



IICA Strategy for

**ANTIGUA AND BARBUDA**

2014-2018



**Inter-American Institute for Cooperation on Agriculture**

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## 1. Introduction

The IICA Country Strategy (ICS) is a technical cooperation document developed in accordance with the Medium Term Plan (MTP) 2014-2018; to guide and channel the cooperation provided by the institute the demands of member states within the medium term 2014-2018. The MTP 2014 -2018, provides the blueprint for the IICA's Country Strategy 2014 -2018 for Antigua and Barbuda which will be implemented through a systematic, participatory, and organized approach to maximize the impact of development interventions in the agricultural and rural sectors in the country. This blueprint systematic approach will be link to the technical cooperation through the product and services using 4 instruments of action namely; **Flagship Projects, Rapid Response Actions (RRA), Pre-investment Initiatives of the Technical Cooperation Fund (FonTc) and Externally Funded Projects** which are with the alignment of the 11 contributions that will support IICA.( *see Annex C*).

The MTP is built around the four strategic objectives outlined in IICA's 2010-2020 Strategic Plan. These strategic objectives are framed in a manner to allow the Institute to effectively respond to the major challenges facing agriculture and the rural milieu in Latin America and the Caribbean. The four strategic objectives are as follows:

- Strategic objective 1: To improve the productivity and competitiveness of the agricultural sector.
- Strategic objective 2: To strengthen agriculture's contribution to the development of territories and the well-being of the rural population.
- Strategic objective 3: To improve agriculture's capacity to mitigate and adapt to climate change and make better use of natural resources.
- Strategic objective 4: To improve agriculture's contribution to food security.

IICA will continue to support the construction of medium and long-term visions, enabling each country to achieve its development goals, while respecting its decisions and political, ideological and cultural positions. By adopting this approach, the Institute recognizes the diversity of its member countries and promotes differentiated cooperation that responds to the guiding principles, standards and needs of each one. This allows the countries of the Americas to take advantage of the opportunities they have available. As a result this document serves as a guideline for IICA Antigua and Barbuda in addressing the priority areas which are outline in this country strategy for the period 2014-2018.

## 2. Methodology

The formulation of IICA Country Strategy for Antigua and Barbuda entails details in identifying the priority needs of the country by the Ministry of Agriculture Lands, Fisheries and Barbuda Affairs (MALFBA) and stakeholders from the private sector. The IICA Office benefited tremendously from participation in wide ranging consultations which were organized on the instruction of the Director of Agriculture as a basis for the preparation of the Plan of Action for the sector. The priorities of the Ministry are many and varied and demonstrate the current drive to position the agricultural sector as a leading economic force in the country. Discussions were also held with representatives of the Ministry prior to finalization of the country strategy. The information was gathered through consultancy and dialogue with Technocrats within the Ministry of Agriculture Lands, Fisheries and Barbuda Affairs (MALFBA) as well as private stakeholders to ensure that the IICA Country Strategy was designed to respond to the needs and priorities as identified by stakeholders in the agricultural sector. **See Annex D.**

Through the consultancies the major areas highlighted were in the need of Agriculture Health and Food Safety (AHFS), rural women and youth contribution to the agricultural sector, post harvesting technology, small ruminant production, capacity building programs for technicians, policies and legislation assistance, value chain development, school agricultural science program, water harvesting innovative methods and greenhouse/climate smart agriculture.

Apart from responding to the needs of the stakeholders, the technical cooperation actions and project profiles articulated in this strategy have been framed to ensure that they are consistent with those areas in which the office and IICA as a whole has technical competencies and requisite expertise. It is anticipated that this approach will ensure both relevance and impact in delivery of technical cooperation in Antigua and Barbuda.

