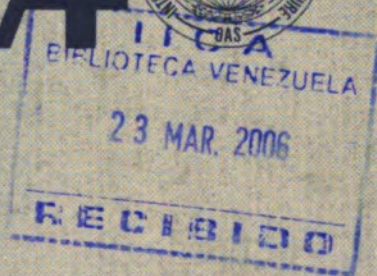


IICA



**CARIBBEAN REGION:
DIFFERENTIATED STRATEGY
1994 - 1998**

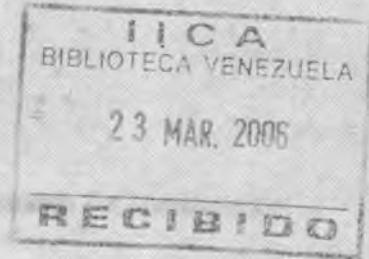
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CARIBBEAN REGION:
DIFFERENTIATED STRATEGY
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ACRONYMS

ACS	Association of Caribbean States
BDD	British Development Division
CAIC	Caribbean Association of Industry and Commerce
CARICOM	Caribbean Community
CARDI	Caribbean Agricultural Research and Development Institute
CARICAD	Caribbean Centre for Development Administration
CARIFORUM	Caribbean Forum
CDB	Caribbean Development Bank
CFC	Caribbean Food Corporation
CFSC	Caribbean Financial Services Corporation
CIDA	Canadian International Development Agency
CIRAD	Centre for International Cooperation in Agronomic Research for Development
CNIRD	Caribbean Network for Integrated Rural Development
EC	European Community
EDF	European Development Fund
FAO	Food and Agriculture Organisation
FDA	Fundacion De Desarrollo Agricola
FMC	French Mission for Cooperation
FMTC	French Mission for Cooperation and Cultural Affairs
GTZ	Deutsche Gesellschaft Fur Technische Zusammenarbeit (Agencia Almanca de Cooperacion Technica)
IAF	Inter-American Foundation
IDA	International Development Association
IDB	Inter-American Development Bank
IFAD	International Fund for Agricultural Development
IICA	Inter-American Institute for Cooperation on Agriculture
INRA	National Institute for Agronomic Research
IPGRI	International Plant Genetic Resources Institute
IRD	Integrated Rural Development
MARNDR	Ministry of Agriculture, Natural Resources and Rural Development in Haiti
NGO	Non-Governmental Organisation
OAS	Organisation of American States
OECS	Organisation of Eastern Caribbean States
PADF	Pan-American Development Foundation
TCA	Technical Cooperation Agency
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
UWI	University of the West Indies

EXECUTIVE SUMMARY

The Caribbean Area Differentiated Strategy is the regional component of IICA's 1994-1998 Medium Term Plan. Its purpose is to facilitate the implementation of IICA's actions and initiatives in the Caribbean in areas which are of high priority at the regional or national levels and which directly support the Institute's permanent objectives and those of the 1994 - 1998 MTP.

The specific objectives of the Differentiated Strategy are:

- to guide IICA's actions and initiatives in the Caribbean Area, cognizant of the differences and unique features which exist between countries, while providing mechanisms for participation in hemispheric activities and programs for addressing common problems;
- to facilitate the implementation of high-priority technical cooperation projects and actions at the national and regional levels; and
- to effectively consolidate and strengthen IICA's functional relationships with both public and private sector institutions based on its institutional comparative advantages.

To achieve the objectives of the Strategy, initiatives will be selected based on a number of criteria including: the challenges, opportunities and prospects for the Caribbean in the emerging global and regional scenarios; the region's institutional capacity; high priority problem areas as indicated in the respective countries' agricultural sector plans and strategies; high multiplier effects and the capacity to address common problems; high impact and visibility at the country level; previous successful IICA experiences regionally, extra-regionally and hemispherically; the potential to enhance inter-sectoral linkages, as well as to strengthen linkages between the public and non-public sector institutions; the potential to forge alliances with Latin American and other hemispheric institutions in order to mobilize both human and financial resources in support of the region's agricultural development; and the ability to rapidly adjust to dynamic changes at the regional level, without compromising the national level orientation.

Moreover, projects and activities will be selected so as to maximize IICA's comparative advantages in relation to other national, regional and international institutions and to complement and support activities implemented by other institutions.

The projects/activities selected for inclusion in the Strategy are grouped into four Areas of Concentration and five Specialized Service Areas.

The Areas of Concentration are:

- **Socio-economic Policies, Trade and Investment;**
- **Science and Technology, Natural Resources and Agricultural Production;**
- **Agricultural Health; and**
- **Sustainable Rural Development.**

The Specialized Service Areas are:

- **Training;**
- **Information;**
- **Project Development;**
- **Strengthening International Cooperation; and**
- **External Resource Procurement.**

Specific objectives are established for each of the Areas of Concentration. The Areas of Concentration related to **Socio-economic Policies, Trade and Investment** will address competitiveness, agricultural diversification and modernization, socio-economic sustainability and equity in the agri-food sector of Caribbean Area countries.

The **Science and Technology, Natural Resources and Agricultural Production** Areas of Concentration will facilitate both public and private sector institutions, including farmers' organizations, in accessing, transferring and utilizing innovative technologies for improving agricultural productivity and product quality and to ensure rational and competitive management of the natural resource base.

Activities in the **Agricultural Health** Area of Concentration will support public and private institutions in the region in the design and implementation of programs to: prevent the introduction of agricultural pests and diseases; monitor and control existing pests and diseases (especially those of quarantine importance), and facilitate increased agricultural production and trade.

The Area of Concentration related to **Sustainable Rural Development** will promote actions in benefit of farmers, rural women, youth, indigenous people and small agro-processors which will enhance their capabilities to effectively plan, execute, monitor, evaluate and manage their resources in a sustainable way.

Sustainable projects must be well designed, executed and managed to be effective. This implies the need for continuous, reliable and up-to-date information, guided by clearly defined development policies and supported by the necessary human and financial resources for execution. IICA's Caribbean Strategy (Figures 1-3) and its priority Areas of Concentration have been selected to support this process.

In order to effectively manage the services which IICA provides to its member countries, a Caribbean Regional Center (CRC) will be established. The CRC will be the heart of a system supported by the 13 Technical Cooperation Agencies (ATC) that make up the Region. The CRC will be managed by an Area Director with direct lines of communication with each of the TCAs, the Directors of Areas of Concentration, other Area Directors and the General Direction of IICA.

The CRC will be a flexible model, with a high degree of intra and inter-institutional participation. It will liaise closely with national, regional and multinational institutions to negotiate agreements, develop strategic alliances, formulate projects, facilitate networking and information dissemination and exchange, and to promote and access external resources, among others. The Center will also be instrumental in the monitoring and supervision of IICA's national and multinational projects.

The Strategy will be financed by both quota and extra-quota resources. High priority will be given to the formation of strategic alliances with universities and bilateral and multinational funding agencies operating in the Areas of Concentration and Specialized Services Areas. In addition, institutional collaboration for joint action and for bids on projects in which the Institute has a comparative advantage, will be pursued.

BACKGROUND

The need for IICA to develop a Differentiated Strategy for the Caribbean was first recommended by the Group of Experts on the Evaluation of the Medium Term Plan (G6) in 1986. As a consequence, a number of specific initiatives were introduced and implemented in the 1987-1993 Plan. These initiatives included the Junior Professional Programme, the Regional Projects Unit, the concept of multi-country representation as practiced in the ECS and the decentralized location of the Area Director in the Caribbean rather than at Headquarters in Costa Rica.

In 1993, a second G6 group again stressed the need for IICA to "take cognisance of the differences between the regions, particularly in the Caribbean where these differences acquire greater relevance". Their report pointed to the crisis situation of Caribbean agriculture and recommended that IICA re-examine its strategy so that it could more effectively assist these countries to address the problems of agriculture and rural development.

In response to this recommendation, the Inter-American Board of Agriculture (IABA), through Resolution No. 247, mandated IICA to appoint an External Review Team (ERT) to expeditiously carry out an "in-depth analysis of the challenges and opportunities facing Caribbean agriculture". The IABA further requested that the terms of reference and the composition of the ERT be agreed upon by IICA and CARICOM's Standing Committee of Ministers responsible for Agriculture (SCMA).

Draft Terms of Reference were prepared by IICA and at the Special Meeting of the SCMA in Barbados in December, 1993, the Ministers agreed to the terms of reference and provided specific guidelines for selection of the ERT. The following six-man team, headed by the Dean of the Faculty of Agriculture, University of the West Indies, was subsequently selected:

- Prof. Lawrence Wilson, Dean, Faculty of Agriculture, UWI.
- Dr. Lewis Campbell, World Bank, Washington, D.C.
- Dr. Carlos Cano, Consultant, Colombia
- Dr. Doug Daniels, IDRC, Canada
- Mr. Ronald Baynes, Former Agricultural Advisor, Barclays Bank, Barbados
- Mr. Clarence Franklin, Permanent Secretary, Ministry of Agriculture, Jamaica

The Institute prepared a number of background documents on Caribbean agriculture for the ERT, including the summarized results of a questionnaire which was aimed at identifying the areas of high priority for IICA's actions as perceived by the countries themselves.

The ERT presented its report to the Ministers of Agriculture at a meeting held in the Dominican Republic in February 1994. The ERT recommended that IICA:

- a. employ more professionals from the Caribbean in IICA programmes in the hemisphere;
- b. promote greater cooperation with the contiguous countries of the Caribbean Basin; and
- c. recognize the special needs of the smaller economies of the Caribbean region by adopting a more pro-active and focused program strategy centered on:
 - increased assistance to public sector institutions to develop macro-economic policies;
 - assistance to private sector organizations to improve their entrepreneurial capabilities;
 - assistance to strengthen institutional capabilities for identification, preparation and implementation of commercially viable, market-oriented projects that will increase the product base and value-added in Caribbean agriculture; and
 - facilitating greater collaboration between research institutions in the Caribbean and Latin America.

The Ministers of Agriculture adopted the report and agreed that it be used as a base document for the preparation of this document.

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CHAPTER I

Caribbean Agriculture: Challenges and Opportunities

1.1 Structural Features and Characteristics

While the agricultural sector of IICA's Caribbean Area countries¹ is, in many respects, similar to that of their counterparts in other IICA Areas, several important differences can be identified. Perhaps the most obvious difference is that, with the exception of Suriname and Guyana, the Caribbean countries are island states with limited land resources. As indicated in Chart 1, the combined land area of all thirteen Caribbean member countries is four and a half times less than that of countries in the Central Area, ten times less than countries in the Andean Area and nearly twenty seven times less than that of member countries in the Southern Cone. The labour resource limitations of the Caribbean countries are also reflected in the comparative population statistics (Chart 2) which indicate a population which is approximately five times less than the combined population of Andean Area countries and ten times less than the combined population of Southern Area countries.

If the land area and population of Haiti and the Dominican Republic are excluded, these distinctions become even more acute.² The per capita arable land ratio (Chart 3) is also less for the countries in the Caribbean Area than for countries in any of the other IICA Areas. These differences in resource endowments have also contributed to differences between the structure of the agricultural sector in Caribbean and Latin American countries, and to differences in the contribution of the sector to economic development. Within the Caribbean Area itself, there are also significant differences in the per capita land ratio (Chart 4). This has had a direct influence on the structure and composition of the sector as well as on its contribution to economic growth.

The economies of the Caribbean countries are highly open (Chart 5), and international trade constitutes an important source of economic growth.³ Currently in the Caribbean Area, the total food imported as a percentage of total consumption is greater than that of any sub-regional group in the Americas, slightly over 40%, as compared to 10% for the entire Latin American and Caribbean region. Per capita GDP for Caribbean Area countries however, is substantially less than for countries in other IICA Areas (Chart 6).⁴

¹Antigua and Barbuda, Barbados, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago.

²Dominican Republic and Haiti contribute 14.2 million to the combined population of IICA member countries in the Caribbean. Four member countries have populations of less than 100,000 persons, four countries have populations of between 100,000 and 260,000, three between 500,000 and 3.0 million and two with populations which exceed three million persons.

³The Trade Dependency Index (TDI) indicates the total amount of trade out of every \$100 worth of goods produced and consumed.

⁴There are wide variations in per capita GDP among Caribbean countries.

As regards sectoral performance, the agricultural sector continues to play an important, though steadily declining role in the economies of Caribbean Area countries, with the possible exception of Guyana. This is underscored by the sector's contribution to foreign exchange earnings, employment and GDP. In 1991 for instance, the agricultural sector (crops and livestock) accounted for an average of 15.7% of the Area's GDP, being less than 10% in five countries, between 15 and 20% in six and above 25% in Haiti and Dominica. Sectoral performance in most of the Area's countries continues to be dominated by the production of a few major commodities (bananas, sugar, rice, cocoa). Of the thirteen Caribbean Area countries, five remain heavily dependant on the sugar industry (Barbados, Guyana, Jamaica, St. Kitts/Nevis and Trinidad and Tobago), three on banana (Dominica, St. Lucia and St. Vincent and the Grenadines) and three (Grenada, Dominican Republic and Suriname) on the production of three or more commodities. The heavy reliance on these few commodities and the inability to develop significant agro-processing industries have contributed to the vulnerability of the agricultural sector as a whole.

