

Centro Interamericano de  
Documentación e  
Información Agrícola  
10 Nov 1993  
IICA — CIDIA

# IICA



## MEETING OF THE COORDINATING COMMITTEE FOR PLANALC IN THE CARIBBEAN (CCPC)

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July, 1990  
Barbados

*Eduardo Lindarte*

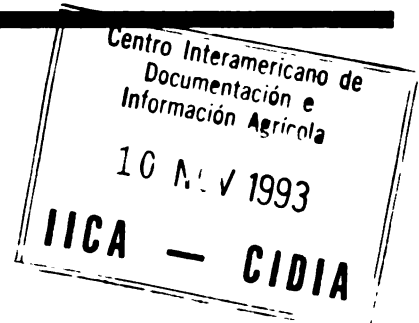
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**MEETING OF THE COORDINATING COMMITTEE FOR PLANALC  
 IN THE CARIBBEAN (CCPC)**

**DATES:** 11th and 12th July, 1990 - CCPC-90/1/1

**PLACE:** Room 903 - Grand Barbados Beach Resort 9:00 AM

**DRAFT AGENDA**



1. Opening Remarks
2. Adoption of Agenda
3. Procedural Matters
4. Address by A. Cebreros - Acting Deputy Director General  
 (Operation)
5. Terms of Reference of the CCPC - CCPC-90/1/2
6. Perspectives for the implementation  
 of PLANALC in the Caribbean - CCPC-90/1/3
7. Current status of PLANALC  
 Projects for the Caribbean - CCPC-90/1/4
8. New Project ideas for the Area
9. Financing for PLANALC Projects in  
 the Caribbean
10. Relations with Regional Agencies *CARICOM* *OECS*
11. Any other business
  - Date and place of next meeting
  - Preparation and review of Aide Memoire

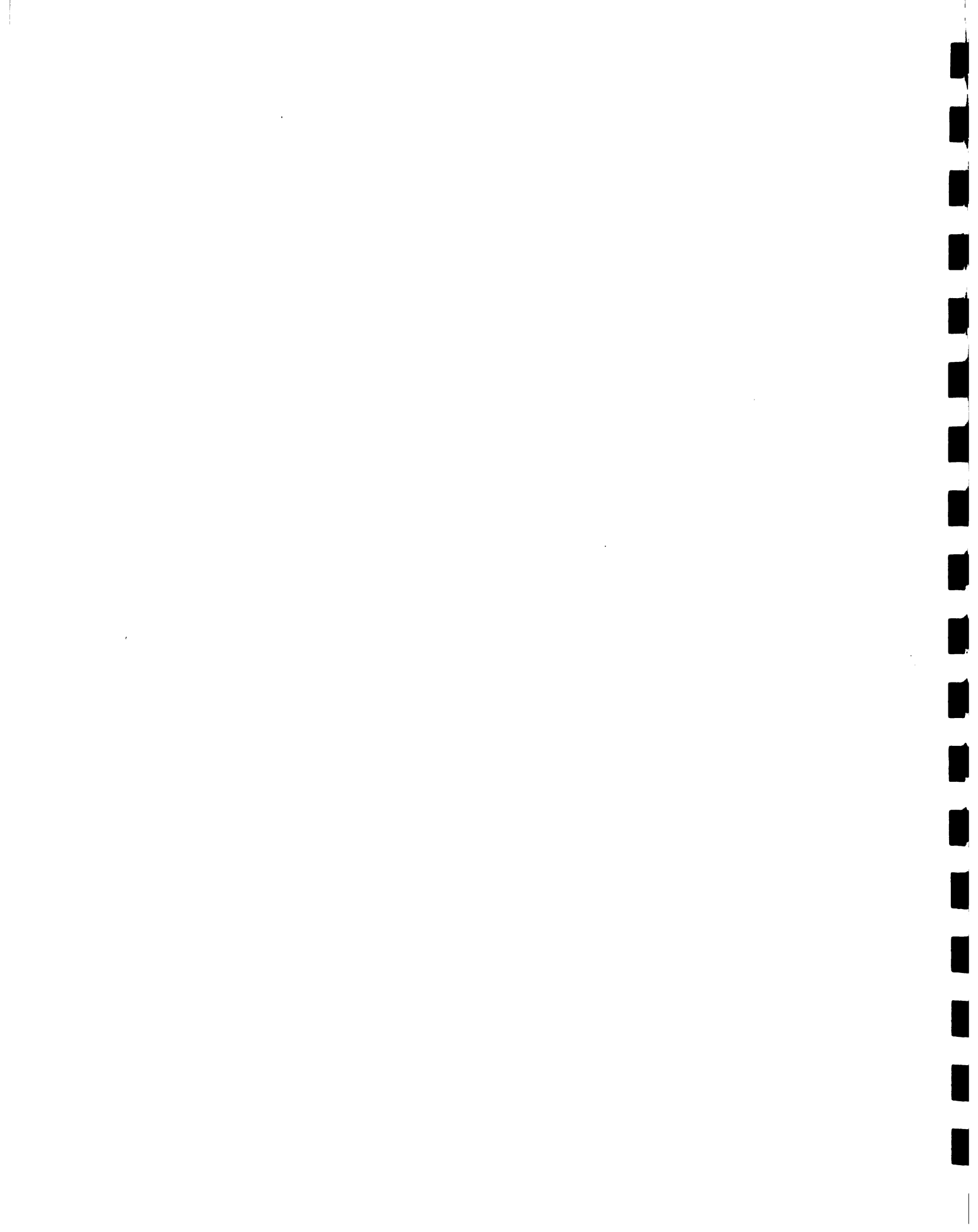
*Agreement exists but will  
 expire this year. May  
 need to renew & extend*

- PARTICIPANTS:**
- |               |   |   |
|---------------|---|---|
| A. Cebreros   | - | Assistant Deputy Director<br>General (Operations) |
| R. Pierre     | - | Director of Operations<br>(Caribbean)             |
| D. Budhram    | - | Program I   |
| A. Pinchinat  | - | Program II  |
| E. Lindarte   | - | Program II  |
| J. LaGra      | - | Program III                                       |
| M. Chiriboga  | - | Program III                                       |
| I. Planella   | - | Program IV  |
| NO → R. Dugas | - | Program V   |
| G. Estefanell | - | DIPROE  |
| V. Little     | - | Regional Project Unit                             |

*(next)*

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**MEETING OF THE COORDINATING COMMITTEE FOR PLANALC  
IN THE CARIBBEAN (CCPC)**

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**DATES:** 11th and 12th July, 1990

**PLACE:** Barbados

**DOCUMENT NO:** CCPC-90/1/4

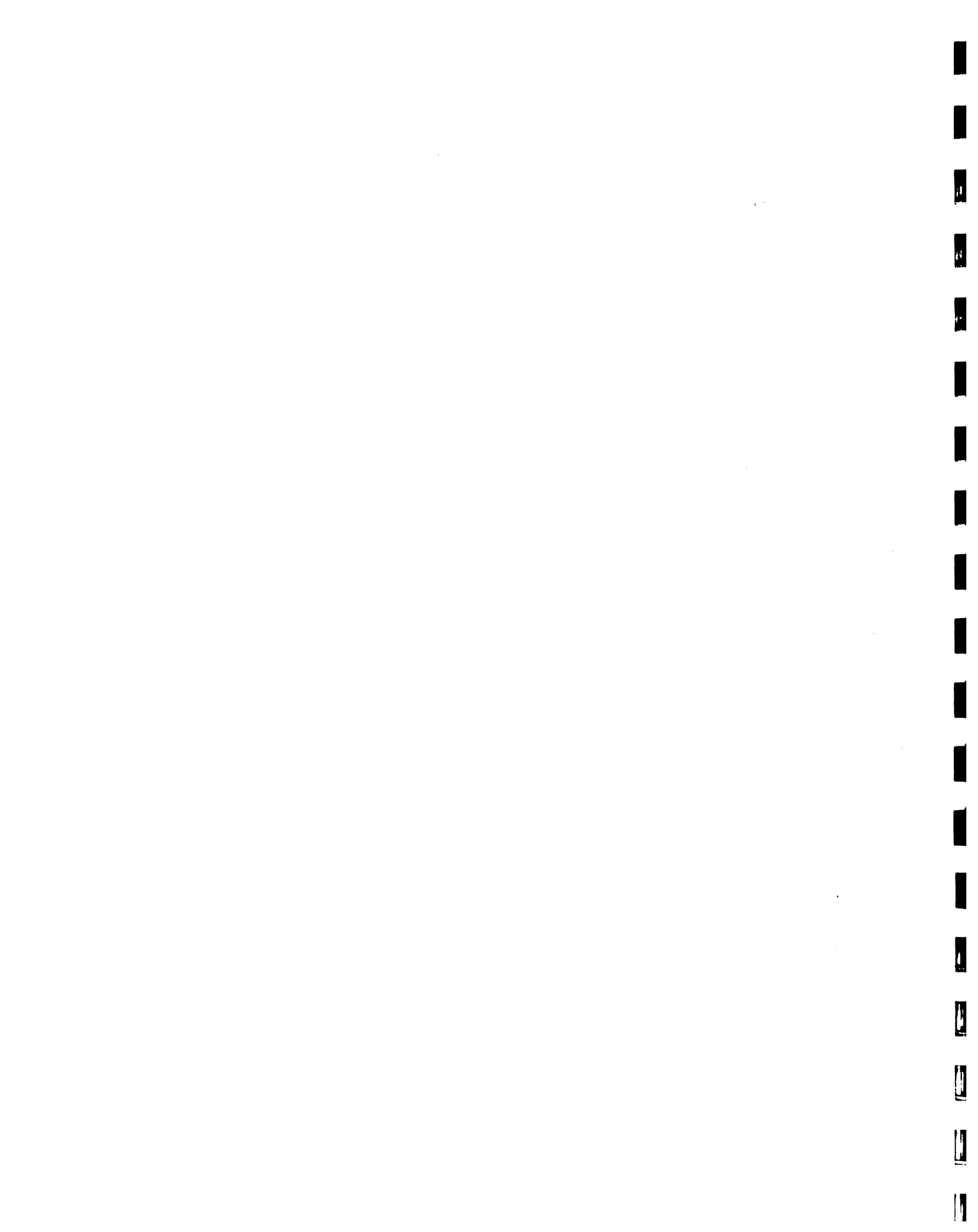
**DOCUMENT NAME:** Current Status of PLANALC Projects  
for the Caribbean





## SUMMARY OF CURRENT STATUS OF PLAMALC PROJECTS FOR THE CARIBBEAN

CODE	P R O J E C T S	R E M A R K S
2.C.1 1	Policy Analysis, Planning and Management in Support of Agricultural Development	On-going since 1988. Revised project document recently approved by Programming Committee. Profile submitted to CARICOM in an effort to procure complementary external resources, and has been included in preliminary CARICOM list for Lome IV.
2.C.2	Facilitating Caribbean-Latin American Linkages and Transfer of Technology for Agricultural Development	Preliminary project document has been revised by A. Pinchinat. Document tabled for comments by the Committee. Profile submitted to CARICOM in an effort to procure external financing. Has been included in preliminary CARICOM list for Lome IV.
2.C.3	Development of an Institutional Framework for the Production and Marketing of High Quality Planting Materials	CARDI/CFC are the Lead Agencies for this project. (See Project 2.C.6) <i>Not longer in IICA</i>
2.C.4	Supporting the Development of Tropical Fruits in the Caribbean	On-going in the OECS. Recently strengthened by the arrival of a technician from France, to be based in Trinidad and Tobago. Complementary profiles on germplasm banks and <u>nursery development</u> submitted by OECS Diversification Unit to CIDA for consideration.
2.C.5	Institutional Support for the Establishment and Operations of a Caribbean Cooperative Agricultural Research Network (PROCARIBE)	CARDI has responsibility for this project with support from IICA. The recommendation emanating from meeting with DIPROE is that support be provided through Project 2.C.2. The project document which was revised by J. Pino and J. Spence, is currently being studied by the IDB.
2.C.6	Supporting the Development of Food and Vegetable Crops	Project now incorporated into a wider project entitled "Production and Marketing of Traditional and Non-Traditional Food Crops, Spices and Aromatic Herbs" based on the recommendation of the Regional Agricultural Planners. The Caribbean Food Corporation (CFC) has been selected as Lead Agency with CARDI doing supporting research. IICA's support to be worked out with CFC and CARDI, but is expected to be mainly through facilitating technology transfer.
2.C.7	Supporting the Development of the Livestock Subsector	CARDI is the Lead Agency for this project. IICA's initiatives will continue in Suriname and Guyana.
2.C.8	Support to the Organization and Management for Technology Generation and Transfer in the Organization of Eastern Caribbean States (OECS)	On-going in OECS. Potential for expansion to other countries dependent on national interest and external resource availability.
2.C.10 3	Support to the Design of Rural Development Strategies in the Caribbean	Project finalised by V. Little and J. La Gra. Document tabled for comments from Committee. Profile submitted for inclusion in CARICOM list for Lome IV but was not selected for inclusion.
2.C.11 3	Supporting the Development of Communication Systems for Agricultural Development	Project finalised by V. Little and J. La Gra. Document tabled for comments from Committee. Profile submitted for inclusion in CARICOM list for Lome IV but was not selected for inclusion. Preliminary version submitted to Japan by DIBEX.
2.C.12 3	Strengthening Farmers' Organizations to Improve Agricultural Production and Marketing	On-going in OECS. Expansion to other countries will depend on national interest and availability of external resources. Seems to have high potential for attracting external financial support. Negotiations in progress with CIDA and CCA. CFC also has requested a copy of the project document.



CODE	PROJECTS	REMARKS
P.C.13	Promoting the Involvement of Youth in the Agricultural and Rural Development Process	Project finalised by V. Little and J. La Gra. Document tabled for comments from Committee. Profile submitted for inclusion in CARICOM's list for Lome IV but was not selected.
P.C.14	Survey and Monitoring of Animal and Plant Diseases and Pests to Facilitate Increased Production Efficiency in the Caribbean	On-going and progressing very satisfactorily. At the request of the SCMA, we have been seeking additional external resources to include the non-LICA CARICOM countries. CIDA has been the main target agency. Effort unsuccessful so far, but continuing.
P.C.15	Strengthening National-Animal and Plant Quarantine Capability in the Caribbean	Profile exists. Project to be developed in association with CARICOM. Program has promised to send a consultant to the Caribbean to do so. This is awaited.







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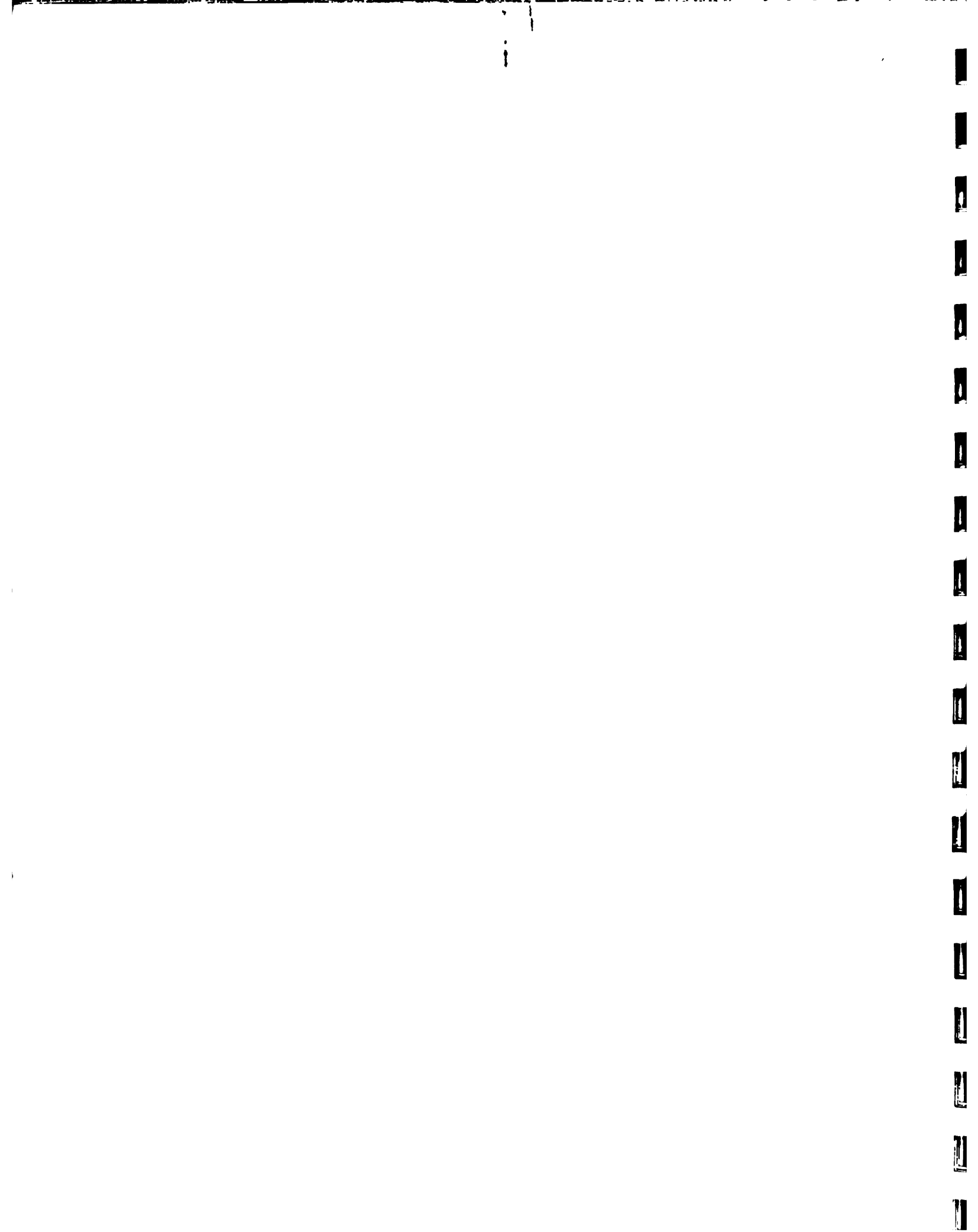
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**DATES:** 11th and 12th July, 1990

**PLACE:** Barbados

**DOCUMENT NO:** CCPC-90/1/4 - Add. 1

**DOCUMENT NAME:** Facilitating Latin American/Caribbean  
Linkages and Transfer of Technology  
for Agricultural Development





PROJECT TITLE:

FACILITATING LATIN AMERICAN/CARIBBEAN LINKAGES AND  
TRANSFER OF TECHNOLOGY FOR AGRICULTURAL DEVELOPMENT

PART A: PRESENTATION AND JUSTIFICATION

1. IDENTIFICATION

1.1 Program II (Technology Generation and Transfer)

1.2 Subject area dealt with by the Project:  
Horizontal/Reciprocal Cooperation

1.3 Geographic scope: Caribbean Area  
Headquarters: Trinidad and Tobago

1.4 Type of Project:

National \_\_\_\_\_ Country component of

Multinational Project \_\_\_\_\_

Multinational:  x  Area:  2  Hemisphere: \_\_\_\_\_

1.5 Date: Beginning: 1990 Concluding: 1994  
Duration: 4 years

1.6 Document version: Original  x  Revised  x   
Date: June 30, 1990

1.7 Financed with:  
Regular resources \_\_\_\_\_ Quota US\$240,000  
Other (specify) US\$  
External resources: US\$2,784,000 (Source to be  
negotiated)  
CATIs: Pending negotiation

1.8 Date prepared: June 1989

Responsible Party: Representative a.i.

1.9 Approval: Memorandum Dated  
Code



## **2. ANTECEDENTS**

This Project is an integral part of the perspectives for implementing PLANALC in the Caribbean. A draft project document was prepared by a team consisting of the Coordinator of the Project Unit based in Barbados, the Planning and Evaluation Director of CARDI and a consultant. It followed the usual format for externally funded projects. This new version is arranged according to IICA's guidelines for the preparation of technical cooperation projects. The project addresses a felt need for accelerating the technological development of agriculture in the Caribbean.

## **3. SPECIFIC PROBLEMS THAT THE IICA PROJECT SEEKS TO SOLVE**

The Caribbean region has traditionally looked to North America and Europe for accessing technology, notwithstanding the fact that Latin American countries have technologies that could be more readily applicable to the Caribbean, because of greater ecological and sociological similarities. This is particularly true between the Caribbean and Central America (including Mexico and the Dominican Republic) and the Northern parts of South America.

On the other hand, the Caribbean, by virtue of its geographical location and political history, enjoys a special status that gives the region access to markets that Latin American countries cannot directly access, especially in Europe through the Lome Convention and Canada, through CARIBCAN.

There seems to be enough room then for exploring and exploiting potential joint commercial agricultural-based ventures between Latin America and the Caribbean, through a combination of comparative technological and marketing advantages. These may best be undertaken by the private sector with support from governments and public sector institutions when needed. In addition, it might be to the advantage of Caribbean countries to explore certain areas of trade with Latin American countries, particularly where non-tariff barriers do not impose restrictions.

## **4. GENERAL PROBLEM**

The performance of the agricultural sector over the past 15 to 20 years in the Caribbean has not been noteworthy. This has been due in some cases to external, uncontrollable factors such as the international markets for traditional export commodities (sugar, cocoa). But in most cases, the poor performance of agriculture has been due to the lack of appropriate technologies, as a result of the inability to develop self-sustaining autochthonous research institutions.

This can be explained, in part, by the small size of the agricultural sector in all the countries - a fact which precludes the achievement of economies of scale in the Caribbean by each



country, individually. It is unlikely that this region by itself can develop all the agricultural technologies that it needs. The amount of money and the minimum critical mass of research staff needed, preclude any Caribbean country from seriously attempting to undertake comprehensive technological development on its own. This constraint will become harder to overcome as the diversification drive in the region widens the range of crop and livestock commodities with which it has to deal, in an effort to compensate for the worsening market outlook for the traditional commodities such as banana and sugar.

It is therefore imperative to look for alternative ways for these countries to introduce adequate technologies as a means to improve productivity, reduce imports and improve exports, in addition to providing more employment opportunities to an increasingly young population with few alternatives for work.

Agriculture has traditionally been the mainstay of the economies of most Caribbean countries. Overall it has represented 10% of the total GDP and has provided employment for 30% of the Caribbean work force. In some countries such as those in the OCES, excluding Antigua, agriculture value added is more than 20% of the total GDP. But perhaps more important of all, is the role of the sector as a generator of foreign exchange. With the exception of tourism in islands such as Antigua and Barbados, and remissions from nationals abroad, agriculture represents over 50% of foreign exchange revenues.

It should be noted that agricultural imports into the Caribbean region have been increasing in order to meet the demand of a growing local population and a rapidly expanding tourist sector. Food imports alone amount to several million dollars a year. Although most of the imported commodities cannot be produced in the Caribbean at the same level of efficiency as in other countries, some of them can be produced profitably in selected countries or can be substituted with local produce. This then is the overall scenario.

##### **5. TECHNIQUES AND METHODS AVAILABLE FOR SOLVING THE SPECIFIC PROBLEM**

In the 1987-1991 Medium Term Plan, IICA's Programme on Technology Generation and Transfer (TGT) has given particular consideration to the problems of small economies such as those of the Caribbean. The major constraint faced by such countries, is the conflict between technological development needs and the amount of resources available from the public and private sectors for investing in technology generation and transfer activities. Mostly for economic reasons the investment is extremely low.

The Programme therefore has hypothesized that horizontal/reciprocal cooperation and international coordination

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for technology generation (or access) and transfer among countries could be a viable means to alleviate that shortcoming. IICA has organized or supported and implemented several successful cooperation network projects in Latin America including PCCMCA, PROCISUR, PROCIANDINO, PROMECAFE, PROCACAO and RISPAL. All involve a component on technology transfer from a more advanced to a less advanced country or institution in the production and utilization of relevant technologies. The Institute also has facilitated to a limited extent the access of particular Caribbean countries to specific technologies developed and successfully utilized by some Latin American countries, in both Central America and South America. This projects aims to strengthen and effectively coordinate such initiatives.





## 6. GOALS AND IMPACT

DESCRIPTION	VERIFIABLE INDICATORS AND GOALS	EXTERNAL CONDITIONING FACTORS
Of the desired impact	Indicators and goals of the Project's Impact	
Strong horizontal/reciprocal cooperation is established between Latin America and the Caribbean, allowing cost-effective transfer of technology and joint ventures in support of agricultural development.	<p>1. On the Institutional and Sectoral level</p> <p>Self sustained cooperation mechanisms and linkages developed and functioning in appropriate agricultural or agriculture-related institutions of Latin America and the Caribbean, which continuously</p> <p>(a) Identify technology needs</p> <p>(b) Facilitate the transfer of relevant technologies and foster joint agriculture-base ventures</p> <p>(c) Identify and tap sources of funding for cooperation activities</p> <p>(d) Monitor and evaluate progress in technology transfer and development of partnerships between the two regions.</p>	
	<p>2. In IICA</p> <p>(a) Tested procedures and mechanisms to facilitate inter-regional cooperation, complementing IICA's experience in intra-regional horizontal cooperation through PROCISUR and PROCIANDINO.</p>	



**DESCRIPTION**

**VERIFIABLE INDICATORS AND GOALS**

**EXTERNAL CONDITIONING FACTORS**

Of the desired impact

Indicators and goals of the Project's impact

(b) Project results contribute to boost IICA's capability to discharge its responsibility for the materialization of PLAMALC in the Caribbean.

Specific Objective of the IICA project

Indicators and Goals for concluding the IICA Project

Factors conditioning attainment of the desired impact

To establish institutional linkages and develop mechanisms that facilitate the transfer of relevant technologies from identified countries in Latin America to the Caribbean countries, and promote joint ventures between entrepreneurs from the two regions.

Successful or potentially successful technologies from cooperating countries or institutions of Central and South America (principally Argentina, Brazil, Costa Rica, Mexico and Venezuela) are being transferred in significant quantities, with greater speed and effectiveness, for production, processing and market development in the following:

- Government policies encourage and support technological investment in agriculture in the Caribbean.

- Prices and marketing arrangements for the commodities targeted in the Project are attractive to farmers and entrepreneurs from the Caribbean.

