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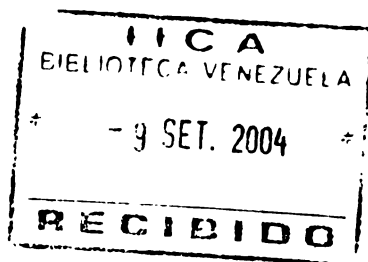
ANALYSIS OF RESPONSES

BY

PUBLIC AND PRIVATE SECTOR INSTITUTIONS

TO THE QUESTIONNAIRE

IICA



January 1994.

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TABLE OF CONTENTS

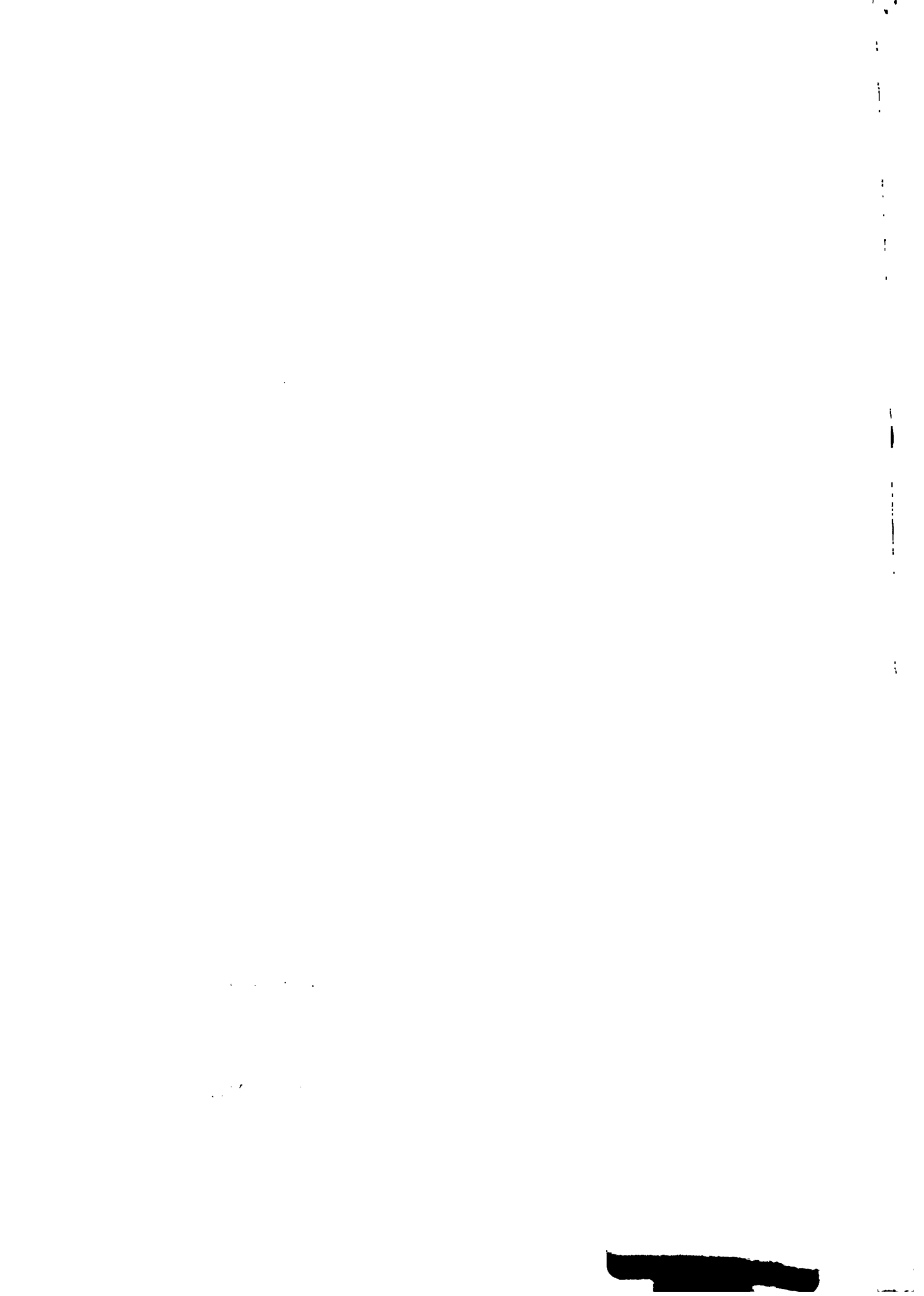
1.	INTRODUCTION	1
1.1	KNOWLEDGE OF IICA AND ITS ACTIVITIES AMONG PUBLIC AND PRIVATE SECTOR INSTITUTIONS	1
1.2	ASSESSMENT OF IICA TECHNICAL ASSISTANCE	1
1.3	ASSESSMENT OF IICA FINANCIAL ASSISTANCE	1
1.4	ASSESSMENT OF IICA INFORMATION ASSISTANCE	1
1.5	ASSESSMENT OF IICA TRAINING ASSISTANCE	2
1.6	ASSESSMENT OF INSTITUTIONS WHICH PRESENTLY RECEIVED NO FORM OF IICA ASSISTANCE	2
1.7	ASSESSMENT OF INSTITUTIONS RECEIVING ASSISTANCE OTHER THAN TECHNICAL, INFORMATIONAL and FINANCIAL	2
1.8	ASSESSMENT OF IICA ASSISTANCE FOR PRODUCTS	2
1.9	ASSESSING THE IMPACT OF CURRENT IICA PROGRAMMES ON TARGET GROUPS	4
	Most important Target Group	4
	Second Most Important Target Group	4
	Third Most Important Group	4
1.10	EFFECTIVENESS OF IICA ASSISTANCE IN RESOLVING CONSTRAINTS	4
	Constraint Ranking - First:	5
	Constraint Ranking - Second:	5
	Constraint Ranking - Third:	6
	Constraint Ranking - Fourth:	6
	Constraint Ranking - Fifth:	6
1.11	EVALUATION OF IICA PERFORMANCE IN RESOLVING OTHER CONSTRAINTS	6
1.12	PUBLIC AND PRIVATE SECTOR PERCEPTION OF IICA ACTIONS, INITIATIVES AND ACTIVITIES IN RESOLVING EXISTING CONSTRAINTS	6
1.13	PRIORITY RANKING FOR ACTIVITIES WITHIN IICA'S FIVE PROGRAMMES AND THE RPU	6
	Ranking Within Programme I	6
	Ranking Within Programme II	7



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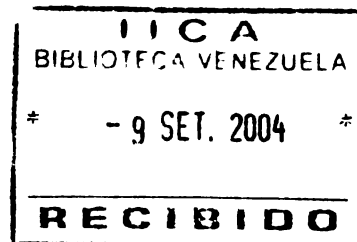
	Ranking Within Programme III	8
	Ranking Within Programme IV	8
	Ranking Within Programme V	9
	Ranking Within the RPU	10
1.14	RANKING OTHER ACTIONS	11
1.15	PRIORITIZATION OF ACTIONS WITHIN IICA PROGRAMMES AND THE RPU	11
	Programme I: Agricultural Policy Analysis and Planning	11
	Programme II: Technology, Generation and Transfer	12
	Programme III: Organization and Management for Rural Development	12
	Programme IV: Trade and Integration	13
	Programme V: Agricultural Health	14
	Regional Projects Unit	14
	Other Actions	14
1.16	CRITICAL AREAS FOR IICA ACTIONS	15
1.17	PRIORITIZATION OF PROGRAMMES - BY SUB-REGIONAL GROUPING	15
	Most Critical Area for IICA Action	15
	Second Most Critical Area for IICA Action	15
	Third Most Critical Area for IICA Action	16
	Fourth Most Critical Area for IICA Action	16
	Fifth Most Critical Area for IICA Action	16
1.18	EFFECTIVENESS OF IICA ASSISTANCE IN RESOLVING INSTITUTIONAL CONSTRAINTS	16
1.19	IDENTIFICATION OF SPECIFIC PROJECTS AND/OR ACTIONS WHICH PUBLIC AND PRIVATE SECTOR INSTITUTIONS WOULD LIKE TO SEE IICA UNDERTAKE OVER THE NEXT TWO TO FOUR YEARS	17
1.20	WILLINGNESS TO SERVE ON IICA ADVISORY COMMITTEE	22
1.21	SUMMARY OF GENERAL COMMENTS FROM IICA MEMBER COUNTRIES	22

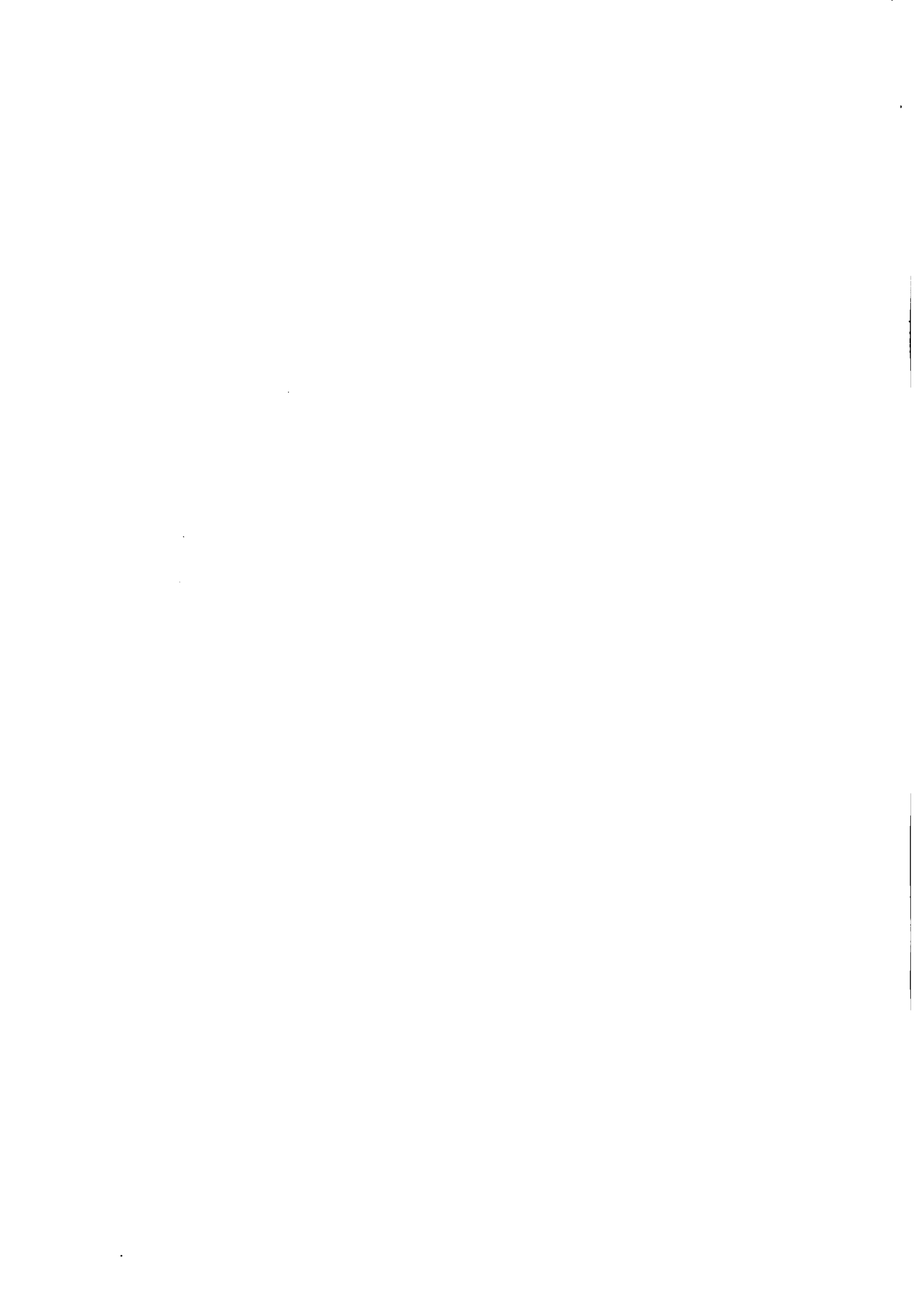


LIST OF APPENDICES AND TABLES

Table 13.1 Identification of specific Projects
and/or Actions which Public and Private
Sector Institutions would like to see
IICA undertake over the next two
to four years 18

Appendix A.1 Specific Type of Assistance that
Institutions would like to receive
from IICA 24





1. INTRODUCTION

As an integral part of the external review process, information was solicited from public and private sector institutions in all IICA member countries. The information was attained by a process of targeted surveys, administered through the use of questionnaires. Of the 12 IICA member countries, questionnaires were received from 11. Though 120 questionnaires were returned, only 110 were included, as the other 10 were invalid for one reason or another. Although the relatively small sample size would seem to suggest that the results of the ensuing analysis should be interpreted with caution, coverage of the most critical private and public sector institutions covered, substantially strengthens the integrity of the analysis.

1.1 KNOWLEDGE OF IICA AND ITS ACTIVITIES AMONG PUBLIC AND PRIVATE SECTOR INSTITUTIONS

Of the institutions surveyed, 82.7% or 44.5% of all public sector institutions and 38.2% of private sector institutions, had better than a fair knowledge of IICA and its activities.

1.2 ASSESSMENT OF IICA TECHNICAL ASSISTANCE

Of all the institutions surveyed, 84.7% would like to receive IICA technical assistance. The majority surveyed (67.3%) received IICA technical assistance. Of this number 56.7 were public sector institutions and the other 43.3% were from the private sector.¹ Further analysis of those institutions having an above average knowledge of IICA activities indicated that 57.1% actually received technical assistance from IICA. Among these institutions, 74.1% considered the assistance as having a highly positive (good and very good) impact. None of the institutions receiving technical assistance were of the view that the impact of IICA assistance was nil (poor). 44.3% of the institutions surveyed which possessed at least a fair knowledge of IICA and its activities, did not presently receive IICA assistance, however all these institutions would like to receive technical assistance from IICA.

1.3 ASSESSMENT OF IICA FINANCIAL ASSISTANCE

Only 16.4% of the institutions surveyed had received financial assistance from IICA. Of this number 55.6% were public sector and 44.4% were private sector institutions. Of the institutions which had benefitted from financial assistance the level of satisfaction was quite high (94.5%). None of the institutions which had received financial assistance were of the opinion that the impact of this assistance was nil (poor).

1.4 ASSESSMENT OF IICA INFORMATION ASSISTANCE

For every 4 institutions surveyed 1 did not receive information assistance from IICA. Of the number receiving such assistance 53.3% were from the public sector and 46.7% were private sector institutions.

¹ It is instructive to note that Belize was left out of the analysis of this question, since it was postulated that since this county only recently joined IICA, responses to this question were somewhat inappropriate.



The impact of the assistance received was judged to be of a high quality (good and very good) by 60% of the institutions. This notwithstanding, the survey indicated that 30.9% of the institutions did not receive any form of information assistance from IICA.

1.5 ASSESSMENT OF IICA TRAINING ASSISTANCE

While 43.3% of the institutions surveyed, had received some form of IICA training, 59.5% had not. Of the number which had received training, 60% were private sector and 40% were public sector. The training assistance received was assessed as having had a highly positive impact by 74.5% of the institutions.

1.6 ASSESSMENT OF INSTITUTIONS WHICH PRESENTLY RECEIVED NO FORM OF IICA ASSISTANCE

Only 15.2% of all institutions included in the survey received absolutely no form of assistance from IICA.

1.7 ASSESSMENT OF INSTITUTIONS RECEIVING ASSISTANCE OTHER THAN TECHNICAL, INFORMATIONAL and FINANCIAL.

9.1% of all institutions surveyed had received assistance from IICA other than technical, financial and informational. In general the response among the institutions to this unspecified form of assistance was mixed with only 50% indicating that the its impact was positive (above fair).

While 94.5% of all institutions surveyed would like to receive assistance of one form or another from IICA, only 48.1% had a good working knowledge of the institution and its activities.

The specific forms of assistance which IICA member countries would like to receive from the Institute are itemized according to in Appendix A.1 which forms an integral part of this analysis.

1.8 ASSESSMENT OF IICA ASSISTANCE FOR PRODUCTS.

Product Category Ranking - First: Traditional Products

Traditional exports were identified by 66.4% of the respondent institutions as the most important product category. Of the institutions identifying these products as the most important, 20.5% were of the view that IICA offered assistance to the development of the products in this grouping. 63% were of the view that IICA did not offer assistance in the development of these products, while 16.4% of the institutions remained unsure. 58% of the institutions identifying traditional crops as occupying the first rank, or 38.2% of all responding institutions, were of the opinion that IICA should provide assistance to these products.



Product Category Ranking - Second: Fruit Crops

The second most important commodity grouping was identified as fruit crops by 23% of all public and private sector respondents. IICA was perceived as providing assistance to the development of these commodities by 52.6% of those respondents. However, the Institute was perceived as not providing assistance in regard to fruit crop development by 36.8% of the respondent institutions. Of all the institutions identifying fruit crops as being the second most important grouping, 84.2% were of the opinion that IICA should provide assistance to commodities in this grouping.

Product Category Ranking - Third: Vegetables

Vegetables were identified as being the third most important commodity grouping by 20% of all respondents. Only 40% indicated that they were aware of IICA assistance in the development of these products. The remaining 60% of both public and private sector institutions which comprised the sub-sample, either were not aware of IICA or were not of the view that IICA did not assist with the development of commodities in this group. There was consensus (95%) among the institutions associating vegetables to the third rank, that IICA assistance should be provided to the development of commodities in this grouping.

Product Category Ranking - Fourth: Small Ruminants and Livestock

Small ruminants and livestock (SRL) was revealed to be the fourth most important product grouping by 5.4% of the public and private sector institutions included in the survey. Of the respondent institutions which ranked SRL fourth, 23.1% were of the expressed opinion that IICA currently provides assistance to this grouping, the remaining 77% either did not think IICA offered assistance in this area or were uncertain. This notwithstanding, of the total number of institutions identifying SRL as ranking fourth in importance, 84.6% expressed the view that IICA should provide assistance in this area.

Product Category Ranking - Fifth: Root Crops

Root-crops ranked fifth in order of importance, but the small nature of the sample size precluded more detailed examination of the composition of responses.