CHART 1: LAND AREA ('000 sq km) 1992

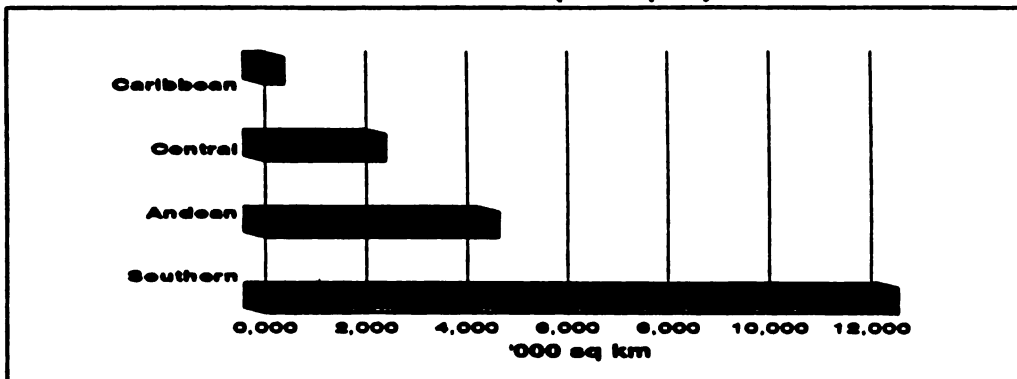


CHART 2: POPULATION (millions) 1992

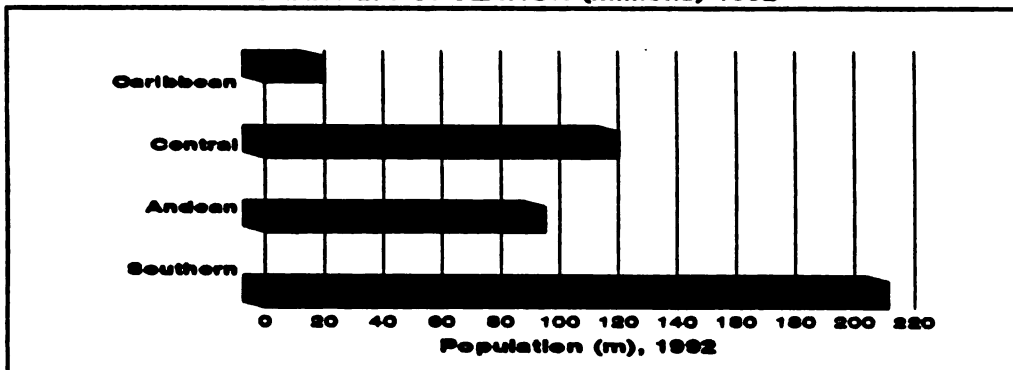
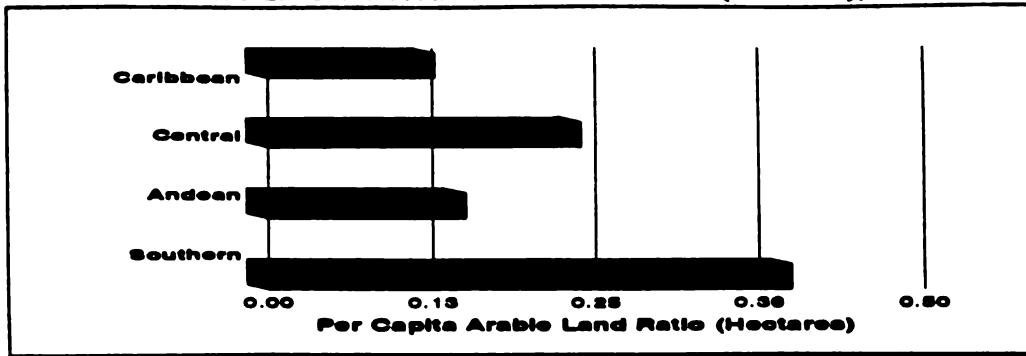
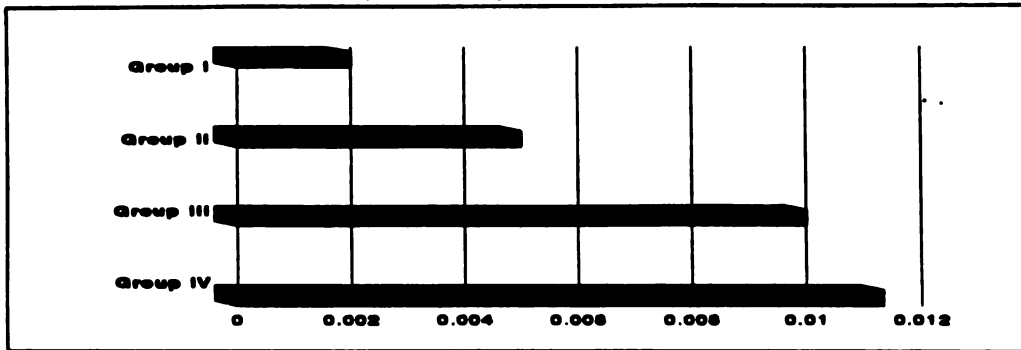


CHART 3: PER CAPITA ARABLE LAND RATIO (hectares), 1992

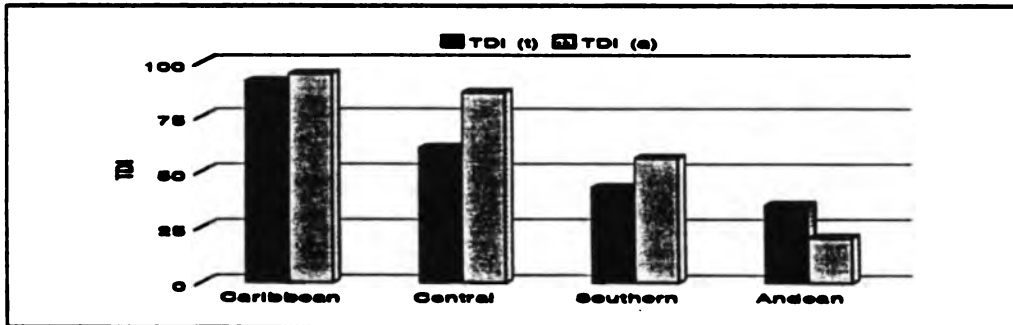


**CHART 4: PER CAPITA LAND RATIO - CARIBBEAN AREA
(Land area per '000, 1992)**



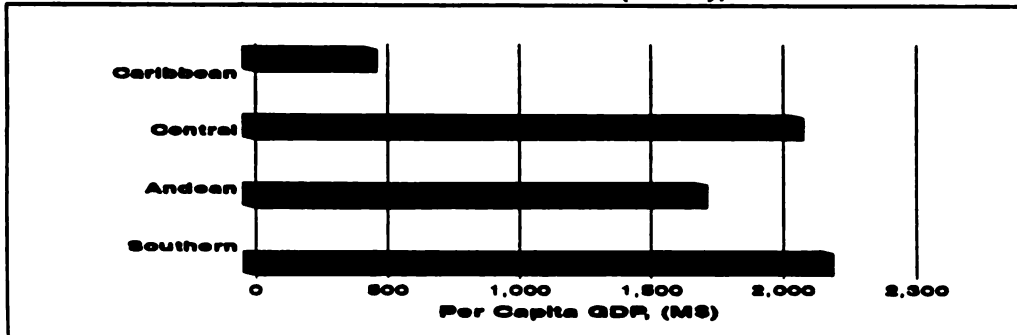
Group I - Barbados; Group III - Dominica; Group IV - Guyana, Suriname
 Group II - Grenada, Haiti, St. Lucia, St. Vincent, Trinidad, Jamaica, St. Kitts, Dem. Republic, Antigua

**CHART 5: AVERAGE TDI_a BASED ON THE THREE MOST OPEN ECONOMIES
BY IICA REGION**



TDI (t) : Total Trade Dependency Index
 TDI (a) : Agricultural Trade Dependency Index

CHART 6: PER CAPITA GDP (US\$M), 1992



The need to correct this emphasis on a few traditional commodities has led to the design and implementation of agricultural diversification programmes in several Caribbean countries over the last two decades. These programmes have been of limited success and the agricultural sector has continued to be dualistic, with production occurring, on one hand, on relatively larger farms (above 25 acres), the output of which is exported mainly to protected markets and on the other hand, on smaller farms which produce the bulk of the food crops for the domestic and regional markets. An exception exists among the Windward Islands where most of the exports are produced on farms of less than 25 acres.

Other characteristics and constraints of the region's agricultural sector include: (i) the wide variation and fragility of the natural resource base, economic infrastructure and level of development among the countries; (ii) export production by few relatively large farms; (iii) an aging population of farmers (averaging over 45 years in several countries); (iv) low agricultural productivity and difficulty in competing in both domestic and export markets; (v) limited diversification, particularly in the island-countries; (vi) a weak institutional framework and inadequate support services; (vii) a negative perception of farming as an occupation; (viii) small domestic and regional markets; (ix) uncertainty of the future of the protected export markets; (x) the absence of adequate and appropriate information to support planning and policy decisions; (xi) reduced incentives in the sector; and (xii) weak linkages with other sectors of the economy.

PROBLEMS OF THE CARIBBEAN AGRICULTURAL SECTOR

- declining agricultural production and productivity since the 1960s versus increasing consumption due to population growth and expansion in tourism;
- a reduction in performance of traditional export crops due to declining production and falling real prices and a propensity to produce to satisfy preferential market quotas;
- inadequate marketing and transportation facilities for trade in agricultural commodities;
- slow progress towards agricultural diversification which is required to deal with ongoing changes in the global trading environment;
- under-utilization of technology to facilitate the rapid changes needed to modernize the sector and take it into the Twenty-first Century;
- poor planning, evaluation and implementation of agricultural and trade policies;
- the absence of adequate inter-sectoral linkages between agricultural production and agro-industry and agriculture and other sectors of the economy;
- despite improvement in recent years, an inadequate data base on regional agriculture for the purpose of efficient planning and programming;
- the lack of a harmonized system of policies across CARICOM countries, capable of engendering trade and investment in a competitive manner;
- infrastructural and institutional constraints which hinder economic integration;
- general low levels of productivity due to low levels of human capital investment, inadequate technology and deterioration in stock of capital;
- market regimes which have insulated the economies of many CARICOM countries from the international market forces.

SOURCE:

CARICOM, Agricultural Development within the Caribbean Community and Common Market, a review and issues to be considered for future development.

ANTOINE, P., Project Document - Regendering Agricultural Competitiveness in CARICOM

Another distinguishing feature of Caribbean economies vis-a-vis their Latin American counterparts is the relative importance of the tourism sector to economic development. The Caribbean is considered to be the third most important tourist destination in the world. An indication of this importance can be gleaned from statistics on the visitor expenditure to GDP ratio, which indicates that four countries (Guyana, Haiti, Suriname, Trinidad and Tobago) have ratios of less than 10%; Dominica, Dominican Republic, Jamaica and Grenada have ratios ranging between 11% and 21%, while the remaining five countries have ratios which exceed 35%. The visitor expenditure to GDP ratio for Antigua is approximately 85% (Chart 7).

CHART 7 (a): VISITOR EXPENDITURE AS A PERCENTAGE OF GDP

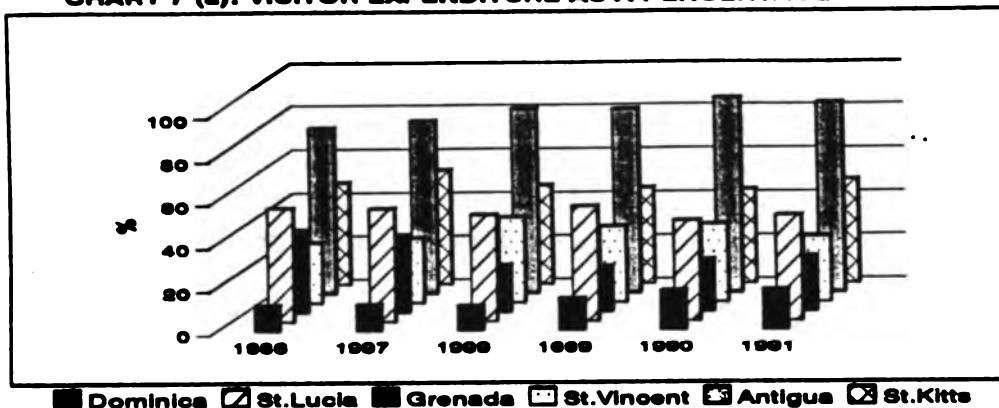
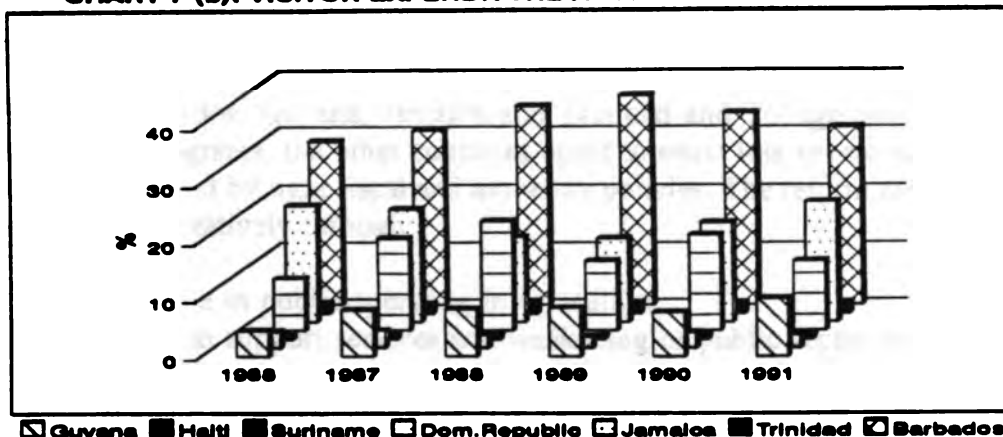


CHART 7 (b): VISITOR EXPENDITURE AS A PERCENTAGE OF GDP



The importance of tourism to the economies of IICA's member countries in the Caribbean continues to present unique opportunities for fostering agro-tourism linkages. The success of countries in other regions in the development of tourism products such as eco-tourism, demonstration food farms and agro-products, suggests the possibility for similar developments in the Caribbean. The strengthening of linkages between the production of many agricultural commodities and light/cottage manufacturing enterprises such as handicraft, also presents worthwhile opportunities.

In general, Caribbean Area countries, with few exceptions, have accorded insufficient attention to agri-food processing and agro-industrial development compared to the countries in the other IICA Areas. Recently however, the transformation of primary agricultural products into processed foods has been receiving varying degrees of attention in several countries. But the linkage with primary agricultural production remains relatively weak since much of the raw material is being sourced from imports or surplus production. The sourcing of several other critical inputs extra-regionally also contributes to the low domestic value added in agri-food processing.

The narrow production base and the limited size of the domestic and regional markets suggest some scope for private sector-led intermediate processing, consolidation and the combined marketing of products from several countries in the region. While the fostering of agriculture/industry linkages may require considerable market-led product research and development, it is evident that opportunities do exist to strengthen the linkages between the two sectors beyond present levels. Whether or not such inter-sectoral linkages are actually realized will continue to rest heavily on the extent to which the requisite policy measures are put in place and the degree of collaboration between government and the private sector in the design and implementation of programmes to facilitate such linkages.

Changes in the international environment during the 1970s and 1980s, characterized by a contraction in the economies of the developed countries, high interest rates, lower export earnings, significant increases in debt burden and a drastic reduction in capital inflows, adversely affected the region's economies and its agricultural sector. At the same time, Caribbean countries pursued policies which among other things, reduced production incentives and contributed to a significant contraction in agricultural production and growth.

While only Barbados, Guyana, Jamaica and Trinidad and Tobago implemented formal structural adjustment programs, the other countries opted to enact less severe economic reforms that were also characterized by tight fiscal and monetary policies. The reform measures impacted the agricultural sector negatively through:

- (i) a drastic decline in public spending in agriculture;
- (ii) a contraction in support services and weakening of public sector institutions; and
- (iii) increased social costs, including higher levels of unemployment and poverty.

Some of the major challenges to improving the competitiveness of the region's agricultural sector as the countries continue to pursue economic reforms are as follows:

- the design of policies and programs that encourage sustainable levels of economic and agricultural sector growth, that will stimulate economic equity and promote improved environment and natural resource use and management;
- improvement in the efficiency of delivery of agricultural support services;

- enhancement of agricultural diversification and increased emphasis on market-based food security, intersectoral linkages and rural welfare;
- commercialization of non-traditional agricultural production, particularly within small farm agriculture; and
- facilitation of higher private sector involvement and increased capital inflows into agriculture.

1.2 Trade and Macroeconomic Issues

Achieving competitiveness will be critical if Caribbean countries are to share in the gains of the emerging liberalized trading environment.

The implementation of inappropriate macro-economic and sector policies has led to the mis-alignment of key economic variables, such as, exchange rates, the rate of interest and wage rates, in Caribbean Area countries. This mis-alignment has led to biases against the rural-agrarian sector and to misdirected investment. With the exception of Jamaica, the Dominican Republic, Guyana and Trinidad and Tobago, many Caribbean countries have only recently begun to undertake structural reform and macro-economic re-organization of their economies. These reforms are already beginning to have short-term negative impacts on the productive sectors and the agricultural sector in particular. These countries have also been forced to introduce stringent demand management policies to re-align their economies. This reform and reorganization has served to highlight the importance of trade and macro-economic policies for the agricultural sector and has underscored the critical role of policy analysis and planning at both the macro-economic and sectoral levels.

Caribbean countries, with the exception of the Dominican Republic, have nevertheless been slow to follow their Latin American counterparts in undertaking trade liberalization. Many of them are only just beginning to address the imperative issue of macro-economic stability, which is a prerequisite for successful trade liberalization in small, highly open economies.

Given the high propensity to import and the weak supply capabilities of many Caribbean economies, there is concern that liberalizing trade without instituting appropriate monitoring mechanisms to deter dumping and unfair trading practices, could have a negative impact on the productive sectors of Caribbean countries. Additional considerations are the existing low levels of total factor productivity and low economic efficiency induced by traditional production for preferential markets. These factors would render many of the Caribbean's major export industries uncompetitive in a liberalized trading environment.

