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Centro Interamericano de  
Documentación e  
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**IICA — CIDIA**

IICA'S ACTION STRATEGY  
1988-89  
DOMINICA

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(1)

COUNTRY SUMMARY

DOMINICA

A. Basic Indicators

1. Population

- Total number of inhabitants (1984)	83,266
- Total rural population (1984)	54,123
- Percentage of economically active	40.0%

2. Rural Illiteracy 46.0%

3. Gross Domestic Product in 1984

- Total	EC\$190.3 million
- Per Capita (1983)	US\$970.0
- Total growth	30.0%
- Growth per capita	50.0%
- Percent of agricultural contribution to the GDP	30.0%

4. Balance on foreign political debt US\$ 49.0 million

5. Average annual rate of inflation (1981) 13.9%

6. Surface area

- Total country	195,200 acres
- Agricultural	101,200 acres

7. Structure of land use 1982

- Tree and Root crops	52.0%
- Forests	22.0%
- National Parks	10.3%
- Water catchments	5.7%
- Clumps	0.1%
- Settlements	1.2%
- Water areas	8.7%

8. Structure of land tenure

- Farm holdings (No.)	8,667
- Owned	76.0%
- Rented	16.0%
- Rent free	1.0%
- Mixed tenure	7.0%
- Holdings >20 ha	2.0%
- Holdings < 2 ha	74.0%
- Holdings >20 ha occupy	60.0% land area
- Holdings < 2 ha occupy	13.0% land area





9. Structure of the aggregate value  
of the agricultural sector. (GDP-EC\$)

	<u>1983</u>	<u>1984</u>
- Total	175.8 m.	189.0 m.
- Agriculture	40.7 m.	43.1 m.
- Livestock and Fishing	7.7 m.	3.1 m.
- Forestry	4.0 m.	4.2 m.

10 Exports

- Total country	67.3 m.
- Agricultural	41.6 m.

11 Imports

- Total country	156.1 m.
- Food products	25.1 m.

B. Problems and Outlook of the Sector

Although Dominica is the largest of the Windward Islands, it still is a micro-state. It has most of the problems suffered by the larger countries but its resource base is very limited and it relies heavily upon both food and non-food imports. Unlike its neighbouring islands, tourism is relatively unimportant. This in effect has forced a greater reliance upon agriculture and agro-processing for employment and generation of foreign exchange. Given the importance of agriculture, particularly bananas, upon heavy winds and hurricanes frequently have a devastating effect upon the sector and the economy in general. This situation has been at least partially responsible for developing human resources who are accustomed to working together. It is felt that the available external resources, combined with skilled local human resources and good efficient project management, can have a very favourable impact upon the development of the agricultural sector over the medium and long term.

C. IICA's Area of action for 1988-1989

The actions of the IICA office in Dominica will cover all five of IICA's program areas but the activities related to marketing will be implemented under Program 3 since they deal directly with rural development and farmers organizations. The four principal projects to be developed are the following:

- a) Support to the planning and management of the agricultural rural development process in Dominica.
- b) Support to management of research and extension service.
- c) Strengthening farmers organizations through integrated rural development.
- d) Improvement of crop protection and animal health capabilities.



**D. IICA's strategies and types of action in the country**

In the area of planning, IICA will work with the Planning and Statistical Unit of the Ministry of agriculture to improve project management and develop information systems. Emphasis will be given to creating an information base for improved decision making at the sectorial level. Under technology IICA will allocate it's resources to help the MOA diagnosis and develop effective mechanisms for satisfying farmers needs for technology which will allow them to meet country goals for import substitution and export development. In the case of crop protection, emphasis will be given to the creation of the institutional and organizational capacity to overcome constraints in this area which are affecting the development of the trade potential. The key element of IICA strategy in Dominica will be to effectively stimulate integrated rural development through organizations of farmers. All of the actions under planning, technology and crop protection will be complementary to this strategy.

**E. Projected outcome of IICA's action for 1988-1989**

Program 1: Human resources will be trained and computerized systems will be in place and operational for monitoring development projects and generating information for decision making.

Program 2: Institutional organizational structure defined and operational for developing policy guidelines and research management.

Program 3: Existing farmers organizations will be strengthened in business management/administration/marketing and support services from the public sector will be developed and operational.

Program 5: The institutional structure will be defined and all necessary services in plant protection will be operational and effective.



## 1. INTRODUCTION

This document attempts to indicate the major problems facing agricultural development in Dominica and those actions which can and are to be undertaken by the government to address them. Areas where IICA can best assist in the development process are identified as are the expected results of the actions to be taken. It follows the guidelines provided by IICA and outlined in Document 6 (86) Rev. 1.

This document represents the first attempt at preparing the framework for actions of the IICA office in Dominica for the biennium 1988-89 and is the result of the combined efforts of staff in Dominica and St. Lucia.

It should be recognized that a small country like Dominica has very limited financial and human resources. Consequently the planning process is not well developed and ongoing plans, programs and policies are not always clearly defined, let alone published. Given the large number of externally funded projects and the limited human resources within the Ministry of Agriculture the planning process gives way to day-to-day operations. Official statistics often go unpublished for several years.