1.9 ASSESSING THE IMPACT OF CURRENT IICA PROGRAMMES ON TARGET GROUPS.²

Most Important Target Group: Small Farmers

Small farmers were considered to be the most important target group by 48.2% of the institutions surveyed. This response did not vary between the public and private sector. Of the institutions identifying small farmers as the most important group 64% were of the opinion that current IICA programmes assisted these groups. Only 15% were of the opinion that these programmes did not assist small farmers. The remaining 21% of the institutions surveyed remained uncertain of the impact of current IICA programmes on the small farmer.

Second Most Important Target Group: Extension Officers

Extension offices were identified as the second most important target group by 33.6% of the institutions surveyed. Of the institutions identifying this group, 57% were public sector and 43% were of the private sector. 86.4% of the institutions surveyed were of the opinion that current IICA programmes contributed to improving the capabilities of extension officers. The remaining 13.5% remained uncommitted.

Third Most Important Target Group: Agricultural Sector Planners

The third most important group was found to be agricultural sector planners, by 7% of the public sector and 11% of the private sector respondents. Only 40% of the public and private sector institutions surveyed were of the view that current IICA programmes assisted agricultural sector planners. Fully 60% of the institutions which identified this group were either unsure or did not consider current IICA programmes as assisting this group. However, 80% of all institutions identifying agricultural sector planners as the third most important target group were of the opinion that IICA programmes should assist this group.

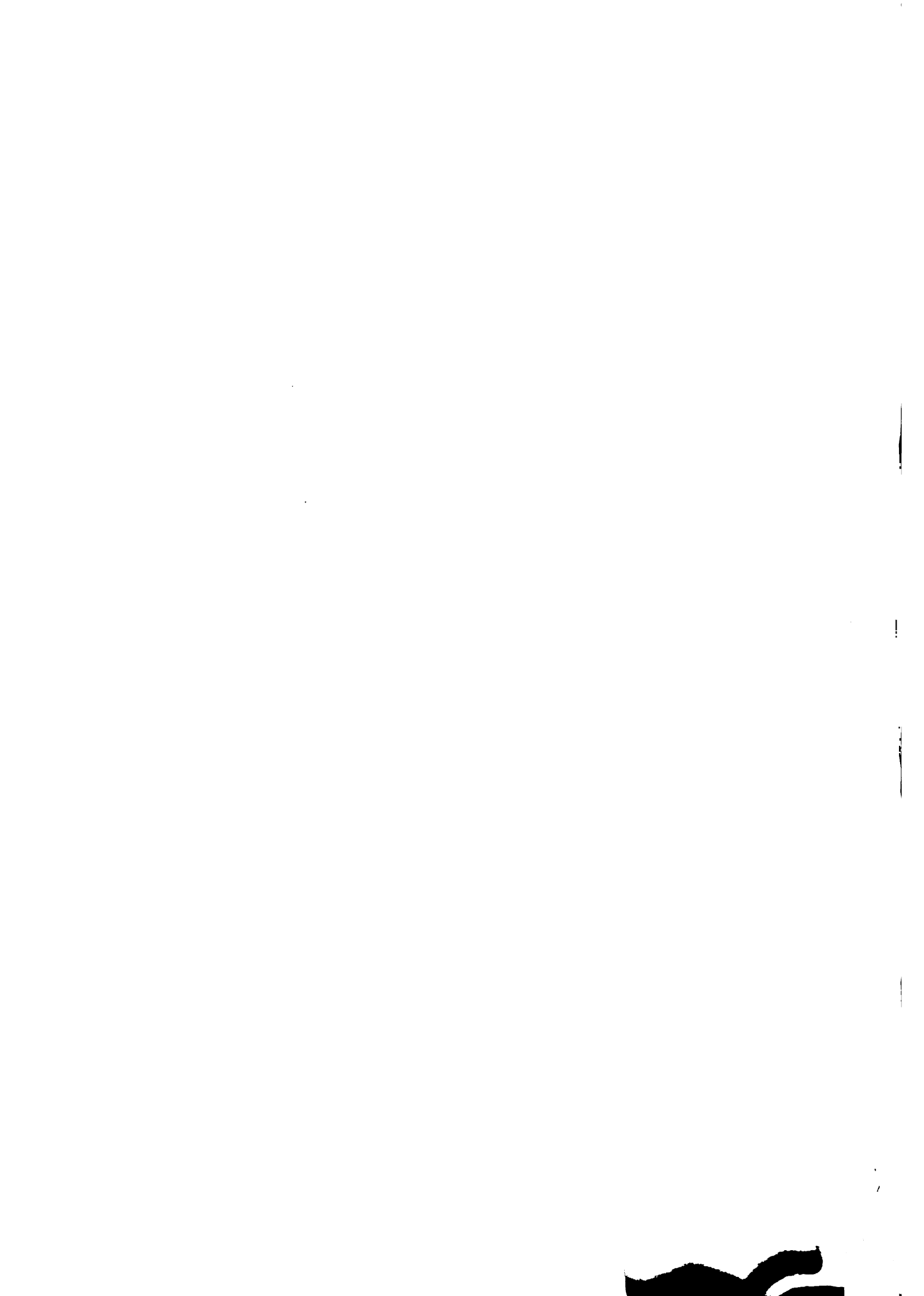
1.10 EFFECTIVENESS OF IICA ASSISTANCE IN RESOLVING CONSTRAINTS.³

Constraint Ranking - First: Trade and Agricultural Policies

According to 33.6% of the respondents, trade and agricultural policy ranked as the most serious constraint to agricultural development in the Caribbean. Approximately one quarter of the institutions surveyed which had an above average knowledge of IICA and its activities were of the view that current IICA initiatives were geared to solving present constraints in the area of trade and agricultural policy.

² Target groups includes agricultural sector planners, extension officers, small farmers, large farmers, rural women, indigenous peoples and crop and/or livestock producers.

³ The constraints include institutional, structural, technological, trade and agricultural policies, availability/access to credit and other (which is a "catch all" for constraints not included in the foregoing listing).



The remaining public and private sector institutions were either of the opinion that such initiatives did not resolve existing trade and agricultural policy constraints, or were unsure.

There were no significant differences in the response to this question either in terms of the social partners (between the public and private sector) or between geographical sub-groupings.⁴ Trade and agricultural policies consistently ranked as the most serious constraint across all three grouping.

Constraint Ranking - Second: Technological

Technological constraints were identified by 23.6% of the institutions as the second most serious constraint. Of the institutions possessing an above average knowledge of IICA and its activities, approximately 30.7% were of the opinion that IICA initiatives resolved existing technological constraints. However, approximately 70% were of the opinion that IICA initiatives either did not solve existing technological constraints, or were unsure of this.

19.0% of all public sector institutions surveyed identified technology as a constraint and the corresponding percentage for the private sector was 20%. All three regional sub-groupings considered technological constraints to be the second most important constraint.

Constraint Ranking - Third: Credit Availability/Accessibility

Credit accessibility and availability was ranked as the third most serious constraint by 21.8% of the public and private sector institutions. Only 20% of the institutions surveyed which had an above average knowledge of IICA and its activities indicated that current IICA initiatives led to the resolution of credit constraints. As many as 60% of the institutions remained unsure of the impact of IICA assistance in this area.

No substantial difference was found to exist between the responses of the two social partners. However, while the OECS and Barbados considered credit availability to be the third most serious constraint, an unambiguous ranking from the other countries were unattainable.

Constraint Ranking - Fourth: Structural

Structural constraints ranked fourth, according to 17.3% of the institutions surveyed. Among the institutions possessing an above average knowledge of IICA and its activities, 42.8% were of the view that current IICA initiatives resolved the structural constraints to agricultural development. The remaining 57.2% of the public and private sector respondents either opposed this view or remained uncommitted.

Structural constraints were also ranked fourth by the OECS and Barbados, however the other two country sub-groupings did not indicate a clear ranking for this constraint.

⁴ Three regional sub-groupings were developed, these were based on two basic criteria (1) similarity in resource endowments and relative country size; (2) the extent of agro-industrial development. The first group includes the OECS and Barbados; the second, Guyana Belize and Suriname, and the third group, Jamaica and Trinidad and Tobago.

Constraint Ranking - Fifth: Institutional

Institutional constraints were identified by 11.8% of the public and private sector institutions as the fifth most important constraint. Of the institutions with an above average knowledge of IICA and its activities, 28.6% were of the opinion that current IICA initiatives were geared to the resolution of such institutional constraints. However, 44% were of the view that current IICA initiatives did not solve these constraints.

While institutional constraints were identified as the fifth most serious constraint by the OECS and Barbados; Guyana Belize and Suriname, Jamaica and Trinidad and Tobago did not indicate a clear ranking for this constraint.

1.11 EVALUATION OF IICA PERFORMANCE IN RESOLVING OTHER CONSTRAINTS.

Among institutions confronted by problems other than the ones listed in the questionnaire, i.e., those which possessed some knowledge (above poor knowledge of IICA....) of IICA, only 9.8% were of the view that current IICA initiatives were aimed at overcoming these constraints.

1.12 PUBLIC AND PRIVATE SECTOR PERCEPTION OF IICA ACTIONS, INITIATIVES AND ACTIVITIES IN RESOLVING EXISTING CONSTRAINTS.

For trade and agricultural policies, technological, structural and institutional constraints, over 90% of the public and private sector institutions surveyed were of the opinion that IICA assisted in the resolution of these constraints. For credit availability/accessibility, 80% of the institutions identifying the constraint as being third most important were of the opinion that IICA initiatives should be geared to assist with its resolution. 20% were either of the view that IICA should not assist with the resolution of this constraint or remained uncommitted.

1.13 PRIORITY RANKING FOR ACTIVITIES WITHIN IICA'S FIVE PROGRAMMES AND THE RPU

Ranking Within Programme I.

- **Generation of Proposals for Agricultural Modernization:**

Accorded priority 1 status by all three regional sub-grouping.

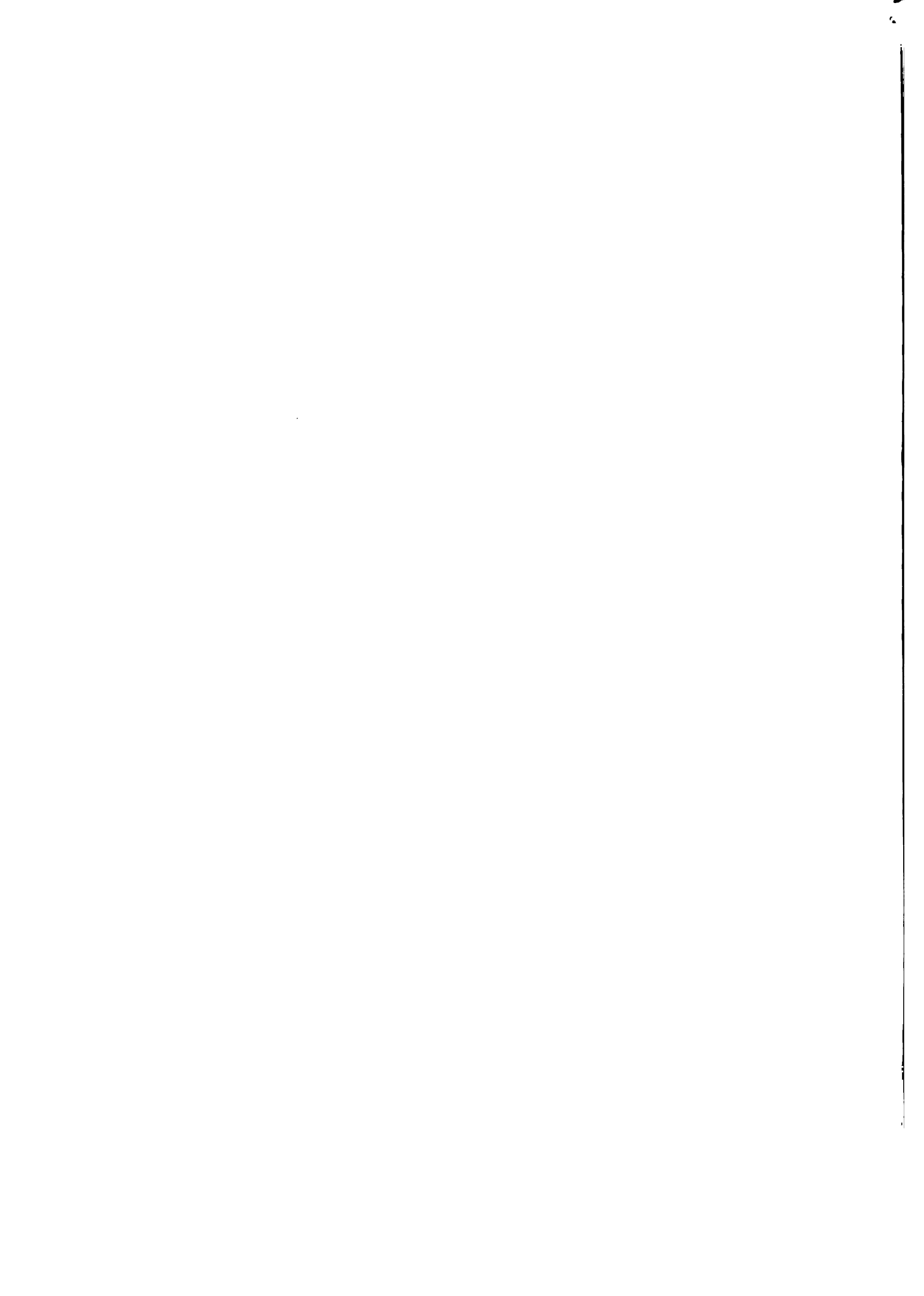
- **Supporting Strategic Planning and Management:**

Accorded priority 1 status by all three regional sub-grouping.

- **Upgrading Institutional Capabilities and Equipping Them to Better Analyse and Implement Economic Policies for Agricultural Development:**

Accorded priority 1 status in the OECS and Barbados; Guyana, Belize and Suriname.

Accorded priority 2 status in Jamaica and Trinidad and Tobago.



- **Harmonization of Agricultural Policies Among the Countries of the Region:**
Accorded lowest priority (priority 5) among all three regional sub-groupings.
- **Introduction and Implementation of Information Systems and Training Activities:**
Accorded priority status 3 by all three regional sub-groupings.

Ranking Within Programme II.

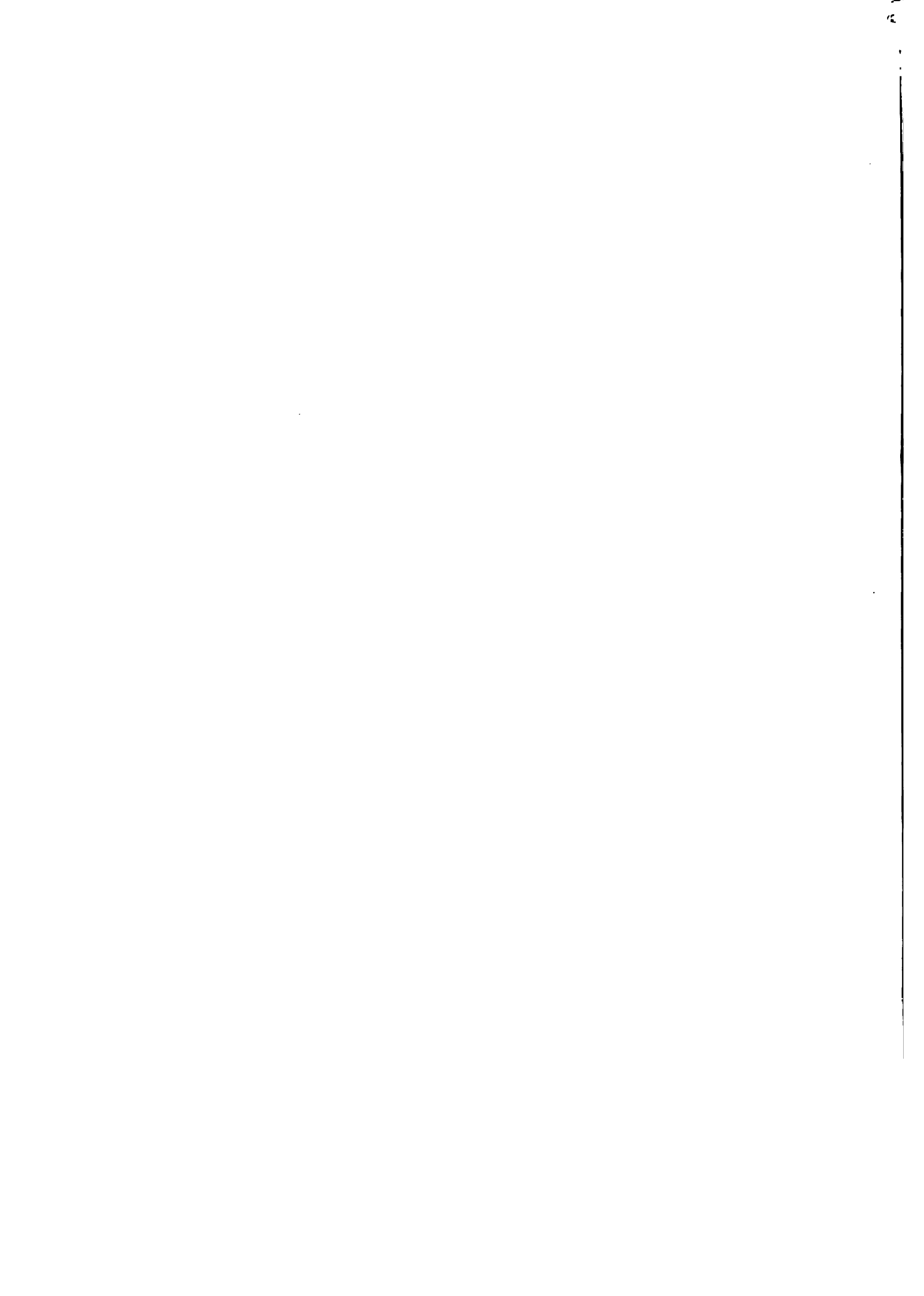
- **Technical Cooperation and Training Related to Policy Design:**
Accorded priority 4 status by all three regional sub-grouping.
- **Upgrading Institutional Capability to Enable Improved Delivery of New Technology:**
Accorded highest priority (priority 1) status by all three regional sub-grouping.
- **Upgrading of Management in National Agricultural Research and Technology Transfer System:**
Accorded priority 2 status by all three regional sub-grouping.
- **Design and Implementation of Commodity Production Programmes:**
Accorded priority 1 status in Guyana, Suriname and Belize.
Accorded priority 2 status in the OECS and Barbados.
Accorded priority 5 status in Jamaica and Trinidad.
- **Establishment of Networks for Research, Technology and Biotechnology Transfer:**
Accorded priority 3 status in all three regional sub-groupings.
- **Fostering Sustainable Agricultural Development:**
Accorded priority 1 status in all three regional sub-groupings.
- **Facilitating Linkages for Technology Transfer:**
Accorded priority 2 status in the OECS and Barbados; Belize, Suriname and Belize.
Accorded priority 4 status in Jamaica and Trinidad.