Caribbean countries have responded to the global trend toward the formation of trading blocs such as NAFTA, the Asia Pacific Economic Community (APEC) and the European Union (EU), by reconfiguring themselves under old or pre-existing arrangements and by forming new trading blocs among themselves. Within CARICOM, implementation of the Common External

Tariff (CET) in 1992 was motivated, in part, by the need to increase regional integration through greater intra-regional trade induced by tariff harmonization on imports. In addition, Caribbean countries have sought to expand the regional integration movement by including Suriname, Haiti and the Dominican Republic into some of the Standing Committees of CARICOM.

The recent decision by CARICOM governments and those of Central and South America to form the Association of Caribbean States (ACS) also constitutes an attempt at widening the regional integration movement. The CARICOM-Venezuela and CARICOM-Colombia Free Trade Agreements were also motivated by the desire to strengthen regionalism in response to the global challenges confronting Caribbean Basin countries. Emphasis on the formation of regional groupings, as well as on the implementation of trade reforms to accelerate assimilation into an expanded hemispheric grouping, should this emerge, will continue to be critical initiatives for Caribbean countries as they respond to global trends.

The view is held by some developing countries that the Uruguay Round of GATT has not resulted in the far reaching reforms anticipated, but the fact that the Agreement, for the first time, has subjected the agricultural sector to the discipline of international trade and aid regulations is heralded as an important step for developing countries. While GATT offers several opportunities for expanded agricultural exports, identifying the commodities for which these opportunities exist is a factor of some significance to Caribbean countries. So too is development of the legal and institutional framework required to monitor compliance with the Agreement and the impact of the GATT commitments on other pre-existing regional and multi-lateral agreements eg. LOMÉ.

There are strong indications that the impact of the GATT on net-food importing developing countries will most likely be negative, thus emphasizing the need for Caribbean countries to become more competitive in global agri-food markets. If Caribbean countries are to share in the benefits of the emerging liberalized trading environment, achieving/maintaining this competitiveness will be vital.

Some major areas to be addressed to enhance and increase competitiveness include:

- improving the regulatory framework that will support policies for facilitating efficiency of resource use and increased private sector response;
- improving policy formulation, planning, implementation, monitoring and evaluation;
- increasing both the production and marketing (transportation and commercialization) efficiency of agricultural products to exploit competitive advantages, retain the traditional markets and penetrate new ones; and
- improving infrastructure and support services.

1.3 Agricultural Health

Increasing private sector participation at both the national and regional levels is critical to strengthening the region's agricultural health system.

As Caribbean countries pursue economic and trade liberalization policies, matters related to agricultural health legislation and harmonization become increasingly significant. In addition, although the developed countries have reduced their tariffs, increasing use is now made of non-tariff barriers (NTB), including sanitary and technical barriers and safeguard measures, which severely restrict the region's ability to compete in both regional and extra-regional markets. Caribbean countries are faced with even further constraints that could preclude them from effectively participating in international markets. These include:

- weak institutional systems and resource capabilities, particularly risk analysis and surveillance methodologies, to support adherence to the strict regulations and market standards governing exports;**
- difficulty in the implementation of region-wide initiatives to improve agricultural health services given differences in the level of development of administrative and planning capabilities in the sector, and the shortage of human and financial resources needed to provide effective assistance to farmers;**
- a general deterioration of public sector facilities in the region, including quarantine stations, veterinary and plant pathology diagnostic laboratories; and**
- delays in implementing important agricultural health programs, such as the eradication of bovine tuberculosis and the obtaining of foot and mouth free certification in Guyana, the carambola fruit fly in Suriname, and the Amblyomma tick in several Caribbean islands, due to lack of resources.**

Increasing private sector participation at both the national and regional levels is vital to the strengthening of the region's agricultural health system. Such participation should be accompanied by:

- the adoption of a business-oriented approach which, among other things, emphasizes attention to guidelines and compliance with market requirements for agricultural products;**
- training of exporters, marketing boards and public sector professionals in quarantine procedures, computerized information systems, product treatment and laboratory norms for diagnosis; and**
- training farmers on current market trends, marketing standards and norms and non-tariff barriers, etc., so they can fully appreciate the reasons for the demands placed on them by intermediaries and the exporters of their products.**

1.4 Production, Natural Resource Use and Environmental Sustainability

Agricultural sustainability is essentially a challenge to achieve/maintain high rates of productivity growth without endangering the productive capacity of future generations.

The fact that the agricultural sector employs much of Caribbean countries' resources and contributes to environmental and natural resource degradation, underscores the need to develop a balance between environmental sustainability, natural resource use and supply capabilities. Since many Caribbean countries may already be close to their frontiers in terms of arable land usage, in addressing the problem of low production, they will need to emphasize increases in the total factor productivity of both domestic and export agriculture as opposed to acreage expansion.

This will require a more effective system for responding to farmers' needs and an infusion of resources to develop marketing and transportation infrastructure as well as human capital; all of which contribute to the improvement of agricultural production. In this regard, Caribbean countries face a mammoth task. Major roles are perceived for technical cooperation institutions, including strengthening the technical and managerial capabilities of both public and private sector institutions, expanding networking systems among various scientific and technical agencies, and expanding training opportunities for producers, exporters and other agents involved in the agricultural development process.

Agricultural sustainability is essentially a challenge to achieve/maintain high rates of productivity growth without endangering the productive capacity of future generations. In economic terms this implies that agricultural development activities must be feasible from a cost/benefit perspective while particular attention is accorded to incorporating the environmental consequences of such activities. Because so much of the region's economy depends on, or is related to the agricultural sector and to international trade, there is a need to treat sustainable development and sustainable agricultural development collectively.

The need to make Caribbean agriculture sustainable is therefore undeniable, but a grave obstacle exists, since the sector itself is one of the major contributors to environmental degradation. The destruction of forests and watersheds, the problem of soil erosion, land scarcity and the attendant encroachment of agriculture on hillsides and marginal lands as well as the issues of over-grazing and excessive use of agro-chemicals in export mono-culture agricultural systems, and over-utilization of scarce water resource, are all problems which should concern regional agriculture.

The sustainability issue is compounded by the fact that the agricultural sector is currently in a relatively weak position to face many of the existing challenges. Consequently, sustainable growth in the sector will have to come from product and/or process innovation including the adaptation of new technologies. It can be argued that economies, which are highly competitive in international trade, generally possess production systems which are more environmentally friendly and sustainable. Competitiveness is therefore a *sine qua non* for the sustainability of

regional agriculture. A strategy for sustainable agriculture and natural resource management in the Caribbean should take into account a number of elements which include:

- implementing agricultural development programs which combine farmers' desires with economic incentives, appropriate technologies, political guidelines and environmental enhancement; and
- increasing environmental awareness and participation through collaborative efforts among public institutions, universities, R&D agencies, NGOs, farmer organizations and community groups.

Equity considerations are central to the concept of agricultural sustainability since increasing poverty will most certainly threaten prospects for sustaining the economic reform policies which are now being undertaken in Caribbean countries. Increases in population growth rates will also place demands on resource use which may result in rates of exploitation which are unsustainable, as well as an increasing proportion of a country's wealth being allocated to consumption, as opposed to investment. This obviously presents a significant constraint to economic growth.

Equity considerations therefore dictate that more prudent policies for investment in human resources be devised. There is also a need to reevaluate existing government policies so that those which engender inequitable resource distributions may be revised. This revision will require the formulation of policies both to alleviate poverty in the short-run and to eliminate it or drastically reduce its occurrence in the longer term.

1.5 Expanding Investments in Production, Infrastructure and Support Services

A major challenge to Caribbean governments is the design and implementation of an incentive framework that will induce net capital inflows into the agricultural sector.

Investments in the agricultural sector have been declining steadily in the last two decades. The two main sources of financing for agricultural development, which are domestic financing (particularly government expenditure) and foreign direct investment (FDI), have contracted significantly. As a result, production, productivity and export competitiveness, among other things, have been seriously affected. Private investment in agriculture has also declined due to dis-incentives (anti-agricultural biases) which in turn, has contributed to relatively low returns. Except for Guyana and Haiti where international donors continue to finance, respectively, economic reconstruction and consolidation of the peace process, multilateral financing of agricultural projects in most countries remains low, if not non-existent. Much of the investment which has gone into agriculture was channeled into the rehabilitation of mainly export crops (sugar, citrus, banana, rice and cocoa).

A major challenge to Caribbean Governments is the design and implementation of an incentive framework that will induce net capital inflows into the agricultural sector. Much

reliance will have to be placed on the domestic private sector and FDI for sources of financing, because the public sector is unlikely to be a major source of investment finance in future. There is much potential for increased private sector investment in agriculture (including privatizing certain publicly-provided services). However, Caribbean governments will have to play a greater role to facilitate such investment. This will include, among other things, designing adequate incentive policies, reducing bureaucratic procedures, and designing "feasible" projects in collaboration with the private sector.

1.6 Institutional Considerations

Considerations of competitiveness and efficiency must be balanced with those of equity and enfranchisement.

The move towards increased regionalism by Caribbean countries continues to hold the promise of strengthening collaboration among agricultural development institutions. This process has proved to be quite timely, as the combination of macro-economic policy reform and the reduction in the level of external donor support to Caribbean countries, have led to a decrease in the level of resources deployed in many of the region's public sector agricultural development institutions. To combat this reduction, individual Caribbean countries have also been exploring the option of providing the necessary support services for agricultural development on a regional basis.

These Caribbean countries are served by an elaborate network of institutions (public and private) that are either regional or sub-regional in scope. At the regional level, there are the policy-oriented bodies operating in the area of agricultural development and represented by the Standing Committee for Ministers of Agriculture (SCMA), while the Ministers of Agriculture of the Organization of Eastern Caribbean States (OECS) sub-grouping coordinate the work programmes of the institutions which operate in the OECS sub-region. The SCMA and OECS Ministers of Agriculture act as the primary coordinating mechanisms for agricultural development among countries which belong to the CARICOM grouping and the OECS sub-regional grouping, respectively.

Various other regional and sub-regional institutions are either supported by, or coordinate their work programmes through the SCMA. These include regional technology and development oriented agencies such as the Caribbean Agricultural Research & Development Instituté (applied research and development), the University of the West Indies (training and research), Caribbean Food Corporation (investment and joint ventures) and the Agricultural Diversification Coordinating Unit of the OECS (diversification). The Caribbean Development Bank is the main regional agency which provides financial support to the agricultural sector.

The main international institutions operating in the region are FAO, CIDA, IICA, IFAD, IDB, the World Bank, UNDP and the OAS. The main bilateral institutions include the European Community (EC), USAID, the British Development Division (BDD) and the French Mission for Technical Cooperation (FMTC), the Peoples Republic of China Technical Mission. Most of the

international institutions which support the development of the agricultural sector are doing so within the existing regional/sub-regional framework.

This unique structure suggests that IICA's strategy for the Caribbean needs to be molded within this existing framework in order to be complementary to the efforts of the other regional institutions.

In view of the regional integration movement occurring among English, Spanish and French-speaking Caribbean countries, which has already manifested itself through the establishment of the Association of Caribbean States (ACS) as well as the initiatives already underway through the CARIFORUM grouping, a formal mechanism for the coordination of agricultural development initiatives seems inevitable. In the interim, the CARICOM observer status held by Haiti and the Dominican Republic, ensures that all of IICA's Caribbean members are well informed in regard to agricultural sector developments.

Another important development is the increased participation by the private sector in the provision of services previously supplied entirely by the public sector. The experience of the Junta Agroempresarial de Consultoria Dominicana (JAD) in the Dominican Republic as well as the mushrooming Associations of Horticultural Producers in Trinidad and Tobago, the Caribbean Farmers Development Company in the ECS and the recently formed Caribbean Rice Association and the various Producer Associations in Jamaica, are indicative of this new commitment on the part of the regional private sector. Recurrent public sector deficits among Caribbean countries have also accelerated this process of institutional cooperation between the public and private sector. Initiatives are underway in Dominica, Grenada and Guyana to streamline the research and extension capabilities around the more successful Commodity Associations.

The agricultural sectors of Caribbean countries are in transition. As countries move to re-define their agricultural sectors and the role of support services therein, opportunities for the forging of various strategic alliances will emerge. Whatever form these new institutional arrangements take, as the role of the private sector expands, the role of publicly funded institutions seems certain to also be transformed. Given the peculiar small farmer structure of many Caribbean economies, mechanisms will have to be instituted to ensure that the transformation process is sufficiently well managed. Considerations of competitiveness and efficiency must be balanced with those of equity and enfranchisement.

CHAPTER II

Strategic Considerations and Selection of Activities

2.1 Introduction

The objective of IICA's actions as outlined in its Medium Term Plan (MTP) is to contribute to the efforts of its Member States in bringing about human development and improved quality of life in rural areas. This is envisaged as a social, economic and political process. In this context, the Institute's immediate goal is to support its Member States in making agricultural development sustainable. To this end, IICA's work will target changes in three aspects of agriculture: **production, trade and institutions**. It will utilize an integrated approach to development based on **sustainability, equity and competitiveness**.

In this process, rapid changes in the world economy and increasing interdependence among sectors in the national economy have made it necessary to:

- 1) view agriculture not merely as a primary sector, but rather as an important link in the agri-food chain;
- 2) identify new policy instruments for promoting sustainable agricultural development and alleviating rural poverty;
- 3) place greater emphasis on trade and investment; and
- 4) redefine the roles of the public and private sectors to include a wider range of new, emerging agents.

To facilitate the operationalization of the MTP, IICA acknowledges the differences between countries and sub-regions and the need for differentiated strategies.

2.2 Rationale for the Differentiated Strategy

The rationale for the Differentiated Strategy for the Caribbean is based on the following factors which together distinguish the agricultural sector of IICA's Caribbean countries relative to Latin America:

a) **Geographic and Economic Considerations**

With some exceptions, the geographic, cultural and economic characteristics of Caribbean countries are similar and their agricultural sectors are faced with a common set of constraints. Geographically, most are small island states (except Guyana and Suriname). With the exception of Haiti and the Dominican Republic, the countries are

relatively recent independent states. The domestic market size is small, and their economies are open, heavily dependent on trade, and most have a narrow agricultural production and export base. Furthermore, the major portion of their agricultural export revenue emanates from protected markets, the future of which is uncertain. These features provide an important basis for a differentiated strategy, which will support the countries' efforts to develop a more competitive and diversified agriculture.

b) Small Size and Limited Resource Base

Because of their generally small size and limited natural, human, financial and institutional resources, many Caribbean countries lack the critical mass to support the development of their agricultural sectors. In general, the region has experienced a declining trend in investments in the sector. The need therefore exists for the adoption of an integrated approach to maximize the use of available resources.

c) Importance of Tourism Sector

The fact that the Caribbean has become a major tourist destination (third in the world), over the same period in which the importance of the agricultural sector has been declining, has led to competition for resources between these sectors. This competition has been escalated by the overall decline in the availability of external resources to the Caribbean as a whole and to the agricultural sector in particular. Resolution of these issues will continue to depend on the fostering of increased eco- and agro-tourism linkages. The increasing trend in the tourism industry towards all-inclusive packages suggests that the need exists for new approaches for forging such linkages.

d) Institutional and Political Framework

Caribbean countries, particularly members of CARICOM, use the same mechanisms with regard to planning and decision making at the regional level. Regional policies for the agricultural sector (as well as for other sectors) are formulated and coordinated within the framework of the SCMA in CARICOM, and at the OECS sub-regional level. The countries are a part of the same regional and sub-regional institutional support system - CARICOM, CARDI, UWI, CDB, the OECS/ADCU, CFC and the Caribbean Tourism Organization (CTO) - among others. Furthermore, the proposals to establish a Caribbean Common Market suggest the need for a more regional approach to cooperation in agriculture.