### 3. IICA Country Strategy for Antigua and Barbuda

#### 3.1. Analysis of the Context

Over the past 10 years, the population of Antigua & Barbuda has grown by 17.7 percent and is currently estimated at 88,000 persons. Its economy is dominated by the service sector, specifically tourism which accounts for approximately 60% of the country's annual Gross Domestic Product (GDP). Agricultural activities contribute less than 3.4% to the GDP. Antigua and Barbuda's food market is estimated at a value of over US\$ 100 million per annum. Ninety percent (90%) of the foods entering the market are imported from external sources at a cost currently estimated at US\$89.13 million. **(According to 2012 National census report)**

The sector comprises both a modern and mechanized subsectors and a large group of small holder family farms including subsistence farms. A decline in the extension service over the years has been reported. Several challenges have been identified in the sector and need to be addressed to ensure that the country realizes its full potential. Some of the challenges include:

- High food import
- Inadequate production and marketing infrastructure
- Limited credit
- Absence of formulated, legislated, and implemented agricultural policies in respect of land tenure and water for agriculture
- Inadequate research and development (R&D) work
- Inefficient extension services with respect to the transfer of R & D to farmers
- Production technology
- Limited agro processing and value added activities
- Limited application of Post Harvest Technology
- Chronic issues with respect to predial larceny on agricultural enterprises
- Absence of Intensive Animal Production Technology (IAPT), for example, zero and semi-zero grazing systems

The top seven categories of food imports are cereals and pulses, sugars, food preparations, dairy products, fishery products, meat and fresh vegetables and fruits. With respect to the later, it is estimated that as recent as 2012, imports of fresh potatoes, tomatoes, and onions accounted for almost 30% of the main vegetables imported. Imported meats continue to dominate the local meat market. **(Citation: to Zero Hunger Challenge Antigua and Barbuda proposed plan of action 2013-2014)**

There are approximately 1,500 farmers producing fresh vegetables, root crops, and livestock in Antigua and Barbuda. The crops sub-sector is focused primarily on the production of food crops, vegetables, pineapples, and Sea-Island cotton to a lesser extent. In 2011, the Crops sub-sector contributed approximately 29.7% or EC\$15.14 million dollars, in real terms, with respect to agriculture's contribution to the economy. In 2010 cultivated areas with food crops and vegetables were 600 acres (243 hectares) and 1200 acres (486 hectares), respectively. It is also reported that at a relatively

subsistence level, there are over 1,000 households involved in backyard vegetable production. ***(Citation: National Statistic Division and the Extension Division)***

With regards to livestock production, there has been a cited general stagnation (if not decline) in the output of all types of meats, with more than 60% of livestock farmers being landless and thus rearing their animals on crown lands. In 2011, the Livestock sub-sector accounted for 16.6% percent or EC\$8.52 million dollars of agriculture's overall contribution to the economy of Antigua and Barbuda. The semi-arid ecology of Antigua and Barbuda, coupled with an undulating savannah-type landscape, provide the ideal environmental conditions for livestock rearing. In spite of the potential for expansion within the livestock industry, Antigua and Barbuda remains a net importer of livestock products. However, it is important to note that Antigua and Barbuda produces 95% percent of its annual egg requirements. ***(Citation: A food and nutrition security policy for Antigua and Barbuda and the Veterinary and Livestock Division)***

The Fisheries sub-sector makes the greatest contributor to agriculture GDP. In 2011 it accounted for 51.5% or EC\$26.3 million dollars, in real terms, of agriculture's total contribution to the economy. Fish resources in the country consist mainly of marine capture fisheries, with inland fisheries, not being economically significant. Data from the Fisheries Division indicate that there are 1500 registered fisher folk.

In the case of processed foods manufactured in Antigua and Barbuda, there is anecdotal evidence to suggest that a relatively wide range (but limited quantities) of processed foods is manufactured by several local enterprises in Antigua and Barbuda. These products include hot pepper sauce, jams and jellies poultry, fish, oils and fats; snack food, and baked goods. The larger food processing enterprises are reported to source their basic raw material, packaging materials, food additives, and other chemicals from external sources. Small-scale food processors access their raw materials mainly from local producers.

### **3.2. International vision and hemispheric trends in agriculture and rural life.**

Antigua and Barbuda is a small vulnerable economy located in the Caribbean. Antigua and Barbuda has a population of approximately 88,000 and a GDP per capita based on purchasing power parity of around US\$16,000. The small size and island location makes the country highly dependent on imports. Merchandise imports accounted for approximately 40% of GDP in 2012, while the share of merchandise exports was only 5% of GDP.

Antigua and Barbuda has a very narrow economic base with the tourism sector responsible for 60-70% of economic activity, and government and financial services for most of the remaining 30-40%. The lack of diversification and high dependence on imports leaves Antigua and Barbuda extremely vulnerable to exogenous shocks.

