Inter-American Institute for Cooperation on Agriculture

IICA

Caribbean Regional Centre (CaRC)

Caribbean Differentiated Strategy (CDS) 2000 – 2001

CARIBBEAN DIFFERENTIATED STRATEGY (CDS) 2000 - 2001

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FOREWORD: WHAT IS THE CARIBBEAN REGIONAL CENTRE

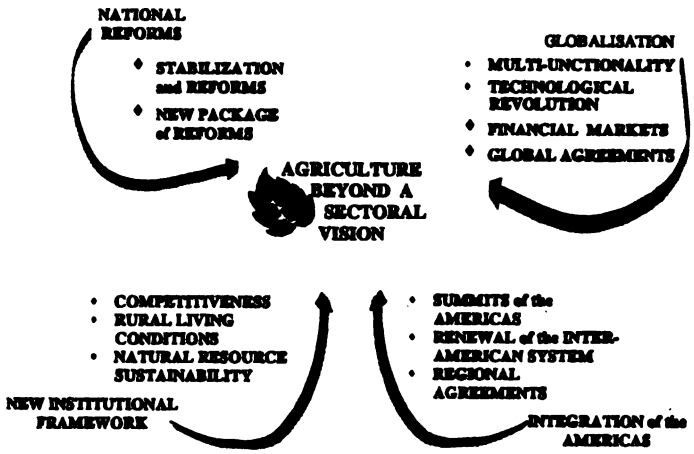
The IICA Caribbean Regional Centre (CaRC) was established in Trinidad and Tobago in 1995. The creation of the CaRC was a result of the Institute's institutional reorganisation and decentralisation which sought to enhance IICA's effectiveness at national, regional and hemispheric levels. An essential aspect of the decentralisation was the development of differentiated strategies to address the particular needs of each of the five emerging regions. The Institute's 1994-1998 Medium Term Plan (MTP) emphasised the need for strategic focus on a number of issues and concepts that have special meaning for agricultural development in each region. Issues of importance for the Caribbean, as reflected in the first 1995-1998 Caribbean Differentiated Strategy (CDS), include sustainable development, competitiveness with equity, public-private sector collaboration, agri-food systems approach, strategic alliances and participatory action and regional cooperation.

Decentralisation accorded increased authority to the CaRC, which comprises the Regional Directorate and a Cooperation Agency (CA) in each of the 14 Caribbean Member states. These are: Antigua and Barbuda, Commonwealth of the Bahamas, Barbados, Commonwealth of Dominica, the Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Kitts and Nevis, St.Lucia, St. Vincent and the Grenadines, the Republic of Trinidad and Tobago and Suriname. It is expected that the institutional restructuring will enable the CaRC to more readily respond to the challenges confronting Caribbean agriculture as they emerge. The primary beneficiaries of the CaRC's actions are agri-entrepreneurs (including food producers, rural women, indigenous people, youth, agro-processors, marketers), the policy, planning, research and extension divisions of the Ministries of Agriculture, NGOs, and related agencies and organisations from the private sector.

1. THE ENVIRONMENT INFLUENCING THE CaRC'S ACTIONS

The structure of the global environment has undergone significant changes since the implementation of the 1994-1998 CDS (Fig.1). Of significance, has been the effects of globalisation and the acceleration of trade liberalisation on the national economy. Indeed, the profound impact of these changes on the welfare of the agriculture sector and national economies within the Region has become evident. Consequently, the 2000-2001 CDS thus takes full cognisance of the current and emerging international, hemispheric, regional and national realities, as well as institutional mandates of the Institute's MTP.

Fig.1: Environment and Challenges for Agriculture



1.1 International and Hemispheric Realities

The conclusion of the Uruguay Round in 1993, the signing of the Agreement in 1994, and the establishment of the World Trade Organisation (WTO) in 1995, have irreversibly altered the environment for international trade in agricultural products. The ever-increasing sphere of influence of the Agriculture and Sanitary and Phytosanitary (SPS) Agreements in particular, have profound implications for the nature and pace of agricultural development in the Caribbean. Caribbean countries were generally unprepared for the Uruguay Round and many have experienced difficulties in implementing their WTO commitments. In addition to the implementation of current commitments, Caribbean countries, as a matter of urgency, must ready themselves to participate as equals in the negotiations on the continuation of the agricultural reform process, launched in December 1999.

Caribbean countries are also simultaneously engaged in the negotiations for a Free Trade Area of the Americas (FTAA). These negotiations seek to integrate the markets of all 34 countries of the Americas by 2005. These negotiations are ongoing and in many instances, have proceeded along lines similar to those of the WTO negotiations. A fully implemented FTAA will constitute the largest block in the history of free trade arrangements and is expected to yield economic gains for members. In order to obtain maximum benefit from the FTAA, the Caribbean must be effectively represented and must participate actively in the negotiations process.

1.2 Regionalism

In addition to the WTO and FTAA negotiations, the Caribbean is simultaneously engaged in dialogue towards developing a successor arrangement to Lomé IV, the formation of the Association of Caribbean States (ACS), the deepening of the CARICOM Single Market and Economy (CSME), the operationalisation of Haiti's recent membership into CARICOM and moves to incorporate the Dominica Republic. Trade Agreements are also in place with Latin American countries, such as, Colombia and Venezuela. The tenure of these regional negotiations is being influenced by the rules and disciplines underlying the WTO. Indeed, the WTO multilateral rules have already begun to reshape the Caribbean's long-standing trade and economic cooperation relationship with the European Union (EU, through the Lomé Convention).

The intensification of competition and declining commodity prices which accompanied trade liberalisation, the proposed integration of markets in the Americas and the general reduction in investment funds for agriculture present formidable challenges to most Caribbean economies, and in particular, to the agriculture sector. Consequently, the Conference of Heads of Government of CARICOM in July 1996 endorsed a Regional Transformation Programme (RTP) for Agriculture. The RTP was proposed as the primary framework through which Caribbean agriculture is to be transformed into an efficient and competitive sector, developing the inherent capacity to adjust to market forces. Improvements in competitiveness will enhance the sector's contribution to regional output, income, foreign exchange earnings, food security and poverty reduction.