1. Livestock
  - Dairy and Beef Cattle
  - Sheep and goat
2. Traditional Export Crops
  - Banana
  - Plantain
  - Cocoa
  - Coffee
3. Tropical Fruits
  - Breadfruit
  - Mango
  - Avocado
  - Passion fruit
  - Pineapple
  - Carambola
4. Ornamental Plants and Cutflowers
  - Heliconias
  - Ginger lillies
  - Anthuriums
  - Orchids



Final products generated by the project	Indicators and goals of final products achieved	factors conditioning achievement of the specific goal
1. Information Network established and operating.	1. <u>Institutional exchange flow of technological information through</u>	- Targeted Latin American Countries and Institutions are willing to transfer technologies to the Caribbean countries and institutions.
(a)	Operational cooperative information linkages set up amongst selected Latin American and Caribbean countries and institutions for livestock, crops, agro-industry, and trade development.	- Professionals and entrepreneurs from the Caribbean are available and willing to participate in the activities.
(b)	Proceedings of 17 workshops prepared, published in English (directly or translated from Spanish or Portuguese) and distributed by the Project.	
(c)	Updated directory of relevant agricultural research/development (R/D) institutions and their professional personnel and projects, published in English (directly or translated from Spanish or Portuguese) and distributed to interested parties in the Caribbean.	
(d)	Directory of sources of species, breeds or cultivars, in livestock, traditional export crops, tropical fruits and ornamentals from Latin America, organized, updated and published in English (directly or translated from Spanish or Portuguese) and distributed to interested concerns in the Caribbean.	
(e)	Latin American linkage with an input of information into CARAPHIN.	
(f)	Translation of selected technical documents from Spanish (or Portuguese) to English as deemed relevant to Project's purpose.	



Final products generated  
by the project

Indicators and goals of final  
products achieved

Factors conditioning achievement of the  
specific goal

(g) Quarterly newsletter on project activities and results, published by Project Management and distributed among participating and related parties in the Caribbean and Latin America.

2. Trained professionals from the Caribbean, able to access and utilize successful or potentially successful technologies from Latin America.

- Training programmes organized and implemented, through

(a)

Technical Short Courses

A total of 1374 person/days of training offered and carried out in 14 short (5-30 day) courses.

(b)

Visits

A total of 66 persons from the Caribbean have made 11 (one-two week) visits to Latin America.

(c)

Language proficiency

A total of 160 persons from the English-speaking Caribbean have participated in four short annual intensive training (2-3 month) courses in Spanish.

3. Technological materials transferred from Latin America to the CARICOM countries.

- Increased flow of biological and physical technologies from Latin America to the Caribbean in:

(a)

Livestock (dairy/beef cattle and small ruminants).

(b)

Crops (traditional export commodities, tropical fruits and ornamentals/cutflowers).

(c)

Agro-processing (livestock and crop products).

(d)

Post-harvest handling and agro-processing.





Final products generated by the project	Indicators and goals of final products achieved	Factors conditioning achievement of the specific goal
4. Technical assistance provided to Caribbean institutions and their professional staff, to incorporate technological information and materials from Latin American into the Caribbean Agricultural Sector.	(a) On-site technical support missions through which 220 person-days of consultancy are provided by the Project to Caribbean livestock/crop-based projects or enterprises utilizing experts from selected institutions or enterprises from Latin America, as continuing training.	
5. Management of Project to achieve goals and impact.	<p>(a) Project activities planned, organised, coordinated, implemented and monitored through:</p> <p>(i) minimum staffing, comprising:</p> <ul style="list-style-type: none"> <li>- One Project Coordinator (48 person/months)</li> <li>- One Information Specialist (48 person/months)</li> <li>- One Translation (Spanish/Portuguese to English) Secretary (48 person/months)</li> <li>- One Executive Secretary (48 person/months)</li> </ul> <p>(ii) Software and mass storage devices provided by Project to upgrade existing computerized information systems in participating institutions in the Caribbean.</p>	



## **7. STRATEGY**

### **7.1 Geographic Scope**

The Project will cover the CARICOM and IICA-member countries in the Caribbean (Antigua and Barbuda, Barbados, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Kitts/Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname and Trinidad-Tobago).

### **7.2 Priority Agricultural Commodities**

The Project primarily focuses its technical activities on the following agricultural commodities:

- (a) livestock (dairy and beef cattle, sheep and goats)
- (b) traditional export crops (banana, plantain, cocoa, coffee)
- (c) tropical fruits (breadfruit, mango, avocado, carambola, pineapple and passion fruit)
- (d) ornamental plants and cutflowers (heliconias, ginger lilies, anthuriums and orchids)

### **7.3 Organization**

Project activities in the Caribbean will be coordinated at the regional level, to capitalize on already existing regional organizational structures, principally the CARICOM and the OECS Secretariats, CARDI, UWI, CDB, and CFC. For promoting joint agriculture-based ventures between Latin America and the Caribbean, it will liaise with the CAIC and other private sector bodies, including Farmer Organizations.

It is conceived within the framework of two major initiatives in the Caribbean, viz: Caribbean Community Programme for Agricultural Development (CCPAD) and the OECS Agricultural Diversification Programme (ADP). It seeks to support or complement specific initiatives within these programmes.

To develop strong and self-sustaining cooperation linkages between Latin America and the Caribbean the activities will focus on a limited number of agricultural commodity groups as deemed critical to agricultural development in the Caribbean. This should also help develop strong and focussed cooperation network systems that can be expanded or adjusted to include new crop and livestock commodities, as judged appropriate by the participating Caribbean institutional organizations.



The Project will resort to, among other means, sharing scientific/technical experiences and transfer of technological information and materials, training, translation of relevant documents, and the development of mechanisms to bring together entrepreneurs from Latin American and the Caribbean for setting up joint agriculture-based commercial ventures. Selective technical assistance will be provided by the Project to the participating Caribbean institutions and their professional staff to facilitate access to and utilization of successful or potentially successful technologies from Latin America.

To implement the Project, a Project Coordinating Unit (PCU) will be created and located at an IICA office in a CARICOM-member country, preferably Trinidad and Tobago. This unit will liaise and coordinate activities by intermediation of the IICA Representatives in the Caribbean and in Latin America, through IICA's Directorate of Operations for the Caribbean Area in association with the Directorate of Programme II.

The Coordinating Unit will maintain tight working linkages with public and private sector institutions directly involved with agricultural technology development and transfer (ATD) in the Caribbean, principally the Ministries of Agriculture (MOAs), CARDI, UWI, CARIRI, WINBAN, interested Statutory Commodity Bodies, and other relevant research/development institutions and agencies and with national research/development institutions in Latin American, involving especially EMBRAPA and CEPLAC (Brazil), FONAIAP (Venezuela), INIFAP (Mexico), INTA (Argentina), CATIE (Costa Rica), SEA (Dominican Republic) and others which may be found relevant for the Project's purposes.

The Coordinating Unit will also be responsible for the development of institutional and operational linkages among the different organizations involved in the Project, coordinate the translation of documents and organize meetings, exchange visits, training courses, seminars, workshops and other activities. It will promote partnerships in joint agriculture-based ventures among entrepreneurs from Latin America and the Caribbean. It will organize and administer the services of consultants to provide back-up technical assistance to the Caribbean institutions involved in Project activities and ensure effective achievement of Project purposes.

In each participating IICA-member country, there will be a person from within the IICA office designated as the Country Liaison Officer, to facilitate Project activities and communications at country level.

The Project will liaise with IICA's Regional Project Unit in Barbados for the formulation of specific joint venture projects which may eventually come out of the entrepreneur contacts, including the development of small agro-industrial projects.



It will coordinate its technical activities with on-going IICA Projects in Latin America and the Caribbean, especially those falling under areas of concentration in Programmes II (Technology Generation and Transfer), IV (Marketing and Agroindustry) and V (Animal Health and Plant Protection). The Organizational structure of the Project is summarized in Fig. 1.

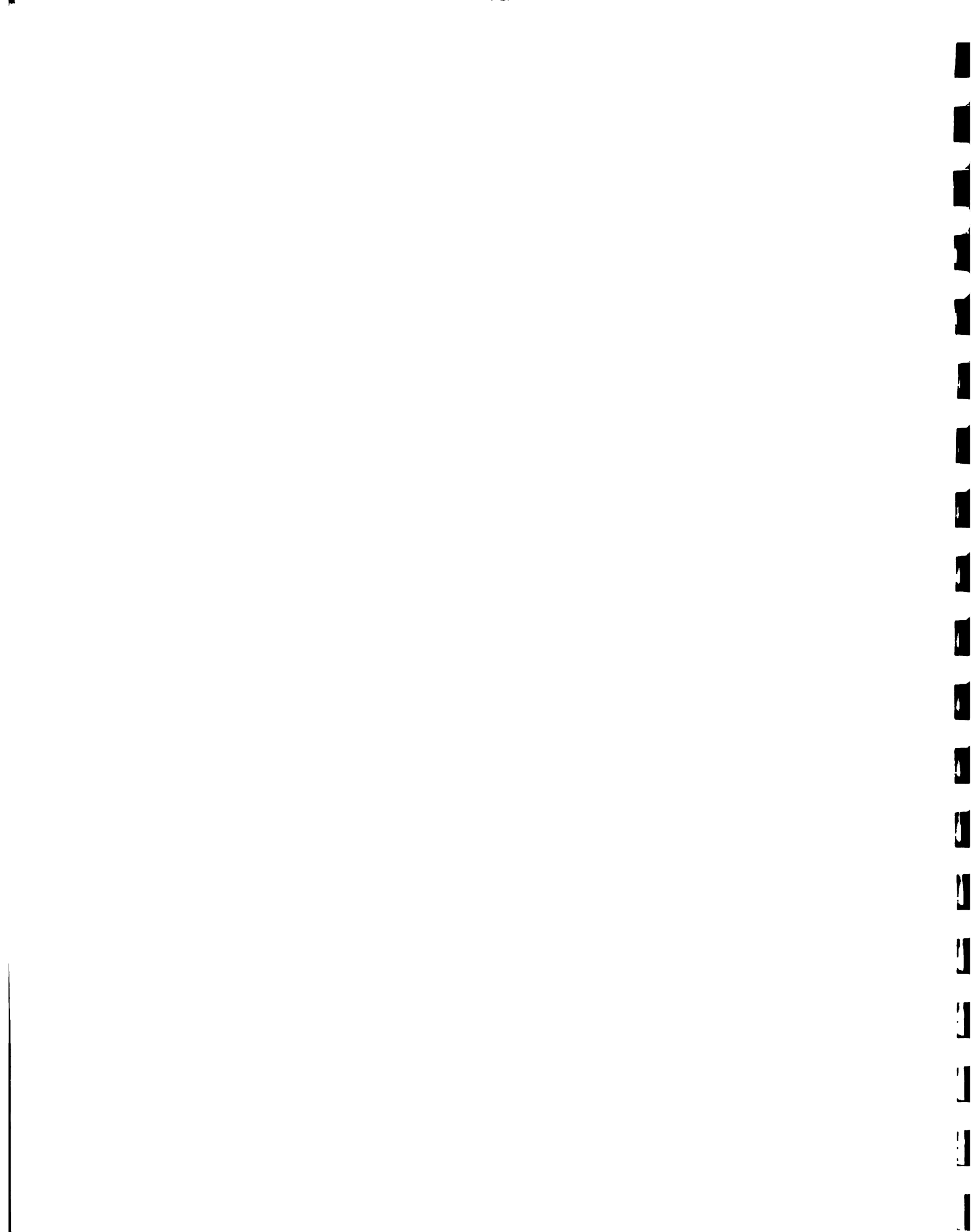
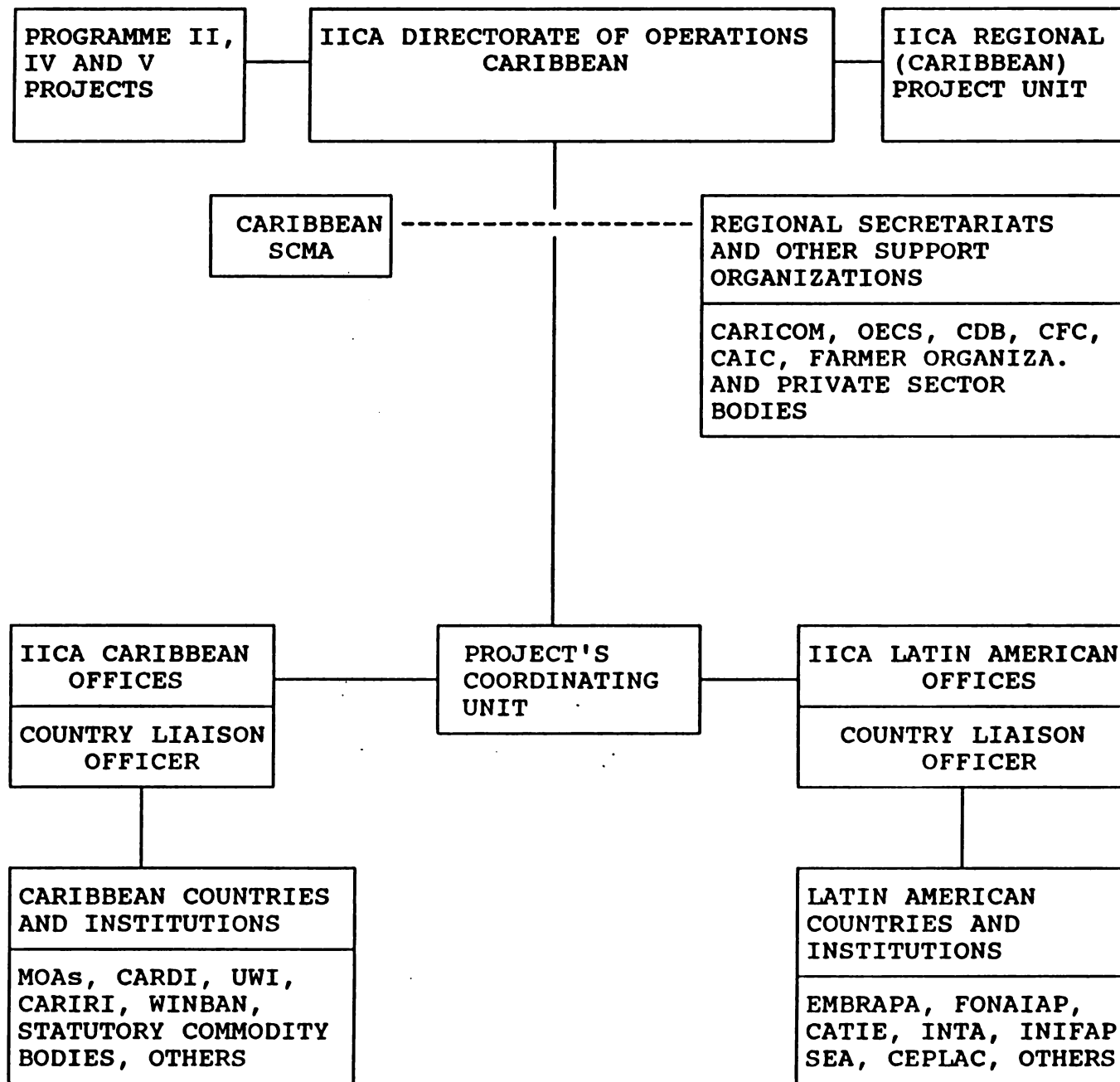




Figure 1: Organizational Structure of the Project





**8. BASIC ACTIVITIES**

The basic activities are structured along three major technical components:

- (a) Network information
- (b) Training (including technical assistance)
- (c) Transfer of Technological Materials
- (d) Project management

These activities will be organized by the Coordinating Unit.

The Unit will also provide some basic equipment especially information software and mass storage devices to target beneficiary research/development institutions of the Caribbean for facilitating access, organization and retrieval of technological information where needed. The four basic activities are described as follows in their logical or operational sequences and essential features.



TITLE OF THE BASIC ACTIVITIES

DESCRIPTION OF THE CONTENT OF THE ACTIVITY

1. ESTABLISHMENT AND MANAGEMENT OF COORDINATING UNIT

Project coordination will be provided through the Project Coordinating Unit which will be staffed by:

- A full-time Project Coordinator, an Information Specialist, and a Training Specialist. In addition the services of consultants will be available to assist the PCU management in shoring up the technical capacity of Caribbean countries and institutions to absorb and effectively utilize technology from Latin America; A Translating/Computing secretary fluent in the English and Spanish (and hopefully Portuguese) languages, and an Executive Secretary. This unit will liaise with IICA's Representatives in the Caribbean as well as with IICA Representatives in the participating Latin American Countries. ~~The IICA Representatives will in turn designate a liaison officer in the respective IICA office for overseeing operations of the project at the country level.~~ Linkages between the Project and institutions or organizations operating in the country will be established and maintained through the Project Liaison Officer.

A technical Committee for agricultural Technology transfer between Latin America and the Caribbean (TECLAC) will be set up by PCU. TECLAC's basic terms of reference are:

- to review priority technology constraints of the Caribbean;
- to identify sources of technologies in Latin America capable of helping to remove the constraints;
- to recommend strategies and mechanisms which can facilitate the transfer of the technologies from Latin America to the Caribbean and promote joint agriculture-based ventures;
- to identify sources of funding for the implementation of the recommendations;
- to assist in the follow-up, monitoring and evaluation of Projects' progress in implementing the recommendations.



TITLE OF THE BASIC ACTIVITIES

DESCRIPTION OF THE CONTENT OF THE ACTIVITY

The TECLAC will comprise representatives from the following institutions:

The Director of Operations - Caribbean (IICA),  
(Barbados)

EMBRAPA (Brazil)  
FONAIAP (Venezuela)  
INIFAP (Mexico)  
INTA (Argentina)  
CATIE (Costa Rica)  
CARDI (Trinidad)  
CARICOM Secretariat (Guyana)  
OACS Secretariat (Dominica)  
CAIC (Barbados)  
UWI - Faculty of Agriculture (Trinidad)  
Program II (IICA) (Costa Rica)  
PCU Coordinator (IICA), ex-officio Secretary

TECLAC's chairperson may co-opt resource professionals to attend its meetings if deemed necessary. TECLAC will meet the first and third years of the Project and every two years thereafter if the life of the Project allows. Recommendations from TECLAC on cooperation between Latin America and the Caribbean for agricultural technology transfer will be forwarded by the chairperson to IICA's Directorate of External Relations for transmission to the appropriate External Affairs Hierarchy responsible for International Cooperation in the concerned Latin American Country.

To facilitate the removal of language barriers in the dealings of professionals from the Caribbean (English-speaking) with their counterparts from Latin America (Spanish or Portuguese speaking) the PCU will enter into agreement with the Venezuelan Spanish Training Programme (operating in the Caribbean) and UWI (through CEPAT) to arrange for intensive short-term (up to 3 months) Spanish language training of candidates selected by the participating target institutions. These candidates must have been assigned to a concrete activity for the transfer of technology from Latin America to the Caribbean, for which a working knowledge of Spanish or Portuguese is necessary.

The PCU will ensure that, in the transfer of technologies from Latin America to the Caribbean, the Caribbean countries capitalize on and preserve their disease/pest free status.

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**TITLE OF THE BASIC ACTIVITIES**

**DESCRIPTION OF THE CONTENT OF THE ACTIVITY**

The Project will identify relevant research/development and commercial institutions or organizations (private and public) in Latin America and facilitate cooperation linkages and operational mechanisms between these and their Caribbean counterparts. For that purpose a database on such institutions and organizations will be maintained and updated at the Coordinating Unit.

**2. ESTABLISHMENT OF TECHNOLOGY INFORMATION NETWORK**

Under its Information Network Component the project will seek to remove constraints in technological information exchange between Latin America and the Caribbean, as follows:

- Linkages will be developed with existing sources of relevant information such as libraries, documentation centres, and other information exchange mechanisms in both regions.
- Selected information will be translated from Spanish or Portuguese.
- The Project will assist in promoting and organizing workshops or short reciprocal information visits involving scientists and entrepreneurs from Latin America and their Caribbean counterparts.
- The Proceedings of such workshops will be published by the Project in English if written originally in Spanish (or Portuguese).
- Information from Latin America on animal pests and diseases of quarantine importance will be circulated in the Caribbean through the existing CARAPHIN.

More specifically, the project will support the following information exchange activities:

**2.1 Livestock**

- (a) Linkages will be developed with CATIE, FONAIAP (Venezuela), EMBRAPA (Brazil), and INTA (Argentina) for information on:
  - dual purpose cattle management systems;
  - dairy cattle management;
  - beef cattle management.
- (b) Participation of CARDI's livestock production programme in RISPAL activities will be facilitated and strengthened.

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## TITLE OF THE BASIC ACTIVITIES

### DESCRIPTION OF THE CONTENT OF THE ACTIVITY

- (c) Linkages will be developed with INIFAP (Mexico), FONAIAP (Venezuela), and EBRAPA (Brazil) on:
- goat breeds and breeding;
  - goat production systems.
- (d) The project will assist in organizing joint biennial workshops or adhoc programmed short visits involving scientists and entrepreneurs from Latin America and their Caribbean counterparts regarding:
- dairy and beef management systems;
  - improvement of cattle, sheep and goat breeds;
  - sheep and goat production systems;
  - utilization of local feed sources;
  - animal health quarantine.
- 2.2 Traditional Export Crops
- (a) In the case of bananas and plantains, information linkages will be developed with Brazil (EBRAPA) and Costa Rica (CATIE), to provide information on improved germplasm, incidence of pests and diseases, improved production technology and marketing systems. Special coordinations of activities will be established with INABAP.
- (b) Short visits to areas of highly intensive banana or plantain production systems in Costa Rica, Ecuador, Honduras and the Dominican Republic (SEA) will be conducted for information exchange.
- (c) Workshops will be held on:
- Intensive banana or plantain production systems;
  - Marketing of banana/plantains;
  - Opportunities for agro-industrial development based on bananas and plantains;
  - Pest and disease management;
  - Diversification in and around the banana industry.
- (d) Similar activities will be sponsored for cocoa and coffee, through CATIE (cocoa, coffee), CEPLAC (cocoa), PROCACAO (cocoa), and PROMECAFE (coffee). In both crops particular emphasis will be given to intensive production technology, processing, and marketing.



**TITLE OF THE BASIC ACTIVITIES**

**DESCRIPTION OF THE CONTENT  
OF THE ACTIVITY**

**INSTITUTIONAL PREREQUISITES**

**2.3 Tropical Fruits**

(a) Linkages will be developed with EMBRAPA and FOMATAP for information on improved marketable cultivars, their characteristics, germplasm availability and sources, as well as incidence of pests and diseases.

(b) Joint biennial workshops will be promoted and supported by the Project, and their general theme will deal with production systems, marketing, and agro-industrial development.

**2.4 Ornamental Plants and Cutflowers**

(a) Information linkages will be established with commercial nurseries, especially in Costa Rica and Venezuela.

(b) Short visits to research/development centres of excellence in Costa Rica and Venezuela will also be arranged for representatives of MOA's research/development institutions and farmer organization from the Caribbean.

**3. TRAINING**

To capitalize on the technologies available in Latin America, Caribbean professionals will undergo training through two main means:

- Short courses in relevant institutions of Latin America will be sponsored by the Project for Caribbean professionals, selected on the basis of academic merit, relevance of work at the Caribbean institutions represented, and language proficiency (Spanish or Portuguese as needed), and

- Reciprocal short visits as a training tool will be facilitated by the Project. They will be conceived and arranged to stimulate networking among professionals and development of joint ventures among entrepreneurs, from the Caribbean and Latin America.

More specifically, the following training activities will be carried out:

**3.1 Livestock**

(a) Attendance at short courses at CIAT's programme in Seed Technology and Tropical Pasture Seed Production will be facilitated, especially for professionals from the MOAS, CACI and UMI. Two persons per annum will participate in each of these annual courses. Since CIAT has some scholarships available, the project will finance Caribbean participants not directly funded by CIAT. Such courses will be complemented by field visits to ICA's programme on Pasture Seed Production, arranged through CIAT.



**TITLE OF THE BASIC ACTIVITIES**

**DESCRIPTION OF THE CONTENT  
OF THE ACTIVITY**

**INSTITUTIONAL PREREQUISITES**

	(b)	In Management Systems for Dual Purpose Cattle, short courses will be arranged through CATIE (in Costa Rica), and short visits to commercial dual purpose farms will be arranged with ICA (in Colombia) or FONAIAP (in Venezuela).
	(c)	In Management Systems for Dairy of Beef Cattle, short visits will be arranged with INTA (in Argentina) and EMBRAPA (in Brazil).
	(d)	Short courses at INTA or FONAIAP in Embryo Transplant will be sponsored by the Project.
	(e)	For local feed development, Caribbean professionals assisted by the Project will visit production centres in Costa Rica, Colombia and Venezuela through CATIE, CIAT and FONAIAP respectively.
	(f)	The Project will support Caribbean professionals to attend short courses in goat production systems offered at FONAIAP, EMBRAPA and INIFAP, complemented with short visits to production centres in Venezuela, Brazil or Mexico through the corresponding local cooperating Latin American institution.
	(g)	For sheep production management, visits will be facilitated to production centres in Mexico through INIFAP and Brazil, through EMBRAPA.
	(h)	Short courses to address small-scale butter and cheese production processes including use of appropriate machinery will be supported by the Project through CATIE and FONAIAP.
3.2	(a)	Traditional Export Crops Short courses or visits or both will be arranged on commercial intensive production enterprises in Brazil (coffee, cocoa, banana, plantain) Honduras (bananas), Ecuador (banana, plantain) and Costa Rica (coffee, cocoa, banana, plantain). Target beneficiaries from the Caribbean will come from MINBAN (banana, coffee, cocoa, plantain) and commodity bodies of farmer organizations.
3.3	(a)	Tropical Fruits A short course in maintenance of germplasm banks will be arranged with CEMARGEN of EMBRAPA (Brazil). This activity will be complemented with visits to other national germplasm banks located in Brazil, Venezuela and Costa Rica.





**TITLE OF THE BASIC ACTIVITIES**

**DESCRIPTION OF THE CONTENT  
OF THE ACTIVITY**

**INSTITUTIONAL PREREQUISITES**

- (b) In Virus Indexing, the Project will support Caribbean Professionals to visit and receive on-the-job training at EMBRAPA (Brazil) and INIFAP (Mexico).
- (c) Short courses will be promoted and supported by the Project to provide training of Professionals from Caribbean institutions in commercial production systems of selected fruit crops at CATIE (Costa Rica), INIFAP (in Mexico), FONAIAP (in Venezuela) or EMBRAPA (in Brazil).