As such, the global financial crisis in 2008 seriously affected Antigua and Barbuda. Real GDP contracted by nearly 11% in 2009, 8.6% in 2010, and over 2% in 2011. The financial crisis adversely impacted the tourism source markets, resulting in a significant decline in stay-over tourist arrivals. Additionally, per capita expenditure by tourists

declined and the financial crisis also resulted in the collapse of two banks incorporated in Antigua and Barbuda.

As the public sector is the largest employer in the country and the civil service employment is the benchmark for employment in other sectors of the economy, the authorities recognize that the productivity of public sector workers needs to be improved. The Government is drafting a new Public Service Act, which would provide for the unification of the civil service. It is envisaged that the Act would be in force by June 2015. With regard to diversifying the economy, the authorities have identified agriculture as a focus sector, with incentives being provided for fruit and vegetable production.

The agriculture and fisheries sector in Antigua and Barbuda is small. During the period under review, the sector's contribution to GDP remained below 2%, while employing between 10% and 12% of the workforce, implying that labour productivity in the sector is much lower than in the rest of the economy. The sector's total contribution to the economy in 2013 was around US\$21 million, with fisheries accounting for US\$10 million and crops for around US\$7 million. Most production is geared towards domestic consumption. With a view to diversifying the economy, the Government has identified agriculture as a focus area. The Antigua and Barbuda Food and Nutrition Security Policy, issued in 2012, identifies the sector's constraints: low productivity; short-term land tenures; inadequate water supply; credit constraints; loss of arable land to housing construction; lack of storage facilities; high energy and labour costs; and over-exploitation of marine food sources. The sector also faces significant risks from natural disasters such as hurricanes. To mitigate the above the Government plans to enact a food security law; pursue a policy of import substitution; increase budgetary allocation for the sector; and implement the land-use policy more aggressively.

In 2010, the authorities initiated the backyard garden programme, whereby households are encouraged to utilize their gardens for vegetable production. The Government envisages that this would reduce the food import bill by a considerable amount. According to the authorities, 2,000 households have registered under this initiative.

The Fisheries Act of 2006, is aimed at promoting sustainable development and the responsible management of fisheries and aquaculture activities. Under the provisions of the Act, all fishing vessels must be registered and have a valid fishing license. Employment and investment in the sector is reserved for nationals.

The average tariff for agricultural products (WTO definition) is 18.1%, with rates ranging from 0-45%. The average bound rate for agricultural products is 105.7%. The top rate (45%) applies to beverages, spirits, and tobacco. Imports of some agricultural products may require licenses; non-automatic licenses may be required for poultry, livestock and poultry products, plants, and plant products. **(Citation: *Trade Policy Review: WTO Members of the Organization of Eastern Caribbean States (OECS)*).**

### **3.3. Challenges and opportunities for agriculture in the country**

The agricultural sector in Antigua and Barbuda has been the subject of many discussions that have never realized the lofty goals that have been promised. Government is well aware that the long term viability of the agriculture sector and its ability to increase its contribution to the economy of Antigua and Barbuda will depend on greater involvement of all the stakeholders both public and private in the sector. The



country's agricultural production is focused mainly on the domestic market. With a large area of underutilized land, a Government priority is to encourage self-sufficiency in order to curtail the need to import food which accounts for about one quarter of all imports. One of the major challenges to the agriculture sector in Antigua and Barbuda is its vulnerability to natural disasters, most recent the passing of Hurricane Gonzalo (October, 2014). Climate change has brought about erratic patterns on local weather which has a number of important impacts. There is no longer any reliable predictability of the wet and dry seasons which is one of the main determining factors in determining types of crops and planting seasons for local farmers. This has caused severe losses to local farmer, who plant at inopportune times as a result. Another important impact is that of extreme droughts (**presently occurring November 2014**) alternated by extreme rainfall events.