1.3 Domestic Environment

Generally, regulatory and institutional weaknesses, limited application of advanced technologies in production, reduced public sector technical support and private sector investment in agriculture and the slow pace of policy and trade reform are significant domestic constraints to agricultural development. These were serious impediments to the transformation, diversification and sustained growth of Caribbean agriculture in the 1990s. These constraints contributed to a continuous decline in the traditional sub-sector in most countries and slow growth in the non-traditional sub-sector. In fact, the non-traditional sub-sector, including agro-processing, has yet to develop the supply capacity to make a substantial contribution to agricultural exports.

The deterioration of the agricultural sector performance between 1991 and 1994 was most evident in Haiti, Grenada, Suriname and Barbados. Many agro-enterprises in Haiti and Suriname were debilitated by prolonged political and macro-economic instability. In contrast, Guyana, Jamaica and to a lesser extent, Trinidad and Tobago, reported positive and fairly high real sectoral growth between 1991 and 1996. This relatively favourable performance was associated with improved production techniques in the major crop industries, complemented by strong performances in domestic food production.

It should be noted that the improved performance of the agricultural sectors in Guyana, Jamaica and to a lesser extent, Trinidad and Tobago was also associated with the fact that these countries were the most advanced in undertaking far-reaching agricultural policy and trade regime reform. For most of the other Caribbean countries, the slow pace of agricultural reform has constrained the sector's ability to adjust to the effects of globalisation and trade liberalisation. Consequently, there continues to be a need within Caribbean countries for unilateral reforms aimed at liberalising the agricultural sector and eliminating domestic distortions. Such reform will allow these countries to take advantage of market access opportunities emerging from both the international and hemispheric trade liberalisation processes. If constraints at the domestic level are not adequately addressed, they will continue to affect the viability of the agricultural sector in the post-2000 free-trade period.

1.4 Institutional Realities

Structural transformation in agriculture must also be accompanied by institutional transformation. This is particularly important given the decline in the pool of external resources for agricultural development and the need to ensure the optimal use of such resources. This institutional transformation which, of necessity, must emphasise the characteristics of quality and excellence, should occur at all levels and among all institutions involved in agricultural development, including IICA. IICA's decentralisation process over the 1994-1998 period was major a initial step in ensuring that the Institute remains a relevant and indispensable partner to assist Caribbean countries in repositioning their agricultural sectors. Institutional strengthening of the CaRC's structure will constitute a necessary priority action in the medium term. The improvement of human capital involved in agricultural development, both within the Institute and among collaborating institutions and target beneficiaries, will constitute an essential part of this process.

2. MISSION and VISION

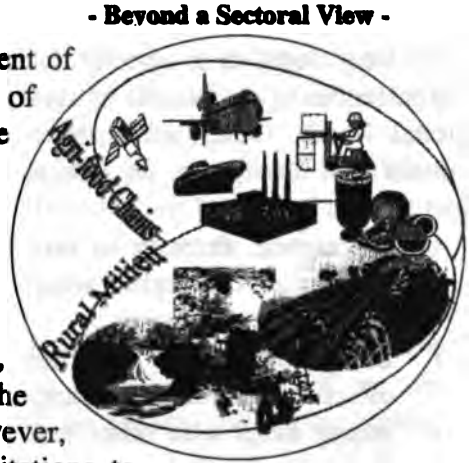
The period of the mid-1980s to mid-1990s was one of adjustment for the agricultural sector, a period which, in many instances, exacted a heavy burden on the sector. These adjustments will undoubtedly have profound impacts on the nature and pace of agricultural and rural development and on the economic well-being of CaRC member states in the 21st Century. Within the context of the major changes in the environment affecting agriculture, it is clear that for the agricultural sector to continue as a major factor in the development of the Caribbean, it has to change.

2.1 Mission of the CaRC

The CaRC's mission is to provide cooperation services and facilitate regional dialogue among Member States to reposition Caribbean agriculture to operate sustainably and competitively in the global market for the maximum and equitable benefit of Caribbean peoples.

IICA's mandate is to support agricultural and rural development in the region and to improve the well-being of its target beneficiaries. In pursuance of same, the CaRC will continue to monitor developments as they emerge and initiate activities which support Member states in repositioning the agriculture sector, in all its dimensions. In order to fulfill the first aspect of the mission – provision of cooperation services - IICA adopts a broad perspective of the sector, which encompasses the entire pre-production–processing-distribution-consumption cycle (Fig.2).

Fig. 2: Agriculture
- Beyond a Sectoral View -



The adoption of an holistic approach to the development of the sector will encourage and facilitate the emergence of definitive and sustained linkages to other productive sectors, primarily tourism, education, health and the service sectors of transport and finance. IICA's cooperation services will concentrate on the provision of technical advice in specific areas and on facilitating improved project management and administration. In providing cooperation services, emphasis will be placed on actions which fall within the priority areas established for the region. This, however, does not preclude IICA's response, within resource limitations, to specific requests for cooperation from the general agri-business sector. The CaRC will, of necessity, be innovative in creating opportunities for introducing proactive actions in fulfillment of this aspect of the mission.

With respect to the second aspect of the mission – facilitation of regional dialogue - the role of IICA assumes even greater importance. The international environment is increasingly driven by rules, regulations and commitments to reduce intervention in agricultural production and trade. IICA recognises the deficiencies of Caribbean member states in the preparation for and management of issues related to these trade agreements

and arrangements. The CaRC will, therefore, provide technical research and analytical support and policy advisory services in the following specific areas:

- articulation of Caribbean countries' negotiating positions;
- creation of an appropriate enabling environment;
- agricultural health and food safety;
- management of technology, biodiversity and innovative production systems.

The latter recognises that increasingly, agriculture will be both technologically driven and environmentally friendly. The production/processing of new products that are of low-volume, high-value and targeted to niche markets within the region (tourism sector) and extra-regionally, will be actively promoted. The CaRC will also support actions aimed at human resource development, organisation and management, and improving access to relevant information. Such focussed support will assist in the transformation of the sector to one which is responsive to, and may in the long run, influence to some extent, the global realities.

2.2 Vision of the CaRC

The CaRC's vision is to become an effective partner in the quest to transform and reposition the Caribbean agri-food system to one which is competitive and equitable within a sustainable and holistic framework.

