



IICA Strategy for

DOMINICA

2014-2018



Inter-American Institute for Cooperation on Agriculture

DOMINICA
IICA COUNTRY STRATEGY

2014-2018

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TABLE OF CONTENTS

	Page No.
1.0 Introduction	1
2.0 Methodology	1
3.0 IICA Country Strategy	2
3.1 Analysis of the Context	3
3.2 International vision and hemispheric trends in agriculture and rural life	4
3.3 Challenges and opportunities for agriculture in the country	6
3.4 Needs request for technical cooperation	8
3.5 ICS Instruments of Action	10
4.0 Follow-up, Monitoring, Evaluation of ICS	15
5.0 Accountability	15
ANNEXES	17-33

1.0 Introduction

IICA Country Strategy (ICS) will be executed over a period of 4 years and is developed for the country based on the national demands. The 2014-2018 ICS was conceptualized within the framework of the IICA's new Medium Term Plan (MTP 2014-2018).

Based on the strategic objectives and institutional functions and contributions of this MTP, the IICA Country Strategy (ICS) will be the precise and operational expression of the Institute's inter-thematic and multi-level work in each of its member countries.

The technical cooperation actions in the 2014- 2018 Country Strategy are result-oriented and links to the four (4) instruments of action (Flagship Projects, Rapid Respond Actions, FonTC, Projects with external resources) outlined in the MTP 2014-2018. These actions are aligned with the 11 contributions that IICA will support. The country strategy will reflect other actions that the Institute will be involved in.

The Country Strategy identifies challenges, country needs and opportunities within the agricultural sector. Guided by the methodological guide for formulating IICA Country Strategy, and taking into consideration the priority areas mentioned by the authorities, the Country Strategy concluded on three major opportunities for technical cooperation:

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 ICS will respond to requests from the Member States, recognizing the heterogeneity of the hemisphere and the specificities of each region or country, and attempting to reflect the articulation and coordination of IICA's work at the hemispheric, regional, multinational, and national levels, thereby strengthening the concept of "a Single IICA."

Once a year, a progress report on the status of implementation of the ICS will be given to the national authorities and other counterparts.

2.0 Methodology

The IICA Country Strategy was conceptualized and developed in accordance with the guidelines provided in the document entitled "Guide for the preparation of the IICA Country Strategy (ICS) 2014-2018" and in alignment with the approved IICA 2014-2018 Medium Term Plan. 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 2014-2015; Corporate Plan 2014-2016; Annual FAO Agricultural Review Report 2010; Second Medium-term Growth and Social Protection Strategy (GSPS) 2013; Banana Adjustment Measures Work Programme 2014-2015; National Export Strategy; and FAO Country Programming Framework.

The next step involved one on one consultations and meetings with critical partners, clients and more so the technical and administrative team within the Ministry of Agriculture. From the discussions the major areas highlighted were the need for building institutional capacities in areas of productivity; agricultural health and food safety; and climate change; group dynamics and management and natural resource management.

Other major areas for technical support are documented in section 3. The National Export Strategy continues to play a significant point of reference for development of the agricultural sector.

A key component of the country strategy is the submission of a project proposal that captures the demands of the country and formulates actions in accordance with the MTP and 11 contribution areas. Given the major national needs, emphasis was placed on the areas of competitiveness, resilience and family farming. However, taking into consideration the capacity of the IICA Office in Dominica, a value chain approach was considered, hereby integrating the various instruments in and results in one project concept. A technical cooperation project proposal entitled "*Enhancement of the competitiveness of agribusiness and the improvement of livelihood of rural territories through building resilience in production systems and improved quality and food safety systems*" is included in the Country Strategy, and it proposes actions that will address these national priorities within the framework of IICA's mandate, IICA's technical concentration program, and availability of resources. The project is expected to be executed over the period 2014- 2018.

Once the CS is completed and approved by IICA, it will be submitted to the National Authority for final endorsement.

3.0 IICA Country Strategy

3.1 Analysis of the Context

Government's effort to improve a number of subsectors has contributed to a marginal increase in economic growth. The GDP Estimates indicate a 0.1 percent improvement in economic performance for the year 2012. The economy was projected to grow by 1.6 per cent in 2013 and by a further 1.7 percent in 2014. The priority subsectors supported by Government were agriculture, construction, and tourism sectors. (Central Statistical Office, 2014)

The Agriculture sector continues to be a significant contributor to GDP. In 2012, agricultural production accounted for 12.3 percent of total GDP, with an overall increase in the sector of 7.5 per cent. Whilst the contribution of the banana subsector to GDP seemed to be declining, Positive Growth was recorded in other subsectors, particularly crops. An increase of 7.7 percent was recorded in crops, mainly attributable to non-banana crop production which recorded a marked increase of 13.0 percent. (Central Statistical Office, 2014)

Government's investments in Agriculture have been guided by the 2013–2016 Growth and Social Protection Strategy (GSPS), which promoted measure towards sustainable growth to include:

- Foreign direct investment
- Market led approach through the National Export Strategy
- Strengthening support services including Credit support and technical services
- Research and development
- Productivity and production;
- Value-addition and agro-processing
- Capacity building in both the private and public subsectors

The Government has continued some major actions towards improving the agriculture sector. Some of the major programmes include:

- **Support to horticulture programme:** Effort extended to increase production of selected commodities to meet domestic and export demands through supply of inputs and extension services
- **Implementation of the Strategic plan for Black Sigatoka Management:** Banana and plantain industry was significantly affected by Black sigatoka disease. A national programme was implemented to reduce the impact of the disease on production of these commodities. The programme included Surveillance & Monitoring; Quality Assurance; Nutrition/Plant Health; cultural and Chemical Control; and Public Awareness & Training.

- **Citrus rehabilitation programme:** Address issues of Citrus tristeza virus that affected the citrus industry through propagation of clean, disease free planting material that was resistant to the CTV
- **Construction of a national abattoir for the handling and processing of poultry and pork:** Government efforts to increase the production of poultry and pork to satisfy domestic demand and ensuring that safety standards are adhere too.
- **Implementing a Farm certification programme** to stimulate confidence in produce exported from Dominica in the traditional markets
- **Climate Change and Disaster Risk Management:** Government launched its Low-Carbon Climate-Resilient Development Strategy 2012-2020
- **Construction of two Multi-purpose packing facilities:** Support the packaging and processing of fresh produce intended for export

Most of the programmes were financed with donor funds and support from Institutions and friendly governments. There are a number of new programmes under the Banana Accompanying Measure (BAM) to advance the agriculture sector to include rehabilitation of feeder roads, operationalization of the National Center of Testing Excellence, establishment of molecular laboratories, strengthening capacity of youth and agricultural business enterprises.

