



IICA Strategy for
**SAINT VINCENT AND
THE GRENADINES**
2014-2018



Inter-American Institute for Cooperation on Agriculture

IICA COUNTRY STRATEGY 2014 - 2018: ST. VINCENT AND THE GRENADINES

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A. INTRODUCTION

Through the mandate received from its governing body, the Inter-American Board of Agriculture (IABA), the Inter-American Institute for Cooperation on Agriculture (IICA), has developed a new Medium Term Plan (MTP) that provides a detailed roadmap for the provision of technical cooperation services across its thirty-four member states in the western hemisphere. This comprehensive document is a distillation and further elaboration of the goals contained in the Institute's strategic plan (2010-2020) and will guide the technical cooperation actions of the Institute over the period 2014-2018.

The IICA Country Strategy (ICS) is a further refining of the priorities of the Institute at the national level, based on the strategic objectives and institutional functions and contributions expressed in the MTP and the articulated country priorities as expressed by the public and private stakeholders within our range of action – agriculture and rural development. Thus the ICS is the operational component of the Institute's programme in the country, representing a best-fit between country priorities and institutional capabilities to address these demands.

The organic nature of the ICS allows for ready response of the Institute to the demands at the country level, bearing in mind the diverse nature of farming and cultures in our member states and the need for country specific strategies, even while attempting to distill synergies at the hemispheric, regional or multinational levels where there may be scope for collective actions to solve challenges that are of a similar nature.

The new ICS remains rooted in the concept that the Ministry of Agriculture is IICA's primary client but also recognizes the need for greater articulation and engagement with the actors involved in agricultural chains and rural communities on a whole. Its development therefore, has incorporated the priorities as expressed by the national authorities but also private sector stakeholders who form an important part of the development process in agriculture and rural communities.

Our ICS provides a comprehensive outlook of IICA's actions in the country with clearly defined results to be delivered to the national counterparts by means of technical cooperation products or services. The process for production of the ICS is also transformative with distinct conceptual changes in the approach to its development. The ICS now comprehensively includes all the technical cooperation actions of the Institute regardless of sources of financing and is thus the maximum expression of IICA's technical cooperation in the country. It captures the intention of IICA to concentrate our efforts on the elaboration and implementation of major hemispheric (flagship) projects, components of which will be executed in the countries according to expressed needs/demands. Actions and results delivered under these projects will be further strengthened through other instruments for technical cooperation.

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Ultimately the actions taken under these instruments are intended to contribute to the transformations desired at the national level and pursued by the country through its own strategic programmes and projects for agriculture and rural development.

B. METHODOLOGY

The development of the ICS is a participatory process which engages a wide cross section of views on agricultural development and strategies that should be pursued in its furtherance. The Ministry of Agriculture is the Primary client of the Institute; other public and private sector actors and stakeholders are also important partners and have also been engaged in the process to distill a list of country priorities and demands which are both reflective of the challenges faced and the capacity of the Institute to respond to those challenges within the context of the MTP and the mandate of IICA to support the efforts of member states to sustainably develop their agriculture and rural communities. The process has involved the following steps:

- I. Literature review of plans and programmes of the state for agricultural development. These include: (1) The St. Vincent and the Grenadines National Economic and Social Development Plan (2013-2025), (2) The Strategic Plan for Agricultural Development 2012-2018 (draft); (3) The Strategic Plan for Rural Development; (4) Livestock Sector Investment Programme and; (5) Corporate Plan and Advance Proposals 2013-2014.
- II. Consultations with public and private sector stakeholders in agriculture (annex C) to get from them a listing of country challenges and priorities. This was achieved through two organized fora with public and private sector stakeholder organisations including one consultation engaging senior and middle management officials of the Ministry of Agriculture and another with farmers' organisations;
- III. The demands identified by the country were matched against the available (human, financial, material) resources available to the Institute for the execution of technical cooperation actions and the priorities established in the MTP and particularly elaborated in the eleven contributions that that instrument identifies for technical cooperation actions;
- IV. Based on this analysis, a suite of technical cooperation actions have been identified for St. Vincent and the Grenadines and incorporated into one of the technical cooperation instruments of the Institute – our flagship projects – for the delivery of public goods to the country.
- V. These technical corporation demands, after a review process and final approval by the national authorities, forms the national technical cooperation agenda for the Institute for the 2014 – 2018 period.

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C. THE IICA COUNTRY STRATEGY

I. Analysis of the National Context

St Vincent and the Grenadines in its 35 years of post-colonial development has experienced rapid transformations in its economy. These transformations have led to rapid changes in the economic and social landscape. Primary agriculture, once the dominant economic activity, has lost its place of prominence to the tertiary sector (service industries) which currently constitute over 70% of the Gross Domestic Product (GDP).