In spite of this wide difference in contributions, both the service and agricultural sectors are considered to be important to the future socio-economic development of the country, and against this backdrop, in recent years the Government of Antigua and Barbuda has through various policies and programs aimed at improving output and productivity has demonstrated its commitment to undertaking economic and social reforms. With particular reference to the agricultural sector, note is taken of the fact that the Government has approved:-

- A Food and Nutrition Security Policy
- A National Food Production Plan which tries to address producer access to technology, markets (local and international) and improved food safety
- A National Economic and Social Transformation Plan
- A Poverty Reduction Strategy
- Zero Hunger Challenge

### **3.4. Needs/request for technical cooperation**

The IICA Country Strategy 2014-2018 for Antigua and Barbuda will encompass all the institute's planning and action at the different levels, mainly in form of programmed projects in constructing these strategies IICA will take into account not only the international vision of the global or hemispheric phenomena or trends related to agriculture or rural life, but also the baseline studies of the countries and the results of national discussions to identify cooperation needs at all levels of work. The needs of the country are based on ongoing or planned actions to overcome the challenges to the development of agriculture in the country. Through a continuous consultative and participatory process outlined (**see annex D**), various stakeholders in the agriculture and rural sectors have put forward a number of requests for technical cooperation actions to support ongoing and/or future planned actions.

The agricultural sector is perceived as having the potential to contribute significantly to the reduction of hunger and poverty as well as to one of the fundamental pillars of food and nutrition security - that associated with economic growth and expansion of income generating opportunities. However, the development of the agricultural sector would have to be pursued with a new thrust that recognizes the importance of market



development through value added processing and where feasible export trade as drivers for the development of the sector. It was also recognized that the structural weaknesses and other challenges facing the sector would have to be addressed if the sector was to perform this important role. It is within this context that the following broad areas were identified as critical elements in developing the Country Strategy for Antigua and Barbuda. (*See table 1*).

**Table 1**

<b>No.</b>	<b>National Priorities</b>	<b>IICA Strategic Objective to which it Relates</b>	<b>Contribution of the MTP to which it Relates</b>
1.	Value Chain Development for selected commodities	To improve the productivity and competitiveness of the agricultural sector.  To improve agriculture's contribution to food security.	B, D, H, J
2.	Building Resilience of the Agricultural Sector to Climate Change	To improve agriculture's capacity to mitigate and adapt to climate change and make better use of natural resources.	G, F, E
3.	Protected Agriculture	To improve agriculture's contribution to food security.  To improve the productivity and competitiveness of the agricultural sector.	E,
4.	Technological, institutional and business innovation processes.	To improve agriculture's capacity through technology and make better use of market information.	B,
5.	Agricultural Health and Food Safety	To improve the productivity and competitiveness of the agricultural sector.	C,
6.	Strengthening Institutional and Technical Capacity of the Agricultural and Rural Sectors	To strengthen agriculture's contribution to the development of territories and the well-being of the rural population.	A, D, E, K

Taking into account the national priorities sited above, the consultations among IICA and the national authorities, farmer and rural organizations, agriculture and rural service provider agencies, youth and women organizations, and the private sector, have led to the identification of a number of activities to be implemented over the course of the next four years under the IICA Country Strategy. **See Annex E.**

### 3.5. ICS Instrument of action

The institute will focus its efforts, through the programs to promote its innovative capacity, transparency and the delivery of concrete results to Antigua and Barbuda. Projects will be use as the units for integrating its actions, programming, allocation of resources, generating results and monitoring and evaluating institutional contributions.

Over the next four years IICA will use four instruments of action to carry out its technical cooperation functions and deliver its product and services base on the demands of the country.

- **Flagship Projects** will serve as the “backbone” for delivering IICA’s technical cooperation, and will aim to achieve the 11 institutional contributions proposed for the 2014-2018 period related to competitiveness, sustainability and inclusion; IICA will implement four Flagship Projects under the following themes:
  - ❖ Productivity and Sustainability of Family Farming for Food Security and the Rural Economy.
  - ❖ Competitiveness and Sustainability of Agricultural Chains for Food Security and Economic Development.
  - ❖ Inclusion in Agriculture and Rural Areas.
  - ❖ Integrated Environmental Resilience and Risk Management for Agricultural Production.
- **Projects financed with external resources** are instruments financed entirely with external funds and designed or implemented to complement and expand IICA’s actions under this MTP ;
- **Rapid Response Actions (RRA)** are designed to respond to specific requests and opportunities that arise in a country or in a group of countries prompted by political, social or economic changes, environmental emergencies or other emerging issues;
- **Technical Cooperation Fund (FonCT)** is a mechanism which will be used to finance pre-investment initiatives, formulate projects aimed at securing external resources and to mobilize new financial resources complementary to the Regular Fund.

