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PROPOSALS FOR THE DEVELOPMENT OF THE GRAND BAY AREA, DOMINICA

*submitted to the*

Government of Dominica

*by the*

Caribbean Agro-Economic Society

These proposals were developed by a post-Conference Committee in response to a request by the Executive of the Caribbean Agro-Economic Society. The Committee composed representatives of: the Executive; the Government of Dominica; the Grand Bay Community; and the original team of consultants. In performing this task the Committee built on the recommendations put forward during the Conference.

The proposals were submitted to the Government of Dominica on Wednesday, September 15th, 1976.

## PROPOSALS

### Introduction

It is recommended that a company be established called the Grand Bay Development Corporation which would be responsible, primarily, for the phased development of the Geneva Estate but would have a general interest in the development of the Grand Bay community. The legal status of the company would be that of an incorporated non-profit institution.

The Board of Directors of the Corporation would be constituted to ensure that:-

- (i) the various stratified sections of the Grand Bay community are represented in the planning and implementation of all programmes for the development of the Geneva Estate (the stratification of the sections of the Grand Bay community may be according to production areas or whatever classification seems most appropriate);
- (ii) a link is maintained with the Land Management Authority who are currently responsible for development activities in the Geneva Estate and other government-controlled estates in Dominica;
- (iii) there is liaison with the Ministry of Agriculture who provide many agricultural services;
- (iv) management of the Corporation has maximum popular participation at the decision-making level; and
- (v) the chairmanship of the Board by independent of the other major interests represented on the Board.

The proposal presupposes that the Government will lease the Geneva Estate lands to the Corporation. The Corporation will, in turn, lease the lands to individuals and/or groups of individuals who shall pay no more rental to the Corporation than 5 per cent per acre per annum of the assessed agricultural value of the land. The Corporation in turn, shall pay no more rental to the Government than 2½ per cent per acre per annum of the assessed agricultural value of the land. The remaining 2½ per cent per acre per annum will constitute a part of the Corporation's revenue.

The other part of the Corporation's revenue will be obtained from charges for common services provided to the farmers. In the event that the limited revenue of the Corporation is insufficient to meet all initially desirable recurrent expenses and to service the full capital requirements, grants may have to be sought to ensure the success of the project.

The Government would be expected to provide the normal infra-structural facilities (e.g. roads) in Grand Bay as part of its normal development programme.

Regional agencies, such as CARDATS, CARDI, CARICOM, CDB, CFNI, ECCM and UWI will be informed of the work programme and asked to identify specific areas in which they could lend assistance to the Corporation.

If the above model is successful one could consider extending it to other similar projects in Dominica or in other territories in the Caribbean.

### The Grand Bay Development Corporation

#### Objective

The objectives of the Corporation shall be as follows:-

- (i) (a) efficient use of the lands of the Geneva Estate, with the aim of providing employment for as many farmers/villagers as the capacity of the land available permits, bearing in mind a minimum annual per capita target income established at EC\$1,500;
- (b) developing economic crops for domestic and export sale as a source of revenue for the development of the Estate;
- (c) providing for the nutritional requirements of the Grand Bay Community, as far as possible consistent with (a) and (b); and
- (d) creating a base or source of new materials for small self-sustaining agro-industrial projects.
- (ii) provision of essential services for the village community, to improve their quality of life;
- (iii) establishment of agro-based and handicraft industries to generate additional employment for the non-farm workers of the community, and in particular the youth, bearing in mind current attitudes to agriculture and the limits of the capacity of the land to absorb people;
- (iv) establishing a village *administration* to implement all of the above, which takes into account the need for involvement of the village community at all levels and stages of conceptualization and implementation;
- (v) to involve both young and old sectors of the community in planning and implementation for the development of the Geneva Estate;
- (vi) to propose a phased programme for the development of the Geneva Estate and to initiate the implementation of the first phase immediately;
- (vii) to establish the mechanism for a continual and vigorous public relations campaign to ensure total community support for the development programme;
- (viii) to coordinate the development of the sub-sector programme with several aspects of a dynamic national agricultural development programme;
- (ix) to develop a continuing functional adult education programme to prepare villagers for new employment opportunities; and
- (x) to assist in the development of recreational and other community facilities.

