

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



IICA TECHNICAL COOPERATION STRATEGY IN DOMINICA 2011-2014



*PROMOTING SUSTAINABLE AND COMPETITIVE
AGRICULTURE IN THE AMERICAS*



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IICA Technical Cooperation Strategy 2011- 2014

1.0 Introduction

The strategy outlines the technical cooperation activities that IICA intends to pursue in Dominica in support of national programmes that place emphasis on competitive and sustainable development of agriculture and rural territories.

The technical cooperation needs were derived from the exhaustive analysis of relevant documents on the agricultural sector including the Budget Address 2010-2011, Corporate Plan 2008-2010, Annual FAO Agricultural Review Report 2008, Second Medium-term Growth, and Social Protection Strategy (GSPS) 2008. The summary of the findings was documented. One on one consultations and meetings were held with critical partners, clients and more so the technical and administrative team within the Ministry of Agriculture. The summary report and the outcome of the consultations were presented at a multi-sectoral, multi-institutional national consultation and the priority actions for IICA's intervention were identified and agreed.

The National Export Strategy was argued as a point of reference, and the need to frame support towards its full implementation.

The final endorsement and approval was done by the national authority.

The Country Strategy identifies challenges, country needs and opportunities within the agricultural sector and targets three major opportunities for technical cooperation for IICA:

1. Support the improvement of the institutional capabilities of the National Agricultural Health and Food Safety System;
2. Assist with the enhancement of technical, managerial and infrastructural capacities in the agro-food sector through value chain development to include organic niche markets and agro-tourism initiatives; and
3. To improve knowledge management for climate change adaptation and the sustainable use of natural resource base.

The attached technical cooperation project proposal entitled "*Enhancement of the competitiveness of agribusiness through improved quality and food safety systems*" included in the Country Strategy, proposes actions that will address these national priorities within the framework of IICA's mandate, IICA's technical concentration program, availability of resources, and addresses the three major opportunities mentioned above

The project is expected to be executed over the period 2010- 2014.

2.0 Strategic Framework for Agricultural Sector

Dominica is fundamentally an agriculture-based economy. The agriculture sector, despite significant decline in economic performance, continues to play a dominant role in the socio-economic development of Dominica. The 2009 Central Statistics Report showed a 17% (estimate for 2010 is EC\$ 150 Million) contribution to Gross Domestic Product (GDP) by agriculture. In addition, the sector is still the most significant employer in all rural communities. Today, well over twenty-five (25) percent of the rural population depends directly on the sector for their livelihood.

Today, this important economic sector is under severe threat and faced with a multitude of challenges, many of which stem from the rapid pace of globalization and international trade in food products as well as concerns being raised in the traditional markets. For instance, the loss of preferential access to protected markets in the EU has negatively affected the generation of foreign exchange from the export of bananas. The factors imparting on the competitiveness of agricultural sector includes low productivity, agricultural health and food safety issues, extreme weather patterns, and high cost of production.

The 2008 Growth and Social Protection Strategy document suggest that sustainable growth of the sector should be pursued by:

- Proactively working to enhance agricultural production, productivity and competitiveness;
- Strengthening agricultural health and food safety ;
- Facilitating trade and investment in the agricultural sector;
- Promoting sustainable development of natural resources;
- Improving food security;
- Ensuring that research and development, and information dissemination effectively promote the competitiveness of investments in agriculture;
- Mitigating against climate change;
- Introduce adequate and appropriate transportation means to external markets.

A similar notion has been reflected in other documents such as the Budget Address 2010-2011, Corporate Plan 2008-2010, and the Annual FAO Agricultural Review Report 2008.

Over the last three years a number of initiatives have been pursued by the Government of Dominica towards the enhancement of the agricultural sector which includes:

- **Promotion of trade and the competitiveness of agri-business:**
 - Development of a National Export Strategy (NES). This strategy provides a comprehensive approach to move Dominica's export sector. The areas of focus for development under the strategy are agriculture (various crops to include hot peppers and root crops); agro processed products (such as jams/preserve); tourism (to include hiking); cultural industry (such as music); professional services (such as building industries); and natural resources (to include pumice and water). A programme for implementing this National Export Strategy (NES) for Dominica is currently being formulated for implementation during 2010.
 - With financial assistance under the European Union Special Framework of Assistance (SFA), the island undertook construction of banana inland reception and distribution centres, construction of two packing houses, construction of a National Centre of Testing Excellence and rehabilitation of feeders and farm access roads.
 - The Government of Dominica enacted the Fresh Produce Export Act. The Purpose of the Act was to enhance the competitiveness of the fresh produce trade through promoting the sustainable development of the agricultural fresh produce sector by fostering trade of consistent quality, safe and wholesome fresh produce at all times