The establishment of the CARIFORUM grouping of Caribbean/ACP states, as well as the recent inauguration of the Association of Caribbean States (ACS), provides facilities for the coordination of policies and actions regarding the agricultural sector. Given the increasing tendency for multilateral and bilateral institutions to utilize existing institutional mechanisms such as the SCMA of CARICOM and OECS, the development of similar mechanisms within the context of CARIFORUM and the ACS seems almost certain to broaden regional integration by the inclusion of Haiti and the Dominican Republic.

e) Political and Economic Considerations

Within the Region, countries are working towards a common approach to addressing extra-regional political and economic issues and they often share the same institutional partners. Examples include:

- a) dependence on the same preferential markets for their traditional products;
- b) participation in the same trading agreements (intra-regional trade, adoption of the CET, CBI, CARIBCAN, etc.);
- c) involvement in common political and economic relationships with various groups of countries such as the EEC, ACP, the Commonwealth, etc.; and
- d) exposure to the same economic and trade challenges such as NAFTA.

f) Social Considerations

As the pace of macro-economic and structural reform progresses, Caribbean countries must ensure that the economic condition of the poorest segments of their populations (as measured by the HDI)³ improves (Chart 8). The particular relevance of these issues for Haiti and Guyana suggests the need for the development of special programmes for the alleviation of poverty in both the short and long term.

The international economic crisis of the 1980s reduced substantially the incomes of the urban and rural poor and their access to resources. To address this problem, the provision of education and training, improved social services, access to relevant technologies and investment in infrastructure will be critical. Long-term policies aimed both at improving the competitiveness of small farmer production, while simultaneously promoting the use of sustainable production practices, will also be important.

³The HDI offers an alternative to the GNP for measuring the relative socio-economic progress of a country. It is a composite of three basic components of human development: longevity, measured by life expectancy; knowledge, measured by a combination of adult literacy and mean years of schooling; and standard of living, measured by purchasing power, based on real GDP per capita for the local cost of living.

g) G-6 Recommendations

The recommendations of the G-6 in regard to a Caribbean Area Differentiated Strategy emphasize that IICA's technical cooperation activities should be adjusted to meet the new challenges of Caribbean agriculture. Such a Differentiated Strategy should ensure that IICA's limited quota resources will be more effectively utilized for the implementation of selected high priority national and regional initiatives. In this regard, the ability to address common problems at the regional level, while simultaneously giving Member Countries the facility of pursuing high priority national initiatives, promises to be a more cost effective and practical approach.

2.3 Focus of IICA's Actions in the Caribbean Area

IICA's activities in the Caribbean over the next four years will be targeted to:

- a) support the agricultural development process through the provision of technical cooperation, training and information exchange;
- b) collaborate with national, regional and international institutions to execute complementary activities in areas of common interest; and
- c) promote inter-institutional and inter-disciplinary team work in the design, execution, monitoring and evaluation of sustainable agricultural development activities.

The Institute's primary target beneficiaries for its Technical Cooperation actions are agri-food producers, including rural women, indigenous peoples, youth and small agro-processors, the research and extension arms of the Ministries of Agriculture, sector planners, NGOs and related agencies and organizations from the private sector.

2.4 Objectives and Criteria for the Selection of Activities

The Differentiated Strategy is based on the priorities established by the Caribbean Area territories, institutional mandates, the current MTP and the changing world environment.

The overall objective of the Strategy is to guide the implementation of IICA's actions and initiatives in the Caribbean in areas which are considered to be of high priority at the regional and/or national levels and which support the general framework of the Institute's permanent objectives and those of the 1994-1998 MTP.

The specific objectives of the Differentiated Strategy are to:

- a) guide IICA's actions and initiatives in the Caribbean Area, cognizant of the differences and unique features which exist between countries while providing mechanisms for participation in hemispheric activities and programs for addressing common problems;
- b) facilitate the implementation of high-priority technical cooperation projects and actions at the national and regional levels; and
- c) effectively consolidate and strengthen IICA's functional relationships with both public and private sector institutions, based on its institutional comparative advantages.

MEDIUM TERM PLAN OBJECTIVES

- Transformation of production based on agricultural diversification, conversion and agro-industrial processing, using technological innovations to increase the efficiency of production and the promotion of human and environmental protection.
- Transformation of trade with a view to boosting the competitiveness of national and regional agri-food systems on domestic and international markets, within the framework of hemispheric integration.
- Institutional transformation which redefines the public function of the public and private sectors, and a new cooperative approach within each sector and between the two and fosters their articulation, into more effective

In order to achieve the objectives of the Differentiated Strategy, activities will be selected based on the ability to:

- exploit IICA's comparative advantages in relation to other regional and international institutions in its support to the development of the agricultural sector;
- complement and support activities implemented by national, regional and international institutions which avoid duplication;
- forge strategic alliances with Latin American and other regional, bilateral and multilateral institutions for the mobilization of both human and financial resources to support the region's agricultural development;
- have high multiplier effects and, wherever possible, the capacity to address common problems across member countries;
- build upon previous successful IICA experiences nationally, regionally and hemispherically;
- adjust to dynamic changes at the national and/or regional level, without compromising the national level orientation;

- strengthen regional and/or hemispheric orientation of the Strategy; and
- contribute to the consolidation of the technical and political space which the Institute has already established for itself as an agency for technical cooperation in the region's agricultural sector.

2.5 Areas of Concentration and Support Services

2.5.1 Strategic Focus

Given the resource limitations of the Institute and the wide diversity of the problems which confront the agri-food sector, IICA's actions must be concentrated in specific areas, in order to maximize the contribution to the agricultural development process of Caribbean countries.

IICA's Strategy for the Caribbean Area will concentrate its actions in selected, high priority areas, in which the Institute has a comparative advantage, and in which it has the ability to maximize the use of its limited resources, through effective collaboration with other national, regional and international organizations.

The actions to be executed are grouped into the Institute's Areas of Concentration and Specialized Services. These will cover the entire spectrum of IICA actions and initiatives in the Caribbean. While the Areas of Concentration address priorities for the attainment of competitiveness, sustainability and economic equity, the Specialized Services provide supportive and complementary action to the Areas of Concentration. However, since virtually all of the activities pursued by the Institute contribute either directly or indirectly to sustainable agricultural development, initiatives being undertaken by any one area of concentration or specialized service area will be integrated with, informed by and linked to activities occurring in other areas of concentration or specialized services.

2.5.2 Areas of Concentration (AC)

AC I. Socioeconomic Policies, Trade and Investments

In the Caribbean the Institute will consolidate its achievements in policy and trade and build upon its comparative advantage in this area.

Objective:

To contribute to the generation of socio-economic policies and mechanisms for domestic and international trade and the upgrading of skills within the public and private sectors for supporting agricultural development and competitiveness.

Priority actions include:

- a) improving the institutional framework and upgrading technical skills in the public and private sectors in the area of policy analysis and planning as well as skills necessary for enhancing linkages between agriculture and tourism, and agriculture and industry;
- b) analysis of socio-economic policies (macro-economic and sectoral) and identification of new instruments for improving the competitiveness and sustainability of agri-food systems;
- c) assisting in improving the organization and structure of domestic and regional markets in response to trade openings and economic liberalization;
- d) providing support for the harmonization of regional agricultural and trade policies and the integration process at the sub-regional (OECS), regional (CARICOM), and Inter-American (CARICOM-Venezuela, CARICOM-Colombia, ACS) levels;
- e) developing capabilities for evaluating the implications of multinational trade agreements and trade liberalization on Caribbean agriculture and for conducting trade negotiations;
- f) providing information on trade and investment opportunities resulting from the new international economic environment;
- g) promoting the development and modernization of marketing mechanisms, such as stabilization instruments, marketing boards, marketing information systems and agricultural commodity exchanges; and
- h) promoting organizational and consensus building among the public and private sectors, at the national and regional levels, with a view to developing trade, penetrating foreign markets and investing in the agricultural sector.
- i) improving the Annual Planning Process in the Ministries of Agriculture so as to strengthen the linkage between the Ministries' policy-making process and their work programming.

Areas of Concentration

- Socio-economic policies, Trade and Investments;
- Science and Technology, Natural Resources and Agricultural Production;
- Agricultural Health;
- Sustainable Rural Development.

Caribbean Area: Specialized Service Areas

- Training, Education and Communication;
- Information, Documentation and Informatics;
- Project Development;
- Strengthening International Cooperation; and
- External Resource Procurement.

AC II. Science and Technology, Natural Resources and Agricultural Production

The use of modern agricultural technologies, appropriate to local conditions, will be necessary if the agricultural sectors of Caribbean countries are to become competitive. Due to the limited resource base for research in the region, support to facilitate linkages with established technology generation and transfer institutions will form an integral part of IICA's activities within its Caribbean Member States.

Objective:

To facilitate both public and private sector institutions in accessing, transferring and utilizing innovative technologies for improving agricultural productivity and product quality and to ensure rational and competitive management of the natural resource base.

Priority actions include:

- a) facilitating the transfer and adoption of relevant technology for priority production and agro-processing activities which encourage the diversification of the production base and the enhancement of competitiveness and sustainability of the sector as a whole;
- b) facilitating training to improve the organizational, managerial and technical capabilities of professionals involved in technology development and transfer systems (TDTS) in the public and private sectors;
- c) developing more effective systems (public and private) for responding quickly to farmers needs for technical cooperation;
- d) supporting horizontal and vertical cooperation among national and regional TDTS institutions (MOAs, EMBRAPA, CATIE, CARDI, Others);
- e) fostering inter-institutional collaboration and networking activities among institutions and groups involved in TDTS at the regional and international levels, including those in other IICA areas in order to exchange experiences and promote agricultural development in the region; and
- f) supporting improvements in national and regional information systems for technology generation and transfer.

AC III. Agricultural Health

IICA has been instrumental in supporting efforts to strengthen the agricultural health systems in the Caribbean. The Institute is regarded as having a comparative advantage in this area as a result of experiences and technical expertise in animal and plant quarantine, agricultural health information systems, and linkages developed with regional and international institutions.

Objective:

To support public and private institutions in the region in the design and implementation of programs to:

- prevent the introduction of agricultural pests and diseases;
- monitor and control existing pests and diseases, especially those of quarantine importance; and
- facilitate increased agricultural production and trade.

Priority actions include:

- a) assisting in the design of regulations that are both scientifically-based and consistent with the GATT/WTO;
- b) supporting quarantine services to prevent the introduction and/or control the spread of both plant and animal diseases;
- c) developing information systems that are capable of supporting the diagnosis, surveillance, monitoring, control and eradication of pests and diseases and training national personnel in the use of same;
- d) facilitating access to information, international organizations and regional support programs for improving plant and animal health in the region;
- e) providing training in pest and disease diagnosis, risk analysis, emergency response systems, pesticide use, disease monitoring and control, and animal and plant quarantine systems;
- f) training exporters, marketing boards and public and private sector professionals in quarantine procedures, computerized information systems, product treatment and laboratory norms for diagnosis;
- g) supporting the development and implementation of projects to improve plant and animal health and basic infrastructure for commodity exports; and
- h) facilitating access to external funding for the region's agricultural health regulators.

AC IV. Sustainable Rural Development

To effectively respond to the challenges of sustainability, economic and social equity and competitiveness, Caribbean countries need to design appropriate rural development policies and programs.

Objective:

To promote sustainable rural development in benefit of farmers, rural women, youth and indigenous peoples through the enhancement of their capabilities to plan, execute, monitor, evaluate and manage their resources.

Priority actions include:

- a) supporting the design of rural development policies, strategies and programs that contribute towards sustainable agricultural-based activities, expand food production and alleviate rural poverty;
- b) strengthening rural development organizations (RDOs), including public institutions, farmers organizations and NGOs, in order to improve their organizational, planning, and management capabilities, and their ability to efficiently manage renewable natural resources;
- c) supporting the formation and strengthening of farmer and other organizations, such as women's groups, youth and indigenous people, with a view to expanding their role in the production, marketing and distribution of agricultural inputs and other products;
- d) facilitating network activities and the transfer of experiences between RDOs and other institutions, both within and outside the region; and
- e) facilitating the accessing of funds from NGOs and other non-traditional sources for the development of groups of farmers, women, youth and indigenous people.

2.5.3 Specialized Services (SS)

In addition to the two Specialised Services, Training and Information and Informatics, common to the entire Institute, three others, viz., Project Development, Strengthening International Cooperation and External Resource Procurement, will be developed in the Region because of its peculiar and specialised requirements.

SS I. Training

IICA places high priority on human resource development, as a means of improving on and generating new skills to meet the challenges of Caribbean agriculture. Besides the training activities that form an integral part of each specific Area of Concentration, language training for Caribbean professionals will be undertaken to develop a nucleus of professionals with competence in Spanish, English and French, as a means of developing more effective linkages between IICA's Caribbean Area countries and their counterparts in other countries. The basis for this language training programme was first established by IABA Resolution No. 204.

All training activities should respond to clearly identified needs for improved human resources and should contribute directly to the development of the Agricultural sector.

Activities will include:

- training in managerial and strategic planning for public and private sector organizations;
- Spanish language training;
- on-the-job training in various technical fields;
- student and professional exchanges; and
- facilitating professional exchanges and internships, especially with commercial entities.

IICA will utilise the institutional capabilities available in the Region and will access others in Latin America to support training activities. In this regard, important roles are envisaged for the University of the West Indies, the Venezuelan Institute for language training and others. IICA will also play a promotional and facilitating role in cases where there are deficiencies in certain critical areas to allow the pursuit of undergraduate and graduate degrees through institutions such as CATIE (Costa Rica) and ISA (Dominican Republic). Such support will extend IICA's capabilities, allowing for the more effective use of its scarce resources.

IICA will also use its networking capabilities to support training in the areas of technology generation and transfer and management for professionals of agricultural development institutions.

Training activities will be coordinated through the Director of the Regional Center and the Directorate of Training at Headquarters.

SS II. Information

IICA has contributed to the strengthening of the agricultural information system of Member Countries, through its support of policy analysis, sectoral planning, in-country research and documentation of agricultural health. Such activities have centered mainly around the implementation of policy-relevant data bases and specialized studies. Emphasis will continue to be placed on the generation and analysis of data enabling national and regional institutions to strengthen their information systems for policy analysis, planning, project development and management, technology transfer and more effective decision-making.

Priority actions include:

- a) the design and adaptation of databases and information systems to support the four Areas of Concentration;
- b) the provision of training in the use of relevant information systems such as, SIAPA, AGSYS, CORRAL, which support the decision making process;
- c) the support of the improvement of the infrastructure, management and user capabilities of information through training;
- d) the support in the conduct of specific studies to generate information for decision making;
- e) the organization and dissemination of the Institute's work within and between Member Countries; and
- f) the facilitating of information exchange between the Caribbean and other IICA regions and other institutions.

SS III. Project Development

The development of the region's agricultural sector depends heavily on accelerating the "commercialization" of the sector. In this regard, the identification and formulation of sound investment projects to attract capital inflows is critical. Given the resource limitations of the public sector and the shift in emphasis toward increased private sector involvement in agriculture, IICA will support efforts to increase investment financing in the agricultural sector by providing assistance in the design of viable investment projects, for both the private and the public sectors, and to facilitate access to funding agencies. IICA will support Member Countries in their efforts to modernize and diversify their agricultural sectors through priority actions in the following areas:

- a) identification and design of viable market-oriented investment projects, that support agricultural development;
- b) strengthening institutional capability in the project cycle and management of investment projects through training and technical assistance;
- c) monitoring and evaluation of investment projects; and
- d) support to access financing from local, regional and external sources.

SS IV. Strengthening International Cooperation

IICA is strategically located to facilitate cooperation among Caribbean institutions, and between Caribbean and North, Central and South American institutions. The Institute will seek ways to develop and strengthen existing and new strategic institutional alliances between Caribbean and Latin American public and non-public institutions⁶. In this regard, the Institute will facilitate the exchange of information and expertise and the transfer of technology and training (technical and linguistic) between Latin American and Caribbean personnel. In particular, support will be provided to strengthen institutional relationships for training, technology transfer and rural development, involving, CARDI, UWI, CATIE, EMBRAPA, IAD, JAD and other agricultural research and training institutions of Latin America and the Caribbean. IICA will also play a "broker's" role which will link the investment needs of Caribbean countries with external sources of financing.