Ranking Within Programme III.

- **Empowering the Poorest Sectors in the Modernization Process and Increasing their Participation in Decision Making:**
Accorded **priority 1 status** in all three regional sub-groupings.
- **Strengthening Rural Development Institutions/Farmers' Organisations:**
Accorded **priority 1 status** in all three regional sub-groupings.
- **Institutionalizing the Issue of Rural Women and Youth:**
Generally accorded low priority: **priority 5 status** in the OECS and Barbados.
Priority 4 status in Guyana, Belize and Suriname, and **priority 3 status** in Jamaica and Trinidad.
- **Strengthening Rural Agro-Industry:**
Generally accorded high status: **priority 1 status** in the OECS and Barbados;
Priority 2 status in Jamaica and Trinidad.
- **Organising and Developing Cooperative Networks:**
Generally accorded low priority status, in the OECS and Barbados - **priority 3 status;**
Jamaica and Trinidad **priority 5 status.**

Ranking Within Programme IV.

- **Developing Information Systems:**
Accorded **priority 1 status** in all three regional sub-grouping.
- **Following-up on Trade Negotiations and Providing Related Training:**
Accorded **priority 1 status** in Guyana, Belize and Suriname; **priority 3 status** in the OECS and Barbados; and, **priority 4 status** in Jamaica and Trinidad.
- **Studies on Competitiveness and Complementarity:**
Accorded **priority 3 and 4 status** in the OECS and Barbados;
Accorded **priority 1 status** in Jamaica, Trinidad, and, Guyana, Belize and Suriname.
- **Studies on Food Security:**
Accorded **priority 1 status** in the OECS and Barbados, Guyana, Belize and Suriname.



Accorded **priority 2 status** in Jamaica and Trinidad.

- Studies on Trade Liberalization:

Accorded **priority 1 status** in Guyana, Suriname and Belize.

Accorded **priority 5 status** in the OECS and Barbados.

Accorded **priority 3 status** in Jamaica and Trinidad.

- Studies on Initiatives Aimed at Promoting Regional Economic Integration Among Caribbean Countries Through Increased Trade:

Accorded **priority 1 status** in the OECS and Barbados, Suriname, Belize and Guyana.

Accorded **priority 2 status** in Jamaica and Trinidad.

- Monitoring the Impact of Multi-national Trading Agreements:

Accorded **priority 1 status** in Guyana, Suriname and Belize.

Accorded **priority 3 status** in Jamaica and Trinidad.

Accorded **priority 4 status** in the OECS and Barbados.

- Introduction of Information Systems and Training:

Accorded **priority 1 status** in Guyana, Belize and Suriname.

Accorded **priority 2 status** in the OECS and Barbados, Jamaica and Trinidad.

Ranking Within Programme V.

- Development of Consistent and Compatible Agricultural Health Information Systems:

Accorded **priority 1 status** in the Guyana, Belize and Suriname.

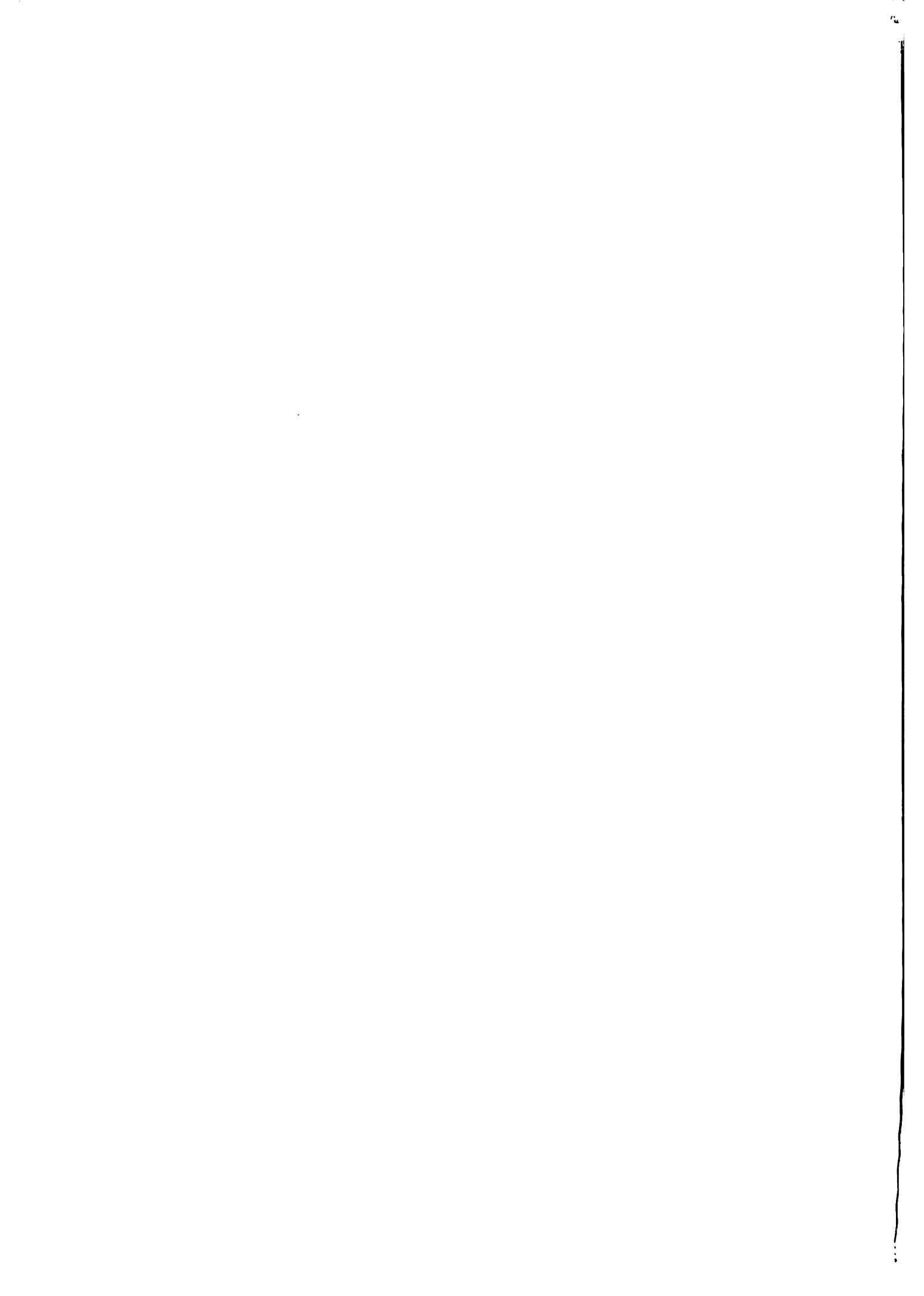
Accorded **priority 2 status** in the OECS and Barbados, Jamaica and Trinidad.

- Design of Agricultural Health Procedures, Based on Quarantine Principles, to Facilitate Marketing of Agricultural Commodities:

Accorded **priority 1 status** in the Guyana, Belize and Suriname.

Accorded **priority 2 status** in the OECS and Barbados.

Accorded **priority 2 or 3 status** in Jamaica and Trinidad.



- **Development and Promotion of Consistent and Compatible Laws and Regulations that Facilitate Trade:**

Accorded **priority 1 status** in the Guyana, Belize, Suriname, and Jamaica and Trinidad.

Accorded **priority 4 status** the OECS and Barbados.

- **Promoting Safe Use of Pesticides:**

Accorded **priority 1 status** in the OECS and Barbados, and Jamaica and Trinidad.

Accorded **priority 4 status** in Guyana, Belize and Suriname.

Ranking Within the RPU:

- **Formulation of Investment Projects:**

Accorded **priority 1 status** in the OECS and Barbados, Guyana, Belize and Suriname, and Jamaica and Trinidad.

- **Project Monitoring and Evaluation:**

Accorded **priority 2 status** in Guyana, Belize and Suriname, and Jamaica and Trinidad.

Accorded **priority 3 status** in the OECS and Barbados.

- **Implementation of Investment Projects:**

Accorded **priority 2 status** in the OECS and Barbados, Guyana, Belize and Suriname.

Accorded **priority 3 status** in Jamaica and Trinidad.

- **Training in the Project Cycle:**

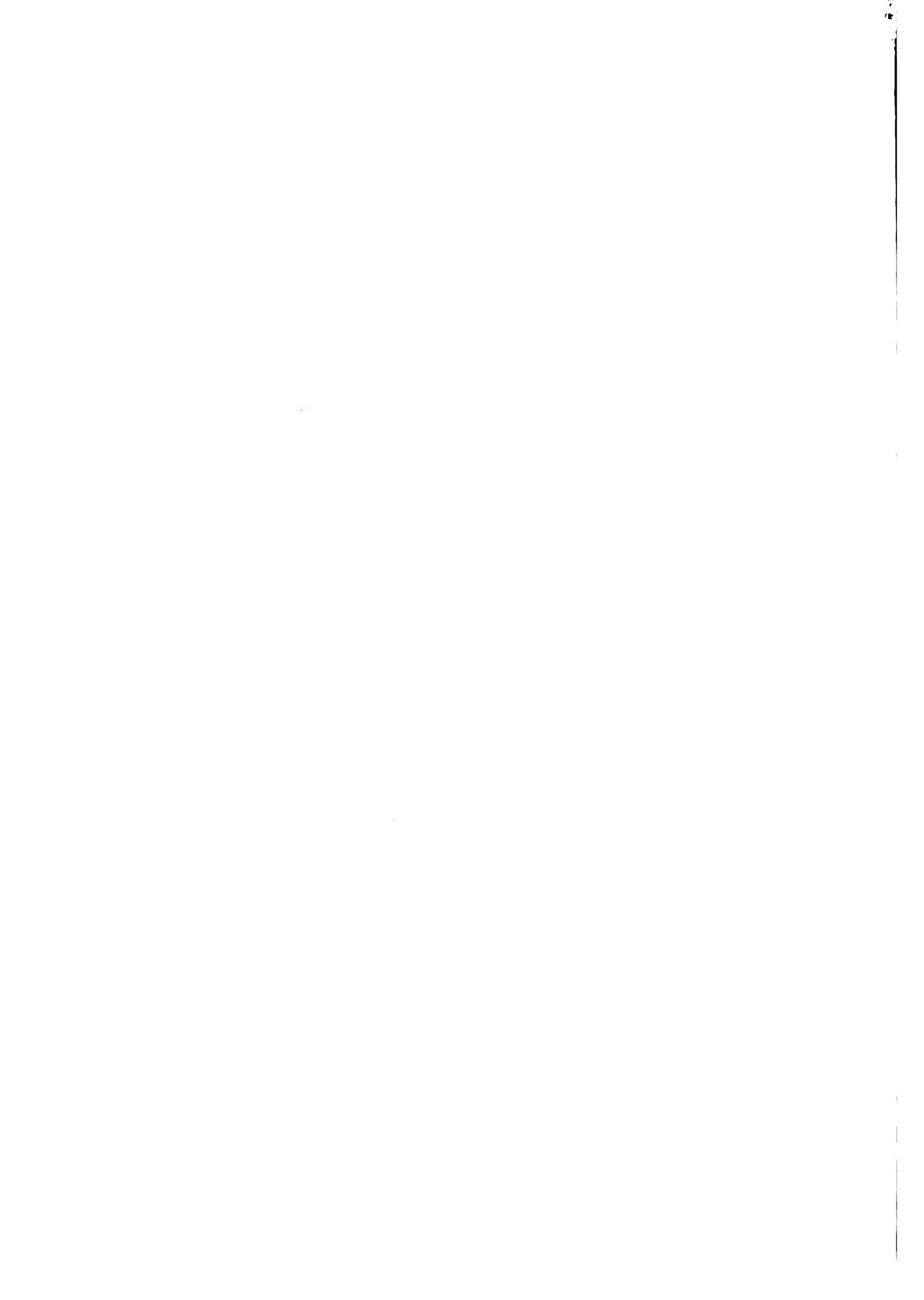
Accorded **priority 2 status** in Guyana, Belize and Suriname, and Jamaica and Trinidad.

Accorded **priority 4 status** in the OECS and Barbados.

- **Sectoral Studies:**

Accorded **priority 1 status** in Guyana, Belize and Suriname, and Jamaica and Trinidad.

Accorded **priority 5 status** in the OECS and Barbados.



1.14 **Ranking Other Actions**

- Administration of Projects for Others:

Accorded **priority 3 status** in all three regional sub-groupings.

- Facilitating Linkages with Other Institutions/Countries [Joint Ventures, Cooperative Actions etc]:

Accorded **priority 1 status** in Jamaica and Trinidad.

Accorded **priority 2 status** in the OECS and Barbados, and Guyana, Belize and Suriname.

- Resource Mobilisation in Support of Agricultural Development:

Accorded **priority 1 status** in the OECS and Barbados, and Guyana, Belize and Suriname.

Accorded **priority 2 status** in Jamaica and Trinidad.

1.15 **PRIORITIZATION OF ACTIONS WITHIN IICA PROGRAMMES AND THE RPU.**

Institutions were asked to assign priority to the actions of IICA within specific programme areas by giving a rank to each action, with 1 being the highest rank possible. A range of one (1) to five (5) was required, but some respondents gave a rank of up to eight (8).

Programme I: Agricultural Policy Analysis and Planning

The largest group, 31.8% of institutions, gave the **Action #1 (Generation of proposals and strategies for agricultural modernization)** the highest rank. Of this number, 48.6% were public sector institutions and 51.4% were of the private sector. A rank of 2 was given by 19.1% of institutions.

For **Action #2 (Supporting strategic planning/management)** the majority of institutions gave a **high rank**. The largest group 28.2%, gave a rank of 1. Of these, 54.8% were of the public sector and 45.2% were private sector institutions.

For **Action #3 (Upgrading of institutional capabilities and equipping them to better analyse and implement economic policies for agricultural development)** the majority of institutions gave a **high rank**. The largest group, 33.6% gave a rank of 1. Of these, 43.2% were of the public sector and 56.8% were of the private sector.

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For **Action #4 (Harmonization of agricultural policies among the countries of the region)** the majority of institutions gave lower ranks, and the largest group, 38.2% gave a rank of 5. Of these 57.1% were of the public sector and 42.9% were of the private sector.

Action #5 (Introduction and implementation of information systems and training activities) was given a high rank of 1 or 2 by the largest group of institutions which collectively numbered 40.9%. Of these 57.8% were in the public sector, and 42.2% were private sector institutions.

Programme II: Technology, Generation and Transfer

For **Action #1 (Technical cooperation and training related to policy design)** a total of 42.6% of the institutions gave a rank of 4 or below. The largest group, 22.7%, gave a rank of 4. Of these 68% were of the public sector and 32% were of the private sector.

For **Action #2 (Upgrading institutional capability to enable improved delivery of new technology)** the majority of institutions gave a high rank. The largest group, 39.1% gave a rank of 1. This rank was given by persons, 46.5% of whom were in the public sector and 53.5% of whom were in the private sector.

Action #3 (Upgrading of management in national agricultural research and technology transfer systems) was given a high rank (1 or 2) by 45.4% of institutions. The largest group, 24.5% gave a rank of 2. Of this group, 51.9% were of the public sector and 48.1% of the private sector.

Action #4 (Design and implementation of commodity production programmes) was given a high rank by 37.3% of institutions. The largest group, 19.1%, gave this action a rank of 2. Of this group, 52.4% were of the public sector and 47.6% of the private sector.

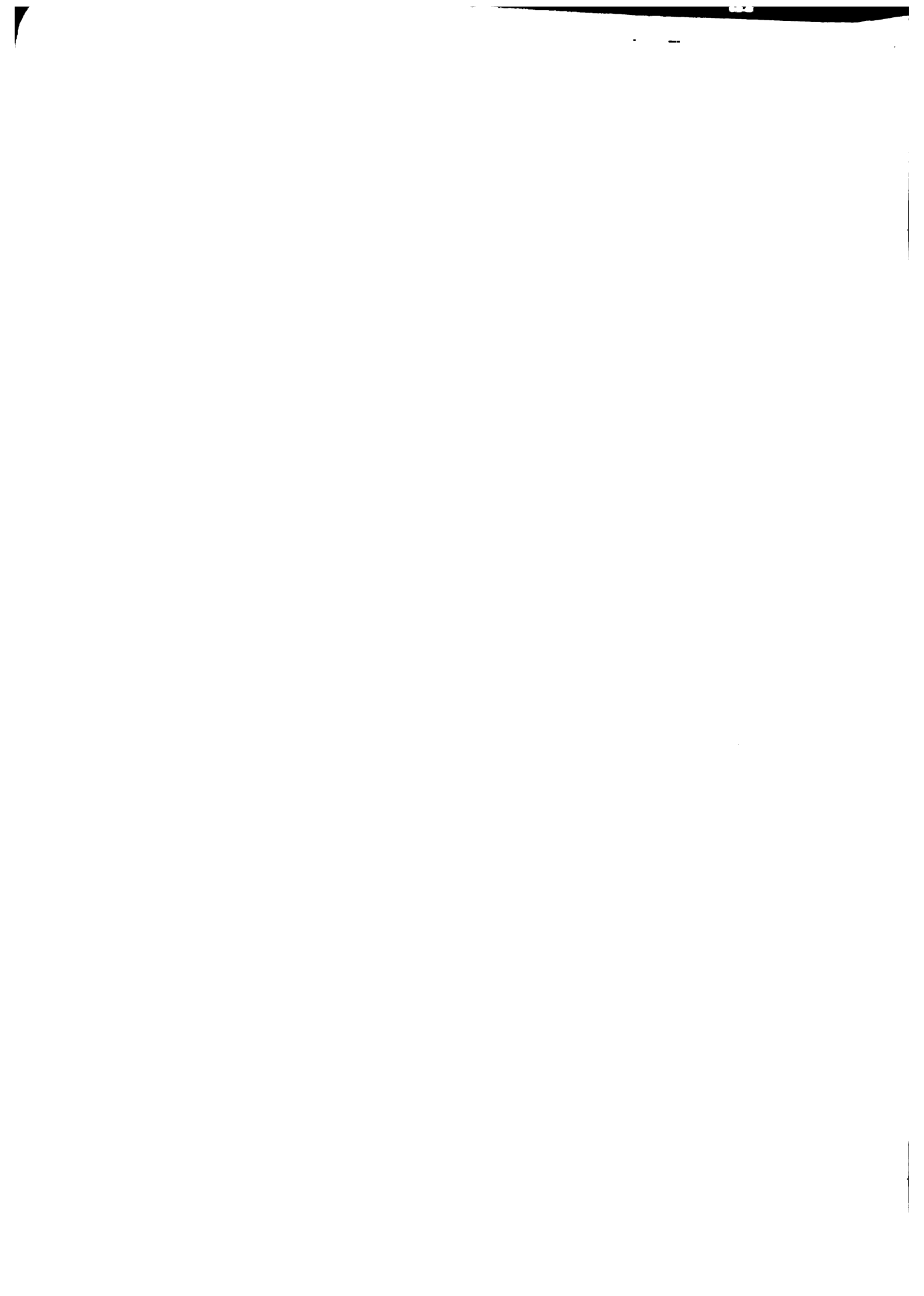
For **Action #5 (Establishment of networks for research, technology and biotechnology transfer)** the largest group, 24.5% of institutions gave a rank of 3. Of those giving this rank 51.9% were of the public sector and 48.1% were of the private sector institutions. Much smaller groups gave the highest or the lowest rank.