Concurrently, the Project will emphasize visits to local production farms in the Latin American countries cited, as part of the short courses.

**3.4 Ornamental Plants and Cutflowers**

- (a) Training will be facilitated in nursery maintenance, commercial production, and post harvest handling.
- (b) Short courses will be developed with commercial producers in Costa Rica, Brazil, and Venezuela.
- (c) Short visits to these countries will also be arranged and facilitated by the Project, through CATIE, EMBRAPA and FONAIAP.
- (a) Improved breeds of sheep, goat and cattle as well as superior cultivars of pasture grasses and legumes, traditional crops (banana, plantain, coffee, cocoa) tropical fruits, ornamental plants and cutflowers found in Latin America can lead to technical and economic improvement of agriculture in the Caribbean.

**4. TRANSFER OF TECHNOLOGICAL MATERIALS**

This project will assist in facilitating the transfer of such germplasm within the limits of quarantine regulations of the recipient countries. Supporting processes and equipment or tools will be introduced also into the Caribbean.

Extreme care and rigid measures will be taken to prevent the introduction of pests and diseases from Latin America into the Caribbean especially dreadful treats such as the Foot and Mouth disease of livestock and black sigatoka.

Livestock breeds, semen or embryo may be introduced to the Caribbean from Central American/Mexico but not from South America, to avoid the spread of animal disease endemic to the latter subregion but not present in the Caribbean. In general, disease free animal embryo or semen and crop tissue cultures or certified disease and insect-free seeds will be the



TITLE OF THE BASIC ACTIVITIES

DESCRIPTION OF THE CONTENT  
OF THE ACTIVITY

INSTITUTIONAL PREREQUISITES

preferred means for transfer of germplasm from Latin America to the Caribbean. The costs of these and other technological materials if any will be borne by the recipient institution or interested cooperating international/regional agencies. Acceptance of germplasm or other technological materials will be the exclusive responsibility of the recipient country.

- 4.1 Livestock
  - (a) Semen from improved breeds of cattle (dual purpose, beef, dairy) will be made available from sources in CATIE.
  - (b) Breeding stocks in goats will be introduced from Mexico.
  - (c) Disease/insect-free seeds of selected pasture grasses and legumes adapted to acid and wet soil conditions of the Caribbean will be provided by CIAT. For non-acid and drier regions, INIFAP (Mexico) and EHRAPA (Brazil) will be the primary sources.

4.2 Traditional Export

Transfer of germplasm of selected cultivars of banana and plantain, from Latin America to the Caribbean, using tissue-culture techniques, will be facilitated by the Project. Sources include Costa Rica (CATIE), Honduras (FHIA), Brazil (CEMARGEN) and Dominican Republic (SEA/CATIE). Disease and insect-free planting materials of coffee and cocoa will be introduced from Costa Rica (CATIE) and Brazil (CEPLAC).

4.3 Tropical Fruits

Latin American sources include Mexico (INIFAP), Dominican Republic (SEA), Costa Rica (CATIE), Venezuela (FONAIAP) and Brazil (EHRAPA/CENARGEN). Transfer procedures similar to those of traditional crops will be applied.

4.4 Ornamental Plants and Cutflowers

Principal sources for their transfer to the Caribbean include Costa Rica, Brazil and the Dominican Republic. Transfer procedures will be similar to those applied for tropical fruits and traditional crops.



## 9. RESPONSIBILITIES DURING PROJECT IMPLEMENTATION

	IICA	CARICOM SECRET.	OECS SECRET.	LATIN AMERICAN R/D INSTITUTIONS (EMBRAPA, INTA, CATIE, INIFAP FONAIAP, SEA)	CARIBBEAN R/D INSTITUTIONS (CARDI, UWI, MOAs CARIRI, CFC)
1. Establishment of PCU	R,I	-	-	P	P
2. Establishment of Information Network	R,I	P	P	P	P
3. Training	R,I	-	-	P	P
4. Exchange of Technological Materials	R,I	P	P	R,P	P

R = Responsible; I = Inform; P = Participate

## 10. BENEFICIARIES

The direct beneficiaries of the Project are Research/Development institutions (principally CARDI, UWI, and the MOAs) and entrepreneurs in the Caribbean involved in agricultural development. When the CCARN Project, to be administered by CARDI and financed by IDB comes on stream, its participants will be special targets for exchange of technological information and materials, training, and technical assistance to access and utilize technologies from Latin America.

The Latin American institutions and countries also will benefit from the Project by having access to information and contacts which may lead to joint agriculture-based ventures with entrepreneurs in the Caribbean to further the development of their own agricultural sectors.

IICA will stand to benefit by being able to coordinate an inter-regional mechanism which will facilitate the achievement of one of its major objectives in PLANALC, that is the combining of efforts between Latin America and the Caribbean to speed up and sustain the modernization of agriculture, especially in the latter region.

## 11. TOTAL COSTS

Total costs amount to US\$3,024,000 over the four-year period as indicated in Table 1. They include expected funds to be obtained from external sources, since IICA quota funds would be



would

insufficient to finance Project activities as described. This is the minimum budget which would allow the Project to achieve its goal. The Profile of this Project has been submitted to the SCMA, through the CARICOM Secretariat, to seek the needed external funding. The summary budget breakdown is as follows:

IICA (quotas):	US\$ 240,000
Donor Agency:	<u>US\$2,784,000</u>
Total:	US\$3,024,000

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Notes on Cost of Personnel

1. Base salaries per year (US\$'000)
  - One Coordinator : 80
  - One Training Specialist : 70
  - One Information Specialist : 70
  - One Translating Secretary : 24
  - One Executive Secretary : 30
2. 5% annual increase









**PART C. BASES FOR PROJECT IMPLEMENTATION**

**13. ACTIONS TAKEN PRIOR TO PROJECT IMPLEMENTATION**

Action	Responsible Party	Approval By
1. Submission of final Project document.	Director of Operations - Caribbean (DOPC)	DDG-O/DIPROE/DG
2. Procurement of External funds.	D O P C / D I R E X / Operations - Caribbean	DG
3. Operative Program (PO.2)	Project Coordinator	DOPC/DIPROE/DG
4. Start-up	Project Coordinator	DOPC/Dir. Prog. II Project Base Office Representative
5. Preliminary TECLAC Meeting	Project Coordinator	DOPC/Dir. Prog. II



## 14. INDICATORS AND INFORMATION FOR FOLLOW-UP AND EVALUATION

### 14.1 Means to verify Indicators and Goals

Indicators and Goals	Means of Verification	Responsibility
(a) Information linkages set up	- Computer printouts of information exchange materials.	- PCU
(b) Information workshops carried out	- Proceedings and Reports	- PCU
(c) Directory of agricultural R/D institutions	- Published document	- PCU
(d) Germplasm directory prepared	- Published document	- PCU
(e) Latin American linkages with CARAPHIN	- Periodic correspondence materials	- PCU
(f) Translation of documents	- Printed documents	- PCU
(g) Quarterly Newsletter published	- Issue of newsletter	- PCU
(h) Training programme developed	- Report of short courses, and visits	- Beneficiary professional PCU
(i) Sustained flow of technology from Latin America to the Caribbean	- Reports and publications from target Caribbean institutions	- Project leaders and administrators at target beneficiary Caribbean Institutions and cooperating Latin American Institutions.
(j) Technical assistance provided to beneficiary institutions	- Reports of consultants	- Latin American Institutions PCU
(k) Functional Coordinating Unit	- Semestral and Annual Project Reports	- PCU Office Representative at Project base



#### **14.2 Desired situation at the conclusion of the IICA Project**

At the conclusion of the Project, institutional mechanisms and means will have been established to ensure continued cooperation between Latin America and the Caribbean through the transfer of technologies and joint ventures for agricultural development, especially in:

- (a) Livestock (dairy and beef cattle, sheep and goat)
- (b) Traditional Export Crops (banana/plantain, cocoa, coffee)
- (c) Tropical Fruits (breadfruit, mango, avocado, carambola, pineapple and passion fruit)
- (d) Ornamental Plants and Cutflowers (Heliconias, ginger lilies, anthuriums and orchids).

#### **15. PREPARATION AND PRESENTATION OF REVISED VERSIONS OF THE PROJECT DOCUMENT**

This is an adjusted version of a draft document, which was prepared by the Regional Project Unit with the assistance of two consultants.





## ACRONYMS AND ABBREVIATIONS

ADP	-	Agricultural Diversification Programme
CARAPHIN	-	Caribbean Animal and Plant Health Information Network
CARDI	-	Caribbean Agricultural Research and Development Institute
CARIBCAN	-	Caribbean Canada Trade Agreement
CARICOM	-	Caribbean Community and Common Market
CAIC	-	Caribbean Association of Industry and Commerce
CARIRI	-	Caribbean Research Institute
CATIE	-	Centro Agronomico Tropical de Investigacion y Ensenanza
CCARN	-	Caribbean Cooperative Agricultural Research Network
CDB	-	Caribbean Development Bank
CEPAT	-	Continuing Education Programme in Agricultural Technology
CEPLAC	-	Cocoa Research and Development Centre
CFC	-	Caribbean Food Corporation
CIAT	-	International Centre for Tropical Agriculture
CTA	-	Centre for Agricultural and Rural Cooperation
EMBRAPA	-	Brazilian Agricultural Research Agency
FHIA	-	Honduran Foundation for Agricultural Research
FONAIAP	-	National Agricultural Research Fund (Venezuela)
GDP	-	Gross Domestic Product
ICA	-	Instituto Colombiano Agropecuario
IDB	-	Inter-American Development Bank
INIBAP	-	International Network for the Improvement of Banana and Plantain
MOA	-	Ministry of Agriculture
OECS	-	Organisation of Eastern Caribbean States



PCU - Project Coordinating Unit

PCCMCA - Central American Programme for Food Crop Improvement

PLANLAC - Plan of Joint of Action for Agricultural Reactivation in Latin America and the Caribbean

PROCACAO - Regional Network for Cacao Technology Generation and Transfer

PROCIANDINO - Cooperative Program for Agricultural Research in the Andean Subregion

PROCISUR - Cooperative Program for the Protection and Modernization of Coffee Cultivation

RAP - Regional Agricultural Programme

RISPAL - Research Network on Animal Production Systems in Latin America

SCMA - Standing Committee of Ministers responsible for Agriculture

SCBC - Sugar Cane Breeding Centre

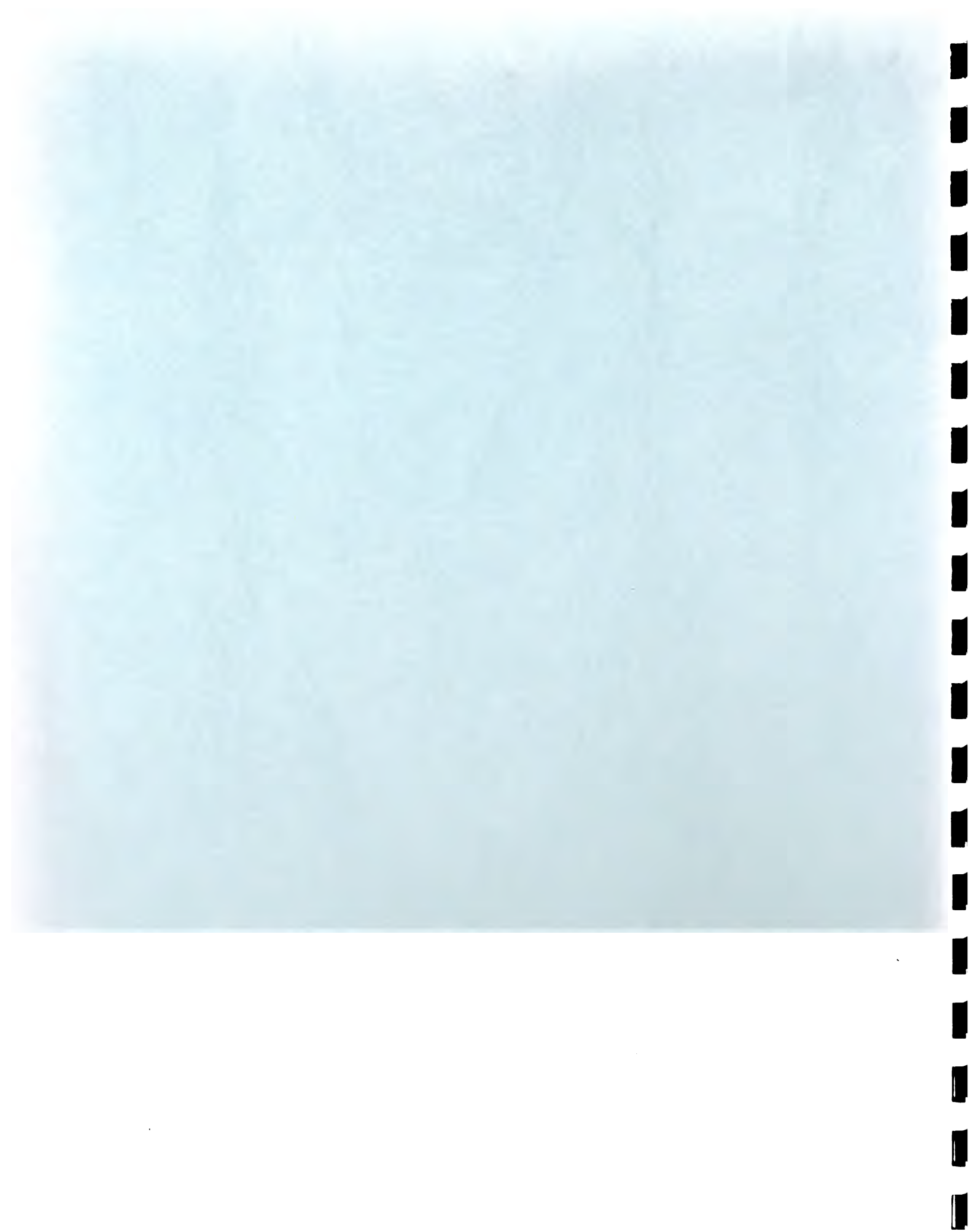
SEA - Secretariat of State for Agriculture

UWI - University of the West Indies

WINBAN - Windward Islands Banana Association (Research Centre)







**MEETING OF THE COORDINATING COMMITTEE FOR PLANALC  
IN THE CARIBBEAN (CCPC)**

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**DATES:** 11th and 12th July, 1990

**PLACE:** Barbados

**DOCUMENT NO:** CCPC-90/1/4 - Add. 2

**DOCUMENT NAME:** Support to the Design of Rural  
Development Strategies in the  
Caribbean





**PROJECT TITLE: Support to the Design of Rural Development Strategies in the Caribbean**

**PART A: PRESENTATION AND JUSTIFICATION**

**1. IDENTIFICATION**

1.1 Program: III

1.2 Subject Area dealt with by the project "Rural Development"

1.3 Geographic Scope: Caribbean Area

1.4 Type of Project: National \_\_\_\_\_

- Country component of Multinational \_\_\_\_\_

- Multinational - Yes Area: Caribbean

1.5 Date: Beginning: January, 1991  
Concluding: December, 1993  
Duration: Three (3) years

1.6 Document version: Original Date: 1990

1.7 Financed with:

- Regular Resources -: Quotas US\$72,000
- External Resources -: US\$600,000
- Others -: US\$470,850

1.8 Date prepared: July, 1990  
Responsible party: (possibly Caribbean Network for Integrated Rural Development, CNIRD).



## 2. ANTECEDENT

### 2.1 Rural Development in the Caribbean

The past three decades probably represents the greatest period of change ever known to man. Few areas have been exempt from change. Agricultural productivity, food technology, transportation, information and communication systems, space technology, engineering, medicine and others have developed beyond all expectations and the rate of innovation continues to increase.

In the Caribbean, as in other regions, the rapid economic and technical growth brought about by these changes has, for the most part, been concentrated in urban areas. The appeal of higher wages in the cities has been the primary cause for the increasing flow of human resources from rural to urban, to metropolitan areas. Economic growth and technical development have been the fundamental catalysts for social change, too often in a negative sense.

The rapid influx of the rural work force to urban areas has put tremendous pressure on limited services (housing, water, electricity, garbage disposal) in the larger cities. The concentration of excessive untrained labour in urban areas has led to increased demand for limited job opportunities, resulting in increased crime, violence and changing social norms.

As the rural population growth rate decreases (and out migration increases), agricultural labour becomes more expensive, therefore causing agricultural output to become less competitive in the world market. This leads to increased food imports and corresponding losses of foreign exchange. Simultaneously, as farm inputs and labour costs increase, it becomes more and more difficult to supply the national tourist industries and the agro-processing and export markets with produce at a competitive price. This too leads to a loss of foreign exchange.

Although considerable resources are dedicated to the mass media and for the generation of educational materials, in general there is a low level of public awareness on agricultural sector areas of interest and training materials do not meet the real needs of youth, women and farmers engaged in agricultural and marketing endeavors.

Given this situation, it seems obvious that the core problem (Figure 1) which needs to be given rapid attention is the deteriorating quality of life in rural communities in the Caribbean, since this leads directly to severe social and economic losses to the nation as a whole.

"Quality of life," whether at the level of a rural community or the nation, is a function of a large number of factors.



Therefore, any attempt to improve the quality of life of rural populations in the Caribbean will require a comprehensive approach covering a number of fronts, concurrently.

Within the framework of PLANALC in the Caribbean, four major problem areas have been identified (Figure 1) which are significant contributors to the deteriorating quality of life in rural populations in the Caribbean.

a. Weak Rural Development Support Structure

In general, most Caribbean countries lack clear policy guidelines to support rural development. If policies or strategies exist they are usually fragmented and may even be conflicting between institutions. This lack of order is the result of the lack of trained or experienced leadership in rural development, insufficient decision making information and insufficient resources. As a result of these causes, relatively little effort goes into the identification of comprehensive rural development projects and even less into the design of national development strategies. Given a relatively large number of public and private sector organizations with some sort of rural development activity, and given the lack of leadership in rural development, there tends to be little coordination and communication between the diverse groups interested in rural development. All this, combined with poor or non-existent information systems, contributes to a Weak Rural Development Support Structure.

b. Uncertain Market Opportunities for Small/Medium Farmers

For farmers to effectively market their produce they must be able to offer significant volumes of quality products on a regular basis and make it available at a specific place and at a competitive price. For this to occur among small farmers they must be organized so they can assemble, package, transport, store and market produce as a group. Most farmer organizations in the Caribbean (with the exceptions of the large commodity associations) have very limited resources, part-time and poorly trained management and offer few and poor quality services. This results in weak and ineffective organizations. Weak organizations, combined with unavailable or unorganized market information, scarce resources and limited transportation opportunities, results in uncertain market opportunities, another way of saying very high levels of risk.

c. Limited Participation of Caribbean Youth in the Development Process

At the present time, one out of every three persons in the Caribbean is under the age of 24 years. By the turn of the century there will be approximately 2.0 million persons falling into this



category. In some countries youth unemployment reaches 50%. Youth are also migrating at a faster rate than other groups to urban areas. Youth as a percentage of agricultural population in many countries is only half what it is for other sectors. This in itself justifies giving youth special attention in the development process.

Lack of collateral, insufficient knowledge and lack of access to technical assistance to design entrepreneurial activities make it difficult for youth to access resources. Limited technical capabilities, low profitability in farming enterprises and a lack of organized public sector institutional support all contribute to this Limited Participation of Youth in the Development Process.

d. Deficient Communication Systems

In each country of the Caribbean there are a number of individuals and organizations/institutions involved in the production of educational, training and informative materials relevant to the rural sector. Unfortunately, most training materials are prepared generically by amateurs or professionals and are not oriented to overcome specific felt needs of target groups or development strategies. Media personnel frequently lack expertise in agriculture or other aspects of rural development and are often aware of reliable sources of information on the rural sector. Much of the technical information on agriculture is sourced from northern states with temperate climates and is not always applicable to the Caribbean tropics. Relatively little technical information is available in modern forms of audio-visual communication. These and other factors result in Deficient Communication Systems in the Caribbean.

As should be apparent, the four problem areas briefly summarised above are complementary. Whereas actions in only one of the areas mentioned would likely produce a limited impact on the rural sector, simultaneous actions in all four areas should make a very significant impact on rural development throughout the Caribbean.

PLANALC in the Caribbean includes multi-national projects in all four of the problem areas identified. Consequently, the project presented below must not be viewed by itself but rather as a component of a broader, comprehensive, Caribbean rural development strategy.

This project attempts to address the problem of weak rural development support structure in the Caribbean.









## 2.2 Origin of the Project

The project proposal "Support to the Design of Rural Development Strategies in the Caribbean", is presented in response to the policies and strategies of IICA's Medium Term Plan (MTP) and the strategic Plan of Joint Action to Modernize and Revitalize Agriculture in Latin America and the Caribbean. This project and the activities proposed therein, coincide with addressing the priority needs in the CARICOM's plan for agricultural and rural development in the region.

The goal of this project is to improve the quality of life for rural populations in the Caribbean through the promotion of actions that can result in increases in small-farmers income, output, and productivity. Specifically, the project will aim at strengthening the information base, organizational structure and technical capacities of those public and private organizations to design and execute rural development programmes and projects.

The formulation and implementation of differentiated and participative policies, programmes and projects aimed at improving the standard of living in rural areas in the Caribbean are relatively new phenomena; although some fragmented and poorly coordinated/integrated efforts have been made and some experiences acquired over the years.

During the decade of the 1970's IICA in conjunction with the governments of Latin America and the Caribbean initiated and promoted rural development actions within the context of the Simon Bolivar Fund. The projects had activities supporting land reform and land settlement programmes in rural communities, and training activities developed for marketing of products and inputs as well as for increasing the production and productivity of basic food stuffs. These projects were to be found in Jamaica, Dominican Republic, Haiti, Ecuador, Panama, Honduras, Brazil, and other Latin American countries and have all generated experiences and information that have provided the basis for the methodological approach of this project.

The Small Enterprise Development Project (SEDPRO) of IICA which was successfully implemented in Jamaica between 1983 and 1989, was specifically designed to increase the institutional capacities of national organizations that support rural micro-entrepreneurs in the management of small rural enterprises. Components of this project were later extended to Trinidad and Tobago, Barbados and Guyana.

The IICA project "Strengthening Farmer Organizations in the OECS Countries" was designed with the recognition that farmers make a significant contribution to the overall economy, and that, being



small scale farmers (1-5 acres), they need strong organizations capable of providing necessary services. The project has the objective of strengthening the organizational and managerial capabilities of farmer organizations, so that they can improve the quantity and quality of the marketing and production services they provide to their members.

### **3. SPECIFIC PROBLEMS THAT THE PROJECT SEEKS TO RESOLVE**

This project seeks to address specific problems related to inadequacies in information base, institutional arrangements, and conceptions, methodologies and techniques employed by national and regional organizations in the design and execution of rural development policies, strategies, programmes and projects in the Caribbean. The manifestation of this deficiency is that rural development plans are either non-existent, fragmented or poorly coordinated and integrated. Activities are not properly developed and/or effectively implemented in accordance with participative criteria, nor are they adaptive to the peculiarities of the socio-economic conditions and cultural characteristics of the target populations.

It should be pointed out that rural development is taken here to mean the far-reaching transformation of social and economic institutions, structures, relationships and processes in any rural area. It conceives the cardinal aim of rural development as the generation of new employment; the equitable distribution of income; widespread improvement in health, nutrition and housing; greatly broadened opportunities for all individuals to realize their full potential through education; and a strong voice for all the rural people in shaping the decisions and actions that effect their lives. This characterization is very important, because traditionally, development agencies have adopted an agricultural development approach to the problems of rural development. However, in recent times, there has been a growing recognition and awareness within the Caribbean that the process of rural transformation transcends the field of agricultural development. The new thinking and efforts at rural development is now directed towards solving the problems of rural families.

Although some countries are aggressively developing and implementing action plans to target rural poverty, serious handicaps continue to keep the impact below expectations. The limitations include the following:

- a. Lack of an institutional mechanism for the identification and interpretation of rural problems and for formulating and implementing appropriate solutions with the participation of the intended beneficiaries. During the past twenty years, the countries have been carrying out different policies and programmes to solve problems of rural poverty. These have included agrarian reform and



land settlements, associative production enterprises, education campaigns, programmes for rural women and youth, attention to basic needs, rural industry, public works, improved trade relations, integrated rural development and others.

However, these programmes have had a minor impact for many reasons. For example, information systems on rural poverty problems are inadequate. Analytical skills for the formulation of effective policies in this area are limited. Mechanisms of real participation by the rural population are flawed. Limitations have also been encountered in defining and carrying out coordinated actions to promote and strengthen farmer organizations, and to ensure equitable distribution of the benefits of programmes and projects.

- b. Institutional systems are unable to generate the services required by the rural population and have them delivered in an integrated fashion. The capability of institutions to deliver timely and integrated services has been steadily declining, due to budgetary constraints and to a lack of effective mechanisms for coordination. Different institutions often experience conflict over spheres of action, priorities, clientele, modes of operation and responsibilities. A paternalistic attitude is frequently adopted, and consequently, rural populations are increasingly dependent on institutions to promote their development.
- c. Skills for the identification, formulation and management of rural development programmes and projects are inadequate. Programmes and projects implemented by countries have generally been characterized by high costs per beneficiary, as a result of working models that favour individual attention for a geographically dispersed population. Programmes and projects have not provided a satisfactory response to the real needs of the rural population. This is due in part to the limited participation of beneficiaries, excessively centralized decision making, inadequate managerial skills, and gaps in the design and application of appropriate tools for project management.
- d. Managerial skills are lacking in production and service businesses. Little emphasis has been placed on research into alternative forms of farmer organizations and of associative enterprise management, and useful experiences have not been written up or published. It is also important to note that farmer organizations have had little participation in the process of defining and implementing actions and channelling resources to





consolidate self management skills. There is a serious shortage of personnel trained to provide technical assistance to production and service businesses, and technical and financial cooperation activities have had limited coverage and little impact in promoting and strengthening associative production groups.

- e. The institutional mechanisms that facilitate the identification and accessing of resources (human and financial) for project development and implementation are lacking in the countries.