In spite of the diminishing contribution of agriculture to GDP, the sector remains an important contributor to national development, contributing to the livelihoods of many families, particularly in rural communities and to the domestic food supply and general health and wellbeing of the population.

Family farms constitute over 90% of the approximately 7000 holdings across the country and are therefore responsible for most agricultural production. These family farms generally share very similar characteristics being small (usually less than 5 acres), heavily reliant on labour for all operations, with little mechanization, lacking serious infrastructural investment and with low levels of technology and management. In spite of the challenges, these family concerns are major drivers of economic activity, especially in rural areas and have largely been responsible for much of the national development that the country has experience both in the pre and post-independence period.

There have been adverse changes in the agricultural sector over the last decade occasioned by an admix of endogenous and exogenous issues. The single biggest impact on the sector and the economy was the loss of dominance of banana production and export as the major productive activity, caused by the loss of preferential access to the UK market, an invasion of exotic diseases, a sequence of severe tropical storms that have battered the industry and a general shift in the orientation of the labour force away from agriculture. The decline in banana production and trade has been principally responsible for the declining contributions of the sector to the GDP and the generally depressed state of many rural communities.

The decline of the banana industry has increasing put other commodities higher on the scale of importance for rural livelihoods and thus also in the national accounts (GDP). Chief among this important group of commodities are, roots and tubers, vegetables, fruits and livestock – particularly small ruminants, pigs and poultry. Even as these commodities assume increasing prominence, they remain for the most part under developed subsectors, lacking the structures and definitions possessed by the traditional industries such as banana and sugar. This situation has placed significant socio-political pressures on the sector to develop appropriate response strategies to relieve the stresses placed on rural communities.

II. International Vision and Hemispheric Trends in Agriculture and Rural Life

The United Nations' Food and Agriculture Organisation estimated that in 2011-2013, 842 million people existed in a state of extreme hunger and poverty globally. The growth in agriculture is considered to be a central pillar in alleviating poverty, especially in the poorest countries where agriculture remains the central occupation for large segments of the population. IICA, UNECLAC and the UNFAO recognize four major constraints that are retarding the development of agriculture globally and the hemisphere in particular: (1) the productivity and competitiveness challenge; (2) the challenge of sustainability; (3) the challenge of inclusion and (4) the challenge of food and nutrition security.

As global populations expand, and as income levels rise in developing countries there is expected to be a parallel rise in the demand for food. This will require the adoption of innovative agricultural production models that would be able to provide the supply responses to demand. Joined with the anticipated rising demands are a number of inter-related challenges included the continuous challenge posed by pest and diseases, natural disasters and the challenges of climate change and issues related to the management and use of water and land. The challenge of improving productivity and competitiveness calls for the adoption of innovation systems on farms that would sustainably increase yields and the profits from agriculture and boost investments in farming.

The advent of the green revolution in the post 1950s period brought with it significant productivity increases in crop agriculture. The production model promulgated by the green revolution has however exacted a high toll on the environment resulting in soil degradation on a grand scale globally, fostered the loss of indigenous genetic resources, the wasteful use of water and energy and contributed to the release of large quantities of greenhouse gases into the atmosphere. Global agriculture is therefore now trending towards the adoption of mitigation and adaptation strategies to improve sustainability.

Internationally, it is increasingly being recognized that agricultural development, particularly for the developing states, requires that greater attention and focus must be paid to rural communities and vulnerable rural groups, especially women and youths and indigenous peoples who contribute greatly to the food systems but often are marginalized in the development agenda for agriculture.

The UNFAO defines food security as existing when all people at all times have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life. Millions of people around the world continue to suffer from food insecurity, a condition that is exacerbated by a continuing fragile international economic climate and the adverse impact of climate change,

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particularly on small vulnerable farming systems operated by family farmers in developing states.

The above core developmental challenges for agriculture are at once global and national. IICA, in recognition of the urgent need to address these challenges, has established four strategic objectives (found later in this narrative) which are a direct response to these four key issues.