3.2 *International vision and hemispheric trends in agriculture and rural life*

Over the last few decades the landscape for agriculture has shifted. Agriculture has been challenged by global phenomena and events that redefined the approach to agriculture in many territories. According to a World Bank Report, there was a sudden increase in food prices in 2008 that drove an estimated 100 million more people into poverty. The seasonal nature of agriculture resulted in a lagged production response. (World Bank Group Action Plan 2013-2015)

The global food prices more than doubled from 2006 to mid-2008, then declined by 30–40 percent through to the end of May 2009. Global food prices are now increasingly being driven by events exogenous to the food sector. There are other critical drivers that have caused the shift in agricultural trends which include: (World Bank Group Action Plan 2013-2015)

- Growing competition and diminishing quality and quantity of natural resources and loss of ecosystem services
- Energy security and scarcity
- Changing agrarian structures, agro-industrialization and globalization of food production

- Changing patterns in agricultural trade and the evolution of trade policies
- Increased vulnerability due to natural and man-made disasters and crisis
- Food demand is increasing while patterns of food consumption are changing towards more livestock products, vegetable oils and sugar

Recent joint reports by the Food and Agriculture Organization of the United Nations (FAO), the Economic Commission for Latin America and the Caribbean (ECLAC) and IICA, repeatedly identified four challenges associated with agriculture; these challenges call for urgent attention and recognition of the role that this sector plays in the development and well-being of nations, in fighting poverty and inequality and in achieving environmental sustainability and food security.

IICA's frame of activity, set forth in the 2010-2020 Strategic Plan, presents these challenges as four strategic objectives: productivity and competitiveness; rural inclusion; adaptation of agriculture to climate change and integrated natural resources management (sustainability); and food and nutritional security. Two other challenges not explicitly given in the Strategic Plan, but pointedly discussed in the 2011 and 2013 ministerial meetings and therefore understood to be priorities for IICA's work, involve innovation and integrated management of water resources.

The World Bank in its Plan of Action will place emphasis on addressing the following:

- *Raise agricultural productivity*—including support to increased adoption of improved technology (e.g., seed varieties, livestock breeds), improved agricultural water management, tenure security and land markets, and strengthened agricultural innovation systems.
- *Link farmers to market and strengthen value addition*—including continued support for the Doha Round, investments in transport infrastructure, strengthened producer organizations, improved market information, and access to finance.
- *Reduce risk and vulnerability*—continued support for social safety nets, for better managing national food imports, innovative insurance products, protection against catastrophic loss, and reduced risk of major livestock disease outbreaks.
- *Facilitate agricultural entry and exit and rural nonfarm income*—including improved rural investment climates, and upgraded skills.
- *Enhance environmental services and sustainability*—including better managed livestock intensification, improved rangeland, watershed, forestry and fisheries management, and support to link improved agricultural practices to carbon markets (e.g., through soil carbon sequestration).

FAO's response to these global trends is encapsulated within its mandate and will seek to address the main developmental challenges. The effort is towards increasing agricultural production while ensuring sustainable ecosystem and climate change management; eradicating food insecurity, nutrient deficiencies and unsafe food; improving the quality and balance of food consumption and nutrition; improving the livelihoods of populations in rural areas; ensuring more inclusive food and agriculture systems; increasing resilience of livelihoods to threats and shocks; and strengthening governance mechanisms.

IICA over the next four years will play a leading role in addressing the six challenges mentioned earlier in an effort to help member states avail themselves of the opportunities and overcome the constraints caused by these challenges.

3.3 *Challenges and opportunities for agriculture in the country*

a) *Competitive Business*

Issue: Besides the rapid increase in the value of imports over the period 2004 to 2009, declining revenues from banana and agricultural exports also contributed to the exponential increase in the visible trade balance from (EC\$ 280.28 M) in 2004 to (EC\$ 515.94 M) in 2009.

Challenge: The trade and agriculture policy challenge is to stimulate domestic production to the extent that increased agricultural exports results in a reduction of the visible trade balance, and overall economic growth and development.

Opportunity: The National Export Strategy (NES) developed in 2010 (currently under review) is a plan of action aimed at achieving the transformation of Dominica's export sector in response to the widening trade imbalance created as a result of weak export performance. Of the six key sectors identified for priority action, three have direct implications for agricultural related goods and services. These are as follows:

- Agriculture – more specifically, root crops, coconuts, hot peppers, and coffee.
- Agro-processing – condiments, essential oils, herbs and spices, beverages.
- Tourism – but more specifically - Agro-tourism which includes services such as farm tours, heritage and cultural tourism

The Ministry of Agriculture is expanding its crop and livestock programme through its diversification programme to counteract the growing import bill and expand its regional and international markets. The Ministry is also looking to strengthen its value added programme to increase the competitiveness of products.

Clear policy support is needed to foster the development of rural based value added enterprises, and should address technological interventions in areas such as quality assurance, product standardization, plant and equipment, and capacity building.

b) *Food and Nutrition Security*

Challenge: The major challenge is to stimulate domestic production towards national food and nutrition needs of the populace.

Opportunity: Following the emergence of the food and fuel crises in 2007/08 along with the development of bio-fuel markets, food and nutrition security became the focus of attention for many developing countries which sought to introduce appropriate policy responses to reduce the impact of rising food prices on their economies. At the regional level, CARICOM is engaged in the development of a Common Community Agricultural Policy, and a Regional Food and Nutrition Security Policy and Action Plan. At the sub-regional level, the OECS Secretariat has developed an Agricultural Policy Framework, and at national level, a National Food and Nutrition Security Policy and Action plan is being developed. All of these policies underscore the recognition at all levels for mobilization of resources to increase production of agricultural commodities for domestic consumption, taking into account the nutritional needs of the population.

c) Agricultural Health and Food Safety

Challenge: In Dominica, the frequency of occurrence of new invasive species problems has increased sharply in recent years, and is likely to continue to mount with the impact of climate change, the continuing expansion of global trade, and the international movement of people, biological material and agricultural or other commodities. Indeed, in the last decade, Dominica has experienced the introduction of several invasives of economic importance. These include the *Citrus Black Fly*, *Thrips Palmi*, *Pink Hibiscus Mealybug*, *Citrus Tristeza Virus*, *Red Palm Mite*, *Avocado Lacebug*, *Giant African Snail*, *Rust fungus in Bayleaf*, *Shigella fungus affecting the crapaud*, *Black Sigatoka disease*, and *Lion Fish which now threatens our fisheries*. In addition, Dominica is faced by the threat of introduction of several major pests of quarantine importance such as *Moko Disease*, *Foot and Mouth Disease*, *Avian Influenza* which exists within the region.