This project will respond to some of these specific problems by providing the relevant institutions, both governmental and non-governmental, with improved capacities for effectively developing and executing actions in areas related to rural development. Targeted institutions will include the Ministries of Agriculture, Ministries of Youth and Community Development, Ministries of Education, Centres or Agricultural Institutions, Extension Units, Ministries or Institutions responsible for credits and markets for small farmers, Non-governmental Organizations (NGO's) and others promoting rural development activities.

#### 4. GENERAL PROBLEM

In most, if not all countries of the Caribbean, underdevelopment is organically linked with the rural areas. Of great importance is the fact that the vast majority of the region's poorest people are also located in rural areas and engaged primarily in subsistence agriculture. Their basic concern is survival. Many have been bypassed by whatever economic "progress" has been attained in their respective countries. The core problems of wide-spread poverty, increasing inequality, rapid population growth, rural - urban migration, and rising unemployment all find their origins in the stagnation and often retrogression of economic life in rural areas.

If development is to take place and become self-sustaining, it will have to start in the rural areas in general and in the agricultural sector in particular. As Gunnar Myrdal, Nobel Laureate, Economics once said: "It is in the agricultural sector that the battle for long term economic development will be won or lost". The main burden of development and employment creation, then, will have to be borne by the part of the economy in which agriculture is the predominant activity: that is, the rural sector.

Traditionally, the role of agriculture in economic development has been viewed as largely passive and supportive. Economic development was seen as requiring a rapid structural transformation of the economy from one predominantly focused on agricultural activities to a more complex industrial and service society. As a



result, agriculture's primary role was to provide sufficient low-priced food and manpower to the expanding industrial economy, which was thought to be the dynamic, "leading sector" in any overall strategy of economic development. Arthur Lewis' famous two sector model is an outstanding example of a theory of development that places heavy emphasis on rapid industrial growth with an agricultural sector fueling this industrial expansion by means of its cheap food and surplus labour.

Today, as we have seen, development economists have come to realize that far from playing a passive, supporting role in the process of economic development, the agricultural sector in particular and the rural economy in general need to be the dynamic and leading elements in any overall strategy - at least for the majority of Caribbean countries. To a large extent, therefore, the 1970's witnessed a remarkable transition in development thinking - one in which agricultural and rural development came to be seen by many as the sine qua non of national development. Without agricultural and rural development, industrial growth either would be stultified or, if it succeeded, would create such internal imbalances in the economy that the problems of widespread poverty, inequality, and unemployment would become even more pronounced.

For the vast number of rural families, whose members constitute the main agricultural work force, agriculture is not merely an occupation or a source of income; it is a way of life. This is particularly evident in traditional societies where farmers are closely attached to their land and devote long, arduous days to its cultivation. Any change in farming methods perforce brings with it changes in the farmers's way of life. The introduction of biological and technical innovations must therefore be adapted not only to the natural and economic conditions, but perhaps even more to the attitudes, values and abilities of the mass of producers, who must understand the suggested changes, must be willing to accept them, and must be capable of carrying them out.

Five main questions, therefore, need to be asked about solutions developed for Caribbean agriculture and rural development as these relate to overall national development.

1. How can total agricultural output and productivity per capita be substantially increased in a manner that will directly benefit the average small farmer and the landless rural dweller while providing a sufficient food surplus to support a growing urban, industrial sector?
2. What is the process by which traditional low-productivity subsistence farms can be transformed into high-productivity commercial enterprises?
3. When traditional small farmers resist change is their behaviour stubborn and irrational or are they acting



rationally within the context of their particular economic environment?

4. Are economic incentives sufficient to elicit increased output among small farmers or are institutional and structural changes in rural farming "systems" also required?
5. Is raising agricultural productivity sufficient to improve rural life or must there be concomitant improvements in educational, medical, and/or other social services? In other words, what do we mean by "rural development and how can it be achieved"?

The answers to these questions are to a large extent, dependent on overall rural development objectives. If the major objective of agricultural and rural development in the Caribbean is the progressive improvement in rural levels of living, achieved primarily through increases in small-farm incomes, output, and productivity, it is important to identify the principal sources of agricultural progress and the basic conditions essential to its achievement. These are necessarily interrelated, but may be divided in these components:

**Sources of Small-scale  
Agricultural Progress**

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1. Technological change and innovation.
2. Appropriate government economic policies.
3. Supporting social institutions.

**Conditions of General Rural  
Development**

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1. Modernizing farm structures to meet rising food demands.
2. Creating an effective supporting system.
3. Changing the rural environment to improve levels of living.

What then have been the regional efforts of addressing these conditions for general rural development?

New agricultural technologies and innovations in farm practices are preconditions for sustained improvement in levels of output and productivity. IICA's Programme II is carrying out a number of activities in the Caribbean, in its strategy for the generation and transfer of agricultural technology. Efforts are concentrated in areas such as horizontal cooperation and the international transfer of technology, development of new



technologies especially in the field of biotechnology, as well as the strengthening of national research institutions. The Caribbean Agricultural Research and Development Institute (CARDI) is the most active regional institution in the area of technology generation and transfer.

Major improvements are needed in government policies as they relate to areas such as land reform pricing of agricultural commodities, trade, exchange rates, interest rates, money supply and taxes. These needs and priorities are identified within the frameworks of IICA's Plan of Reactivation and Modernization of Agriculture in Latin America and the Caribbean (PLANALC) and Caricom's Regional Agricultural Sector Programme. The critical issues will be specifically addressed in IICA's Plan by Programme I.

Supporting social institutions that are involved in actions to improve the standard of living of rural populations will be the focus of this project.





## 5. TECHNIQUES AND METHODS AVAILABLE FOR SOLVING THE SPECIFIC PROBLEMS

The techniques and methods to be used by the project in solving the specific problems are presented in tabular form below

SPECIFIC PROBLEM	TECHNIQUES AND METHODS TO BE USED
1. Limited information on the socio-economic dimensions of rural areas.	1.1 Baseline surveys of rural communities. 1.2 Regional/national seminars/workshop to share experiences.
2. Lack of clearly defined government policies with respect to rural development	2.1 Technical assistance in analysis of baseline information and formulation of comprehensive rural development policies
3. Institutional support systems for Rural Development in the Caribbean are limited in capabilities.	3.1 Regional workshop for trainers to standardise and systemise methodological instruments, methods and procedures for training. 3.2 Training sessions for personnel in public and private institutions. 3.3 Technical and financial assistance to CNIRD to enhance coordination and the collection, processing and dissemination of information.
4. Limited technical capabilities of Rural Development Institutions in identification, formulation and execution of programmes and projects.	4.1 Training of personnel 4.2 Technical assistance in the formulation of programmes and projects.
5. Limited knowledge as to sources and sourcing of financial and human resources for programme/project development and execution.	5.1 Provision of technical assistance in the preparation and publication of profiles on resource organizations. 5.2 Resources for promotion, negotiation and coordination with funding organizations.



## PART B. THE PROPOSAL

### 6. GOALS AND IMPACT

#### FINAL DESCRIPTION

#### VERIFIABLE INDICATORS AND GOALS

#### EXTERNAL CONDITIONING FACTORS

#### GENERAL OBJECTIVE

By the end of the project:

To improve the quality of life for rural populations in the Caribbean through a process of reactivation and modernization of agriculture and rural industries.

- The participation rate and consequently the insertion of small farmers, women and youth in the development process would have increased significantly.

- Significant increases in employment opportunities would have been created for the rural populations.

- The welfare of rural communities would have been enhanced.

#### SPECIFIC OBJECTIVE

To strengthen the information base, organizational structure and technical capacities of public and private organizations to design and execute rural development programmes and projects that are aimed at improving the welfare of rural populations.

#### INDICATORS AND GOALS FOR CONCLUDING THE PROJECT

By the end of the project, selected public and private institutions involved in rural development activities in Caribbean countries will have:

a. Clearly defined rural development policies.

b. Established institutional mechanisms to (i) generate information necessary for planning developmental activities; (ii) promote and formulate policies and strategies, and (iii) coordinate, communicate and exchange information and experiences among rural development institutions.

c. Technical teams of professionals trained in the identification, preparation, negotiation, implementation, monitoring and evaluation of rural development projects.

#### FACTORS CONDITIONING ATTAINMENT OF THE DESIRED IMPACT

a. Institutional stability and motivated human resources.

b. Ministries of Agriculture, Education and Community Development will provide the necessary resources for the development of rural communities.

c. Sustained financial and logistic support from public and private sectors, and from external funding institution(s).



**FINAL PRODUCTS GENERATED**

**INDICATORS AND GOALS OF FINAL PRODUCTS ACHIEVED**

**FACTORS CONDITIONING THE ACHIEVEMENTS OF SPECIFIC GOALS**

<p>1. Political framework to guide rural development established in each participating country.</p>	<p>1.1 Data base with information appropriate and necessary for planning, development and implementation of integrated rural development policies, programmes and projects established.</p>	<p>1. The Logistic and financial support from the institutions involved.</p>
<p>1.2 Regional policies and strategies for rural development formulated.</p>	<p>1.2 Regional policies and strategies for rural development formulated.</p>	<p>2. Cooperation among national and regional public and private agencies and institutions that will taking part in the project.</p>
<p>1.3 National policies and strategies for rural development formulated and agreed upon by each participating country.</p>	<p>1.3 National policies and strategies for rural development formulated and agreed upon by each participating country.</p>	<p>3. Effective participation of beneficiaries dwellers in design and execution of programmes and projects.</p>
<p>2. Human resources base capable of designing and executing rural development programs in each participating country.</p>	<p>2.1 By the end of the project at least five (5) rural development projects formulated to the feasibility stage in each participating country.</p>	
	<p>2.2 By the end of the project 420 functionaries from the selected institutions involved in rural development activities trained in the identification, formulation and analysis, implementation, monitoring and evaluation of rural development projects.</p>	



The distribution of functionaries trained each year by country is as follows:

Country	YR1	YR2	YR3	TOTAL
Jamaica	25	10	15	50
T & T	20	10	10	40
Barbados	20	10	10	40
Guyana	20	10	15	45
Suriname	20	10	10	40
St. Kitts/ Nevis	10	5	5	20
Antigua/ Barbuda	15	5	5	25
Montserrat	10	5	5	20
Dominica	10	5	5	20
St. Lucia	15	5	5	25
Grenada	15	5	5	25
St. Vincent & Grenadines	15	5	5	25
Belize	20	15	10	45
Total	215	100	105	420

3. Institutional support mechanisms established in each participating country to facilitate the identification and accessing of resources for rural development activities.
- 3.1 Financial and human resources identified and made available for implementation of RD projects.
- 3.2 Publication of documents on funding sources and accessing resources completed.
4. Coordination, communication and exchange of information and experiences among rural development organizations improved.
- 4.1 Sustained mechanism to effectively coordinate national and regional rural development efforts in place and operational.





## **7. STRATEGY**

This is a three (3) year multinational project to be implemented in all Caricom countries and Suriname.

The basic strategy of this project would be to build upon the national, sub-regional and regional efforts of existing rural development organizations and others including national development foundations. Overall project costs, but more specifically, consulting and operations will be held to a minimum by involving these existing rural development organizations in the execution of research studies, and in the identification and formulation of programmes and projects.

Human and financial resources will be channelled through existing organizations to generate baseline information on rural communities and to carry out case studies analysis of successes and failures of selected projects and rural development models.

Regional workshops will be organized to plan national and regional research and development actions. Common methodologies for research will be established. This activity is aimed at building upon the series of consultations conducted by the Caribbean Network for Integrated Rural Development (CNIRD).

Baseline surveys will be conducted to establish the social and economic dimensions of the rural populations in the Caribbean. Findings from these baseline surveys will form the basis for the development and promotion of national rural development policies, strategies, plans and projects. Training needs will be determined and training programmes planned and executed. High impact projects will be developed in the countries. The region's institutional framework for coordination, networking and dissemination of information and experiences will be strengthened.

Those institutions in the process of implementing rural development projects and in which real needs exist for the strengthening of capacities will be targeted for action.

One important strategy of this project would be to support the actions and activities planned under the proposed project "Promoting the involvement of Youth in the agricultural and Rural Development Process in the Caribbean". In particular this project will provide direct support to the Youth Project through two specific actions:

- (i) Training of technical corps of functionaries from national institutions involved in promoting youth activities as well as from youth organizations;
- (ii) The identification and accessing of financial and human resources for youth project development.



## **8. PROJECT ACTIVITIES**

The activities to be carried out by the project are enumerated below.

### **(i) Regional workshop on Rural Development in the Caribbean**

This activity involves the organization and conduct of a regional workshop rural development issues in the Caribbean. The general purpose is to bring together key players involved in integrated rural development within the Caribbean to review the state of rural and community development in the region, to assess the need for concerted programming and institutional support, as well as to outline a strategy and mechanism to support the process of development and transformation. Participants to such a workshop will include approximately 20 persons from organisations such as the University of the West Indies (UWI), Caribbean Network for Integrated Rural Development (CNIRD), CARDI, National Development Foundations (NDFs), IICA, Ministries of Agriculture, Ministries of Rural/Community Development, and others.

The principal output to be expected from the workshop is a general agreement and commitment to develop a long range programme for rural development and transformation in the Caribbean, with clearly defined priority goals and objectives, targets and strategies, mechanisms and resources within a plan of action to be adopted by the key players in the process.

### **(ii) Generation of baseline information**

This activity is aimed at defining the nature of the Caribbean rural development process and establishing the social and economic dimensions of the rural sectors. It will be accomplished through:

- (a) review of existing written literature and audio-visual materials available.
- (b) diagnostic studies, surveys and analysis of rural development organizations and experiences in participating countries.
- (c) consultations.

The expected outputs here are publications and a computerized data base of rural development information.



This data base would include the following:

- (i) An identification of rural people in the Caribbean by country
  - Size of population
  - Level of education
  - Age distribution within subgroups of women, youth, men
  - geographical distribution within each country
- (ii) Resources at the disposal of rural populations
- (iii) Contribution to national economy
- (iv) Levels and sources of income and levels of family expenditures.
- (v) Institutional framework
  - Land tenure system
  - Credit institutions
  - Markets and marketing
  - Input supplies
  - Administrative framework - Government, NOG's etc.
  - Farmers/Rural Development Organizations
- (vi) Level of technology
- (vii) Labour system and markets
- (viii) Special role of women and youth in rural Development.
- (iii) **Formulation and Promotion of National policies, strategies, and rural development plans**

Meetings and consultations will be carried out at the national level with major participants in the rural development process to:

- consult with grass root organizations and intended beneficiaries.
- evaluate various findings on rural development;
- evaluate, modify, approve final documents submitted by consultants;



- (iv) Formulation of at least five (5) rural development projects in each of the twelve (12) participating countries.**

Actions under this activity will include:

- (a) Organization and conducting of meetings with potential project beneficiaries.
- (b) Identification of project ideas and formulation of projects to the feasibility stage.
- (c) Selection and hiring of consultants for project development.

- (v) Support to the identification and accessing of resources**

Technical assistance will be provided through this project in the identification of financial and human resources for program/project development as well as in accessing these resources. Actions contemplated under this activity include the following:

- (a) Identification of traditional and non-traditional sources of financial and human resources;
- (b) Preparation and publication of document with brief profiles on resource organizations indicating:
  - possible level of assistance;
  - terms and conditions under which resources can be made available; and
  - criteria, format and procedures for accessing resources
- (c) provision of assistance to beneficiaries in the preparation of documents and projects and in channeling requests to donor agencies.

- (vi) Institutional strengthening of public and private sector organizations involved in rural development**

This will be achieved through two actions.

- (a) Regional workshops aimed at standardizing and systemizing the methodological instruments, methods and procedures for training of functionaries. These would form the framework to facilitate coordinated actions and strategies for training.





Training materials, methods and techniques would have to be adapted to suit the peculiar socio-economic conditions and cultural characteristics of participating countries.

- (b) Four (4) training activities in each participating country. The training will be organized for professionals within those public and private institutions that are working with rural communities. Two training modules would be developed.

Module I - Project preparation  
(1 week) - identification  
- formulation  
- analysis

Module II - Project management  
(1 week) - implementation  
- monitoring  
- evaluation

Each training module would be repeated in each country (2 x 2 = 4 sessions per country). Regional and/or international consultants would be contracted as resource personnel for these training sessions.

- (vii) **Strengthening the institutional framework for the coordination, networking and exchange of information and experiences**

- Technical and financial support will be provided to CNIRD to assist in the process of information gathering, publication and dissemination. Assistance will be provided where appropriate to facilitate the process of networking and exchanges among institutions in the region.



## 9. RESPONSIBILITIES DURING PROJECT IMPLEMENTATION

Basic Activities	Responsibilities			
	IICA	CNIRD	RD Organizations	Ministry of Agriculture/ Community Development
1. Regional workshop/seminar on Rural Development	A-R	A-R	P	P
2. Generation of Baseline Information	P	A-R	P	I
3. Formulation/Promotion of National policies/strategies	P	P	P	A-R
4. Identification/formulation of Rural development projects	A-R	I	A-R	P
5. Identification and accessing of resources	P	A-R	A-R	R
6. Institutional strengthening of RD organizations	A-R	A-R	P	P
7. Networking for exchange of information and experiences	P	A-R	P	P

R - Responsible  
P - Participate

A - Approve  
I - Inform

## 10. BENEFICIARIES

The direct beneficiaries of the project will be the core of 420 personnel from governmental and non-governmental organizations trained in rural project development. These functionaries would eventually become responsible for guiding the rural development process in the Caribbean.

The major beneficiaries of this intervention, however, will be the targeted rural communities (of women, youth and farmers) for whom the projects are specially designed. The formulation and eventual execution of at least five (5) rural development projects in each participating country is expected to produce employment opportunities for rural dwellers. Rural communities are expected to have better access to financial and human resources necessary for the development and execution of programmes and projects.

In summary, by strengthening the information base, organizational and institutional structures and technical capabilities of the public and private organizations involved in the design and execution of rural development programmes and project, these institutions will be better able to stimulate and promote rural development as means to improve the welfare of the populations.



## 11. PROJECT COSTS AND FUNDING

Total cost of the project as presented in Table 11.1 is estimated at US\$1.143 million. Funding is expected to be met by IICA, national institutions and from external sources as indicated in tables 11.2 and 11.3. Support to be provided by IICA to this project is expected to be in kind and of an administrative nature.

External sources of funds are expected to cover expenditures for project coordination, local and international consultation fees, travel and per diem, as well as institutional support to CNIRD.

The national institutions are expected to cover most of the operating expenses associated with the project.

Details of budgetary costings are presented in Annex 1.

Table 11.1 Costs of Project (US\$)

ITEMS	YEAR 1	YEAR 2	YEAR 3	TOTAL
<b>1. PERSONNEL COSTS</b>				
1.1 Project Coordinator	60,000	60,000	60,000	180,000
1.2 National Coordinator	48,000	48,000	48,000	144,000
1.3 Secretaries	24,000	24,000	24,000	72,000
Sub-Total Personnel	132,000	132,000	132,000	396,000
<b>2. CONSULTANTS</b>				
116 man-months x 2,000/mm	116,000	62,000	54,000	232,000
<b>3. TRAVEL</b>	15,500	2,000	2,000	19,500
<b>4. PER DIEM</b>	102,900	60,000	12,000	174,900
<b>5. OPERATING EXPENSES</b>				
5.1 Materials and supplies	12,000	8,000	8,000	28,000
5.2 Leasing/purchasing equipment	15,000	15,000	15,000	45,000
5.3 Computer services	12,000	10,000	8,000	30,000
5.4 Publications	15,000	10,000	10,000	35,000
5.5 Communications	10,000	8,000	7,000	25,000
5.6 Support to CNIRD	15,000	10,000	10,000	35,000
Sub-Total Operating	79,000	61,000	58,000	198,000
<b>6. CONTINGENCIES (10% of 1-5)</b>	53,450	38,040	30,960	122,450
<b>TOTAL</b>	<b>498,850</b>	<b>355,040</b>	<b>288,960</b>	<b>1,142,850</b>



Table 11.2

## Analysis of Budget by Sources (US\$000)

Source of Funds	YEAR 1	YEAR 2	YEAR 3	TOTAL
1. External	280.00	165.00	155.00	600.00
2. National Institutions*	194.85	166.04	109.96	470.85
3. IICA (kind)	24.00	24.00	24.00	72.00
<b>TOTAL</b>	<b>498.85</b>	<b>355.04</b>	<b>288.96</b>	<b>1142.85</b>

Table 11.3 Major Items of Expenditure by Year and Source

YEAR AND SOURCE OF FINANCING	MAJOR ITEMS OF EXPENDITURE US\$ 000									TOTAL
	1	2	3	4	5	6	7	8	9	
<b>YEAR 1</b>										
Regular	-	24.00	-	-	-	-	-	-	-	24.00
External	60.00	-	12.00	50.00	-	27.00	-	116.00	15.00	280.00
Others	48.00	-	48.00	8.40	12.00	-	10.00	-	68.45	194.85
Sub-Total	108.00	24.00	60.00	58.40	12.00	27.00	10.00	116.00	83.45	498.85
<b>YEAR 2</b>										
Regular	-	24.00	-	-	-	-	-	-	-	24.00
External	60.00	-	-	8.00	-	25.00	-	62.00	10.00	165.00
Others	48.00	-	48.00	6.00	8.00	-	8.00	-	48.04	166.04
Sub-Total	108.00	24.00	48.00	14.00	8.00	25.00	8.00	62.00	58.04	355.04
<b>YEAR 3</b>										
Regular	-	24.00	-	-	-	-	-	-	-	24.00
External	60.00	-	-	8.00	-	23.00	-	54.00	10.00	155.00
Others	48.00	-	-	6.00	8.00	-	7.00	-	40.96	109.96
Sub-Total	108.00	24.00	-	14.00	8.00	23.00	7.00	54.00	50.96	288.96
<b>TOTAL (YEARS 1-3)</b>	<b>324.00</b>	<b>72.00</b>	<b>108.00</b>	<b>86.40</b>	<b>28.00</b>	<b>75.00</b>	<b>25.00</b>	<b>232.00</b>	<b>192.45</b>	<b>1142.85</b>
Regular	-	72.00	-	-	-	-	-	-	-	72.00
External	180.00	-	12.00	66.00	-	75.00	-	232.00	35.00	600.00
Others	144.00	-	96.00	20.40	28.00	-	25.00	-	157.45	470.85

\*Discussion to be held with National institutions (both public and private) to determine levels of support to the project.





**12. TIMETABLE**

ACTIVITIES	YEAR 1				YEAR 2				YEAR 3			
					Quarters							
	1	2	3	4	1	2	3	4	1	2	3	4
1. Regional Workshop/Seminar on Rural Development (RD)	x	x	x	x								
2. Baseline Surveys					x	x	x	x				
3. Formulation/Promotion of National Policies/Strategies					x	x	x	x				
4. Identification/Formulation of Rural Development Projects					x	x	x	x	x	x	x	x
5. Identification and accessing of resources					x	x	x	x	x	x	x	x
6. Institutional Strengthening of RD Organizations					x	x	x	x	x	x	x	x
7. Networking of RD Organisations					x	x	x	x	x	x	x	x



**PART C: BASES FOR PROJECT IMPLEMENTATION, FOLLOW-UP, EVALUATION AND ADJUSTMENT**

**13. ACTIONS TAKEN PRIOR TO PROJECT IMPLEMENTATION**

ACTIONS	RESPONSIBLE
1. Consultations with CNIRD and Rural Development Organizations to reaffirm interest in the project.	Caribbean Area Directorate
2. Development and Execution, in collaboration with CNIRD of a Short Term Action (regional meeting) on RD.	Caribbean Area Directorate/ CNIRD/NGO'S
3. Presentation of Project Document for approval to: - Programme III/CNIRD - DIPROE/Programming Committee - External Funding Agency	Caribbean Area Directorate  Directorate of External Relations/Director of Operations (Caribbean Area)
4. Modification of document if necessary	Caribbean Area Directorate
5. Presentation of final project document (if required) for approval	Caribbean Area Directorate
6. Final approval of project	IICA Headquarters/CNIRD/ External funding agency.

**14. INDICATORS AND INFORMATION FOR FOLLOW-UP AND EVALUATION**

**14.1 Means to Verify Indicators and Goals**

INDICATORS AND GOALS	MEANS OF VERIFICATION	RESPONSIBLE PARTY
1. Data Base with information necessary for planning RD projects established.	Reports/documents and/or computerized data system.	CNIRD
2. National policies and strategies for RD formulated and agreed upon.	Reports/documents of policies/strategies.	Ministries of Agriculture/Community Development



INDICATORS AND GOALS	MEANS OF VERIFICATION	RESPONSIBLE PARTY
3. 420 functionaires from selected RD organizations trained	Evaluation reports of training events and opinions of participants.	IICA/CNIRD
4. At least five (5) RD projects formulated to feasibility stage in each country.	Reports/project documents	IICA/Rural Development Organizations (RDO's)
5. Financial and human resources identified and made available for project implementation.	Flow of financial /human resources to projects and publication on "Sources and accessing Resources for RD"	IICA/Rural Development Organization
6. Sustained mechanism to effectively coordinate rural development efforts in place.	Network of national and regional organizations in the Caribbean.	CNIRD

#### 14.2 Desired situation at the Conclusion of the Project

It is expected that by the end of the project the information base, organizational structure and technical capacities of public and private organizations to design and execute rural development programmes and projects aimed at improving the welfare of rural populations would have been strengthened.

The participation rate and subsequent insertion of small farmers, women and youth in the development process would have increased significantly. Significant numbers of employment opportunities would have been created for the rural populations through the formulation and eventual implementation of at least five (5) rural development projects in each participating country.

Finally, the welfare of rural communities would have been enhanced through increases in output, productivity and income.



## ANNEX 1

### PROJECT COST NOTES

#### 1. PERSONNEL COSTS

- (a) Project Coordinator year 1-3 at \$60,000 annually (includes cost of recruitment, repatriation and home leave).

- US\$ 180,000

- (b) National Coordinators (12) - one per country, year 1-3, 2 man - months per coordinator per year at \$2,000 per man-month - 48,000 per year.

- US\$ 144,000

- (c) Secretarial services in twelve countries, Year 1-3, 2 man-months per country per year at \$1,000 per man-month - \$24,000 per year.