Antigua and Barbuda is face with a large number of challenges within the agriculture and rural development sector. Although many of the needs for technical cooperation coincide with actions that IICA routinely undertakes, some demands do not fall within IICAs mandate, case in point are the requests for technical cooperation for support to the Government research infrastructure. In the Caribbean, CARDI has the mandate for research and works closely with the Institute in its development interventions. It must

also be mentioned that the interventions made by the Institute in response to the requests from the country will also be based on resource availability. Notwithstanding, the requests made for technical cooperation from IICA will be can be accommodated under the four flagship projects in addition projects funded with external resources. In addition, the request from national authorities for the **White Potato Initiative** will be explored through a RRA instrument if the proposal is successful in the approval process. **Annex E** shows the demands for technical cooperation made on the Institute for the period 2014 to 2018 and the corresponding instrument of action where the demand will be addressed.

The country bulk of demands for technical cooperation in Antigua and Barbuda will be for the development of selected value chains which will be addressed through the Flagship Project: **Competitiveness and Sustainability of Agricultural Chains for Food Security and Economic Development**. The actions under this project will focus on strengthening the capacities of chain actors to manage the value chains by developing and strengthening business skills, information, communication and knowledge management within agri-food chains and support for stakeholder mechanisms to supervise the operations of their respective agri-food value chains. This is expected to boost local demand and supply and facilitate exports of agricultural commodities and their derivatives.

Other demands for technical cooperation in Antigua and Barbuda will fall under the Flagship Project: **Productivity and Sustainability of Family Farming for Food Security and the Rural Economy** which will seek build the capacity of public and private sector agriculture and rural service provider agencies to improve service delivery their clients. The main demands to be met under this flagship project are the following: the promotion of innovation and new technologies for productivity enhancement of vegetable crops through protected agriculture and other related technologies; the engagement of youth in productive agriculture to mitigate the ageing farming population and ensure food and nutrition security for the country; support associative processes which builds managerial and operational capacities of producer organizations and other agriculture and rural community based organizations which provides services to the agricultural sector; the lack of adequate baseline information on the real contribution of agriculture to the economy hampers the ability to attract investment and as such, a study has been requested to determine the true contribution of agriculture to the Antigua and Barbuda economy to remedy this deficiency.

The emerging issue of climate change has become a critical component in development interventions and inevitably agricultural policies and strategies have to be reviewed to ensure that the pertinent climate proofing is achieved. The country demands for support to reduce the vulnerability of the agriculture and rural sectors will be dealt with under the Flagship Project: **Resilience and Comprehensive Management of Environmental Risk for Agricultural Production**. The efforts here will be focused on multi agency cooperation to build institutional and farmer capacities to promote climate smart agriculture and reduce vulnerability to natural disasters while at the same time building resilience in rural communities. This will be achieved through interventions geared towards integrated soils and water management with emphasis on irrigation, water

harvesting technologies and conservation techniques and reduction of pollution of waterways from organic and non-organic agricultural pollutants.

Some of the country demands are to be financed in part from external sources. The **10<sup>th</sup> European Development Fund ‘Caribbean Action under the Programme entitled ‘Agriculture Policy Programme with focus on the Caribbean and Pacific’**, currently being implemented jointly by IICA, CARDI and the CARICOM Secretariat will compliment and support technical cooperation actions under the Competitiveness and Sustainability of Agricultural Chains for Food Security and Economic Development Flagship Project and will seek to promote the development of value chains of select agri-food chains in Antigua and Barbuda. The demands for the strengthening of Agricultural Health and Food Safety (AHFS) coordinating mechanisms, systems and processes to facilitate trade will be addressed in large part under the European Union’s ,**“Support to the Caribbean Forum of ACP States in the implementation of commitments undertaken under the Economic Partnership Agreement (EPA): Sanitary and Phytosanitary (SPS) Measures”**. The actions here will be complimentary to some of the actions being undertaken under the Resilience and Comprehensive Management of Environmental Risk for Agricultural Production Flagship Project.