IICA's long tradition in agricultural development in the Caribbean enables it to build on its experiences to the benefit of agriculture at the rural community, industry, national and regional levels. Other attributes which ensure that the CaRC is well positioned to maintain and strengthen its role as an effective partner to public and private sector organisations include:

- a presence, through an established Cooperation Agency (CA), in each member country of the region which facilitates ready access to the Institute's technical expertise and services;
- access to technical expertise, research and information from its wide network of offices in the Americas; and
- strong links with other leading international, regional and national agricultural development organisations.

3. GENERAL STRATEGY

In order to give effect to the CaRC's mission and vision, six priority areas were identified for action in the Caribbean Region over the 2000-2001 period. These regional priorities reflect the importance of issues of sustainable development, competitiveness with equity, public-private sector collaboration, agri-food systems approach, strategic alliances and participatory action and regional cooperation for the Caribbean.

3.1 Regional Priorities

The following six regional priorities define the scope of IICA's actions in the Caribbean region for the 2000-2001 period:

1. **Support to the regional and global trade and economic integration processes to maximize benefits to members;**
2. **Promote and support actions which lead to the emergence of competitive, sustainable and equitable agri-food systems;**
3. **Strengthen institutional support services;**
4. **Improve IICA's corporate leadership to support the transformation of Caribbean agriculture;**
5. **Develop the human resource base (within and outside IICA) necessary to facilitate agricultural development; and**
6. **Procurement of external resources to facilitate implementation of agricultural sector development initiatives.**

Effective implementation of these priorities is based directly on the continued existence of multinational programmes which coordinate and implement regional level activities, the integration of such activities into national level projects through the CAs and the continued support to associate private sector organisations which provide a vital direct link with the small, but growing non-farm Caribbean agri-business sector.

3.2 Implementation Strategy

The implementation of the strategy will be underpinned by the principles of Sustainable Agriculture and Rural Development (SARD) within a holistic framework to the development of the Sector. Execution of the mission will be through two main planks: regional and national.

- **Regional:** which deals with issues mainly of a trade nature that would impact on the majority of the 14 member countries, such as, trade agreements and preparation for the negotiations, agricultural health and food safety issues. It is however, mandatory, that regional initiatives have national relevance and remain responsive to the majority of the Member States; and

- **National:** which are either of an integrated nature, producing tangible economic and social results whilst maintaining the environment, and/or enhancing the

capacity of the public and/or private sector to effectively manage/operate the sector. Further it will be characterised by a participatory approach, market/client–led actions, flexibility and the development of Strategic Alliances.

Generally, priorities 1 and 4 are more appropriate for implementation at the regional level, and actions in these areas will thus be led by the Regional Centre with support from the CAs (Table 1). The area of trade agreements and negotiations, in particular, requires consensus activities at the regional level if the Caribbean region is to present a unified position and strengthen its representation in these negotiations. However, the articulation of a regional negotiating position is driven by consultations at the national level. In this respect, therefore, a strong focus of Priority 1 will be the discussion of priority issues and consensus building at the national level.

Priority 4 recognises the need for strong institutions to guide the transformation of the agricultural sector. IICA, through the CaRC, is well positioned to offer such guidance in the identified areas of focus. However, given the rapid changes in institutional structure and organisation, as well as in the provision of services to clients, the CaRC must, of necessity, undertake institutional strengthening to complement the effective delivery of technical and cooperation services to the benefit of its clients. While the CAs have a critical supporting role to play in ensuring the emergence of strong corporate leadership, actions in this regard will be led by the centre.

In spite of their regional scope, priorities 2, 3, 5 and 6 are well suited for articulation of national-level actions (Table 1). They also allow some flexibility to undertake specific national level actions which respond to the particular and unique demands of one or more of the CaRC's member countries (details of the individual national priorities and expected results are provided in Annex 1).

Table 1: Priority Focus of CaRC and Cooperation Agencies

	1	2	3	4	5	6
CaRC	*			*		*
Cooperation Agency						
Bahamas		*	*		*	
Barbados		*			*	
Dominican Republic		*	*		*	
Guyana		*	*		*	
Haiti		*	*		*	
Jamaica	*	*			*	
OECS		*	*		*	
Suriname		*	*		*	
Trinidad and Tobago	*	*	*		*	

To enhance the implementation of its cooperation actions, the CaRC will:

1) Strengthen the cooperation services through the provision of technical cooperation in the eight Strategic Areas, sub-divided into two complementary groups that strengthen and enrich each other's actions.

Group One – Thematic Areas:

- Policies and Trade;
- Agricultural Health and Food Safety;
- Science, Technology and Natural Resources;
- Sustainable Rural Development.

Group Two – Specialised Services:

- Agribusiness Development;
- Education and Training;
- Regional Projects, Planning and Programming Unit;
- Informatics and Communications.

The Specialised Services articulate the Institute's cooperation actions as a result of their cross-cutting nature. Agribusiness Development and the Regional Projects, Planning and Programming Unit (RPPPU) are unique to the Caribbean region and were included to more effectively address the specific needs of the countries of the region.

2) Assist its partners in the creation of a proper enabling environment through the promotion of institutions, such as, the Caribbean AgriBusiness Association (CABA), the Caribbean Council for Higher Education (CACHE), the Alliance for Sustainable Development in the Wider Caribbean, Caribbean Agricultural Science and Technology System (PROCICARIBE), and the meeting of all of these stakeholders in a Regional Forum to be held at least biannually;

3) Provide tools, such as, the Agricultural Distance Learning Centre (ADLC and RPPPU) and the Planning Programme for Caribbean Latin American Cooperation (CARILAC), to allow this enabling environment to operate effectively.

3.3 Institutional Coordination

The decentralisation of the Institute and the creation of the CaRC aimed to provide more effective support to Member States, to their regional integration bodies and to other organisations operating at the multilateral level. Within this decentralisation process, the Regional Centres will continue to play a key role and make an important contribution to the implementation of the Institute's General Strategy as defined in the MTP 2000-2001.

The contribution of the CaRC is assured through the coincidence of priorities between the CDS and the MTP's Strategic Areas and Priority Fields of Action. Further, through mechanisms for coordination between the CDS and Headquarters, such as, the annual programming meetings and with Technical Consortium (CONTEC) through participation in the Institutional Strategic Planning Group, the actions of the CaRC will remain within the guidelines established by Institutional mandates.