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.

Opportunity: Strengthening AHFS systems, building capacities of personnel within the agricultural and food sectors.

d) Climate Change Risk Mitigation and Ecological Sustainability

Challenges: Dominica's agriculture is highly vulnerable to a large number of hazards resulting from climate change because of its location, topography and geology. The impacts of climate change and the increased frequency of natural disasters have placed increased demand on an already burdened public purse to address the need for

developing resiliency to climate change, and focusing on adaptation and mitigation strategies in agricultural sectors.

Opportunity: Increase resilience of livelihoods to agriculture and food security threats through fostering strategic partnerships with regional and international agencies in supporting resource mobilisation for implementation of adaptation and mitigation strategies to increase the resilience.

e) Sustainable Agricultural and Rural Development

Challenges: The agricultural sector remains dominated by small farmers and farm families who continue to experience problems of low productivity due to the uneconomic size of their farm units or enterprises, and a complex of challenges confronting the rural agricultural economy.

These include (but are not limited to):

- Rising cost of agricultural inputs and its impact on competitiveness.
- The impacts of trade policy and international trading agreements.
- The decline of the banana sector following changes in the banana trading regime
- Access to market and other information.
- Shortage of agricultural labour.
- Aging farming populace.
- Praedial larceny

Opportunity: To improve the livelihoods of farm families in rural communities in the context of urbanisation and changing agrarian structures through the development of farm production systems which are designed within the framework of effective implementation of GAP/GMP certification systems, food grading and product standards, and encouraging the addition of value through the expansion of the range and quality of agricultural produce.

The development of farm production systems with heavy emphasis on the use of indigenous local resources and renewable forms of energy all geared to reducing farm gate cost of production, and reliance on imported inputs.

The adoption of production technologies which lend to the use of reduced, but more efficient utilisation of input (labour included) requirements.

3.4 Needs request for technical cooperation

The identified needs and national priorities fall into one of these five thematic areas:

1. Competitive Business and Value Chain
2. Agricultural Health and Food Safety
3. Climate Change Risk Mitigation and Ecological Sustainability
4. Sustainable Food and Nutrition Security
5. Agricultural and Rural Development

Under Competitive Business, the emphasis is being placed on commodity development to satisfy market expectation; strengthening capacities of service providers along the value chain including: - strengthening commodity clusters/group/ associations; improving agricultural financing schemes and market information system. The specific actions and activities requested of the institutions include:

- Value chain analysis for commodities with competitive potential
- Establishing/strengthening capacities (managerial, knowledge, technical services) of commodity cluster groups
- Support product development work for selected commodities

The demands came mainly from the Ministry of Agriculture with support from DEXIA and private sector groups such as DNCW and NAYA.

Regarding agricultural health and food safety, the MOA and Bureau of Standards outlined the priorities in the areas of standards and regulations, capacity building among all actors along the supply chain, certification, and participation in international fora. The Institute was asked to continue to provide technical support in the following priority areas:

- Support to farm certification programme to include: Developing competencies in the area of food safety: Auditors, inspectors, trainers (ISO22000; HACCP; Global GAP); establishing model farms
- Assessing the DBOS to function as a certifying body and strengthening the capacity of DBOS as a national certification body
- Assisting in the modernization of national AHFS Legislation, regulations and standards
- Strengthening enquiry points and national committees to represent and to advise on issues relating AHFS
- Strengthening the national capacities to effectively participate in CODEX, IPPC, SPS, OIE meetings
- Developing GAP protocols for small ruminant production
- Strengthening capacities of agro-processors on food safety principles and standards(ISO22000; HACCP; GAP, GMP)

The MOA made specific mention to address climate change risk mitigation and outlined the issues of promoting adaptive measure for selected commodities, agricultural insurance, establishment of demonstration units and capacity building. Actions demanded from IICA include:

- Develop risk mitigating and adaptive measures for selected commodities (vegetables, small ruminants and tree crops)
- Develop climate smart strategy for agriculture
- Promoting compensation mechanism for disasters including floods, hurricanes and pest
- Strengthen capacities of all actors regarding climate change issues

Table 1: National Priorities and their Relationship to Strategic Objectives and Eleven Contributions of the MTP

No.	National Priority	IICA Strategic Objective to which it relates	Contribution of the MTP to which it relates
1	Competitive Business and Value Chain	To improve the productivity and competitiveness of the agricultural sector	A,B,D
2	Agricultural Health and Food Safety	To improve the productivity and competitiveness of the agricultural sector	C,
3	Climate Change Risk Mitigation and Ecological Sustainability	To improve agriculture's capacity to mitigate and adapt to climate change and make better use of natural resources	G,A
4	Sustainable Food and Nutrition Security	To improve agriculture's contribution to food security	A,H
5	Agricultural and Rural Development	To strengthen agriculture's contribution to the development of territories and the well-being of the rural population	D,E,F

3.5 ICS Instruments of Action

The technical cooperation programme will be executed over a four-year period through the instruments of actions outlined in the Medium Term Plan 2014-2018. IICA proposes to use four instruments of actions to carry out its technical cooperation function and deliver on the demands of the country. These are the following:

1. Flagship Projects will serve as the “backbone” for delivering IICA’s technical cooperation, and will aim to achieve the 11 institutional contributions proposed for the 2014-2018 period related to competitiveness, sustainability and inclusion; IICA will implement four Flagship Projects under the following themes: Productivity and Sustainability of Family Farming for Food Security and the Rural Economy; Competitiveness and Sustainability of Agricultural Chains for Food Security and Economic Development; Inclusion in Agriculture and Rural Areas; Integrated Environmental Resilience and Risk Management for Agricultural Production.
2. Projects financed with external resources are instruments financed entirely with external funds and designed or implemented to complement and expand IICA’s actions under this MTP ;
3. Rapid Response Actions (RRA) are designed to respond to specific requests and opportunities that arise in a country or in a group of countries prompted by political, social or economic changes, environmental emergencies or other emerging issues;

4. Technical Cooperation Fund (FonCT) is a mechanism which will be used to finance pre-investment initiatives, formulate projects aimed at securing external resources and to mobilize new financial resources complementary to the Regular Fund.