Noting the recommendation in the G-6 Report on FAO/IICA cooperation and IABA Resolution No. 240, the Institute will embark upon complementary activities with FAO to support the region's agricultural development. This cooperation is particularly relevant to the Caribbean where FAO is establishing a Sub-Regional Office and is consistent with the need to adopt a regional approach to address the problems of agriculture, while avoiding duplication of activities and maximizing the use and returns of limited resources.

SS V. External Resource Procurement

In most Caribbean countries, IICA has relied heavily on internal (quota) resources to finance its technical cooperation activities which have focussed on institution building. This heavy reliance on internal resources has constrained the Institute's ability to support the agricultural development process in the Caribbean since in addition to the initial quantitative limitation, the rate of increase continues to lag behind the rate of inflation in Member Countries so that the amount of funds have been declining in real terms.

⁶ The move towards closer economic cooperation between Caribbean countries and the G-3 countries in Latin America (Venezuela, Columbia and Mexico) in recent years, provides a framework for IICA to support the strengthening of the Caribbean-Latin America relationship.

Clearly, there is need to attract external resources to complement quota funds. This is fully recognized by the region's Ministers of Agriculture, who have requested IICA's support in procuring external financial support, particularly from non-traditional sources. In view of the waning interest of the donor community in agriculture, it is clear that more innovative approaches will be necessary in the future. Particular emphasis must be given to formulating projects of the highest quality which respond to the real needs of the agri-food system. Such projects will stimulate renewed interest of donors. The design of innovative and imaginative projects requires the constant generation and maintenance of up-to-date socio-economic information. The IICA Offices are ideally suited as low cost information centers.

The Institute will update and expand its information base in regard to external funding sources, their programmes, countries of interest and operating styles, and will seek to identify and appropriately follow-up "targets of opportunity".

Emphasis will be placed on those Caribbean countries that are more amenable to attracting donor support and linking the other countries wherever possible by "piggy-backing" on multinational initiatives.

The Institute will more visibly position itself in an effort to increase public and private sector awareness of its technical cooperation actions in both the region and abroad, and will:

- a) develop strategic alliances throughout the Hemisphere with universities, institutes, foundations and other centers of excellence and bilateral and multinational funding agencies for implementing priority actions and projects;
- b) develop new, and operationalize existing, Cooperation Agreements with institutions such as CARDI and CDB;
- c) assist both the public and private sector in designing viable projects for submission especially, but not exclusively, to non-traditional donors such as, Japan, Taiwan and IICA observer countries;
- d) promote innovative projects and joint ventures as a means of mobilizing investments in the region;
- e) seek to establish a "Caribbean Window" as an integral part of IICA's Inter-American Foundation for Sustainable Agriculture;
- f) undertake consulting services, singly or in partnership with appropriate agencies and/or leading private consultancy firms, in areas in which the Institute has a comparative advantage;
- g) manage specific and discreet projects on behalf of the public and private sectors; and

- h) intensify activities with the CARDI ad-hoc Donor Support Group, which IICA was instrumental in establishing to accelerate the procurement of external resources.

A Special Adviser to the Director General has been placed in the Washington TCA to spearhead this effort to procure external resources.

2.6 Important Concepts of the Differentiated Strategy

The Medium Term Plan gives particular attention to a number of terms and concepts that have special meaning for Sustainable Agriculture Development in the Caribbean. Some of these are summarized below:

Sustainable Development:

For something to be sustainable it must be socially desirable, economically viable, technically feasible, politically acceptable and environmentally friendly. In promoting sustainable agriculture development in the Caribbean sub-region, IICA will respond to the real needs of targeted beneficiaries, using appropriate technologies and participatory processes.

Competitiveness:

Whether traditional or non-traditional, all commodities must compete in the market place. Effective competition will require that quality products are made available on a regular basis and in accordance with consumer demand. To remain competitive their productivity and quality must be maintained or improved. To achieve this, participants throughout the commodity chain must have access to high quality support services. Therefore, one of IICA's priority actions will be to work with the agriculture sector in the design of more effective services which respond to these needs.

Equity:

Sustainable development requires a fair distribution of wealth. The equitable distribution of wealth in the Caribbean will require innovative ideas and long-term efforts. Through its support to the identification, formulation and implementation of value added projects to create employment in rural communities, IICA will contribute towards this goal.

Public vs Private Sectors:

As budgetary constraints and low levels of efficiency force public sector institutions to transfer traditional services to the private sector, IICA will have an important role to play as broker and in the design of more effective services. IICA will also facilitate coordination between these sectors and regional and international support and donor organizations.

Agri-Food Systems:

Sustainable agriculture production cannot be achieved by concentrating on only one part of the food system. A commodity systems approach must be applied whereby constraints in the production, harvest, postharvest and marketing sub-systems are identified and removed. In this process, many institutions and participants will have important roles to play. Their respective actions must be clearly identified and well coordinated. IICA will promote research into commodity systems with the objective of identifying market opportunities and comparative advantages for non-traditional exports.

Participatory Actions:

Many projects do not achieve their objectives because intended beneficiaries and intended implementors do not participate in project design. IICA will utilize and promote a participatory approach in the design and implementation of sustainable agricultural development projects and activities so as to maximize the chance of success.

Decentralization:

In an attempt to respond more readily to real needs, IICA will decentralize its actions. Increased authority will be given to the Caribbean Regional Centre and Technical Cooperation Agencies at the country level. In some countries, decentralization will focus on micro-regions with comparative advantages for the production of commodities with market opportunities.

Flexibility:

The concept of flexibility implies that IICA will be able to respond relatively quickly to the needs of public and private sector institutions as well as donors and facilitating agencies participating in joint activities. Although IICA has its planning process, it can respond to unprogrammed needs or opportunities through special IICA mechanisms such as Short Term, Administrative Support and Emergency Actions.

Strategic Alliances:

While IICA has a number of comparative advantages, it cannot alone bring about sustainable agriculture development. Each Member Country has numerous institutions and organizations active in the agricultural sector. IICA will improve communication and coordination with these organizations and identify areas of common interest where strategic alliances can be formed for the benefit of rural populations.

Team Work:

The concept of Team Work will be promoted through inter-disciplinary and inter-institutional activities. By focusing on Team Work and inter-institutional participation, IICA projects will become joint efforts with multi-institutional support.

Project Focus:

Member Countries in the Caribbean are emphasizing the need for rapid increases in production and exports. The Project is a suitable instrument through which the Differentiated Strategy for the Caribbean can be implemented. Projects facilitate the development process through the execution of a set of interrelated activities, all aimed at a common objective, with clearly defined expected outputs to be achieved over a fixed time frame and with a predetermined quantum of human and financial resources.

IICA will assist Member Countries in the planning and development of projects, which may be national (production/marketing, agro-processing, arts/crafts, ecotourism, institutional, etc.) or multi-national (joint marketing, information, policy, etc.) in scope.

Linkages with Private Sector:

IICA will collaborate with private sector institutions and with other major social partners in the design of effective production and marketing programmes which will benefit farmers and other rural peoples.

Linkages with non-Agricultural Sector:

To become sustainable, rural communities require all the respective social services, in addition to job opportunities and increased incomes. When required, IICA will collaborate with public sector ministries with responsibilities in non-agricultural sectors, to more effectively contribute to the sustainable development of the agricultural sector of its Member States.

CHAPTER III

Implementation

3.1 Framework for Implementation

Chapter 1 presented an overview of agriculture in the Caribbean and described some of the characteristics which differentiate it from other sub-regions of the hemisphere. Chapter 2 outlined the rationale for a Differentiated Strategy and described the main components of IICA's 1994-1998 Medium Term Plan as it relates to the Caribbean. This Chapter will identify priority areas for IICA's actions and provide operational guidelines for implementing the strategy to ensure an effective response to the needs of Member Countries and the region as a whole.

There seems to be a growing consensus in the Region that agriculture is in crisis due to causes, such as, low levels of technology, high costs of production and marketing, increasing competition on domestic, regional and international markets, and resource constraints, particularly land among small island states. There also seems to be a consensus among decision makers that priority in the agriculture sector should be given to such concerns as: improved competitiveness, increased exports, job creation, food security, improved incomes, social equity and sustainable use of each country's resources, all within an appropriate policy framework.

In responding to these concerns, IICA's Differentiated Strategy for the Caribbean Area will focus on the design and implementation of **Sustainable Agricultural Development Projects (Figure 1)**. In the execution of such a strategy, IICA's actions and initiatives will be integrated with the efforts of others at the national and multinational level.

Sustainable projects must be well designed, executed and managed to be effective. This implies the need for continuous, reliable and up-to-date information in a technologically advanced world where the half-life of some technical skills is as short as five years. Permanent and dynamic systems must be developed which can access information from around the world and make it easily accessible to member countries, as a means of improving their competitiveness. Such information must cover the complete agri-food system, including market opportunities and trade openings, production and processing technologies, and appropriate postharvest handling practices.

Even when projects deal with the institutional strengthening of certain services, reliable information on agri-food systems is still required. The purpose of any agricultural service is to respond to the needs of its users who are normally involved in production and/or marketing. In implementing the Strategy, IICA's actions will be guided by the principle that a service can not become sustainable unless its social and/or economic value to the user is greater than its cost.

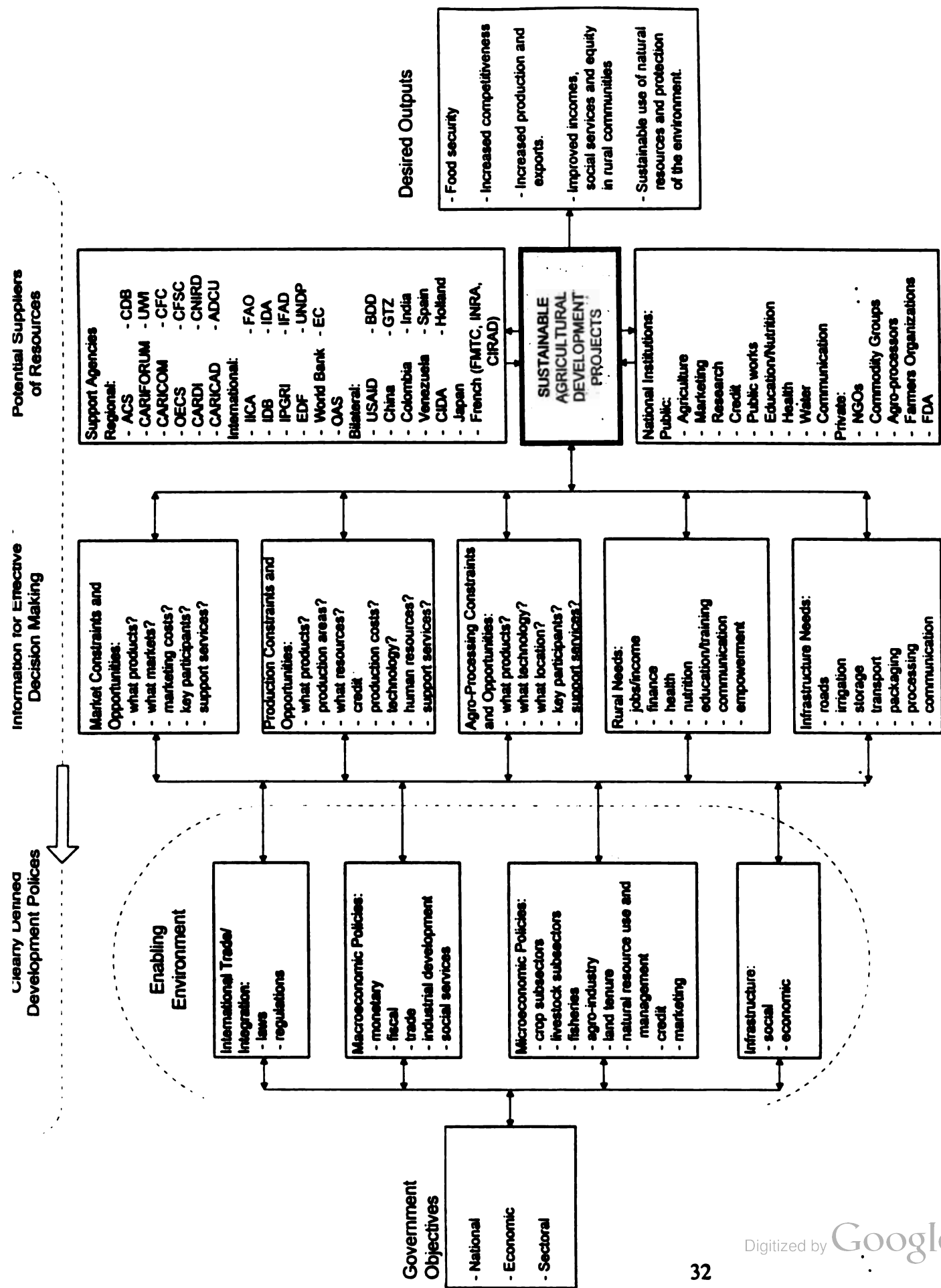


Figure 1: Requirements for Designing Sustainable Agricultural Development Projects

The collection and analysis of market, production and agro-processing information (Figure 1) will facilitate the design of projects with comparative and competitive advantages and, therefore, the potential to compete in the "new" world market environment.

In the design of sustainable projects, consideration must also be given to the needs of rural people for employment and social services (health, education, water, etc.) and the basic requirements for infrastructure throughout the whole system (Figure 1). Such information will contribute towards the design of equitable projects which respond to the real needs of rural populations.

IICA has considerable experience in the generation and organization of information in all four of its Areas of Concentration. Strategies to be applied at the country level may include such things as:

- summer internships for university students to carry out research;
- support to university professors on sabbatical;
- hiring of local consultants or contracting of IICA services to other agencies;
- studies and socio-economic research carried out by technical staff in any of the four Areas of Concentration as part of their national and/or regional activities;
- establishment of linkages with other institutions and agencies with comparative advantages in information generation; and
- support to the establishment or improvement of data bases and documentation centers.

Sustainable projects must be in line with government objectives and be guided by clearly defined policies (Figure 1). Unfortunately, all governments do not currently possess the capacity to develop appropriate policies in response to the rapidly changing international environment. Given IICA's hemispheric, sub-regional and country specific structure, it has a comparative advantage in assisting governments and regional organizations develop their macro and micro policies and their organizational structure for implementation of same. In its Area of Concentration I, IICA will apply one or more of the following strategies.

- regional studies of the competitiveness of the agricultural sector and agricultural policies;
- policy-relevant research critical to the creation of the requisite enabling environment for successful diversification of the economies of Member Countries;
- collaboration in the area of policy analysis and planning, particularly in strengthening capabilities among the planning units and formulating trade and agricultural policies cognisant of developments in the international trade realm and

supportive of the macro-economic objectives of Member Countries and the long-term strategic interests of the Caribbean as a whole;

- support to consensus-building initiatives in relation to issues of international trade and domestic agricultural policy through inter-alia, the joint hosting and coordination of work-shops, seminars, technical working groups and others, and
- human resource development in the areas of trade negotiations, macro-economic and sectoral policy analysis and planning.

The reforms brought about by improved information, combined with clearly defined development objectives, will facilitate the formulation and implementation of sustainable agriculture development projects (Figure 1).