Coordination among Regional Centres is also important to the effective implementation of the Institute's General Strategy. Such Inter-Region coordination will be achieved through quarterly meetings of Regional Directors and Consortium for Articulation (CONAR).

Integral to the decentralisation process, the functions of the CaRC were consolidated, and the Regional Directorate and CA were afforded greater decision-making responsibility at the operational level. Increased coordination within the CaRC is an essential component of this responsibility. In this regard, commonality of priorities were established at the level of the CAs (see Annex 1). In addition, the following coordinating mechanisms will contribute to the consistency of action among the TCAs, and between the CAs and the CaRC Directorate:

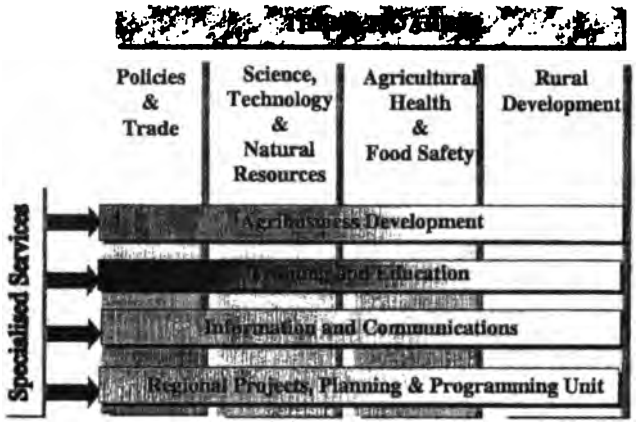
- the operationalisation at the regional and national levels of the Project Approval Board;
- biannual meetings of the Regional Council of Representatives (RCR), including Thematic Coordinators;
- the various components of the enabling environment at both national and regional levels; and
- the institutionalisation of the umbrella technical forum which will in turn provide the linkage for the Caribbean to the Hemisphere.

4 COOPERATION SERVICES

4.1 Strategic Areas

In accordance with the Institute's MTP, the CaRC's Cooperation Services will be executed through the four Thematic Areas and the four Specialised Services (as illustrated in Fig.3) and in eight Priority Fields of Action (PFA). The CaRC thus seeks to provide excellence in technical cooperation in the Strategic Areas through the PFA.

FIG. 3 STRUCTURE OF COOPERATION SERVICES



The priority fields of action are a sub-set of the Strategic Areas with high-impact within which the CaRC will concentrate its efforts. The PFA are:

1. Improving agriculture's position in international trade and in the hemispheric integration process;
2. Strengthening technology innovation systems;
3. Integrated development and management of natural resources;
4. Strengthening agricultural health and food safety systems;
5. Improving living standards in rural communities;
6. Strengthening education and training;
7. Modernising the institutional framework of agriculture;
8. Repositioning agriculture in the inter-American dialogue.

The CDS is premised on the fact that trade related issues will become the major determinant to the scope and form of the agricultural sector in the 21st Century. Therefore, the Thematic Areas "Policies and Trade" and "Agricultural Health and Food Safety" have been assigned lead roles. The former will help to formulate and/or make understood policies that are consistent with the new economic order within the context of the socio-economic features of the Region. The latter will ensure that the agricultural sector is enhanced and/or protected through the understanding of the sanitary and phytosanitary measures and food safety principles required to facilitate the trade. Cooperation actions of the other Thematic Areas are designed to target the transformation of production. In this regard, actions will be prioritised based on the expected or potential impact on trade and implications of agricultural health to facilitate trade. However, depending on the situation and/activity, the Thematic Areas of Science, Technology and Natural Resources and Rural Development could assume dominant roles.

The four Specilalised Services: Agribusiness Development, Training and Education, Project, Policies and Programme Development, and Information and Communication will transcend and provide support to all Thematic Areas. The Thematic Areas and

Spcialised Services are further described in Sections 4.1 and 4.2 and the Priority focus is summarised in Table 2 (Lines of Work of the Thematic Areas and Specialised Services provided in Annex 2).

Table 2: Thematic Area and Specialised Services – Focus by Priority

	CaRC Priorities					
Thematic Area / Specialised Service	**1**	**2**	**3**	**4**	**5**	**6**
Regional Directorate	S	S	S	D	S	D
Policies and Trade	D	I	S	S	I	S
Agricultural Health and Food Safety	D	I	D	S	D	S
Science, Technology and Natural Resources	S	D	I	S	D	S
Rural Development	S	D	D	S	I	S
Agribusiness Development (CABA)	I	I	D	S	S	S
Education and Training (CACHE & ADLI)	S	I	I	S	D	S
Information and Communication	S	I	D	S	D	S
Regional Projects, Planning and Programming Unit	S	I	D	S	I	S

Key: Type of Intervention/Responsibility: Direct (D); Indirect (I); Support (S)

4.1.1 Thematic Areas

- Policies and Trade

. . . to provide advisory services towards the creation of an enabling environment to support and strengthen trade policy advocacy, enhance the region's effective participation in free trade negotiation, specifically the WTO and FTAA negotiations, and to facilitate the integration of agriculture and other economic sectors into the national and global economies.

This objective is driven by the changes occurring in the global market which place trade issues as a priority focus for the CDS during the critical 2000-2001 adjustment period. Most Caribbean member states have had special trade arrangements with Europe and the United States of America (USA). However, the advantages of these arrangements are being systematically eroded by the current trend of globalisation and trade liberalisation. Further reform in agricultural trade is expected with the Millennium Round of the WTO negotiations as well as with the acceleration of FTAA negotiations, and this holds far reaching implications for the welfare of the agricultural sector.

Within the context of preparations for and effective participation in multilateral and regional negotiations, the continued lack of information to guide negotiations and inform on the short- and long-term impacts of these negotiations on the agricultural and rural sectors may prove to be deleterious to the Caribbean region. It is thus imperative that Caribbean countries become more proactive participants in the upcoming trade negotiations so as to secure whatever benefits might emerge for the region's agriculture. In this regard, the actions of the Policies and Trade programme over the 2000-2001 will be focused in two main sub-themes:

I. Trade and Integration: Support to strengthen the capacity of Member States to prepare for, engage in, and implement commitments of multilateral, hemispheric and regional trade negotiations and agreements;

II. Competitiveness with Equity: Support to upgrade the agri-food sector information base to inform policy decision making, improve sector planning and design and implementation of WTO-consistent support measures.