For **Action #6 (Fostering sustainable agricultural development)** the largest group 29.1% gave the highest rank of 1. Of these 53.1% were of the public sector, and 46.9% were private sector institutions.

Action #7 (Facilitating linkages for technology transfer) 35.5% of institutions gave a high rank of 1 or 2. The largest group, 19.1% gave a rank of 2. Of this group, 57.1% were public sector institutions and 42.9% were private sector institutions.

Programme III: Organization and Management for Rural Development

For **Action #1 (Empowering the poorest sectors in the modernization process and increasing their participation in decision making)** equally large groups, 25.5% each gave a rank of 1, or a rank of 4. Of those who gave a rank of 1, 46.4% were public sector and 53.6% were private sector. Of those who gave a rank of 4, 64.3% were public sector, and 35.7% were private sector.



For Action #2 (Strengthening rural development institutions/farmers organizations) the majority gave a high rank of 1 or 2. The largest group, 51.8% gave a rank of 1, and of these 56.1% were in the public sector and 43.9% were in the private sector.

For Action #3 (Institutionalizing the issue of rural women and youth) a lower rank of 4 or 5 was given by 51.8% of institutions. The largest group, 28.2% gave a rank of 5 and of these, 71% were of the public sector, and 29.0% of the private sector.

Action #4 (Strengthening rural agro-industry) was given a rank of 1 or 2 by a total of 49.1% of institutions. The largest group, 29.1% gave a rank of 2, of these 46.9% public sector institutions and 53.1% were private sector institutions.

For Action #5 (Organizing and developing cooperative networks) the largest group 26.4% gave a rank of 3. Of these 65.5% were of the public sector and 34.5% of the private sector.

Programme IV: Trade and Integration

Action #1 (Developing information systems for promoting exports) was given the highest rank of 1 by 47.3% of institutions. Of these 55.8% were from the public sector and 44.2% were private sector.

For Action #2 (Following up on trade negotiations, and providing related training) a rank of 3 was given by 19.1%, the largest group. Of these, 57.1% were of the public sector and 42.9% were of the private sector.

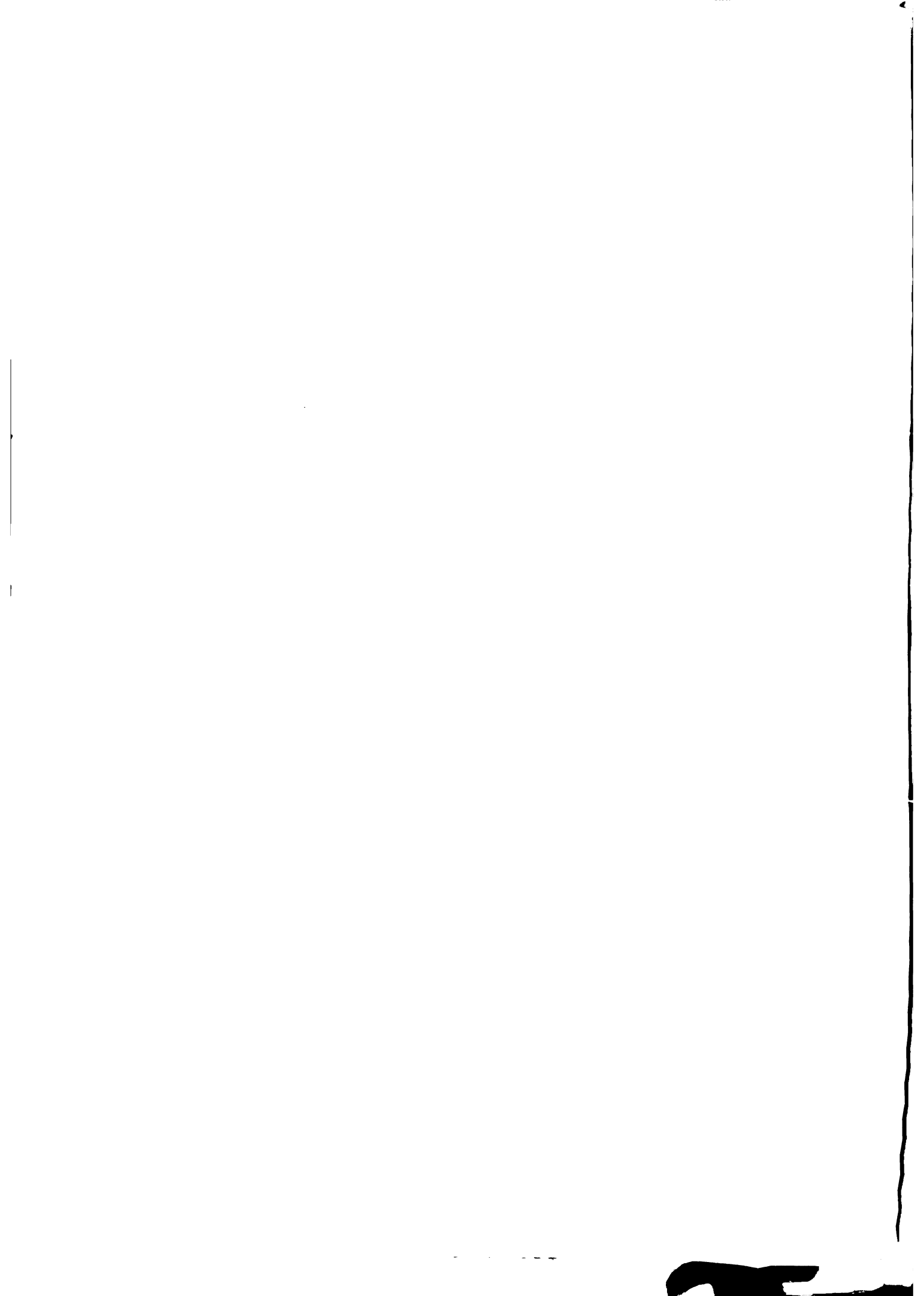
Action #3A (Conducting studies on competitiveness and complementarity) was given a rank of 1 by 19.1% of institutions, and of these, 47.6% were public sector and 52.4% were private sector institutions. Another 19.1% gave a rank of 3 of this action. Of these, 33.3% were public sector and 66.7% were private sector institutions.

For Action #3B (Conducting studies on strengthening food security) the largest group 23.6% gave the highest rank of 1. Of these 57.7% were in the public sector and 42.3% were private sector institutions.

For Action #3C (Conducting studies on trade liberalization) there was a fairly even spread of institutions across ranks 1 to 5.

For Action #3D (Conducting studies on initiatives aimed at promoting regional economic integration among CARICOM countries through increased trade) the largest group 18.2% gave a rank of 1. Of these 45% were in the public sector and 55% were private sector institutions.

Action #4 (Monitoring the impact of multi-national trading agreements) received a rank of 4 or below from 52.7% of institutions. The largest group 20% gave a rank of 4. Of these, 54.5% were the public sector and 45.5% were private sector institutions.



Action #5 (Introduction of information systems and training) was given a rank of 1 or 2 by 43.7% of institutions. The largest group, or 25.5% gave a rank of 2. These were evenly split between private and public sector organizations.

Programme V: Agricultural Health

Action #1 (Development of consistent and compatible agricultural health information systems) was given a high rank of 1 or 2 by 49.1% of institutions. The largest group, 25.5% gave a rank of 2. Of these 64.3% were from the public sector, and 35.7% from the private sector.

Action #2 (Design of agricultural health procedures, based on quarantine principles to facilitate marketing of agricultural commodities) was given a high rank of 1 or 2 by 58.2% of institutions. The largest group, 30% gave a rank of 2, and of these 57.6% were of the public sector and 42.4% were of the private sector.

Action #3 (Development and promotion of consistent and compatible laws and regulations that facilitate trade) was given a rank of 4 by the largest group, 27.3% of institutions. Of these 56.7% were public sector institutions and 43.3% were private sector institutions.

For **Action #4 (Promoting the safe use of pesticides)** almost half or 45.5% of institutions gave the highest rank of 1. Of these, 58% were of the public sector and 42% were of the private sector.

Regional Projects Unit

Action #1 (Formulation of investment projects) received a high rank of 1 or 2 from the majority of institutions. The largest group 45.5% gave a rank of 1. Of these 42% were of the public sector and 58% of the private sector.

For **Action #2 (Project monitoring and evaluation)** the largest group 24.5% gave a rank of 2. Of these 59.3% were from the public sector and 40.7% from the private sector.

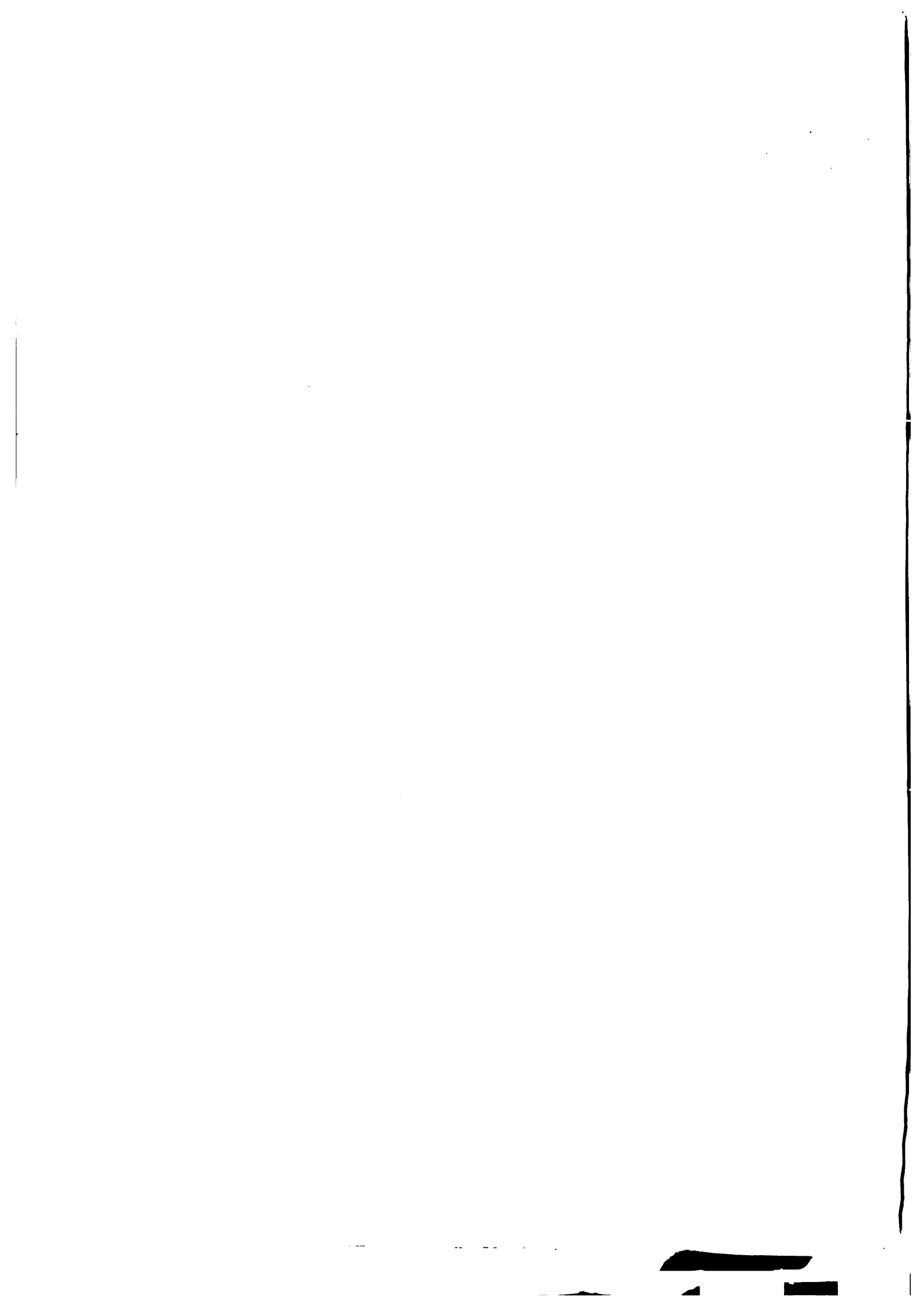
For **Action #3 (Implementation of investment projects)** the largest group, or 37.3% gave a rank of 2. 51.2% of these were of the public sector and 48.8% were of the private sector. A total of 48.2% gave a rank of 1 or 2.

For **Action #4 (Training in the project cycle)** the largest group 28.2% gave a rank of 4. Of this group, 45.2% were from the public sector and 54.8% were from the private sector institutions.

Action #5 (Sectoral studies) received a low rank of 4 and under from 48.1% of institutions. The largest group, 32.7%, gave a rank of 5. 55.6% of this group were from the public sector and 44.4% from the private sector.

Other Actions

Action #1 (Administration of projects for others) was given a rank of 3 by 56.4% of institutions. 56.5% of this group were from the public sector and 43.5% from the private sector.



Action #2 (Facilitating linkages with other institutions/countries) was given a high rank of 1 or 2 by 71.8% of institutions. The largest group, 40%, gave a rank of 2. Of this group, 56.8% were of the public sector and 43.2% were of the private sector.

For **Action #3 (Resource mobilization in support of agricultural development)** the majority of institutions, 78.2% gave a high rank of 1 or 2. The largest group 46.4%, gave a rank of 1. This group was composed of 54.9% public sector institutions, and 45.1% private sector institutions.

1.16 CRITICAL AREAS FOR IICA ACTIONS

In identifying the critical areas for IICA action, **Programme I featured most prominently as the first or second most critical area.** It was seen as the most critical area by 22.7% of institutions, 64% being in the public sector and 36% in the private sector. Programme I was the second most critical area for another 22.7% of institutions, 48% of these being in the public sector and 52% in the private sector.

A considerable portion of institutions felt that Programme II was the first or second most critical area for action. Some 21.8% felt it was the most critical area, and of these 37.5% were from the public sector and 62.5% from the private sector.

Programme III was seen as the third most critical area for IICA action by 20% of institutions. These were evenly split between the public and private sectors. It was seen as the fourth most critical area by 13.6% of institutions, 66.7% of those being from the public sector and 33.3% from the private sector.

Lower degrees of priority were given to other programmes by successively smaller groups.

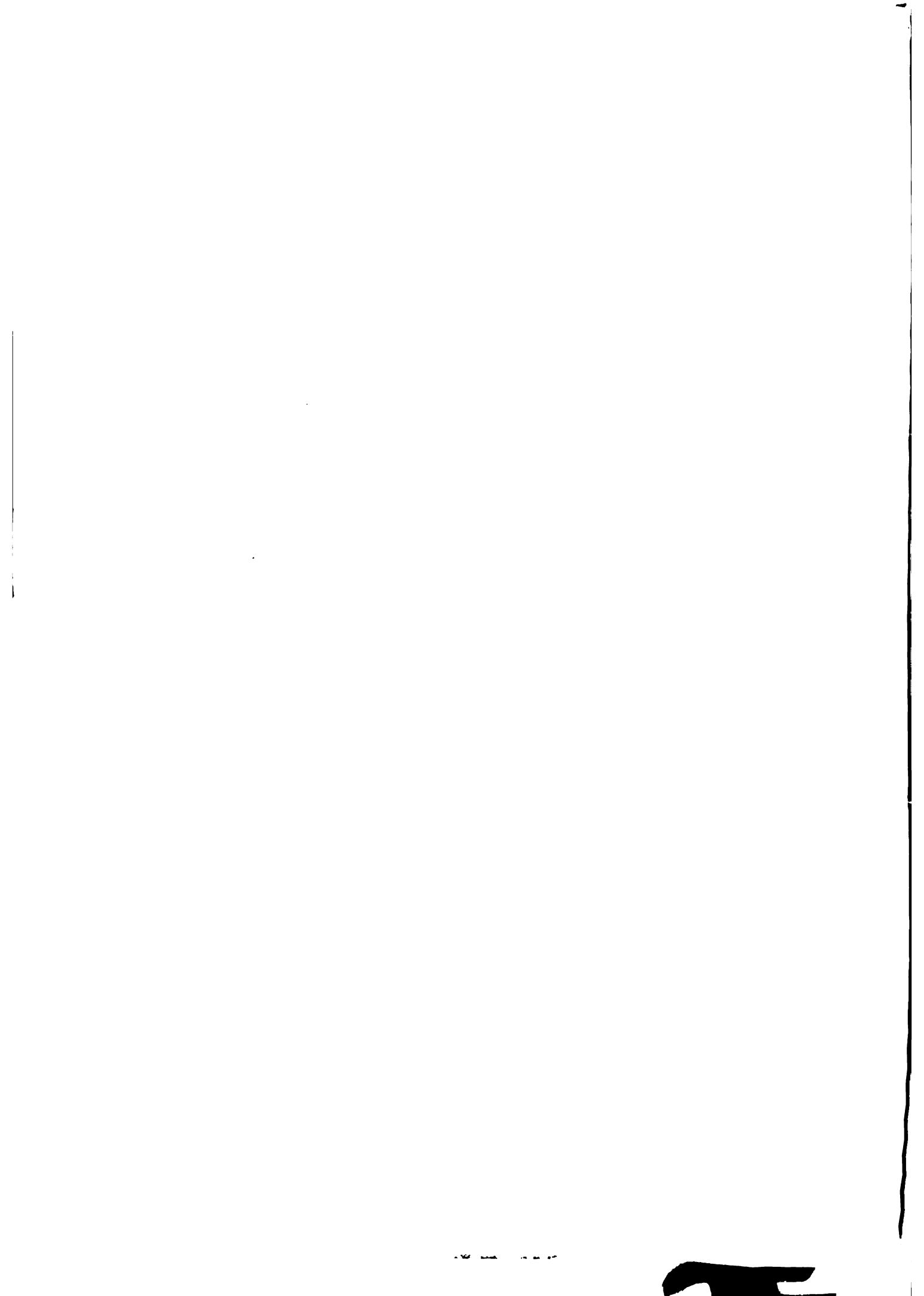
1.17 PRIORITIZATION OF PROGRAMMES - BY SUB-REGIONAL GROUPING

Most Critical Area for IICA Action.