In spite of these limitations, useful information was obtained from discussions with government officials, private sector individuals and organizations, IICA personnel and from miscellaneous documents.

Finally, it should be noted that the strategy outlined for St. Lucia is interwoven with those of the other two territories to form a Windward Islands Strategy. This document therefore, should be taken in conjunction with the ones for Grenada and Dominica and not in isolation.

## 2. SYNTHESIS OF THE SOCIO-ECONOMIC AND POLITICAL SITUATION OF THE COUNTRY

The population of Dominica in 1984 was 83,266 with approximately 35% residing in the capital, Roseau. The labour force is estimated at 29,000 of which 31% are active in agriculture, forestry and fishing. Services and industry account for another 46% of the labour force while the remaining 23% are classified as unallocated.

Somewhat over 50% of the population is female, particularly in the 35 plus age categories. Among Dominican farmers, 24% are female. Almost two-thirds of the total population is under 25 years of age. The youth do not look favourably upon agricultural employment and a net outward migration to regional and extra-regional destinations keeps population growth low.



Politically, Dominica has been relatively stable in recent years. The present government first came into power in July 1980 and was re-elected in 1985. While relying heavily on external resources for development, it is attempting to maximize the use of domestic resources.

Economic development in Dominica is constrained by limited financial and human resources, inadequate economic infrastructure and frequent natural disasters (hurricanes, floods) that have in recent years affected all sectors, especially agriculture.

The country's small size (750 sq. km.), coupled with its rugged physical features, render the cost of administration and infrastructural development and the provision of public services relatively burdensome on a per capita basis. GNP per capita was put at US\$970 in 1983.

Recent economic activity in Dominica has been dominated by rehabilitation efforts consequent upon the ravages of hurricanes in 1979 and 1980. During this period, there has been significant inflows of external funds, most of which have been directed towards infrastructural facilities and agricultural projects. In the capital budget (1985/86), for example, of a total of \$80.4 million, \$53 million were allocated to the Ministry of Communication and Works and \$13 million to Agriculture.

Agriculture plays a key role in Dominica's economy. In 1984, agriculture contributed 30% to GDP as compared to 7% from manufacturing, 1% from tourism and 24% from government services.

This dominant role of agriculture is due to a single crop, banana, which accounted for more than 46% of all merchandise exports in 1984. Because banana is marketed in the UK, the fluctuations in the value of the pound sterling relative to the US\$, to which the EC\$ is fixed, is clearly correlated with net returns to banana farmers. Recently, the value of the pound sterling has increased vs the US\$ and farmers are now enjoying a period of relatively good earnings.

According to the Prime Minister's Budget Speech in 1985, the first priority in Government's strategy is to increase productivity in the agricultural sector while continuing to diversify the productive base of the economy and to expand and improve the physical infrastructure, particularly as they affect foreign capital and investment. The Government's program will focus attention on the expansion of export capacity in agriculture, agro-processing and tourism, the promotion of productive investment and the development of appropriate social and economic institutions.





During the current five year term of Government, it is the intention to direct the greater part of the nations resources to the attainment of these objectives. One of the main tasks will be to develop the productive potential of the agricultural sector, both in terms of output and marketing.

There is considerable undeveloped potential in the agricultural sector which the government intends to exploit to the fullest, while at the same time building a strong foundation for the expansion and development of the industrial and tourism sectors.

### 3. SUMMARY OF THE PROBLEMS AND OUTLOOK FOR THIS AGRICULTURAL SECTOR

#### 3.1 Overall Characteristics of the Agricultural Sector

Dominica is the largest of the windward Islands being 47 km long, 26 km wide and having an area of 760 km<sup>2</sup>. The climate is closely related to the extremely broken topography. Annual rainfall ranges from 2500 mm on the coast to over 7500 mm in the mountainous parts of the island. There is a distinct dry season from February to May and a rainy season from June to January.

Dominica has been hit by several hurricanes in this century, the most recent being David in 1979 and Allen in 1980. Approximately 85% of the total land area of Dominica has a slope greater than 20% and only 2% of the land area has a slope of less than 5%.

Dominica has a diversity of life zones and micro-climates predominantly determined by the influence of climate. Land capability, based primarily on slope, indicates that most of Dominica is suitable for tree crops, improved grasses, forest and non-agricultural use.

A varied multi-crop farming system has evolved as a result of diverse influencing factors such as plantation agriculture, small size of farms, changing market conditions, soil types, rainfall patterns, slope and land tenure arrangements.

Cash crops in Dominica have gone from sugarcane to cocoa, to coffee, to citrus and presently to bananas, mainly because of changes in market demand.

Due to its mountainous nature, Dominica has very limited agricultural potential and that which is available is highly skewed in distribution. Data from an ECLA report indicates that in 1961 a total of 8,667 farms contained 30,836 ha. of agricultural lands. Of these farms, 2% (175) accounted for 60% (18,549 ha) of the land area. The 1976/77 Agricultural Census revealed that 9% of the holdings held 55% of the land area. This situation has been modified somewhat in recent years by government's purchasing of large estates and distributing land to small farmers.