- Science, Technology and Natural Resources

. . . to facilitate the transformation of public and private sector research institutions, increase access to, and management of productivity and quality-enhancing technologies and promote the rational and competitive management of the natural resource base.

Caribbean agriculture is challenged to increase production of traditional and non-traditional commodities in an efficient and reliable manner, while satisfying and/or exceeding market standards. These objectives are being pursued simultaneously with the objective of maximising the use of a shrinking natural resource base and managing agro-ecological zones so as to prevent their further decline.

The Science, Technology and Natural Resource Thematic Area seeks to mobilise resources within and outside the region to respond effectively to the needs and demands of its clients in a timely manner. The activities are also geared towards strengthening the regional science and technology capacity to contribute to the modernisation of the agricultural sector. For the 2000-2001 period, emphasis will be on (i) the intellectual, managerial and trade related aspects of science, technology and natural resources; and (ii) enhancing the economic viability of selected plant and animal commodities. In this regard, the Programme's actions are sub-divided into two components:

I. Facilitation and support for strengthening agricultural science and technology systems in the Caribbean:

- Management of technology innovation and transfer capability in science and technology;
- Management of Natural Resources (genetic, land and water);
- Networking

II. Support for Tropical Fruit Industry Expansion

III. Dairy Development.

- Agricultural Health and Food Safety

. . . to support efforts of member states aimed at protecting human, animal and plant health, facilitating trade and ensuring safe food supplies.

IICA recognises that trade and agricultural health and food safety issues are inextricably linked. The export trade is critical to the agricultural sector of Caribbean countries and the importance of imports as a source of food supply has increased. Consequently, actions which strengthen both national and regional agricultural health systems, particularly as they relate to the management of emerging risk situations and food safety assurance will be accorded priority.

Specific interventions of the Agricultural Health and Food Safety Thematic Area over the 2000-2001 period will revolve around the control of pests and diseases and the dissemination and training in international regulations governing agricultural health and food safety. In this regard, to facilitate effective implementation, the programme's actions have been sub-divided into:

I. Increasing understanding and compliance with the World Trade Organisation Agreement on Sanitary and Phytosanitary (SPS) Measures;

II. Modernisation of agricultural health systems and services with the participation of the private sector;

III. Increasing awareness of food safety systems; and

IV. Coordination of regional agricultural health and food safety networks and activities.

- Rural Development

. . . to undertake institutional strengthening and networking so as to facilitate the modernisation of agribusiness in the rural mileau and to improve the economic conditions of small and medium scale producers and rural micro-enterprises.

The dynamic process of globalisation has been penetrating all the social, economic, cultural and political sectors of Caribbean countries. The gains from this process however, have eluded a significant proportion of the population among the developing and less developed countries of the world, including some regions within Caribbean member countries. Recognising the accelerated pace at which globalisation is occurring, the need to integrate resource-constrained segments into the global market place and minimise the adverse impacts on vulnerable groups has become a priority within the CaRC. In this regard, actions in this thematic area will maintain a heavy bias towards national projects and emphasis will be placed on the vulnerable/disadvantaged groups *viz*, women, youth and indigenous peoples.

4.1.2 Specialised Services

The CDS supports activities that facilitate integration, particularly the organisational mechanisms such as CABA and CACHE, which are being developed to further the regional integration objective, and the ADLC, which is complementary to CACHE.

- Agri-business Development (CABA)

The Caribbean Agribusiness Association, conceptualised and established by the CaRC, will continue to support the efforts to promote and organise the agribusiness sector in the region. CABA was founded as an integrated and vital agricultural negotiating voice for the agribusiness sub-sector and further stimulate agribusiness growth and both inter-regional and extra-regional trade. Support to CABA and its members will thus concentrate on activities in the fields of trade and agricultural policy and its efforts to develop links between the public and private sectors, and between agriculture and the other economic sectors.

- Education and Training (CACHE & ADLC)

The objective of is develop the human resource base to facilitate agricultural development in the Region. In this regard, support will be provided to the Caribbean Council of Higher Education in Agriculture (CACHE) and the Agricultural Distance Learning Center (ADLC) in order to make the education systems more responsive to the needs of the sector. Further advisory assistance will be provided and training programmes conducted for academic centres and national rural extension systems.

- Information and Communication

In the context of globalisation, economic opening and hemispheric and regional integration, access to information and the use of knowledge have become a critical factor of production. The Caribbean region must take full advantage of the information and communications technologies to facilitate the repositioning of the agricultural sector in the domestic, regional and international markets. The CaRC will promote the development of modern modes of communication as well as facilitate access to relevant information and the exchange, management and analysis thereof in order to improve stakeholders' decision-making for increased competitiveness.

- Regional Planning, Programming and Projects Unit (RPPPU)

Since the late 1980s' there has been a declining trend in the quantum of aid flows into the region. This trend was largely associated with the changing patterns and policies of international lending. However, the serious deficiencies in the region's capacity to prepare fundable and economically feasible projects have further exacerbated the ability to attract such financing for agricultural development. In this regard, strengthening of capabilities in project formulation, evaluation and monitoring, sector planning and programme development is considered an integral facilitator of agricultural development in the region. The RPPPU was reconfigured specifically to fill this gap and fulfill this objective.

Annex I:

Description of Results of National Priorities for 2000

Bahamas

Promote and support actions which lead to the emergence of competitive, sustainable and equitable agri-food systems

- Organsiation and managerial capabilities of farmers' associations improved
- Five farmer cooperatives in operation
- 25 new small farmers in production
- Five value-added women's enterprises established

Strengthen institutional support services

- Communication network operational
- Career paths designed and implemented

Develop the human resource base necessary to facilitate agricultural development

- 100 inspectors trained
- 10 trade negotiators trained

Barbados

Promote and support actions which lead to the emergence of competitive, sustainable and equitable agri-food systems

- Contribution to improving the efficiency of farm organisations, organisation of women in agriculture and establishing more contacts with members and government
- Digitalisation of agricultural statistics, laws and regulations and use of this information by the government and private sector
- Assistance in the development of a better marketing information system for agrifood products

Develop the human resource base necessary to facilitate agricultural development

- Eradication of the CAE virus and developing a more efficient veterinary service
- Agro-ecotourism projects developed and promoted in Scotland district with Ministries of Agriculture and Environment
- Implementation and development of a Caribbean Agricultural Distance Learning network

Dominican Republic

Promote and support actions which lead to the emergence of competitive, sustainable and equitable agri-food systems

- Improvement in legislation to modernise the agricultural sector
- New prioitisation for sectoral reform and modernisation of SEA's institutional Reform Commission produces successful reengineering of the agency
- National Agricultural Council (CAN) considered the highest level mechanism for sectoral deliberations at the national, regional and provincial levels
- Agricultural Marketing Agency created by law
- Adjusted Medium Term Plan for agricultural sector being implemented
- Agricultural and rural development policies being applied at the national, regional and provincial levels, as a result of the fora organised by the CAN and the Regional and Provincial Councils.

