



Annual Report **2008**

Grenada

A large, stylized graphic of a hand holding a plant, rendered in shades of orange and white, is positioned on the left side of the cover. The hand is cupped, and the plant's leaves are flowing upwards and to the right. The background behind the hand is a light blue grid pattern.

IICA's Contribution to
the Development of Agriculture
and Rural Communities



**Inter-American Institute for Cooperation on
Agriculture (IICA)**

Office in Grenada

NATIONAL ANNUAL REPORT – 2008
*IICA's Contribution to the Development of Agriculture and
Rural Communities in Grenada*

A Presentation of the IICA Office in Grenada

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IICA's CONTRIBUTION TO THE DEVELOPMENT OF AGRICULTURE AND RURAL COMMUNITIES IN GRENADA (2008)

1. INTRODUCTION

Grenada's agricultural and rural sector continued to be confronted by major challenges during 2008. The island's agriculture has only partially recovered from the devastation caused by hurricanes Ivan and Emily which occurred in 2004 and 2005, respectively; and the rural communities remained impoverished, due to a virtually stagnated and depressed rural economy. However, during the first half of the year, up to the July 8th Parliamentary Elections, the rural communities were buzzing with economic activities; but this could not have been sustained. After the elections which resulted in a change of Government, there was a lull in economic activities as the new Government sought to assess the country's overall economic situation, and set its own developmental agenda.

Soon after assuming office, the new Government stated its intention "to move agriculture centre stage in the development planning process...". It appeared extremely concerned over the apparent lack of a planned approach to the development of the agriculture sector, in general, and the nutmeg industry, in particular, following the devastation caused by hurricanes Ivan and Emily: Many devastated farms, especially nutmeg farms, remained inaccessible and therefore totally unproductive; some farms, cleared with Government's assistance, were left uncultivated due to the shortage of planting materials; two of the three main Government-owned plant propagating stations were neglected; and there was an apparent lack of concern over farmers' difficulties in obtaining farm labour, due to farm workers' engagement in Government's lucrative roadside de-bushing programme.

Although the revival of domestic food production was one of the bright spots in agriculture following the two hurricanes, government's *Food Security Programme* was not well coordinated, and only 29.1 per cent of funds budgeted for the programme in 2008 was expended.

One of the first actions of the new Government, through the Ministry of Agriculture, was the appointment of a Food Security Coordinator. Also, within two months of being sworn in to office, the Government, through its Ministry of Agriculture, organized a 3-day (September 9-11) *National Stakeholders Consultation and Strategic Planning Retreat* for representatives of all national stakeholder groups/institutions. More than one hundred agriculture sector stakeholders participated and made useful recommendations for moving the sector forward. Towards the end of September, the Grenada Cabinet approved the establishment of a *National Coordinating Committee* to oversee the development of a comprehensive Strategic Plan for the nutmeg industry. Less than a month later (October 20 & 21), a *Nutmeg Sector Strategy Development Workshop* was convened. In October also, a recently retired Agronomist was contracted to manage and oversee the refurbishment of the propagating stations and the production of adequate quantities of planting materials, based on a needs assessment. Another significant action taken was the decision to undertake the formulation of a *Strategic Framework for the*

Development of the Fruit Industry in Grenada. This was initiated through a team of national and regional consultants.

With limited resources at its disposal, the IICA Office in Grenada sought to provide technical support to a number of ongoing initiatives in the agricultural and rural sector. Besides being involved in the aforementioned initiatives, IICA has directed much effort towards strengthening the organization and improving the capabilities of selected rural groups. Technical support provided was related to the Institute's five *Strategic priorities* for technical cooperation:

- Promoting trade and the competitiveness of agribusiness
- Promoting the development of rural communities
- Promoting agricultural health and food safety
- Promoting the sustainable development of natural resources and the environment
- Promoting the incorporation of technology and innovation in agriculture

IICA's support to the country was based on its National Technical Cooperation Agenda (NTCA) for Grenada, which was prepared in 2002 (in collaboration with major stakeholders) and updated annually, based on changes in the sector's priority needs. In 2008, most of IICA's technical cooperation activities were undertaken with support from other institutions such as the Ministry of Agriculture (MoA), Grenada Bureau of Standards (GDBS), and National Development Foundation of Grenada (NDFG). Of great importance to IICA was the continued cooperation of the Grenada Association of Beekeepers (GAB), and the national chapters of following groups:

- Caribbean Agri Business Association (CABA)
- Caribbean Forum for Youth (CAFY)
- Caribbean Network of Rural Women Producers (CANROP)

CABA was organized jointly by IICA and Grenada Marketing and National Importing Board (GMNIB); the MoA played a key role in organizing the other three groups.