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Nearly 70% of agricultural land is thought to be freehold but most lack legal title. This is a deterrent to agriculture development and limits the procurement of credit.

Agriculture's share of exports was 52% in 1964 and the three principal export crops were bananas, coconut products and fresh grapefruit (Table 1). Agriculture also plays an important role in the employment of labour (60% of the total labour force in 1981). Dominica is predominantly a rural society and the number of persons directly dependent on farm households is approximately 45% of the island's population.

Though it is the major productive sector, agriculture is performing well below its potential and still has only partially recovered from the hurricanes of 1979 and 1980, which severely affected output.



### 3.2 Principal Problems in the Sector

While agriculture offers the greatest potential for achieving economic development, progress in the sector is still seriously constrained.

One of the most serious problems is the limited land resource base, especially the limited acreage of cultivable land. Further restrictions are placed on the effective use of available lands by the haphazard system of land distribution and land use. Significant areas of land are abandoned or remain uncultivated for the lack of policy decisions or adequate technologies e.g. irrigation and in some cases are being diverted into real estate.

Productivity in agriculture is low and is hindered by insecure land tenancy which contributes to poor husbandry and land use. Farmers are often without title and are therefore reluctant to make long term investments.

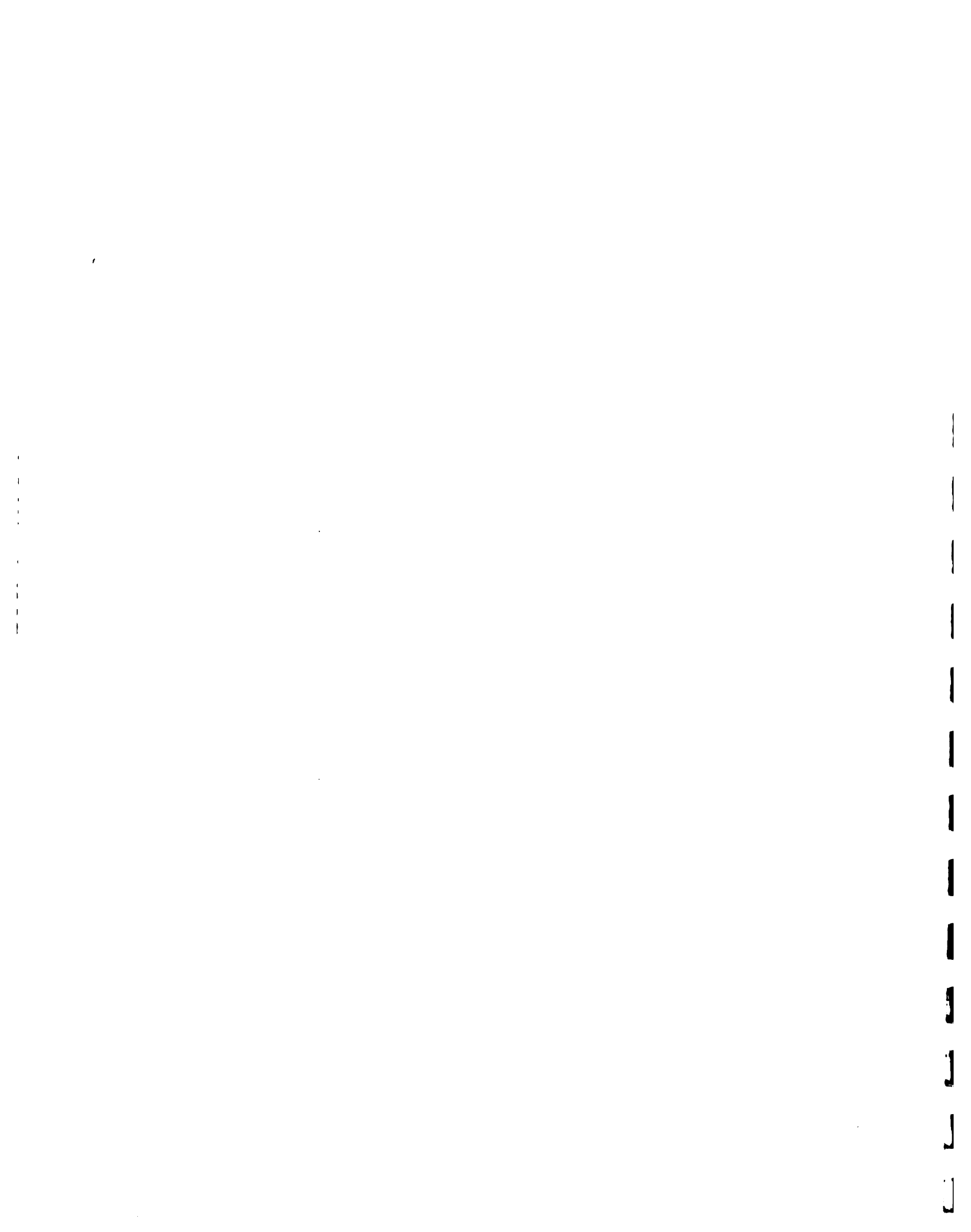
The mountainous terrain means high cost of road construction and maintenance, which adds to production and marketing costs. Heavy rains lead to erosion and land slides, isolation of farms and significant pre and postharvest crop losses.