The main instruments for delivering the Country Strategy are Flagship projects and Externally Funded projects. However IICA Dominica Office will also engage technical cooperation funds to strengthen the delivery of its technical cooperation actions in meeting the national demands. Table 2 – shows the distribution of the Country Demands and the main instruments of action which will be utilized to deliver the products and services to the Country.

Table 2: Distribution of Country Demands and their Main Instruments of Action for Implementation

Proposed Activity (ies)	Description	Expected Outcomes	Instrument of Action
Value chain analysis for selected commodities with competitive potential	<ul style="list-style-type: none"> • Conduct baseline assess-ments for selected value chains • Develop and implement capacity building strategies for selected value chains; • Capacity building work-shops aimed at strengthen-ing chain actors; • Promotion of selected value chains 	<ul style="list-style-type: none"> • Increased productivity and efficiency in selected value chains • Increase marketability of selected commodities. 	Project financed with external resources
Establishing/strength-ening capacities (managerial, knowledge, technical services) of commodity cluster groups and associ-ations	<ul style="list-style-type: none"> • Capacity building work-shops to strengthen management skills of agribusiness operators; • Strengthening platforms for networking among producer organizations; • Development and estab-lishment of improved systems, procedures and processes for the management and/or operation of 	<ul style="list-style-type: none"> • Producer organizations utilizing enhanced procedures, processes and systems; • Improved service delivery to members of producers' organizations and other agribusiness operators. 	Flagship projects

Proposed Activity (ies)	Description	Expected Outcomes	Instrument of Action
	<p>producers' organizations.</p> <ul style="list-style-type: none"> • Introduction and dissemination of modern technological adaptations to agribusinesses 		
<p>Strengthening Governance, Leadership and Operational Capacities of the Dominica Network of Rural Women Producers (DNRWP) and the National Association of Youth in Agriculture (NAYA)</p>	<ul style="list-style-type: none"> • Capacity building work-shops for DNRWP and NAYA; • Strengthen networking of DNRWP and NAYA with other national chapters and regional agencies; • Promotional events to increase membership in, and of DNRWP and NAYA 	<ul style="list-style-type: none"> • Improved service delivery of DNRWP and NAYA to members; • Increased membership and participation in group activities; • Increased advocacy on behalf of youth and women engagement in agriculture and decision making. 	<p>Flagship Projects</p>
<p>Support to farm certification programme to include: Developing competencies in area of food safety: Auditors, inspectors, trainers (ISO22000; HACCP; Global GAP); establishing model farms</p>	<ul style="list-style-type: none"> • Develop protocols, standards, measures and guidelines in the areas of AHFS including fisheries; • Promotion of effective national coordination mechanisms in the support of the SPS regime; • Capacity building workshops and Training programmes for animal health, plant health and food safety for all actors 	<ul style="list-style-type: none"> • Efficient responsive institutional framework and mechanism for coordination of AHFS issues at the national level. • Improved capacity of public and private sector stakeholders in elements related to the application of good agricultural, manufacturing and laboratory practices, HACCP and risk analyses, identification of pests and diseases and food hazards. 	<p>Project financed with external resources and Flagship Projects</p>
<p>Assess the Dominica Bureau of Standards (DBOS) to function as a certifying body and</p>	<ul style="list-style-type: none"> • Conduct baseline assessments 	<ul style="list-style-type: none"> • Increased capacity of public service in providing services in certification 	<p>Project financed with external resources</p>

Proposed Activity (ies)	Description	Expected Outcomes	Instrument of Action
strengthening the capacity of DBOS as a national certification body			
Assist in the modernization of national AHFS Legislation, regulations and standards	<ul style="list-style-type: none"> • Modernization of legislation, protocols, standards 	<ul style="list-style-type: none"> • Comprehensive national legislative framework for plant and animal health, including fisheries, food safety 	Project financed with external resources
Strengthen enquiry points and national committees to represent and to advise on issues related to AHFS	<ul style="list-style-type: none"> • Capacity building work-shops to strengthen committee members 	<ul style="list-style-type: none"> • Improved knowledge and active involvement in international standardization 	Project financed with external resources and Flagship Projects
Strengthen the national capacities to effectively participate in CODEX, IPPC, SPS, OIE meetings	<ul style="list-style-type: none"> • Capacity building work-shops to strengthen committee members • Facilitate participation to international meetings 	<ul style="list-style-type: none"> • National positions on international standard issues reaching wider communities 	Project financed with external resources and Flagship Projects
Develop GAP protocols for small ruminant production	<ul style="list-style-type: none"> • Develop GAP Protocols for small ruminants 	<ul style="list-style-type: none"> • Improved consumer confidence for local meat products 	Project financed with external resources and Flagship Projects
Strengthen capacities of agro-processors on food safety principles and standards(ISO22000; HACCP; GAP, GMP)	<ul style="list-style-type: none"> • Capacity building work-shops to strengthen capacities of agro-processors on food safety systems and principles 	<ul style="list-style-type: none"> • Improved capacity of public and private sector stakeholders in elements related to the application of good agricultural, manufacturing and hygiene practices, HACCP and risk analyses, identification of pests and diseases and food hazards 	Project financed with external resources
Develop risk mitigating and adaptive measures for selected	<ul style="list-style-type: none"> • Develop an adaptive strategy for climate proofing selected 	<ul style="list-style-type: none"> • Resilience of vegetable productive units to disasters 	Flagship projects

Proposed Activity (ies)	Description	Expected Outcomes	Instrument of Action
commodities (vegetables, small ruminants and tree crops)	commodities	caused by climate change	
Strengthen capacities of all actors regarding climate change issues	<ul style="list-style-type: none"> Capacity building workshops to strengthen capacities of all actors of Climate change 	<ul style="list-style-type: none"> Improved capacity of public and private sector stakeholders on issues relating to climate change 	Flagship projects
Agricultural Policy framework and strategic plan	<ul style="list-style-type: none"> Formulate a Policy framework to guide agricultural development Develop a strategic plan to implement the policy 	<ul style="list-style-type: none"> Improved policy environment 	Project financed with external resources and Flagship Projects
True Contribution of Agriculture to GDP and overall Economic development	<ul style="list-style-type: none"> Baseline study to determine the true contribution of agriculture to GDP and overall economic development. 	<ul style="list-style-type: none"> Report on the true contribution of agriculture to the economy. Baseline data on the forward and backward linkages in agricultures contribution to GDP 	Flagship Projects

4.0 Follow up, Monitoring, Evaluation of ICS

As stated in the 2014-2018 MTP, IICA will focus its work in a result oriented management approach, in which it will be necessary to count with a planning, programming, monitoring and solid evaluation, efficient and transparent system.