III. Challenges and Opportunities for Agriculture in St Vincent and the Grenadines

The absence of the defined industry structures and properly functioning supply chains presents a number of challenges for the agricultural sector which take the following forms:

At the production level: Disorganized producers, low levels of technology use, and inadequate support services to meet the challenges of 21st century agriculture;

Inadequate systems – both on-farm and at the institutional level – to effectively address environmental resilience and disaster risk management;

A general migration of the labour force out of agriculture and low levels of entry by youths, particularly those with the education and skill-set to transform the sector;

Poor marketing infrastructure and the absence of marketing information

systems to remove or minimize the existing marketing information asymmetry; Little value addition initiatives with attempts at processing still largely relegated to the itinerant, home-based processors, producing green seasoning and chips; Consumers who are increasing educated, with concerns for their own health, wellness and hence the quality of food they consume and who have a wide range of choices from among competing imports.

These challenges are compounded by more global issues such as climate change. Perhaps no other country in the sub-region has had the number of unfortunate experiences of weather extremes as has St. Vincent and the Grenadines which has suffered at least five extreme weather events between 2009 and 2014 varying between droughts and severe storms that have resulted in losses amounting to tens of millions of dollars and severely affected the lives and livelihoods of many in all communities across the country with the rural areas particularly hardest hit. These events have brought to the fore the urgent need for climate change adaptation and mitigation strategies by farm families and communities and the incorporation of water management philosophy in innovation approaches for small farms.

Even while there are these challenges, there exist ample opportunities for development of commodity-specific food value chains in the domestic market. These

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opportunities and possibilities are readily evident from the domestic food import bill which annually stands at over \$170 million (XCD). Significant among these imports are meat and meat products which comprise a very large component of the food import bill for the country.

On the regional front, St. Vincent and the Grenadines continues to be recognized as one of the leading suppliers of primary agricultural produce in the eastern and southern Caribbean. Markets exist for a range of commodities including roots and tubers, Musa and other field crops. Recently the country has also restarted the export of live animals to neighboring islands. While these opportunities for trade exist and are exploited, there are overriding concerns for agricultural health and food safety issues which require national actions for the development of the appropriate institutional framework, and a collective approach for the establishment and operation of the appropriate regional apparatus to facilitate free trade.

The state through its ***National Economic and Social Development Plan (2013-2025)*** has recognized the importance of the agricultural sector. The plan identifies nine strategic objectives which provide the roadmap for the development of agriculture over the next twelve years as follows:

1. To strengthen policy formulation and framework for agricultural development

Strategic Interventions:

- *Develop an operational participatory mechanism to facilitate effective involvement of the farming community in policy formulation.*
- *Adopt a participatory approach to problem analysis through community consultations.*
- *Establish a policy environment designed to attract investment to the agricultural sector.*
- *Provide fiscal incentives for private sector investment in modern marketing facilities.*

2. To increase productivity, efficiency and competitiveness in the agricultural sector

Strategic Interventions:

- *Continue the implementation of the national irrigation programme.*
- *Invest in research and development to increase growth in the sector.*
- *Develop human resources and facilitate the improvement of skills critical to the development of the sector.*
- *Establish accessible agriculture financing schemes.*
- *Establish an effective regime of sanitary and phyto-sanitary measures.*

3. To increase market access for agricultural produce

Strategic Interventions:

- *Develop and maintain an effective information and market intelligence system.*
- *Develop and implement an export marketing thrust for agricultural produce.*

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- Improve marketing infrastructure.
- Deepen linkages between agriculture and other sectors, particularly tourism, manufacturing and the environment.
- Identify/research the required improvements in transportation and support services to ensure regular reliable movement of produce in the region and to international destinations.
- Promote local foods to consumers focusing on safety, wholesomeness and nutritional quality.
- Develop focused programmes and networking for marketing of agricultural produces within and outside the region, including expansion of opportunities for joint marketing.

4. To increase youth involvement in agriculture

Strategic Interventions:

- Provide to the youth, access to arable lands through a Land Bank System.
- Provide credit products tailored to the circumstances of the youth.
- Operationalise the Agricultural Training Institute.
- Facilitate access to and encourage the use of ICT in agriculture.
- Broaden agricultural training to all primary and secondary schools.
- Provide incentives in agriculture to encourage collaboration and group activity of youth.

5. To improve the legislative and institutional framework of the agricultural sector

Strategic Interventions:

- Conduct agri-food legislative review for harmonization with the rest of the OECS.
- Develop legal mechanisms to utilize idle lands.
- Modernize legislation to facilitate transformation and development of the sector.
- Enact and enforce appropriate legislation for agro-ecological zoning.
- Develop and enforce regulations/practices prohibiting agricultural activities and systems of production that are environmentally degrading.
- Institutionalize a Land Use Authority.

6. To strengthen risk reduction and risk mitigation measures

Strategic Interventions:

- Review systems to address praedial larceny.
- Establish a crop insurance scheme.
- Strengthen the institutional systems that respond to natural disasters.