Development in Dominica is seriously restrained by the lack of resources. The country has become dependent upon donor agencies to finance its development programs. With resources coming from many sources the planning/programming function has become a futile effort given the limited human resources.

This leads to a series of institutional problems including:

- Inadequate attention being given to the generation, analysis and dissemination of information.
- Ongoing projects are not adequately monitored or evaluated.
- Projects are often formulated by outside consultants and financed by donor agencies. The MOA therefore loses control of some development activities while others may fall outside of areas considered priority. In these later cases they may be implemented more because of donor pressure and the desire to take advantage of available resources than because of felt need. This sometimes leads to a misallocation of counterpart resources.

High cost of farm inputs plus the relatively high costs of living, combine to keep capital investment into farming at the minimum. Although banks may have lines of credit available, the combination of high security requirements and market risks militate against farmers obtaining credit.



The increasing average age of farmers and the out-migration of young people from the rural sector tends to reduce the labour supply and increase production costs. This situation increases the trend towards part-time farmers even further.

As average farm size decreases and markets become less certain, small farmers tend to spread their risks and minimize their use of technological inputs. This leads to reduction in product quality, small volumes of production and inability to market outside of the local economy.

Although there are a relatively large number of farmers organizations in Dominica, most are very weak in terms of management and administrative capabilities. They play a very minor role, or none at all, in the prioritization of research and in the design and implementation of rural development projects.

The lack of marketing infrastructure is a serious constraint in Dominica. Lack of airport facilities for international flights places full dependence for export on sea transport, with the Geest Banana ships being the only regular carrier. Most exports of fresh produce other than UK bananas are transported on inter-island schooners and one refrigerated vessel owned by Farm to Market (FTM).

Marketing policy has not been defined. The Dominica Agricultural Marketing Board was closed in 1984. A new body, Dominica Export/Import Agency, was created in May 1986 but import/export policy remains unclear.

While nearly 90% of 1985 fresh produce exports (excluding UK bananas) were handled by traditional exporters (Hucksters) no clearly defined policy has been developed to assist this group to overcome their problems.

With the trend away from estate production and in favour of small farms, produce for export is becoming less concentrated, of lower quality and available from farmers in smaller amounts.

Domestic markets are very limited. Regional and extra-regional market potential is uncertain and little systematic effort is underway to define the potential.

Much of the fruit produced is not of sufficient quality for external markets due to pest and disease problems e.g. mango seed weevil, citrus weevil and anthracnose.

Of the Windward Islands, the agro-processing subsector is furthest developed in Dominica. There presently exists five industrial scale operations and 50-100 home and cottage type industries. While the smaller firms main difficulties lie in obtaining packaging materials, maintenance of quality and





marketing of output, the larger firms major constraint is in the supply of raw materials and the difficulties related to obtaining equipment, replacement parts and transportation of output from the island.

A major constraint to an organized approach to agricultural development is the absence of a clear policy that unambiguously defines the role of public and private sector involvement. Neither production, land use, rural development or marketing policy are in evidence and as a result, it is impossible to say whether the various crop planting programs are in response to the type of aid offered, the ideas of public officials, the physical and technological limitations of the country or an attempt to respond to studies of market trends.

The government of Dominica/IMF letter of understanding does not allow for the creation of new staff positions. This has led to a weakening of the Division of Agriculture through understaffing at the higher grade officer levels (with no staff in some units) decreased motivation of those seeking advancement and a general brain drain from the DOA to other institutions and special projects. As a result, services in many areas are deficient or non-existent.

Finally, Dominica remains relatively isolated from the rest of the Windward Islands in terms of joint actions for developing non-traditional crops e.g. purchasing, research, marketing and transportation.

The principal problems of the agricultural sector can be summarized as follows:

A. Structural Problems

1. Limited acreage of cultivable lands.
2. Underutilization of available lands.
3. Lack of proper titling and unsecure tenancy.
4. Difficult access to land due to rough terrain.
5. Dependency on external resources for development efforts.

B. Technological Problems

6. Lack of adequate technologies to lower production costs.
7. Pest and disease problems affect marketability of produce.
8. Too few extension agents and technical persons.

C. Infrastructural Problems

9. High construction and maintenance costs of feeder roads.
10. Lack of international airport.
11. Lack of port facilities for huckster trade.

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## D. Marketing Problems

12. Wide variety of products supplied in small quantities.
13. Average quality of produce below international standards.
14. No international airport for extra-regional shipments of produce.
15. Sea transportation is inadequate and unreliable.
16. No clear definition of marketing policy/strategies.
17. Growth potential for fresh/processed produce on local market is small.
18. Lack of information on the intra-regional and extra-regional demand for fresh/processed produce.
19. Supply of raw materials to agro-processors unreliable.
20. Market for agro-processors output uncertain.