### Powers and Functions

The Corporation shall have the power to:-

- (i) establish, manage, and operate enterprises;
- (ii) engage in financial operations;
- (iii) sell, lease or otherwise dispose of the undertaking, property, assets, rights and effects of the Corporation or any part thereof for such consideration, if any, as it thinks fit;
- (iv) assist in the formation of, promote, lease to and assist in marketing produce from companies, cooperatives, partnerships and individuals; and
- (v) engage in any other activity related to its objectives.

### Operating Principles

The operating principles are as follows:-

- (i) the Corporation shall set up enterprises, due regard being paid to the following important criteria:-
  - (a) increase agricultural production in order to achieve the greatest possible level of self-sufficiency within the Grand Bay area;
  - (b) produce agricultural products that shall raise the nutritional levels within the Grand Bay area;
  - (c) provide the maximum possible levels of employment for the people of the Grand Bay area, consistent with economic and financial viability of project as a whole; and
  - (d) allow the Corporation to assist in the provision of agricultural and other inputs in the Grand Bay area and in the marketing of agricultural and other products; and
- (ii) the Corporation shall assist in the initiation, organisation and implementation of self-help and other community activities in the Grand Bay area.

### Reports

The following reports shall be required:-

- (i) the Board of Directors shall publish annually a report
  - (a) on its proposed programme for the next biennium;
  - (b) including audited statements of its accounts for the past financial year and the approved budget for the next financial year, within six months of the end of the financial year;
- (ii) the Board of Directors shall make available to the people of the Grand Bay area the above reports and such other reports as the Board deem desirable in carrying out the objectives of the Corporation;
- (iii) the accounts of the Corporation shall be audited by auditors appointed by the Auditor General and should be presented to the Auditor General within six months of the end of each financial year.

## Organisation and Management

The organisation and management of the Corporation shall be as follows:-

(i) Structure

The Corporation shall have a Board of Directors, a Managing Director and such other staff as may be considered necessary for the exercise of its functions.

(ii) Board of Directors

(a) Composition

- the Board of Directors shall not exceed eight members as follows
- each Director shall hold office for a term of one year and shall be eligible for re-appointment
- an alternate Director shall, in the absence of a Director, attend any meeting and shall be entitled to vote on any matter
- the Board of Directors shall elect a Vice-Chairman from among the Directors and the Vice-Chairman shall preside in the absence of the Chairman.

Chairman: The choice of Chairman should satisfy the important requirements for this position.

- experience in rural development projects
- familiarity with Grand Bay and its community
- independence of interest
- personal interest in the project.

Four (4) representatives from the Grand Bay Community:

The choice of these individuals should be such that there is one (1) representative from the Grand Bay Community itself and three (3) representatives, one from each of three appropriately defined strata.

Manager of the Land Management Authority

Chief Agricultural Officer

Managing Director of the Corporation.

(b) Powers

The Board of Directors shall be responsible for the Management of the affairs of the Corporation. It shall also be responsible for the general policies of the Corporation and may give the Managing Director general and special instructions for the implementation of such policies.

(c) Voting

In voting at Meetings of the Board of Directors, each Director (including the Chairman and Vice-Chairman when presiding) shall be entitled to one vote. In the event of deadlock the Chairman shall have a casting vote.

(d) Procedure

- the business of the Board of Directors shall be transacted at the principal office of the Corporation or at such places as may, from time to time, be determined by the Board
- the Board of Directors shall meet every two (2) months or as often as the business of the Corporation requires
- meetings shall be called by the Chairman of the Board on at least one month's notice unless special circumstances require a shorter period of notice
- a quorum of the Board of Directors shall not be less than six (6) members
- subject to the preceding paragraphs of this Article, the Board shall settle its own Rules of Procedure.

(iii) Managing Director

- (a) The Board of Directors shall appoint a Managing Director of the Corporation upon such terms and conditions as the Board sees fit.
- (b) The Managing Director shall be the Chief Executive Officer of the Corporation and shall conduct, under the direction of the Board of Directors, the business of the Corporation. He shall, subject to any restrictions as to any office by the Board, be responsible for the organisation, appointment and dismissal of the staff, subject to the general control of the Board of Directors.
- (c) The Board of Directors shall approve rules governing the appointment and conduct of the staff and the operations of the Corporation.

(iv) Office and Seal of the Corporation

- (a) The principal office of the Corporation shall be located in Grand Bay.
- (b) The Corporation shall have an official seal approved by the Board of Directors.
- (c) The Directors shall provide for the safe custody of the seal which shall only be used by the authority of the Directors and any instrument to which the seal is affixed shall be signed by a Director and countersigned by some other duly authorised person.
- (d) The Corporation may establish agencies or branch offices elsewhere.