Activities in Programme I were deemed to be most critical by 22.7% of the institutions covered by the survey. Of the three sub-regional groupings Belize, Suriname and Guyana, did not consider the Programme to the highest priority area for IICA action. This notwithstanding, programme I, was ranked second most important in this sub-regional grouping.

Second Most Critical Area for IICA Action.

Generally, activities in Programme I were also deemed to be second most critical. However, in terms of sub-regional groupings Jamaica and Trinidad ranked activities within programme II, as the second most critical.



Third Most critical Area for IICA Action.

Activities in programme III was found to be the third most critical in general, of all the institutions surveyed. However, the results indicated wide variation among regional sub-regional groupings, with the OECS and Barbados identifying activities within Programme III; Guyana, Belize and Suriname showing a preference for activities in Programme IV; and Jamaica and Belize identifying activities in Programme II.

Fourth Most Critical Area for IICA Action.

Programme III activities were found to be the fourth most critical area by the institutions surveyed. However, the OECS and Barbados sub-regional grouping identified activities in Programme II, as being fourth. This response of this sub-regional grouping was dwarfed by the response of the other two sub-regional groupings.

Fifth Most Critical Area for IICA Action.

Activities in Programme V, were revealed to be the fifth most critical area for IICA action. The response of the OECS and Barbados, however, overwhelmed that of the two sub-regional groupings, which both indicated a preference for activities which fell under programme IV.

1.18 EFFECTIVENESS OF IICA ASSISTANCE IN RESOLVING INSTITUTIONAL CONSTRAINTS

Institutional Constraint Ranking - First: Finance

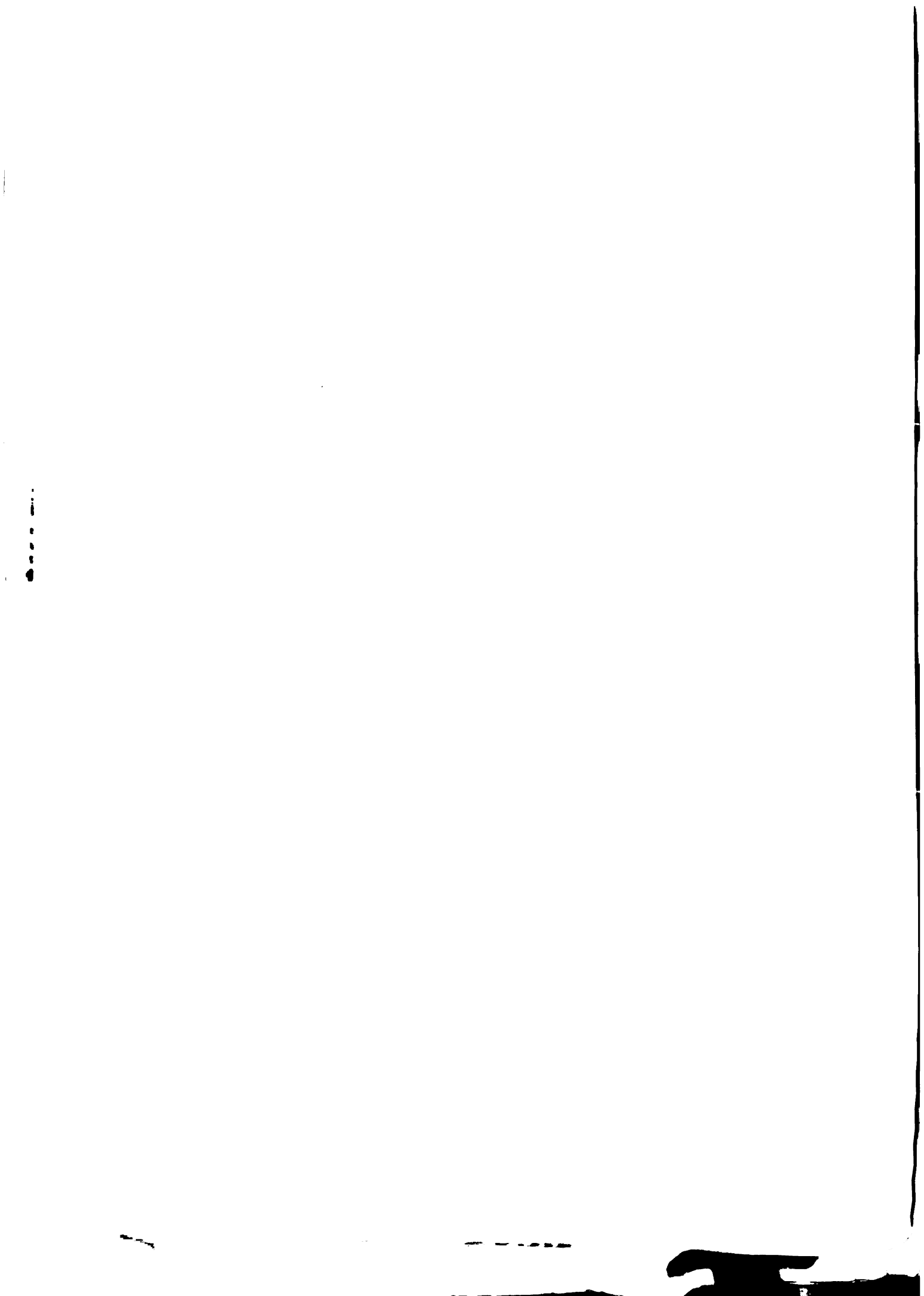
Of the public and private sector institutions surveyed, 27.3% were of the opinion that finance was the most serious constraint to agricultural development. Of this number 83.3% indicated that current IICA initiatives were not geared to the resolution of this constraint. Only 13.3% of the respondents opposed this view.

Institutional Constraint Ranking- Second: Planning and Coordination

Planning and co-ordination was identified by 22.7% of the respondents as the second most serious institutional constraint. Of this percentage, 44% of the public and private sector institutions considered IICA's activities as being geared toward the resolution of planning and co-ordination constraints. The remaining 50% were either unsure of the impact of IICA's initiatives in this area or were uncommitted.

Institutional Constraint Ranking - Third: Transfer of Technology

The transfer of technology ranked as the third most serious constraint for 16.4% of all the public and private sector institutions surveyed. Of the institutions giving this rank, 66.7% were of the opinion that IICA's activities contributed to the resolution of this constraint.



Institutional Constraint Ranking - Fourth: Informational

Information was identified by 10.9% of the private and public sector respondents as the fourth most serious constraint. The view that IICA's activities are geared towards the resolution of this constraint was shared by 91.7% of the respondents. The remaining 8.3% of the respondents were uncommitted.

Institutional Constraint Ranking - Fifth: Inter-Institutional Coordination

Among the institutions which were aware of IICA's activities, 11.8% ranked inter-institutional co-ordination as the fifth most serious constraint faced by private and public sector institutions. Among those institutions however, 38.5% considered IICA's activities as contributing to the resolution of these constraints. The remaining 61.4% were either unaware of IICA's impact in this area or did not share this view.

Institutional Constraint Ranking - Sixth: Staffing

Staff constraints ranked as the sixth most critical constraint among 8.2% of the institutions surveyed. 33.3% of the respondents with an average knowledge of IICA and its activities were of the opinion that the Institute's current initiatives were geared to resolving staff constraints. The remaining 22.2% were either uncommitted or did not share this opinion.

Institutional Constraint Ranking - Seventh: Equipment

Equipment constraints were identified by 7.3% of respondents from both private and public sector institutions as the seventh most serious institutional problem. Among the respondents possessing an above average knowledge of IICA and its activities, 12.5% were of the view that IICA's activities were geared to the resolution of this constraint. However 50% of the private and public sector respondents opposed this view.

1.19 IDENTIFICATION OF SPECIFIC PROJECTS AND/OR ACTIONS WHICH PUBLIC AND PRIVATE SECTOR INSTITUTIONS WOULD LIKE TO SEE IICA UNDERTAKE OVER THE NEXT 2 - 4 YEARS.

In addition to the areas specifically identified in the questionnaire, Table 13.1, summarizes the desired projects and/or actions which individual IICA member countries would like to see IICA implemented in their country over the next 2-4 years. For ease of reference this is broken down into the public and private sector.



TABLE 13.1:

IDENTIFICATION OF SPECIFIC PROJECTS AND/OR ACTIONS WHICH PRIVATE AND PUBLIC SECTOR INSTITUTIONS WOULD LIKE TO SEE ICA UNDERTAKE OVER THE NEXT TWO TO FOUR YEARS

Program 1.	Agricultural Policy Analysis and Planning	
Antigua Belize Dominica Grenada Guyane St.Kitts St.Lucia St.Vincent Trinidad	<p><i>Private:</i></p> <ul style="list-style-type: none"> • Facilitating preparation of Agricultural Policy. • Upgrade the MOA Capabilities in Agricultural Planning and Delivery Mechanism of Extension. • Strategic Planning for the Agricultural Sector. • Developing Production Forecasting Capabilities. • Design, Implementation, Computerization of Agricultural Information Systems. • Assistance in Development of Sectoral Planning. • Development of Agricultural Diversification Support Programmes. • Training programmes in Planning & Extension methods. 	<p><i>Public:</i></p> <ul style="list-style-type: none"> Antig. A Comprehensive Study for the Development of a Conceptual Framework for Promotion of Agricultural Modernization. Belize Assist with Preparation of a Strategic Medium Term Plan. Institutional Staff To the Ministry of Agriculture. Domin. Institutional Strengthening for Agricultural Management & Planning. Grena. Support to Institutional Strengthening Guyan. Assistance with Development of 1994/94 Sector Plan. S.kts. Improving the Management Capabilities of the Ministry S.Luc. Review of the Ag.Sector Policies & Institutional Support. S.Vnt. Assistance in Agricultural Policy Formulation Trini. Computerization of the Ministry of Agriculture
Program 2. Antigua Dominica Grenada Guyana Jamaica St.Kitts St.Lucia St.Vincent	<p>Technology Generation and Transfer</p> <ul style="list-style-type: none"> • Pineapple Commodity Development Program. • Strengthening Extension Capabilities for Technology Transfer. • Upgrading Agricultural Research and Training. • Fostering Sustainable Agricultural Development. • Post-Harvest Technology in Fruit Fly Matrix Index. • Fruit Fly Crop Technology Transfer. • Control of Pests in Cocoa. • Farmer/Exporter Training in Post Harvest Technology. • Introduction/Provision of Farm Equipment/Mechanisation. • Economic Pest & Disease Research and Control. 	<ul style="list-style-type: none"> Antig. Pre & Post Harvest Technology in Onion Production. Establish Network for R&D transfer in Bio-technology Domin. Plant Propagation Technology Transfer Training for Small Stock [Pig] Rearing & Dairy Dev. Soil Conservation Programmes Crop/livestock Research Grena. Undertaking Commodity Development Programs Jamac. Technology of Bovine Ova Transfer Capability/Mgmt New Technology in Papaya and Tropical Horticulture S.Kts. Facilitating Technology Transfer in Crop Production. S.Luc. Introduction of Simple Irrigation Systems. Research into Reducing Cost of Production of Major Commodities S.Vnt. Technology Transfer in Agro-processing

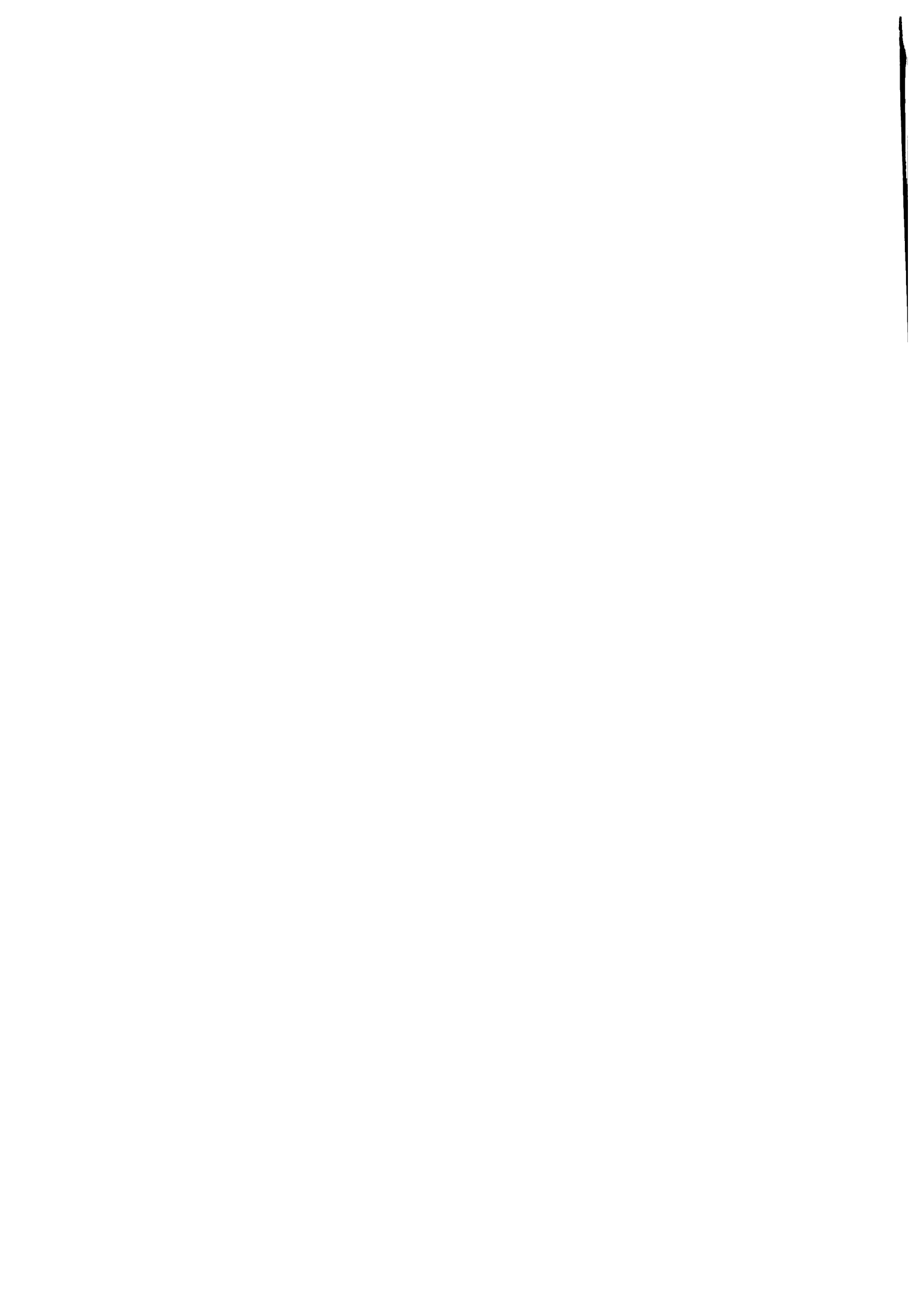


TABLE 13.1: IDENTIFICATION OF SPECIFIC PROJECTS AND/OR ACTIONS WHICH PRIVATE AND PUBLIC SECTOR INSTITUTIONS WOULD LIKE TO SEE ICA UNDERTAKE OVER THE NEXT TWO TO FOUR YEARS

Program 3.	Organisation and Management for Rural Development	
<p>Antigua</p> <p>Barbados</p> <p>Belize</p> <p>Dominica</p> <p>Grenada</p> <p>Guyane</p> <p>Jamaica</p> <p>St.Kitts</p> <p>St.Lucia</p> <p>St.Vincent</p> <p>Trinidad</p>	<p style="text-align: center;"><i>Private</i></p> <ul style="list-style-type: none"> • Establish Information Centers to Assist Farmers. Farmer Group Development Programs. Training for Agro-Industry at Cottage Industry Levels. Expansion of Co-operatives from Feed to Harvesting functions [Bidos Dairy Industry] • Strengthen Rural Agro-industry. Develop & Conduct Training Programs for Farmers' Organisations. • Promoting School Garden Activities. Agro-Industry Projects support • Evaluating use of produce lost to Post Harvest damage in Processing industries. • Wider Extension/Adoption of Farmers' Market Concept • Strengthen/Support Farmer-Based Co-ops/Organisations • Strengthen Farmers' Organisations Support Agricultural Skills Training Projects • Promote/Strengthen Rural Agro-Industry through Co-operatives • Development of Co-operatives & Rural Entrepreneur development. Programs to Develop Export Market Technical Skills. 	<p style="text-align: center;"><i>Public</i></p> <p>Belize. Support to Rural Women and Agro-Industry Initiatives</p> <p>Jamac. Support to Small Farmer Market Production Systems. Support to Rural Women and Youth in the Agricultural Development Process</p> <p>S.Kts. Support to Farmer Organisations through conduct of workshops geared to small farmer development.</p> <p>S.Luc. Initiate Projects to Orient Youth towards Agricultural Development</p> <p>S.Vnc. Initiate & Provide continued Training Support for Small Farmers and Agri-business enterprises.</p>