#### **4. Follow-up, monitoring and evaluation of the ICS**

As stated in the 2014-2018 MTP, IICA will focus its work in a result oriented management approach, in which it will be necessary to count with a planning, programming, monitoring and solid evaluation, efficient and transparent system.

A special effort will be made in the follow-up and self-evaluation processes carried out at all levels of the Institute to enable the projects, units and personnel of the Institute to make needed adjustments in their plans and activities, in order to ensure that they make a significant contribution to achieving the objectives identified in the MTP. <sup>1</sup>

To achieve the results of the technical cooperation, IICA will have an institutional strategy of monitoring and comprehensive evaluation of the Flagship Projects (FP), the Rapid Response Actions (RRA), pre investment initiatives of the Technical Cooperation Fund (FonTC) and externally funded projects, all within the IICA Country Strategies (ICS).

All action developed in the operation of the Institute embodied in the present ICS, will be strengthened through the integration of all of its technical and administrative services; the strengthening of the institutional culture of results-driven management; the improvement of monitoring and evaluation processes; and transparency and accountability in all of its activities.

The Institute will count with the adjusted Unified Institutional Management System (SUGI) to the new needs of technical cooperation model, which will allow tracking, monitoring and evaluating of IICA's actions in the countries and the hemisphere.

Monitoring and evaluation will contribute to a better understanding of the progress of the Institute, it will play an important role in accountability, the reporting and transparency of their actions, and identify potential obstacles to prevent compliance and adjustments required in the different strategies in a spirit of coordination and responsibility.<sup>2</sup>

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<sup>1</sup> Pg. 56 2014-2018 MTP

<sup>2</sup> Pg. 53 2014-2018 MTP

## 5. Accountability

IICA is an organization committed to accountability. The Institute's work is organized conceptually as a chain of outcomes actions; with this structure, IICA can faithfully honor its commitment to accountability and to keeping its principals informed of what has actually been achieved compared with what was initially planned.<sup>3</sup>

All of the Institute's technical cooperation actions will be carried out in strict compliance with its internal regulations and its fundamental values, particularly those of transparency and accountability.<sup>4</sup>

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<sup>3</sup> Pg. 16 2014- 2018 MTP

<sup>4</sup> Pg. 33 2014-2018 MTP

**ANNEX A**



## ANNEX C

### **IICA Contributions within the MTP 2014-2018**

The Medium Term Plan (MTP) 2014 – 2018 of the Inter-American Institute for Cooperation on Agriculture sets out the core areas under which its technical cooperation actions for Antigua and Barbuda will be executed over the next four years. This 2014-2018 MTP proposes a renewed vision for providing cooperation services at the hemispheric, regional, multinational and national levels, harnessing IICA's competitive and comparative advantages to attain greater outcomes for the benefit of all its Member States. The Institute's main strength lies in its technical capacities and its stable presence in the hemisphere, through both its Headquarters and its offices in the countries. As a result, its plans and its outcomes come together in the form of findings, public goods and practical, timely and high-quality responses at all four geographic levels, and above all in what could be called “on-the-ground solutions.”

The MTP 2014-2018 specifies eleven (11) Contributions which IICA will focus on in the delivery of its technical assistance agenda to Saint Lucia during the next four years. The country priorities will be aligned to specific Contributions which IICA will support through the methodologies and strategy proposed in the IICA Country Strategy, duly approved and endorsed by the national authorities. The eleven Contributions are as follows:

- A.** Strengthening the capabilities of the Member States at the national, regional, multinational and hemispheric levels to establish public policies and institutional frameworks in order to make agriculture more productive and competitive, improve management of rural territories, adapt to and mitigate the impact of climate change, and promote food and nutritional security.
- B.** Implementing, through public and private institutions, technological, institutional and business innovations aimed at boosting the productivity and competitiveness of agriculture and the production of basic foodstuffs of high nutritional quality.
- C.** Increasing the capabilities of the public and private sector to ensure agricultural health and food safety and thereby improve productivity, competitiveness and food security.
- D.** Strengthening the business and associative capabilities of the different stakeholders in the agricultural production chains.
- E.** Increasing the capacity for area-based social management<sup>18</sup> among stakeholders in rural territories, especially those involved in family agriculture, in order to improve food security and rural well-being.
- F.** Enhancing the capabilities of different stakeholders of the agricultural production chains and rural territories in the integrated management of water and sustainable use of soil for agriculture.
- G.** Increasing the capacity of public and private institutions to promote and implement measures for adapting agriculture to climate change and mitigating its effects, as well as promoting integrated risk management in agriculture.
- H.** Improving the efficacy and efficiency of food and nutritional security programs in the Member States

**I.** Ensuring that producers and consumers benefit from a greater use of native species, promising crops and native genetic resources with food potential.