Strengthening Institutional Support Services

- Definition made of working mechanisms to include or not to include quarantine inspection personnel; internal transit control of agricultural products of the SEA and decision made regarding organisation of animal health and plant operation departments
- Plant protection surveillance and notification system organised and operational
- SPS emergency plan modernised and implemented by the Agricultural Health Unit. National emergency groups created and operational
- Animal and plant risk analysis units created and operational
- The development and application of an international SPS information management system at the major air and sea ports in collaboration with SEA and the private sector
- Directory of Dominican agricultural sector professionals updated regularly

Develop the human resource base necessary to facilitate agricultural development

- Increased capacity of the milk bank to deliver milk and animals for milk production
- 350,000 timber and fruit trees produced and distributed
- More than 200 hectares reforested
- SEA's Agricultural Extension and Training department implements activities under a strategy for technology development for agriculture and forestry
- Technology generation and innovation sub-systems provides important inputs for facilitating transfer actions among producers, changes that contribute to technology development
- The CA/DR web page includes all relevant and updated information on the Dominican Agricultural sector and at the regional, hemispheric and world levels and information useful to producers, international academic organisations, among others.

Guyana

Promote and support actions which lead to the emergence of competitive, sustainable and equitable agri-food systems

- Production, processing and marketing systems improved for organised producers of coffee, cassava, dairy products, fruits and nuts
- Improved systems in place for the effective transfer of information and technology

Strengthen institutional support services

- Organisational, managerial and entrepreneurial skills of rural organisations improved
- Institutional support structure for the production, processing and marketing of priority products strengthened
- Agricultural support services improved and available to farmers
- A national SARD strategy adopted by decision makers

Develop the human resource base necessary to facilitate agricultural development

- SARD Learning Centre established and operational at CA/Guyana
- Community satellite resource and training centres receiving information, technology and training services.

Haiti

Promote and support actions which lead to the emergence of competitive, sustainable and equitable agri-food systems

- National capabilities improved to evaluate the consequences of processes leading up to free trade at the regional, hemispheric and global levels
- New technology introduced for improving production
- Producers' associations organised
- Improved and sustainable system available for the transfer of information and technology to producers

Strengthen institutional support services

- Quantity of products processed and sold increased
- Changes recorded in annual incomes
- National strategy adopted by decision makers
- Producers supplied with needed information and technology
- Improved and sustainable system available for transfer of information and technology to technicians

Develop the human resource base necessary to facilitate agricultural development

- Technical knowledge disseminated more broadly

Jamaica

Support the regional and global trade and economic integration processes to maximise benefits to members

- Assist the Jamaican agricultural sector in preparing for free trade and participation in the global economy

Promote and support actions which lead to the emergence of competitive, sustainable and equitable agri-food systems

- Support agri-business/micro-enterprises with emphasis on the incorporation of women and youth into agricultural development

Develop the human resource base necessary to facilitate agricultural development

- Facilitate cooperation and interchange of technology and experiences between Jamaica, the wider Caribbean and Latin America

OECS

Promote and support actions which lead to the emergence of competitive, sustainable and equitable agri-food systems

- Agri-Information systems in operation, facilitating appropriate use and transfer of technology
- Contribution to improved competitiveness of agri-food commodity based systems
- Strategies developed to foster/promote sustainable commodity-based agri-business in rural areas

Strengthen institutional support services

- Strategies for micro-enterprise development formulated
- Institutional arrangements designed for supporting economic activities of rural youth and women.
- Information systems on markets and technologies to support competitive agri-food systems strengthened

Develop the human resource base necessary to facilitate agricultural development

- Managerial, administrative and technical capabilities enhanced in the CAs
- National capabilities for evaluating the implications of regional, hemispheric and global free trade processes enhanced

Suriname

Promote and support actions which lead to the emergence of competitive, sustainable and equitable agri-food systems

- Contribution to improvement in the planning and programming of national policies
- Awareness increased and information disseminated on the conditions and needs of sustainable rural development
- Management and conservation of natural resources compatible with the environment improved

Strengthening Institutional Support Services

- Organisation and management of rural groups, NGOs and other organisations strengthened
- Economic enterprises and other small business operations improved and strengthened
- Linkages and communications network improved to facilitate greater flow and exchange of information
- Rural social structures and agricultural support services strengthened

Develop the human resource base necessary to facilitate agricultural development

- Capabilities of personnel improved for planning and executing agricultural sector projects and programmes
- Technical capabilities improved for upgrading information, dissemination and communication systems
- Government ministries and agencies and private sector entities supported with technical cooperation projects and programmes designed to increase skills of their human capital
- Staff trained for greater effectiveness in the planning and execution of technical cooperation actions and technology transfer.

Trinidad and Tobago

Promote and support actions which lead to the emergence of competitive, sustainable and equitable agri-food systems

- Analysis of agri-food systems, the international trade environment and the role of agriculture in addressing rural poverty with a view to facilitating policy and decision making at all levels
- A marketing chain for selected fruit commodities characterised
- Institutional framework for agri-tourism strengthened in Tobago
- Network of rural women producers established

Strengthening Institutional Support Services

- Efficiency enhanced among institutions responsible for support services in the areas of policy, planning, programming, trade negotiations, women and youth eg. T&T Agricultural Society, Ministry of Agriculture, CARIFRUIT Committee and selected women's groups

Develop the human resource base necessary to facilitate agricultural development

- Technical and administrative skills of personnel enhanced, particularly women and youth and people involved in the agri-food system, in order to be able to respond to changing needs.