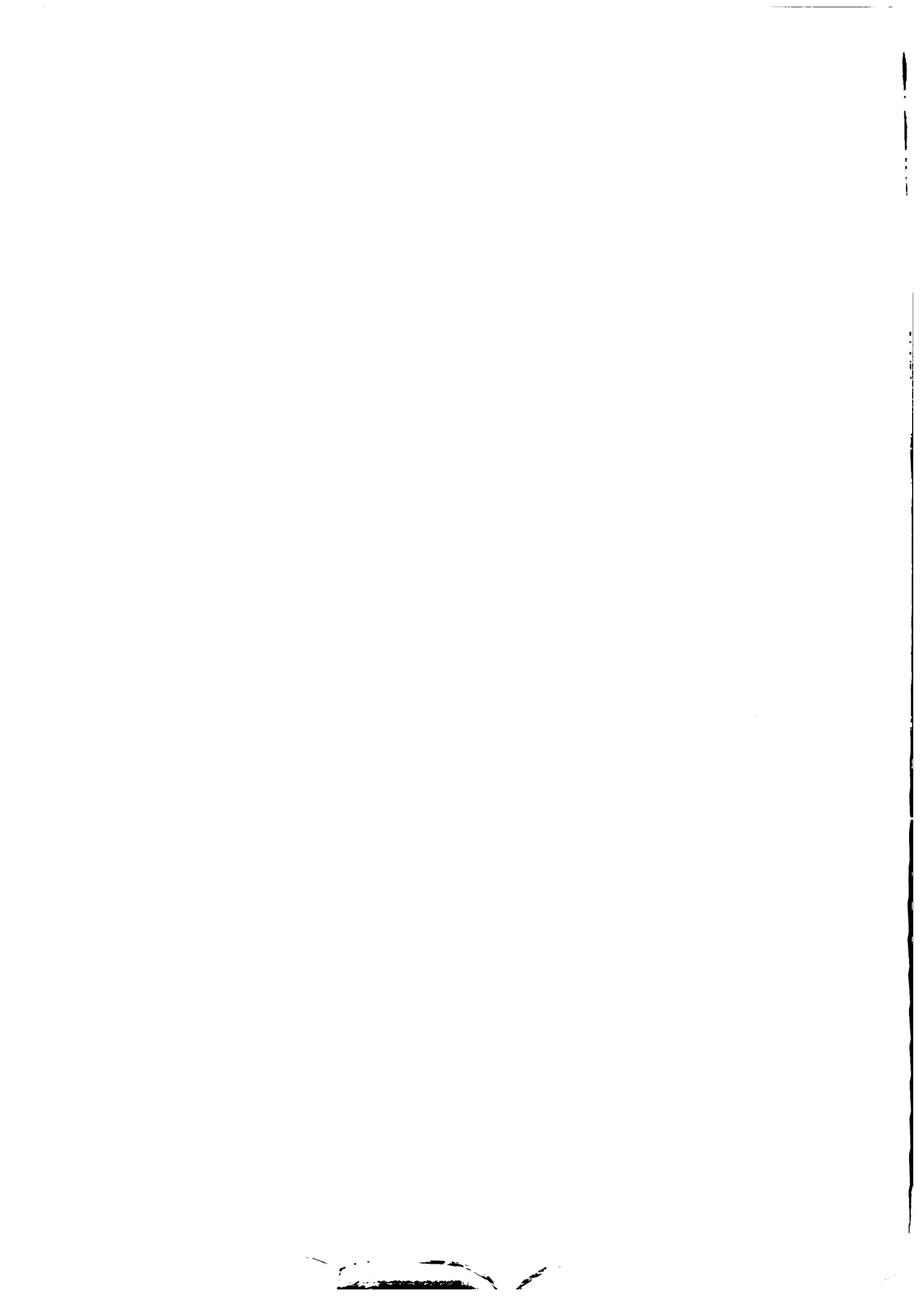


TABLE 10-11. IDENTIFICATION OF SPECIFIC PROJECTS AND/OR ACTIVITIES WHICH WOULD LIKE TO SEE ICA UNDERTAKE OVER THE NEXT TWO TO FOUR YEARS

Program 4.	Trade & Integration	
<p>Antigua</p> <p>Belize</p> <p>Dominica</p> <p>Grenada</p> <p>Jamaica</p> <p>St.Kitts</p> <p>St.Lucia</p> <p>St.Vincent</p> <p>Trinidad</p>	<p style="text-align: center;"><i>Private</i></p> <ul style="list-style-type: none"> • Conducting Studies on Agriculture's Contribution to Tourism. • Facilitating Access to Market Information/Studies. • Identification of Issues in Strengthening Food Security. • Facilitating the Dissemination of Market Information to Farmers. • Conducting a Strategic Evaluation of the Banana Industry. Evaluating and Engendering an Awareness for Consumption. of Locally produced Food. • Identification of Crops with Competitive Market Potential for development of a Marketing Strategy. • Evaluating Profitability of Agricultural Commodities for Development and Export. 	<p style="text-align: center;"><i>Public</i></p> <ul style="list-style-type: none"> Antig. Conducting Studies for Identification of Crops for Import Substitution. Belize Development & Training in Information Systems for Promoting Export. Gren. Conducting Training in Trade and Agricultural Policy S.Kts. Development of Agricultural Marketing/Information System S.Vnt. Conducting Market Research Develop Value-Added for the Arrowroot Industry Develop Mechanisms for linking Agricultural production into the Tourist sector
Program 5.	Agricultural Health	
<p>Antigua</p> <p>Dominica</p> <p>St.Lucia</p> <p>Guyana</p>	<ul style="list-style-type: none"> • Training on Pesticide Usage and Potential Health Hazards. • Training on the Proper Use and Application of Pesticides. • Promoting/Training in Animal Health 	<ul style="list-style-type: none"> Antig. Tick control Domin. Animal Disease Survey S.Luc. Promoting Procedures for Agricultural Health Guyan. Carambola Fruit Fly Control & Eradication



IDENTIFICATION OF SPECIFIC PROJECTS AND/OR ACTIONS WHICH PRIVATE AND PUBLIC SECTORS INDIVIDUALLY WOULD LIKE TO SEE ICA UNDERTAKE OVER THE NEXT TWO TO FOUR YEARS

	Regional Project Unit	
<ul style="list-style-type: none"> • Antigua • Barbados • Belize • Dominica • Guyana • St.Kitts • St.Lucia • St.Vincent • Jamaica • Trinidad 	<p style="text-align: center;"><i>Private</i></p> <ul style="list-style-type: none"> • Conducting studies into Agricultural Production for Planning • Develop investment Proposals for Livestock Production, Agro-Industry, Horticultura and Grassland Development. • Proposals for New Export Crop Identification and Development. • Development and Implementation of Proposals for Milk Production Systems and Orchard Crop Production. • Dev/imp Proposal to introduce Corn as a Staple Crop • Support to Proposals for Beekeeping, Agro-processing, Vegetable production, floriculture, fruit crop development. • Dev/imp Proposals for Research into Plano Grass, Tissue Culture of Irish Potato, Orchard Crop Development, Small Implements for Hillside Tillage. 	<p style="text-align: center;"><i>Public</i></p> <p>S.Kts. Feasibility on Practicing the Wingfield Orchard Implementation of Intensive Livestock production Project Formulation for Livestock Development</p> <p>S.Luc.</p> <p>Trini. Project Formulation , Implementation & Management</p>
<ul style="list-style-type: none"> • Belize • Grenada • St.Lucia • St.Vincent 	<p style="text-align: center;"><i>Other IICA Actions</i></p> <ul style="list-style-type: none"> • Facilitate Development of an Export Marketing Fund. • Facilitate Co-ordination among Food Producers. • Conduct a 10-Year Evaluation of the Co-operative System. • Co-ordination of NGOs in Agriculture. • Environmental Impact Assessments. • Support to Storage/Marketing Facilities. • Supporting Agricultural Training in the Education System. • Initiating Networking for Information Sharing to Agro-processing Industries. 	



1.20 WILLINGNESS TO SERVE ON IICA ADVISORY COMMITTEE.

Approximately 77.3% of the institutions surveyed indicated that they would be willing to sit on an IICA Advisory Committee. Of this number, 56.5% of the institutions were of the public sector, while 43.5% were drawn from the private sector.

1.21 SUMMARY OF GENERAL COMMENTS FROM IICA MEMBER COUNTRIES.

Antigua:

- Public:** - IICA's shortage of funds have hampered the Institute's work.
- IICA should have more OECS programmes.
- IICA should help form/activate a National Food Security/Food Safety Working Group.

Barbados:

- Private:-** IICA should collaborate more with private sector agri-business organisations.
- IICA should establish a unit specifically responsible for information dissemination.

Belize:

- Public:** - IICA is not well known outside the merits of the Ministry of Agriculture. The Institute needs to collaborate and exchange information/programs with the Ministry of Trade.

Dominica:

- Private:-** IICA should place increased attention to strengthening exporters'/farmers' organisations particularly in light of new developments in the regional market place.
- IICA should do what it can best and not duplicate efforts of others. Rural development should not be an IICA priority programme.
- IICA should concentrate more on sub-regional needs than on national issues, concentrate strenuously on strategies for agricultural development, modernization and formulation of investment projects region-wide. IICA should also play a more vigorous role to develop linkages in plant biotechnology of the Caribbean and Latin America.

- Public:** - IICA should integrate more closely with national Ministries of Agriculture and the Institute's programmes should be given wide publicity in order to receive the necessary recognition and support.

Grenada:

- Private:-** IICA should hold conferences to inform institutions of their work programme and achievements.
- The NDFD is willing to collaborate with IICA in all areas of agricultural development.

Guyana:

- Public:** - IICA funding in Guyana is too limited for the scope of assistance required.



Jamaica:

- Public:** - There needs to be a serious consideration of objectives which are best achieved by national governments and these to be tackled from a regional perspective through the efforts of IICA as an institution serving the region.
- IICA has the potential to make a greater impact on agricultural development than is currently taking place. To achieve this there must be greater collaboration nationally in devising strategies and work programs. Increased attention should be placed to financial resource allocation.

St.Kitts:

- Public:** - There is a need for Regional Consultation in IICA program/projects for improved regional cooperation in agricultural development.

St.Lucia:

- Private:-** IICA should provide information and project implementation assistance to private sector organisations.
- IICA needs to liaise more with the private sector and schools so that Technical Assistance provided by the Institute will be more beneficial.
 - IICA [and other institutions] should obtain a farmer to review its efforts, achievements and shortcomings in the widest spectrum of agribusiness with a view to determine synergistic opportunities. IICA may be able to take a leading role in such an effort.

- Public:** - IICA contributions to St.Lucia in the 5 Major Programme areas have been of immense assistance to agricultural development, however the area of financing short-term specialized courses should receive greater attention.
- IICA should assist the Ministry of Agriculture with developing, financing and implementation of assistance projects.

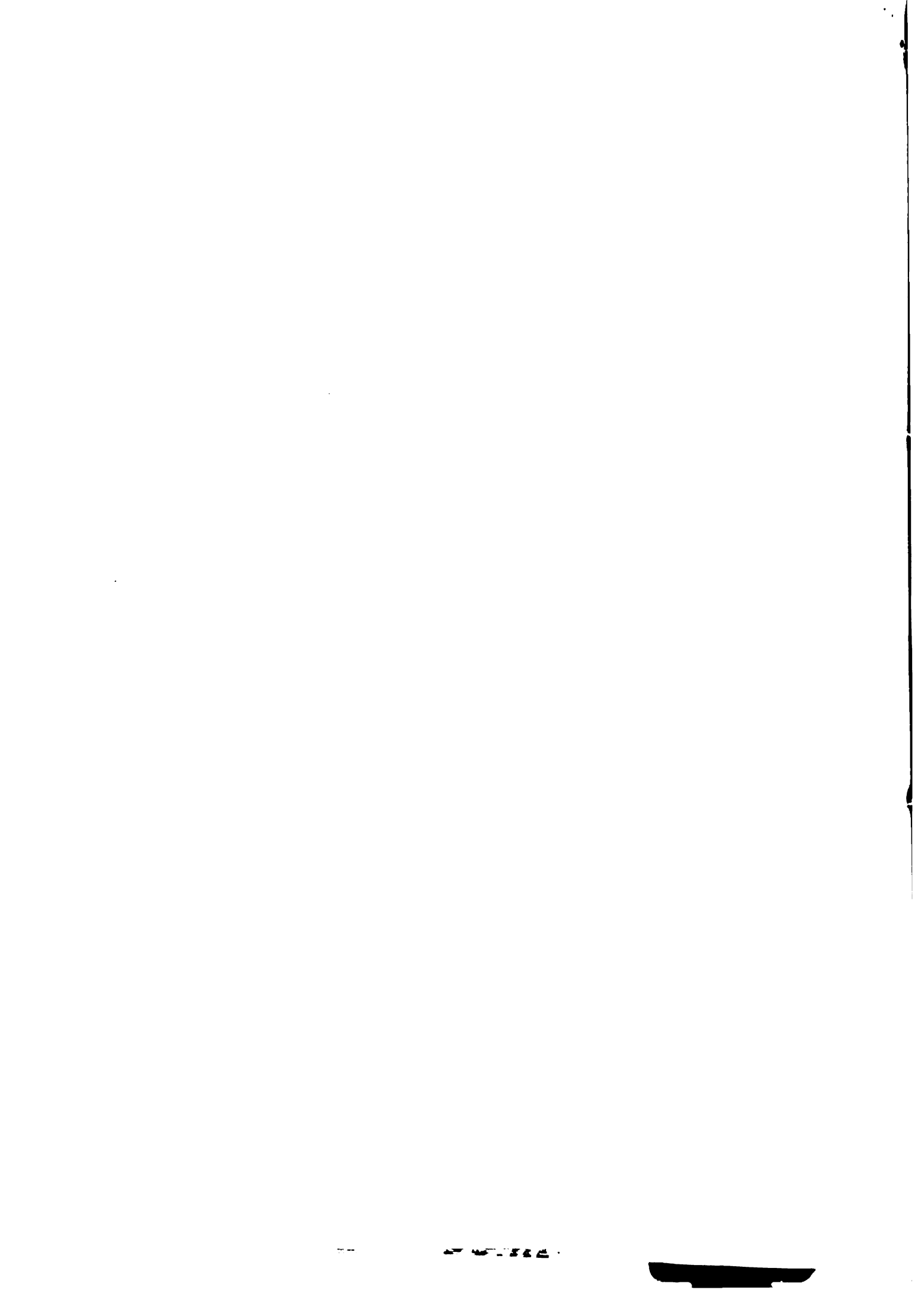
St.Vincent:

- Private:-** IICA should develop a publication for local distribution and should sponsor and participate in discussions on technology development and trade and make such information available on a timely basis to member countries.
- IICA's activities in the country need to be given greater publicity.

- Public:** - The Ministry of Agriculture would like to receive feedback of the results of the questionnaire.
- Closer collaboration with the Ministry of Trade.
 - IICA should focus on areas with greater possibility of impact within the countries.
 - IICA needs to allow its Caribbean component/personnel/programmes to be felt more strongly in the Caribbean, without letting the Latin American side dominate.

Trinidad:

- Private:-** IICA should review the original paper by Spence & Rankine on Reactivation of Agriculture in the Caribbean.



APPENDIX A.1

Specific Types of Assistance That Institutions Would Like to Receive From IICA.

Technical: Main Areas:

1. Policy Planning Formulation and Analysis:

Private:	Public:
<i>Dominica; St.Lucia; St.Kitts</i>	<i>Grenada; St.Vincent;</i>
<i>Jamaica.</i>	<i>Guyana; Belize; St.Kitts</i>

Specific areas: Development of commodity specific programs/modules
Development of 1994-> 5YR Plan [St.Kitts]
Needs Assessment

2. Farm Management / Record Keeping.

Private:	Public:
<i>St.Lucia; Dominica</i>	

3. Agricultural Statistics Development

Public:	<i>St.Lucia</i>
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4. Upgrade Mgmt/Planning Capabilities of Farmer/Exporter Orgs.