(v) Legal status

- (a) The Corporation shall possess full juridical personality, and in particular, full capacity:
  - (i) to contract;
  - (ii) to acquire and dispose of immovable property; and
  - (iii) to institute legal proceedings.
- (b) The Corporation may cooperate with national, regional or international organisations or entities and may seek all appropriate contacts with a view to cooperation with such institutions of the countries to which its operations extend.
- (c) The Corporation shall be incorporated as a non-profit-making organisation.

(vi) Entry into force

- (a) The Government of Dominica, should initiate the preparation of the legal documents necessary for the establishment of the Corporation.
- (b) The Government of Dominica should make arrangements to lease the lands of the Geneva Estate to the Corporation.
- (c) The Minister of Agriculture should call the inaugural meeting of the Board of Directors as soon as the agreement enters into force.

### Feasibility Analysis of Proposed Model

Before one can determine whether the proposed Model is feasible, it is necessary to consider carefully the market feasibility, the operating feasibility, the financial feasibility and then the overall venture feasibility and, in particular, to note the assumptions which have been made at each stage.

#### Market Feasibility

Market Potential: Although the market potential has not been studied in detail the fact that a major percentage of the food crops for Dominica is imported, is indicative of a strong demand for the food crops in the proposed Model. Also the continuing efforts at the national level in search of new markets for primary and processed commodities should create a good potential in the future.

The estimated size of the market relative to the total production envisaged by the Corporation is so large that the Corporation should comfortably command a reasonable proportion of the market to preclude the occurrences of surpluses.

Estimate of Sales: The estimated production of agricultural commodities by the Corporation from 200 acres under Leasehold Settlement to 80 farmers and from the Cooperative Farm of 800 acres is given overleaf.



The estimate of sales of the commodities produced may be obtained from the production estimates and the following prices:-

Bananas	-	7 ¢/lb.	Food crops	-	15 ¢/lb.
Coconuts	-	13 ¢/lb.	Milk	-	90 ¢/qt.
Bay leaf	-	5 ¢/lb.	Beef	-	90 ¢/lb.
Limes	-	\$7/barrel	Plantains & Tannias	-	\$320/ton
Grapefruit	-	\$3/HBB	Dasheen	-	\$300/ton

The estimate of sales (\$) or processed products is as follows:-

<u>Year</u>	<u>Copra</u>	<u>Bay Oil</u>	<u>Year</u>	<u>Copra</u>	<u>Bay Oil</u>
1	130,900	-	6	130,000	72,000
2	130,900	-	7	130,900	99,000
3	130,900	-	8	130,900	117,000
4	130,900	-	9	130,900	126,000
5	130,900	27,000	10	130,900	126,000

	<u>Year</u>									
	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>
<u>Cooperative Farm Component of Model</u>										
Bananas										
(tons)	78	326	400	400	387	337	287	263	300	300
Coconuts										
(nuts)	875	875	875	875	875	875	875	875	875	875
Bay Leaf										
(tons)	-	-	-	-	150	400	550	650	700	700
Limes										
(barrels)	6,250	9,000	14,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Grapefruit										
(HBB)	4,000	8,000	9,350	9,350	9,350	9,350	9,350	9,350	9,350	9,350
Food crops										
(tons)	50	100	100	100	100	100	100	100	100	100
Milk										
(quarts)	-	8,700	17,500	22,900	22,900	24,900	29,600	29,600	29,600	29,600
Beef (lb.)	-	-	-	5,100	5,100	6,600	12,350	12,850	12,850	12,850
<u>Settlement Farms Component of Model</u>										
Plantains										
(tons)	-	480	320	160	320					
Dasheen										
(tons)	280	560	560	560	560					
Tannia										
(tons)	-	200	200	200	200					

### Operating Feasibility

Plant and Equipment: It is assumed that all plant and equipment will be the responsibility of the Corporation. The requirements are estimated to be as follows:-

Bay Oil distillery	Renovations to Copra Factory	Multi-purpose Shed
Land rover	Tractor	Trailer
Disc plough	Harrow	Sprayers
Chain saws	Slaughtering equipment	

Labour and Material Requirements: The labour situation in Grand Bay is currently one of high unemployment. The feasibility analysis will indicate the number of farm families which can be supported by the proposed model at an annual net income of EC\$1,500 per family. It is estimated that 25,600 man days of hired labour will be required annually.