## E. Services/Institutional Problems

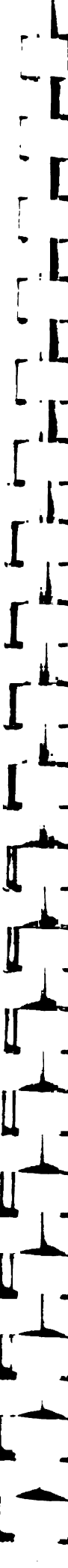
21. Collateral requirements for credit are difficult for farmers and agro-processors to meet.
22. Lack of clear developmental policies in land use, production, rural development and import/export of agricultural products.
23. Planning function is not being carried out satisfactorily.
24. No effective monitoring and evaluation of projects takes place.
25. Lack of information generation, organization, utilization and dissemination.
26. Lack of expertise in project formulation and management.
27. Lack of coordination between special projects and between donor agencies.

## F. Rural Development Problems

28. Out-migration of youth from agriculture.
29. Increasing average age of farmers.
30. Productivity of farm labour on the wane.
31. Farmer organizations have weak administrative/managerial capabilities.
32. Lack of farmer participation in project design and execution.
33. Inadequate system for generation/transfer of technologies.
34. Low income of rural population.

## G. Other Problems

35. Isolation from other islands in respect to joint efforts at purchasing, research, marketing and transportation of non-traditional crops.
36. IMF limitations are leading to artificial staffing arrangements which weaken institutional structure.



### 3.3 Prospects for the Agricultural Sector

Dominica is one of the lesser developed islands in the Caribbean. Perhaps due to its exceedingly rugged terrain and lack of white sand beaches, tourism has not gained a hold on this island. The economy, therefore, has remained basically agricultural and has been transformed from estate agriculture to small farm agriculture. Although governmental policy is oriented towards import substitution and export development, the structure of the sector results in the production of crops in small volumes, of standards below those of the international market and with relatively high costs of production.

However, the situation is not as bleak as one might imagine. Over the past few years, a number of actions have taken place that lead one to conclude that there is hope for agricultural development in Dominica. Perhaps as a result of the "hopelessness" of the situation, rural people have been forced to organize. There are more farmers' organizations and rural development organizations in Dominica than in Grenada, St. Lucia and St. Vincent combined. The Credit Union movement is one of the most dynamic in the world. The Division of Agriculture is experimenting with integrated rural development and is attempting to integrate the farmers into the decision making process. One private sector initiative (FTM) is providing a systematic marketing service for organized small farmers and grower contracts are being initiated. The traditional exporters (hucksters) have been organized into an association and government is providing some limited support to strengthen this group. Five large scale agro-processing installations are in place as well as a large number of home and cottage industries. Within the public sector, the key institutions are in place e.g. Agricultural Industrial Development Bank, National Development Foundation of Dominica, Dominica Export/Import Agency and the Division of Agriculture. Although both financial and human resources are limited, the high motivation of existing personnel is producing positive results. Additionally, Dominica has been successful in obtaining considerable resources from donor agencies.

In summary, one might conclude that although Dominica is facing a large number of very serious problems in developing the agriculture sector, none are insurmountable if its human resources are provided with organizational tools, adequate technologies, better market reconnaissance, minimal infrastructure and the opportunity to integrate their production/marketing efforts.



### 3.4 Main Objectives of Agrarian Policy

The agricultural policy of the Government is geared towards laying the foundation for the sustained expansion of the sector. This includes improving standards of living of farm families and the general population, while encouraging balanced exploitation of the arable land and forest resources. Other goals of Government are:

- to increase domestic food production to attain self sufficiency,
- the reduction of imports and the increase of exports of agricultural produce to improve the foreign exchange earning capacity, and
- the development of agro-related industries.

To attain these goals, Government has adopted the following developmental strategy encompassing the following policies:

- 1) Improving land development and utilization
- 2) Crop diversification
- 3) Livestock development
- 4) Development of Agro-processing capabilities
- 5) Strengthening of the Division of Agriculture
- 6) Strengthening cooperatives and farmer organizations
- 7) Improved access to Credit
- 8) Infrastructure development (feeder roads, health and education facilities)
- 9) Identification and development of export markets

## 4. IICA'S TECHNICAL COOPERATION

### 4.1 Historical Synthesis of IICA's Cooperation in Dominica

The IICA office opened in Dominica in August 1984. It is located at Botanical Gardens, Roseau and forms part of the Division of Agriculture complex. Its present staff consists of one national professional, one technical assistant and one administrative person. The national professional functions as office coordinator as well as plant protection specialist responsible for the project "Increasing the Plant Protection Skills in the Ministry of Agriculture", which started in June 1984. The technical assistant is involved in a small animal production project "Supporting Small Farmer Sneep Production in Dominica" which started in August 1985. A conjunctual activity "Eradication of the amblyomma Tick in the Bellvue Chopin Area" is also being managed by the Office.





The IICA Office maintains very close and cordial relations with the Ministry of Foreign Affairs, Ministry of Agriculture, Trade and Tourism, and with all the other agencies and institutions involved in the development of the agricultural sector of Dominica.