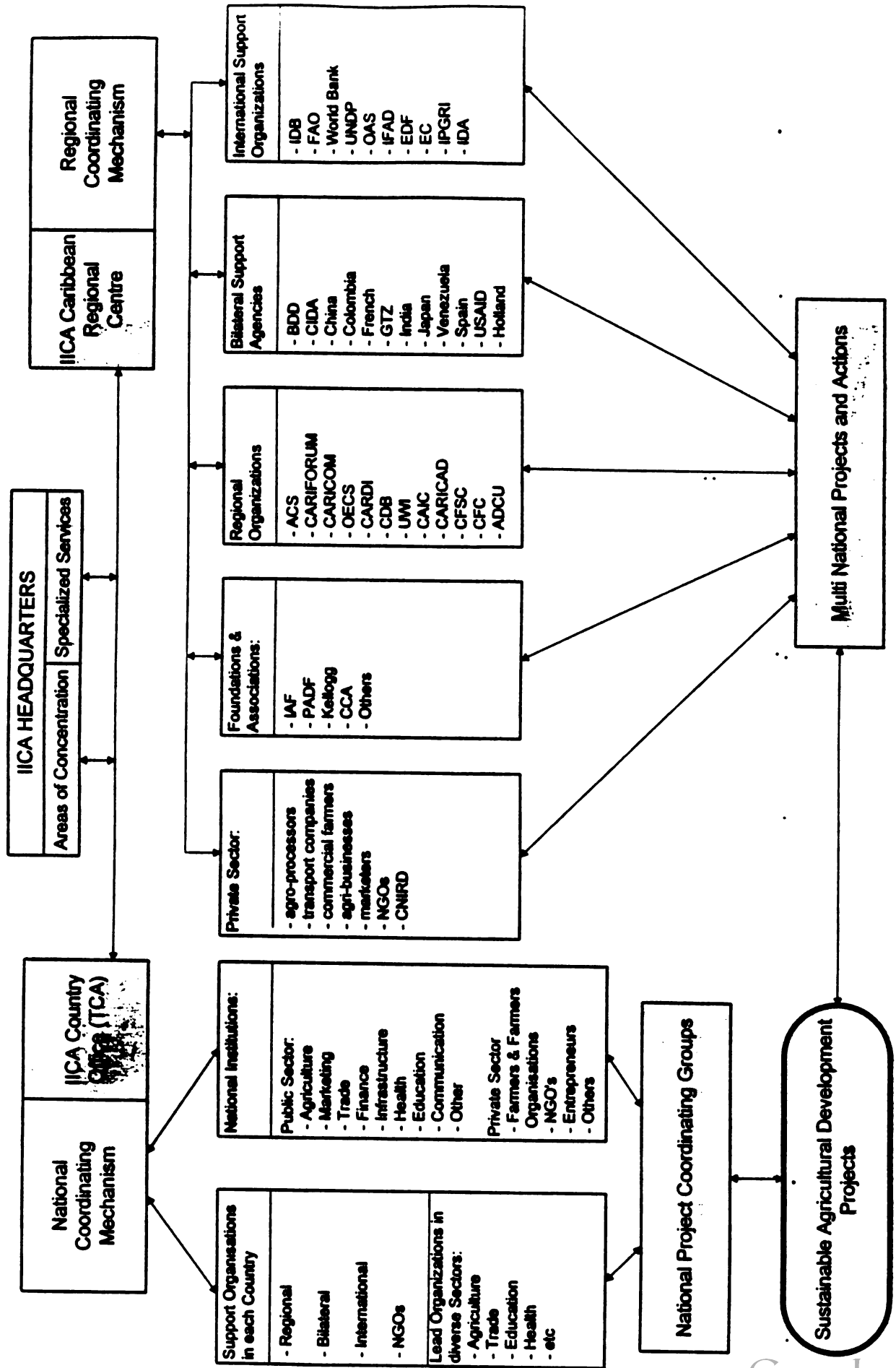
As shown in Figures 1 and 2, the Caribbean is the recipient of financial, technical and information resources from several sources including national, regional, bilateral and international organizations, and private as well as public sector institutions. Depending on the nature of the project and the Member Country, it should not be difficult to involve any number of organizations and institutions in joint efforts. The keys to success will rest heavily on the forging of complementary institutional partners, and on effective institutional coordination.

Given IICA's organizational structure, with Technical Cooperation Agencies (TCA) in 33 countries, including Mexico, USA and Canada, it has a comparative advantage in coordination among Member Countries and with regional and international financial and development institutions. IICA works with both the public and the private sectors, and also has a comparative advantage in coordination between NGOs and governmental institutions. Figure 2 suggests a framework for how such coordination would take place in the context of the Caribbean Area.

At the country level, the IICA Representatives (and the IICA Coordinators in Antigua and Barbuda, Dominica, Grenada, St. Kitts and Nevis, St. Vincent and the Grenadines) will coordinate closely with the respective Ministry of Agriculture, representatives of the private sector and the diverse representatives of support organizations (regional, bilateral, international and NGOs, among others).

Through this coordination process, inter-institutional **National Projects** will be identified and prioritized and the respective roles of all the participants clearly defined. The design, implementation, monitoring and evaluation of each project will be overseen by a National Project Coordinating Group to be formed in each country. The role of IICA in these coordinating bodies may vary from that of group leader in some cases to a supportive role in others. The determining factor will be IICA's comparative advantage vis-a-vis other organizations and the available resources in the respective countries. In all cases, this coordination will take place with the active participation of the Ministry of Agriculture. These groups may be linked to commodity specific associations and/or sub-groups, for example, a Coordinating Committee for Cattle Development, a Fruit Working Group or a Rice Development Board that will play a leading role in the development of their respective sub-sectors. Further, in those countries where large numbers of international organizations exist, IICA might play a leading role among the donors in the coordination of actions and projects in the agriculture sub-sector.

Figure 2: Coordination Mechanisms to Facilitate the Design and Implementation of Sustainable Agricultural Development Projects



Frequently, insufficient resources are available at the country level to identify, formulate or implement desired actions and projects. In these cases, support may be provided through IICA's Caribbean Regional Centre (CRC). Figure 2 shows how the CRC will coordinate with diverse types of organisations and institutions in an attempt to facilitate access to financial, technical and information resources to support national projects, and design and implement multi-national projects.

Given IICA's limited financial and human resources, it will not be able to respond to all the requests received for technical cooperation. Consequently, each TCA and the CRC must be selective in prioritizing areas, actions and projects for IICA's assistance.

Figure 3 summarizes a number of criteria that IICA and Government personnel should take into consideration in this prioritization process. Such criteria are based on IICA's 1994-1998 Medium Term Plan, Member Countries resources and needs and the potential for joint projects with other entities.

3.2 Priority Areas for IICA Actions

The Differentiated Strategy for the Caribbean will be a dynamic document which will be updated on a regular basis and will summarize priority actions and projects as periodically defined by Member Countries.

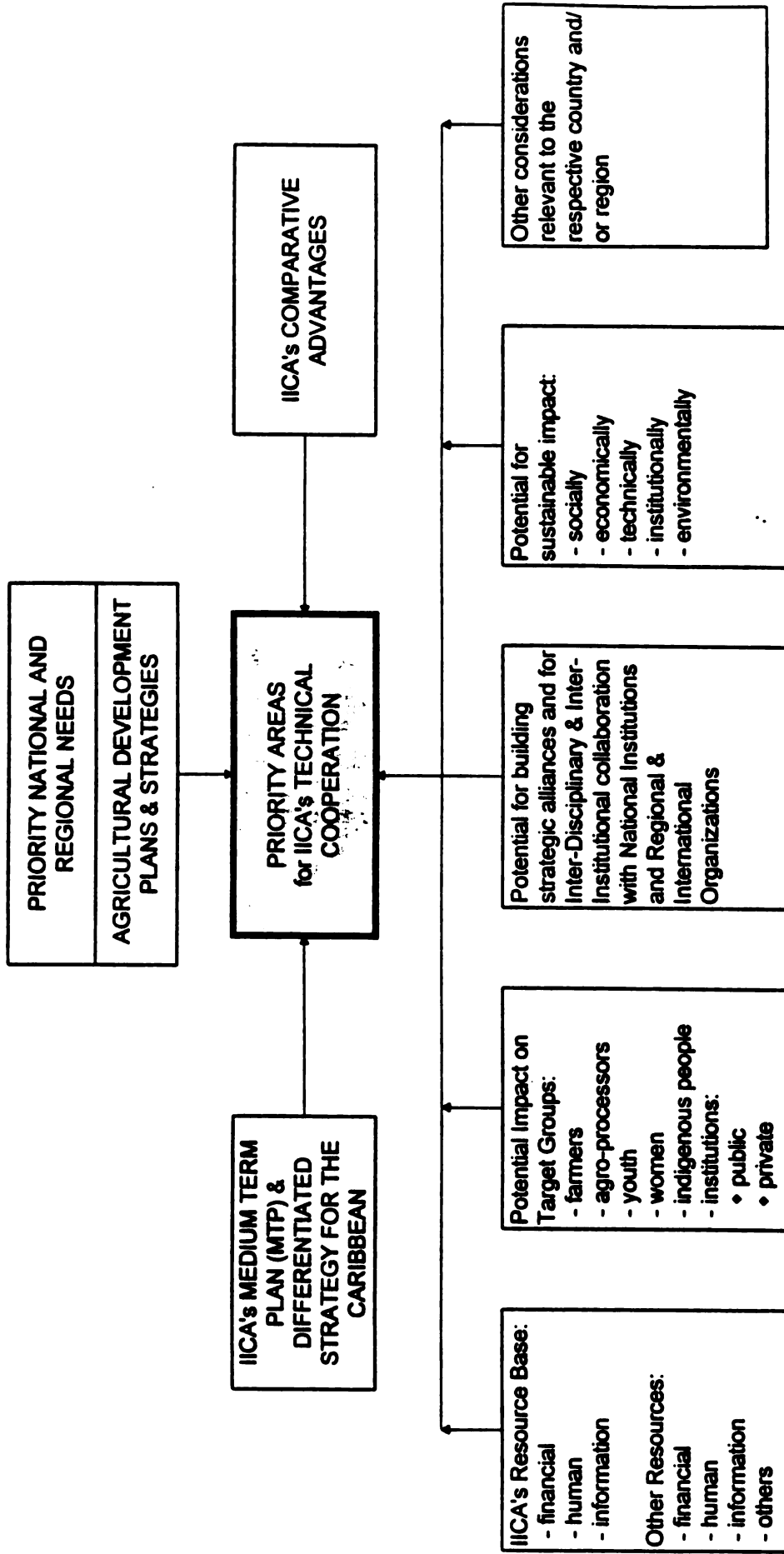
The technical cooperation projects presently given priority in the Caribbean Area are presented in Annex 1 by Area of Concentration and by country. The Multi-national and National projects are predominantly those on-going or in the pipeline as at August 1995. However, the components and method of delivery of each multinational project will be exhaustively reviewed by mid-1996 to ensure that they satisfy the needs and/or aspirations of the affected Member Countries. Further, each country Team of IICA specialists will liaise with their national and regional counterparts and annually introduce the necessary modifications to the country programs contingent on resource availability. In the programming process, these country teams will use as a guideline the format presented in Annex 2.

3.3 Operational Aspects

3.3.1 Institutional Structure

IICA's operational strategy will be based on decentralisation with greater responsibility and authority residing within the Region and the use of a team approach with the empowerment of all of the Institute's Staff. It will also emphasize the need for focused, transparent, and project-oriented actions undertaken with public institutions, private sector, and regional and international organizations. The high fixed cost of executing technical cooperation programs in the region necessitates an efficient institutional structure and management style.

Figure 3: Considerations in Prioritizing Areas for IICA's Technical Cooperation



To optimize the Institute's impact and provide the best assistance possible, IICA will establish a **Caribbean Regional Center (CRC)** to support its 13 **Technical Cooperation Agencies (TCA)** throughout the Region. This **Center** will:

- a) manage the Institute's human and financial resources in the Caribbean Region and liaise closely with Headquarters in the process;
- b) coordinate the preparation of the annual regional plan of operation;
- c) develop, support, coordinate, monitor and evaluate the Institute's operations (national and multinational) in the Region;
- d) liaise with national, bilateral, regional and international public and private sector institutions, foundations and other entities;
- e) assist in accessing of financial resources for development projects;
- f) facilitate networking, technical cooperation, information dissemination and the delivery of other services between countries within and outside the region; and
- g) periodically update this document.

The CRC will be managed by an Area Director who will be supervised by the Director General/Deputy Director General of IICA. The Area Director will have direct lines of communication with each of the TCAs which he will monitor and supervise. The Area Director will also coordinate closely with the Directors of each Area of Concentration and Specialized Services at Headquarters (as shown in Figure 2), as well as the Directors of the other four Regional Centers. Within the Region, each Area of Concentration will have a designated Coordinator selected from existing IICA personnel in the Caribbean Region.

3.3.2 Human Resources

Presently IICA has a staff complement of 40 professional persons located in 13 TCAs in the Caribbean (Annex 3). In view of the priority needs of the countries, IICA will review its human resource situation and make appropriate adjustments to optimize the efficiency of its staff and financial resources.

The Caribbean is a relatively high cost Region which necessitates the adoption of innovative mechanisms to minimize costs. It is expected that expenditures for administration and management costs will continue an upward trend due to inflation. In an attempt to increase the financial resources available for operations, the CRC will oversee a process of relocation and/or replacement of international professionals with highly competent and experienced national professionals. In addition, all TCA Representatives will take on technical as well as administrative responsibilities.

So as to minimize the costs of travel and per diem expenses, Heads of Multinational Projects and Project Specialists serving several countries will be based in those countries where the demand for their services is greatest.

The core staff of the Caribbean Regional Center will be kept to the minimum since the Area Director will be able to call upon the Project Specialists, Heads of Multinational Projects and Representatives as may be required.

Just as each TCA will be expected to integrate the national staff into effective interdisciplinary Teams, the Area Director will be expected to organize an effective regional Team of highly competent professionals. The Area Director will be the coordinator of this Regional Team. As such, the location of the CRC should be chosen to allow the optimization of the use of the financial and technical resources and the execution of its mandate. Regional meetings and exchange of technical information will be used to help integrate this Regional Team.

3.3.3 Operating Procedures

Office Administration and Management:

High levels of efficiency at the country level will require a satisfactory working environment in each TCA. This means comfortable office space, regular supply of electricity, adequate transportation, state of the art electronic equipment, sufficient office supplies and a friendly working environment. Each Representative will be responsible for creating the above environment as support to the National Team.

So as to increase the funds available for operations, governments will be requested to provide IICA with free office space as is presently done in half the countries of the Region, i.e. Barbados, Dominican Republic, Dominica, Grenada, Guyana, Saint Lucia and Surinam.

IICA Projects:

At the operational level, the Institute's actions will be executed through a mix of national and multinational projects. National projects will be determined at the country level and will address specific high priority issues. In the execution of these national projects, IICA will collaborate with the respective MOAs and other relevant institutions, both public and private. National projects will focus on production and marketing of commodities with market opportunities, institution strengthening, IRD projects in micro-regions and others.

Each TCA will have at least one National project which integrates members of the IICA Team with nationals from diverse institutions. These National projects should build upon the complementary nature of IICA's Areas of Concentration.

The **multinational projects** will address problems common to several Caribbean Area countries and, as such, will be the sum total of national sub-projects. In addition, they will be implemented in close collaboration with the relevant regional and international institutions. This approach will improve the coordination of activities and promises to be more cost-effective and yield greater impact.

Specialized Services:

Meetings and training will be organized in response to the real needs of target groups and will be viewed as a means to an end and not an end in themselves. Support in the organization and delivery of such services will be provided by the TCAs, the CRC, Areas of Concentration and Specialized Services.

There is a general consensus that the on-going Junior Professional and Language Training programs should be made more cost effective and responsive to country needs and IICA's activities within the countries. This program will be redesigned to:

- a) promote the achievement of a bilingual capacity in the Region by:
 - giving priority in language training to IICA staff;
 - providing language training to staff of institutions that relate directly to IICA and/or its projects.