It is assumed that planting material will be made available by the Dominica Government through the Grand Bay Experimental Station.

Cost of Production: Cost of production figures are obtained from cost of production per acre and yield per acre data which were presented in the Case Study Report and are given in an aggregated form later in this section.

### Financial Feasibility

#### Cash Operating Expense Schedule

Settlement Farms Component of Model: The items of expenditure are as follows:-

- (i) rental of 200 acres of land at \$40 per acre per annum from the Corporation. Based on 4 per cent of the estimated agricultural value (\$1,000 per acre); and
- (ii) common services charge for management, transport and technical and administrative support services provided by the Corporation.

Cooperative Farm Component of Model: The items of expenditure are as follows:-

- (i) rental of 800 acres of land at \$50 per acre per annum from the Corporation. Based on 5 per cent of the estimated agricultural value (\$1,000 per acre). It is assumed that 400 acres will be under production in the first year and the full 800 acres thereafter; and
- (ii) common services charge for management, transport and technical and administrative support services provided by the Corporation. This charge is less in the first year than in succeeding years in proportion to the acreage under production

Corporation: The items of expenditure are as follows:-

- (i) rental of 200 acres of land at \$20 per acre and 800 acres of land (400 in the first year) at \$25 per acre from the Dominica Government;

(ii) <u>Administration:</u> Salaries for a manager and the services of a public relations officer	-	\$16,000
3 supporting staff	-	\$ 8,000
Consultant	-	\$ 4,000
		<hr/>
		\$28,000

(If Chairman of Board of Directors is from outside Dominica then an additional amount, \$9,000 say, will have to be added to cover his expenses. This could be funded separately.)

(iii) <u>Operating expenses:</u> Office expenses	-	\$ 3,000
Maintenance of machinery	-	\$ 5,000
		<hr/>
		\$ 8,000

(It is assumed that office accommodation in Grand Bay will be provided by the Dominica Government.)

N.B. (i) The manager should have initiative and drive in addition to experience in the agricultural sector, particularly in dealing with farmers. He may be able to include public relations in his portfolio, but will probably need some assistance in this field.

(ii) The supporting staff would include a secretary and 2 field overseer/recorders.

#### Capital Costs of Fixed Assets Schedule

Corporation: Overleaf are the fixed asset requirements of the Corporation which are necessary in the pursuit of the objectives. It should be noted that in the allocation of the annual cash flow attention should be paid to the need to replace the machinery which has been purchased by the Corporation.

#### Fixed Assets:

Renovation of Copra Factory	-	\$ 12,000	(Year 1)
Construction of Bay Oil Distillery	-	15,000	(Year 5)
Multi-purpose shed	-	150,000	(Year 1)
Machinery:	-	58,500	(Year 1)
1 Land rover	-	\$18,000	
1 Tractor	-	20,000	
1 Trailer	-	3,000	
1 Disc plough	-	3,000	
1 Harrow	-	3,000	
Sprayers	-	2,000	
Chain saws	-	2,500	
Slaughtering equipment	-	2,000	
Miscellaneous	-	5,000	

Total \$235,500

To be funded separately:

Multi-purpose shed	-	\$150,000
Machinery	-	34,500

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\$184,500

To be funded by this project 51,000

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\$235,500

Profit and Loss and Cash Flow Schedule for the Settlement Farms Component of the Model

Item	Year				
	1	2	3	4	5
Revenue	84,000	385,600	334,400	283,200	334,000
Cost of production	32,000	116,000	116,000	104,800	104,800
Gross profit	52,000	269,600	218,400	178,400	229,600
Rent	8,000	8,000	8,000	8,000	8,000
Common services	4,000	4,000	4,000	4,000	4,000
Overdraft interest	6,720	3,392	-	-	-
Total expenses	18,720	15,392	12,000	12,000	12,000
Net profit/cash flow from operations	33,280	254,208	206,400	166,400	217,600
Bank balance (overdraft)	(67,200)	(33,920)	220,288	426,688	593,088
Actual accumulated cash flow	(33,920)	220,288	426,688	593,088	810,688

Average annual cash flow over five years is \$162,138.

Average annual cash flow per farm family is \$2,026.

N.B. The details of revenue are not repeated here but are available in the Case Study Report.