- **Strengthening Agricultural health and food safety systems**
 - Increased surveillance of a number of pests and diseases including Avocado Lace Bug; Giant African Snail, Red Palm Mite, Rust on bay leaf and Black Sigatoka. Parallel to monitoring closely the population dynamics of Avocado Lace Bug and Red Palm Mite, the Unit identified natural enemies as part of their control measures against the pests by the Division of Agriculture
 - With the assistance of IICA using the Performance, Vision and Strategy (PVS) Instruments, a comprehensive assessment of the Agricultural Health and Food Safety System in Dominica.
 - Under the Veterinary Epidemiologist/ Para-Epidemiologist (VEP) Project, the strengthening of surveillance activities particularly regarding Avian Influenza, and Tropical Bont Tick (TBT).

- **Strengthening Institutional Framework**
 - With funding from the European Union under the Special Framework of Assistance 2000 launched and commenced the implementation of the Framework for Agribusiness Development and Enterprise (FADE) programme. The major activities of this programme are Capacity Building/Institutional Strengthening; Investment in Agro-Enterprise and Agro-Processing; On-Farm Investment in Production of Banana and Non-Banana Agriculture; and other areas such as environmental management and public awareness.
 - An Agriculture Investment Unit was established. This unit provides both financial and technical assistance to farmers. The Unit which is staffed by four officers provides loans (EC\$10,000 – \$50,000) to farmers at a zero percent interest rate. The loans, which target all aspects of agriculture, are administered by the Unit

and disbursed through the AID Bank. The technical assistance provided is in the area of training in various areas of production and business management.

The strategic objectives outlined in the 2010- 2014 Medium Term Plan are in alignment with government's priorities. The IICA Country Strategy .will support the realization of these priorities that are within the Institute's mandate.

3.0 IICA Technical Cooperation Actions in Country

3.1 Objectives of Technical Cooperation Actions

The overall objective of IICA's technical cooperation program in Dominica is to facilitate the increase market access and the competitiveness of agricultural commodities, through the support of the National Export Strategy. IICA intends to undertake direct actions towards achieving the specific objectives as follows:

- To contribute to the improvement in quality and safety of traded agricultural commodities;
- To support the implementation of the National Export Strategy through assistance in developing institutional capacities among the key actors;
- To promote new agribusiness opportunities in support of agricultural diversification efforts.

3.2 Summary of Technical Cooperation Action

In meeting with the expected demand of the Country, IICA Dominica intends to execute a series of actions to include:

- Direct technical support by providing advisory services and support to the AHFS Programme in Dominica, and support in strengthening productive capacities of Agribusinesses. The aim is to contribute to strengthening the institutional capabilities of the Division of Agriculture to institutionalize Good Agricultural Practices on agricultural farms, and to strengthen the Bureau of Standards in their fresh produce quality compliance program. IICA will also assist the Ministry of Agriculture and Forestry in the development of a framework document that addresses agricultural risk.
- Training in subjects related to IICA's area of competence particularly in reference to food safety, marketing, agribusiness and management. The training will focus on enhancing the capabilities of the technical personnel, exporters, farmers, agro-processors to improve their management skills and to take advantage of opportunities and face challenges of the fresh produce trade.

4.0 ACCOUNTABILITY AND EVALUATION OF RESULTS

The implementation of the present IICA Technical Cooperation Strategy will be subject to an ongoing process of monitoring, follow-up and evaluation, intended to make sure that the available technical and financial resources are allocated strategically in implementing the technical cooperation projects and activities approved and validated by the senior authorities of the Ministry of Agriculture.

IICA, by monitoring the progress of the projects, following up on implementation throughout the life of the project and evaluating the expected results will generate information which, in turn, will also serve as feedback for the key national counterparts.

To this end, the ***Integrated System for the Monitoring and Evaluation of Technical Cooperation (ISME)*** has been created. This system will make it possible to evaluate, in stages, the completion of technical cooperation actions, contribute to the achievement of the Institute's objectives and report to the Governing Bodies.