- b) improve the cost effectiveness by:
 - ensuring that the training programmes complement/build on on-going national and regional training efforts, for example, language training being offered by the Venezuelan Institute in most English-speaking countries;
 - conducting technical and language training in those countries that possess comparative advantages in terms of cost and quality of training.

- c) improve the technical capacity of the Region, the Institute and its projects by:
 - ensuring beneficiaries use their improved skills to strengthen projects that IICA implements or supports;
 - where practical, linking recipients with on-going IICA projects in those countries in which they are to receive training;

- supporting the recent initiative of English-speaking students pursuing a first degree at ISA in the Dominican Republic and seeking reciprocal arrangements with the University of the West Indies and the University of Guyana;
- selecting top students from the 50th Anniversary scholarships for tertiary level scholarships as above;
- introducing, where feasible, innovative programmes, e.g. cadetships/internships of young professionals with successful agribusinesses and NGOs.

Information needs will be identified and coordinated by the respective IICA professionals. Suppliers of information will include other specialists, the Directors of the Areas of Concentration and Specialized Services at Headquarters. Information exchanges, use of Internet and information sharing will be encouraged to achieve the most effective and efficient use of the Institute's resources.

Internal Coordination:

The building of integrated national and regional Teams will be guided by the IICA creed for the Caribbean Region (Annex 4), which will be prominently displayed in all of IICA's TCAs in the Region. In addition, this Team building will require periodic staff meetings. These will be frequent enough to ensure Team spirit but spaced to meet financial constraints. The Area Director will meet twice a year with regional specialists and Area Representatives to review progress of the Strategy and to plan, monitor and evaluate ongoing projects. Specialists in the same Area of Concentration will meet at least once a year to exchange experiences and coordinate strategies. The Area Director will make regular visits to the TCAs to monitor and evaluate country programs with professional staff. Other regional meetings will be held as the need arises. Headquarters staff will liaise closely with the Area Director and TCA Representatives in the planning of any meetings in the Caribbean Region. The Area Director will liaise with TCAs in Washington, D.C. and Ottawa, including the Director General's Special Advisers, in an aggressive attempt to mobilize additional resources for investment projects.

Reporting:

Reporting will be done using IICA's revised Supervision and Follow-up System. IICA Specialists and TCA Representatives will produce reports as required to inform, evaluate and upgrade project activities. The Area Director will provide monthly reports to the Director General.

Investment Projects:

The CRC will have a built in capacity to respond to national and regional requests for the formulation of priority investment projects. The Area Director will coordinate project activities to effectively respond to needs at the lowest possible cost. IICA will employ an experienced project specialist who will be based in the country where there is the greatest demand for the service so as to minimize travel related expenses. Identification of priority projects will be a joint effort of IICA, national and regional specialists and institutes.

In the selection of projects for formulation, consideration will be given to those criteria summarized in Figure 3.

Inter-institutional Coordination:

Cognizant of its resource limitations and the large number of national, regional, international and bilateral institutions that support the region's agricultural sector, IICA will seek to collaborate with and complement the efforts of these institutions, recognizing their mandates and their comparative advantages. For example, IICA will work closely with the CARIFORUM and CARICOM Secretariats, the ECS Secretariat and individual MOAs to plan and program activities which complement their efforts. Similarly, it will collaborate with JAD and ISA in the Dominican Republic, CARDI, CATIE and other research and development institutions in the Region and Hemisphere to facilitate the development and transfer of appropriate technologies.

Integration with Haiti and the Dominican Republic:

Haiti and the Dominican Republic have only recently been integrated into the IICA Caribbean Area. Previously, the Dominican Republic was part of IICA's Central American region, because of language similarity, and Haiti was managed directly from IICA Headquarters. In this Differentiated Strategy for the Caribbean, these two countries will be functionally integrated into the Caribbean Region.

To effect this integration, there will be a special program wherein IICA will promote the exchange of information on production and marketing and joint project opportunities. Technical resources will be facilitated to participate in regional meetings and in the design of regional projects, plans and policies. Efforts will be increased to exchange young people, for language and technical training, and farmers and technicians, to promote the exchange of development experiences in areas of common interest, e.g. agri-business, women in development, natural resource management and eco-tourism. Occasionally, staff from IICA and other institutions may be given short term assignments in selected countries as part of technical and language training. Frequent exchanges between national planners will also facilitate the integration process.

Given the current situation in Haiti, the CRC and TCA will make a special effort to work with MARNDR and the donor community in designing and implementing sustainable agricultural and rural development projects which are aimed at reactivating the rural economy and supporting human development, giving particular attention to initiatives:

- for immediate employment and income generation;
- to facilitate efficient and effective delivery of required services to rural communities;
- that target natural resource conservation for sustainable development; and
- that promote group activity and the democratization process.

3.4 Expected Impact of the Strategy

It is expected that the Strategy will make a tangible contribution to the agricultural development process in the Caribbean through the organized and systematic execution of interdisciplinary and interinstitutional national and multinational projects and other activities. The impact will be visible in the form of improved information systems and policies, more effective coordination between development partners and more effective services reaching farmers, traders and others in the agri-food system. These results will contribute towards increased productivity, production and exports, and additional employment and higher incomes for farmers, agro-processors and exporters.

The implementation of the Strategy will result in the enhancement of the Institute's ability to deliver a quality package of technical cooperation services in a timely and reliable manner. This enhanced capability depends on a combination of factors, including effective management of operations, procurement of resources, acquisition of the necessary support from public and private institutions at the country and regional levels and the quality of the Institute's technical and support staff.

Monitoring and evaluation will be an integral part of the implementation of the Differentiated strategy as a means of ensuring consistency with the objectives. The Strategy will be updated on a regular basis to ensure its consistency with the needs of the Member Countries.

ANNEX I: TECHNICAL COOPERATION PROJECTS FOR IMPLEMENTATION IN THE CARIBBEAN AREA

MULTINATIONAL PROJECTS:

PROJECT TITLE	OBJECTIVE	DURATION / COMMENTS
<p>I. Socio-Economic Policies, Trade and Investment</p> <ul style="list-style-type: none"> - Engendering Agricultural Competitiveness in CARICOM - Caribbean Agricultural Policy Support Project (CAPSP). - Strategic planning, policy analysis and management for agricultural development in the ECS. - Regional Council for Agricultural Integration in the Caribbean. 	<p>To create a policy environment conducive to the region's export-led development strategy.</p> <p>To contribute to the development of the agri-food sector of participating countries through initiatives aimed at creating an environment: enabling of the emergence of internationally competitive agri-food markets; capable of attracting private sector investment; which increases their capacity to access increased food supplies; which provides high quality sustainable employment opportunities; and which encourages the rational utilization and preservation of natural resources.</p> <p>To contribute to agricultural development through improvement of the information structure, and the upgrading of institutional capabilities and support system for agricultural policy analysis and planning.</p> <p>To be developed.</p>	<p>Scheduled for completion in 1995. Activities will be incorporated into the CAPSU.</p> <p>Proposed five-year initiative anticipated to be implemented 1996-2000.</p> <p>Funding from OECS anticipated.</p> <p>1995-1998.</p>

Multinational Projects cont'd

PROJECT TITLE	OBJECTIVE	DURATION
II. Science and Technology, Natural Resources and Agricultural Production		
<ul style="list-style-type: none"> - Supporting the development of tropical fruits in the Caribbean. - Support to Cooperation between Latin America and the Caribbean in Agriculture (COLAC) 	<p>To improve institutional capabilities, promote and support reciprocal international cooperation.</p> <p>To facilitate reciprocal sharing of information, scientific advances, improved techniques and innovative technologies focussed on modernization, competitiveness and sustainability of agriculture on both regions.</p>	<p>IICA/French Gov't co-financing. On-going since 1989.</p> <p>Planned to begin in 1995.</p> <p>COLAC will team up with PROCICARIBE, a regional cooperation programme proposed by the Caribbean Agricultural Research and Development Institute (CARDI).</p>
III. Agricultural Health		
<ul style="list-style-type: none"> - Survey and monitoring of animal/plant pest and disease to facilitate trade and production in agricultural products (CARAPHIN). - Eradication of the Amblyomma Tick in the Caribbean. 	<p>To implement a Caribbean surveillance system for important plant and animal pests and diseases. To disseminate information and conduct training in animal health monitoring and control systems.</p> <p>To implement a surveillance and control/eradication program in the Caribbean.</p>	<p>On-going since 1989; Phase 2 ends December 1995; Phase 3 being formulated.</p> <p>Started in 1995. Joint IICA/FAO implementation in collaboration with USDA.</p>
IV. SUSTAINABLE RURAL DEVELOPMENT		
<ul style="list-style-type: none"> - Supporting Rural Organisations in the Eastern Caribbean States (ECS). 	<p>To promote sustainable rural development through improved planning, management and execution of projects.</p>	<p>1995-2000</p>

Specialized Service Areas

- **Training**
- **Language**
- **Technical**
- **Information**
- **Project Development**
- **Strengthening International Cooperation**
- **External Resource Procurement**

To promote the achievement of a bilingual capacity in the Region at lowest possible cost.

To improve the technical capacity of the Region through modern and cost-effective methods.

To generate and maintain up-to-date information to support sustainable agricultural development activities.

To provide technical assistance in the identification, design, formulation and evaluation of viable investment projects.

To develop and strengthen existing and new strategic institutional alliances.

To undertake multiple activities to facilitate access to external resources in support of sustainable agricultural development.

BARBADOS:

● **MULTINATIONAL PROJECTS:**

I. Socio-Economic Policies, Trade and Investment	
-	Engendering Agricultural Competitiveness in CARICOM
-	Regional Council for Agricultural Integration in the Caribbean
-	Caribbean Agricultural Policy Support Project (CAPSP)
II. Science and Technology, Natural Resources and Agricultural Production	
-	Supporting the development of tropical fruits in the Caribbean.
III. Agricultural Health	
-	Survey and monitoring of animal/plant pest and disease to facilitate trade and production in agricultural products.
-	Eradication of the Amblyomma Tick in the Caribbean.

● **NATIONAL PROJECTS**

PROJECT TITLE	OBJECTIVE	DURATION / COMMENTS
I. Socio-Economic Policies, Trade and Investment		
- Support to the design of policies and strategies for agricultural and rural development.	To improve the institutional capabilities, information structure, and support systems for agricultural policy analysis and planning.	To be determined.
III. Agricultural Health		
- Supporting the MAFF in the selection and multiplication of CAE Virus-free Goats.	To prepare a project document indicating the strategy for the control/eradication of the CAE virus affecting goats in Barbados.	To be determined.
IV. Sustainable Rural Development		
- Supporting rural development institutions and farmer organizations.	To assist the Ministry of Agriculture and Rural Development in the design of policies and strategies for agricultural and rural development.	To be determined.

DOMINICAN REPUBLIC:

● **MULTINATIONAL PROJECTS:**

<p>I. Socio-Economic Policies, Trade and Investment</p> <ul style="list-style-type: none"> - Caribbean Agricultural Policy Support Project (CAPSP) <p>II. Science and Technology, Natural Resources and Agricultural Production</p> <ul style="list-style-type: none"> - Supporting the development of tropical fruits in the Caribbean. <p>III. Agricultural Health</p> <ul style="list-style-type: none"> - Survey and monitoring of animal/plant pest and disease to facilitate trade and production in agricultural products.

● **NATIONAL PROJECTS**

PROJECT TITLE	OBJECTIVE	DURATION / COMMENTS
<p>I. Socio-Economic Policies, Trade and Investment</p> <ul style="list-style-type: none"> - International trade and domestic policy analysis and planning. 	<p>To provide support in the development of capabilities in the area of negotiations, particularly with regarding international trade agreements, including the monitoring of compliance and evaluation of opportunities for participation in regional and hemispheric trading blocs.</p>	<p>1995-1998</p>

PROJECT TITLE	OBJECTIVE	DURATION
II. Science and Technology, Natural Resources and Agricultural Production		
<ul style="list-style-type: none"> - Strengthening sustainable agricultural development initiatives. - Institutional reform of the SEA and decentralized organizations. 	<p>To maintain the production capacity of available natural resources by increasing managerial skills as a means of supporting sustainable agricultural development.</p> <p>To support the structural modernization of the agricultural and natural resource sector, including strengthening institutional capabilities, as a means of facilitating agricultural sustainability.</p>	<p>Agreement under discussion 1995-1998.</p> <p>Agreement signed 1995-1998.</p>
III. Agricultural Health		
<ul style="list-style-type: none"> - Agricultural Health Project. 		Proposed
IV. Sustainable Rural Development		
<ul style="list-style-type: none"> - Strengthen the initiatives for rural development and promotion of farmers' groups through project development. 		Proposed

ECS:

● **MULTINATIONAL PROJECTS:**

I. Socio-Economic Policies, Trade and Investment

- **Engendering Agricultural Competitiveness in CARICOM**
- **Caribbean Agricultural Policy Support Project (CAPSP)**
- **Strategic planning, policy analysis and management for agricultural development.**

II. Science and Technology, Natural Resources and Agricultural Production

- **Supporting the development of tropical fruits in the Caribbean.**
- **Support to Cooperation between Latin America and the Caribbean in Agriculture (COLAC).**

III. Agricultural Health

- **Survey and monitoring of animal/plant pest and disease to facilitate trade and production in agricultural products.**
- **Eradication of the Amblyomma Tick in the Caribbean.**

IV. Sustainable Rural Development

- **Supporting Rural Organizations in the ECS.**

• NATIONAL PROJECTS*

PROJECT TITLE	OBJECTIVE	DURATION / COMMENTS
I. Socio-Economic Policies, Trade and Investment		
<ul style="list-style-type: none"> - Installation and training of personnel in the use of computerized information systems including AGSYS and SIAPA. - Development of a regime of agricultural incentives to facilitate the process of agricultural diversification. 	<p>To improve the information structure and support system, for agricultural policy analysis and planning.</p> <p>To conduct a sub-regional workshop to evaluate and appraise relevant officials on the impact of country-specific economic incentive measures (including fiscal incentives) on the agricultural sector of OECS countries.</p>	Short-term Action
II. Science and Technology, Natural Resources and Agricultural Production		
<ul style="list-style-type: none"> - Supporting the sustainable development of selected watershed areas. 	To assist the ECS in designing and carrying out pilot ventures aimed at introducing innovative technologies which favour agricultural sustainability especially under-exploited dry or hilly eco-systems.	January 1996 - December 1999
III. Agricultural Health		
<ul style="list-style-type: none"> - Supporting the Agricultural Health Systems to facilitate trade in agricultural products. - Fruit-fly eradication/control project. 	<p>To develop systems and support activities aimed at facilitating trade.</p> <p>To eradicate/control fruitflies in the OECS countries in which they are present. To prevent the introduction of fruitflies to those countries where they have not been reported.</p>	Proposed Proposed

*The initiatives listed may be executed in one or more of the Eastern Caribbean Member States.