Profit and Loss and Cash Flow for the Cooperative Component of the Model

	Year										
	1	2	3	4	5	6	7	8	9	10	11
Revenue	326,300	416,000	474,200	485,800	531,300	602,400	642,600	668,100	687,300	687,300	687,300
Cost of production	203,200	235,000	239,200	242,000	259,700	284,000	324,200	342,100	350,600	350,600	350,600
Gross profit	123,100	181,000	235,000	243,800	271,600	318,400	318,400	326,000	336,700	336,700	336,700
Rent	20,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Common services	12,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Overdraft interest	3,200	5,700	3,900	600	850	-	-	-	-	-	-
Total expenses	35,200	69,700	67,900	64,600	64,850	64,000	64,000	64,000	64,000	64,000	64,000
Net profit/ cash flow from operations	87,900	111,300	167,100	179,200	206,750	254,400	254,400	262,000	272,700	272,700	272,700
Overdraft*	(32,000)	(57,000)	(39,000)	(6,000)	(8,500)	-	-	-	-	-	-
Bank balance	-	55,900	110,200	238,300	411,500	609,750	864,150	1118,550	1380,550	1653,250	1925,950
Actual accumulated cash flow	55,900	110,200	238,300	411,500	609,750	864,150	1118,550	1380,550	1653,250	1952,950	2198,650

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Average annual cash flow over ten years is \$192,595.

At \$1500 per farm family this will support 128 farm families.

\* Designed to show new overdraft requirements year by year on which interest is charged. It assumes that the cash flow is distributed annually.

Profit and Loss and Cash Flow Schedule for the Corporation Component of the Model

	Year											
	1	2	3	4	5	6	7	8	9	10	11	
Revenue	44,000	76,000	76,000	76,000	76,000	76,000	76,000	76,000	76,000	76,000	76,000	76,000
Cash operating expenses	36,000	37,800	39,690	41,675	43,758	43,758	43,758	43,758	43,758	43,758	43,758	43,758
Rent	14,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Interest:												
- term loan	2,880	2,592	2,304	2,544	2,181	1,817	1,454	1,090	726	363	-	-
- overdraft	-	1,248	572	-	-	-	-	-	-	-	-	-
Depreciation	3,600	3,600	3,600	5,743	5,743	5,743	5,743	5,743	5,743	5,743	-	-
Total expenses	56,480	69,240	70,166	74,634	76,258	75,789	75,339	74,879	74,419	73,960	67,758	-
Net profit	(12,480)	6,760	5,834	1,366	258	202	661	1,121	1,581	2,040	8,242	-
Depreciation	3,600	3,600	3,600	5,743	5,743	5,743	5,743	5,743	5,743	5,743	-	-
Cash flow from operations	(8,880)	10,360	9,434	7,109	6,001	5,945	6,400	6,864	7,324	7,783	8,242	-
Repayment of principal	(3,600)	(3,600)	(3,600)	(5,743)	(5,743)	(5,743)	(5,743)	(5,743)	(5,743)	(5,743)	-	-
Bank balance (overdraft)	-	(12,480)	(5,720)	114	1,480	1,735	1,940	2,597	3,718	5,299	7,339	-
	(12,480)	(5,720)	114	1,480	1,738	1,940	2,597	3,718	5,299	7,339	15,581	-

The following represents the annual projected revenue to the Dominica Government from the Corporation:

Revenue	14,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000	24,000
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## Venture Feasibility

The profit and loss, and cash flow schedules show that the venture is feasible as a means of developing the Geneva Estate in relation to the Grand Bay Community. However, it should be noted that the success of the venture depends on the positive reaction of the Dominica Government to the following:-

- (i) agreement to the rental of the Estate to the Corporation at the rates proposed;
- (ii) providing the necessary infrastructure (e.g. roads) on the Estate;
- (iii) making the necessary plant propagation and extension services available in Grand Bay;
- (iv) arranging for loans and overdraft facilities to be available to the Corporation and to the settlement farmers and the cooperative through the Corporation;
- (v) seeking funds for the expenses of a Chairman of the Board of Directors of the Corporation;
- (vi) availing themselves of individuals with expertise at many regional institutions who may be able to make a contribution to the development of the venture;
- (vii) seeking funds for the capital requirements in excess of those which can be serviced by the Corporation;
- (viii) ensuring that the national marketing system is prepared to absorb the projected output from the Geneva Estate;
- (ix) investigating the possibility of the employment of Grand Bay residents, who cannot be absorbed by Geneva, elsewhere in Dominica;
- (x) providing machinery on loan to the project until the Corporation is in a position to carry its own; and
- (xi) providing office accommodation and equipment for the staff of the Corporation in Grand Bay.