The major limitation to the achievement of the goals of the IICA projects in Dominica is the lack of counterpart personnel from the Ministry of Agriculture. Despite this limitation, achievements have been significant and prospects for the future look encouraging.

Technical support is received from the Director and other technical staff located in St. Lucia and Grenada and Barbados to a lesser extent.

The most significant accomplishments of this office are the following:

a) Consolidation of the crop protection service

- appointment of an agricultural instructor to CP unit
- upgrading of laboratory technician
- resiting of the Crop Protection office/laboratory
- passing into law of new Crop Protection and Quarantine Act 1986

b) Training

- three workshops on control of pests/diseases
- seminars on plant quarantine procedures postharvest technology and pesticide management
- information pamphlets for farmers

c) Improving sheep production systems

- development of four model sheep farms
- training through seminars and pamphlets for farmers

#### 4.2 Determination of Potential Areas of action 1988-1989

Some 36 problems have been identified which are considered limiting factors to agricultural development in Dominica. These problems have been grouped into seven categories. Of these categories, those related to structural (1 to 5) and infrastructural (9 to 11) problems are considered to be outside IICA's potential areas of action. Along the same lines, the following problems are considered to be outside of IICA's capacity:

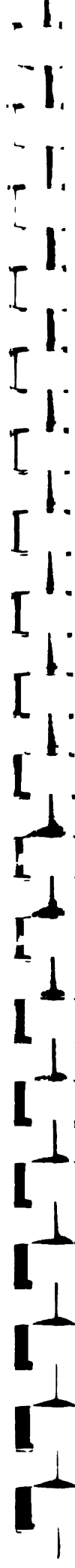
- Marketing problems nos. 14, 15, 17 and 20
- Institutional problem no. 21
- Rural development problem no. 29.

The remaining 20 problem areas coincide with IICA's areas of concentration. These problem areas are presented in Table 2.



TABLE 2: Relation Between Problem Areas in the Country and the Areas of Concentration of the Programs

Programs Area of Concentration	Problem areas in the country corresponding to the areas of concentration	Specific agricultural development objective defined for each program	Institutional sub-system responsible for achieving the objectives
<b>Program I: Agrarian Policy, Analysis and Planning</b>			
a) Analysis and exchange of experiences with strategy alternatives for agricultural and rural development both regional and sub-regional.	Lack of information on the intra-regional and extra- regional demand for fresh/ processed produce.		Division of Agriculture
b) Support for the countries in strengthening analytical skills and providing advisory services in formulating plans and policies for the agricultural sector.	Lack of clear developmental policies in land use, produc- tion, rural development and import/export of ag. products. Planning function is not being carried out satisfactorily. Lack of information generation, organization, utilization and dissemination. Lack of coordination between special projects and between donor agencies.	Crop diversification Improved land development and utilization. producers and traders.	Division of Agriculture
c) Strengthening of appropriate mechanisms for implementing plans and policies.	No effective monitoring and evaluation of projects takes place. Lack of expertise in project formulation and management. Lack of coordin- ation between special projects and between donor agencies.	Crop diversification	Division of Agriculture
<b>Program II: Technology Generation and Transfer.</b>			
a) Design of technological Policy.	Lack of technological policy	Strengthen Extension Service	
b) Organization and management of national systems and institutions for the generation and transfer of technology.	Lack of adequate technologies to lower production costs. Pest and disease problems affect marketability of produce.	Crop diversification Livestock development Strengthen extension service. Strengthen farmers organization. Develop export market potential	Division of Agriculture



Programs Area of Concentration	Problem areas in the country corresponding to the areas of con-	Specific agricultural development objective defined for each pro-	institutional sub-system responsible for achieving the objectives
c) Development and/or enhance- ment of human resource training programs.		Same as above	Division of Agriculture
d) Reciprocal cooperation and international coordination of research and technology transfer.	Lack of adequate technologies to lower production costs. Too few extension agents and technical persons.	Same as above	Division of Agriculture
e) Formulation and implementa- tion of investment projects.	Lack of adequate technologies to lower production costs.	To assist the country in obtaining funding for specific projects.	

**Program III: Organization and  
Management for Rural Development**

a) Analysis of rural development problems.	Wide variety of produce supplied in small quantities. Average quality of produce below international standards. Farmer organizations have weak administrative/managerial capabilities. Lack of farmer participation in project design and execution. Inadequate system for generation/transfer of technologies.	Develop export markets Strengthen farmers organizations Improve transfer technology	Division of Agriculture
b) Strengthening of institu- tional systems responsible for actions in rural development.	Farmer organizations have weak administrative/ managerial capabilities. Lack of farmer participation in project design and execution. Inadequate system for generation/transfer of technologies.	Strengthen farmers' organizations Improve transfer technology	Division of Agriculture Farmers Organization
c) Formulation and management of rural development programs and projects.	Same as above	Strengthen farmers organizations. Improve transfer technology.	Farmers Organization
d) Technical support and train- ing in organization and business management.	Farmer organizations have weak administrative/ managerial capabilities. Lack of farmer participation in project design and execution.	Strengthen farmers organizations.	Farmers Organization