2. EXECUTIVE SUMMARY

Repositioning of Agriculture and Rural Life

- ❖ The national chapter of The Alliance for the Sustainable Development of Agriculture and the Rural Milieu (*The Alliance*) was revitalized. A meeting of fifteen (15) key agriculture sector stakeholders was convened. The meeting was addressed by the Permanent Secretary in the Ministry of Agriculture, Grenada's Ministerial Delegate, and the Coordinator of the IICA Office in Grenada.
- ❖ Through the annual *Accountability Seminar*, twenty-two (22) key agriculture sector stakeholders were made aware of IICA's contribution to agriculture and the development of the rural communities in Grenada during 2007. They were also given the opportunity to make recommendations toward the improvement of IICA's work in Grenada for 2008.

- ❖ Twenty (20) local agricultural technicians, through active participation in a seminar, have increased their capability to effectively implement Grenada's agricultural policy and strategy, and to use the Agro Matrix as a tool to further plan Grenada's agricultural and rural development process.

Promoting Trade and the Competitiveness of Agribusiness

- ❖ Through the development and initiation of a relevant *Action Plan*, a more coordinated and focused approach towards increased participation of all stakeholders in the strengthening of links between the agriculture and tourism sectors was facilitated. This was made possible by the functioning of a re-vitalized Agro-tourism Linkage Committee, co-chaired by the Grenada Board of Tourism and IICA. With this stronger inter-sectoral link, the rural population is expected to receive increased social and economic benefits.
- ❖ One (1) small, rural agri-entrepreneur has increased her capacity and capability to increase the extent and efficiency of activities conducted throughout the value chain for *Noni* products, especially *Noni Juice*, which are in relatively high demand by health conscious visitors to Grenada. She has been provided with technical and material assistance through an IICA-implemented project with funding provided by FAO.
- ❖ The business planning skills of nine (9) selected agri-entrepreneurs were enhanced through their participation in a 2-day workshop on *Entrepreneurship and Business Planning*. Each participant initiated preparation of an individual Business Plan which was to be completed in consultation with the workshop facilitator.
- ❖ Ten (10) members of the national chapter of Caribbean Agri-business Association (CABA) increased their capability to manage small businesses, and to identify appropriate project ideas, based on their active participation in a *Business Management Training Course* which was organized and implemented by IICA.
- ❖ Eighteen (18) agro-processors increased their capability in *Product Formulation and Costing*, through participation in a relevant workshop, organized by IICA in collaboration with the Grenada Bureau of Standards. The workshop included practical group sessions.

Strengthening Agricultural Health and Food Safety Systems

- ❖ The foundation was laid for the sustainable development of Grenada's agricultural health and food safety system. This was done through an assessment of the country's SPS system (conducted through interviews of key stakeholders), followed by a stakeholders' workshop which, based on the assessment, highlighted and discussed the shortcomings of the system and proposed measures aimed at addressing the shortcomings identified.

- ❖ Through participation in meetings of the SPS Committee of the WTO, Grenada has increased its capability to effectively implement its obligations under the SPS Agreement.

Promoting the Development of Rural Communities, Adopting a Territorial Approach

- ❖ The national chapter of the Caribbean Agricultural Forum for Youth (CAFY) has been revitalized, and a document prepared outlining the *Successes, Failures, Lessons Learnt and the Way Forward*. With a new executive body in place, the group has been energized and has emerged from a state of dormancy into a vibrant and focused organization for Grenada's youth with a genuine interest in agriculture.
- ❖ Membership in the national chapter of the Caribbean Agri-business Association (CABA) has increased from twenty-two (22) to twenty-seven (27).

3. THE STATE OF AGRICULTURE AND RURAL LIFE IN GRENADA IN 2008

3.1 The Context for Agriculture and Rural Life

Despite its relatively small contribution (5.85 per cent) to Grenada's Gross Domestic Product (GDP) in 2008, agriculture continues to be of significant strategic importance to the country's economic development. This is very evident when one takes into account not only the foreign exchange and income generated by the sector, but also the *food security* aspect as well as the backward and forward linkages between agriculture and other sectors in the economy. For instance, during 2008, there was much emphasis on food crop production. Also, there has been an upsurge in the number of small rural agro-processors who supplied quality products to the domestic (including tourism) market, and began preparing for the export market. Besides, a great deal of interest has been shown in the use of herbal preparations in health spas and for medicinal purposes. Honey, a fledgling but growing industry in Grenada, has generated similar interest.

Inadequate coordination within the agriculture sector was quite evident during 2008. Although there were significant increases in local food production, there were inadequate production planning and marketing arrangements. This resulted in seasonal shortages and gluts, and most foods consumed locally (especially in the hotel sector) had to be imported. Also, some local agro-processors have had difficulties sourcing locally produced raw materials such as hot pepper, seasoning pepper, plantain and passion fruit. Additionally, concern has been expressed about the rapidly diminishing supply of locally produced nutmeg oil for the manufacture of *NUTMED*, a locally manufactured pain relieving spray in which nutmeg oil is a major ingredient.

Traditionally, Grenada's thrust in the agriculture sector has been directed mainly at the crops sub-sector, with livestock production being given minimal attention. However, in

recent months, government has signaled its intention to promote the livestock sub-sector, especially in relation to food security. Improved breeds of goats have been imported and distributed to the more vulnerable households; livestock technicians have been trained overseas in the area of artificial insemination; and there have been plans to boost poultry production in order to reduce the extremely high importation levels of poultry meats. Additionally, increased attention has been given to the beekeeping industry which has great potential to generate and save foreign exchange.

