



Delegation in Saint Lucia



2016

ANNUAL REPORT: SAINT LUCIA

IICA'S CONTRIBUTION TO THE DEVELOPMENT OF
AGRICULTURE AND RURAL COMMUNITIES

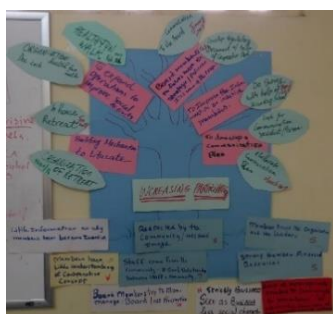
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ACRONYMS

Acronyms: Technical Terms

ACP	African, Caribbean and Pacific
CAFY	Caribbean Agriculture Forum for Youth
CANROP	Caribbean Network of Rural Women Producers
SIDS	Small Island Developing States
EC\$	Eastern Caribbean States Dollars
GDP	Gross Domestic Product
MOU	Memorandum of Understanding
MTP	Medium Term Plan
US\$	United States Dollars

Acronyms: Institutions, Groups and Businesses

CARDI	Caribbean Agricultural Research and Development Institute
CRESIAP	Regional Centre for Integrated Services in Protected Agriculture
CFL	Consolidated Foods Limited
FAO	United Nations Food and Agriculture Organization
IICA	Inter-American Institute for Cooperation on Agriculture
IFAD	International Fund for Agricultural Development
MAFFPCRD	Ministry of Agriculture, Food Production, Fisheries, Cooperatives and Rural Development
DOSDEST Technology	Department of Sustainable Development, Energy, Science and Technology
MTHCI	Ministry of Tourism, Heritage and Creative Industries
OECS	Organization of Eastern Caribbean States
SAGARPA	Secretariat of Agriculture, Livestock, Rural Development, Fisheries and Food
SLAFY	Saint Lucia Agriculture Forum for Youth
SLNRWP	Saint Lucia Network of Rural Women Producers
SLRCS	Saint Lucia Ruminant Cooperative Society Limited (SLRCS)
UNDP GEF	United Nations Development Program Global Environment Fund
UNECLAC	United Nations Economic Commission for Latin America and the Caribbean

Acronyms: Development Initiatives/Mechanisms

APP	Agricultural Policy Programme
AusAID	Australian Agency for International Development
BAM	Banana Accompanying Measures
EDF	European Development Fund
FonTC	Technical Cooperation Fund
HOOPSS	Helping Out Our Primary and Secondary Schools
NICE	National Incentive to Create Employment
SSDF	St Lucia Social Development Fund
YAEP	Youth Agricultural Entrepreneurship Project

FOREWORD

The Inter-American Institute for Cooperation on Agriculture (IICA) Delegation in Saint Lucia presents its Annual Report for 2016. This report reflects on the work of the IICA Delegation in Saint Lucia and its contribution to the agriculture sector by evaluating against set objectives and by demonstrating IICAs commitment to reporting as mandated to our major stakeholders. The agriculture sector in Saint Lucia remains strategically important to economic stability by providing self-employment, as a sustainable livelihood and by extension providing a positive impact on the food import bill.



To this end, the institution continues to make interventions in mitigating the diverse technical constraints faced by the agriculture sector through the use of its technical capacity established by our cooperation model. The Institute continues to strengthen and improve its interventions for the competitiveness and sustainability of agricultural chains; enhance support for inclusion of stakeholders in the agriculture and rural milieu; build resilience of agri-food systems through comprehensive risk management which is aimed to support improved productivity and sustainability. These instruments reflect IICA's strategic outlook for development assistance in Saint Lucia. The success of the implementation of the 2016 program was mainly based on the partnerships and collaboration with the Ministry of Agriculture, Food Production, Fisheries, Cooperatives and Rural Development (MAFPFCRD) the Organization of Eastern Caribbean States (OECS), the private sector, farmer organizations, international agencies, and women and youth organizations.

Work under the 10th EDF in the execution of APP projects continued, with activities relating to governance, policy development, entrepreneurship, disaster risk management, climate change and product development. The SPS project maintained its focus on food and food safety, and included workshops on food technologies, regional traceability, reduction and food losses, fisheries sanitary practices for the fisheries, sensitization in public and private stakeholders and Food Safety Risk Analysis Training. Both projects will terminate in 2017.

The Delegation, in promoting the creation of agro-enterprises, as well as building capacities for generating sustainable livelihood options in agriculture worked assiduously with the OECS Commission in strengthening and creating agro-tourism opportunities. In attaining these goals the Institute thanks all its partners, especially, the Ministry of Agriculture, Food Production, Fisheries, Cooperatives and Rural Development (MAFPFCRD), stakeholders in the agriculture sector and regional and extra-regional technical institutions which have worked alongside to bring about such positive results. The Institute continues to set greater milestones in 2017, which it looks forward to achieve through the maintained close working relationships with its partners. The Institute also wishes to thank the staff of the IICA Delegation in Saint Lucia, who represent the pedestal of the Institute's success, for their exemplary commitment in their efforts in 2016.

The Institute under the leadership of Dr. Victor Villalobos, Director General of IICA, renews its commitment to all stakeholders in the agriculture and rural sector to continue to provide technical assistance and leadership in developing and promoting sustainable agriculture in Saint Lucia.

John H King
Representative in the ECS

MINISTER'S MESSAGE

On behalf of the Government of Saint Lucia, I take the opportunity to thank IICA for all the contributions and continued support it has rendered towards the development of agriculture in Saint Lucia. May I also convey to IICA the very best wishes of the Government and People of Saint Lucia on the momentous occasion of its 75th anniversary.



As it celebrates 75 years of existence, I am sure that this venerable agency will reflect on the impact it has made over these years. Many Saint Lucian farmers, agro-processors, schools, youth groups, and other groups have received assistance through IICA's interventions in partnership with the Government of Saint Lucia.

The government's relationship with IICA reached new heights this year, after the government announced a new policy decision to resuscitate the Banana Industry. IICA has since expressed unwavering support and demonstrated remarkable cooperation in helping the government to plod that policy path. Additionally, the government's strategy to merge and improve the Saint Lucia Marketing Board and the Saint Lucia Fish Marketing Corporation also received much assistance this year.

There were many other joint initiatives with IICA. Some of them focused on youth in agriculture and school feeding programmes. Initiatives towards women in agriculture were strengthened through agro-processing and group dynamics. IICA also provided support in critically strategic areas such as national food security, climate change adaption, coconut replanting, capacity building, agro-tourism and Good Agricultural Practices.

IICA has always been very happy to offer the expertise from their pool of scientists and professionals. Any new specialist that IICA receives in a particular discipline is usually brought to our attention and opportunities are given for us to benefit from the new skills, knowledge and capability available. In that regard, the year under review was no exception.

Once again, on behalf of the Government of Saint Lucia, I thank all the staff and management of IICA, especially Mr. John King, for our programme accomplishments this year and for the unshakeable commitment which you have shown to the advancement of agriculture in Saint Lucia over the years.

Thank you.

Honourable Ezechiel Joseph

Minister for Agriculture, Fisheries, Physical Planning,
Natural Resources and Co-operatives

EXECUTIVE SUMMARY

In 2016, IICA implemented and contributed to more than 15 technical activities relating to its strategic objectives, in addition to technical cooperation services in another 9 local initiatives. The themes of focus in these included supporting the integration of adaptation to climate change into development planning, agro-tourism, value chain development, sustainable livelihood and enterprise development, and capacity building of primary actors and support agencies in agricultural health and food safety, production coordination, governance and enterprise management. The collaboration of the MAFFPCRD, MTHCI, GEF SGP, Department of Sustainable Development, SLAFY, SLNRWP, Ruminant Cooperative Society of St Lucia and the Belle Vue Farmers' Cooperative are highlighted for their importance to our technical work in 2016.

The predominant themes were building resilience in agriculture value chains, organizations and enterprises in recognition of the present challenges to sustainable development, socio-organizational and business functioning of stakeholder groups, as well as emerging opportunities for micro/small business development and employment creation.

These objectives are in-turn directly aligned with the flagship project areas shaping IICA's work, namely: Competitiveness and Sustainability of agricultural chains; Inclusion in agricultural and rural territories; Resilience and comprehensive risk management; and Productivity and sustainability of family agriculture. The operational areas serve as the "backbone" for delivering IICA's technical cooperation for the 2014-2018 period.