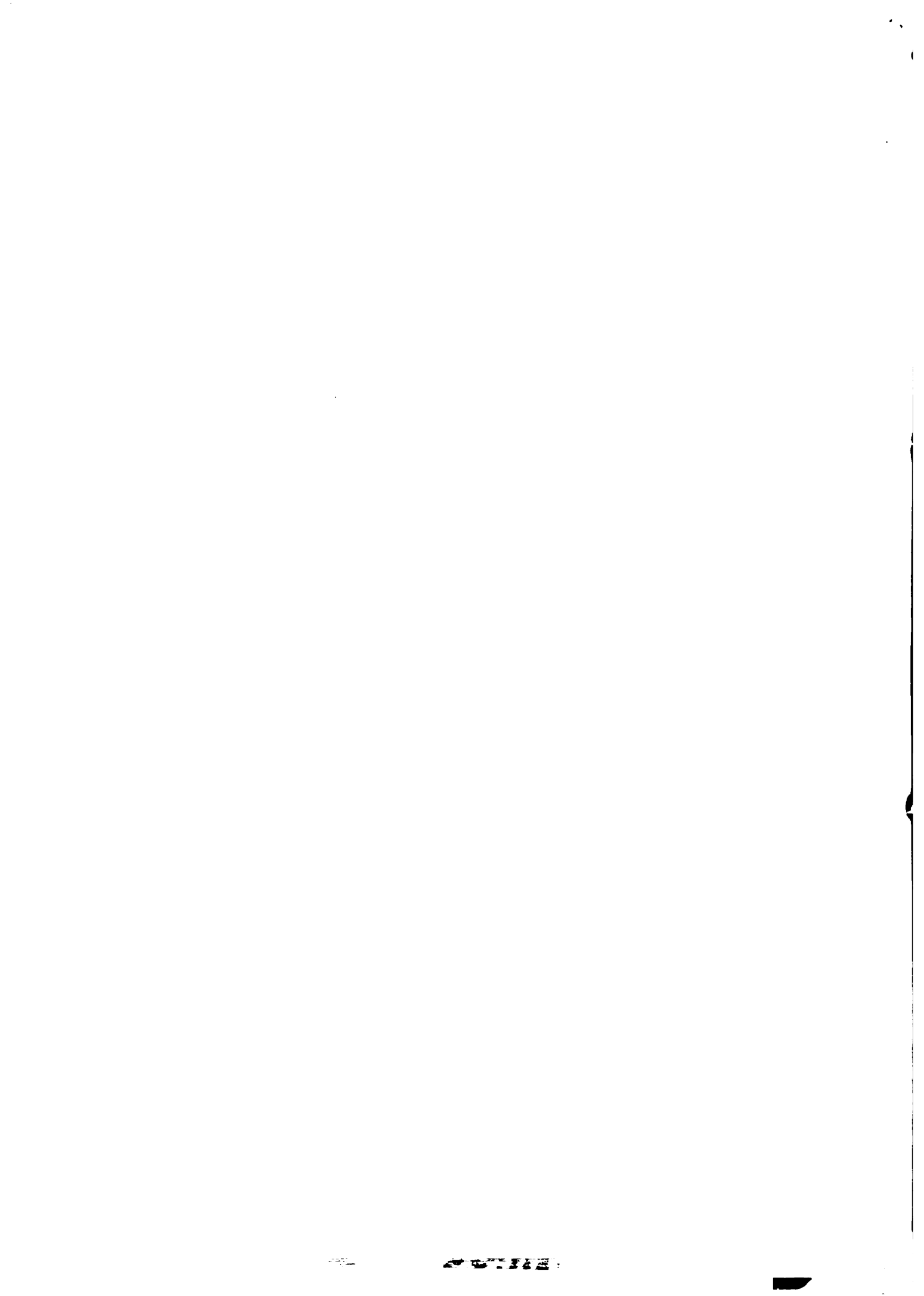
Private:	Public:
<i>Antigua; Dominica; St.Lucia</i>	<i>Dominica</i>

Specific Areas Group Dynamics & Skill Management Development
Strengthening link between same & Policy makers
Assistance with training programmes undertaken by same.
Maintaining farm records
Assisting same with program development

5. Post Harvest [P-H] Technology Generation, Transfer, Training

Private:	Public:
<i>Dominica; St.Lucia; Grenada;</i>	<i>Dominica; St.Kitts; St.Lucia</i>
<i>St.Kitts</i>	

Specific areas: Development of specific commodity P-H tech pak
Development of Quality Assurance Program
Product development [i.e dev. of by-products]



6. Agricultural Commodity Marketing

Private:

*Dominica; St.Lucia; Trinidad;
St.Kitts*

Public:

St.Kitts; Guyana;

Specific areas: Market demand/opportunity identification analysis
Development of export marketing services
Facilitate market information from farmers to marketing agency and converse.
Development of Marketing strategies
Assist Exporter Organisations with activities
Develop market information systems/infrastructure

7. Technology Transfer/Training

Private:

*Dominica; St.Lucia; Barbados;
Jamaica; Guyana*

Public:

*Dominica; St.Kitts; Jamaica;
Belize; Guyana;*

Specific areas: Biotechnology information/technology transfer/training
Technology research management
Specific crop technology - pineapple [SLU], mango & papaya [J/ca]
Establish small milk processing plant [Guyana]
Process Technology [Barbados]
Improved planting material propagation and fruit crop production techniques
Strengthen technology transfer capabilities
Evaluation of imported technologies
Livestock technology - Bovine embryo transplant [J/ca]

8. Pest and Disease Management

Private:

St.Lucia; Barbados; Jamaica

Public:

St.Kitts; Antigua

Specific areas: Control of major pests [vegetable. bananas]
Pesticide safety training
Plant Protection Survey [Antigua]

9. Farming Systems/Cooperative Development

Private:

St.Kitts;

Public:

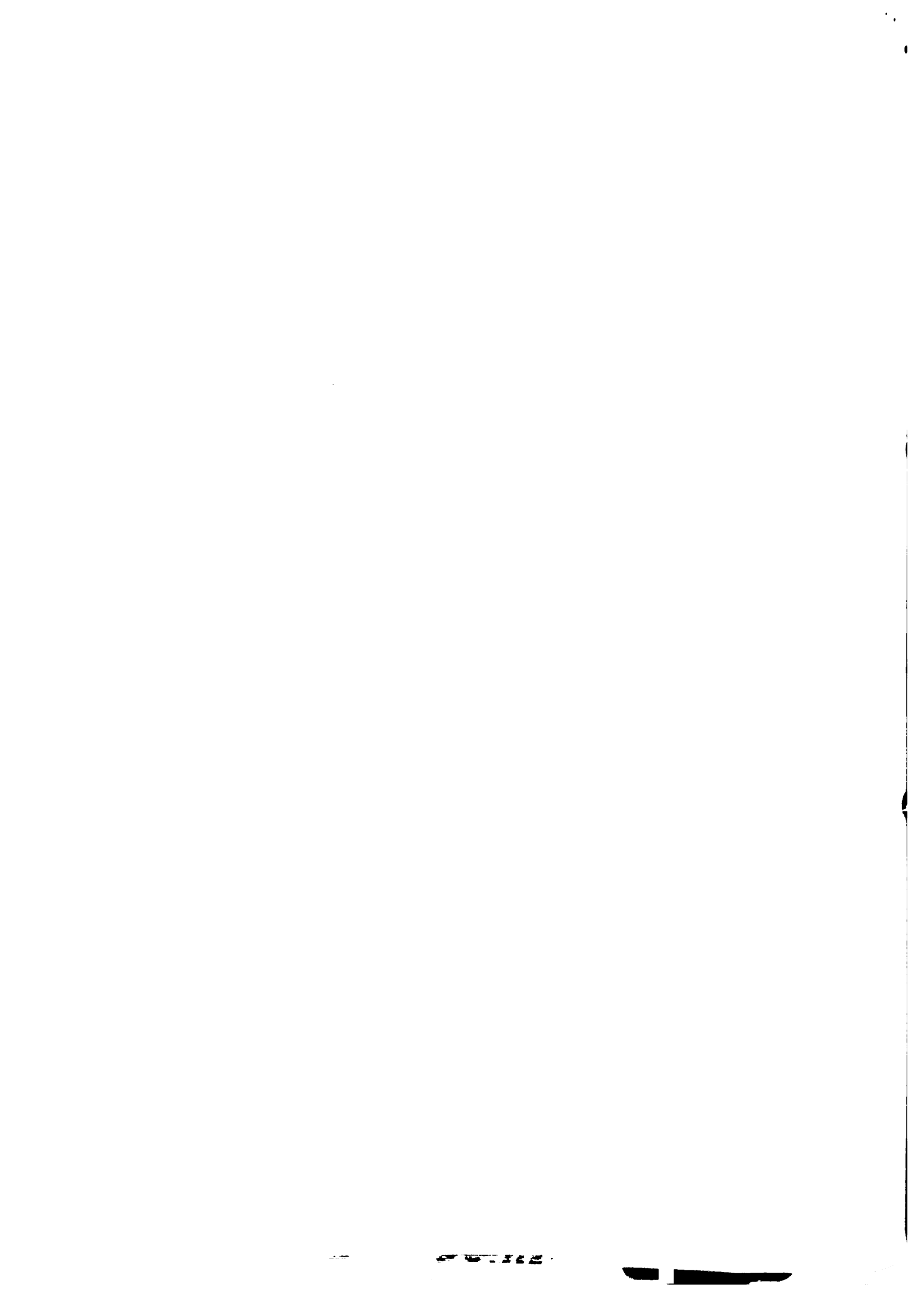
Guyana;

10. Institutional Strengthening

Public: *Trinidad* [computerizing MoA];
Antigua [of Agric. Training Centre]

11. Trade & Integration Training;

St.Lucia- public response



12. Soil Conservation/drainage :
Belize- public response
13. Assistance to Agro-processing:
Belize- public
14. Resource personnel Support to Regional Institutions technical programs
CARDI; UWI Outreach
15. Training to Development Banking personnel re appraisal/monitoring of agriculture projects/clients
Belize; Grenada- private
16. Involvement in Banana Industry - Pest & Disease control, T.A to Implemented projects
St.Lucia- private
17. Facilitating access to specialists/technologies/information from Latin American countries
Grenada -private

2. Financial: Main areas:

1. Development of Marketing

Private:

Dominica; Barbados;

Public:

St.Lucia; Jamaica; Guyana;

Special areas: Arranging/financing market visits/tours
Funds for Capitalising Market Revolving Fund
For conducting production surveys
Development of small business-sector trade promotion projects
Market systems development

2. Assistance in Post Harvest Technology

Barbados; Jamaica [private]

Special areas: For purchase of post harvest field equipment
For Expansion & new investments [Bdos dairy industry]

3. R & D & Technology transfer

St.Vincent; Jamaica; St.Lucia; Barbados [private]

Special areas: Agrochemical information
Data base on new technology
Irrigation
Apiary & agro-processing projects [St.Lucia]



4. Support & Conduct of Training programmes

Private: *St.Lucia; Dominica; St.Kitts; Jamaica;* Public: *Antigua; St.Lucia; Grenada; Jamaica; Guyana;*

Special areas: Sponsor/secure sponsorship for local/regional/international training etc]
Publication of pamphlets, leaflets, newsletters, agri newspapers.

5. Provide Seed [Initial] Capital/Funds for new projects/enterprises & To Farmer Orgs.

Private: *Dominica; St.Lucia* Public: *Antigua; Dominica;*

6. Assistance in Sourcing Financing for On-lending to agriculture/agro-processing

Private: *Belize; Grenada;* Public: *St.Kitts;*

Special areas: Collaborate efforts at securing project donor financing

7. Counterpart Financing to other Institutions/OECS/Other Diversification Programmes

Private: *Dominica; St.Lucia* Public: *Dominica; Trinidad; St.Kitts; Jamaica; Guyana*

Special areas Institutional capability dev/Financing purchase of office/lab equipment.

3. Information: Main areas identified by both private & public sector.

1. Make available literature of all agriculture related information generated locally, regionally, internationally, on a timely basis, particularly those generated regionally. [bulletins, publications, reports, studies, etc.]
 - New technologies/Plant Bio-technology/Post-Harvest
 - Crop Varieties/Agronomy/Crop-specific chemicals
 - Extension development & other agricultural development experience of other IICA member states [Latin America] and other
 - Trade & Market Trends/Information; Market preference; Int'l Demand
 - Agricultural investment financing
 - Opportunities for engaging in Agricultural Derivatives/by-products
 - Methodology for Developing Investment Proposals/Agriculture Strategies
 - Livestock production/processing
 - Translation of Literature from Latin America
 - Resource literature for training programmes
 - Reports from Agriculture-related institutions [eg. IICA]
 - Information of/Facilitate access to Agricultural Library Facilities.

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QUESTIONNAIRE

IMPROVING COUNTRY (AND PRIVATE SECTOR) INVOLVEMENT IN IICA's PLANNING PROCESS

1. Respondent:

Name: _____

Title: _____

Organization: _____

Mailing Address: _____

Telephone No: _____

Fax No: _____

2. Please categorize your overall knowledge of IICA and its activities:

Very good; good; fair; poor; none

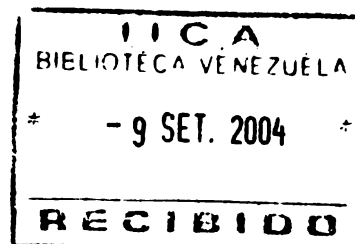
3. Please identify the type of assistance received from IICA, if any.

technical; financial; information; training;

none; other (specify) _____

4. How would you categorize the impact of the assistance received from IICA?

very good; good; fair; poor;



5. Would you or your organization like to receive assistance from IICA?

() yes; () no

6. If yes, specify the type of assistance you would like to receive.

() technical: _____

() financial: _____

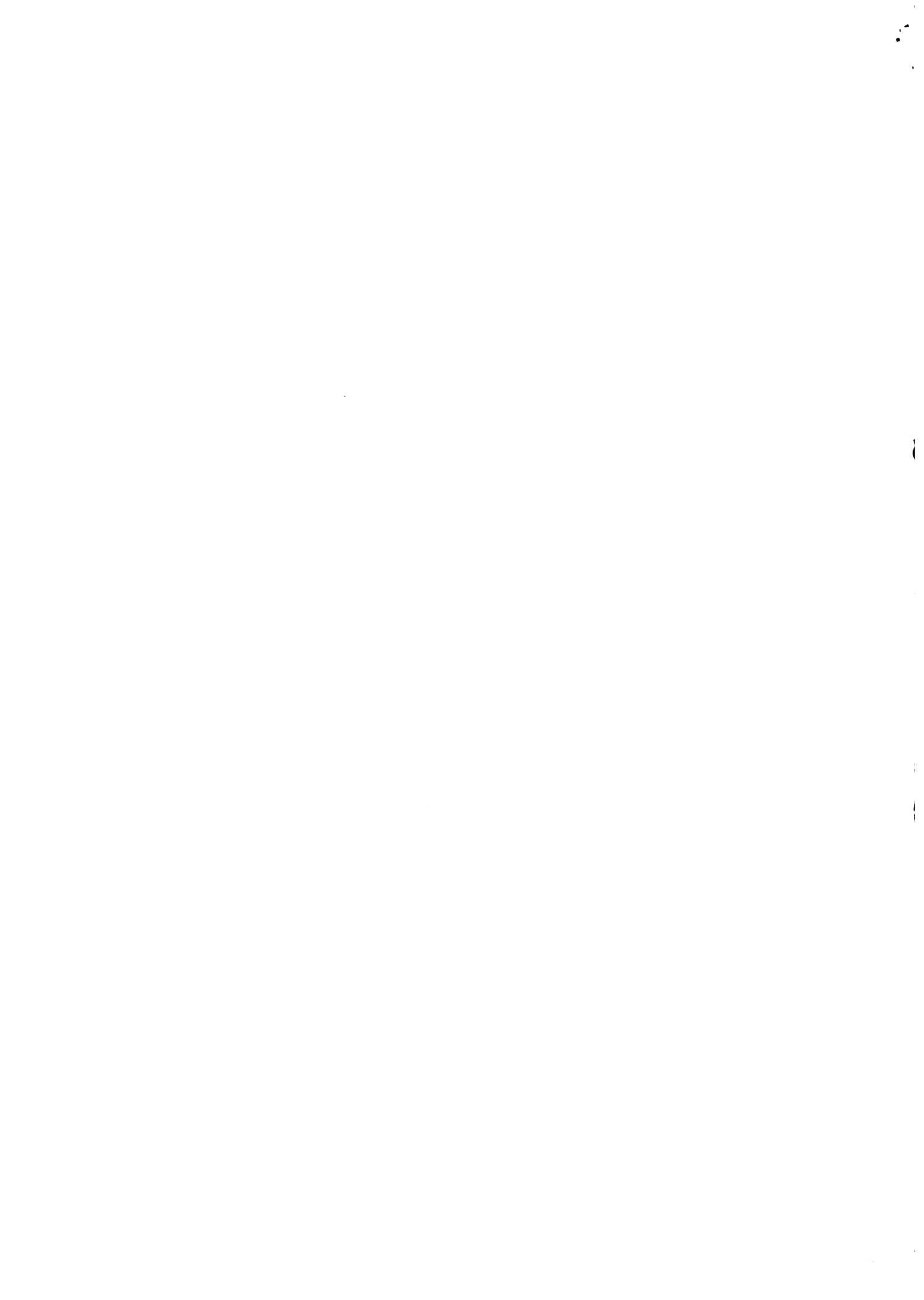
() information: _____

() other: _____

7. In your opinion, what are the five most important crop and/or livestock products produced in your country?

(Please list in order of importance and answer the associated questions).

<u>Most important products:</u>	To your knowledge does IICA offer any assistance to the development of these <u>products</u> ?		Should IICA offer assistance to the development of these <u>products</u> ?	
	Yes	No	Yes	No
a. _____	()	()	()	()
b. _____	()	()	()	()
c. _____	()	()	()	()
d. _____	()	()	()	()
e. _____	()	()	()	()



8. From an agricultural development perspective, what are the three most important target groups (e.g agricultural sector planners, extension officers, small farmers, large farmers, rural women, indigenous people, crop and/or livestock producers, etc.) in your country?

(Please list in order of importance and answer the associated questions).

Most important target <u>group</u> :	Do current IICA programmes, actions or initiatives assist <u>this group</u> ?		Should IICA programmes, actions, or initiatives be designed to assist <u>this group</u> ?	
	Yes	No	Yes	No
a. _____	()	()	()	()
b. _____	()	()	()	()
c. _____	()	()	()	()

9. What are the most serious constraints to the successful development of the agricultural sector in your country (institutional, structural, technological, trade and agricultural policies, availability/access to credit, other). **(Please specify)**.

(Please list in order of importance and answer the associated questions).