Development of the goat industry has been receiving special attention. The Ministry of Agriculture has initiated a programme to develop and expand Grenada's goat rearing industry – both for meat and milk. To this end, assistance has been provided by the Commonwealth Fund for Technical Cooperation (CFTC), CARDI and IICA. All agencies involved have been working collaboratively. The ultimate aim is to satisfy local demand and, eventually, become involved in the export of live goats to the lucrative Trinidad market.

Notwithstanding efforts being made to expand and develop the livestock industry, Government is cognizant of Grenada's advantage in tree crops (especially cocoa and nutmeg) production. Accordingly, it has been investing significant amounts of scarce resources towards rehabilitating tree crop nurseries which have been in a semi-abandoned state following the passage of hurricane Ivan in 2004. Fertilizer subsidies to farmers were being continued, and plans have been formulated for provision of assistance to farmers, with respect to land clearing and the rehabilitation of access farm and feeder roads.

During the latter part of 2008, Government announced its intention to promote and, if necessary, become actively involved in the agro-industrial sub-sector. Accordingly, much emphasis has been placed on encouraging and supporting rural agro-industries. "Clustering" has been promoted as a strategy towards effectively penetrating the export market. Government has also taken the initiative to facilitate the re-commissioning of Grenada's largest and best equipped agro-processing plant which ceased operation in 2007, due mainly to serious organizational problems.

3.2 Changes in Agrifood Production

In 2005, the year immediately following the passage of Hurricane Ivan, Grenada registered a dramatic decline in agrifood production. Since then, there have been significant production increases in both crop and livestock. Production figures for the recent 5-year period (2004-2008), with respect to Grenada's three most important crops (banana, cocoa, nutmeg and mace), are shown in the following table (Table 1):

Table 1: Production of Banana, Cocoa, Nutmeg and Mace (2004-2008)

CROPS	PRODUCTION ('000 kg), by year*				
	2004	2005	2006	2007	2008
Banana	655.65	191.02	1,166.80	1,356.87	2,150.29
Cocoa	761.18	41.68	90.84	228.62	352.06
Nutmeg	2,731.79	141.54	223.76	300.63	316.01
Mace	124.67	7.21	12.38	21.22	24.90

*The "cocoa year" and the "nutmeg year" run from October 1st to September 30th; and July 1st to June 30th, respectively.

Source: Adapted from Central Statistical Office, Ministry of Finance, St. George's

The upward trend in banana, cocoa, and nutmeg and mace production is expected to continue during the next decade. In particular, nutmeg and mace production could be expected to make small, incremental increases over the next two decades or more. Banana and cocoa, showing exceptionally high production increases, have benefited from Government's distribution of tissue culture banana plants, and the ongoing fertilizer subsidy programme. Vegetable production has also benefited significantly from the fertilizer programme as well as an externally funded irrigation scheme.

It was only in the latter part of 2008 that any serious effort was made to rehabilitate and re-commission two of Grenada's major crop nurseries dedicated mainly to propagation of cocoa and nutmeg plants. Also, plans were announced by Grenada's new Government to provide farmers, especially nutmeg farmers, with needed assistance for clearing of farms and the rehabilitation of farm access roads. This initiative, it was projected, would result in a significant increase in nutmeg production: from approximately 300 metric tons in 2008 to about 500 metric tons in 2009. (Grenada's nutmeg production for the 2003/2004 crop year, just prior to Hurricane Ivan, was approximately 3,000 metric tons.) Government has hinted that sufficient quantities of nutmeg plants could be produced and distributed in 2008/2009 so that nutmeg production could reach pre-hurricane level by the year 2020.

Decline in nutmeg production, following Hurricane Ivan, has resulted in the unavailability of nutmegs for processing into nutmeg oil, the main ingredient in the manufacture of *Nutmed*, a locally produced but internationally used pain relieving spray. (Nutmeg oil is also exported, mainly to European countries.) The producer of *Nutmed* has indicated the likelihood of having to import nutmeg oil when his current stock is exhausted.

Cocoa production for the calendar year 2007/2008 increased by 54 per cent over that for the previous year. The main reason given for this significant increase was the strengthening of the "Farmers Support Programmes in the areas of Farm Credit, Extension, and (farm) Inputs". A modest price increase of 3.21 per cent to farmers may have also contributed to the production increase. Also, the cocoa industry's profile was boosted by the promotion of chocolate as a health food, and the expansion of cocoa

processing activities on the island. Grenada's production of quality cocoa powder (*SMILO*) and chocolate bars (*Organic Dark Chocolate*) has increased during 2008.

There is generally a lack of reliable data on the production of fruits, vegetables, roots, tubers, and livestock. With the exception of fruits, these commodities are produced on a relatively small scale, mainly for the domestic market. In recent years, much emphasis has been placed on the cultivation of significant acreages of fruit trees, with intention of supplying not only the very lucrative regional (mainly Trinidad) and international markets, but also ensuring that Grenada's rapidly growing agro-industrial sub-sector is adequately supplied with needed raw materials.