A focus on resilience of agricultural production systems in Saint Lucia contributed to the establishment of a Climate Smart Agriculture Forum for stakeholder dialogue and coordination on climate change related issues affecting agriculture. Thus far, the forum has been a valuable learning and information-sharing mechanism. In addition, IICA worked on the production of communication guidelines supporting improved generation of value-adding information and knowledge products that can help make agriculture systems more resilient to climate change. It is expected that this resource will support the operationalizing of the MAFFPCRD's Agriculture Disaster Risk Management Strategy.

Specific mention is made of actions on the development of stakeholder representations/groups; most notably the SLNRWP, SLAFY and Mille Fleur Honey Producers Cooperative. Interventions focused on a range of areas including organizational development and networking, resource mobilization, entrepreneurial skill development and capacity building on value-adding processes. These interventions made meaningful impacts on the livelihoods of members of these groups and build capacity in members so that they are more self-reliant and entrepreneurial in their outlook.

The implementation of the 10th European Development Fund (EDF) Caribbean Actions under the '*Agriculture Policy Programme (APP) with focus on the Caribbean and the Pacific*' and the *Sanitary and Phytosanitary Measures (SPS)* also benefited local stakeholders in areas of access to finance and markets, Hazard Analysis Critical Control Points (HACCP) and Traceability. Creating these avenues for engagement of local partners and actors is an important factor in IICA's

technical cooperation that enhances the quality of implementation to the benefit of stakeholders in Saint Lucia.

The IICA Delegation in Saint Lucia continued to improve on existing mechanisms for delivering technical cooperation services as the vehicles for supporting partners and stakeholders in realizing shared agricultural development objectives of improving agriculture's capacity to mitigate and adapt to climate change and make better use of natural resources; improving the productivity and competitiveness of the agriculture sector; strengthening agriculture's contribution to the development of rural areas and the well-being of the rural population; and improving agriculture's contribution to food security.



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INTRODUCTION

While the current global economic context presents a number of challenges to agriculture and rural development in a Small Island Developing State like Saint Lucia, opportunities also emerge. These opportunities require that the country be in a state of readiness to profit from/capitalize on them. Some of the challenges facing agriculture in Saint Lucia are intrinsic, such as its small size and the scarcity of exploitable natural resources. However, many of the more significant challenges stem from Saint Lucia's insertion into the global economy and its vulnerability to natural disasters and external economic shocks.

Invariably, there are a large number of demands for development of the agricultural sector including *inter alia* the need for access roads and other critical infrastructure, capacity building, local and export market development, agricultural standards, sustainable access to water and arable land, critical support services, and laboratory services. This reality warrants following areas of intervention may be prioritized including: value chain development of select high value agri-industries of strategic importance; building resilience of the agricultural sector to climate change; protected agriculture; integrated soil and water resource management; agricultural health and food safety as relates to trade facilitation; and strengthening institutional and technical capacity of the agricultural and rural sectors.

The message is clear: sustainable, long-term development requires development planning which maps development goals to actions and outcomes, and which seeks integrated solutions to effectively leverage available assets/resources as a whole and not in the traditional sectoral 'silo' approach. This transition requires a wide-ranging process of innovation that will develop new production, institutional, organizational and knowledge paradigms for meeting the challenges of competitiveness, inclusion and sustainability.

These insights are timely and relevant lessons for Saint Lucia as it continues to tackle the effects of the drastic decline in the banana industry, growing concerns over degradation of environmental and biodiversity resources, as well as developing sustainable livelihood options for its populace. These make a strong case for leveraging agriculture in the development context. What is then required is the strategic positioning of agriculture to perform this role.

This fact has seen a revitalized focus on and critical investment in to the agricultural sector contributing to several initiatives currently being undertaken by the Government of Saint Lucia to help boost productivity and growth. This includes making much needed capacity-building and capital investments, building a new generation of youth agri-entrepreneurs and promoting agribusiness value chain development, and maximizing the use of available development financing in sustainable interventions.

As a technical cooperation agency and partner in development for Saint Lucia, IICA remains committed to building the institutional and productive capacities of the agricultural sector in order to enhance the benefits of increased employment (especially in rural communities) expansion of

income generation opportunities and food and nutrition security. For IICA this especially means, *inter alia*, creating opportunities for youth and women participation and employment in agriculture, improving the socio-organisational and governance development of producer groups, developing market opportunities for productive agriculture sub-sectors, and supporting the growing knowledge and innovation/technology intensity of agribusinesses to stimulate interest, investment and productivity in agriculture.

The proceeding report documents the contribution of IICA to the development of agriculture and rural life in Saint Lucia in 2016. The programme of work was executed in line with the IICA Country Strategy which in turn was guided by IICA's Medium Term Plan (MTP) 2010 – 2014 and IICA's Strategic Plan 2010 – 2020, in response to the priorities agreed upon by the Government of Saint Lucia. The results achieved highlight the combined efforts of primary stakeholders in the agriculture sector and strategic partnerships towards a holistic approach to the development of agriculture and the rural milieu in Saint Lucia.



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PART I: THE STATE OF AGRICULTURE AND RURAL LIFE IN SAINT LUCIA IN 2016

1.1 UNDERSTANDING AGRICULTURE'S SITUATION

1.1.1 Agriculture in the Domestic Economy

Agriculture's contribution to GDP¹ is estimated at 3% for 2016; an 8.6% increase in contribution over 2015 (Figures 1.a and 1.b) which saw the sector's monetary contribution increase to an estimated EC\$ 100.31 million.

Fig 1(a) and 1(b) Agriculture's Contribution to GDP 2015 vs. 2016 (Current Prices, EC\$ Millions)

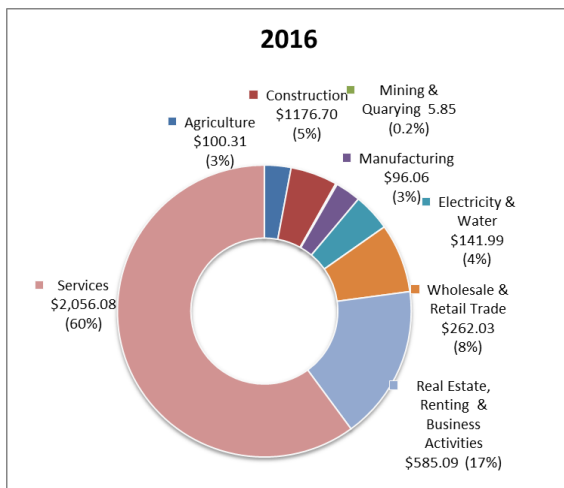
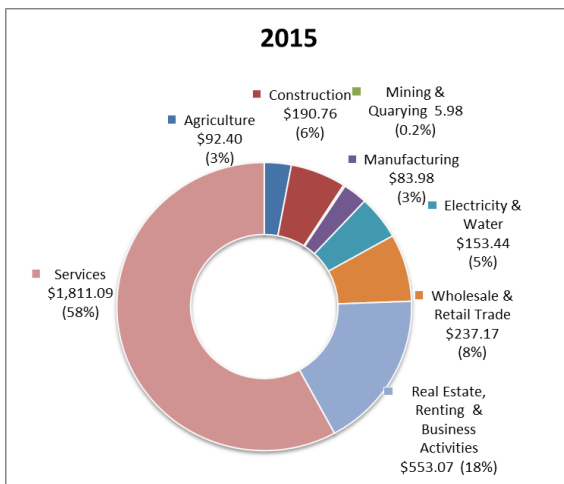
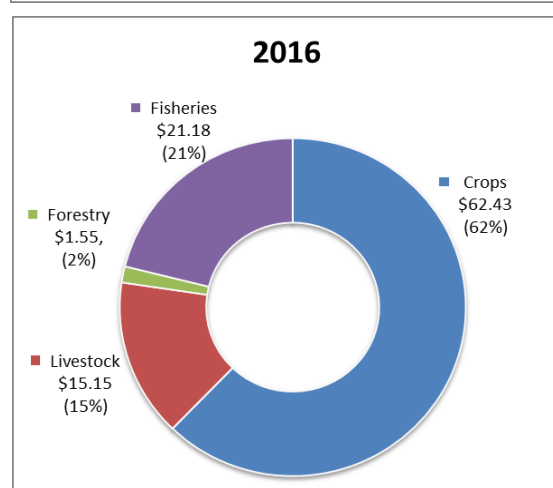
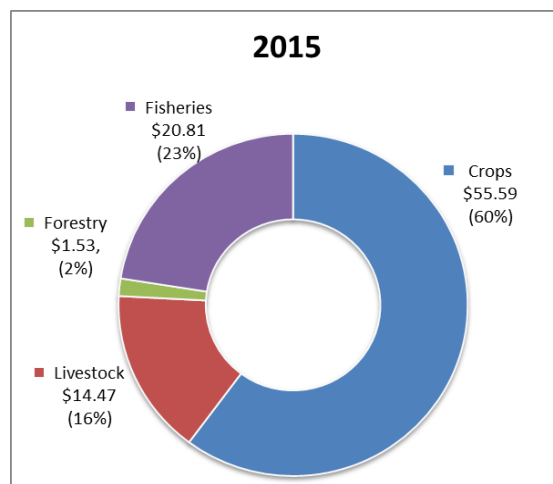


Fig 2(a) and 2(b) GDP Contribution of Major Agricultural Sub-Sectors (Current Prices, EC\$ Millions)



Source: Central Statistical Office and Ministry of Finance, Saint Lucia, 2017

¹ The GDP estimates for 2016 are based on data for January to September 2016.