- US\$ 72,000

#### 2. CONSULTANTS

- (a) Socio-economic diagnosis

12 countries x 1 man-month per country x 2,000 per man-month = \$24,000

- (b) Formulation of National Policies/Strategies

12 countries x 1.5 man-month per country x 2,000 per man-month = \$36,000

- (c) Formulation of Rural Development Projects

\$9,000 per country x 12 countries - \$ 108,000

- (d) Technical assistance in preparation of documents "Sources of Assistance"

12 countries x 2 man-month per country x \$2,000 per man-month - \$48,000

- (e) Resource personnel for training programme

(i) Two (2) Regional Workshop per year x 2 years x 1 man-month per workshop x \$2,000 - \$8,000





(ii) Four National Workshops (two per year for 2 years)  
x 1 man-month per workshop x \$2,000 - \$8,000

3. TRAVEL

(a) 1st Regional Workshop on Rural Development

Twenty (20) participants at \$200/ticket - \$4,000

(b) National meetings

Project Coordinator 11 x \$200 - \$2,200

(c) Travel for Project development - \$2,500

(d) Regional training

Two (2) participants per country x 12 countries x \$2,000  
per participants

- \$4,800

(e) Regional travel for Project Coordinator \$2,000 annually

- \$6,000

4. PER DIEM

(a) 1st Regional meeting on Rural Development

Twenty (20) participants x 5 days x \$100 per day  
- \$10,000

(b) National meetings

(i) Four (4) x 12 countries x \$500 per country  
- \$24,000

(ii) Regional Project Coordinator 11 times x 6 days x  
\$150 per day

- \$9,900

(c) Project formulation

Five (5) projects per country x 12 countries x 5 days x  
average of \$50 per day

- \$15,000

(d) Training

(i) Regional training programme

12 countries x 2 participants per country x 5 days  
x \$100 per day

- \$12,000



(ii) National training

12 countries x 4 sessions x 20 participants x 5  
days x allowance of \$20 per participant per day  
= \$96,000

(e) Regional Coordinator

120 days x \$150 per day  
- \$18,000

5. OPERATING EXPENSES YEAR 1-3  
- \$198,000

6. CONTINGENCIES - 12%  
- \$122,450







**MEETING OF THE COORDINATING COMMITTEE FOR PLANALC  
IN THE CARIBBEAN (CCPC)**

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**DATES:** 11th and 12th July, 1990

**PLACE:** Barbados

**DOCUMENT NO:** CCPC-90/1/4 - Add. 3

**DOCUMENT NAME:** Promoting the Involvement of Youth  
in the Agricultural and Rural  
Development Process in the Caribbean





**PROJECT TITLE: Promoting the Involvement of Youth in the  
Agricultural and Rural Development Process in the  
Caribbean.**

**PART A: PRESENTATION AND JUSTIFICATION**

**1. IDENTIFICATION**

1.1 Program: III

1.2 Subject area dealt with by Project: Youth in Agriculture

1.3 Geographic Scope: Caribbean Area

1.4 Type of Project:

- National  Country component of multinational  
Project

- Multinational  Area: Caribbean

1.5 Date: Beginning: Jan. 1991 Concluded: Dec. 1993  
Duration: Three (3) years

1.6 Document Version: Original Date: 1990

1.7 Financed with:

- Regular Resources -: Quotas US\$72,000  
- Other (Specify) -: US\$391,630  
- External Resources -: US\$750,000  
Source \_\_\_\_\_

1.8 Date Prepared: July, 1990

Responsible Party: To be determined (possibly CNIRD)



## **2. ANTECEDENTS**

### **2.1 RURAL DEVELOPMENT IN THE CARIBBEAN**

The past three decades probably represents the greatest period of change ever known to man. Few areas have been exempt from change. Agricultural productivity, food technology, transportation, information and communication systems, space technology, engineering, medicine and others have developed beyond all expectations and the rate of innovation continues to increase.

In the Caribbean, as in other regions, the rapid economic and technical growth brought about by these changes has, for the most part, been concentrated in urban areas. The appeal of higher wages in the cities has been the primary cause for the increasing flow of human resources from rural to urban, to metropolitan areas. Economic growth and technical development have been the fundamental catalysts for social change, too often in a negative sense.

The rapid influx of the rural work force to urban areas has put tremendous pressure on limited services (housing, water, electricity, garbage disposal) in the larger cities. The concentration of excessive untrained labour in urban areas has led to increased demand for limited job opportunities, resulting in increased crime, violence and changing social norms.

As the rural population growth rate decreases (and out migration increases), agricultural labour becomes more expensive, therefore causing agricultural output to become less competitive in the world market. This leads to increased food imports and corresponding losses of foreign exchange. Simultaneously, as farm inputs and labour costs increase, it becomes more and more difficult to supply the national tourist industries and the agro-processing and export markets with produce at a competitive price. This too leads to a loss of foreign exchange.

Although considerable resources are dedicated to the mass media and for the generation of educational materials, in general there is a low level of public awareness on agricultural sector areas of interest and training materials do not meet the real needs of youth, women and farmers engaged in agricultural and marketing endeavors.

Given this situation, it seems obvious that the core problem (Figure 1) which needs to be given rapid attention is the deteriorating quality of life in rural communities in the Caribbean, since this leads directly to severe social and economic losses to the nation as a whole.

"Quality of life," whether at the level of a rural community or the nation, is a function of a large number of factors.



Therefore, any attempt to improve the quality of life of rural populations in the Caribbean will require a comprehensive approach covering a number of fronts, concurrently.

Within the framework of PLANALC in the Caribbean, four major problem areas have been identified (Figure 1) which are significant contributors to the deteriorating quality of life in rural populations in the Caribbean.

a. Weak Rural Development Support Structure

In general, most Caribbean countries lack clear policy guidelines to support rural development. If policies or strategies exist they are usually fragmented and may even be conflicting between institutions. This lack of order is the result of the lack of trained or experienced leadership in rural development, insufficient decision making information and insufficient resources. As a result of these causes, relatively little effort goes into the identification of comprehensive rural development projects and even less into the design of national development strategies. Given a relatively large number of public and private sector organizations with some sort of rural development activity, and given the lack of leadership in rural development, there tends to be little coordination and communication between the diverse groups interested in rural development. All this, combined with poor or non-existent information systems, contributes to a Weak Rural Development Support Structure.

b. Uncertain Market Opportunities for Small/Medium Farmers

For farmers to effectively market their produce they must be able to offer significant volumes of quality products on a regular basis and make it available at a specific place and at a competitive price. For this to occur among small farmers they must be organized so they can assemble, package, transport, store and market produce as a group. Most farmer organizations in the Caribbean (with the exceptions of the large commodity associations) have very limited resources, part-time and poorly trained management and offer few and poor quality services. This results in weak and ineffective organizations. Weak organizations, combined with unavailable or unorganized market information, scarce resources and limited transportation opportunities, results in uncertain market opportunities, another way of saying very high levels of risk.

c. Limited Participation of Caribbean Youth in the Development Process

At the present time, one out of every three persons in the Caribbean is under the age of 24 years. By the turn of the century there will be approximately 2.0 million persons falling into this



category. In some countries youth unemployment reaches 50%. Youth are also migrating at a faster rate than other groups to urban areas. Youth as a percentage of agricultural population in many countries is only half what it is for other sectors. This in itself justifies giving youth special attention in the development process.

Lack of collateral, insufficient knowledge and lack of access to technical assistance to design entrepreneurial activities make it difficult for youth to access resources. Limited technical capabilities, low profitability in farming enterprises and a lack of organized public sector institutional support all contribute to this Limited Participation of Youth in the Development Process.

d. Deficient Communication Systems

In each country of the Caribbean there are a number of individuals and organizations/institutions involved in the production of educational, training and informative materials relevant to the rural sector. Unfortunately, most training materials are prepared generically by amateurs or professionals and are not oriented to overcome specific felt needs of target groups or development strategies. Media personnel frequently lack expertise in agriculture or other aspects of rural development and are often aware of reliable sources of information on the rural sector. Much of the technical information on agriculture is sourced from northern states with temperate climates and is not always applicable to the Caribbean tropics. Relatively little technical information is available in modern forms of audio-visual communication. These and other factors result in Deficient Communication Systems in the Caribbean.

As should be apparent, the four problem areas briefly summarised above are complementary. Whereas actions in only one of the areas mentioned would likely produce a limited impact on the rural sector, simultaneous actions in all four areas should make a very significant impact on rural development throughout the Caribbean.

PLANALC in the Caribbean includes multi-national projects in all four of the problem areas identified. Consequently, the project presented below must not be viewed by itself but rather as a component of a broader, comprehensive, Caribbean rural development strategy.

This project proposal is recognizing the fact that young people are a vital resource for national and regional development and as such is promoting their effective participation in the Caribbean transformation process.





## 2.2 Origin of the Project

This project has one central message. It is time to minimize youth marginalization and to maximize their participation in the development process.

The 1970's and 80's represented periods of social and economic difficulties for the Caribbean region as a whole, highlighting the structural weaknesses of the economies of the countries. Never before have phenomena such as the economic crisis of the major industrialized countries, foreign debt, deterioration of international markets for primary exports, fiscal deficit and domestic inflation combined with such intensity. Young people constitute a group that has been particularly vulnerable to the effects of this socio-economic crisis facing the Caribbean. The consequence has been the various forms of juvenile delinquency, crime, drug abuse, teenage pregnancy and high levels of youth unemployment. Given the unfavourable situation in which youth find themselves throughout the Caribbean, the need for a project of this nature was identified.

There is wide concern that young people in the Caribbean are becoming less inclined to involve themselves in agriculture. The fact that young people make up an extensive and important segment of rural populations, as well as a vital force for progress in the countries of the Americas, was recognized by the Ministers of Agriculture attending the Ninth Inter-American Conference in Ottawa, Canada in 1987. The Ottawa Declaration, which represents the consensus of this conference, expressed the urgent need to redouble efforts to promote training and participation of rural youth in agriculture.

In addition, there have been several announced public appeals for development assistance in the incorporation of youth in national/regional development processes, especially in the areas of agriculture, agro-industry and rural industries.

In recent years it has become something of a platitude to say that young people are particularly vulnerable to the effects of the global social and economic crisis. Equally common place is another formulation related to this: that young people must be effectively integrated in the process of development in order to overcome the global crisis and its regional, national and local manifestations. The validity of these positions is as unquestionable as it is demonstrably important. However, there is little unanimity on exactly how these things should be done and the mechanics of how young people's participation, in agricultural development in particular, and in society in general, should be facilitated. There has been considerable diversity in the various regional and national solutions attempted. However, these efforts in identifying, conceptualizing, and developing solutions to the specific problems of young people have not been well coordinated.



The concern for youth has now become very much part of the regional discourse, and the regional community has invested considerable effort in coming to grips with the many problems that young people face, as well as in attempting to ensure that their vast potential for development is effectively harnessed.

IICA's concerted effort at addressing the problem started in 1977, when the OAS passed Resolution 279 declaring 1978 as the Inter-American Rural Youth Year. The Inter-American Institute of Agricultural Sciences, IICA's predecessor organization was assigned the responsibility of organizing the programmes for the year's celebration.

A conference of representatives from Latin America and the Caribbean was convened in Costa Rica, December 12-16, 1977 where details of the programme to celebrate the year was planned. The hemispheric was divided into four zones with the Caribbean countries placed in the Antillean zone. Each zone, as well as each country, was mandated to promote its own programmes which would culminate in a regional conference.

It was with a view to promoting rural youth development activities that IICA, with financial assistance from the Kellogg Foundation, organized a Caribbean Regional Meeting of Directors of Rural Youth and Home Economics programmes in Jamaica in 1978.

Since then, IICA has developed several hemispheric projects aimed at contributing to the definition and implementation of policies on rural youth and to develop specific strategies and projects aimed at promoting the participation of youth in rural development. One such project entitled: "Participation of Rural Youth in Development (SIJR)" has as its objective: to support the organizational development of the IBERO-American Rural Youth Advisory Council (CAIJR) in consolidating its role as a forum for the exchange of experiences and for advocating the participation of rural youth in agriculture and rural development in Latin America and the Caribbean. Based on this framework, it was decided to reorient CAIJR; necessary regulations, rules and procedures were established.

In addition, a hemispheric network was organized for the exchange of information and experiences on work with rural youth in Latin America and the Caribbean. Several technical cooperation actions were carried out in support of public and private organizations working with rural youth. Noteworthy were the actions in the Dominican Republic and Uruguay to implement specific credit projects targeted at this segment of the rural population.

The Rural Development/Small Enterprise Development Project (SEDPRO) which started in Jamaica in 1983 and later extended to Guyana, Trinidad and Tobago and Barbados has contributed significantly to addressing the problem of youth training and



subsequent participation in the development processes in the region. These projects have contributed significantly to improving the welfare of young people in the Americas.

### **3. SPECIFIC PROBLEMS THAT THE PROJECT SEEKS TO SOLVE**

The most significant phenomenon in the transformation of the occupational structure in the Caribbean in recent years has been the decrease - in both relative and absolute terms - in the number of persons in the agricultural sector. This is particularly pronounced among young people, who constitute a majority of the flow of migrants from rural to urban areas. The fact is that agricultural participation rates among young people have declined faster than those for other sections of the population. Statistical data from Jamaica indicate that today only 13 percent of the agricultural population is under 24 years of age, while for the other sectors the corresponding figure is approximately 30 percent.

Although several technical schools have been established and there exists a University Faculty of Agriculture of a high standard, many of the graduates from these institutions have sought employment outside of agriculture in public and private sectors, and this has now become a cultural norm. Although a majority will readily accept the fact that agriculture is critical to the country's economic development, they do not think that it can provide them with the means for an attractive livelihood. The result, is that farming as a career, among young people (15-24 years), has become more a matter of inheritance than the deliberate choice of a life-time occupation.

The reasons for their lack of interest and limited participation in agriculture are multifold. In the first instance, the institutional structures to support the development and execution of youth policies, strategies, programmes and projects are either non existence, or are weak, dispersed and fragmented. The result is that strategic planning and policy development for youth are limited and/or they occupy a peripheral position in the political and administrative structure of the countries. Many programmes and projects initiated by both Governmental and Non-governmental organizations and targeted at youth are adhoc, with very limited mechanisms for the coordination of activities. There is therefore a great need to streamline the flow of ideas and operational initiatives as well as the strengthening of institutional capacities.

Secondly, agricultural employees generally receive lower wages than the corresponding workers in other sectors of the economy. This is because most agricultural enterprises are not highly profitable because of the low levels of production and productivity that exist within the industry. Low levels of production and productivity are usually functions of low levels of technology



usage, managerial expertise, entrepreneurial skills, inadequate physical infrastructure and poor services provided by weak supporting institutions.

Thirdly, because of the historical experiences of slavery and the plantation system, there is an attitudinal problem as a result of the stigma attached to agriculture. Farming is considered unattractive and undignified to young people. It was instilled in most of them from an early age that success in their academic studies would guarantee them "proper employment" outside the agricultural sector. Some youth did not think it was right for them to work hard at school and end up in the fields. Many admitted they would not feel comfortable working in the fields and seeing others with whom they went to school passing in "collar and tie" and waving at them. Surely a negative farmers' image has been developed and nurtured.

Fourthly, most youth are lacking in technical agricultural training and hence have limited marketable skills to participate in agricultural development activities. The few technical agricultural schools, as well as training programmes conducted by Ministries of Agriculture and Youth and Community Development provide limited opportunities for young people to acquire technical skills. In addition, although the number of young people in rural areas is declining, the problems of those remaining are still serious ones. Rural youth are often compelled to enter the working world prematurely; their educational attainments are far lower than those of their urban counterpart. Young people in rural areas are thus incorporated into a type of agrarian employment which, because of their low educational level, they are unable to leave. In Jamaica, for example, about 45% of all farmers have no more than a primary education as against an average of 19% in other sectors. The result, therefore, is that the participants in the agricultural sector are normally of a low level of formal education and consequently there is a low human resource capacity for technological innovation and change, and management training. Marginality thus reproduces itself. The most commonly adopted route out of these circuits of marginality is migration. Often, marginality in the countryside is only replaced by marginalization in the city.

Fifthly, the information base on technically feasible and business opportunities in the agricultural sector is limited.

Finally, most young people have difficulties accessing resources to start-up projects in agriculture and agricultural-related activities. The reasons here are many but the most important limiting factors are: (a) lack of, or inadequate collateral to guarantee financial loans; (b) inadequate knowledge as to sources and sourcing of resources, and (c) insufficient support in project identification, preparation and execution.





#### 4. THE GENERAL PROBLEM

The structure of the regional economy is characterized by limited natural resources and hence by a narrow range of economic activities. With the exception of Trinidad and Tobago where a petroleum industry exists, and bauxite production in Jamaica, Guyana and Suriname, the region's economies are primarily based on agriculture and tourism. These activities are the major sources of employment, government revenue, national income and foreign exchange earnings.

Economic performance of Caribbean countries in the last decade may be categorized as mixed. Table 1 shows that the economic performance of the More Developed Countries (Jamaica, Barbados, Guyana, Trinidad and Tobago) has been weak with indications of economic stagnation and/or marginal growth rates. Small rates of growth in per capita income have occurred and negative rates have not been uncommon in Jamaica, Guyana, Suriname, and Trinidad and Tobago. In the OECS sub-grouping, the growth trend between 1977 and 1987 is decidedly more favourable, ranging from a low average annual growth rate of 2.7% in Grenada to a high of 6.9% in Antigua and Barbuda.

The reliance on a few primary exports (sugar, bananas, coffee, tobacco, bauxite, alumina and oil) for much of their income and foreign exchange, together with adverse conditions in the world economy, have resulted in Caribbean economies experiencing rapid deterioration in their balances on current account over the last decade.

TABLE 1: CARIBBEAN COUNTRIES: GROWTH OF GDP, 1977-87 (CONSTANT MARKET PRICES)

	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987
Antigua a/	7.5	9.1	7.8	8.7	4.7	1.5	7.4	7.1	7.8	8.0	7.0
Barbados	3.7	6.1	7.7	4.7	-3.2	-5.0	0.2	3.4	0.5	4.7	2.0
Dominica	3.4	12.3	-16.9	10.5	10.1	4.1	3.0	6.9	1.5	6.8	4.6
Grenada	5.8	5.1	2.1	-1.5	8.0	0.6	-2.9	2.0	3.7	5.6	4.4
Guyana	-2.7	1.8	-1.8	1.7	1.5	-13.2	-6.8	0.3	0.9	1.4	
Haiti	0.5	4.7	3.6	6.4	-2.7	-3.4	0.8	0.3	1.1	0.6	0.5
Jamaica	-2.5	0.5	-1.5	-5.8	2.5	1.1	2.3	-0.9	-4.5	2.1	4.1
St Lucia b/	..	12.9	3.7	-0.8	1.2	3.0	4.1	5.0	6.0	5.8	2.2
St Vincent	3.5	10.6	3.7	2.7	7.4	8.5	5.7	5.9	6.0	4.1	1.3
Suriname	8.5	7.9	-7.7	-6.6	6.9	-3.8	-4.1	-1.9	-2.3	-2.0	-6.6
Trinidad a/	7.7	7.6	7.3	6.8	5.2	1.7	-7.3	-12.8	-2.9	6.4	2.3

a/ 1986 and 1987 at factor cost

b/ At factor cost

c/ Preliminary

.. Not available

Source: IBRD Economic Memoranda, April 1988



The problem of current account deficits was compounded by high and increasing debt servicing costs which burdened the capital account budgets of most Caribbean countries. As Table 2 demonstrates all the countries have debt to GDP ratios of over 25%, with Guyana and Jamaica recording well over 100%. Debt service ratios are somewhat less imposing because many of the foreign debts have been rescheduled and some have been contracted at concessionary rates.

TABLE 2: BALANCE OF FOREIGN DEBT (US\$ Million)

COUNTRY (YEAR OF RECORD)	TOTAL DEBT	DEBT GDP	DEBT SERVICES RATIO	
			DEBT/EXPORTS	
			GOODS	GOODS & SERVICES
Barbados (1987)	353.4	28%	31.8%	17.1%
Guyana (1986)	679.0	213%	11.0%	3.4%
Jamaica (1986)	3518.7	162%	100.1%	42.5%
Trinidad & Tobago	1856.7	54%	16.6%	14.6%
OECS				
Antigua & Barbuda (1988)	240.0	80%	-	9.0%
Dominica (1987)	66.0	51%	11.0%	5.5%
Grenada (1986)	52.8	42%		9.1%
St Lucia (1986)	48.2	28%	2.6%	0.5%
St Vincent (1986)	28.9	25%	4.9%	3.7%

Source: Own estimates based on Central Bank of Barbados, Annual Statistical Report 1988; Bank of Jamaica, Annual Report 1986; Economist Intelligence Unit, Country Profile 1988-89; CDB 1988 and IDB Annual Report 1988.

The persistent debt problems which began to mushroom in the early 1980's have resulted in widespread adoption of stabilization and structural adjustments programmes in many Caribbean countries especially the More Developed Countries (MDC). One of the major effects of these programmes has been a reduction in the size of the public sector, and this has contributed to higher unemployment levels in those countries. Many of the specialist institutions such as Agricultural Development Corporations (ADCs) that were created to accelerate growth and development in the agricultural sector have been forced to rationalize their activities. In addition to impositions on fiscal balance, the adjustment programmes have impacted on aggregate consumption, availability of capital and public sector investment, ability to import capital goods, exchange rates and capital flows. It was the expansion in the tourist industry and associated sectors that supported most Caribbean countries by providing dynamic increases in output, employment generation and foreign exchange earnings.

The social implications of these economic tendencies have been extremely baneful in many parts of the Caribbean where most of the countries have no reserve "safety net" to dampen the effects of



economic hardship and austerity. The social cost of economic adjustments for recession has been very high, and even onerous in certain areas. These adjustments have had a general contradictory effect, and the biggest squeeze has been on social development investments. Some countries are fast approaching the limits of contractory adjustment; import levels cannot be further reduced without dangerous consequences; economic and social and open unemployment has reached alarmingly high levels. The results have been much hardship for economically weaker sections of the population; and herein lies the significance of these regional and global economic trends for the situation of youth, particularly since a majority of young people live in the rural areas.

Juvenile delinquency, one negative effect of the social and economic difficulties, continues to be a serious problem throughout the Caribbean. There is evidence of a region-wide increase in criminal violence committed by youth, especially in marginal sectors of the urban environment. The prevalence of inter-personal violence, street robbery, "mugging", sex crimes, school violence and vandalism is a major concern in all countries. Violent youth offenders frequently come from deprived urban areas. In many cases, they are "street children" who have been exposed to violence in their immediate environment, either as observers or as victims. Their basic education, when they do it, is poor; their primary socialization and integration within the family structure is all too often inadequate.

Drug abuse is an equally serious problem, and young people continue to be over-represented in the total number of drug addicts around the Caribbean. There has been an emergence of increasingly complex patterns of multiple drug abuse. These frequently involve combinations of a variety of narcotic drugs, psychotropic substances, alcohol, volatile solvents and substances not controlled under the International Drug Control Treaties.

At present approximately one in every three (3) inhabitants in the Caribbean happens to fall with the youth category (a person between 15 and 24 years of age). Caribbean youth population has been growing continuously, it was estimated at 1.5 million in 1986, and projected to cross the 1.9 million mark towards the end of this century. The demographic significance of this is, that youth unemployment figures are currently approaching 50% in some caribbean countries.

Successive governments of countries of the Caribbean have targeted the agricultural (including agro-industry) and rural sectors as sources of growth, development and employment for young people. However, limited successes have been achieved with attempts at the mobilization of youth for agriculture and participation in rural development. These limited achievements can be traced to the many common structural weaknesses in the agricultural and rural sectors, shared by all Caribbean countries.



These have been investigated and documented in various reports. The more common structural weaknesses can be summarized as follows:

- Limited interest in agriculture by young people, resulting in the aging of the farm population.
- Inequitable systems of land distribution, tenure and utilization.
- Over concentration of investment resources in a few traditional export crops and the under-development of the food crop production sub-sector.
- Application of low levels of technology.
- Low levels of managerial expertise and entrepreneurship.
- Generally inadequate physical infrastructure and weak supporting institutions and services.
- Limited access to resources, especially credit by farmers.

While the national Governments have recognized these problems and have progressively instituted measures of reform, in most of the countries, much more far reaching efforts and incentives are needed if the agricultural/rural sectors are to become attractive options as a business and a way-of-life for young people. This project proposal is aimed at removing some of the barriers that are limiting the participation of youth in the agricultural development and rural transformation in the Caribbean.

##### 5. TECHNIQUES AND METHODS AVAILABLE FOR SOLVING THE SPECIFIC PROBLEMS.

The techniques and methods to be used by the project in solving the specific problems are presented in tabular form below:

SPECIFIC PROBLEM		TECHNIQUES AND METHODS TO BE USED	
1.	Limited information on the socio-economic conditions of youth, as well as limited information on youth organizations and other social institutions supportive of youth.	1.2	Baseline survey of youth and other selected organizations.
		1.2	National Consultative workshops on youth.
		1.3	Documentation and information dissemination of findings.
2.	Weak and ineffective institutional structure to support the development of youth activities.	2.1	Training courses for youth leaders
		2.2	Support provided by functionaries from social institutions as well as youth organizations under activities of the proposed Rural Development Project.





**SPECIFIC PROBLEM****TECHNIQUES AND METHODS TO BE USED**

	2.3	Technical and financial assistance to regional and national organizations to enhance coordination, and exchange of information.
	2.4	Technical assistance in the formulation of projects.
3. Limited information on technically and economically feasible business opportunities in agriculture/agro-	3.1	Establish data base of technical packages and economically feasible models.
4. Young people have limited technical skills for use in agriculture and agricultural-related activities	4.1	Modify curriculum of rural schools.
	4.2	Training in technical areas of agriculture.
5. Limited knowledge as to sources and sourcing of financial and human resource for programme/project development and execution	5.1	Supported provided by Rural Development projects in the form of published documents with profile on resource organizations.
6. Farming is considered unattractive and undignified to young people.	6.1	Support the youth promotional activities and actions under the proposed communication project.
	6.2	Promote a programme of agriculture in the classroom.



**PART B. THE PROPOSAL**

**6. GOALS AND IMPACT**

**FINAL DESCRIPTION**

**General Objective:**

To improve the quality of life for young people in the Caribbean by motivating and promoting their increased participation in agricultural transformation and rural development.