Although production figures for fruits and vegetables are unavailable, available data indicate that the estimated quantity of fresh fruits and vegetables exported in 2008 was significant, when compared with other agricultural commodities exported (Table 2).

Table 2: Agricultural Exports ('000kgs) from Grenada (2005-2008)

COMMODITIES	EXPORTS ('000KGS) DURING THE YEAR			
	2005	2006	2007*	2008
Bananas	0.0	259.8	194.9	100.2
Cocoa	33.4	73.0	217.2	342.5
Nutmegs	1,435.1	649.8	574.0	361.2
Mace	21.4	15.9	25.1	24.0
Fresh fruits and vegetables	10.1	74.7	139.8	115.6
Fish	496.7	513.2	529.6	532.9
Other	3.0	3.2	9.0	10.8

* Estimated

Source: Central Statistical Office, Ministry of Finance, St. George's

Poultry, sheep, goats, pigs and cattle are the main livestock types reared in Grenada, but in relatively small numbers. Although self-sufficient in eggs, Grenada imports about 90% of its poultry meat requirements. Also, high proportions of the other meat types consumed locally are imported. The local populations of cattle, sheep, and goats have been estimated to be approximately 4000, 13000, and 7000 heads, respectively. However, with the recent re-introduction of artificial insemination service to livestock farmers, these numbers are expected to increase significantly in the medium term.

3.2 Change in Policies that Affect Agriculture and Rural Life

Agriculture has always been considered (and still is) the life blood of Grenada's rural economy. However, with approximately eighty per cent of the island's agriculture destroyed by Hurricane Ivan in 2005, rural employment was minimal, and many persons in rural areas were forced to move to the city in search of employment. Many found employment in the construction sector while others became employed in areas related to tourism and private security. However, due to the recent and ongoing global economic

crisis, the entire country has been affected by cost of living increases and high (approximately 24 per cent) unemployment rate. Persons working in the city are most affected. Some of those who had moved from the rural areas to find employment in the city have suddenly found themselves in a very awkward position. Many have either lost their jobs, or have found it difficult to cope with the high cost of living. Those affected have returned to the rural communities to once more become engaged in farming and farm related activities, as a means of livelihood. They have since found greater satisfaction in their farming endeavours, given the relatively high prices of locally grown food items, coupled with Government's thrust towards promoting agriculture through provision of various incentives.

Prices of locally produced and imported food items have increased tremendously during 2008. Food is weighted 36.75 % among the Consumer Price Index (CPI) Groupings and, overall, the annual average inflation rate for 2008 was recorded as 8.0% (Table 3a).

Table 3a: CONSUMER PRICE INDEX (2001=100)

CPI GROUPINGS	WEIGHT	AS AT MARCH				% CHANGE		
		2005	2006	2007	2008	(2)/(1)	(3)/(2)	(4)/(3)
		(1)	(2)	(3)	(4)	(5)	(6)	(7)
Food including non-alcoholic drinks	36.75	104.84	111.59	116.92	131.48	6.4	4.8	12.5
Alcoholic drink and tobacco	0.86	106.30	107.98	108.37	113.68	1.6	0.4	4.9
Clothing, footwear and accessories	9.77	98.22	98.5	99.19	98.99	0.3	0.7	-0.2
Accommodation	10.2	107.72	115.51	122.84	123.72	7.2	6.3	0.7
Fuel and light	5.50	106.78	122.90	122.92	152.84	15.1	0.0	24.3
Household furniture furnishing, and supplies	9.53	105.62	105.86	106.31	106.80	0.2	0.4	0.5
Medical care and health expenses	4.65	114.85	115.42	119.13	126.42	0.5	3.2	6.1
Transportation and communication	15.65	115.38	121.91	122.46	131.40	5.7	0.5	7.3
Education	3.74	109.96	112.87	112.48	119.01	2.6	-0.3	5.8
Personal services	1.60	101.11	101.11	101.11	109.00	0.0	0.0	7.8
Other expenses	1.75	102.34	103.93	108.26	110.87	1.6	4.2	2.4
All items	100.00	106.88	112.27	115.42	124.67	5.0	2.8	8.0

Source: Central Statistical Office, Ministry of Finance, St. George's, Grenada

The index points of the CPI have increased steadily from month to month, except for December (Table 3b) when global oil prices dropped significantly.

Table 3b: Consumer Price Index (2001 = 100)

MONTH	YEAR	MONTHLY	
		INDEX POINTS	INFLATION RATE
January	2008	123.87	0.06
February	2008	124.09	0.18
March	2008	124.67	0.47
April	2008	125.67	0.80
May	2008	126.47	0.64
June	2008	128.04	1.24
July	2008	128.91	0.68
August	2008	129.79	0.68
September	2008	130.41	0.48
October	2008	130.81	0.38
November	2008	130.93	0.02
December	2008	130.19	-0.57

Source: Central Statistical Office, Ministry of Finance, St. George's

The inflation rate has fluctuated between a low of -0.57 for December (due to great reduction in fuel price) to a high of 1.24 for June, 2008, as shown in Table 3c. (The overall inflation rate at December was 5.17%.)