Crop production and Livestock production were the most productive sub-sectors for agriculture in 2016 generating 12.3% and 4.7% increases in contribution to the sector, respectively (Figure 2.b). Special note should be taken of positive growth in the contributions of non-banana crops (17%), forestry (1.4%) and fisheries (1.8%) which contributed to an increase in revenue of EC\$ 7.53 million (Figure 2.a and Figure 2.b).

1.2.1 Agricultural Production

Agriculture's productive sub-sectors showed positive growth in 2016 making a strong case for better harnessing them to promote agricultural and rural development.

1.2.1.1 Domestic Crop Production

A large number of commodities saw significant growth in production and value in 2016. The most notable commodities with improvements in production were yam, tannia, hot pepper, dasheen and ginger (Table 1).

Table 1: Production Volume (tonnes) of Major Commodity Crops

Commodities	2011	2012	2013	2014	2015	2016	Avg.: 2011- 2016	% change in production: 2015-2016	% change in unit value [EC\$/kg]: 2015-2016
Vegetables									
Cabbage	261	256	214	177	192	219	220	14	-5
Cucumber	635	726	814	890	900	979	824	9	2
Carrot	11	13	11	20	15	19	15	27	-1
Lettuce	116	179	201	201	204	196	183	-4	3
Okra	149	156	192	146	180	162	164	-10	4
Sweet Pepper	141	178	180	200	258	227	197	-12	-5
Tomato	171	236	274	325	280	267	259	-5	-5
Condiments & Spices									
Hot Pepper	1	12	5	1	24	42	14	75	-25
Ginger	12	15	15	15	14	21	15	50	20
Staples & Root Crops									
Banana	8157	14,011	51,303	12,774	17,452	17,457	20192	0.03	-7
Breadfruit	1,273	1,175	878	644	1,108	1,265	1057	14	-47
Dasheen	514	531	411	460	308	469	449	52	-8
Plantain	1,531	1,355	1,430	1,944	2,193	3,049	1917	39	-8
Sweet Potato	405	576	844	585	828	856	682	3	2
Tannia	87	68	53	80	40	79	68	98	2
Yam	402	545	645	648	197	583	503	196	-5
Fruit & Tree Crops									
Avocado	239	168	251	369	191	273	249	43	-1
Grapefruit	415	693	971	828	937	831	779	-11	12
Lime	269	274	325	360	377	262	311	-31	7
Mango	276	505	414	789	1,170	672	638	-43	5
Pineapple	35	36	47	59	60	87	54	45	-1
Sweet Orange	746	601	575	542	454	364	547	-20	3
Sour Sop	17	73	70	139	188	210	116	12	9

Source: Statistical Unit, Ministry of Agriculture, Forestry and Fisheries, 2015

Positive changes in unit value (EC\$/kg: 2015-2016) is the most important indicator of commodities with improving market attractiveness (that is, implied market receptivity and price appreciation associated with greater demand). The data suggests that ginger, grapefruit, sour sop and lime had the highest value appreciation in 2016 (Table 1).

1.2.1.2 Domestic Livestock Production

There was steady growth in all reported livestock commodities² with poultry (dressed meat) and table eggs showing the most notable production growth from 2015 to 2016 (Table 2). Value appreciations for table eggs, fish and pork are a positive indicator for continued investment by operators in these sub-sectors.

Table 2: Production Volume (tonnes; '000 dzn eggs) of Major Livestock Commodities

Commodities	2012	2013	2014	2015	2016	Avg.: 2012- 2016	% change in production: 2015-2016	% change in unit value [EC\$/kg/dzn]: 2015-2016
Fish (landings)	1,709	1,639	1,695	1,616	1,732	1,678	7	2
Table eggs	1,187	1,149	1,317	1,472	1,626	1,350	10	21
Poultry (dressed)	1481	1,691	1,925	1,824	2,251	1,834	23	1
Pork	192	153	179	199	207	186	4	2

Source: Statistical Unit, Ministry of Agriculture, Fisheries, Physical Planning, Natural Resources and Cooperatives, 2016

1.3.1 Trade in Agricultural Products

In 2016 there was a 5% fall in agricultural imports as a percentage of merchandise imports (Government Statistics Department, 2017). A 2% fall in the trade imbalance for food products in 2016 from 2015 levels is an encouraging indicator of reduced net dependency on food product imports. Further, with agricultural exports as a percentage of merchandise exports (ITC Trade Map 2016)

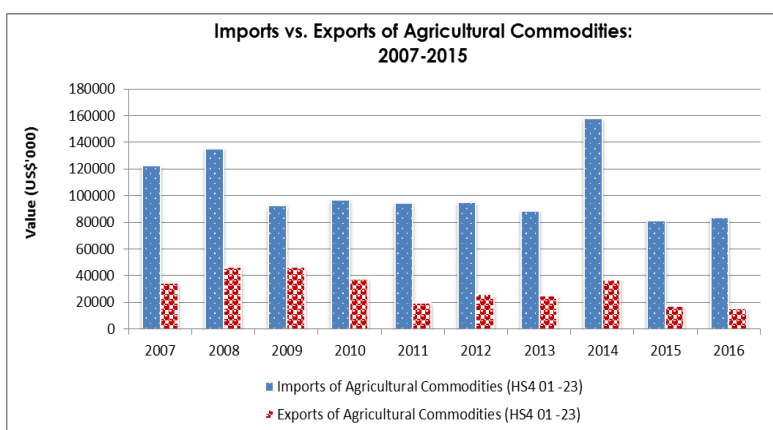


Fig 3: Import and Export of Agricultural Commodities (HS4 01 -23): 2007-2016

Source: ITC Trade Map, 2017

remaining constant at 17% in 2016, there is indication of a net positive contribution of the

² Data for ruminant commodities not available.

agricultural sector to import replacement (that is, greater domestic utilization for agricultural commodities) despite a 12% fall in export earnings.

Table 3 presents summary trade data on the top five agricultural import and export commodities in 2016 (ITC Trade Competitiveness Map, 2017). The major commodities in each category remained largely the same from 2014; with meat and edible offal of poultry (HS0207), and banana and plantain (HS0803) dominating the import and export profiles, respectively. In terms of growth in export value between 2015 and 2016, the best performers (% growth in export value per annum) were 0803-Bananas and plantains, fresh or dried (16%); 2208-Spirits, liquors, other spirit beverages (16%) and 2202-Non-alcoholic beverages excluding water, fruit or vegetable juices and misc. Banana and plantain (0803), remained the highest value earner for the agricultural sector in 2016, with 2203-Beer made from malt following.