A special effort will be made in the follow-up and self-evaluation processes carried out at all levels of the Institute to enable the projects, units and personnel of the Institute to make needed adjustments in their plans and activities, in order to ensure that they make a significant contribution to achieving the objectives identified in the MTP.¹

To achieve the results of the technical cooperation, IICA will have an institutional strategy of monitoring and comprehensive evaluation of the Flagship Projects (FP), the Rapid Response Actions (RRA), pre investment initiatives of the Technical Cooperation Fund (FonTC) and externally funded projects, all within the IICA Country Strategies (ICS).

All action developed in the operation of the Institute embodied in the present ICS, will be strengthened through the integration of all of its technical and administrative services; the strengthening of the institutional culture of results-driven management; the improvement of monitoring and evaluation processes; and transparency and accountability in all of its activities.

The Institute will count with the adjusted Unified Institutional Management System (SUGI) to the new needs of technical cooperation model, which will allow tracking, monitoring and evaluating of IICA's actions in the countries and the hemisphere.

Monitoring and evaluation will contribute to a better understanding of the progress of the Institute, it will play an important role in accountability, the reporting and transparency of their actions, and identify potential obstacles to prevent compliance and adjustments required in the different strategies in a spirit of coordination and responsibility.²

5.0 Accountability

IICA is an organization committed to accountability. The Institute's work is organized conceptually as a chain of outcomes actions; with this structure, IICA can faithfully honor its commitment to accountability and to keeping its principals informed of what has actually been achieved compared with what was initially planned.³

¹ Pg. 56 2014-2018 MTP

² Pg. 53 2014-2018 MTP

³ Pg. 16 2014- 2018 MTP

All of the Institute's technical cooperation actions will be carried out in strict compliance with its internal regulations and its fundamental values, particularly those of transparency and accountability.⁴

⁴ Pg. 33 2014-2018 MTP

ANNEX A:

Name of project: “Enhancement of the competitiveness of agribusiness and the improvement of livelihood of rural territories through building resilience in production systems and improved quality and food safety systems”				
Instrument of Action that finances it	Flagship project	Externally funded project	Rapid Response Action	Technical Cooperation program
	<ol style="list-style-type: none"> 1) Productivity and Sustainability of Family Farming for Food Security and the Rural Economy 2) Competitiveness and Sustainability of Agricultural Chains for Food Security and Economic Development 3) Integrated Environmental Resilience and Risk Management for Agricultural Production 	<ol style="list-style-type: none"> 1) Support to the Caribbean Forum of ACP States in the implementation of commitments undertaken under the Economic Partnership Agreement (EPA): Sanitary and Phytosanitary (SPS) Measures 2) Caribbean Action under the Programme entitled Agriculture Policy Programme (APP) with focus on the Caribbean and Pacific funded under the 10th European Development Fund (EDF) 		
Background	<p>Government’s effort to improve a number of subsectors has contributed to a marginal increase in economic growth. The GDP estimates indicate a 0.1 percent improvement in economic performance for the year 2012. The economy was projected to grow by 1.6 per cent in 2013 and by a further 1.7 percent in 2014. The priority subsectors supported by Government were agriculture, construction, and tourism sectors.</p> <p><i>The Agriculture sector continues to be a significant contributor to GDP. In 2012, agricultural production accounted for 12.3 percent of total GDP, with an overall increase in the sector of 7.5 per cent. Whilst the contribution of the banana subsector to GDP seemed to be declining, positive growth was recorded in other subsectors, particularly crops. An increase of 7.7 percent was recorded in crops, mainly attributable to</i></p>			

	<p>non-banana crop production which recorded a marked increase of 13.0 percent.</p> <p>Government’s investments in Agriculture have been guided by the 2013–2016 Growth and Social Protection Strategy (GSPS), which promoted measures towards sustainable growth to include:</p> <ul style="list-style-type: none"> ➤ Foreign direct investment ➤ Market led approach through the National Export Strategy ➤ Strengthening support services including credit support and technical services ➤ Research and development ➤ Productivity and production ➤ Value-addition and agro-processing ➤ Capacity building in both the private and public subsectors <p>The Ministry of Agriculture and Forestry has continued some major actions and included new actions towards improving the agriculture sector.</p> <p>The IICA Country Strategy 2014-2018 outlines the technical cooperation activities that IICA intends to pursue in Dominica in support of national programmes within the broader framework of IICA’s Medium Term Plan 2014–2018. The technical cooperation needs were derived from the exhaustive analysis of relevant documents including ongoing externally funded projects and discussions with key stakeholders and partners. The strategy concluded on three major opportunities for technical cooperation:</p> <ol style="list-style-type: none"> 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. Improve knowledge management for climate change adaptation and the sustainable use of natural resource base.
Issues in the country	<p>Up till the mid-90s, agriculture has been the most important sector of the national economy in terms of its contribution to GDP, provision of employment, domestic food and nutrition security, sustenance of rural livelihoods, and the generation of foreign exchange earnings. In the late 1980’s, agriculture contributed just about 26% of GDP, 30% of employment, 70% of exports and 60% of the food needs of the population.</p>

However, into the 1990's, much slower growth rates have been recorded largely as a result of the erosion of preferential trading arrangements for ACP bananas in the EU. The sector was further challenged in the 2000's due to rising cost of fossil fuels, global financial crisis and effects of climate change as evidenced by the frequency of tropical storms impacting the sector in addition to drought in recent times (2010).

The Government of Dominica is currently implementing programmes to strengthen the Agricultural sector. The 2013–2016 Growth and Social Protection Strategy (GSPS) provides the framework that will grow the sector. A National export strategy was formulated in which the potential subsectors were identified based on market availability and their competitiveness.