The Caribbean Agro-Economic Society is willing to play its part in the development of the venture by providing any available assistance that it can draw from within its membership when called upon.

It should be noted that Model V has been presented for a given mix of settlement farms, cooperative and agro-industry. If it is desirable to accommodate more or less people on settlement farms, say, relative feasibility analyses of the various components of the model could be easily considered.

## Conclusion

Proposals have been made in this document for the development of the Grand Bay Area in Dominica with particular reference to a land settlement scheme for the Geneva Estate. In presenting these proposals, an attempt has been made to effectively use the information which was researched by the multidisciplinary team of Case Study Consultants and which was generated by the Workshop Sessions, in particular, at the conference.

The Report, therefore, is intended to be used in discussions by the Government to arrive at acceptable recommendations to develop the Geneva Estate. Additional work, however, will be required for planning the development of the area, and in particular for farm planning within the production system proposed.

Particular attention should be paid to the management inputs relating to the cooperative component of the proposed Model. The Castle Bruce experience may be useful in guiding the successful implementation of the Model.

The final proposals are presented to the Dominica Government in a form to facilitate early implementation given that the many assumptions are tenable.

It is hoped that this first attempt at a new approach to the Annual West Indies Agricultural Economics Conference will make a significant contribution to the solution of the specific problem in Dominica and will be a useful Model for tackling similar problems elsewhere.



## List of Registered Participants

### Antigua

*Anthony, R. (Mrs.)* Horticulturalist, Bolans Village.  
*Anthony, V.A.* Animal Nutritionist, Bolans Village,  
*Harper, M.* Civil Servant, Ministry of Agriculture, St. John's.  
*Henry, F.A.* Farm Improvement Officer, Antigua & Barbuda Development Bank, St. John's.  
*Lake, E.B.* Director of Agriculture, Ministry of Agriculture, St. John's.

### Barbados

*Alleyne, F.W.* Lecturer, University of the West Indies, Cave Hill.  
*Bager, P.E.G.* Agricultural Economist, Ministry of Agriculture, Bridgetown.  
*Baynes, R.* Agricultural Adviser, Barclays Bank Int. Ltd., Bridgetown.  
*Blackman, W.A.* Agriculturalist, 10th Ave. Belle Ville, St. Michael.  
*Boyce, D.* Economist, Caribbean Development Bank, Wildey, St. Michael.  
*Brathwaite, A.* Economist, Ministry of Agriculture, Bridgetown.  
*Campbell, L.G.* Agricultural Engineer, Caribbean Development Bank, Wildey, St. Michael.  
*Cruickshank, A.M.* Agricultural Project Officer, Caribbean Development Bank, Wildey, St. Michael.  
*Cumberbatch, E.* Agronomist, Barbados Agricultural Development Corporation, Wildey, St. Michael.  
*Ferguson, T.U.* Agronomist, Caribbean Development Bank, Wildey, St. Michael.  
*Mayers, J.M.* Research Fellow, University of the West Indies, Cave Hill.  
*Taitt, A.* Research Assistant, University of the West Indies, Cave Hill.  
*Smith, L.H.* Chief Agricultural Officer, Ministry of Agriculture, Bridgetown.  
*Springer, B.G.F.* Biometrician, CARICOM Secretariat, U.W.I., Cave Hill.  
*Van Winden, A.* Agricultural Economist, UNDP/FAO, Ministry of Agriculture, Bridgetown.  
*Yankey, B.J.* Agricultural Economist, Caribbean Development Bank, Wildey, St. Michael.

### Belize

*Briggs, J.S.* Agricultural Economist, Department of Agriculture, Belmopan.  
*Borland, C.* Economist, Ministry of Finance & Economic Planning, Belmopan.

### Canada

*Hills, T.* Professor, McGill University, Montreal.  
*Harvey, F.V.* Community Planner, Planning Board, Toronto.

### Dominican Republic

*Quezadas, N.A.* Teacher, Instituto Superior Agricultura, Santiago.