**VERIFIABLE INDICATORS AND GOALS**

**By the end of the project:**

- The participation rate of young people in agriculture, agro-industry, and rural industries would have increased significantly.
- A significant number of employment opportunities would have been created for young people in the sectors.
- The socio-economic welfare of the countries, especially the rural communities, would have been enhanced.

**EXTERNAL CONDITIONING FACTORS**

**SPECIFIC OBJECTIVES**

To support the process of the removal of barriers limiting the participating of young people in the agricultural and rural development process.

**INDICATORS AND GOALS FOR CONCLUDING THE PROJECT**

By the end of the project Caribbean countries will have:

- (a) Better coordinated and more effective institutional structures that are supportive of the development of strategies, policies, programs and projects aimed at benefitting youth.
- (b) Data banks of technical and economic packages on business opportunities in agriculture and agriculture-related activities.
- (c) Improved image of farming as a meaningful occupation for young people.

**FACTORS CONDITIONING ATTAINMENT OF DIRECT IMPACT**

- (a) Ministries of Agriculture, and Youth and Community Development will continue to provide resources and incentives for youth participation in agriculture.
- (b) Sustained logistic and financial support from the national agencies and especially from the private sectors supporting youth training through the process of attachments.



**SPECIFIC OBJECTIVE**

**INDICATORS AND GOALS FOR CONCLUDING THE PROJECT**

**FACTORS CONDITIONING THE  
ATTAINMENT OF DIRECT IMPACT**

- (d) Young people better equipped technically to enter the world of work.
- (e) Establish institutional mechanisms to access resources for programme/project development and execution.
- (f) At least 5 youth development projects formulated to the feasibility stage in each country.

**PRODUCTS GENERATED**

**INDICATORS AND GOALS OF FINAL PRODUCTS ACHIEVED**

**FACTORS CONDITIONING THE  
ACHIEVEMENTS OF SPECIFIC GOALS**

1. Information appropriate and necessary for strategic planning, policy formulation and development of youth programmes and projects generated.

1.1 Baseline survey on major youth organizations and institutions promoting youth development activities completed in each country.

1. Identification of national agencies and institutions that will take part in the project

1.2 Profiles on youth organizations and pre-associations completed.

2. Available facilities for in-service training of youth, through attachments within both the public and private sectors.

2. Consolidation of funds for youth activities from the traditional sources as well as targeting non-traditional sources for youth development fund.

1.3 National consultative workshops held to identify and prioritize the major issues.

3. National policies and strategies for youth involvement in the development process formulated and agreed upon.

3. Implementation of complementary projects such as:

2.1 Youth organizations and institutions involved in promoting youth development activities in agriculture/agro-industries/rural industries strengthened.

4. 240 youth leaders of major youth organizations trained in leadership skills, communication skills and decision-making process.

(i) Supporting the development of Communication Systems for Agricultural Development.

(ii) Strengthening Farmer Organizations in the OECS, and

(iii) Strategies for Rural Development in the Caribbean.



**INDICATORS AND GOALS OF FINAL PRODUCTS ACHIEVED**

**FACTORS CONDITIONING THE ACHIEVEMENTS OF SPECIFIC GOALS**

**PRODUCTS GENERATED**

2.2 A technical team of functionaries from the various national agencies involved in promoting youth activities as well as from youth organizations trained within the framework of activities planned under the project "Support to the Design of Rural Development Strategies in the Caribbean" and made available assisting in programming/project developed.

3. Information on profitable business opportunities in agriculture/agro-industries/rural industries generated.

3.1 Data base establish with information consisting of: (a) Technical package for the production of various commodities/items, and (b) economically feasible models of business opportunities in agriculture/agro-industries/rural industries.

4. Young people trained in technical skills relevant to their world of work

3.2 Established institutional mechanisms for the dissemination of the information on technically and economically feasible micro-business opportunities.

5. Mechanism established in each participating country to facilitate the identification and accessing of resources for youth development activities

4.1 Contents of courses, materials and teaching methods of rural schools adapted to offer an education that due to its relevance and applicability, will respond to the real living and working needs of the future farmers.

5.1 Youth organizations strengthened to provide legal basis for borrowing from commercial and other banks.





PRODUCTS GENERATED

INDICATORS AND GOALS OF FINAL PRODUCTS ACHIEVED

FACTORS CONDITIONING THE ACHIEVEMENTS OF SPECIFIC GOALS

- |     |   |   |
|-----|---|---|
| 5.2 | Financial and human resources identified and made available for the formulation and implementation of youth development projects under activities of the proposed project "Support to the Design of Rural Development Strategies in the Caribbean". |   |
| 5.3 | Publication of documents on sources and sourcing resources accomplished and made available under the project "Support to the Development of Rural Development Strategies in the Caribbean".   |   |
| 5.4 | Technical assistance provided in the identification and formulation of "bankable" projects.   |   |
| 6.1 | Important themes and key issues on youth identified, developed and promoted by print, audio, and video means.   |   |
| 6.  | Communications project supported in developing on aggressive public relations programme aimed at promoting a positive image of farmers and farming in the Caribbean.  |   |
| 7.1 | A programme "Agriculture in the Class-room", modelled off the USDA system, developed and implemented.   | Students and teachers in elementary and secondary schools provided with |



## **7. STRATEGY**

**This is a three (3) year project to be implemented in all CARICOM countries and Suriname. The project will commence with the implementation of national activities in two (2) countries (to be decided) within the first six months, and later phasing into the other territories.**

**The assault on the problems of youth in the Caribbean in general, and specifically on promoting their participation in development activities in the region, necessitate an inter-agency approach if the task at hand is to be accomplished. As such, the identification of the roles and the definition of the specific responsibilities that institutions like the Commonwealth Secretariat (Commonwealth Youth Programme, CYP) can play in the development and execution of the project is vital.**

**In organizing the project at the national level considerable attention will be given to the possibilities and opportunities for the collaboration, coordination and optimization of the use of available and relevant resources necessary to achieve project objectives. By encouraging and supporting the implementation of such institutional framework, the project will encourage horizontal cooperation among local, national, regional and extra-regional institutions and organizations working in the areas of youth development. This particular strategy becomes very important when one evaluates the activities planned under the aegis of this project vs the project "Support to the Design of Rural Development Strategies in the Caribbean". An examination will show that there are six common activities between these two projects namely:**

- 1. Baseline Survey**
- 2. Formulation of national policies strategies**
- 3. Data bank of information**
- 4. Training**
- 5. Identification of and accessing resources**
- 6. Institutional strengthening of organization**

**The question then is why a separate project for youth? The answer is that the problems of young people in the Caribbean are so great and compelling that a special project focussing on youth is vital.**

**The approach to be taken in the implementation of this project is to have joint planning and execution of common activities of both projects.**

**The project activities are planned sequentially. The conducting of the baseline survey on youth organizations and the social institution supportive of youth development is expected to provide valuable information for the formulation and promotion of national policies and strategies for young people. In addition, the organizational and management structures of these organizations**



can be evaluated and institutional strengthening programme developed and executed. Training needs of young people in the various technical areas will be determined and training programmes developed.

The "agriculture in classroom" programme will be carried out in each country by a group of educators, government officials and representatives from agricultural organizations and agribusiness. The project will support these national groups by providing leadership, counsel and materials, and by maintaining a regional network of individuals and organizations who actively support the "agriculture in the classroom" activity. Specifically, the project strategy is to:

- (i) Assist each participating country to develop effective Agriculture in the Classroom (AIRC) programme;
- (ii) Maintain a communications network for the exchange of ideas, materials and information among the countries, including publishing a regional newsletter "Youth in Agriculture" (proposed);
- (iii) Assist each participating country in the assessment of their efforts to improve agricultural literacy;
- (iv) Provide resource guides to educational materials about agriculture; and
- (v) Coordinate and promote the goals of agriculture in the classroom to national and regional organizations in the fields of agriculture and education.

In promoting an aggressive public relations programme aimed at youth, important youth themes as well as issues will be developed and promoted under the complementary project "Supporting the Development of Communications Systems for Agricultural Development in the Caribbean".

## **8. PROJECT ACTIVITIES**

Support will be provided to the participating countries eight (8) basic activities as enumerated below:

- (i) **Baseline Survey of youth organizations and social institutions supportive of youth developments.**

This activity is aimed at establishing the degree of insertion of young people in national development process in general, and the agricultural sector in particular. It is also aimed at examining the structural weaknesses of youth organizations and relevant social institutions,



in their delivery of services to young people.

Actions here would therefore involve the following:

- (a) Identifying existing youth organizations and social institutions supportive of youth development activities; and
- (b) Preparing profiles on each organization based on the following outline:
  - Background and history
  - Goals and objectives
  - Areas of specialization
  - Description and quantification and operations technical capabilities and experiences in areas of specialization
  - Successes/Failures of efforts
  - Problems/constraints
  - Relationship/linkages with national and/or international organizations
  - Sources of financing.

**(ii) Formulation and Promotion of National Strategies, Policies of Youth Plans.**

National consultative workshops will be held to:

- Consult with youth organizations and other beneficiaries of the project;
- Evaluate various findings from national/regional research;
- Identify and prioritize major themes and issues for action;
- hold discussions with policy-makers;
- develop policies, strategies, and work plans.

Formulation of at least five (5) youth development projects in each participating country.

Action under this activity will include:

- (a) Organization and conducting of meetings with potential project beneficiaries.
- (b) Identification of project ideas and formulation of projects to the feasibility stage.
- (c) Selection and hiring of Consultants, if necessary, for effecting project development.





**(iii) Institutional strengthening of youth organizations and social institutions involved in youth development activities**

This will be achieved through the following actions:

- (a) Training of 240 leaders major youth organizations in leadership skills, communication skills, and the decision-making process.
  
- (b) Training of technical-corps of functionaries from national institutions involved in promoting youth activities as well as from youth organization, under activities of the Proposed Rural Development Project.

Four training sessions would be conducted in each participating country. Two training modules would be developed.

Module I - Project Formulation  
(1 week)

- 1. Defining socio-economic problems
- 2. Project preparation
  - identification
  - formulation
  - analysis

Module II -  
(1 week)

- 1. Project Management
  - implementation
  - monitoring
  - evaluation
  
- 2. Administrative and managerial aspects of micro-enterprises

Each training module would be repeated in each country (2 x 2 modules - 4 sessions per country).

- (c) Strengthening the institutional framework for the coordination, networking and exchange of information and experiences in the Caribbean through the provision of technical and financial assistance.



**(iv) Training of young people in agriculture, agro-industry and rural industries.**

Actions under this activity would involve:

- (a) The modification of the contents of courses, materials and teaching methods of rural schools to offer an education that is much more relevant and applicable to the real living and working needs of the future farmers.
- (b) Promoting a programme "Agriculture in the Classroom". The aim here is to help students in Elementary and Secondary schools acquire adequate knowledge to function effectively as agriculturally literate citizens supportive of wise agricultural policies and programmes (see USDA sponsored "AG in the Classroom"). The main thrusts of this programme is to encourage educators to teach more about the source of our food and fibre and the role of agriculture in national and regional economies and the wider society. Emphasis will be placed on incorporating the following into the curriculum that is already being taught in the schools:
  - (i) Agriculture and History: Agricultural issues or events as major influences in human history.
  - (ii) The geography of agriculture: Discovery of how climate, altitude, soil types, and societal preferences influence what and where elements of the food and fibre system are grown.
  - (iii) Agricultural Science and Technology: How sciences and technology have changed Caribbean agriculture.
  - (iv) Agricultural Economics and Society: Within each participating country, how the agricultural sector works and its insertion in the rest of the economy. Effects of supply and demand, how prices are determined, changing interactions of factors of production, farming as a business, agribusiness.
  - (v) Agriculture and the World: World food production and distribution and its relationship to each participating country.



- (vi) Careers: The abundant opportunities for challenging and rewarding carrerrrs in agriculture and related industries.
- (vii) Agriculture and Public Policy: Land use and conservation, biotechnology, the environment, world food supply, national food security, nutrition and health, etc.
- (c) Conducting 2-week training courses/workshops in the administrative and managerial aspects of small enterprises such as:
- techniques in starting and financing farm and small rural businesses. This is aimed at equipping the youth with the basic business information required to start and finance small businesses in the countries.
  - Managerial tools and skills needed to operate farm businesses efficiently. Topics to be included are record keeping, planning farm budgets, cost and price calculations, preparation of financial statements, cash-flow analysis, inventory control and managing human and financial resources.
- (c) Providing young people training in technical skills associated with the production and marketing of selected products (agricultural, agro-industrial and craft) through courses and/or attachments to institutions/industries and agencies engaged in such activities. This 'training by doing' programme would entail at least 6 months of attachment to the institutions.
- (vi) Establishment of data bank of technically and economically feasible models of business opportunities in agriculture/rural industries.

This will be achieved through the following actions:

- (a) review of exciting technical packages available within the Ministry of Agriculture
- (b) in collaboration with the Agricultural Research and Development Divisions nationally, and regional Research Institute, document the technically feasible packages for the selected groups of commodities. These packages would have passed the technology adaption stage in each participating country



- (c) On the basis of available costs and prices develop feasible economic model of business ventures in agriculture.
- (d) Document and disseminate information on economically and technically feasible models of business opportunities.

**(vii) Support to the Identification and accessing of resource**

Support will be provided to this project activity through actions of the proposed project "Support to the Design of Rural Development Strategies in the Caribbean", in the identification of financial and human resources for programme/project development as well as in accessing these resources. Actions contemplated under the activity of this rural development project include the following:

- (a) Identification of traditional and non-traditional sources of financial and human resources
- (b) Preparation and publication of documents with brief profiles on resource/organizations indication:
  - possible level of assistance
  - terms and conditions under which resources can be made available; and
  - criteria, format and procedures accessing resources.
- (c) Provision of assistance to beneficiaries in the preparation of documents and projects and channelling requests to donor agencies.

These actions are generated to the development of youth project activities.

**(viii) Supporting the promotion of an aggressive public relations programme aimed at youth**

This activity will support those actions and activities planned under the proposed project "Supporting the Development of Communication Systems for Agricultural Development in the Caribbean". Important youth themes as well as issues would be identified, developed and promoted by print, audio and video.

The action "Agriculture in the Classroom" to be developed under activity IV is aimed at sensitizing Caribbean youth to issues and opportunities in agriculture, and eventually improving their perception and attitude to agriculture.





## 9. RESPONSIBILITIES DURING PROJECT IMPLEMENTATION

BASIC ACTIVITIES	Responsibilities				
	IICA	NGO's	PRIVATE SECTOR	YOUTH ORGAN.	MINISTRIES
1. Baseline survey of organization/institutions	A-R	R	I	P	P
2. Formulation/Promotion of strategies/policies of Youth Plans	P	P	I	R	A-R
3. Institutional strengthening of youth organizations/social institutions	A-R	P	I	P	A-R
4. Provision of Technical training in agriculture to youth	P	R	A-R	P	A
5. Formulation of youth projects	R	R	I	R	A-P
6. Establishment of data bank of information on technically and economically feasible models of agriculture	A-R	R	P	P	R
7. Identification and accessing of resources	A-R	A-R	I	I	P
8. Supporting the promotion of aggressive public relations programme for youth	I	R	I	P	A-R

R - Responsible  
 P - Participate  
 A - Approve  
 I - Inform

## 10. BENEFICIARIES

Organized youth from participating countries will be the direct beneficiaries of the project, through training in leadership skills, business management techniques and the relevant technical areas of agriculture and agricultural related activities. The formulation and eventual execution of at least five (5) youth projects in each participating country is expected to create employment opportunities for young people. Youth as well as youth organizations are expected to have better access to financial and human resources necessary for the development and execution of programmes and projects.

Direct beneficiaries of this project will also be the corps of trained personnel from governmental and non-governmental organizations that would eventually become responsible for guiding the youth development process in the Caribbean. Approximately 240 such functionaries will be trained over the life of the project.

The population of the participating countries as a whole will benefit indirectly from the project not only as a result of the increased employment opportunities for young people, but very importantly from redirecting the creative energies and dynamism of youth from various forms of juvenile delinquency, crime and drug abuse to participative roles in national and regional development



processes. In this way the Caribbean community is expected to benefit from a reduction in crime and violence, drug abuse and a high rate of teenage pregnancy which today is rampant among young people.

#### 11. PROJECT COSTS AND FUNDING

Total cost of the project as presented in table 11.1 is estimated at US\$ 1,214 million.

**Table 11.1 Costs of Project (US\$)**

ITEMS	YEAR 1	YEAR 2	YEAR 3	TOTAL
<b>1. PERSONNEL COSTS</b>				
1.1 Project Coordinator	60,000	60,000	60,000	180,000
1.2 National Coordinators	48,000	48,000	48,000	144,000
1.3 Secretaries	24,000	24,000	24,000	72,000
Sub-Total Personnel	132,000	132,000	132,000	396,000
<b>2. CONSULTANTS</b>				
95 Man-Month x 2,000/MM	115,000	75,000	31,000	221,000
<b>3. TRAVEL</b>	30,000	30,000	26,000	86,200
<b>4. PER DIEM</b>	72,500	65,000	46,400	183,900
<b>5. OPERATING EXPENSES</b>				
5.1 Materials and supplies	15,000	12,000	12,000	39,000
5.2 Leasing/purchasing equipment	15,000	15,000	15,000	45,000
5.3 Computer services	14,000	10,000	10,000	34,000
5.4 Publications	16,000	13,000	12,000	41,000
5.5 Communications	12,500	12,500	12,000	37,500
Sub-Total Operating Expenses	72,500	62,500	61,500	196,500
<b>6. CONTINGENCIES (10% OF 1-5)</b>	50,640	43,740	36,650	130,030
<b>TOTAL</b>	<b>472,640</b>	<b>408,240</b>	<b>332,750</b>	<b>1,213,630</b>



Table 11.3 Major Items of Expenditure by Year and Source

YEAR AND SOURCE OF FINANCING	MAJOR ITEMS OF EXPENDITURE US\$ 000									TOTAL
	1	2	3	4	5	6	7	8	9	
<b>YEAR 1</b>										
Regular	-	24.00	-	-	-	-	-	-	-	24.00
External	60.00	-	40.00	25.00	-	29.00	-	115.00	25.00	294.00
Others	48.00	-	-	37.50	15.00	-	12.50	-	41.64	154.64
Sub-Total	108.00	24.00	40.00	62.50	15.00	29.00	12.50	115.00	66.64	472.64
<b>YEAR 2</b>										
Regular	-	24.00	-	-	-	-	-	-	-	24.00
External	60.00	-	40.00	25.00	-	25.00	-	75.00	25.00	250.00
Others	48.00	-	-	30.00	12.00	-	12.50	-	31.74	134.24
Sub-Total	108.00	24.00	40.00	55.00	12.00	25.00	12.50	75.00	56.74	408.24
<b>YEAR 3</b>										
Regular	-	24.00	-	-	-	-	-	-	-	24.00
External	60.00	-	40.00	25.00	-	25.00	-	31.00	25.00	206.00
Others	48.00	-	-	7.60	12.00	-	12.50	-	22.65	102.75
Sub-Total	108.00	24.00	40.00	32.60	12.00	25.00	12.50	31.00	47.65	332.75
<b>TOTAL (YEARS 1-3)</b>	<b>324.00</b>	<b>72.00</b>	<b>120.00</b>	<b>150.10</b>	<b>39.00</b>	<b>79.00</b>	<b>37.50</b>	<b>221.00</b>	<b>171.03</b>	<b>1213.63</b>
Regular	-	72.00	-	-	-	-	-	-	-	72.00
External	180.00	-	120.00	75.00	-	79.00	-	221.00	75.00	750.00
Others	144.00	-	-	75.10	39.00	-	37.50	-	96.03	391.63

## 12. TIMETABLE

	QUARTERS							
	YEAR 1				YEAR 2			
	1	2	3	4	1	2	3	4
1. Baseline Surveys	XXXXXXXX							
2. Formulation/Promotion of Strategies /Policies					XXXXXXXX			
3. Institutional strengthening					XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX			
4. Technical training					XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX			
5. Project formulation					XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX			
6. Establishing Data bank					XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX			
7. Identification/Accessing resources					XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX			
8. Support youth public relations programme					XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX			



**PART C: BASES FOR PROJECT IMPLEMENTATION, FOLLOW-UP, EVALUATION AND ADJUSTMENT**

**13. ACTIONS TAKEN PRIOR TO PROJECT IMPLEMENTATION**

ACTIONS	RESPONSIBLE
<p>1. Final consultation with governments and participating institutions in the countries.</p> <ul style="list-style-type: none"> <li>- Reconfirmation of interest in the project.</li> <li>- Involve national agencies and institutions and definition of responsibilities of each.</li> </ul>	<p>Caribbean Area Directorate.</p>
<p>2. Presentation of Project Document for approval to:</p> <ul style="list-style-type: none"> <li>- DIPROE/Programming Committee</li> <li>- External Funding Agency</li> </ul>	<p>Caribbean Area Directorate/ Programme III</p> <ul style="list-style-type: none"> <li>- Director of External Relations/Director of Operations (Caribbean Area)</li> </ul>
<p>3. Modification of document if necessary.</p>	<p>Caribbean Area Directorate</p>
<p>4. Presentation of revised version (if required)</p>	<p>Caribbean Area Directorate</p>
<p>5. Approval of revised version (if required)</p>	<p>DIPROE/Programming Committee</p>
<p>6. Final approval of project and release of funds.</p>	<p>IICA Headquarters/Ministries of Agriculture/External Funding Agency.</p>





## 14. INDICATORS AND INFORMATION FOR FOLLOW-UP AND EVALUATION

### 14.1 Means to verify Indicators and Goals

INDICATORS AND GOALS	MEANS OF VERIFICATION	RESPONSIBLE PARTY
1. Baseline surveys conducted	Reports/Documents and/or computerised system	IICA/NGO's
2. Profiles on youth organizations and associated social institutions completed.	Reports/documents on organizations	IICA/NGO's
3. National Consultative workshops held.	Reports of events.	IICA/NGO's
4. National policies and strategies for youth development formulated.	Reports/documents of strategies/Policies/Ministries of Agriculture/Youth Organizations	
5. Two hundred and forty (240) youth leaders trained.	Evaluation reports of events and opinions of participants	NGO's/IICA
6. Functionaries trained and available for youth activities	Evaluation reports of events and opinions of participants in Rural Development Project	IICA/Ministries of government
7. Sustained to mechanism coordinate development efforts in place	Networking of organization in place	IICA
8. Data base of technically and economically feasible models established.	Models available for distribution	IICA/NGO's
9. Institutional mechanism for dissemination of information in place	Models in use by youth	NGO's
10. Contents of courses, materials and teaching methods or rural schools modified	Evidence of new curriculum	NGO's
11. Youth provided with training in technical areas of agriculture	Evaluation of training events	IICA/NGO's
12. Youth Organizations strengthened.	Evidence of training events	IICA/NGO's
13. Production of documents on "Sources and Sourcing Resources".	Documents available.	IICA/NGO's
14. Technical assistance provided to institutions in project development	Increased numbers of "bankable" projects	IICA
15. Important themes and key issues on youth identified and aimed through print, audio and video means.	Promotional materials aired.	Ministries/NGO's/UWI



#### **14.2 Desired situation at the conclusion of the Project**

It is expected that by the end of the project youth leaders would have been trained in skills necessary to effectively manage their organizations. A core of technical personnel from social institutions would have been trained in defining socio-economic problems; preparation, negotiation, execution and follow-up of projects; and farm and micro-business management. Young people would also have been trained in technical skills related to agriculture, agro-industries and rural industries.

Youth organizations and institutions involved in promoting youth development activities would have been strengthened. An aggressive programme aimed to promoting a positive image of farmers and farming in the Caribbean would have been supported.

In summary, therefore, it is anticipated, that by the end of project we would have:

- a number of youth groups operating self-sustaining economic enterprises;
- young farmers providing leadership in appropriate technology;
- active participation of young people in formulation of rural development policies, strategies, projects;
- a more positive image of farming;
- a more effective programme of "Agriculture in the Classroom";
- recognition of farming as economically viable operations;
- solid base of information for decision making;
- mechanisms for accessing financial resources;
- strong institutional linkages to obtain technical and financial support.

Then could we expect to have an increased rate of participation of young people in agriculture development and rural transformation in the Caribbean.



## ANNEX 1

### PROJECT COST NOTES

#### 1. PERSONNEL COSTS

(a) Project Coordinator year 1-3 at \$60,000 annually (includes cost of recruitment, repatriation and home leave).

= US\$ 180,000

(b) National Coordinators (12) - one per country, year 1-3, 2 man - months per coordinator per year at \$2,000 per man-month - 48,000 per year.

= US\$ 144,000

(c) Secretarial services in twelve countries, Year 1-3, 2 man-months per country per year at \$1,000 per man-month - \$24,000 per year.

= US\$ 72,000

#### 2. CONSULTANTS

(a) Baseline surveys of organizations.

12 countries x 2 man-month per country x 2,000 per man-month

= US\$ 48,000

(b) Formulation of National Policies/Strategies for youth

12 countries x 1.5 man-month per country x 2,000 per man-month

= US\$ 36,000

(c) Formulation of Youth Development Projects

\$9,000 per country x 12 countries

= US\$108,000

(d) Development of economic/technical packages

= US\$ 30,000



(e) Resource personnel for youth training

- (i) Training of 240 youth leaders for institutional strengthening.