Most important institutional <u>constraints</u> :	Do you consider present IICA initiatives as being geared to resolving <u>these constraints</u> ?		Should IICA initiatives be geared to resolving <u>these constraints</u> ?	
	Yes	No	Yes	No
a. _____	()	()	()	()
b. _____	()	()	()	()
c. _____	()	()	()	()
d. _____	()	()	()	()
e. _____	()	()	()	()
f. _____	()	()	()	()
g. _____	()	()	()	()



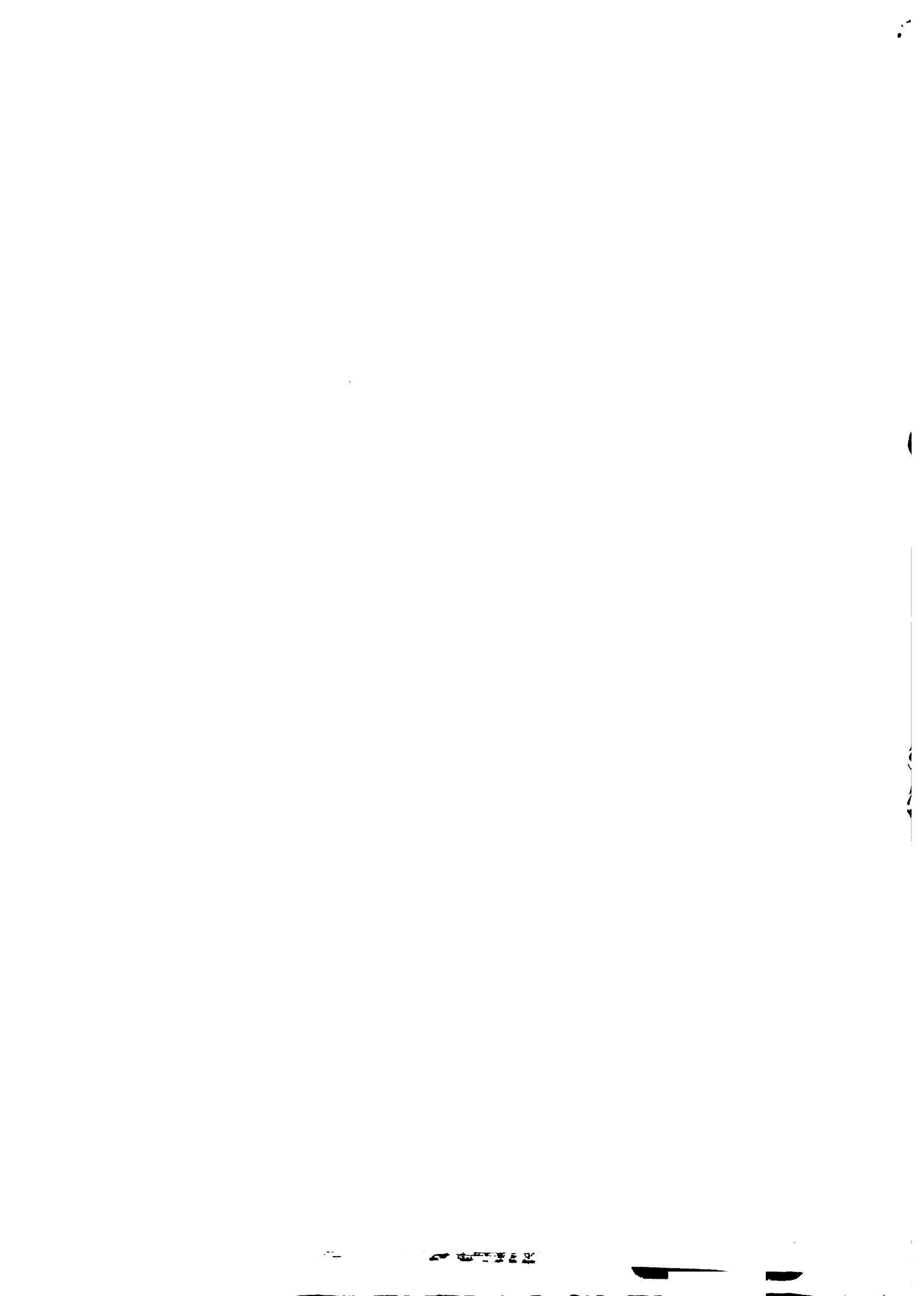
10. What are the most serious institutional constraints to the successful development of the agricultural sector in your country (staff, financing, equipment, planning and coordinating, information, transfer of technology, leadership, inter-institutional coordination, other. **(Please specify)**).

(Please list in order of importance and answer the associated questions).

<u>Most important institutional constraints:</u>	<u>Do you consider present IICA initiatives as being geared to resolving these constraints?</u>		<u>Should IICA initiatives be geared to resolving these constraints?</u>	
	Yes	No	Yes	No
a. _____	()	()	()	()
b. _____	()	()	()	()
c. _____	()	()	()	()
d. _____	()	()	()	()
e. _____	()	()	()	()
f. _____	()	()	()	()
g. _____	()	()	()	()

11. In the execution of its Medium Term Plan IICA concentrates its actions in five programme areas. These programmes and some priority actions within each programme, and other complementary actions are listed below. These can be considered to be the areas in which IICA has some comparative advantage.

Please review the list and identify those actions you consider of highest priority to the development of the agricultural sector in your country.



PLEASE INDICATE IN THE RESPECTIVE BLANK SPACE THE ORDER OF PRIORITY FROM 1 TO 5. (1 BEING HIGHEST).

Programme Areas and Actions

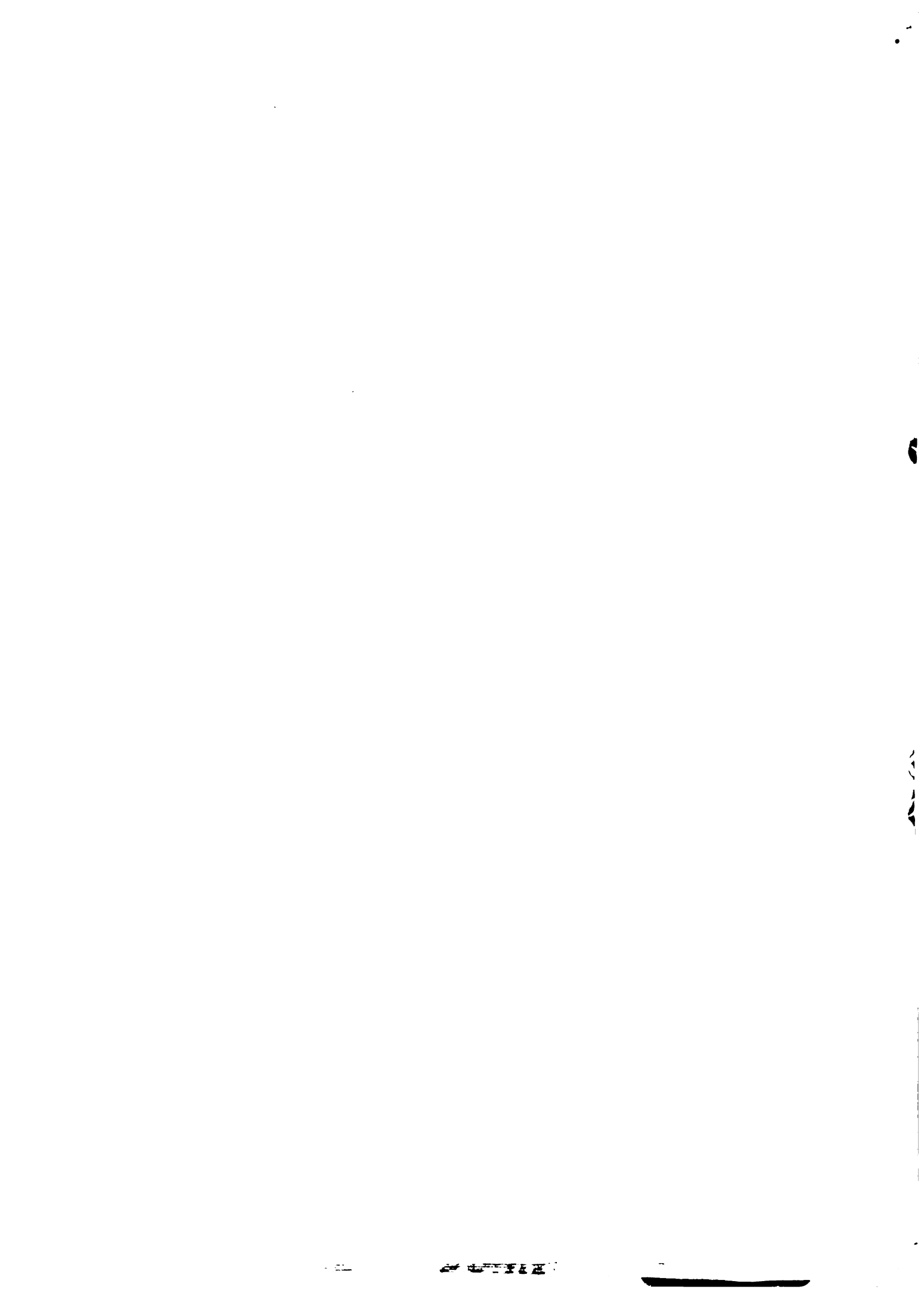
Order of priority

Programme 1: Agriculture Policy Analysis/Planning:

- Generation of proposals and strategies for agricultural modernization? ()
- Supporting strategic planning/management. ()
- Upgrading of institutional capabilities and equipping them to better analyse and implement economic policies for agricultural development. ()
- Harmonization of agricultural policies among the countries of the region. ()
- Introduction and implementation of information systems and training activities. ()

Programme 2: Technology Generation/Transfer:

- Technical cooperation and training related to policy design. ()
- Upgrading institutional capability to enable improved delivery of new technology. ()
- Upgrading of management in national agricultural research and technology transfer systems. ()
- Design and implementation of commodity production programmes. ()
- Establishment of networks for research, technology and biotechnology transfer. ()
- Fostering sustainable agricultural development. ()
- Facilitating linkages for technology transfer. ()



Programme 3: Organization and Management for Rural Development:

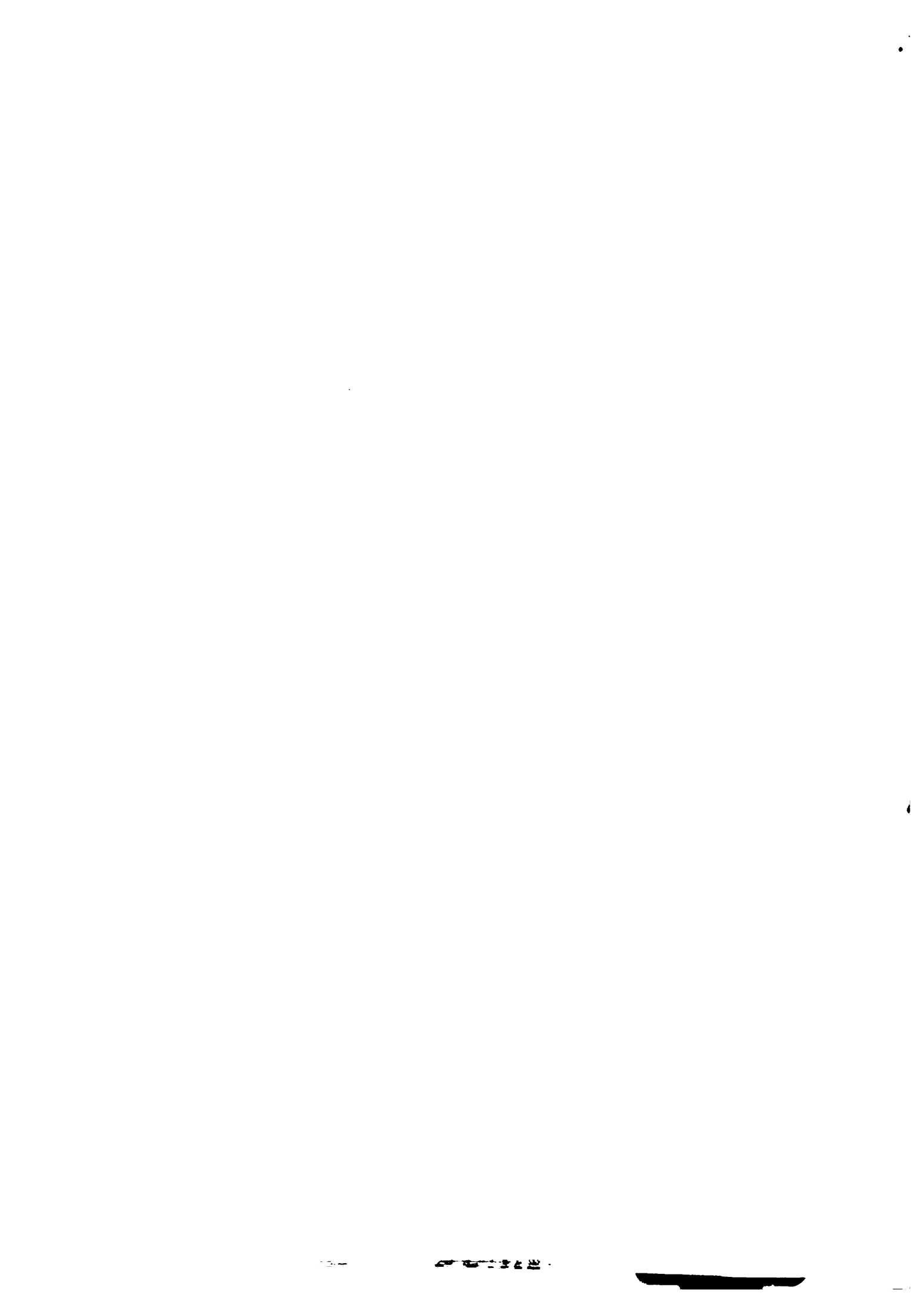
- Empowering the poorest sectors in the modernization process and increasing their participation in decision making. ()
- Strengthening rural development institutions/farmers organisations. ()
- Institutionalizing the issue of rural women and youth. ()
- Strengthening rural agroindustry. ()
- Organizing and developing cooperative networks. ()

Programme 4: Trade and Integration:

- Developing information systems for promoting exports. ()
- Following up on trade negotiations, and providing related training. ()
- Conducting studies on:
 - Competitiveness and complementarity. ()
 - Strengthening food security. ()
 - Trade liberalization. ()
 - Initiatives aimed at promoting regional economic integration among CARICOM countries through increased trade. ()
- Monitoring the impact of multi-national trading agreements. ()
- Introduction of information systems and training. ()

Programme 5: Agricultural Health:

- Development of consistent and compatible agricultural health information systems. ()
- Design of agricultural health procedures, based on quarantine principles, to facilitate marketing of agricultural commodities. ()
- Development and promotion of consistent and compatible laws and regulations that facilitate trade. ()
- Promoting the safe use of pesticides. ()



Regional Project Unit (RPU):

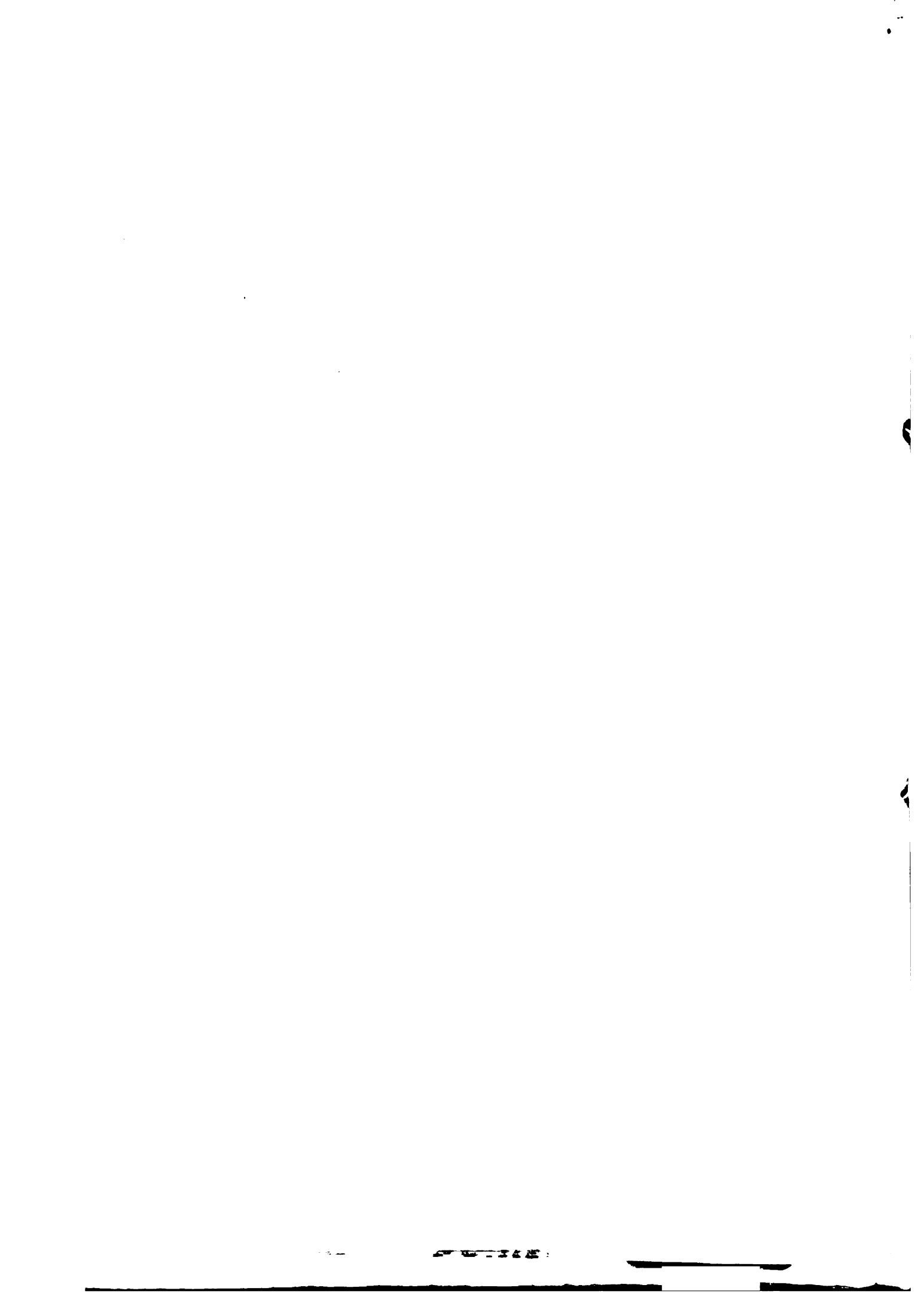
- Formulation of investment projects. ()
- Project monitoring and evaluation. ()
- Implementation of investment projects. ()
- Training in the project cycle. ()
- Sectoral studies. ()

Other Actions

- Administration of projects for others. ()
- Facilitating linkages with other institutions/countries (joint ventures, cooperative actions, etc.) ()
- Resource mobilization in support of agricultural development. ()

12. Given IICA's modus operandi, and its available human and financial resources, please identify the critical areas for IICA's priority actions in your country.

- a. _____
- b. _____
- c. _____
- d. _____
- e. _____
- f. _____



13. Please identify specific projects and/or actions that you would like to see IICA undertake over the next two to four years.

	National	Regional/Subregional
a.	_____	_____
b.	_____	_____
c.	_____	_____
d.	_____	_____
e.	_____	_____
f.	_____	_____

14. Please identify the other institutions and organizations (national, regional and international) which you consider should be associated with the projects and/or actions identified in question 13.

15. Would you be willing to sit on an IICA Advisory Committee.

yes; no

If no, why not? _____





16. If the answer to question 15 is no, please give the name of someone who in your judgement is suited to sit on such an Advisory Committee.

Name: _____

Title: _____

Address: _____

Telephone No: _____

17. Any other comments.