Table 3: Top 5 Agricultural Imports and Exports for Saint Lucia (2015-2016)

Commodities	Trade Value (US\$'000)			
	2014	2015	2016	% change in Trade Value: 2015-2016
IMPORTS				
0207 – Meat & Edible offal of poultry meat	14,258	11,327	10,966	-3
1101 – Wheat or meslin flour	10,258	2,035	5,519	171
0406 – Cheese & curd	5,918	3,408	3,765	10
2204 – Wine of fresh grapes	5,212	3,397	3,722	10
2106 – Food preparations, nes	4,725	3,030	3,599	19
EXPORTS				
0803-Banana & Plantain, fresh or dried	1,271	8,032	6,712	16
2203 – Beer made from malt	14,164	5,213	3,053	-41
2202- Non-alcoholic beverages excluding water, fruit or vegetable juices and misc.	3,361	1,762	2,035	15
2208 – Spirits, liqueurs, other spirits beverages, alcoholic preparations	7,165	1,192	1,383	16
2103 - Sauces mixed condiments & mixed seasonings	584	652	731	12
Source: ITC Trade Competitiveness Map, 2016				

The import profile in 2016 showed a 3% increase in value (% growth in import value per annum). Most notable is the dramatic increase in spending on 1101- wheat or meslin flour which showed a 171% increase in trade value (Table 3). Meat and edible offal of poultry, although the major food commodity in terms of trade value, showed a 3% fall in spending from 2015. The other commodities showing increases in spending (HS 0406, 2204 and 2106) are potential candidates for import replacement/substitution.



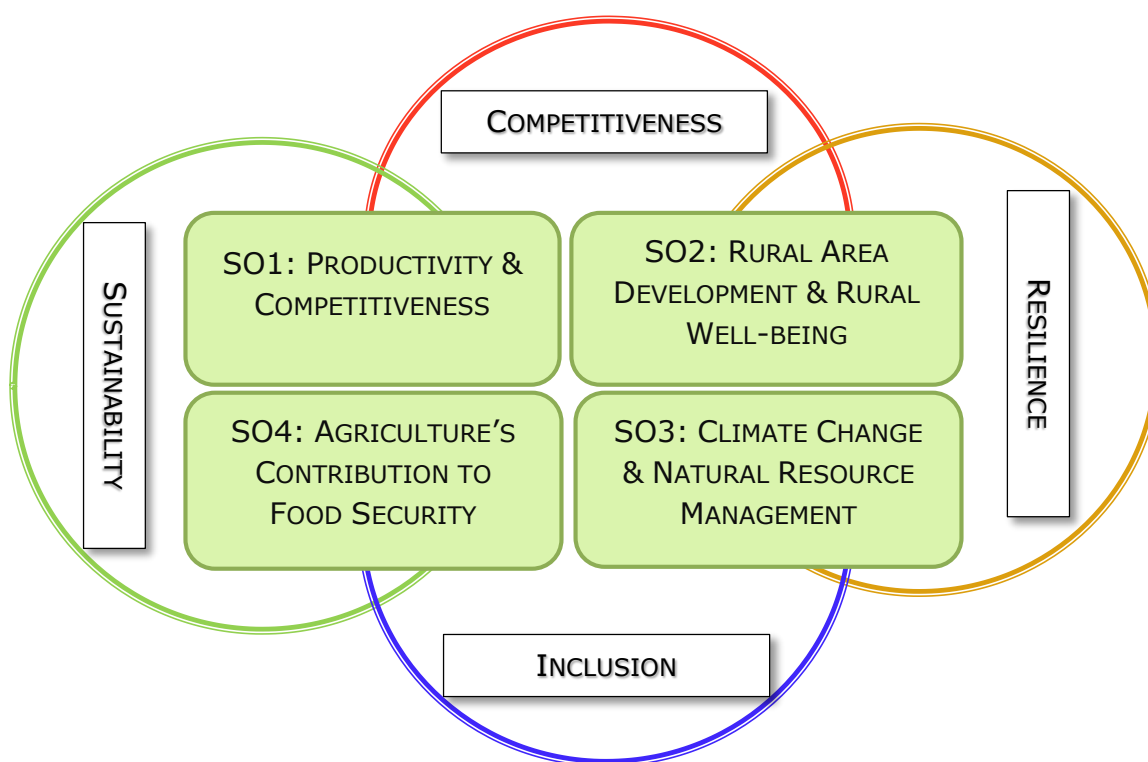
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PART II: THE NATIONAL TECHNICAL COOPERATION AGENDA FOR 2015

An illustration of IICA's National Technical Cooperation Agenda is presented below. It represents IICA's strategic outlook for development assistance in Saint Lucia. The nature and purpose of the development assistance is guided by four strategic objectives; namely, to:

1. Improve the productivity and competitiveness of the agriculture sector;
2. Strengthen agriculture's contribution to the development of rural areas and the well-being of the rural population;
3. Improve agriculture's capacity to mitigate and adapt to climate change and make better use of natural resources;
4. Improve agriculture's contribution to food security.

Framework for IICA's Technical Cooperation Agenda in Saint Lucia



These objectives guide the specification of technical interventions which comprise the programme of work; a process that involves an intensive analysis of existing agricultural documents, statistics and policies, coupled with extensive consultations with agriculture and rural sector stakeholders including Government ministries, producer organizations, youth and women

organizations, rural service-provider agencies, private sector entities and international organizations.

These are defined by four broad and inter-related areas of:-

1. **Competitiveness** and *Sustainability of Agricultural Chains for Food Security & Economic Development* with focus on the capacity of an agricultural chain in all its links, to maintain sustained and lasting growth on domestic and international markets;
2. **Resilience** and *Comprehensive Risk Management* which aims to increase the resilience of the agricultural systems in the member countries in order to address climate change and other environmental shocks by strengthening the institutional framework for innovation and risk management based on the principles of sustainable adaptation;
3. **Inclusion** in *Agriculture and Rural Territories* where efforts are aimed at contributing to the creation of conditions for the design and participatory management of countries with focus on integrated area-based public policies for social, economic, and civic inclusion in relatively lesser developed rural areas where family farming is prevalent; and
4. *Productivity & Sustainability of Family Agriculture for Food Security and the Rural Economy* by which the sustainable development of family farming is promoted to increase its contribution to food and nutrition security and the rural economy.

These define IICA's technical work and form the framework within which impact is evaluated and reported on.



PART III: RESULTS AND OUTCOMES FROM THE 2015 TECHNICAL COOPERATION AGENDA

The activities executed during the year were all designed towards the achievement of three key results at the national level. These are briefly detailed below:

3.1 IMPROVE THE PRODUCTIVITY AND COMPETITIVENESS OF THE AGRICULTURE SECTOR

3.1.1 Competitiveness and Sustainability of Agricultural Chains for Food Security & Economic Development

- *Pilot Study to Evaluate the Productivity of Permapiculture System in Saint Lucia for Differentiated Honey Production*

<i>Impacts > Innovation and extension to achieve sustainable productive intensification and food security in Family Farming</i>	
Challenge(s):	Weak knowledge and managerial capabilities of beekeepers towards more productive and profitable family-farming enterprises
Intervention(s):	Strengthen participatory association of family agriculture producers in sharing and building expertise
Results:	<ol style="list-style-type: none"> 1. Defined research methodology for evaluating the comparative performance of Perone and Langstroth hives for commercial honey and bee product supply; 2. Capacity of participating beekeepers built in commercial hive management with specific focus on the Perone and Langstroth hives.
Lessons Learnt:	<ol style="list-style-type: none"> 1. Improved hive management practices can substantially improve the resilience of apiaries; 2. Peer-to-peer learning and experiential mechanisms between national beekeeper groups/associations can be a beneficial tool in providing technical cooperation support.

The purpose of this activity then was to establish a pilot study to compare production and management parameters between the Permapiculture system versus traditional apiculture system (represented by use of the Langstroth hive) on apiaries in St. Lucia. This action was taken as a follow-up intervention of the Family Agriculture Flagship Project which saw more than 30 beekeepers in Saint Lucia trained in 2015 in the construction and management of Perone hives in a permapiculture system. That activity generated practical interest of beneficiary beekeepers, prompting an interest in closer evaluation of the merits of the Perone hive/permapiculture as compared to traditional beekeeping practices.

Over three days participants learned about the commercial management of the permapiculture system, defined the research methodology for a comparative study of the Perone and Langstroth hives, as well as avenues for improving hive development and commercial honey production. In addition to beekeepers of the Mille Fleur Honey Producers Cooperative (MFHPC) which partnered

with IICA on the activity, beekeepers from Grenada, Saint Vincent and the Grenadines and Suriname also participated.

The activity format focused around sensitization presentations by lead technician Dr. Manuel Sanchez, presentations by participants, field visits and a wood-workshop activity to build a Perone hive for experiential learning, as well as group discussions on operational challenges and approaches to hive management and also in designing the research methodology for the evaluation.