Annex II:

Description of Lines of Work of Thematic Areas and Specialised Services for 2000

General

These Lines of Work represent planned activities for implementation in 2000. Their initiation and full completion requires significant collaboration with, and complementary resources (human and financial) from our counterparts, strategic partners and clients.

In addition, they are all developed in the context of promoting the concept of "Agriculture beyond a sectoral approach" and the recognition that trade issues are of major importance to Caribbean agriculture, which has traditionally benefited from special arrangements, including quotas and preferential prices and markets.

They also recognise that for the small economies of the Caribbean, that do not have a history of collaboration across language barriers and whose agricultural sectors are generally underdeveloped, organisation of the stakeholders within the sector and integration of actions between countries are critical to sustainable agricultural development.

As such, the consolidation of Caribbean stakeholder organistions, CABA, CACHE, PROCICARIBE, CNRWP, and Alliance for Sustainable Development, within an umbrella Caribbean Agriculture Forum, will be emphasised this year. In addition, focus will also be placed on training and sensitisation, accession and the introduction of required resources from within the hemisphere primarily informatic vehicles and institutional capacity building.

Policies and Trade

Method of Support:

◆ Analytical Research ◆ Information Generation and dissemination ◆ Technical Expertise and Policy Advice ◆ Networking ◆ Training

Major Counterparts and Strategic Partners:

Caribbean Regional Negotiating Machinery (RNM)
Ministries of: Agriculture
Finance and Economic Development
Trade
Foreign Affairs
Commodity/Industry-Specific Private Sector
Regional and International Universities (UWI; UoF);
Regional and International Economic Development Institutions (CARICOM; ECCB; OECS Secretariat; Central Banks; FAO; FMTC etc;.

Priority (ies) of Direct Intervention:

1: Support to the regional and global trade and economic integration processes to maximise benefits to members
2: Promote and support actions which lead to the emergence of competitive, sustainable and equitable agri-food systems

Major Lines of Work:

- Articulation of Priority Issues and Preparation of Negotiating Positions for Agriculture in the FTAA and WTO negotiations;
- Study to Inform Changes to the CET for agricultural products in CARICOM;
- Determining the Impact of CARICOM non-tariff measures on trade flows in agricultural products;
- Industry case studies: determination of the impact of import surges on specific domestic industries and provision of policy advice towards the articulation of industry trade negotiation position papers;
- Publication and dissemination of trade-related information through the "*In a Nutshell*" Brochure;
- Capacity building and supporting training programmes for all industry stakeholders in WTO agreements and implementing commitments;
- Collation, analysis and dissemination of agriculture sector performance indicators
- Caribbean Agriculture in the New Millennium: Situation, Issues and Options

Science, Technology and Natural Resources

Method of Support:

◆ Accession and Transfer of Information ◆ Technology Accession, Validation and Transfer ◆ Education and Training
◆ Networking ◆ Information Generation and Dissemination

Major Counterparts and Strategic Partners:

Ministries of Agriculture;
Regional and International Organsations (FAO, CDI, UN ECLAC);
Regional and International Research and Development Institutions (CARDI, CIRAD, JAD);
Regional and International Universities (UWI; UVI, UPR);
Regional and International Thematic and Commodity Networks (PROCICARIBE, PROCIANDINO, PROCITROPICOS, PROMECAFE, PROCISUR);
Commodity/Industry-Specific Private Sector Organisations

Priority (ies) of Direct Intervention:

2: Promote and support actions which lead to the emergence of competitive, sustainable and equitable agri-food systems
5: Development of the Human Resource Base to obtain and sustain agricultural development

Major Lines of Work:

- Promoting the understanding and harmonised development of regional policies on Science, Technology and Natural Resource Management, especially as related to issues emerging as a consequence of relevant international trade agreements and technological interventions;
- Promoting and support to agricultural diversification initiatives;
- Capacity building and supporting the promotion of competitive production of specific commodities within the fruit and dairy industries;
- Promoting and supporting networking of related agri-food sector organisations.
- Information dissemination;
- Facilitating and supporting training programmes for all industry stakeholders.

Agricultural Health and Food Safety

Method of Support:

◆ Technological Transfer ◆ Institutional Strengthening ◆ Education and Outreach ◆ Information Dissemination

Major Collaborators and Strategic Partners:

Ministries of Agriculture
CARICOM Secretariat
Regional Networks
International Organisations: FAO; CIRAD-EMVT; USDA; PAHO/WHO
Coordinating Group of Pesticide Control Boards
Commodity/Industry-Specific Private Sector Organisations

Priority (ies) of Direct Intervention:

1: Support to the regional and global trade and economic integration processes to maximise benefits to members
3: Strengthen Institutional Support Services
5: Development of the Human Resource Base to obtain and sustain agricultural development

Major Lines of Work:

- Increasing public and private sectors' understanding of/ and compliance with WTO SPS Agreement;
- Support to modernise and achieve efficiency improvements in Caribbean agricultural health and food safety systems;
- Strengthening the emerging and emergency response capacity of the Caribbean's agricultural health and food safety systems;
- Coordination of regional agricultural health services;
- Information dissemination on aspects of agricultural health and food safety;
- Training in safe pesticide use and in IPM systems approach in vegetable production
- Training in project identification and management;

Rural Development

Method of Support:

◆ Technical Advice ◆ Education, Outreach and Training ◆ Institutional Strengthening ◆ Small-Scale Commercial Enterprise Development

Major Collaborators and Strategic Partners:

Ministries of: Agriculture; Culture and Gender Affairs; Social and Community Development; Foreign Affairs
Agricultural Development Banks;
Small Business Development Corporations;
Forum of Spouses of Heads of State and Heads of Government of the Caribbean;
Regional and National Networks of Rural Women Producers;
National Agricultural Societies and Women's Institutes;
Caribbean Network for Integrated Rural Development (CNIRD);

Priority (ies) of Direct Intervention:

2: Promote and support actions which lead to the emergence of competitive, sustainable and equitable agri-food systems
3: Strengthen Institutional Support Services
5: Development of the Human Resource Base to obtain and sustain agricultural development

Major Lines of Work:

National-Based Projects

- Support to improving the efficiency of producer and community organisations in rural areas;
- Assistance and training for the development of small-scale commercial enterprises;
- Promoting good agricultural practices and sustainable natural resource use among small-scale producers;
- Support to the organisation of rural and producer community groups;
- Support to the formation of national networks of rural producers;
- Training in management skills and enterprise development of small-scale producers;
- Promoting the gender approach to extension and training programmes.