**J.** Improving institutional capacity to address losses of food and raw materials throughout the agricultural chains.

**K.** Strengthening the Member States' capacity for consensus and participation in international forums and other mechanisms for the exchange of knowledge and mobilization of sizable resources for inter-American agriculture.

## ANNEX D

### Public and Private Sector Agriculture and Rural Development Agencies/Institutions Consulted during the Development of the IICA Country Strategy 2014 - 2018

No.	Agency/Institution
1.	Ministry of Agriculture, Lands, Fisheries and Barbuda Affairs
2.	Ministry of Education Science and Technology
3.	Gilbert's Agriculture Rural Development Center (GARDC)
4.	Caribbean Agriculture Research Development Institute (CARDI)
5.	Antigua and Barbuda Honey Bee Producers Cooperative
6.	Sandals Hotel
7.	Antigua and Barbuda Agriculture Forum for Youth (ABAFY)
8.	Antigua and Barbuda Network of Rural Women Producers (ANBNRWP)
9.	The Supermarket Chains <ul style="list-style-type: none"><li>• Chase Supermarket</li><li>• Epicurean Supermarket</li><li>• 1<sup>st</sup> Choice Supermarket</li><li>• Island Provision</li></ul>
10.	Central Marketing Cooperation (CMC)
11.	Cocobay Hotel
12.	Antigua and Barbuda Investment Authority (ABIA)
13.	The Ministry of Health and Environment
14.	Antigua and Barbuda Bureau of Standards (ABBS)
15.	Private Farmers and Agro-processors

## ANNEX E

### Proposed Technical Cooperation Actions and Instruments of Actions under the Country Strategy 2014-2018

No.	Project Portfolios	Instrument of Action
1.	Value chain development of the honey, sweet potato, hot pepper, coconut water, mushroom, jams and jellies and small ruminant	<ul style="list-style-type: none"> <li>• Flagships Projects</li> <li>• External Fund</li> </ul>
2.	Productivity Enhancement in White Potato through Protected Agriculture Technology	<ul style="list-style-type: none"> <li>• Rapid Response Action</li> </ul>
3.	Productivity Enhancement in Vegetable through Protected Agriculture Technology	<ul style="list-style-type: none"> <li>• Flagship Projects</li> <li>• External Fund</li> </ul>
4.	Strengthening the Management and Operational Capacities of Producer Organizations (Agro-processors, Honey, Small Ruminant and Crops)	<ul style="list-style-type: none"> <li>• Flagship Projects</li> </ul>
5.	Strengthening Governance, Leadership and Operational Capacities of the Antigua and Barbuda Network of Rural Women Producers (ANBNROP) and the Antigua and Barbuda Agriculture Forum for Youth (ABAFY)	<ul style="list-style-type: none"> <li>• Flagship Projects</li> </ul>
6.	Support to the Agricultural Science School Program	<ul style="list-style-type: none"> <li>• Flagship Projects</li> </ul>
7.	Strengthening institutional capacities in Agricultural Health and Food Safety (AHFS).	<ul style="list-style-type: none"> <li>• Flagship Projects</li> <li>• External Fund</li> </ul>
8.	Technical support to public and private sector agriculture and rural development service provider agencies	<ul style="list-style-type: none"> <li>• Flagship Projects</li> </ul>
9.	Strengthening the Management and Operational Capacities of the AMIS	<ul style="list-style-type: none"> <li>• Flagship Projects</li> <li>• External Fund</li> </ul>
10	Support the Zero Hunger Challenge	<ul style="list-style-type: none"> <li>• Flagship Projects</li> <li>• External Fund</li> </ul>