Internally, the monitoring, follow-up and evaluation process will be the responsibility of the Offices, in coordination with the Directorate of Management and Regional Integration (DMRI) and the Secretariat of Planning and Evaluation (SEPE). The three processes will focus on:

- a) **Monitoring**: This will identify relevant elements or signs during implementation of technical cooperation projects and actions. They will be detected on a monthly by the DMRI and the SEPE.
 - b) **Follow-up**: This will focus on analyzing progress in the implementation of activities programmed for the life of the project, through: 1) regular reports, starting at the beginning of each activity of the projects; 2) quarterly reports on the physical and financial execution of the activities; 3) regular reports on the conclusion of activities; and 4) the fourth quarterly report, to be submitted in December of each year at the close of the Annual Action Plan and used as the basis for preparing the annual report presented at the annual accountability seminar. The Offices will follow this procedure in contributing to the ISME, based on the attached matrix.
- 1.
- c) **Evaluation of Results**: This will take place at the close of the project cycle, based on the expected results of the projects, and will provide information to consider in evaluating the medium-term focus of the Technical Cooperation Strategy.

One of the main goals is to generate useful information for refocusing the resources and actions, and by so doing ensure that the technical cooperation provided to the countries has the greatest possible impact.

5.0 Annex

Project document entitled: “Enhancement of the competitiveness of agribusiness through improved quality and food safety systems”.

IICA COUNTRY STRATEGY
DOMINICA

Name of Project	<i>Enhancement of the competitiveness of agribusiness through improved quality and food safety systems</i>
Technical Cooperation Program: 2010-2014MTP	Agribusiness and Commercialization
Level	National
The Problem	<p>The country has developed a National Export Strategy in which agricultural commodities are a major component. The Strategy is expected to be implemented by April 2011. Additionally, the Government has given the Bureau of Standards the mandate to administer a Fresh Produce Export Quality Control Act to ensure that fresh produce exported meet minimum standards as well as these commodities being packed in certified facilities.</p> <p>At present, the sector is faced with implementing Global GAP certification for exportation of fresh produce and horticultural products to the EU as well as threats from long-standing trading partners such as St Martin, Guadeloupe, and Antigua which have expressed concerns about the safety and quality of Dominican fresh produce entering their markets. Exporters, farmers and other agribusinesses lack the proper facilities for packing, processing and storage of agricultural commodities. Additionally, these entrepreneurs need to be cognizant of their obligations under the SPS Agreement and market expectation regarding quality and safety.</p> <p>In support of the industry, the Government established two multipurpose packing facilities at strategic locations to facilitate the processing, packaging and storage of fresh produce. The establishment of national food safety and quality assurance systems is imperative for protecting the health and safety of consumers and for improving the market competitiveness of the exported fresh produce and the agricultural sector by extension.</p>

	Against this background, this project is quite timely and intends to address some of the prerequisites to ensure market access and market competitiveness of agricultural commodities exported from Dominica as well as to support the National Export Strategy. It provides for capacity building throughout the value chain and it recommends systems to allow for effective monitoring and assurance of wholesomeness of these commodities.			
General Objective	To facilitate increase market access and the competitiveness of Dominica's agricultural commodities, through support for the National Export Strategy			
Specific Objectives	<ol style="list-style-type: none"> 1. To contribute to the improvement in quality and safety of traded agricultural commodities 2. To support the implementation of the National Export Strategy through assistance in developing institutional capacities among the key actors 3. To promote new agribusiness opportunities in support of agricultural diversification efforts 			
Beneficiaries	<p>Private sector</p> <ul style="list-style-type: none"> • Farmers, • Exporters, • Packinghouse Operators • Supermarkets <p>Public sector</p> <ul style="list-style-type: none"> • Extension Service • Plant Quarantine Officers • Fresh Produce Inspectors • Auditors 			
Duration	4 years			
Description of activities, outputs, results and achievement indicators	Activity	Outputs	Expected Results	Achievement Indicators
	Strengthening the National Food Safety/Quality Control	GAP Assessment Report for selected farms	1. Coordinating mechanisms for Food Safety are	1. At least five (5) food safety audits undertaken for each identified commodity by end of year 1.

	system for fresh fruits and vegetables	Operational manual/ plan to institutionalize a Global Gap system	operational in Dominica.	<p>2. One report documenting gaps and non compliance to national GAP protocols by end of year 1.</p> <p>3. Codes of Practice developed for the four (4) selected commodities by end of year 2.</p> <p>4. DBOS/ DOA provided with an Operational manual/plan by year 2</p> <p>5. Global Gap systems established on at least two model farms by end of year 3.</p> <p>6. At least 50 farmers, 15 extension personnel, 10 exporters and 10 agro processors trained on Global Gap systems and have all document procedures by end of year 4 .</p>	
		Memorandum of Understanding among critical parties	1.Consumer confidence in the Agricultural Health and Food Safety Systems has improved.	<p>Codex Committee functional in Dominica by year 2.</p> <p>The AHFS Committee functional in Dominica by year 2.</p>	
		A suitable manual/operational plan on the agricultural	The capabilities and capacities of all actors in the agri-food	1.An Inspection Manual is provided to the Bureau of Standards by year 2, as a reference document for the	