Regional Projects

- Support to the formation of regional network of rural producers.
- Development of project proposals to seek external financing for regional/sub-regional projects for youth, women and indigenous peoples
- Documentation of practices and criteria that were successful or otherwise in the promotion of agricultural development in rural areas.

Agribusiness Development

Method of Support:

◆ Networking ◆ Facilitation and Management Support ◆ Information Dissemination

Major Strategic Partners:

Ministries of Agriculture
Regional and International Organisations
Commodity/Industry-Specific Private Sector Organisations

Priority (ies) of Direct Intervention:

3: Strengthen Institutional Support Services
4: Improving IICA's corporate leadership to support the transformation of Caribbean agriculture
5: Development of the Human Resource Base to obtain and sustain agricultural development

Major Lines of Work:

- Facilitation of public-private sectors collaboration and integration;
- Providing Executive Secretariat functions for IICA-sponsored regional associate organisations, particularly the umbrella organisation Caribbean Agribusiness Association (CABA);
- Supporting regional fora on issues of priority to Caribbean agri-entrepreneurs;
- Promoting technical exchange between Caribbean and the other hemispheric agribusiness.

Education and Training

Method of Support:

◆ Preparation of Training Material ◆ Distance Training ◆ Information Dissemination

Major Collaborators and Strategic Partners:

Ministries of Agriculture
Regional and International Organisations
Regional and International Universities (UWI; UVI; UPR; Texas A&M; McGill Univ; Univ. of Nova Scotia);
Commodity/Industry-Specific Private Sector Organisations

Priority (ies) of Direct Intervention:

3: Strengthen Institutional Support Services
4: Improving IICA's corporate leadership to support the transformation of Caribbean agriculture
5: Development of the Human Resource Base to obtain and sustain agricultural development

Major Lines of Work:

- Development of at least four (4) training modules and CD ROM courses for distance learning;
- Equipping and management of videoconferencing and distance learning centres in 4 CAs to support the regional hub in Barbados;
- Development of national library modes as part of the SIDMAC project;
- Consolidation of the Caribbean Council for Higher Education (CACHE) and the strengthening of linkages of CACHE with North American Universities;
- Support to the undergraduate students from the english-speaking Caribbean currently at the Instituto Superior de Agricultura, Santiago, Republica Dominicama;
- Supporting In-service training in the USA through the Cochrane Fellowship Programme (in collaboration with the IICA Northern Regional Centre).

Information and Communication

Method of Support:

- Collaboration and Dialogue
- Modification and/or development of software, web pages and networks;
- Information Dissemination

Major Collaborators and Strategic Partners:

Computer Companies and Networks
International Universities (TAMU)
Regional and International Organisation (CABA; CARDI; CLAA)
National Marketing Boards

Priority (ies) of Direct Intervention:

3: Strengthen Institutional Support Services
5: Development of the Human Resource Base to obtain and sustain agricultural development

Major Lines of Work:

- Upgrade existing producer and market information data collection and reporting systems;
- Improve access to, and use of agricultural statistics and information on existing Agroinfo site;
- Strengthen implementation of groupware facilities eg. lotus notes;
- Organise and implement training programmes in the use of networks, other intranet services and specialised computer software;
- Implement, manage and maintain networks;
- Manage, acquire and install new appropriate hardware upgrades;
- Modify/enhance existing Agroinfo site to suit client needs;
- Promote and facilitate the exchange of information.

Regional Projects, Planning and Programming Unit (RPPPU)

Method of Support:

◆ Consultations and Advice ◆ Studies ◆ Institutional Strengthening ◆ Training

Major Collaborators and Strategic Partners:

Ministries of Agriculture
Regional and International Organisations:
Commodity/Industry-Specific Private Sector Organisations

Priority (ies) of Direct Intervention:

2: Promote and support actions which lead to the emergence of competitive, sustainable and equitable agri-food systems
3: Strengthen Institutional Support Services
4: Improving IICA's corporate leadership to support the transformation of Caribbean agriculture
5: Development of the Human Resource Base to obtain and sustain agricultural development

Major Lines of Work

- Assessment of the feasibility and viability of projects and programmes;
- Assisting in the development of Agricultural Sector Plans;
- Providing project appraisal, monitoring and evaluation services.
- Development of rationalised planning system for the CaRC;
- Strengthening the programming system of the CaRC;
- Training in the management of the project cycle;

FECHA DE DEVOLUCION			

Fecha Devolución	Nombre del solicitante

WHAT IS IICA?

The Inter-American Institute for Cooperation on Agriculture (IICA) is the specialized agency for agriculture in the Inter-American system. As a hemispheric technical cooperation agency, IICA can be flexible and creative in responding to needs for technical cooperation in the countries, through its thirty-four Technical Cooperation Agencies, its five Regional Centers and Headquarters, which coordinate the implementation of strategies tailored to the needs of each Region.

The 1998-2002 Medium Term Plan (MTP) provides the strategic framework for orienting IICA's actions during this four-year period. Its general objective is to support the efforts of the Member States in achieving sustainable agricultural development, within the framework of hemispheric integration and as a contribution to human development in rural areas.

The Institute's work is aimed at making changes in agricultural production, trade and institutions and in the people who work in the sector, using an integrated and systematic approach to development, which is based on competitiveness, equity and solidarity as the key to achieving the sustainable development of agriculture and rural areas.

The Member States of IICA are:
Northern, Central, Andean & Southern: Argentina, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, the United States of America, Uruguay, Venezuela.

The 14 Caribbean Regional Countries
Antigua & Barbuda, Bahamas, Barbados, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Kitts & Nevis, St. Lucia, St. Vincent & the Grenadines, Suriname, Trinidad & Tobago *(CaRC Head Office)*

Its Permanent Observers are: Arab Republic of Egypt, Austria, Belgium, Czech Republic, European Communities, France, Germany, Hungary, Israel, Italy, Japan, Kingdom of the Netherlands, Portugal, Republic of Korea, Republic of Poland, Romania Federation and Spain.

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