECAFE has concentrated on producing a high-quality and high yielding coffee variety which is resistant to rust and other coffee diseases. The best improved, rust-resistent material in the world has been evaluated at CATIE and then, through adaptive research in all participating countries, via farm-level experiments. All research results have been computerized for easy identification of improved varieties. Each country shall soon place at the disposal of its coffee farmers a high-yielding variety which at the same time is rust-tolerant.

The technology has also been generated for easily and efficiently producing exceptional plants through micro-cutting reproduction.

5. Information systems and data bases

PROMECAFE has also concentrated its efforts on documented information about coffee and plant protection information. IICA's documentation center, CIDIA, has collaborated in this effort more than 7000 documented citation on coffee have been electronically deposited.

6. Development, adaptation and transfer of appropriate technology

PROMECAFE's priority has been the small and medium sized farmer and for this reason it worked to develop a methodology which could transfer technological advances to over 200,000 small farmers, using appropriate technological packages.

In a number of the member countries, different technological packages were transferred through grassroots organizations. Special mention should be made of the success of working, in Guatemala, with the "Work and Friendship Groups".

7. Training

One of the key instruments for PROMECAFE's success has been training of key staff in the different member countries.
Short courses, seminars, travel study and workshops have all played an important part in developing a corps of over 5000 technical staff working with coffee.

ANNEX E:

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FECHA DE DEVOLUCION			
17 MAYO	1996		

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With its broader and more flexible mandate and a new structure to facilitate direct participation by the Member States in activities of the Inter-American Board of Agriculture and the Executive Committee, the Institute now has a geographic reach that allows it to respond to needs for technical cooperation in all of its Member States.

The contributions provided by the Member States and the ties IICA maintains with its twelve observer countries and numerous international organizations provide the Institute its human and financial resources in development throughout the Americas.

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IICA's human and financial resource
its relationship with other
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re:

Ecuador	Paraguay
El Salvador	Peru
Grenada	St. Lucia
Guatemala	St. Vincent & The Grenadines
Guyana	Surinam
Haiti	Trinidad & Tobago
Honduras	United States
Jamaica	Uruguay
Mexico	Venezuela
Nicaragua	
Panama	

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The contributions provided by the Member States and the ties IICA maintains with its twelve observer countries and numerous international organizations provide the Institute with channels to direct its human and financial resources in support of agricultural development throughout the Americas.

The 1987-1991 Medium Term Plan, the policy document that sets IICA's priorities, stresses the reactivation of the agricultural sector as the key to economic growth. In support of this policy, the Institute is placing special emphasis on the support and promotion of actions to modernize agricultural technology and strengthen the processes of regional and subregional integration.

In order to attain these goals, the Institute is concentrating its actions on the following five programs: Agrarian Policy Analysis and Planning; Technology Generation and Transfer; Organization and Management for Rural Development; Marketing and Agroindustry; and Animal Health and Plant Protection.

These fields of action reflect the needs and priorities established by the Member States and delimit the areas in which IICA concentrates its efforts and technical capacity. They are the focus of IICA's human and financial resource allocations and shape its relationship with other international organizations.

IICA Member Countries are:

Antigua & Barbuda
Argentina
Barbados
Bolivia
Brazil
Canada
Chile
Colombia
Costa Rica
Dominica
Dominican Republic
Ecuador
El Salvador
Grenada
Guatemala
Guyana
Haiti
Honduras
Jamaica
Mexico
Nicaragua
Panama
Paraguay
Peru
St. Lucia
St. Vincent & The Grenadines
Surinam
Trinidad & Tobago
United States
Uruguay
Venezuela