### Dominica

*Abel, H.W.* Farmer, Melville Hall.  
*Alexander, P.L.* Teacher, Government of Dominica, Roseau.  
*Alexander, J.* Pupil Surveyor, Land and Survey, Grand Bay.  
*Armantrading, A.* Farmer, St. Joseph.  
*Adams, E.* Grand Bay.  
*Astaphan, A.R.* Field Officer, WINBAN, c/o D.B.G.A., Roseau.  
*Barrie, B.E.* Cooperative Officer, Ministry of Education, Youth Affairs and Cooperatives, Roseau.  
*Barzey, J.A.* Economist, Roseau.  
*Baptiste, P.L.* Farmer, Roseau.  
*Bellot, C.A.* Businessman, Roseau.  
*Bully, C.* Agriculturalist, Ministry of Agriculture, Roseau.

Dominica (continued)

Burnette, J. Farmer, Wesley.  
Casimir, A. Planter, Grand Bay.  
Charles, F.L.A. Agriculturalist, D.B.G.A., Roseau.  
Charles, N.M. Clerk, D.A.W.A., Roseau.  
Charles, C.D.F. Agriculturalist, WINBAN Research & Development, Roseau.  
Charles, P. Teacher, Grand Bay.  
Christmas, S. Farmer, Castle Bruce Cooperative, Castle Bruce.  
Clarendon, H. Agricultural Officer, Ministry of Agriculture, Roseau.  
Cuffy, W. N. Farmer, Y.A.R.D. Cooperative Society, Riviere Cyrique.  
Didier, M. Civil Servant, Ministry of Agriculture, Botanical Gardens, Roseau.  
Douglas, E. Electrician, J. Denis, Grand Bay.  
Drigo, J. Farmer, Castle Bruce.  
Elwin, H. (Mrs.) Chief Youth Development Officer, Ministry of Education, Youth Affairs and Cooperatives, Roseau.  
Elwin, J.H. Agronomist, Caribbean Development Bank, Roseau.  
Etienne, T. Farmer, Delices.  
Fadelle, R.S. Planter, Stowe Estate, Grand Bay.  
Ferreira, C.J. Farmer, St. Joseph.  
Francis, T.J. Teacher, Portsmouth Government School.  
Fielder, W. Agricultural Economist, Botanic Gardens, Roseau.  
Finucane, J. Economic Adviser, Government Headquarters, Roseau.  
Fontaine, M. Teacher, Grand Bay.  
Grell, A. Mason, Grand Bay.  
Grell, O. Agricultural Officer, Botanical Gardens, Roseau.  
Harris, A.A.E. Agricultural Officer, Botanical Gardens, Roseau.  
Henry, E.B. Planter, Mahant.  
Henry, R.E. Dominica Banana Growers' Association, Roseau.  
Honychurch, T. Planter, Gomier.  
Johnson, L.E. Youth Camp Director, Ministry of Home Affairs, Roseau.  
Joseph, A. Farmer, Westley.  
Josse, V.C. Extra-Mural Tutor, University Centre, Roseau.  
Laband, D.E.K. General Manager, L. Rose Co., Roseau.  
La Bassiere, D.E. Manager, Dominica Agricultural Marketing Board, Roseau.  
Laville P.S. Planter, Atkinson.  
Lloyd C.J. Assistant Secretary, Ministry of Agriculture, Roseau.  
Martin, A. Agronomist, Castle Bruce.  
Marie, M.J.B. Agricultural Economist, Ministry of Agriculture, Roseau.  
Marie, P. Economist, Botanical Gardens, Roseau.  
Martin, E. Farmer, Portsmouth.  
McIntyre, M.A. Student, St. Mary's Academy, Roseau.  
Merrifield, J. Planter, Grand Bay.  
Pinard, L.A. Businessman, Pinard Equipment Co., Roseau.  
Pinard, C.A. Teacher, Dominica Government.  
Pringle, S.O. Agriculturist, Dominica L.M.A.  
Reiter, A. Teacher, St. Mary's Academy, Roseau.  
Riviere, R. Managing Director, Social Centre, Roseau.  
Robinson, B.E. Teacher, Marigot.  
Rolle, N. Student, St. Mary's Academy, Roseau.  
Rolle, P.N. Executive, Roseau.  
Stedman, G. Accountant, D.B.G.A., Roseau.  
Stevens, W.S. Farmer, Marigot.  
Sylvester, E. Accounts Clerk, Castle Bruce Farmers' Cooperative, Castle Bruce.  
Stoute, T. Manager, Bay Oil Cooperative, Petite Savanne.  
Telemage, F. Farmer, Wesley.  
Thomas, J. Farmer, South City.  
Vidal, N.J. Farmer, Salisbury.