Table 3c: MONTHLY CONSUMER PRICE INDEX FOR 2008 (2001=100)

MONTH	INDEX POINTS	INFLATION RATE
January	123.87	0.06
February	124.09	0.18
March	124.67	0.47
April	125.67	0.80
May	126.47	0.64
June	128.04	1.24
July	128.91	0.68
August	129.79	0.68
September	130.41	0.48
October	130.91	0.38
November	130.93	0.02
December	130.19	-0.57

Source: Central Statistical Office, Ministry of Finance, St. George's

The government which assumed office in July, 2008 has continued with the previous government's safety net policy (for example, food basket distribution) whereby special provisions have been made in favour of the most vulnerable households in the various communities. The School Feeding Programme has also been maintained and expanded. However, Government has made national *Food Security* one of its top priorities, and has been putting measures in place to ensure that locally produced food items form an integral part of the School Feeding Programme. Government has also taken the decision to promote and, if necessary, become directly involved in agro-industrial development. It is strongly promoting and supporting the development of the livestock sub-sector, and is considering recommendations for the resuscitation of Grenada's sugar cane industry.

3.4 Changes in the Institutional Framework for Agriculture and Rural Life

Through a number of community-based initiatives, inhabitants of the rural sector have been empowered. A few Non-Governmental Organizations (NGOs) have been organizing, training, and supporting the rural people to become more enterprising and productive citizens. They have assisted in the formation of functional groups which have proceeded to establish a number of profitable enterprises. The driving force behind this initiative is the Grenada Rural Enterprise Project (G-REP) which is funded jointly by the IFAD, the CDB, and the Grenada Government. (G-REP is a multi-million dollar project which is scheduled to end in December, 2009.)

IICA, too, has been instrumental in the formation and training of some rural groups which performed very impressively during 2008. Three of the four groups are well established, and have been attracting significant amounts of grant funds (for project implementation) from Government as well as international funding agencies. Most group members are self-employed and, although currently struggling economically, are striving towards increased production efficiency and the eventual attainment of economic prosperity.

It is encouraging to note that government has placed at the disposal of rural groups the services of a number of statutory bodies such as the Grenada Industrial Development Corporation (GIDC), the Grenada Bureau of Standards (GDBS), and the Grenada Marketing and National Importing Board (GMNIB). Of course, there is the Ministry of Agriculture (MoA) and the Ministry of Social Development which are fully committed to the development of the agricultural and rural sector. Also of great significance are the services offered by financial institutions, especially the National Development Foundation and the Credit Unions, which have been very sensitive to the needs of the agricultural and rural sector.

3.5 Major Developments in the Thematic Areas that Affected the Performance of Agriculture and the Rural Milieu

Explicitly recognizing the link between *Agricultural Health and Food Safety* and *Trade and Competitiveness of Agribusinesses* was very significant. Many agri-entrepreneurs were exposed to class room and hands-on training in aspects of Good Agricultural

Practices (GAPs) as well as Good Manufacturing Practices (GMP). Accordingly, they became better equipped to participate competitively in regional and international trade, and were placed in a better position to strengthen the linkage between agriculture and tourism.

The introduction of the Alliance constituents, as a mechanism for instituting change in the agricultural and rural sector, was very useful. Groups formed have become institutionalized, and have gained the recognition of national, regional, and international organizations. They developed lobbying skills and, in some instances, were able to influence Government's agricultural and rural development policies.

4. RESULTS OF THE IMPLEMENTATION OF THE NATIONAL TECHNICAL COOPERATION AGENDA IN GRENADA DURING 2008

IICA's support to Grenada's agricultural sector is based on a National Technical Cooperation Agenda (NTCA) which was developed in consultation with key stakeholders of the sector. Although activities implemented by IICA, under the NTCA, were relative to the Institute's Strategic Priorities for technical cooperation, the results obtained are being conveniently reported in accordance with the following headings:

- Repositioning of Agriculture and Rural Life
- Promoting Trade and Competitiveness of Agribusiness
- Strengthening Agricultural Health and Food Safety Systems
- Promoting the Development of Rural Communities, Adopting a Territorial Approach

4.1 Repositioning of Agriculture and Rural Life

4.1.1 National Advisory Council Revitalized

After being dormant for a number of years, the National Advisory Council (NAC) for Sustainable Development of Agriculture and the Rural Milieu was revitalized, through the joint efforts of the Ministry of Agriculture (MoA) and IICA. This took the form of a meeting of fifteen key stakeholders of the agricultural sector. The meeting was chaired by Grenada's Ministerial Delegate who outlined the rationale for the NAC, and summarized the main elements of the Jagdeo Initiative, the Agro Plan 2003-2015, and the Agro Matrix. The main address was given by the then Permanent Secretary who, among other things, pledged her Ministry's support for the NAC, and urged all stakeholders "to work together to build a sound agricultural sector". The Planning Officer in the MoA and the Coordinator of IICA Office in Grenada also addressed the meeting; they focused on Grenada's Agricultural Sector Policy Document and the Agro Matrix, respectively. Participants commented on issues related to the rising food and fuel prices, and the need for adequate and relevant domestic policy measures to reduce the impact of those unfavourable prices on the local population. It was generally agreed that major issues affecting the sector should be identified and prioritized, and a timetable developed to address them, based on priority.