Two (2) training sessions per country over the life of the project x 12 countries x 2 x 0.5 man-month per training session x \$2,000

= US\$ 8,000

- (ii) Training of Youth in technical areas

Technical consultation to develop training curriculum 3 man-months x \$3,000 per man-month

= US\$ 9,000

- (iii) Modification of school curriculum/AITC development programme

Technical consultations 4 man-month x \$3,000

= US\$12,000

3. TRAVEL

- (a) National consultations

Project coordinator 11 trips x \$200

= US\$ 2,200

- (b) Travel for project development

= US\$ 4,500

- (c) Travel for Agriculture in the Classroom programme  
Domestic travelling allowances 12 countries x 2,000 per country annually year 1-3

= US\$ 72,000

- (d) Regional travel for project coordinator \$2,500 annually

= US\$ 7,500





**4. PER DIEM**

**(a) National consultations**

(i) 12 countries x 1 x \$1000 per country  
= US\$ 12,000

(ii) Regional Project Coordinator 11 times x 6 days x  
\$150 per day  
= US\$ 9,900

**(b) Project formulation**

Five (5) projects per country x 12 countries x 5 days x  
average of \$50 per day  
= US\$ 15,000

**(c) Training**

(i) Training of youth leaders  
240 youth leaders x 10 days at \$20 per day  
subsistence  
= US\$ 48,000

(ii) Training of youth in technical areas  
12 countries x 2 training sessions per country x 15  
participants per session x \$20 allowance per  
participant  
= US\$ 72,000

(iii) Attachment of agribusiness corporations  
- firm to pay weekly allowances

(d) Regional coordinator - coordination year 1-3  
180 days x \$150 per day  
= US\$ 27,000

**5. OPERATING EXPENSES**

Year 1-3 = US\$196,000

**6. CONTINGENCIES - 12%**

= US\$130,030







**MEETING OF THE COORDINATING COMMITTEE FOR PLANALC  
IN THE CARIBBEAN (CCPC)**

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**DATES:** 11th and 12th July, 1990

**PLACE:** Barbados

**DOCUMENT NO:** CCPC-90/1/4 - Add. 4

**DOCUMENT NAME:** Strengthening Communications Systems  
for Agricultural Development in the  
Caribbean



**PROJECT TITLE: Strengthening Communications Systems for  
Agricultural Development in the Caribbean**

**PART A: PRESENTATION AND JUSTIFICATION**

**1. IDENTIFICATION**

1.1 Program: III

1.2 Subject Area dealt with by the project:  
"Communication Support Systems for Agriculture"

1.3 Geographic Scope: Caribbean Area

1.4 Type of Project: National \_\_\_\_\_ Country \_\_\_\_\_  
Component of Multinational \_\_\_\_\_  
Multinational - Yes Area: Caribbean

1.5 Date: Beginning: January, 1991  
Concluded: December, 1992  
Duration: Two (2) years

1.6 Document version: Revised Date: 1990

1.7 Financed with:

- Regular resources:	Quota	US\$ 20,000
- External resources:		US\$650,000
- Others	:	US\$551,580

1.8 Date prepared: July, 1990  
Responsible party: University of the West Indies (UWI)  
Department of Agricultural Extension





## **2. ANTECEDENT**

### **2.1 Rural Development in The Caribbean**

The past three decades probably represents the greatest period of change ever known to man. Few areas have been exempt from change. Agricultural productivity, food technology, transportation, information and communication systems, space technology, engineering, medicine and others have developed beyond all expectations and the rate of innovation continues to increase.

In the Caribbean, as in other regions, the rapid economic and technical growth brought about by these changes has, for the most part, been concentrated in urban areas. The appeal of higher wages in the cities has been the primary cause for the increasing flow of human resources from rural to urban, to metropolitan areas. Economic growth and technical development have been the fundamental catalysts for social change, too often in a negative sense.

The rapid influx of the rural work force to urban areas has put tremendous pressure on limited services (housing, water, electricity, garbage disposal) in the larger cities. The concentration of excessive untrained labour in urban areas has led to increased demand for limited job opportunities, resulting in increased crime, violence and changing social norms.

As the rural population growth rate decreases (and out migration increases), agricultural labour becomes more expensive, therefore causing agricultural output to become less competitive in the world market. This leads to increased food imports and corresponding losses of foreign exchange. Simultaneously, as farm inputs and labour costs increase, it becomes more and more difficult to supply the national tourist industries and the agro-processing and export markets with produce at a competitive price. This too leads to a loss of foreign exchange.

Although considerable resources are dedicated to the mass media and for the generation of educational materials, in general there is a low level of public awareness on agricultural sector areas of interest and training materials do not meet the real needs of youth, women and farmers engaged in agricultural and marketing endeavors.

Given this situation, it seems obvious that the core problem (Figure 1) which needs to be given rapid attention is the deteriorating quality of life in rural communities in the Caribbean, since this leads directly to severe social and economic losses to the nation as a whole.

"Quality of life," whether at the level of a rural community or the nation, is a function of a large number of factors. Therefore, any attempt to improve the quality of life of rural



populations in the Caribbean will require a comprehensive approach covering a number of fronts, concurrently.

Within the framework of PLANALC in the Caribbean, four major problem areas have been identified (Figure 1) which are significant contributors to the deteriorating quality of life in rural populations in the Caribbean.

a. Weak Rural Development Support Structure

In general, most Caribbean countries lack clear policy guidelines to support rural development. If policies or strategies exist they are usually fragmented and may even be conflicting between institutions. This lack of order is the result of the lack of trained or experienced leadership in rural development, insufficient decision making information and insufficient resources. As a result of these causes, relatively little effort goes into the identification of comprehensive rural development projects and even less into the design of national development strategies. Given a relatively large number of public and private sector organizations with some sort of rural development activity, and given the lack of leadership in rural development, there tends to be little coordination and communication between the diverse groups interested in rural development. All this, combined with poor or non-existent information systems, contributes to a Weak Rural Development Support Structure.

b. Uncertain Market Opportunities for Small/Medium Farmers

For farmers to effectively market their produce they must be able to offer significant volumes of quality products on a regular basis and make it available at a specific place and at a competitive price. For this to occur among small farmers they must be organized so they can assemble, package, transport, store and market produce as a group. Most farmer organizations in the Caribbean (with the exceptions of the large commodity associations) have very limited resources, part-time and poorly trained management and offer few and poor quality services. This results in weak and ineffective organizations. Weak organizations, combined with unavailable or unorganized market information, scarce resources and limited transportation opportunities, results in uncertain market opportunities, another way of saying very high levels of risk.

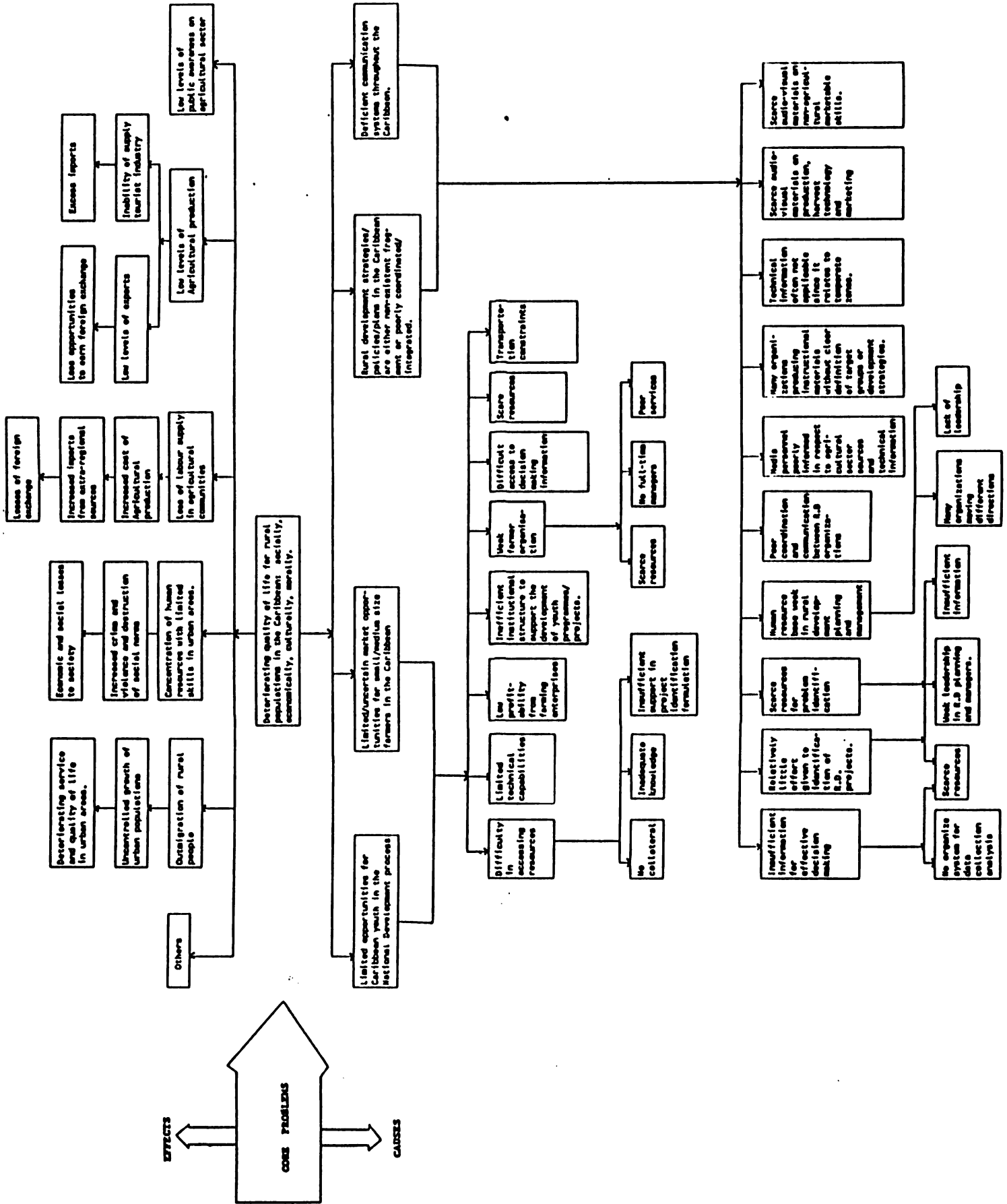
c. Limited Participation of Caribbean Youth in the Development Process

At the present time, one out of every three persons in the Caribbean is under the age of 24 years. By the turn of the century there will be approximately 2.0 million persons falling into this category. In some countries youth unemployment reaches 50%. Youth



FIGURE 1:

Cause - effect relationship of core problems Deteriorating Quality of Life of Rural populations in the Caribbean





are also migrating at a faster rate than other groups to urban areas. Youth as a percentage of agricultural population in many countries is only half what it is for other sectors. This in itself justifies giving youth special attention in the development process.

Lack of collateral, insufficient knowledge and lack of access to technical assistance to design entrepreneurial activities make it difficult for youth to access resources. Limited technical capabilities, low profitability in farming enterprises and a lack of organized public sector institutional support all contribute to this Limited Participation of Youth in the Development Process.

#### d. Deficient Communication Systems

In each country of the Caribbean there are a number of individuals and organizations/institutions involved in the production of educational, training and informative materials relevant to the rural sector. Unfortunately, most training materials are prepared generically by amateurs or professionals and are not oriented to overcome specific felt needs of target groups or development strategies. Media personnel frequently lack expertise in agriculture or other aspects of rural development and are often aware of reliable sources of information on the rural sector. Much of the technical information on agriculture is sourced from northern states with temperate climates and is not always applicable to the Caribbean tropics. Relatively little technical information is available in modern forms of audio-visual communication. These and other factors result in Deficient Communication Systems in the Caribbean.

As should be apparent, the four problem areas briefly summarised above are complementary. Whereas actions in only one of the areas mentioned would likely produce a limited impact on the rural sector, simultaneous actions in all four areas should make a very significant impact on rural development throughout the Caribbean.

PLANALC in the Caribbean includes multi-national projects in all four of the problem areas identified. Consequently, the project presented below must not be viewed by itself but rather as a component of a broader, comprehensive, Caribbean rural development strategy.

The particular project proposal presented herein is aimed at addressing some deficiency in the communications system for agricultural development in the Caribbean.

## 2.2 Origin of the Project

This project proposal "Strengthening the Communication Systems for Agricultural Development in the Caribbean" is presented





in response to the need to develop mechanisms to support the major themes and specific content areas identified as the priority issues common to the CARICOM Regional Agricultural Sector Plan (RASP), the Programme for Agricultural Diversification in the OECS, and IICA's Joint Plan of Action for the Reactivation and Modernization of Agriculture in Latin America and the Caribbean. As a result, the project assumes the existence of clearly defined policy and technological issues which need to be communicated in an effective manner to selected audiences. The latter will be either the general public, as far as the public information campaigns are concerned, or youth and local farming groups which have been targeted for specific messages related to improved practices or organizational strategies (e.g., farmers organisations, youth groups, women).

In the Americas, major efforts by IICA in supporting the development of communications systems are being effected through an agreement signed in 1987 by Radio Netherland Training Center (RNTC) and the Institute, to develop the project "Communication Applied to Rural Development in Latin America", with an emphasis on Central America and the Caribbean. Up to the end of 1988, 32 activities were carried out in connection with using communications to support rural development in the countries. Twelve (12) Caribbean nationals benefitted from training at the RNTC/IICA facility at IICA's Headquarters, Costa Rica, which includes a professional sound studio, portable recording equipment, computers, classrooms and offices.

In the CARICOM region, it is common to find newsletters, bulletins and leaflets as sources of information directed at agricultural personnel, farmers and the general public. Invariably these publications serve a dual purpose, to some extent an educational and awareness building function and as public relations devices for government officials and other institutions. The print media are also used for feature articles or weekly columns addressing agricultural issues. Given what is already taking place by means of the print and electronic media, and recognizing that efforts are being directed to upgrade and improve the quality of bulletins, pamphlets, videos and more recently, Fact Sheet series by UWI, CARDI, IICA, and the Communication Units within the Ministries of Agriculture, the basis exists for a new and more systematic approach to transferring knowledge and technical information to the rural sector.

### **3. SPECIFIC PROBLEMS THAT THE PROJECT SEEKS TO RESOLVE**

This project seeks to address the specific problem of the deficiency in the agricultural communication systems in the caribbean. Although some countries have made concerted efforts to overcome this inadequacy the problem is still overwhelming. There are several reasons for this.



Within the region, there are a number of individuals and organizations/institutions involved in the production of educational, training and informative materials relevant to the agricultural and rural sectors. Unfortunately, most of the materials are not oriented to overcome specific felt needs of target groups or of particular development strategies or issues. Media personnel frequently lack expertise in agriculture or other aspects of rural development and are often unaware of reliable sources of information on these subjects. As such, much of the technical information on agriculture is sourced from North American and European countries with temperate climates and are not always applicable to the Caribbean environment.

If the objective, strategies and critical issues which are embodied in the three major Caribbean initiatives (CARICOM, OECS, IICA) for the reactivation of the agricultural sector are to be understood and met, efforts to increase public awareness and improve public education about agriculture must be accelerated. There is also the need to improve public perception and attitude about agriculture. One of the main target groups in this respect is young people. Because of the historical experiences of slavery and the plantation system, there is an attitudinal problem as a result of the stigma attached to agriculture. Farming is considered unattractive and undignified to young people. It was instilled in youth at an early age that once successful in their academic studies they would be guaranteed "proper employment" outside the agricultural sector. Some youth did not think it was right for them to work hard at school and end up in the fields. Many admitted they would not feel comfortable working in the fields and seeing others with whom they went to school passing in "collar and tie" and waving at them. Surely a negative farmers' image has been developed and nurtured.

The media therefore has a critical role to play in the sector's development through intensified efforts to disseminate relevant information.

To effectively improve public consciousness about agriculture, it is important that the media be cognisant of the problems, the challenges and the opportunities in the sector. Specifically, there is the need for the implementation of an action plan which will sensitize Caribbean media personnel on agricultural development issues and strategies in the region and develop strategies for effective dissemination of information on Caribbean agriculture.

The key function of Communication Units within Ministries of Agriculture in the region is to facilitate the provision of advice and information on all aspects of farming (including forestry, fishing, rural development) to the rural population and to others involved in agricultural related activities. To date, the main work programme of these units include radio broadcasts (consisting



of news releases, community announcements and radio programmes on key agricultural issues), production and distribution of pamphlets, quarterly newsletter, booklets and annual reports, and in a few countries production of audio-visual materials. However, while many farmers are being reached presently through the mass media, the emphasis has been on general information. There is a perceived need to focus more directly on the didactic role of these Communication Units in close collaboration with the field extension agents, to heighten the units' impact directly on the functional aspects of agricultural and rural development. To this end, both the Communication Units and the Extension Services are constrained by the lack of specialized trained staff and equipment. The result is that instructional audio-visual and print materials produced by these units are limited in quantity and lacking in quality.

The Ministries of Agriculture in the region have recognized the urgent need to improve the efficiency, range and impact of the field operations of the Extension and Communication Units. The use of video technology would complement significantly the numbers of front-line extension officers. They will not only increase the number of farmers effectively reached by agricultural extension agents but will also provide an audio-visual pedagogical system for the systematic and improved training of farmers, fishermen, youth and the rural populations on subjects related to rural development. It is imperative therefore, that the facilities, methodology, and personnel of Communication Units be upgraded if the content (both technological and organizational) and quality of instructional materials be improved and effectively utilized to impart knowledge, for group formation and strengthening of farmers' organizations, for the transfer of technologies, as well as to stimulate, motivate and change attitude.

The experience of Caribbean Farm News, as a monthly newspaper and the attempts at the resuscitation of Caribbean Farming, a magazine-type periodical, testify to the severe and complete problems associated with a sustained and systematic effort involving the production of print media for wide circulation. Not only are these efforts costly but the nature and kind of impact they achieve are still to be determined, either as mechanisms to promote (a) agricultural development by means of improved techniques (b) a climate of public opinion supportive of local food production and consumption; or (c) an enhanced social structure for farming and the practice of agriculture as an economically rewarding enterprise. It seems that technical assistance is needed to upgrade the quality of existing national and regional publications and to make them more cost-effective.

This project will respond to the specific problems, in its support of the process of reactivation and modernization of agriculture in the Caribbean, by providing a vehicle for transferring technologies, promoting the participation of youth in



agriculture transformation and rural development, and deepening public awareness of the importance of agriculture in national economic development and rural welfare.

#### 4. GENERAL PROBLEM

Successive governments of countries of the Caribbean have targeted the agricultural (including agro-industry) and rural sectors as sources of growth, development and employment. However, the sectors' performances in the last decade have progressively declined in almost every country. The lack of significant achievements can be traced to the many common structural weaknesses in the sectors, which Caribbean countries share. These have been investigated and documented in various reports. The more common weaknesses can be summarized as follows:

- Smallness of arable land resource base.
- Inequitable systems of land distribution, tenure and utilization.
- Over concentration of investment resources in a few traditional export crops and the underdevelopment of the domestic food crop subsector.
- Applications of inappropriate and low level of technology.
- Generally inadequate physical infrastructure and weak support institutions and services.
- Low levels of managerial skills and entrepreneurship.
- Limited interest in agriculture as a business and a way-of-life by young people, resulting in the aging of the farm population and a lack of a young well-trained entrepreneurial class.

In an effort to reactivate and modernize agriculture in the Caribbean, three major but complementary initiatives have been developed. These are the Caricom Regional Agricultural Sector Plan (RASP), the OECS Programme for Agricultural Diversification and IICA's Joint Plan of Action for the Reactivation and Modernization of Agriculture in Latin America and the Caribbean (which is supportive of the other two initiatives).

It is however, essential that any comprehensive and integrated programme for "agricultural reactivation" in the Caribbean, adequately incorporate "communication-support" projects. Such a concern is now generally recognised given the emphasis that needs to be placed on accelerating technology transfer processes designed to obtain higher levels of production and productivity. But more





important than "technology transfers" in a narrow sense, is a need for effective two-way communication strategies so that researchers and administrators will become more sensitised to the needs of the farm population and the problems they continue to experience, which of necessity must be addressed as effectively as possible if the natural resource base of the countries concerned are to yield optimum output. On the other hand, accurate and meaningful communication of policy decisions to the farming sector are of critical importance for an overall thrust forward in which the role of agriculture in national and regional development is clearly perceived and accepted. Beyond the agricultural sector per se, the need for "development support communication projects" becomes apparent as a vehicle for "public information campaigns" aimed at educating the population as a whole on the importance of food security for the Latin American and Caribbean region, the linkages between food, nutrition and health as well as due regard and care for the physical environment.

Given the social, economic, and cultural circumstances and the level of technical expertise, in which the action plans for agricultural reactivation will be mounted, the communication-support activities proposed will of necessity draw their content from the technologies available, being generated or researched as the major tenets of these plans.

In summary therefore, the role of communications is critical to the success of the three Caribbean initiatives aimed at the modernization and revitalization of agriculture in the region. Support is needed not only from politicians, policy makers and farmers, but from the many diverse social and economic groupings in the society. A comprehensive strategy to ensure that the required support needed is provided and that the media's role in this regard is constructive.

**5. TECHNIQUES AND METHODS AVAILABLE FOR SOLVING THE SPECIFIC PROBLEM**

IICA as well as other national and regional institutions have accumulated considerable experience in the area of agricultural communications. Based on these various techniques and methods will be used in solving the specific problems. These are summarised in Table 1 below.

Table 1. Techniques and Methods for solving specific problems

SPECIFIC PROBLEM	TECHNIQUES AND METHODS TO BE USED	
1. Limited information to develop content and strategies for media impact.	1.1	Baseline listenership and/or readership surveys.
	1.2	Media impact surveys.
	1.3	Seminar/workshop with farmers' groups.



SPECIFIC PROBLEM	TECHNIQUES AND METHODS TO BE USED
2. Lack of public consciousness about agriculture.	2.1 training and media workshops for Caribbean media personnel.
3. Limited technical capabilities of Communication Units of the Ministries of Agriculture.	3.1 Upgrading of communication facilities. 3.2 Training of staff (including in service training of extension officers).
4. Limited and irrelevant instructional materials using video technology.	4.1 National survey of farmers need. 4.2 Seminars/workshops with farmers' groups. 4.3 Training of production staff. 4.4 Increase the production of video materials from (a) regional centres (b) Ministries of Agriculture.
5. Limited interest in agriculture as a business and a way of life, by young people.	5.1 Use of the mass media in promoting positive image of farmers and farming. 5.2 Exposure of young people to "high-tech" agriculture through visits, newsletters, etc. 5.3 Promote the modification of the curriculum of rural schools to reflect the needs of future farmers.
6. Poor quality of high cost, irrelevant publications.	6.1 Contract international professional (consultant) to provide technical assistance in improving the qualities (better layout and designs, choice of topics, contents, etc) of these publications.

The proposed activities fit logically within the institutional capability of the Regional Extension Communication Unit (RECU) in the Department of Agricultural Extension of the UWI's Faculty of Agriculture. RECU utilizes a multi-media approach by means of professional and technical personnel who constitute a team in the design, production and distribution of a range of communication materials on technical and organizational topics related to Caribbean Agriculture. Specialists can be drawn from UWI, Faculty of Agriculture, CARDI, CARIMAC, Ministries of Agriculture and any other suitable agency given the topic under consideration. Most of these institutions have the capability and equipment for print, recording, slide photography and video production.

Training courses in writing for non-technical audiences have been previously conducted by RECU as part of the activities of the Caribbean Agricultural Extension Project (CAEP). The proposed training sessions for "agricultural journalists" will be sponsored



in conjunction with the Caribbean Media Workers Association (CAMWORK) as a useful step toward institutionalising greater awareness by media personnel to agricultural topics.

In terms of personnel, equipment and organizational affiliation available, there is sound reason to expect successful implementation of the programme.



## PART B: THE PROPOSAL

### 6. GOALS AND IMPACT

DESCRIPTION	VERIFIABLE INDICATORS AND GOALS	EXTERNAL CONDITIONING
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#### GENERAL OBJECTIVE

By the end of the project (1993):

To improve the quality of life for rural populations in the Caribbean through a process of reactivation and modernization of agriculture and rural industries.

- The participation rate and consequently the insertion of small farmers, women and youth in the development process would have increased significantly.
- Significant numbers of employment opportunities would have been created for rural populations.
- The welfare of rural communities would have been enhanced.

#### SPECIFIC OBJECTIVE

To support the process of reactivation and modernization of agriculture in the Caribbean by providing a vehicle for transferring of technology, promoting the increased participation of youth in agricultural transformation and rural development and deepening public awareness of the importance of agriculture in national economic development and rural welfare.

#### INDICATORS AND GOALS FOR CONCLUDING THE PROJECT

- By the end of the project Caribbean countries will have:
- (a) Populations aware and sensitized to agricultural development issues and strategies.
  - (b) Corps of media personnel better equipped and systematically in contact with relevant sources of knowledge on agricultural development issues;
  - (c) Technical capacities developed for the preparation and utilization of instructional materials.
  - (d) Improved image of farming as a meaningful occupation for young people.

#### FACTORS CONDITIONING ATTAINMENT OF DIRECT IMPACT

Support from media houses: Print, audio, video/television.





**FINAL PRODUCTS GENERATED BY THE PROJECT**

**INDICATORS AND GOALS OF FINAL PRODUCTS ACHIEVED**

**FACTORS CONDITIONING ACHIEVEMENTS OF SPECIFIC GOALS**

<p>1. Information necessary for effective planning of communication support programmes generated.</p>	<p>1.1 Media impact and listenership baseline surveys conducted to determine audience preferences, needs habits and attitudes that can improve communication contents, methods and approaches to various target groups.</p>	<p>1. Literate population. 2. Wide listenership/readership audience.</p>
<p>1.2</p>	<p>National surveys and interviews of rural women, youth, farmers and organizations conducted to determine priority problems and identify training needs of farmers, women and youth.</p>	
<p>1.3</p>	<p>National consultative workshops held to identify problem areas and prioritize themes for the development of audio-visual teaching materials.</p>	
<p>2. Personnel from public and private sector media houses trained in the methodological process and the identification of and design of programmes on agricultural issues and strategies.</p>	<p>2.1 By the end of the project 80 media personnel drawn from newspapers, radio and television in both private sector and government agencies in the Caribbean will be trained in:</p>	
	<ul style="list-style-type: none"> <li>- the identification and design of programmes for increased public awareness and sensitization to agricultural issues and strategies being employed for agricultural development.</li> </ul>	
	<ul style="list-style-type: none"> <li>- the development of reporting strategies in the coverage of agricultural news and current affairs.</li> </ul>	







**FINAL PRODUCTS GENERATED BY THE PROJECT**

**INDICATORS AND GOALS OF FINAL PRODUCTS ACHIEVED**

**FACTORS CONDITIONING ACHIEVEMENTS  
OF SPECIFIC GOALS**

4. Increased use of video/television technology for training of rural populations to complement significantly the numbers of front line extension agents involved.

4.1 Advice and information on aspects of farming provided to the rural communities through the use of video technology as a pedagogical training methodology.

4.2 A series of instructional video programmes suitable for farmer training designed and produced in areas such as:

- special programmes targeted at youth including production, agro-processing, arts and crafts;
- group dynamics and organization building (farmers organization);
- cost effective and efficient production of high-priced food crops; and
- reduction of post-harvest losses and improved marketing of selected crops.