Programs Area of Concentration	Problem areas in the country corresponding to the areas of con-	Specific agricultural development objective defined for each pro-	Institutional sub-system responsible for achieving the objectives
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Program IV: Marketing and  
Agro-Industry.

a) Identification of marketing problems and development of solutions.	Wide variety of products supplied in small quantities. Average quality of produce below international standards. No clear definition of marketing policy/strategies. Lack of information on the intra-regional and extra-regional demand for fresh/processed produce.	Identification and Development of export markets	DGA DEXIA
b) Development of rural agro-industry.	Lack of adequate technologies to lower production costs. Supply of raw materials to agro-processors unreliable. Market for agro-processors output uncertain.	Developing agro-processing capabilities. Improve access to credit. Identify/develop export markets.	DGA ID
c) Promotion of technical co-operation for intra-regional trade and food security.	No clear definition of marketing policy/strategies. Lack of information on the intra-regional and extra-regional demand for fresh/processed produce.	Identify/Develop export markets.	DEXIA
d) Promotion of non-traditional agricultural exports.	Lack of adequate technologies to lower production costs. Pest and disease problems affect marketability of produce. Wide variety of products supplied in small quantities. Average quality of produce below international standards. Lack of information on the intra-regional and extra-regional demand for fresh/processed produce.	Identify/develop export markets.	DEXIA

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Programs Area of Concentration	Problem areas in the country corresponding to the areas of con-	Specific agricultural development objective defined for each pro-	Institutional sub-system responsible for achieving the objectives
<b>Program V - Animal Health and Plant Protection.</b>			
a) Strengthening of institutional structures for animal health and plant protection.	Too few extension agents and technical persons. Lack of coordination between special projects and between donor agencies.	Strengthen Division of Agriculture	DGA
b) Assessment of economic losses resulting from the principal diseases and pests.	Pest and Disease problems affect marketability of produce.	Crop diversification Identify/develop export markets	DGA
c) Advisory services to the countries on overcoming health obstacles to participation in international trade.	Same as above.	Identify/develop export markets  trade.	DGA
d) Strengthening health protection and emergency systems.	Pest and disease problems affect marketability of produce. Too few extension agents and technical persons	Strengthen Division of Agriculture	DGA



#### 4.3 Discussion of the Feasibility of IICA Addressing the Areas Identified

The main program areas identified for IICA's support to the Governments of the Windward Islands member countries (Dominica, Grenada, St. Vincent) are the following:

Program 1: Agrarian Policy Analysis and Planning

Program 2: Technology Generation and Transfer

Program 3: Organization and Management for rural Development

Program 4: Is not identified per se but it is envisaged that it will be an integral part of the support provided through an integrated Rural Development project in Program 3.

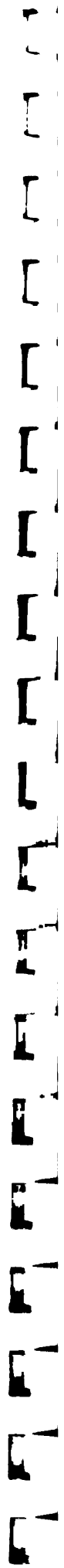
Program 5: Animal Health and Plant Protection

Projects in Programs 1, 2, and 5 already have been specifically requested by the Governments. The fourth area (Program III) which government authorities have identified as an area of high priority, seems the most logical way of supporting agricultural development in the windward Islands. There are several reasons for this among which are their small size, the new emphasis on small farm development as opposed to estate production and their interest in import substitution and export development.

It is difficult to envisage positive agricultural development in these countries without integrated support services to the farming community.

The areas selected are quite compatible with the new Medium Term Plan and in implementation, it is envisaged that the projects will complement each other fully both within and between the countries of the Windward Islands as well as be closely linked to projects in Barbados. IICA has the capability to respond in all areas chosen although external financial support will be required for a number of sub-projects in order to be fully effective.

In terms of the need for an appropriate institutional structure, it should be noted that the will to create same is there and in fact the extent to which it exists presently varies with the program area and the country. However, it should be borne in mind that these countries operate under severe financial constraints so that the capability of providing from country resources an "appropriate institutional structure" in all high priority areas may not be immediately possible. However, IICA can be assured of full government support in any effort to procure external financing for projects in the areas identified.



In terms of human resources, the implementation of projects in these four program areas will require the filling of the vacant post in St. Lucia with an international specialist in technology generation/transfer and one additional national staff member in Dominica and in St. Lucia.

#### 4.4 Definition of Projects in the Areas of Action Selected for the Biennium 1988-1989

The projects identified for Dominica for the period 1988-1989 are nine in number of which two are expected to be financed with regular resources, two with mixed resources and five with external resources. At the present time, only the crop protection project has been approved. This project will be ongoing through the biennium 1988-1989. The planning project will fall under the ongoing Multinational project but the subproject for Dominica will be prepared in 1986. The two projects to be financed with mixed resources will be prepared in 1987. The five projects to be financed with external resources are only now in the idea stage. Project profiles will be prepared in 1987 to be discussed with MOA decision makers. Three of these projects will be complementary to the project for integrated rural development and one each to the Planning and Plant Protection projects.