PROJECT TITLE	OBJECTIVE	DURATION
IV. Sustainable Rural Development		
<ul style="list-style-type: none"> - Support to Farmer Organizations involved in the Commercialization of Non-traditional Agriculture in the ECS. - Support for Entrepreneurial Training for Small Farmers. - Support for Women Food Producers in Organization Building and Enterprise Development. - Support for Rural Youth involved in Organization Building and Enterprise Development. 	<p>To support the Caribbean Farmers Development Company (CFDC) and its member affiliates in organizing the production and marketing of non-traditional crops and to provide it and its member farmer organizations with technical assistance in managerial operations.</p> <p>To provide training to farmers to upgrade their business skills, including production planning and marketing, post harvest handling. Strong emphasis will be placed on contract production.</p> <p>Design of a comprehensive project proposal targeted at women food producers in the ECS within the framework of the IICA/IDB Technical Assistance Project to women food producers in the Caribbean to provide training in farm business skills, business plan development, production planning and scheduling, post harvest, marketing and strengthening the participation of women in farmer organizations in the ECS.</p> <p>Training, production and marketing support activities for identified and selected rural women's organizations with potential to be competitive in domestic, regional and extra-regional markets.</p> <p>Facilitating a convergent approach to targeting rural youth programmes as components of regional organizations, towards the development of a comprehensive plan of action for review and assessment of established and planned initiatives.</p> <p>Initiate actions to design a comprehensive project formulation and implementation proposal for promoting the involvement of youth in agriculture as a business and their involvement in farmer organizations through training activities in business skills, business plan development, production planning and scheduling, post harvest handling and leadership skills.</p>	<p>1995-1998</p> <p>1995-1998</p> <p>1995-1998</p> <p>1995-1998</p> <p>1995-1998</p> <p>1995-1998</p>

GUYANA:

● **MULTINATIONAL PROJECTS:**

I. Socio-Economic Policies, Trade and Investment

- Engendering Agricultural Competitiveness in CARICOM
- Caribbean Agricultural Policy Support Project (CAPSP)

II. Science and Technology, Natural Resources and Agricultural Production

- Supporting the development of tropical fruits in the Caribbean

III. Agricultural Health

- Survey and monitoring of animal/plant pest and disease to facilitate trade and production in agricultural products.
- Eradication of the Amblyomma Tick in the Caribbean.
- Hemoparasite Information Network for the Guianas.

● **NATIONAL PROJECTS**

PROJECT TITLE	OBJECTIVE	DURATION / COMMENTS
I. Socio-Economic Policies, Trade and Investment		
- Engendering Agricultural Competitiveness.	To identify and promote market opportunities for non-traditional crops.	1996-1997
II. Science and Technology, Natural Resources and Agricultural Production		
- Supporting the development of tropical fruit.	To strengthen institutional capacity to generate and transfer appropriate technology and to improve on-farm production practices.	On-going since 1989.
III. Agricultural Health		
- Improving agricultural health services to facilitate trade.	Institutional strengthening of animal health services of the MOA. Disease monitoring and control.	1995-1998
- Hemoparasite network for the Guianas.	Dissemination of information.	1994-1996

GUYANA: NATIONAL PROJECTS cont'd

PROJECT TITLE	OBJECTIVE	DURATION
IV. Sustainable Rural Development		
- Strengthening rural development organizations.	To assist rural communities in the identification and design, formulation, implementation, monitoring and evaluation of sustainable projects and promote and strengthen coordination mechanisms.	1993-1998
- Support to Amerindian research.	Strengthening of organizational and managerial skills in indigenous Amerindian communities.	1994-1996
- Management of the French/Guyana Integrated Rural Development project.	To provide technical assistance and material support to three rural communities.	1995-1996

HAITI:

● **MULTINATIONAL PROJECTS:**

<p>I. Socio-Economic Policies, Trade and Investment</p> <ul style="list-style-type: none"> - Caribbean Agricultural Policy Support Project (CAFSP) <p>II. Science and Technology, Natural Resources and Agricultural Production</p> <ul style="list-style-type: none"> - Supporting the development of tropical fruits in the Caribbean. <p>III. Agricultural Health</p> <ul style="list-style-type: none"> - Survey and monitoring of animal/plant pest and disease to facilitate trade and production in agricultural products.

● **NATIONAL PROJECTS**

PROJECT TITLE	OBJECTIVE	DURATION / COMMENTS
<p>II. Science and Technology, Natural Resources and Agricultural Production</p> <ul style="list-style-type: none"> - Technology, organization and credit to small farmers and strengthening of farmers' and marketing organizations. - Technology Transfer for Coffee based cropping systems. 	<p>To provide producer and marketing groups with technical assistance through the strengthening of their capabilities to more effectively manage and exploit locally available resources; to improve seed quality and provision of substitute agricultural inputs (via distribution of 400,000 agricultural tools); and through the establishment of a revolving credit fund for women's groups to increase and diversify income generation at the rural level.</p> <p>To select and design appropriate technology and technology transfer methodologies to improve coffee productivity and strengthen its position within the overall production portfolio of individual small farmers; to assist in the transformation of coffee production into a viable and stable export industry; and to assist in ensuring that stable employment is generated by the coffee industry.</p>	<ul style="list-style-type: none"> - Quota support through December 1997. - SUTI, Canada ends December 1995. - KREDIFAM ends 1996. - Ends December 1996.

JAMAICA:

● **MULTINATIONAL PROJECTS:**

I. Socio-Economic Policies, Trade and Investment

- Engendering Agricultural Competitiveness in CARICOM

II. Science and Technology, Natural Resources and Agricultural Production

- Supporting the development of tropical fruits in the Caribbean.

- PROMECAFE

III. Agricultural Health

- Survey and monitoring of animal/plant pest and disease to facilitate trade and production in agricultural products.

● **NATIONAL PROJECTS**

PROJECT TITLE	OBJECTIVE	DURATION / COMMENTS
I. Socio-Economic Policies, Trade and Investment		
- Agricultural policy and Administration of rural development.	Institutional strengthening of RADA's project design capabilities; and supporting the diversification and export orientation of the agricultural sector.	Preparation stage.
II. Science and Technology, Natural Resources and Agricultural Production		
- Support for the Agricultural Technology Generation and Transfer Systems.	Strengthening the capacity of national agencies, producers and the private sector, to better understand the challenges, opportunities and solutions of the small-scale hillside farmers.	Preparation stage.
- Technology research and transfer in crop production.	To support the transfer of "mini-set" technology among small farmers.	Preparation stage.
IV. Sustainable Rural Development		
- Strengthening farmers' organizations to improve agricultural production and productivity.	To promote and facilitate organisations in their diversification and export-oriented thrust in tropical fruits.	Preparation stage.

SURINAME:

● **MULTINATIONAL PROJECTS:**

<p>I. Socio-Economic Policies, Trade and Investment</p> <ul style="list-style-type: none"> - Engendering Agricultural Competitiveness in CARICOM - Caribbean Agricultural Policy Support Project (CAPSP) <p>II. Science and Technology, Natural Resources and Agricultural Production</p> <ul style="list-style-type: none"> - Supporting the development of tropical fruits in the Caribbean. <p>III. Agricultural Health</p> <ul style="list-style-type: none"> - Survey and monitoring of animal/plant pest and disease to facilitate trade and production in agricultural products. 	
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● **NATIONAL PROJECTS**

PROJECT TITLE	OBJECTIVE	DURATION / COMMENTS
<p>II. Science and Technology, Natural Resources and Agricultural Production</p>		
- Support the development of livestock production systems.	To transfer the appropriate technology to make these systems sustainable.	Proposed
- Support the development of fruit production.	To strengthen institutional capacity to generate and transfer appropriate technology and to improve on-farm production practices.	Proposed
<p>III. Agricultural Health</p>		
- Strengthening of agricultural health services.	To improve the quality of animal health services.	Proposed
<p>IV. Sustainable Rural Development</p>		
- Integrated rural community development.	To improve the capability of rural organisations to plan, execute, monitor and evaluate the effective utilisation of their scarce resources.	1995-1996

TRINIDAD:

● **MULTINATIONAL PROJECTS:**

<p>I. Socio-Economic Policies, Trade and Investment</p> <ul style="list-style-type: none"> - Engendering Agricultural Competitiveness in CARICOM - Caribbean Agricultural Policy Support Project (CAPSP) <p>II. Science and Technology, Natural Resources and Agricultural Production</p> <ul style="list-style-type: none"> - Supporting the development of tropical fruits in the Caribbean. <p>III. Agricultural Health</p> <ul style="list-style-type: none"> - Survey and monitoring of animal/plant pest and disease to facilitate trade and production in agricultural products.
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● **NATIONAL PROJECTS**

PROJECT TITLE	OBJECTIVE	DURATION / COMMENTS
<p>I. Socio-Economic Policies, Trade and Investment</p> <ul style="list-style-type: none"> - Improving agricultural policy analysis and planning infrastructure. - Preparation of an agricultural sector plan for Tobago. 	<p>To improve the information structure and support system for agricultural policy analysis and planning.</p> <p>To develop a framework for the development of the agricultural sector in Tobago.</p>	<p>1994-1997</p> <p>One year. Follow up to the sector study that was completed in 1994. Collaborative effort.</p>

Trinidad cont'd

PROJECT TITLE	OBJECTIVE	DURATION / COMMENTS
II. Science and Technology, Natural Resources and Agricultural Production		
- Support to small farm dairy development.	To promote the modernization of the small farm dairy sub-sector in order to improve its competitiveness.	Proposed
IV. Sustainable Rural Development		
- Strengthening the organisational, administrative and technical capacity of the human resource within the agricultural sector.	To assist in improving the agricultural and productive efficiency of the rural population to allow them to become more competitive in the local and external markets, paying special attention to farmers, commodity associations, rural youth and women.	Proposed - three years

ANNEX III: CARIBBEAN REGIONAL CENTRE - LIST OF PROFESSIONAL STAFF

COUNTRY	NAME AND TITLE	TYPE		DISCIPLINE OF LAST DEGREE	NUMBER OF YEARS	
		IPP	LFP		IN IICA	IN PRESENT POSITION
ANTIGUA/ BARBUDA	MAYNARD, Jennifer Coordinator		X	M.A. Rural Social Development	4 yrs.	3 yrs.
BARBADOS	BERKELEY, Errol Coordinator, Regional Projects Unit	X		M.S. Agricultural Economics	2 yrs.	2 yrs.
	DANCOURT, Susana Administrative Officer	X		B.S. Administration Credits towards M.S. in Cooperative Management	30 yrs.	1 yr.
	FRANCOIS, Bernard Project Specialist	X		PhD. Economics and Development	3 yrs.	2 yrs.
	LITTLE, Vincent Project Specialist	X		PhD. Agricultural Economics	6 yrs.	3 yrs.
DOMINICA	MARTIN, Urban Coordinator		X	M.S. Agricultural Development	11 yrs.	11 yrs.
DOMINICAN REPUBLIC	BOONE, Larry M. Representative	X		PhD. Agricultural Economics	2 mths.	2 mths.
	STAGNO, Horatio Generation and Transfer Specialist	X		M.S. Agricultural Economics M.S. Political Science M.S. Diplomacy and International Relations	20 yrs.	20 yrs.
	PINEDA, Raul A. Agricultural Communicator PAULET, Manuel Natural Resources Specialist		X	M.Sc. Political Science M.Sc. Public Administration PhD. Soil & Water Management	14 yrs.	6 yrs.
			X		20 yrs.	3 mths.

CARIBBEAN REGIONAL CENTRE - LIST OF PROFESSIONAL STAFF

COUNTRY	NAME AND TITLE	TYPE		DISCIPLINE OF LAST DEGREE	NUMBER OF YEARS	
		IPP	LPP		IN IICA	IN PRESENT POSITION
GRENADA	JOSEPH, Cosmos Coordinator		X	Agronomist	14 yrs	14yrs
GUYANA	LaGRA, Jerry Representative CRAWFORD, Constantine Rural Development Specialist VOKATY, Sandra Animal Health Specialist RAMSAMMY, Peter Horticulturist	X	X	M.A Agricultural Economics M.S Agricultural Extension and Education DVM MSc Veterinary Epidemiology M.S. Horticulture	23 yrs. 6 yrs. 3 yrs. 9 yrs.	2 yrs. 6 yrs. 3 yrs. 9 yrs.
HAITI	MENA, Alfredo Acting Representative BISSANTHE, Frantz Specialist in Marketing DESIR, Guesler Regional Agronomist DESMARAJIS, Daniel Radio Extensionist DOMINIQUE, Raoul Assistant Regional Agronomist DUBOIS, Frantz Kredifam Credit Coordinator JEAN, Renaud Assistant Regional Agronomist JEAN-LOUISE, Raoul Field Coordinator, Coffee Project ROUSSEAU, St. Louis Regional Agronomist SANON GUERCIN, Edouard	X	X X X X X X X X X X X	M.S. Animal Production M.S. Agricultural Marketing B.S. in Agronomy A.S. in Extension M.S. Natural Resources B.S. in Agronomy B.S. in Rural Development M.S. in Agricultural Extension B.S. in Agronomy A.S. in Farmer Org.	9 yrs. 1 yr. 5 yrs. 5 yrs. 2 months 1 yr. 8 yrs. 12 yrs. 5 yrs. 2 yrs.	9 yrs. 1 yr. 5 yrs. 5 yrs. 2 months 1 yr. 8 yrs. 12 yrs. 5 yrs. 2 yrs.

COUNTRY	NAME AND TITLE	TYPE		DISCIPLINE OF LAST DEGREE	NUMBER OF YEARS	
		IPP	LPP		IN IICA	IN PRESENT POSITION
JAMAICA	REYES-PACHECO, Armando Representative	X		PhD. Agricultural Economics	18 yrs.	7 yrs.
	MULLEADY, J. Tomás Rural Development Specialist	X		PhD. Agricultural Economics	11 yrs.	8 yrs.
ST. KITTS & NEVIS	WEEKES, Euphemia Coordinator		X	M.S. Agricultural Management	3 yrs.	3 yrs.
ST. LUCIA	PINCHINAT, Antonio Regional Specialist, Technology, Generation and Transfer	X		PhD. Crop Science/Plant Breeding	30 yrs.	8 yrs.
	PELTIER, Joseph Rural Development Specialist		X	M.A. Economic Development	2 yrs.	2 yrs.
	AMBROSE, Everton Specialist in Plant Protection		X	M.S. Technology of Crop Protection	11 yrs.	11 yrs.
ST. VINCENT	DANIEL, Godwin Coordinator		X	M.S. Agricultural Marketing Management	3 yrs.	3 yrs.
SURINAME	VILLANUEVA, Guillermo	X				
	BUCKMIRE, George ORMSKERK, Hedy	X	X	M.S. Agronomy Lic. Agronomy	14 yrs. 1 month	2 yrs. 1 month

TRINIDAD	CHESNEY, HAD Representative ANTOINE, Patrick Trade and Integration Specialist MONTEVERDE, Edmundo Fruit Crops Specialist ANTOINE, Marlene Rural Development Specialist PHILLIPS, Willard Policy Analysis/Planning Specialist	X X X		Phd. Soil Chemistry PhD. Food and Resources Economics M.S Horticulture B.A. Economics MSc. Agricultural Economics	1 yr. 2 yrs. 11m. 5 yrs. 7 yrs. 2 yrs.	1 yr. 2 yrs. 11m. 5 yrs. 7 yrs. 2 yrs.
TOTAL		18	22			

ANNEX IV: THE IICA CREED OF THE CARIBBEAN REGION

We believe our first responsibility is to those persons involved in planning agricultural development and the production, processing and marketing of food in the region. Our actions must respond to their real needs and our services must contribute to producing results of the very highest quality. We must remember that we are responsible to the recipients of our agricultural services, even when such services are channelled through a third party. We must constantly remind ourselves that failure to validate proposed technologies and services can negatively impact the development process in our fragile natural and economic environments.

Our projects must be economically viable, technically feasible, socially desirable, politically acceptable and environmentally friendly. They must also be innovative enough to stimulate interest among suppliers of resources, add value, create jobs and become sustainable over time.

We shall work as an integrated TEAM of innovative, progressive and dynamic professionals committed to the implementation of sustainable projects to achieve a vibrant agricultural sector in each member country. We must constantly strive to reduce our administrative and management costs and improve our linkages with Headquarters and other Regions so that a growing percentage of the IICA dollar can be directed towards operational activities and projects.

We must all ensure that our shareholders (MOA) and stakeholders in each member country are satisfied with the performance of the Institute. This can only be assured if our actions contribute towards their objectives of increased production and exports, food security, increased competitiveness, socio-economic equity and sustained use of natural resources.

1st 1, 1995

IICA TEAM CARIBBEAN



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