According to the medium term public sector investment budget for the Ministry of Agriculture 2012-2016, the overall medium term investment necessary for the sector is €24 million, of which €15.27m is expected to come from the BAM resources. Major investments from Government resources and other partners are focused on:

1. *Production and Productivity:* With support of a grant from the ALBA Caribe, Government initiated a Coffee Development Project to facilitate the restoration, rehabilitation and long-term competitiveness of the local coffee. The Project supported the construction of a coffee processing plant at One Mile in Portsmouth which will have the capacity to process two thousand (2,000) tonnes of coffee beans per year. Similarly cocoa is under rehabilitation. The construction of a national abattoir for the handling and processing of poultry and pork is intended to bolster the growth of the pork and poultry subsectors. The support to horticulture program continues to stimulate the expansion of key commodities including root tubers, passionfruit, peppers, and plantains.
2. *Support to the Research & Extension:* Infrastructural support will be provided for the enhancement of the citrus programme of the Division of Agriculture.
3. *Agricultural Health and Food Safety:* upgrading and establishing of diagnostic facilities including a Molecular Diagnostic Laboratory of the Division of Agriculture to enhance real time molecular diagnostics of concern to the sector; National Centre of Testing excellence (microbiological and MRL testing capabilities); farm certification program; Implementation of the Strategic plan for Black Sigatoka Management, control of Huanglongbing in citrus and other pest/disease management programmes.

	<p>4. <i>Standards of Quality:</i> Establishing fresh produce quality control legislation; Upgrading of two packinghouse facilities</p> <p>5. <i>Climate Change and Disaster Risk Management:</i> Government launched its <i>Low-Carbon Climate-Resilient Development Strategy 2012-2020</i> to strengthen agriculture diversification and agro-processing to address threats to food security; rehabilitation and climate proofing of farm access roads; embarking on a programme of action to establish Dominica as an “Organic Island”; and improving climate change risk micro-insurance and micro-finance in existing financial institutions for small-scale operators</p> <p>6. <i>Market strategies:</i> development of the National Export Strategy (NES), and subsequently, the establishment of the National Export Council (NEC). The objective of the NES is “To achieve a diversified and competitive export sector, driven by innovation and a strong spirit of entrepreneurship, to produce high value goods and services.”</p>
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General objective	To Strengthen the institutional, technical and managerial capacities of private and public sector entities to respond to issues of competitiveness; climate resilience and diversification of the rural income base
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Baseline

Issues {indicators}	Current level	Proposed goal	Component/Result
Number of institutions and systems improved and institutional modernization policies and strategies	0	1	<p><i>Component:</i> Policies and institutions</p> <p><i>Result:</i> Countries improve their capacity to manage policies and strengthen institutions, regulations plans and strategies for competitiveness and sustainability of agricultural chains</p>
<p>Number of actors with greater knowledge on role of family farming</p> <p>Number of actors with greater capacities through shared experience on integrated</p>	2	10	<p><i>Component:</i> Knowledge management</p> <p><i>Result:</i> Institutional knowledge and information on the characteristics and role of FF increased</p> <p><i>Result:</i> Local knowledge of Family Farmers, especially women, youth and indigenous groups to achieve a more integrated agriculture enhanced and diffused.</p>

agriculture			
Number of Actors implementing technology innovative practices	1	2	<p><i>Component:</i> Technological and social innovation</p> <p><i>Result:</i> Innovative management operational tools for production and extension services developed, adapted and diffused</p>
Number of stakeholders with greater business and associative capabilities	2	6	<p><i>Component:</i> Associative processes and linkages to markets</p> <p><i>Result:</i> The strengthening of organizational and agro-enterprise management of FF facilitated</p>
Number of programmes to reduce losses of foodstuff	0	1	<p><i>Result:</i> Strategies that permit differentiation and added value production of FF developed</p> <p><i>Result:</i> Institutional frameworks to support and facilitate the sustainability of family farming through the reduction of food losses strengthened</p>
Number of public and private institutions have strengthened capacities to maintain agricultural health services	1	2	<p><i>Component:</i> Prevention and management of health risks</p> <p><i>Result:</i> Countries have access to knowledge and information tools to promote comprehensive management processes of sanitary and phytosanitary risks.</p>
Number of sanitary and phytosanitary services strengthened	0	3	<p><i>Result:</i> Increased technical capabilities of the countries and the Institute on preventing and managing sanitary and phytosanitary risks to increase resilience.</p>
Number of instruments develop for capacity building	0	1	<p><i>Result:</i> Strengthened institutional frameworks in the member states for a comprehensive management of sanitary and phytosanitary risks</p>

<p>Number of business innovations implemented in the public and private sectors, chains and rural territories</p> <p>Number of stakeholders with greater business and associative capabilities</p>	<p>2</p> <p>6</p>	<p>4</p> <p>20</p>	<p><i>Component:</i> Management of agricultural chains and agribusiness capabilities</p> <p><i>Result:</i> Strengthening of the institutional framework of agricultural chains to achieve sustainable management, reduce transaction costs and promote equity, with the inclusion of family farming, women and youth</p> <p><i>Result:</i> Strengthening of sustainable business-management skills of producers and other stakeholders in the chains, bearing in mind the importance of inclusion; innovative business management; responsible management of natural resources and the environment; biodiversity; integrated production systems; diverse, nutritious and indigenous products; value added and shared value</p>
<p>Number of chains energized</p>	<p>1</p>	<p>2</p>	<p><i>Component:</i> Market development and access. Proposed title change: Access to Agricultural Markets</p> <p><i>Result:</i> Implementation by public and private institutions of innovative models (technological, institutional and commercial) for marketing systems with a view to improving the efficiency, stability and transparency of agricultural markets</p>

Structure of the project				
Component 1	Policies and institutions for competitiveness of agricultural chains; climate resilience and family farming			
Specific objective 1:	To strengthen the institutional framework and the capabilities of national authorities for the management of policies and strategies that foster competitiveness of agricultural chains; climate resilience and family farming			
Results	Contribution to which the result relates	Products and services (indicator)	Partners and counterparts	Date of achievement
RE1:Improvement of the countries' capabilities for policy management and for strengthening of their institutions, their regulatory framework, and their plans and strategies aimed at fostering innovation, modernizing agricultural health and food safety, developing entrepreneurial and associative capabilities, managing markets and financial risks and promoting clean production so as to enhance the competitiveness of agricultural chains.	A	1.1: Number of policies and strategies supporting the strengthening of institutions so as to make agricultural chains more competitive in areas such as: (1) innovation, (2) international trade, (3) marketing, (4) strengthening and modernization of public agricultural health and food safety services, (5) business and associative development, (6) compliance with global conventions on the environment and agriculture	CARICOM, MOA	May 2015
		1.2: Number of Assessment reports documenting the real contribution of Agriculture to economic development/GDP	MOA	Dec 2015
		1.3: A number of public entities have the capabilities to: (1) design and implement, monitor and evaluate policies, regulatory frameworks and strategies, (2) strengthen health and food safety services; (3) promote and strengthen services designed to support businesses and linkages to markets	MOA, CARICOM	Dec. 2018
	A	1.4: Number of quality manuals outlining procedures and guidelines for execution of activities within DOA	MOA	Dec. 2017