As its outcome the research parameters were elaborated with the consensus decision to evaluate three hive bodies; namely the:

- a. "Traditional Langstroth"- this hive reflects the traditional/current construction and management practices for Langstroth hives.
- b. "Improved Perone" - a smaller Perone hive based on recommendations of IICA colleagues in the Dominican Republic. This hive is supposedly easier to handle and more easily adapted to by introduced brood.
- c. "Improved Langstroth" - this hive reflects recommendations for hive situation at telluric crosses, and changes to frame placement in the hive body and bee entrance for better hive response/performance.

A total of 21 of each hive type (84 hives) will be observed at four locations over a period of two years (minimum). Observations will be recorded by both field visits of participating beekeepers as well as digital reporting using the Arnia Remote Hive Monitoring system which is being employed by the MFHPC. The experiment is being implemented in collaboration with MFHPC's Special Projects team and the Japan-Caribbean Climate Change Partnership (JCCP) project "Building the Resilience of the Honey Sector to the Impacts of Climate Change through Genetic Security and Adoption of the Best-proven Climate Smart Production Methods".



The activity provided a great experiential learning opportunity to participants.

Photos: IICA Saint Lucia, 2016

□ *Bakery Industry Study for Production and Marketing of Composite Bread using Cassava*

<i>Impacts > Access and Linkage of Agricultural Chains to Markets</i>	
Challenge(s):	Low utilization of agro-processing opportunities based upon locally-available resources by small and medium sized enterprises
Intervention(s):	Limited organizational and entrepreneurial capacity of CABA to service small and medium sized agro-processing enterprises in the areas of production and marketing
Results:	1. Market Study of the Bakery Industry in St. Lucia including consumer and market profiles for bakery products and findings of a composite product evaluation survey
Lessons Learnt:	1. There is positive indication of market scope for the introduction of cassava (and other root and tuber) bakery products in Saint Lucia

Supported under the 10th European Development Fund (EDF) Agriculture Policy Programme (APP), this exercise was implemented in collaboration with the Caribbean Agribusiness Association (CABA) to enhance the organisational and operational capacity of CABA to successfully pilot regional initiatives that deliver meaningful services to attract SME membership.

The action builds on the efforts of the MoA in 2015 where cassava was identified as a priority commodity for value chain development. Valuable contribution was made in giving clarity to the avenues for introducing cassava composite bakery products in the St Lucia market; namely: identification of preferred product forms for cassava composite bakery goods, as well as feedback from product taste-testing, profile of consumers and identification of preferred consumer segments by geography and willingness to pay.

□ *Producer-Buyer Platform Meeting*

<i>Impacts > Access and Linkage of Agricultural Chains to Markets</i>	
Challenge(s):	Weak mechanisms for joint planning and sharing of information that can improve the organizational capacity of producers (including women and youth) through their strategic participation in value chains
Intervention(s):	Dialogue platform as a vehicle through which producer-owned and managed enterprises can strengthen market linkages
Results:	1. Identified good practices for strengthening producer-buyer linkages in the domestic market
Lessons Learnt:	1. A focus on mutually beneficial arrangements and attention to the value proposition offered to consumers is a favorable starting point for building producer-buyer relations

Another activity of the 10th EDF APP, this two-day workshop hosted value chain facilitators, representative of producer groups, as well as representatives of Massy Stores to practical conversation on joint planning, sharing of information and networking to improve the organisational capacity and business opportunities for micro, small and medium (MSME)

entrepreneurs, including women and youth. Specifically, the workshop explored good practices from Massy Store's farmer assistance programme in Saint Lucia as a case example of building effective producer-buyer relationships and priority commodities for market opportunity development. Opportunity was also given to refining the activities of the support actors procured under the APP responsible for facilitating market linkages in participating countries.

□ *Value Chain Facilitation for Credit Readiness and Investment Preparation*

<i>Impacts > Access and Linkage of Agricultural Chains to Markets</i>	
Challenge(s):	Low readiness of MSMEs to access financing for enterprise development
Intervention(s):	Assessment and capacity building of MSMEs to improve their credit-readiness (i.e. the attractiveness of MSMEs to financing)
Results:	1. Development of credit-readiness and investment profile for the Belle Vue Farmers' Cooperative
Lessons Learnt:	1. Good governance and financial accountability and transparency are critical to improving credit-readiness of agribusinesses

Under Component 3 of the APP, IICA conducted rapid assessments of a number MSMEs to evaluate their interface with existing agri-value chain financing schemes. The assessments found that equity, grants and loans remain the main sources of MSME finance, and that the application of innovative agri-financing schemes to enhance competitive value chain development is relatively limited.

IICA collaborated with the Caribbean Farmers Network (CaFAN) and the Finance Alliance for Sustainable Trade (FAST) to execute the stakeholder assessment and analysis of data which culminated in the preparation of an investment profile for the Belle Vue Farmers' Cooperative (BVFC) which was the only successful local actor in the project. FAST utilized their specialized Financial Literacy Toolbox (FLTBX) to assess the financing need of the Cooperative and to produce specific investment guides for the BVFC. BVFC is currently being engaged by an investor to finance the development of the investment profile developed by this project action.

3.2 STRENGTHEN AGRICULTURE'S CONTRIBUTION TO THE DEVELOPMENT OF RURAL AREAS AND TO RURAL WELL-BEING

3.2.1 Productivity & Sustainability of Family Agriculture for Food Security and the Rural Economy

- *Improving Product Branding and Marketing of Targeted Products of the St Lucia Network of Rural Women Producers*

<i>Impacts > Strengthening of Family Farming associative process for food security and rural economy</i>	
Challenge(s):	Weak leveraging of collective action for cost-effective procurement of labels for micro-entrepreneurship products of interest among the four Clusters of SLNRWP.
Intervention(s):	1. Build capacity of women producers/processors of the SLNRWP in organizational structuring the supports entrepreneurial and agribusiness development interests of members (individual and collective)
Results:	<ol style="list-style-type: none"> 1. Improved capacity of women micro-entrepreneurs to specify product labelling, brand articulation and packaging for better market participation and competitiveness; 2. Enhanced capabilities of women micro-entrepreneurs to produce market-ready products; 3. Better understanding and appreciation of women entrepreneurs of product branding and labelling requirements; 4. Production of over 20 market-ready product labels;
Lessons Learnt:	1. Differentiated strategies and services for labelling and packaging that provide cost-effective options to micro-entrepreneurs are needed in allowing for scaling-up of operations at a pace that matches the entrepreneur.



Members of the Saint Lucia Network of Rural Women Producers (SLNRWP) meeting with facilitator Mr. Cecil Sylvester (Cecil Design Studios).

The basic premise for the activity is to leverage savings in collective action for procurement of labels for micro-entrepreneurship products of interest among the four Clusters of SLNRWP. Through the proposed intervention labelling and brand specification will be enhanced/established for key products which can be utilized collectively (as SLNRWP or at the Cluster level) as well as individually by members to advance

their micro-enterprises. There were two main actions: improve current labels and branding specification with the support of a graphic artist; and initiating a sustainable label supply operation.

The first action was done through a series of face-to-face meetings with SLNRWP Clusters³ with technical facilitation by Mr. Cecil Sylvester of Cecil Design Studios/CDS. Mr. Sylvester prepared and presented a brief guide for the women on the key elements of designing a label for maximum brand presentation to the consumer. In his meetings, he also gave critique on ways to improve the existing labels for products of collective and individual interest that the SLNRWP members had identified as having regular sales and ready for improvement for better market participation. These he worked on and produced new designs for the identified products.

For the second action, the IICA Delegation in St Lucia contributed resources towards the procurement of a label printer⁴. The purchase of the label printer would allow SLNRWP to produce small quantities of labels at a more affordable price (estimated between EC\$ 0.24 and \$0.52). By their own anecdotal reports, this has subjected SLNRWP members' operations to a fair amount of variation in price and accessibility of labels.



A few of the new market-ready labels developed under the project action

The procurement was co-financed by the SLNRWP using resources from a revolving working capital fund supported by IICA FonTC over 2013-2014. Support was given to the SLNRWP in determining a costing system for printing labels to members, proceeds from which go to the SLNRWP working capital fund to sustain the service. A focus on sustainability will mean the

design/adoption of systems for procurement and use that are cost-effective at small commercial quantities, and can be up-scaled (volumes of targeted products) and/or expanded (additional homogenous product packaging).