TABLE 3: DEFINITION OF PROJECTS IN THE AREAS OF ACTION FOR THE BINNIUM 1988-1989

Project Name	IICA Program	Project Status*	Technical Resources	Budgetary Resources							
				1988				1989			
				1	2	3-9	Total	1	2	3-9	Total
A) Financed with regular resources:											
1) Support to the Planning and management of the agricultural rural development process in St. Lucia	I	A	Ag. Economist Information Specialist	21.2	-	11.3	32.5	22.2	-	11.9	34.1
2) Improve crop protection and animal health capabilities	V	A	Plant Protection Specialist	-	35.0	14.0	49.0	-	36.8	14.7	51.5
B) Financed with mixed resources											
1) Support to management of research and extension services	II	N	Specialist in technology	22.0	-	-	22.0	23.1	-	-	23.1
2) Strengthening farmer organizations through integrated rural dev.	III	N	Ag. Economist Agronomist Rural specialist	23.3	35.0	15.0	73.3	24.5	36.8	15.7	77.0
C) Financed with external resources:											
1) Development of cottage industries	III	N	Food technologist								
2) Integral rural dev. of Bellvue Chopin	III	N	Rural Development specialist								
3) Development of small farmers dairy production system	III	N	Marketing and specialists								
4) Development of agriculture information system	I	N	Computer information specialist								
5) Survey monitoring of fruitflies	V	N	No additional resources								

\*A - Approved  
R - Reformulate  
N - New





#### 4.5 Projected Outcome of IICA's Action for 1988-1989

The expected results from the eight (8) proposed projects are presented below according to the Program to which they correspond.

##### Program 1 (planning project):

- A computerized system for monitoring development projects will be designed and put in operation.
- A system for the collection, analysis, publication and dissemination of information related to the agricultural sector and useful for decision making will be in operation.
- Human resources will be trained in project formulation, project monitoring and project management.
- Agricultural development policies will be defined for each of the following areas: crop diversification, integrated rural development, landuse and marketing.

##### Program 2 (research and extension project):

- Policy guidelines defined for research and extension.
- Institutional organizational structure defined and operational.
- Research management capabilities developed and operational.

##### Program 3 (integrated rural development project)

- Baseline information for the design of integrated rural development projects and for the definition of a national policy.
- Specific project designed and operational in at least one rural community.
- Management and marketing capabilities of farmers' organizations improved.
- Association of cottage industries formed.
- Small farmer dairy production model operational.



Program 5 (crop protection and animal health)

- Crop protection service organized and operational, with having legal framework in place.
- Economic thresholds determined for major pests and diseases of priority crops.
- Information system established for sanitation requirements for distinct markets, import/export controls, etc.
- Effective plant quarantine system operational.

**5. RESOURCE REQUIREMENTS**

**5.1 Technical Resources**

Marketing/Rural Development Specialist (LPP) - In place (a)

Research Specialist (LPP) - Required (a)

Crop Protection Specialist (LPP) - In place

Additional Local Professional - Required

Other staff to be provided under externally financed projects

**5.2 Budgetary Resources**

	<u>1988</u>	<u>1989</u>
Quota	221.5	232.3
External	Undetermined	

(a) To serve all three countries



## ANNEX II

## DOMINICA - SECTORAL ORIGIN OF GROSS DOMESTIC PRODUCT CURRENT FACTOR COST, 1977 - 1984

	1977	1978	1979	1980	1981	1982	1983	1984
<u>Gross Domestic Product</u>	<u>84.8</u>	<u>105.9</u>	<u>105.8</u>	<u>143.7</u>	<u>153.0</u>	<u>162.6</u>	<u>175.8</u>	<u>190.3</u>
Agriculture	27.0	36.1	30.0	36.7	38.8	39.0	40.7	43.1
Livestock and Fishing	3.5	3.9	3.1	5.4	6.1	6.8	7.7	9.0
Forestry	1.4	1.4	1.7	1.9	3.6	4.0	4.0	4.2
Mining and quarrying	1.0	1.1	0.9	1.2	1.3	1.4	1.3	1.5
Manufacturing	4.2	6.0	5.0	6.9	10.2	13.4	14.1	13.8
Utilities	1.8	2.5	1.9	3.5	4.9	5.0	5.2	5.5
Construction	5.4	5.3	7.7	18.5	14.6	13.7	12.6	14.7
Transport & Communications	5.4	6.3	8.0	10.5	11.4	13.5	19.7	22.1
Wholesale and Retail	9.8	12.9	8.1	13.2	13.4	13.8	14.2	14.7
Hotels and Restaurants	1.2	1.4	1.0	1.2	1.3	1.6	1.9	2.2
Banking, Finance & Housing	6.1	8.4	5.9	9.4	10.1	11.1	11.5	11.6
Government Service	16.9	19.3	31.3	33.7	35.4	37.1	40.6	45.5
Other Services	1.1	1.2	1.2	1.6	1.9	2.2	2.3	2.4

Sources: Statistical Division, Ministry of Finance, OECS Secretariat and estimates  
April, 1985