Participants of IICA/FAO Sub-Regional Agri-Tourism Workshop, held in Grenada, make a Field Visit to a grenadian entrepreneur's business (Noni Products)

4.1.2 Increased Capability to Implement Grenada's Agricultural Policy

The capability of twenty agricultural technicians to use the Agro Matrix as a tool for policy implementation was enhanced. This was achieved through the staging of a *National Agro Matrix Seminar* which was jointly facilitated by an Officer in the MoA's Planning Unit, and IICA's Regional Specialist for Policy and Trade. The following topics were dealt with during the seminar:

- Grenada's actions/challenges relative to the Jagdeo Initiative
- Positioning Agriculture and Rural Life – the Summit of the Americas, in Brief and in Context
- Visioning Agriculture and Rural Life: Agro Matrix Framework and Agro Plan
- Modernizing Agriculture in Grenada: An Overview of the National Policy and Strategy
- Aligning Grenada's Agricultural Policy to the Agro Matrix: Compatibilities and Inconsistencies
- Applying the Agro Matrix: Practical Applications
- Accountability: Monitoring Progress and Measuring Impact – Information System Development

Both facilitators projected the Agro Matrix was a “planning tool” with a direct relationship with the Jagdeo Initiative, the Agro Plan 2003-2015, and all the other Agreements to which Grenada has signed on. Much emphasis was placed on interpreting and applying the Agro Matrix, and the need to ensure that stakeholders are involved in policy formulation.

4.1.3 Increased Awareness of the Results of IICA's Activities in Grenada

Through participation in IICA's *Annual Accountability Seminar*, twenty-two agriculture sector stakeholders were better able to appreciate the relevance of IICA's technical cooperation activities in Grenada. The seminar was chaired by the Permanent Secretary in the Ministry of Agriculture. Participants included representatives from the following institutions:

- ❖ Ministry of Agriculture
- ❖ Caribbean Agro Industries
- ❖ CANROP (national chapter)
- ❖ CARDI
- ❖ De La Grenade Industries
- ❖ National Development Foundation of Grenada
- ❖ Grenada Marketing and National Importing Board
- ❖ Ministry of Tourism
- ❖ CABA (national chapter)
- ❖ Grenada Food and Nutrition Council
- ❖ Grenada Bureau of Standards



A cross section of participants at the IICA Accountability Seminar 2008

The main feature of the seminar was the presentation of the Annual Report of the IICA Office in Grenada, which was followed by lively discussions. Participants commended IICA for its contribution to Grenada's agricultural development, but felt there was a need to generate external resources to complement IICA's efforts so that more far-reaching results could be obtained. They were particularly interested in the initiative aimed at strengthening linkages between the agriculture and tourism sectors, and encouraged the MoA to take a leading role in promoting and supporting the linkages. They also felt that the MoA should place organic agriculture on the "front burner", and seek the assistance of IICA and other agriculture support agencies to help develop this important area. Reference was made to a local supermarket which has been paying higher prices for organically produced foods supplied by farmers. Besides, it was pointed out that some visitors to Grenada were beginning to request that organically grown foods be served at the hotels.

4.2 Promotion of Trade and the Competitiveness of Agribusiness

4.2.1 Agro-tourism Linkage Committee Revitalized

After being dormant for approximately three years, the Agro-tourism Linkage Committee was revitalized, mainly through the efforts of a Post-graduate University of the West Indies Intern who was attached to the IICA Office in Grenada for a period of three months. During that period, major agro tourism stakeholders met monthly; finalized the Committee's 2008/2009 Work Plan; and allocated responsibilities, with established time

lines, for implementation of Work Plan activities. At one of the Committee meetings, a representative of the FAO was present to inform of the Organization's involvement in supporting agro-tourism, through a FAO-funded project to assist Government's efforts to promote inter-sectoral linkages. The FAO officer expressed interest in collaborating with the Committee which has representation from the following institutions:

- Ministry of Agriculture, Forestry and Fisheries
- Ministry of Tourism
- Ministry of Social Development, Labour and Ecclesiastic Affairs
- Ministry of Health
- Grenada Board of Tourism
- Grenada Hotel and Tourism Association
- Grenada Bureau of Standards
- Grenada Food and Nutrition Council
- Grenada Marketing and National Importing Board
- IICA