□ *Capacity Building Workshop on Governance for Producer Groups*

<i>Impact> Strengthening of Family Farming associative processes for food security and rural economy</i>	
Challenge(s):	Weak governance structures and processes within stakeholder civil society organisations/groups
Intervention(s):	Capacity building of stakeholders on good governance principles and processes
Results:	1. Capacity of 14 stakeholders from 6 local producer groups built on the role and fundamentals of good governance within an organisation
Lessons Learnt:	1. Good governance (systems and practice) is an important but under-utilized area of value-adding that groups offer to members and partners

³ Targeting Babonneau, Canaries and Micoud.

⁴ The selection of the printer was advised by Cecil Design Studios as well as inputs such as label paper per the improved designs.

The workshop on “Improving Governance in Producer/Enterprise Groups” was hosted with support by Component 3 of the Agriculture Policy Programme (APP), Improved Market Linkages to Contribute to Agricultural Enterprise Development.

The objective of the workshop was to build capacity of producer/stakeholder groups on the role and fundamentals of good governance within an organisation, the operation of governance bodies and to equip participants for enhanced participation in and governance of their organisation.

Throughout the workshop the critical importance of organizational structure and accountability processes and mechanisms to achieving success in agri-business was emphasized. Participating groups were especially happy to note the value of proper meeting minutes and record-keeping to enterprise development, shortcomings in the structure of their organisations, as well as the need for specific training to in-coming executive members to ensure adoption of stipulated norms for accountability and transparency.



Top: Workshop Facilitator Sandra Fergusson. Bottom: Participants in a group activity.

Photos: IICA Saint Lucia 2016

□ *Associative Internship: A Skill-building Programme on Family Agriculture*

<i>Impact> Strengthening of Family-Farming associative processes for food security and rural economy</i>	
Challenge(s):	Weak organizational systems for facilitating enterprise development of producer groups/associations
Intervention(s):	1. Strengthen participatory association of family agriculture producers in sharing and building expertise
Results:	1. Development of a plan for improving member participation for the Belle Vue Farmer's Cooperative; 2. Capacity of Belle Vue Farmer's Cooperative and IICA technicians from participating countries built in hosting the associative internship and working with producer groups to strengthen socio-organisational capacities;
Lessons Learnt:	1. Producer group commodities have a number of value proposition elements which are not well defined or communicated in engaging the market; 2. Peer-to-peer learning mechanisms can be very effective in producer group learning and adoption of good practices on governance and coordinating market arrangements.

The Associative Internship capacity building workshop was aimed at training IICA technicians and participating producer group in the use of the methodology for improvement planning on three key operational areas namely; socio-organizational, added value and access to markets. The workshop format revolved around country presentations on strengths and weaknesses of producer groups in the represented countries, group discussions to specify the cause(s) of the key

weaknesses and options for remedying the same, as well as field visits to see and learn more about the operational processes of BVFC in support of the key operational areas of the internship methodology. The activity was hosted at the Conference Room of the Belle Vue Farmer's Cooperative in Soufriere from October 11 – 13 2016. Participating IICA technicians were from Jamaica, Trinidad and Tobago and Suriname.

The core strength of the approach for the workshop was in supporting peer-to-peer learning as an approach to building capacity of partner producer groups as well as improving likelihood of adoption of recommended solutions. The exposure of IICA technicians who actively work with producer groups to the adopted governance procedures, member engagement and coordination, market linkages and other operational strengths and weaknesses was also beneficial to informing planned interventions. To that end, the evaluation/assessment tools for the internship are being improved upon as a resource to support on-going programmes of producer groups or other interested actors for improving the socio-organizational operations of producer groups/ associations.

□ *Experience Capitalisation: Value Chain Agri-Financing in St Lucia*

<i>Impact> Access and Linkage of Agricultural Chains to Markets</i>	
Challenge(s):	The lack of innovative risk management schemes that are rooted in alleviating challenges faced by MSMEs in the domestic environment
Intervention(s):	1. Strengthen participatory association of family agriculture producers in sharing and building expertise
Results:	1. Print and video product on the Massy Loan Programme in Saint Lucia as a case study/good practice on innovative value chain financing;
Lessons Learnt:	1. Multi-lateral conversations between producers, buyers and financing agencies are needed to support financing schemes for MSMEs

The purpose of this activity was to contribute to the enhancing of CARIFORUM financial service providers understanding of innovative agri-value chain financing schemes for MSMEs by delivering specific case studies and video documentation of selected successful regional experiences, which are aimed at catalysing a change in practice, help others not to repeat errors, and facilitate the design of new interventions based on past experiences.

Specifically, the activity profiled the Massy Stores Loan facility to farmers in St Lucia as an example of non-traditional financing schemes that are more accessible to farmers and effective in having no default in repayment. The activity produced a print report and video highlighting the management mechanisms for operating the lending facility, as well as its value and impact at the farmer level in creating market access.

3.2.1 Inclusion in Agriculture and Rural Territories

□ Facilitating Capacity Building of Local Technicians

<i>Impact> Innovation and Outreach Towards Sustainable Production Intensification and Food Security</i>	
Challenge(s):	Agriculture is a highly knowledge-intensive discipline requiring capacity building/enhancement
Intervention(s):	Build capacity in technical areas relevant to agriculture and rural development in the Caribbean
Results:	1. Enhanced capacities for planning and implementing technical interventions in agriculture and rural development;
Lessons Learnt:	1. Support frameworks that allow for immediate application of developed skills are needed to increase the impact of training/capacity building

In 2016 IICA supported the training of more than 60 agricultural technicians, farmers, agro-processors and small and medium-sized enterprise owners in critical areas for improving food safety and assurance as well as productivity and sustainability. Table 4 below is a concise presentation of the number of persons trained and the areas of skill development.

Table 4: Subject Areas Supported for Capacity Building

Supporting Institution/ Mechanism	Number of technicians trained	Areas of Training
10 th EDF Agriculture Policy Programme (APP)	4	<input type="checkbox"/> Training on Technology Advances in Agricultural Production, Water and Nutrient Management <input type="checkbox"/> Capacity Building of Producer Groups in Good Governance
10 th EDF Sanitary and Phytosanitary Measures Project (SPS)	8	<input type="checkbox"/> Emergency Response to Highly Pathogenic Avian Influenza <input type="checkbox"/> Training in Good Agricultural Practice (GAP) Auditing <input type="checkbox"/> Training in the design and implementation of Hazard Analysis Critical Control Point (HACCP) Systems <input type="checkbox"/> Training of Agro-processors in Design and Implementation of Traceability Systems
Flagship Projects	5	<input type="checkbox"/> Capacity Building in Risk Mapping

3.3 CLIMATE CHANGE AND NATURAL RESOURCE MANAGEMENT

3.3.1 Natural Resources Management and Adaptation to Climate Change for Agriculture

□ *Caribbean Climate Smart Agriculture Forum and Competition: 2016*

<i>Impact> Member countries have improved knowledge on how to design and implement plans, policies and actions to increase the resilience of production systems to climate change</i>	
Challenge(s):	Inadequate institutional capacity of both public and private organizations which limit planning and action on climate change adaptation and mitigation
Intervention(s):	Training on Integrating Adaptation to Climate Change into Development Planning
Results:	1. Raised awareness among agricultural stakeholder of best practices promoting and supporting climate smart agriculture
Lessons Learnt:	1. Multi-stakeholder discussion forums on climate smart agriculture are a good impetus for supporting action on climate change adaptation and mitigation

Recognizing the urgency of adaptation, adoption of climate smart agricultural⁵ practices and the need for a stronger platform on which agricultural sector stakeholders, as well as other relevant actors could exchange experiences and knowledge, IICA in 2015 initiated the Caribbean Climate Smart Agriculture Forum (CCSAF).

The CCSAF exists as a neutral space where all can share, learn, plan and promote policies, strategies and actions towards more productive, low emission, sustainable agricultural systems that are well adapted to the regions changing climate. This approach allows for enriched national dialogue as well as exchanges within the Caribbean for learning and knowledge auctioning. In 2015, 2 webinars were hosted (Webinar #1: Launch – Climate Change Context in the Caribbean; Webinar #2: Integrated Soil Management for resilient agriculture to climate change) which engaged more than 40 local participants and close to 300 regionally.