5. An improved image within public media of farmers and farming.

5.1 Regionally and nationally oriented promotional as well as educational programmes developed for the print, audio and video medias.

5.2 An aggressive public relations programme aimed at promoting a positive image of farmers and farming developed.

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**FINAL PRODUCTS GENERATED BY THE PROJECT**

**INDICATORS AND GOALS OF FINAL PRODUCTS ACHIEVED**

**FACTORS CONDITIONING ACHIEVEMENTS OF SPECIFIC GOALS**

- |  |   |  |
|--|---|--|
| <p>6. Regular publication and dissemination of high quality printed material on agriculture and rural development.</p> | <p>6.1 Short term technical assistance provided to upgrade the quality of existing national and regional publications related to agriculture/rural development.</p> |  |
|  | <p>6.2 Quality of national/regional publications related to the agricultural sector and/or rural development improved.</p>  |  |





## 7. STRATEGY

The project will be executed over a two-year period with activities scheduled to compliment each other to the extent possible. With a view of achieving adequate regional coverage, activities will be planned and executed on a sub-regional basis. There will therefore be three operation centres from which the project activities will be implemented. These will include:

- (a) Jamaica (Northern Caribbean)
- (b) Trinidad and Tobago (Southern Caribbean)
- (c) St. Lucia or Dominica (Eastern Caribbean)

Project activities will commence with the implementation of a Short Term Action (STA) sponsored by IICA as part of a longer term strategy to support the development of an effective communication network in the Caribbean and aimed at improving public education on various aspects of agriculture. The first task will be the identification of media personnel and enhancing their capabilities to deal with, and have access to, relevant sources of critical information and technologies on key agricultural issues. In other words, this objective amounts to "beefing-up" a corps of top-notch agricultural journalists. Clearly it is much more common in Caribbean journalism to find exceptionally capable "parliamentary reporters" or "political journalists", as well as very articulate "commentators on the arts", than to identify a corps of journalists whose publication have significantly enlightened our societies on food and agricultural issues. Such a situation may no doubt be partly explained by the limited opportunities offered journalists to be sufficiently conversant with the issues, competent to address them in the media and be knowledgeable of sources of information and expertise on the critical issues facing the region's agricultural sector.

A series of four (4) workshops will be held to continue the process of sensitization of Caribbean media personnel on agricultural development issues and strategies in the region and to identify strategies for effective dissemination of information on Caribbean Agriculture.

A Strategy will be developed aimed at a public education campaign over a fixed period, two years in the first instance. This approach will be an essential part of and dependent upon the achievement of the first objective above. This will mean a popularising of agricultural issues in daily and weekly newspapers of the region. In this sense, an expected outcome of such an approach will be rising public consciousness about issues related to food security, markets and self-sufficiency, the negative consequences of loss of foreign exchange in satisfying our societies' food needs and others. Another result should be the



projecting of positive role models for the farming communities of improved practices that can be emulated as commercially sound and rewarding activities.

Facilities at the three operation centres will be used to provide technicians from the Ministries of Agriculture with indepth training in the main fields of mass media and ways of using the media as a pedagogical training methodology. The development and production of instructional materials (print, audio-visual) will be effected at these centres as well as within the Communication Units of the Ministries of Agriculture. The Communication Units will in turn train a cadre of field extension officers capable of applying the audio-visual training methodology.

In the development and implementation of an aggressive public relations programme aimed at promoting a positive image of farmers and farming, children 9-15 years will be the main target group (this seems to be the group which can be most positively influenced). The rural school has a great potential for contributing to the development of the agricultural sector, but it is necessary to make adjustments adapted to the living and working needs of rural families. One strategy is to promote adaption of the contents of courses, materials and teaching methods and offer an education that, due to its relevance and applicability, will respond to the real living and working needs of future farmers. Young people will therefore be better prepared to play an active role in the solution of problems concerning production, administration, marketing, organization and social aspects, and will be less dependent on decision, services and resources which are alien to their farms and communities and which, in fact, do not reach the majority of farmers.

The executing agency of the project will be the UWI's Faculty of Agriculture, Department of Agricultural Extension, through its Regional Extension Communications Unit (RECU), in collaboration with the Caribbean Institute for Mass Communications (CARIMAC), of the UWI, Jamaica. Video production facilities for half-inch instructional formate are available at both institutions. Technical personnel with suitable knowledge in agricultural communication and mass media techniques can be drawn from these institutions but additional resources, both with regard to personnel, production materials and supplies will need to be provided.

Such agencies as the Caribbean Publishers and Broadcasters Association (CAMWORK), Ministries' Communication Units and local Media Associations will need to be intimately involved in the sponsorship of media training and production exercises. Close collaboration with the Communications Division of the CARICOM Secretariat will be pursued during the overall design and execution of project activities.



## **8. BASIC ACTIVITIES**

Six (6) basic activities will be carried out during the life of this project. These will include:

### **(i) Media Surveys**

Two (2) types of media surveys will be conducted. In the first instance, baseline listenership and/or readership surveys will be carried out. These will be designed and conducted in the first quarter of the overall communications support project and should provide valuable information for the determination programme content, context (what to communicate) and strategies (how to communicate) as well as for the development and execution of the other project activities.

Since the impact of the communications project should be evaluated, surveys will be conducted in the last quarter of the two-year programme, based on randomly selected samples of target audiences, drawn from the public and specially focussed groups. To be meaningful, the impact surveys will be measured against the baseline listenership and/or readership surveys conducted in the first quarter of the programme. Sample surveys utilizing interviews rather than self-completed questionnaires tend to be very costly. Since it will be necessary to choose a sample of countries within the Region, one criterion of the inclusion of a country will be the likelihood of on-going and systematic media campaigns on agricultural issues, either on account of available facilities, expertise and interest. This will logically imply the three production centres (Jamaica, St. Lucia and Trinidad and Tobago) along with Dominica, where concerted efforts are being made to enhance the use of the media in agricultural development. One might also consider Barbados and Montserrat where media facilities in general are well utilised.

From recent experience of a radio listenership survey in the Eastern Caribbean conducted by CAEP, 200 to 300 respondents can yield very useful data, provided reliable sample frames are in existence.

### **(ii) Training and production workshops under the theme: The Media and Agriculture**

To effectively improve public consciousness about agriculture, it is important that the media in the Caribbean be cognisant of the challenges and the opportunities in the sector. This activity is an attempt to increase the awareness of media personnel in the region on critical issues related to the region's agricultural sector.



Two (2) regional workshops will be held each year. The objective will be to sensitise Caribbean media personnel on agricultural development issues and strategies in the Caribbean and identify strategies for effective dissemination of information on agriculture. Specially these workshops will:

- (a) discuss the importance of the agricultural sector in the economic development of Latin America and the Caribbean;
- (b) identify appropriate means of cooperation and coordination between the media and current initiatives for reactivating the agricultural sector;
- (c) review, exchange professional experiences and discuss new approaches to public education about the agricultural sector; and
- (d) develop reporting strategies and access to expertise on agricultural-related issues.

The four (4)-day workshop will have approximately 20 persons participating in each. Preference will be given to media personnel from the press, radio and television, in both the private sector and government agencies, particularly those who regularly cover agricultural-related topics. However, persons active in popular theatre groups (able to dramatize agricultural issues) and NGO's will also be included.

It is proposed that the 1st workshop be implemented by IICA through a Short Term Action, in collaboration with the Caricom Secretariat and the Faculty of Agriculture, University of the West Indies. Overall responsibility for conducting the workshop will rest with the Department of Agricultural Extension, UWI, St. Augustine Campus in collaboration with the Institute for Mass Communication (CARIMAC) located on the Mona Campus, Jamaica. Venue for the workshop will be Trinidad. Participants (20) for this 1st workshop will include media personnel from Barbados, Dominica, Guyana, Haiti, Jamaica, Suriname, Trinidad and Tobago and the OECS.

- (iii) **Strengthening the technical capabilities of Communication Units within the Ministries of Agriculture**

Two actions are planned within the framework of this activity. The first action for consideration involves the provision of technical assistance to the Ministries of Agriculture in upgrading their communication facilities through:

- (a) Assessment of existing facilities and identification of additional equipment needs;





- (b) sourcing and securing financial assistance in obtaining additional equipment where needed; and
- (c) procurement and delivery of such equipment.

The second action will attempt to address the need for corps of technicians with relevant know-how in the production of instructional materials for farmers training. As such a general media course will be designed to give these professionals in-depth training in the main fields of mass communication and ways of using the media as a pedagogical training methodology. As such, course content will include the following topics:

- (a) Aspects of communication processes:
  - face to face communications
  - content analysis
  - perception
- (b) Discussion techniques.
- (c) Techniques for the making of single and multi-media compilation for instruction purposes.
- (d) Print-production techniques and related skills for making quickly and cheaply relatively simple but well-written and attractive print materials.
- (e) Sound - production techniques and related skills for making quickly and cheaply relatively simple but well-scripted and attractively presented audio reports.
- (f) Picture and sound - production techniques and related skills for making quickly and cheaply relatively simple but well-produced and attractive looking video reports.
- (g) The production process as an educational tool.
- (h) Research techniques for such things as audience research, script development, and pre-listing.
- (i) Planning media productions; subject selection, which media for which audience, formats, treatments and scripts, how to prepare a media project proposal, production management and others.
- (j) The importance of the "drawing-board" stage of media productions.
- (k) Budget control.



- (l) Quality control.
- (m) Use and/or distribution.

In addition, under this second action, inservice training of extension officers in the methodology of using audio-visual packages for farmer training in the field will be conducted.

**(iv) Video productions for instruction and animation of farmers' group**

The sequential actions planned under this activity are as follows:

- (a) National surveys of rural communities as well as rural, women, youth and farmer organizations to determine priority problems and identify training needs of farmers and rural areas.
- (b) Video productions for instructional purposes

Regionally, operations can be directed and produced at the three (3) proposed centres at the UWI, St. Augustine, Regional Extension Communication Unit (RECU); UWI, Mona at CARIMAC; and St. Lucia (or Dominica, depending on the proposed FAO sub-regional facility under consideration. Six (6) programmes can be produced from each centre and the content coordinated so that region-wide issues (plant protection, post-harvest handling, soil and water conversation, small stock production; for instance) can be treated and highlighted in the more specific localities. These will be available for upgrading for commercial viewing as part of a weekly series, if broadcast time through local television stations can be negotiated.

Nationally, Communication Units within the Ministries of Agriculture will each target the production of at least three (3) programmes aimed at highlighting specific national problems.

- (c) Seminars/workshops with farmers' groups

While a data bank of instructional video programme resulting from sub-activity (b) above can be available for general use, an experimental and intensive application of these videos in a series of seminars with farmers' groups can be expected to have high impact in imparting knowledge on postharvest problems, group formation, quality standards or some set of issues identified as of critical importance.



Several farming groups and farmers' cooperatives can benefit from seminars in which video programmes are used. National Communication Units or Information Units of Ministries could also encourage greater systematic use of instructional videos.

This activity will consist of a series of 3 to 4 seminars in each of six countries chosen for impact assessment so that evaluations of focussed audience responses and levels of improved practice can be measured.

Over the life of the project some 24 seminars could be held and the audiences studied to establish the extent of change and effectiveness of the media used.

- (v) **Development and implementation of an aggressive public relations programme aimed at promoting a positive image of farmers and farming and targetted at young people.**

This activity involves the development of a public relations programme to promote a positive image of farmers and farming in the region. This will be effective through the following actions:

- (a) The use of the mass media: print, radio, television and video technology to promote a positive image of farmers and farming in the region by depicting (i) major successes in agriculture, and (ii) successful young farmers in action.
- (b) Promoting the intensification of the programme of "school farm" development at the primary, secondary and tertiary levels by sponsoring school competitions and providing appropriate prizes to winners of the best "school farm" in designated zones.
- (c) The exposure of youth to new technological advancement in agriculture by means of mass media, video technology, and through visits to experimental stations, agro-industrial complexes, modern agri-business operations, agricultural seminars/workshops, and the holding of school career days and national agricultural school fair.
- (d) The development and presentation of quarterly Regional Newsletter: "Young Farmers". This would be aimed not only at the dissemination of news and information on new and advance agricultural technologies, but also it would provide an avenue for the sharing by youth of experiences and know-



how in areas of planning and administration of agricultural and agricultural related projects.

- (e) Promoting the introduction of changes and innovations in the contents, methods, didactic materials and in the training of teachers so that rural basic schools can offer an education oriented towards the development of the "right attitudes" and knowledge of farming which will enable young people to perform an active role in the development of their families and communities.

This component of the project is expected to benefit substantially from linkages with another proposed Caribbean initiatives entitled "Media for Youth Project: Training Production and Platform in the Caribbean", a Radio Netherland project aimed at improving the participation of youth in the print and audio/visual media. A four dimensional strategy is planned for this complimentary project: offering youth basic media training, providing general media training to intermediaries who work with and for youth, facilitating media production for youth, and finally establishing a regional platform for reflection and exchange of ideas for youth in the Caribbean.

(vi) Short term assistance to publishers

This activity will provide technical assistance to upgrade and improve the quality of existing publications - bulletins, pamphlets, fact sheets, newspapers, magazines etc.

9. RESPONSIBILITIES DURING PROJECT IMPLEMENTATION

Basic Activities	Responsibilities			
	IICA	UWI	Regional Centres	Ministry of Agriculture/
1. Media Surveys	I	A-R	P	I
2. Training and production workshops	R	A-R	P	P
3. Strengthening Ministries of Agriculture Communication Units	P	R	P	A
4. Video Productions	I	A	R	R
5. Promotional Programmes for youth involvement	I	A	R	A
6. Technical assistance for publishers	I	A-R	P	I

R - Responsible  
P - Participate  
A - Approve  
I - Inform





## **10. BENEFICIARIES**

For activities directed primarily as a training exercise of media personnel, the beneficiaries will be a corps of "agricultural journalists" in the first instance. But their role will be critical in heightening the impact of public education campaigns that can shape opinions across the region.

The other major beneficiaries will be the targeted farming communities (women, youth and farmers) for whom the specially designed communication materials will be produced. Since these will be primarily engaged in agricultural development activities, the beneficiaries will be extremely suitable for and supportive of the major policy orientation and initiatives of the OCES Agricultural Diversification Programme, CARDI's Strategic Plan, IICA's Joint Plan of Action for Agricultural Modernization and Reactivation in the Caribbean as well Caricom's Regional Agricultural Sector Plan.

The spin-off and multiplier effects by linking to professional media groups such as Caribbean Publishers and Broadcasters Association (CPBA), Caribbean Media Workers' Association (CAMWORK) and Information Units of Ministries of Agriculture, will have a long term benefit to the ways in which agricultural issues are brought to the attention of the reading, listening and viewing public across the region.

At another level, regional institutions such as UWI and CARDI will benefit indirectly. Ministries of Agriculture will also be beneficiaries as their facilities will be upgraded and hence the technical capabilities will be enhanced for the delivery of effective communication systems to the farming communities in the region.

In summary therefore it can be said that the project is necessary and useful as essential supporting mechanisms to impart both new information and improved technologies within selected farming audiences and the wider public. The concern of the Commonwealth Caribbean governments to see 1990 dedicated to the theme of "Increased Food Production" will be well served by the proposed project activities. In addition, the initial impact, once created, will have long term and on-going effects on improving the image of farming as a meaningful occupation for young people, and thus enhancing the quality of life in the rural areas.

## **11. PROJECT COSTS AND FUNDING**

Total cost of this project as presented in Table 11.1 is estimated at US\$1.22 million. Funding is expected to be met by IICA (in kind), UWI (in kind), the national institutions and from external sources as indicated in table 11.2.



Table 11.1 Costs of Project (US\$)

ITEMS	YEAR 1	YEAR 2	TOTAL
<b>1. PERSONNEL COSTS</b>			
1.1 Project Coordinator	48,000	48,000	96,000
1.2 Subregional centre coordinators (3)	90,000	90,000	180,000
1.3 Technical assistance (3)	60,000	60,000	120,000
1.4 Secretaries (3)	36,000	36,000	72,000
Sub-Total Personnel	234,000	234,000	468,000
<b>2. CONSULTANTS</b>			
540 Man-days x 150/Mday	40,500	40,500	81,000
<b>3. TRAVEL</b>	63,000	63,000	126,050
<b>4. PER DIEM</b>	74,850	74,850	149,700
<b>5. OPERATING EXPENSES</b>			
5.1 Materials and supplies	55,000	35,000	90,000
5.2 Leasing/purchasing of equipment	24,000	20,000	44,000
5.3 Computer services	6,000	6,000	12,000
5.4 Publications	36,000	36,000	72,000
5.5 Communications	24,000	24,000	48,000
Sub-Total Operating	145,000	121,000	266,000
<b>6. CONTINGENCIES (12% OF 1-5)</b>	66,880	64,000	130,880
<b>TOTAL</b>	<b>624,230</b>	<b>597,350</b>	<b>1,221,580</b>

Table 11.2 Analysis of Budget by Sources

SOURCES OF FUNDS	YEAR 1	YEAR 2	TOTAL
1. External	350,000	300,000	650,000
2. UWI (contribution in kind)	36,000	56,000	92,000
3. IICA (contribution in kind)	20,000	-	20,000
4. National Institutions	218,230	241,350	459,580
<b>TOTAL</b>	<b>624,230</b>	<b>597,350</b>	<b>1,221,580</b>



Table 11.3 Major Items of Expenditure by Year and Source

YEAR AND SOURCE OF FINANCING	MAJOR ITEMS OF EXPENDITURE US\$ 000									TOTAL
	1	2	3	4	5	6	7	8	9	
<b>YEAR 1</b>										
Regular	-	-	20.00	-	-	-	-	-	-	20.00
External	198.00	-	30.00	35.00	-	30.00	-	40.50	-	328.50
Others	-	36.00	19.85	38.00	55.00	-	24.00	-	102.88	275.68
Sub-Total	198.00	36.00	69.85	68.00	55.00	30.00	24.00	40.50	102.88	624.23
<b>YEAR 2</b>										
Regular	-	-	-	-	-	-	-	-	-	-
External	198.00	-	27.00	30.00	-	26.00	-	40.50	-	321.50
Others	-	36.00	42.85	38.00	35.00	-	24.00	-	100.00	275.85
Sub-Total	198.00	36.00	69.85	68.00	35.00	26.00	24.00	40.50	100.00	597.35
<b>TOTAL (YEARS 1-2)</b>	<b>396.00</b>	<b>72.00</b>	<b>139.70</b>	<b>136.00</b>	<b>90.00</b>	<b>56.00</b>	<b>48.00</b>	<b>81.00</b>	<b>202.88</b>	<b>1221.58</b>
Regular	-	-	20.00	-	-	-	-	-	-	20.00
External	396.00	-	57.00	60.00	-	56.00	-	81.00	-	650.00
Others	-	72.00	62.70	76.00	90.00	-	48.00	-	202.88	551.58

**12. TIMETABLE**

ACTIVITIES	YEAR 1				YEAR 2			
	Quarters							
	1	2	3	4	1	2	3	4
1. Media Surveys	xxxx							xxxx
2. Training and Production Workshop	xxxx	xxxxx			xxxx	xxxxx		
3. Strengthening Communication Units					xx			
4. Video Productions					xx			
5. Promoting Youth Participation					xx			
6. Technical Assistance for Publishers					xxxxxxx			



**PART C: BASES FOR PROJECT IMPLEMENTATION, FOLLOW-UP, EVALUATION AND ADJUSTMENT**

**13. ACTIONS TAKEN PRIOR TO PROJECT IMPLEMENTATION**

ACTIONS	RESPONSIBLE
<p>1. Final consultation with participating institutions to:</p> <ul style="list-style-type: none"> <li>- Reconfirm interest in project</li> <li>- Develop and implement Short Term Action for media personnel</li> <li>- Define the institutional responsibilities</li> <li>- Identify resources</li> </ul>	Caribbean Area Directorate
<p>2. Sequential presentation of Project Document for approval to:</p> <ul style="list-style-type: none"> <li>- Programme III/UWI</li> <li>- DIPROE/Programming Committee</li> <li>- External funding agency identified/ approached</li> </ul>	Caribbean Area Directorate
<p>3. Modification of document if necessary</p>	Caribbean Area Directorate
<p>4. Presentation of final project document (if required) for approval</p>	Caribbean Area Directorate
<p>5. Final approval of project</p>	IICA Headquarters/UWI/ Ministries of Agriculture/ External funding agency





## 14. INDICATORS AND INFORMATION FOR FOLLOW-UP AND EVALUATION

### 14.1 Means to Verify Indicators and Goals

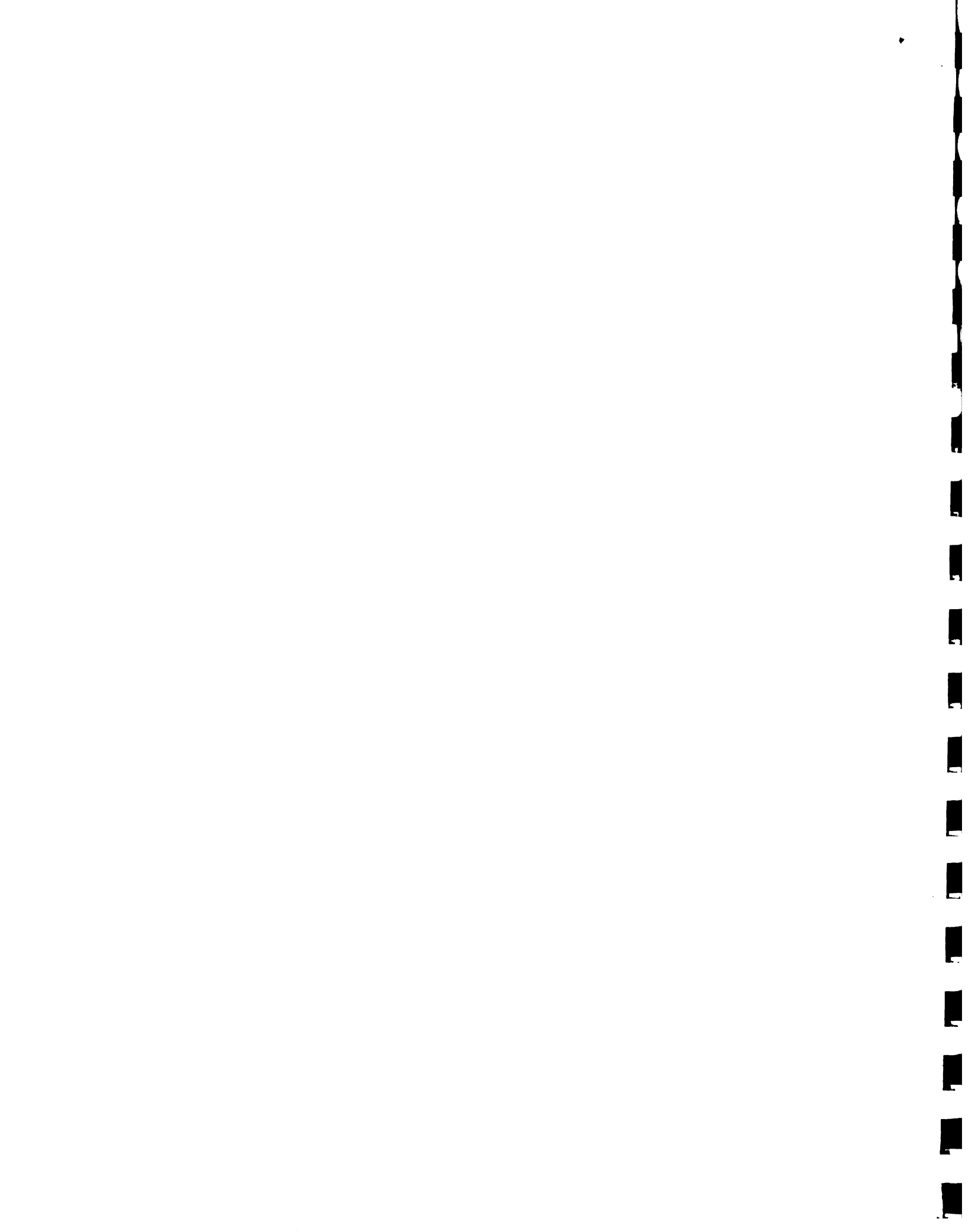
INDICATORS AND GOALS	MEANS OF VERIFICATION	RESPONSIBLE PARTY
1. Media Impact and Listenership surveys conducted	Reports/documents	UWI
2. National surveys/interviews of farmers/farmers organizations conducted	Record of events.	UWI/Regional centres
3. Consultative workshops held to prioritize audio-visual themes	Reports of events.	IICA/UWI
4. Media personnel trained	Evaluation reports of events and opinions of participants.	UWI/IICA/CARICOM
5. Ministries of Agriculture personnel trained.	Evaluation reports of training events and opinions of participants.	UWI/CARICOM
6. Communication Units upgraded	Record of additional equipment acquired.	UWI/IICA/Ministries of Agriculture (MoA)
7. Instructional video programmes produced and in use	Audio-visual modules produced.	UWI/Regional centres/MoA
8. Promotional/educational programmes developed for youth	Records of promotional programmes printed, aired and viewed.	Regional centres/MoA
9. Short term technical assistance provided to publishers	Reports of visits to publishers.	UWI

### 14.2 Desired situation at the conclusion of the project

It is expected that by the end of the project a core of media personnel would have become sensitized to agricultural development issues and strategies in the Caribbean as well as been able to identify strategies for effective dissemination of information on Caribbean agriculture. By this means, public education, perception and attitude to agriculture would be improved.

Communication Units within Ministries of Agriculture would have been upgraded. The technical capacities of individuals and institutions involved in the production of agricultural publications would have been strengthened.

The production of instructional programmes (print, audio-visual) for farmer training would have increased.



An aggressive programme aimed at promoting positive image of farmers and farming in the Caribbean would have been developed and implemented.

In summary, the institutional capabilities and technical capacities of national and regional communication systems to support agricultural development in the Caribbean would have been enhanced.

FECHA DE DEVOLUCION

24 MAR. 1995

IICA  
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Autor

Título Meeting of the coordinating  
committee for PLANALC in the ...

Fecha  
Devolución

Nombre del solicitante

24 MAR. 1995

Sarozini R.