4.2.2 Increased agri-entrepreneurial capability

A female agri-entrepreneur from the rural village of Felix Park was assisted to increase the production efficiency and marketability of *noni* juice, produced by her small income generating agribusiness enterprise. Based on a relevant Case Study conducted, constraints were identified in relation to processing, labeling, and packaging. To help overcome those constraints, technical and material assistance was provided to the entrepreneur towards improving (1) the level of production efficiency, (2) the quality of production, and (3) the marketing of the product. Accordingly, the following relevant actions were taken:

- The domestic blender was replaced with a commercial blender
- The wooden work benches were replaced with stainless steel tables
- The appropriate "Nutritional Facts" and barcode were obtained for incorporation on a new set of redesigned labels
- The entrepreneur was given the opportunity, through participation in a 2-day workshop, to (1) engage technical personnel in discussions on "Standards and Small Business Development", "Packaging", and "Small Entrepreneurs' access to Financing"; (2) learn from experiences of successful small agri-entrepreneurs; and (3) exchange relevant ideas and information with other agri-entrepreneurs throughout the sub-region.

Additionally, the entrepreneur was assisted in preparing a draft Business Plan for a complementary activity (namely: "A Quiet Place") which "... relates to an agri-tourism farm-based entity combined with attributes of health and wellness".



Farmer displays one of his prolific Noni trees



Some of the Entrepreneur's Noni products on display

The agri-entrepreneur was a beneficiary of the IICA-implemented (FAO-funded) project titled *Strengthening and Expanding Rural Income Streams*.

4.2.3 Enhanced Entrepreneurial and Business Planning Skills

Nine small agri-entrepreneurs had their entrepreneurial and business planning skills enhanced, through participation in a 2-day workshop. They included three members from the national chapter of Caribbean Network of Rural Women Producers (CANROP), and two members each from Grenada Association of Beekeepers (GAB), the national chapter of Caribbean Agri Business Association (CABA), and the recently formed Grenada Association of Small Agro Processors (GASAP).

The workshop was facilitated by the National Development Foundation of Grenada (NDFG). Some of the areas addressed during the workshop were:

- Entrepreneurship (characteristics and advantages)
- Key issues to be considered by the entrepreneur
- Identifying “strengths” and “weaknesses”
- Elements of a Business Plan

Participants presented their individual business ideas, and were guided in developing those ideas into draft Business Plans.

4.2.4 Increased Capability to Manage Small Businesses, and to Identify Project Ideas

Members of the national chapter of CABA had their business management capability greatly enhanced, through their participation in a Business Management Training Course. The main facilitator for the course was a post graduate intern from the University of the West Indies, attached to the IICA Office in Grenada for a period of three months (September 1st to November 30th, 2008).

The course included lecture, video (Planning and Managing for Success), and work group sessions. It covered, among other things, the following:

- The five functions of management – planning, organizing, leading, directing, and controlling
- The five skills small business entrepreneurs/managers should possess or access
- Basic aspects of Strategic Planning
- Strategies to gain competitive advantage

After much discussion on the topics presented, participants were assigned tasks to identify problems within their individual business enterprises, and to draft “vision” and “mission” statements as well as “objectives” for each of those enterprises.

4.2.5 Increased capability in *Product Formulation and Costing*

Eighteen agro-processors, including seven members of CANROP, were exposed to presentations and work group sessions, related to the formulation and costing of agro-processed products, at a workshop organized by IICA and facilitated by the Grenada Bureau of Standards and a consultant Food Technologist.

The workshop covered a wide range of products, but dealt specifically with the formulation of jams and jellies, and batch costing for seamoss production. Participants were taught how to calculate the quantities of the various ingredients required for a batch of different products. They were also shown methods for determining the unit (and total) costs of material, labour, utilities, and administration/management used in producing a specific product.

4.3 Strengthening Agricultural Health and Food Safety Systems

4.3.1 Enhanced national capabilities for the development of international trade

An initiative, spearheaded by IICA’s regional Agricultural Health and Food Safety Specialist, was undertaken to lay the foundation for the sustainable development of Grenada’s agricultural health and food safety system. This was meant to increase the country’s capability to implement the Sanitary and Phyto Sanitary (SPS) Agreements of the World Trade Organization (WTO), which is a necessary prerequisite for successful participation in international trade.



Cross-section of Work Groups during the PVS Workshop

The initiative was implemented in two phases. The first phase included an assessment of the country's SPS System, using the Performance, Vision and Strategy (PVS) instrument for SPS Measures. To this end, the key stakeholders throughout the country were interviewed concerning their knowledge of and compliance with certain SPS measures. Representatives of the following institutions were interviewed by IICA's Agricultural Health and Food Safety Specialist from Guyana:

- Ministry of Agriculture, Forestry and Fisheries
- Pesticides Control Board
- CARDI
- Grenada Minor Spices Cooperative Marketing Society
- Grenada Marketing and National Importing Board
- North East Farmers Organization
- Grenada Bureau of Standards
- Renwick, Thompson and Company Limited (agricultural input firm)
- PJ&L Enterprise (agricultural input firm)
- River Antoine Estate Limited
- O'Neales Agro Services
- Grenada Cooperative Nutmeg Association
- CANROP
- CABA
- Ministry of Health

Also interviewed were a young vegetable farmer and a retired agricultural scientist.