3.3.2 Comprehensive Management of Environmental Risks for Production

□ *Capacity Building in Risk Mapping*

<i>Impact> Increased knowledge, information and methodologies on how to anticipate, prepare for, respond to and recover from environmental risks</i>	
<i>> Increased technical capabilities for understanding and implementing good practices to anticipate, prepare for, respond to and recover from environmental risks</i>	
Challenge(s):	1. Low capacity of public and private institutions to promote and implement measures for adapting agriculture to climate change and mitigating its effects, as well as promoting integrated risk management in agriculture;

⁵ Climate smart agriculture is defined as agricultural practices/methodologies that sustainably increase productivity, resilience (adaptation), reduce/remove greenhouse gases (mitigation) and enhance achievement of national food security and development goals.

<i>Impact> Increased knowledge, information and methodologies on how to anticipate, prepare for, respond to and recover from environmental risks</i>	
<i>> Increased technical capabilities for understanding and implementing good practices to anticipate, prepare for, respond to and recover from environmental risks</i>	
Intervention(s):	1. Training of agricultural technicians in the development of risk maps using open-source platforms to improve local capacities for risk management
Results:	1. Increased awareness of agricultural technicians on climate-change related threats to agricultural value systems; 2. Enhanced capacity of local technicians in developing risk maps for the agricultural sector;
Lessons Learnt:	1. Integrated platforms supporting decision-making on agriculture are needed; recognizing the diverse/non-linear nature of climate-change-related impacts and interventions.

In collaboration with Design + Environment (DE), a design and environmental consultancy and technology company in Canada, IICA provided training to eight agricultural technicians in Saint Lucia on creating agricultural risk maps to support the design and management of environmental solutions impacting the agricultural sector. The training was conducted as three half-day sessions, starting with defining core concepts of hazards, vulnerability, adaptive capacity, resilience and risk. During the training period, technicians became familiar with using C-READ and QGIS to design country-specific maps related to flood and drought risks.

□ *National Dialogue on Climate Services*

<i>Impact> Increased knowledge, information and methodology on how to anticipate, prepare for, respond to and recover from environmental risks</i>	
Challenge(s):	1. Undefined institutional and operational mechanisms to support improved resilience of agricultural sector (stakeholders) to the effects of a changing climate
Intervention(s):	1. Support the provision of information and knowledge on processes of management of risk for the Ministry of Agriculture and the increase of resilience to environmental events
Results:	1. Identification of specific agro-climatic information/knowledge products demanded by agricultural stakeholders; 2. Identification of adaptable/suitable communication channels and actors that can be utilized in the development and communication of climate services (information & knowledge products);
Lessons Learnt:	1. The demand for climate services by agricultural stakeholders will require a complementary system for non-climatic/meteorological info/data management to support the production of climate services; 2. Farmers and extension officers have a demand for practical training on the development and use of climate information and knowledge products;

The national dialogue was held in support of IICA's closer collaboration with CIMH and CARDI on climate services, as well as in leveraging its alignment with the Climate Smart Forum. Specifically,

the premise for the activity was to provide guidance on climate services/products being generated by the Caribbean Institute for Meteorology and Hydrology (CIMH) to improve the utility of products to intended users at the national level. The workshop format revolved around group activities and post discussions to identify specific interests (as indicator of product demanded) and key actors and communication channels through which intended users can receive these products.

Tables 5 collates the value-adding targets in the use of climate information and knowledge for the stakeholders and indicates the kinds of climate services the agricultural community has demand for.

Table 5: Value-Adding Targets in the use of Climate Information and Knowledge for Stakeholders in St Lucia

Actor	Value-adding Targets in use of Climate Information	Indicative Climate Service/Product
Farmers	<ul style="list-style-type: none"> <input type="checkbox"/> Ex ante production planning and forecasting <input type="checkbox"/> Timely investment in equipment/adaptation strategies (e.g. installing drip irrigation) 	<ul style="list-style-type: none"> <input type="checkbox"/> Climate-smart farm planning tool <input type="checkbox"/> Farming advisory (e.g. crop selection guide in response to various forecast scenarios) <input type="checkbox"/> Guide on water harvesting techniques based on forecast and agro-climatic zone <input type="checkbox"/> Farm emergency planning guide (e.g. giving recommended responses to harmful events)
Agricultural Extension	<ul style="list-style-type: none"> <input type="checkbox"/> Farming agro-climatic advisory/bulletin <input type="checkbox"/> Crop selection advisory (e.g. identifying cultivars suitable for dry and wet conditions) <input type="checkbox"/> Water abstraction scheduling (to maximize use of surface flow water) 	<ul style="list-style-type: none"> <input type="checkbox"/> Farmer advisory database (recommendations based on implication of different forecast scenarios) <input type="checkbox"/> Production planning and coordination tool (using historical, present and forecasted climate summaries) <input type="checkbox"/> Soil and water management program (using historical, present and forecasted climate summaries to identify areas for priority technical support)
Agricultural Planners	<ul style="list-style-type: none"> <input type="checkbox"/> Robust incentive regime to support farm-level adaptation (e.g. duty-free on drip lines ahead of drought) <input type="checkbox"/> Investment in irrigation (long-term drought forecast) and drainage (heavy rainfall forecast) infrastructure 	<ul style="list-style-type: none"> <input type="checkbox"/> Comparative evaluation (e.g. cost-benefit) tool to guide investment in cost-effective/suitable adaptation measures <input type="checkbox"/> Farming sector vulnerability assessment <input type="checkbox"/> Farmer credit (e.g. negotiated with Credit Union) or insurance programme (e.g. in collaboration with CCRIF)
Other (development/support organizations, etc.)	<ul style="list-style-type: none"> <input type="checkbox"/> Production/Supply (consistency) estimates adjusted to account for weather/climate forecasts 	<ul style="list-style-type: none"> <input type="checkbox"/> Market coordination tool <input type="checkbox"/> Climate knowledge hub (specifying implications to the agricultural community based on various climate event scenarios)

The exercise revealed that the agricultural community has a high demand for specific climate services on:

1. Forecasts for normal or “good” weather which gives farmers greater reassurance/confidence over a defined planning horizon;

2. Identifying implications of the weather and climate data/forecasts or different agricultural systems (e.g. crop farmer vs. livestock farmer) as well as specifying “trigger indicators/ranges” which would coincide with certain ameliorative/adaptive practices by the agricultural community (e.g. farmers increase water storage for drought forecast over 10 days; agricultural planners support duty-free incentive on drip irrigation for drought forecast over 2 months);
3. There is a logical inter-relation between agricultural planning an extension in supporting farmer adoption and use of climate information/knowledge (e.g. planners adjust incentive regime to allow farmers to better adopt extension’s advised ameliorative/remedial actions). Interestingly, relevance to opportunity leveraging in domestic markets, food supply and the food import regime were noted as associated avenues of value in this regard.

3.4 IMPROVING AGRICULTURE’S CONTRIBUTION TO FOOD SECURITY

3.4.1 Strengthening of Family Farming Associative Processes for Food Security and the Rural Economy

□ *Helping Out Our Primary and Secondary Schools (HOOPSS) Phase 5*

<i>Impact> Improving the efficacy and efficiency of food and nutrition security programs in the Members States</i>	
Challenge:	Limited participation of youth in agriculture
Intervention:	HOOPSS – a school-based initiative supporting food and nutrition security
Results:	<ol style="list-style-type: none"> 1. Enhanced youth participation in agriculture and capacities to produce food; 2. Increased production and earnings for school farms through facilitated market arrangements with CFL and local buyers; 3. Improved curriculum and academic performance of agriculture students.
Lessons Learnt:	<ol style="list-style-type: none"> 1. School-farms provide a functional avenue for integrating agriculture, health and education; 2. Greater effort is needed in building tailored sustainability mechanisms within participating schools that reflect their divergent needs and uses of the project.

IICA implemented Phase 5 of the Helping Out Our Primary and Secondary Schools (HOOPSS) Project, in partnership with SLAFY and Massy Stores (formerly CFL). HOOPSS is an initiative that directly responds to the decreasing participation of youth in agriculture, and to the need to address the nutritional concerns of the school feeding programs by encouraging the cultivation and consumption of fresh, wholesome foods produced by the school farms. This has greatly improved participation in agricultural classes, assisted teachers in translating theoretical knowledge to technical competence, provided a practical basis for doing School Based Assessments (SBAs) for Agriculture, Principles of Business and Principles of Accounts, as well as significantly improved the student performance at CXC.

HOOPSS Phase 5 supported the growth of new school farms giving practical learning opportunities on food and nutrition, as well as directly contributing to school meals and extra-curricular activities.