Component 2	Knowledge management for technological and social innovation aimed at intensifying sustainable production of Family Farming			
Specific objective 2	<i>Develop knowledge management strategies for technological and social innovation by encouraging dialogue and improving networking among public and private sector personnel</i>			
Results	Contribution to which the result relates	Products and services (indicator)	Partners and counterparts	Date of achievement
RE 2: Institutional knowledge and information on the characteristics and role of FF increased	E	2.1 Number of forums held to sensitize and to sharing local knowledge among public and private sector institutions on the role of Family Farming	Gender Bureau, DNCW, MOA, NAYA	Dec. 2016
RE 3: Local knowledge of Family Farmers, especially women, youth and indigenous groups to achieve a more integrated agriculture enhanced and diffused.		3.1: Number of persons participating in regional conferences and study tours for the sharing of experiences and networking on local knowledge of Family Farming.		Dec. 2017
Component 3	Technological and social innovation			
Specific objective 3	<i>To Strengthen Public and Private Institutions in order to improve the structure and institutional frameworks with focus on technological innovation and extension services for Family Farming</i>			
Results	Contribution to which the result relates	Products and services (indicator)	Partners and counterparts	Date of achievement
RE 4: Innovative management operational tools for production and extension services developed, adapted and diffused	I	4.1: Number of model farms, farm families, clusters employing innovative tools developed to improve productivity of FF	MOA, NAYA, DNCW, CARDI	Dec. 2017
	C	4.2: Number of Extensionists participate in programmes to strengthen extension and rural advisory services to FF	MOA	Dec. 2016

Component 4		Associative processes and linkages to markets		
Specific objective 4		Promote associative efforts and the inclusion of the AF dynamics of rural economies sustainably		
Results	Contribution to which the result relates	Products and services (indicator)	Partners and counterparts	Date of achievement
RE 5: Countries drive the strengthening of organizational and agro-enterprise management of FF facilitated.	E	5.1.:Number of clusters, groups and NGOs participate in programmes for the strengthening of the governance capacities of organizations/ associations linked to and support the productive activities of FF	MOA, NAYA, DNCW, Gender Bureau	Dec. 2015
RE 6: Institutional frameworks to support and facilitate the sustainability of family farming through the reduction of food losses strengthened.	B	6.1: Number of agencies, exporters, supported towards the establishment and implementation of guidelines and systems for post-harvest handling of the produce emanating from FF.	DBOS, DEXIA, MOA, DHA DAPEX	Dec. 2016
Component 5		Integrated environmental risk management for agricultural production		
Specific objective 5		Strengthening institutions and capacities of Member States to anticipate, prepare and respond to environmental risks that may affect agricultural production and the welfare of farmers and rural dwellers		
Results	Contribution to which the result relates	Products and services (indicator)	Partners and counterparts	Date of achievement
RE 7: The Ministries of Agriculture and Environment have better capacities to manage	G	7.1: A number of capacity building programmes geared to strengthen technical staff on CC and foster intersectoral coordination	MOA, ECU ODM	Dec. 2017

public policies and strengthen the institutional framework to better adapt to climate change and natural resource management.				
RE 8: Increased knowledge, information and methodologies on how to anticipate, prepare, respond and recover to environmental risks (extreme events) for production	A	8.1: A number of agricultural risk management tool kit including RM protocols for preventive action in cases of disasters promoted among producers and processors	MOA, ECU ODM	Dec. 2018
RE 9: Increased technical capacities to understand and implement good practices to anticipate, prepare, and respond to environmental risks (extreme events) for production.	G	9.1: A number of persons participate in virtual training course of trainers designed and taught on priority issues in conduct of methodologies to damage assessment and design of rehabilitation/recovery plans for the agriculture sector.	MOA, ECU ODM	Dec. 2018
Component 6:	Prevention and management of health risks			
Specific objective 6	<i>Strengthening institutions and capacities of Member States to anticipate, prepare, and respond to SPS risks, in order to improve agricultural health and food safety.</i>			
Results	Contribution to which the result relates	Products and services (indicator)	Partners and counterparts	Date of achievement
RE 10: Countries have access to knowledge and	C	10.1: Number of public awareness programs and knowledge sharing seminars on relevant AHFS	MOA, EH, DBOS,	Dec. 2016

information tools to promote comprehensive management processes of sanitary and phytosanitary risks.		information	DEXIA, producer groups, exporters	
RE 11: Increased technical capabilities of the countries and the Institute on preventing and managing sanitary and phytosanitary risks to increase resilience.	C	11.1: A number of Agencies supported towards accreditation and certification of their facilities and other entities	DBOS	Dec. 2018
		11.2: A number of public and private sector personnel are knowledgeable on AHFS	MOA, EH, DBOS, DEXIA, producer groups, exporters	Dec. 2017
		11.3: Number of persons from the private and public sectors have strengthened capabilities as food safety auditors, inspectors (ISO22000; HACCP; Global GAP)	MOA, EH, DBOS, DEXIA, producer groups, exporters	Dec. 2016
		11.4: Number of GAP standards and procedures for livestock production (small ruminants)	DBOS; MOA	Dec. 2015
RE 12: Strengthened institutional frameworks in the member states for a comprehensive management of sanitary and phytosanitary risks.	A	12.1: Number of private and public sectors entities provided with Planning and analysis tools developed and validated for sanitary and phytosanitary risks management.	MOA, EH, DBOS, DEXIA, producer groups, exporters	Dec. 2018
	A	12.2: A Number of public and private sectors entities participated in formulating Strategic proposals for a comprehensive management of sanitary and phytosanitary risks.	MOA, EH, DBOS, DEXIA, producer groups,	Dec. 2018

			exporters	
	C	12.3: A number National enquiry points, committees, delegates are undertaking their responsibilities effectively	DBOS, MOA	Dec. 2017
Component 7:	Management of agricultural chains and agribusiness capabilities			
Specific objective 7	<i>To improve organization, articulation and coordination among public and private stakeholders, as well as to develop and strengthen capabilities for entrepreneurial and associative management among producers and entrepreneurs and their organizations with</i>			
Results	Contribution to which the result relates	Products and services (indicator)	Partners and counterparts	Date of achievement
RE 13: Strengthening of the institutional framework of agricultural chains to achieve sustainable management, reduce transaction costs and promote equity, with the inclusion of family farming, women and youth	D	13.1: A number of programs and projects that promote competitive, inclusive and sustainable development of agricultural chains, focusing on aspects such as: <ul style="list-style-type: none"> • increasing the value of rural agribusiness concentrations from the territorial standpoint (clusters, localized agrifood systems and others); • increasing the territorial linkages of products in the agricultural chains; • developing entrepreneurial skills among rural youth; 	MOA, EH, DBOS, DEXIA, producer groups, exporters	Dec. 2015
RE 14: Strengthening of sustainable business-management skills of producers and other stakeholders in the chains, bearing in mind the importance of inclusion;		14.1: A number of programs designed to strengthen the capabilities of producers, family farmers, agricultural entrepreneurs and their organizations, with the aim of improving, among other things: <ul style="list-style-type: none"> • business management; • group dynamics • entrepreneurship 	MOA, EH, DBOS, DEXIA, producer groups, exporters	Dec. 2015