		<p>commodity inspection and certification</p> <p>quality and</p>	<p>chain to respond to market demands strengthened</p>	<p>inspection of fresh produce</p> <p>2. Fresh produce Quality inspection Training manual developed and provided to the Bureau as a reference document</p> <p>3. Inspection brochures developed and given to DBOS for dissemination to inspectors by year 2</p> <p>4. At least 50 exporters, 25 farmers, 5 packinghouse operators trained on standards & quality of selected commodity by year 3.</p>	
		<p>National Organic Standards to regulate and control organic agriculture</p> <p>Certification Manual to support certification of organic farms</p>	<p>1. Entrepreneurs engaged in Organic agriculture have reached consensus on an Organic Certification system for Dominica</p>	<p>1 A proposed organic certification scheme presented to DOAM¹ for adoption by year 1</p> <p>At least one Organic production standard developed to support the organic industry by year 2</p> <p>2. DOAM with the assistance of IICA prepared a plan of action to implement the organic certification scheme by year 3</p>	

¹ Dominica Organic Agriculture Movement

	<p>Strengthening the risk management efforts of the Ministry of Agriculture</p>	<p>Establishment of a Risk Management framework</p>	<p>Consensus reached on the need to strengthen manage risks in agriculture</p>	<p>One Forum for Dialogue on National Agricultural Insurance Scheme held by year 2</p>
	<p>Strengthening Productive Capacity of Agribusinesses</p>	<p>Agro-tourism model units</p> <p>Training manual on Food processing and handling</p> <p>Functional youth and women groups</p>	<p>1. Agribusinesses strengthened through training towards increased capacity and improved operating systems.</p>	<p>1. The Division of Agriculture assisted by IICA upgraded two model agro tourism units by the end of year 3</p> <p>2. At least 12 persons engaged in agro-tourism ventures trained in hospitality and food safety by end of year 4.</p> <p>3. At least 4 management/organizational development training courses conducted for individual agro processors and producers groups engaged in primary production and value added by end of project.</p>
			<p>2. Leadership and participation of women in rural organizations strengthened and increased</p>	<p>1. At least four events targeted at youth and women participation in organizations by end of project</p> <p>2. At least 5% increase in the membership of women in rural organizations by end of project.</p> <p>3. At least 10 young persons are</p>

				gainfully engaged in an agricultural business by the end of the project				
	<p>Observations:</p> <ol style="list-style-type: none"> 1) The project proposal is presented within the framework of Agribusiness and Commercialization. However, the project also places major emphasis on agricultural health and food safety, strengthening of institutions, niche marketing and creating an environment for the sustenance of the agricultural sector to include agricultural insurance. 2) Significant support is required from the thematic network to ensure the realization of the National Insurance Scheme; food safety systems, and organic certification systems 3) The IICA Office in Dominica will manage the Project, however the implementation of the project activities would require collaboration with the Division of Agriculture and the Bureau of Standards. 							
Project Budget	Annual Direct Costs of the IICA Project							
	Personnel							
	Office personnel				% of Time			
	Name	Position	2011	2012	2013	2014		
	Una May Gordon	ECS Representative	10	10	10	10		
	Kent Coipel	Technical Specialist	80	80	80	80		
	Personnel of the Technical Concentration and cross-cutting Coordination program and other units							
			% of Time					
Name	Position	2011	2012	2013	2014			
Agricultural Health and Food Safety Specialist	International Specialist	5	5	5	5			

Project /Agricultural Insurance Specialist	International Specialist	5	3			
Innovation and Organic Specialist	International Specialist	3	3	1		
Policy and Strategic Planning specialist	International Specialist	3	3	2		
Agro tourism Specialist	International Specialist	1	1	1		
Direct Operating Cost (US\$)						
Item	Quota Contribution s	Miscellaneous Income	Regular Fund			
			2011	2012	2013	2014
MOE3: Training and Technical Events	13,400		3,350.00	3,350.00	3,350.00	3,350.00
MOE4: Official Travel	12,400		3,100.00	3,100.00	3,100.00	3,100.00
MOE5: Publications and Materials and Inputs	5,400		1,350.00	1,350.00	1,350.00	1,350.00
MOE6:Equipment and Furniture						
MOE7:Communications , Public Utilities and Maintenance	39,200		9,800.00	9,800.00	9,800.00	9,800.00
MOE8: Service Contracts						
MOE9: Insurance, Official Hospitality and others	2,800		700.00	700.00	700.00	700.00
GRAND TOTAL	73,200		18,300.0	18,300.0	18,300.0	18,300.0
OPERATING COST			0	0	0	0