Support of the Tele-Gathering Group and FLOW to Marchand Primary School in expanding capacity for urban farming at the school.

Moreover, through the experiences of growing food for their own consumption and/or sale, students have gained a deeper appreciation for food, as well as nutrition and health. At present, 19 schools throughout Saint Lucia participate in HOOPSS. The implementation of Phase 5 in 2016 saw support given for the participation of additional schools, as well as beginning to lay a foundation for building in measures to help make HOOPSS more self-sustaining.



The enhanced productivity of the greenhouse at the Babonneau Primary School allows the school to support a small open-field component.



The Marigot Secondary School greenhouse was brought back to needed operational level.



Soufriere Comprehensive Secondary School open field production



Marchand Combined School – Pallet Farming

3.4.2 Comprehensive Management of Sanitary and Phyto-sanitary Risks for Resilient Agriculture

□ Capacity Building of Local Agro-processors in Hazard Analysis Critical Control Point (HACCP) Management

<i>Impact> Increased technical capabilities for prevention and management of sanitary and phyto-sanitary risks, to increase the resilience of agriculture to climate and environmental change</i>	
Challenge:	1. Limited capacity of MSME agro-processors to adopt and implement food safety and quality assurance systems
Intervention:	1. Capacity building of MSME agro-processors on the design and implementation of HACCP plans
Results:	1. Capacity of agriculture MSMEs built in developing and implementing HACCP plans for their businesses; 2. Enhanced awareness and capability to adopt and implement appropriate food safety systems to allow for consistently safe production.
Lessons Learnt:	1. There is need for improved collaboration between the SLBS and other public and private institutions in supporting the adoption of improved food safety and quality assurance practices by MSME processors.



Participants cooperated on guided learning activities as well as in designing HACCP plans for each other's' businesses.
Photos: IICA Saint Lucia 2016



Trainers (L-R): Dr. Kristen Spatz (GMA), Andre Charles (Winfresh) and Dr. Sharmine Edwards (Vet. Division) with trainee Richard Matthias (center)
Photos: IICA Saint Lucia 2016

The training event sought to support small agri-food companies in improving market access and participation by making use of a key element for food companies: develop and implement a Hazard Analysis Critical Control Point (HACCP) plan. A total of 16 participating agro-processors were made aware of the benefit to earnings and consumer

acceptance that can be realized by investing in improved food safety and quality systems, and trained in the design and implementation of HACCP plans.

This project was supported by the 10th EDF SPS Project through two phases. The first phase consisted of a "train-the-trainer" programme, in which one representative from the public and private sector was trained to function as a HACCP resource person in the country. During the second phase, this representative had to lead the national capacity building. In the second phase small agri-food business owners learned about principles of food safety, identification of types of hazards and their effects on food, as well as suitable control methods for common food hazards. This was completed online through a 15-module web programme.

□ *Building Capacity of Agro-processors in Designing and Implementing Traceability Systems*

<i>Impact> Increased technical capabilities for prevention and management of sanitary and phyto-sanitary risks, to increase the resilience of agriculture to climate and environmental change</i>	
Challenge:	1. Limited capacity of MSME agro-processors to adopt and implement food safety and quality assurance systems
Intervention:	1. Training of agro-processors in the design and implementation of traceability systems for their enterprises
Results:	1. Capacity of agriculture MSMEs built in developing and implementing traceability plans and support systems for their businesses; 2. Enhanced awareness and capability to adopt and implement appropriate food safety systems to allow for consistently safe production.
Lessons Learnt:	1. The demand by agro-processors food safety services is an incentive to motivate primary producers to adopt the same in enabling transparency on certification in the product chain

Another important activity supporting improved food safety and quality systems by agro-processors was a 2-day workshop on designing and implementing a traceability plan and system for the small business. This activity was also financed under the 10th EDF SPS Project. Facilitated by Dr.'s Bob Gravani and Jaheon Koo of the Global Food Traceability Centre's Institute of Food Technologists, this workshop set a proper foundation for equipping agro-processors to evaluate existing gaps to having an effective traceability system and determine the appropriate actions to remedy the same. The training was designed so that persons with no previous exposure/knowledge of the topic would be able to apply what they had learned.



The workshop gave public and private sector representatives a much-needed forum for dialogue on effective implementation of a traceability system.

Photos: IICA Saint Lucia 2016



Focused on people – promoting competitiveness and sustainable agriculture
- IICA Annual Report 2015 -

PART IV: PARTNERSHIP 4 PROGRESS

Building partnerships and inter-agency collaboration is an important mandate for IICA and a strategic focus for delivering meaningful technical support. In 2014, IICA collaborated with a number of development partners to advance progress on agriculture and rural development. These are highlighted below.

□ *Supporting Improved Capacities of Agricultural Stakeholders*



IICA/Massy Stores/SLAFY: SLAFY and Massy Stores are proud partners with IICA on HOOPSS and have continued supporting the initiative into its fifth phase (2016). Their efforts are instrumental to making the initiative sustainable and meaningful to the lives of participating students, their schools and their communities.



IICA/SLNRWP: SLNRWP is a major partner with IICA in building capacity for improvement of socio-organisational and business development of rural women in St Lucia. In 2016, we collaborated on a number of key areas making women micro-processors more capable to govern their groups, manage their businesses and produce more market-ready products.

□ *Supporting the Development of Agricultural Small-holders/Entrepreneurs and their Groups*



IICA/ GEF SGP: IICA's and the GEF SGP's scope of work have a number of common areas which enable cooperation and collaboration. Joint cooperation between IICA and GEF SGP gave support to the East-Coast Sargassum Project and the Chief Tree Initiative in 2016.



IICA/GOVERNMENT OF THE FEDERAL REPUBLIC OF MEXICO: IICA has positioned itself as the main facilitator/intermediary for the direct technical cooperation support provided by the Government of the Federal Republic of Mexico to the Government of Saint Lucia in the field of agriculture. The Embassy of the Federal Republic of Mexico in Saint Lucia is working with IICA to undertake interventions in areas of adapting greenhouse technology, germplasm management and improvement, as well as youth in agriculture development.



IICA/EMBASSY OF THE KINGDOM OF MOROCCO: The Embassy of Morocco was the primary partner with IICA in hosting the Caribbean Climate Smart Competition. This competition, held across six Eastern Caribbean countries, was an important event that allowed for learning about innovative farmer practices, as well as the great strides that the Kingdom of Morocco has made in adapting agriculture to climate change.



IICA/Belle Vue Farmers' Cooperative: Leveraging historical relationship, IICA deepened its cooperation with the BVFC in 2016 focusing on actions related to climate smart agriculture, organic/chemical-free production, access to financing/investors and improving member engagement and participation in the organisation.

□ Technical Cooperation



IICA/CARDI: During the year CARDI and IICA collaborated on the 10th EDF Agricultural Policy Programme (APP) in addition to a number of other initiatives under the IICA – CARDI Agreement.



IICA/FAO: IICA continues to partner with FAO on numerous regional and national programmes, including support to the development of the cassava value chain in St Lucia.



IICA/MAFFPCRD: The MAFFPCRD is IICA's main partner in Saint Lucia and the two agencies work jointly on a wide range of activities. During the year, the major activity was the operationalizing of the Mexico-IICA-Government of Saint Lucia, Triangular Cooperation Project in Protected Agriculture, including supporting capacity-building of staff and the introduction of adaptive measures for the installed greenhouses.



IICA/MTHCI: IICA is collaborating with the MTHCI and Island Sweet Farm in developing agro-tourism opportunities for local producers and producer groups with a focus on creating sustainable livelihood options; particularly in rural territories. In 2016 collaboration saw the successful submission of the project "Ridge to Reef Ecosystem Rehabilitation, Climate Change Adaptation, Improvement in Fish Biomass Project in Two Coastal Communities in Saint Lucia" which supports a number of sustainable, climate smart actions in the communities of Canaries and Choiseul.



IICA/OECS: IICA has an ongoing working relationship with the OECS Secretariat. During the year, IICA provided technical and secretariat support to the Meetings of the OECS Agriculture Task Force, preparation of strategic documents for the Meeting of OECS Council of Ministers for Agriculture, capacity building initiatives on Sanitary and Phyto-sanitary measures, and advancing the implementation of the OECS Regional Plan of Action for Agriculture, including on agro-tourism.

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