<p>innovative business management; responsible management of natural resources and the environment; biodiversity; integrated production systems; diverse, nutritious and indigenous products; value added and shared value</p>		<ul style="list-style-type: none"> sustainability (economic, environmental and social) of agribusinesses and agricultural chains <p>14.2: A number of products developed for selected commodity with emphasis on market</p>		
<p>Component 8</p>	<p>Market development and access. Proposed title change: Access to Agricultural Markets</p>			
<p>Specific objective 8</p>	<p><i>To improve linkage and participation of producers and agricultural entrepreneurs in local, national and international agricultural markets and the management of those markets</i></p>			
<p>Results</p>	<p>Contribution to which the result relates</p>	<p>Products and services (indicator)</p>	<p>Partners and counterparts</p>	<p>Date of achievement</p>
<p>RE 15: Implementation by public and private institutions of innovative models (technological, institutional and commercial) for marketing systems with a view to improving the efficiency, stability and transparency of agricultural markets</p>	<p>B</p>	<p>15.1: A number of marketing systems improved through innovative approach</p>	<p>MOA, EH, DBOS, DEXIA, producer groups, exporters</p>	<p>Dec. 2018 Dec. 2015</p>
<p>Implementing Strategy</p>	<p>The Country Strategy will be implemented alongside the externally funded projects as well as national programme and projects financed by donor agencies to ensure maximum impact. The actions within the CS will be aligned with the work programmes of the beneficiary agencies and institutions to allow for the effectiveness of the technical cooperation agenda. The MOA and other stakeholders will evaluate the progress of the implementation of the CS through yearly accountability seminars.</p>			

Stakeholders Consulted:

- 1 Ministry of Agriculture and Forestry
- 2 Ministry of Fisheries and Environment
- 3 Division of Agriculture
- 4 Dominica Manufacturer's Association
- 5 National Association of Youth in Agriculture
- 6 Bureau of Standards
- 7 Dominica Export Import Agency
- 8 Dominica National Council of Women
- 9 National Development Fund of Dominica
- 10 GEF Small Grant
- 11 Agriculture Women Movement
- 12 Dominica Herbal Business Association
- 13 Ministry of Gender Affairs
- 14 Dominica Agricultural Producers Exporters Limited
- 15 Produce Chemist Laboratory
- 16 Caribbean Agricultural Research and Development Institute
- 17 National Authorizing Office of EU
- 18 Dominica Youth Business Trust
- 19 Representative of producers and agro processors

References:

- 1 Second Medium-term Growth and Social Protection Strategy (GSPS) 2013
- 2 National Budgetary Address 2014-2015
- 3 Division of Agriculture Corporate Plan 2014-2016
- 4 Annual FAO Agricultural Review Report 2010
- 5 Banana Adjustment Measures Work Programme 2014-2015
- 6 National Export Strategy 2010
- 7 FAO Country Programming Framework 2011
- 8 10th EDF SPS Project
- 9 Intra ACP Policy Programme
- 10 World Bank Group Agriculture Action plan 2013-2015
- 11 The Outlook for Agriculture and Rural Development in the Americas:
A Perspective on Latin America and the Caribbean / ECLAC, FAO, IICA –2013

About the Medium Term Plan

The MTP is built around the four strategic objectives outlined in IICA's 2010-2020 Strategic Plan. These strategic objectives are framed in a manner to allow the Institute to effectively respond to the major challenges facing agriculture and the rural milieu in Latin America and the Caribbean. The four strategic objectives are as follows:

Strategic Objective 1: To improve the productivity and competitiveness of the agricultural sector.

Strategic Objective 2: To strengthen agriculture's contribution to the development of territories and the well-being of the rural population.

Strategic Objective 3: To improve agriculture's capacity to mitigate and adapt to climate change and make better use of natural resources.

Strategic Objective 4: To improve agriculture's contribution to food security

The MTP 2014-2018 specifies eleven (11) Contributions which IICA will focus on in the delivery of its technical assistance agenda to Dominica during the next four years. The country priorities will be aligned to specific Contributions which IICA will support through the methodologies and strategy proposed in the IICA Country Strategy, duly approved and endorsed by the national authorities. The eleven Contributions are as follows:

- A. Strengthening the capabilities of the Member States at the national, regional, multinational and hemispheric levels, to establish public policies and institutional frameworks in order to make agriculture more productive and competitive, improve management of rural territories, adapt to and mitigate the impact of climate change, and promote food and nutritional security.
- B. Implementing, through public and private institutions, technological, institutional and business innovations aimed at boosting the productivity and competitiveness of agriculture and the production of basic foodstuffs of high nutritional quality.
- C. Increasing the capabilities of the public and private sector to ensure agricultural health and food safety and thereby improve productivity, competitiveness and food security.
- D. Strengthening the business and associative capabilities of the different stakeholders in the agricultural production chains.
- E. Increasing the capacity for area-based social management¹⁸ among stakeholders in rural territories, especially those involved in family agriculture, in order to improve food security and rural well-being.
- F. Enhancing the capabilities of different stakeholders of the agricultural production chains and rural territories in the integrated management of water and sustainable use of soil for agriculture.

- G. Increasing the 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.
- H. Improving the efficacy and efficiency of food and nutritional security programs in the Member States
- I. Ensuring that producers and consumers benefit from a greater use of native species, promising crops and native genetic resources with food potential.
- J. Improving institutional capacity to address losses of food and raw materials throughout the agricultural chains.
- K. Strengthening the Member States' capacity for consensus and participation in international forums and other mechanisms for the exchange of knowledge and mobilization of sizable resources for inter-American agriculture.