The assessment report was compiled, and used in the second phase which was in the form of a *Common Vision Workshop*. The workshop, conducted jointly by relevant specialists from IICA and the Canadian Food Inspection Agency, discussed the findings of the SPS System assessment report for Grenada; and formulated recommendations for projects aimed at addressing gaps in the SPS System, as identified in the report.

4.3.2 Increased national capability to implement Grenada's obligations under the SPS Agreement

Grenada, through its Pest Management Officer, participated in the forty-third meeting of the WTO/SPS Committee, held in Geneva during the period October 6-9, 2008. (Grenada was not represented in the previous two meetings, held in March and June, respectively.) Grenada's participation in the meetings has been funded jointly by IICA and the Grenada Government. The meetings are intended "to promote institutional strengthening in the participating countries, to enable them to participate more effectively in the multilateral trading system".

4.4 **Promoting the Development of Rural Communities, Adopting a Territorial Approach**

4.3.3 National chapter of CAFY revitalized



GAFY is 'alive' again

After being dormant for approximately one year, the national chapter of the Caribbean Agricultural Forum for Youth (CAFY) was reactivated, mainly through the efforts of a Post Graduate Intern from the University of the West Indies, attached to the IICA Office in Grenada. The Intern interacted with individual group members; participated in several group meetings; made a “motivational” presentation to the group; and conducted a survey among group members “to determine the root causes that led to the group’s dormancy; and the feasibility of revitalizing the group, ...”. The survey report dealt mainly with the successes and weaknesses of the group; lessons learnt; the way forward; and a number of recommendations aimed at avoiding a repetition of occurrences which contributed to the group’s dormancy.

4.3.4 Increased membership of CABA

The national chapter of Caribbean Agri Business Association (CABA) gained five new members during 2008, bringing its total membership to twenty-seven. The group held regular meetings, and actively promoted its Farm Labour Programme.

5. RESULTS OF INTER-AGENCY COOPERATION

5.1 A joint (CARDI/IICA/MoA) project proposal, titled “Improving Goat Rearing Capabilities in Grenada”, was prepared, submitted and approved for funding (US\$40,000.00) under the IICA/CARDI Agreement. The project has a 2-year duration (November 2008 –November 2010). Its specific objective is “To improve the production system for small ruminants and raise the managerial capability of producers in order to increase the level of livestock farm profitability”.

6. RESULTS OF HORIZONTAL TECHNICAL COOPERATION

There was no horizontal technical cooperation activity undertaken in Grenada during 2008.

7. NEW OPPORTUNITIES FOR TECHNICAL COOPERATION

Given the new government’s stated intention to “move agriculture from the back burner to its rightful place in the national economy, with structural and economic linkages to Tourism and other sectors”, there are many opportunities for providing technical cooperation. However, given IICA’s limited resources, it may be prudent to concentrate on developing and supporting the component groups (CABA, CAFY, and CANROP) of “*The Alliance*”. These groups have great potential to contribute significantly to Grenada’s agricultural and rural development. However, they are in need of much support to facilitate access to resources, through identification and preparation of good projects. Such projects could include themes which could potentially strengthen the linkages between the agriculture and tourism sectors.

7.1 Government has stated its intention to give consideration to the resuscitation of Grenada's sugar cane industry. IICA could proactively offer/broker some technical support to Government, based on its experiences/observations/insights with respect to similar industries in the region, and based on the current global food/fuel situation.

7.2 Technical support is needed for the sourcing and effective transfer of appropriate technologies relative to activities throughout the value chain, with respect to some of the locally grown non-traditional crops such as cashew nut, cassava, and breadfruit. There could possibly be initiatives towards organizing "training visits" to countries such as Brazil (EMBRAPA) and Mexico, with special focus on small machines/equipment for land tillage, fruit tree crop harvesting or fruit/vegetable processing.

APPENDIX

FIVE MOST IMPORTANT EVENTS ORGANIZED BY THE IICA OFFICE IN GRENADA IN 2008

Official name of the event	Date held	Site of the event	Number of participants	Place and date of publication of the report of proceedings of the event
1. Annual Accountability seminar	June 10 th , 2008	Grenada Bureau of Standards conference room, St. George's	22	IICA Office in Grenada July, 2008
2. Entrepreneurship and Business Planning Workshop	June 17 th , 2008	Grenada Bureau of Standards conference room, St. George's	9	IICA Office in Grenada July, 2008
3. Training in <i>Financial Management and Product Formulation and Costing</i>	April 23 rd , 2008	Grenada Bureau of Standards conference room, St. George's	18	IICA Office in Grenada May, 2008
4. Business Management Training Course	November 26 th , 2008	IICA's conference room, St. George's	10	IICA Office in Grenada December, 2008
5. National Agro Matrix Seminar	December 2nd, 2008	Flamboyant Hotel conference room, St. George's	20	IICA Office in Grenada December, 2008