7. To promote the sustainable use of land, forestry and marine resources

Strategic Interventions:

- Implement soil conservation measures in agricultural districts.

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- Implement appropriate water management practices, including; reforestation, soil conservation and river bank stabilization.
 - Establish incentive regimes to encourage compliance with land use policy. Institute measures to conserve bio-diversity and protection of the watershed.
 - Strengthen coastal zone management system.

8. To contribute to food and nutrition security on a sustained basis

Strategic Interventions:

- Develop policies to promote the production and supply of healthy, nutritious foods to meet minimum requirements.
- Finalize and implement the National Food and Nutrition Policy and Plan.
- Promote the use of healthy and nutritious foods through various programmes.
- Establish efficient and effective advisory and regulatory support institutions and systems for food safety certification.

9. To increase agricultural exports

Strategic Interventions:

- Develop a comprehensive export strategy for agricultural produce.
- Provide incentives to increase productivity in agriculture.
- Provide the necessary infrastructure to improve production and export capabilities.

It is accepted, that the exploitation of these opportunities requires collective actions by all partners to trigger the transformations required in the sector. IICA is a part of the collective and through this instrument will deliver products and services to contribute to realization of the broader vision.

IV. Needs and Requests for Technical Cooperation

The stakeholders consulted have indicated to the Institute a list of demands which essentially captures important priority issues to be addressed to assist the main actors in the agriculture sector in overcoming some of the challenges currently constraining development. The responsive technical cooperation actions of the Institute will pivot around the four strategic objectives contained in IICA's Strategic Plan 2010 – 2020 (Annex B), which will be delivered through eleven major contributions (Annex B). The specific contributions that will be made by the Institute are intended to be part of a more comprehensive country response strategy aimed at transforming agriculture and rural territories and engineered through broad public-private partnerships that includes key agencies and organisations in agriculture and rural development.

The service agencies who are supporting the development of these small farmers must possess the capabilities among their personnel to deliver services that are responsive to these new challenges. This requires, in many instances a comprehensive retooling of the staff, particularly those on the frontline in an extension and advisory capacity. The Ministry of Agriculture in particular has indicated a need for assistance in the modernization of its service to farmers, particularly the Extension

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and Advisory Services to equip them with new methodologies and tools especially in the areas of agribusiness management and new methodologies for the development of food value chains, environment resilience and risk management.

Focus group discussions and individual interactions with private sector producer organisations revealed that one of the primary problems that producers faced was the lack of proper management strategies for small agro-enterprises. A specific request was placed in the focus group discussions with stakeholders for capacity enhancing training to improve the business management skills of producers of primary agricultural commodities and those involved in the production of value added products.

There are approximately ten producer organisations operating in the agricultural sector. Most of these organisations are less than ten years old and were formed by producers in response to production and trade-related issues affecting their livelihoods. These organisations were also intended to provide them with a stronger voice in the decision making processes affecting their economic survival and the development of their communities. The organisations indicated that their governance structures are, in many instances weak and there is a general lack of coordination among them. Support was requested from IICA to assist in the process for the establishment of a network of producers associations for articulation at the national level on behalf of commodity producer organizations.

The private sector producers' organisations have indicated a clear need for IICA to continue its work in development and participation in investment programmes and projects to strengthen small and medium scale agriculture and improve commercial and productive performance and revitalize rural communities. This need addresses a capacity deficit in both the public and private sector for the design, development and execution of projects and programmes that meet the need for increased investments on small, family-operated enterprises and in rural communities to take advantage of new opportunities in production. The demand was also made for some of these investments to be geared to building resilience to environmental risks and adaptation of agriculture to climate change.

The Ministry of Agriculture has over the years recognized the importance of a marketing information apparatus to improve market transparency and competitiveness of the agricultural sector. The National Agricultural Marketing Information System however remains underdeveloped. This has generated a need for support to the institutional process for development of the agricultural marketing information apparatus to link food value chain actors and other stakeholders.

The agricultural health and food safety systems are extremely critical to the development of a modern agriculture. This important fact was reinforced by stakeholders (Ministries of Agriculture, Trade, Health, Standards Bureau, private sector farmers' organisations and the other institutions) at a specialized forum to address SPS issues. The stakeholders recognized a need for the establishment of a

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coordination mechanism to address SPS issues at the national and regional levels, and for the development of technical capacities within this general area.

V. ICS and Instruments of Action

IICA intends to employ a number of instruments to accomplish the contributions indicated in annex D and in fulfillment of the needs/requests it can appropriately meet given its mandates and available resources. There are four types of instruments envisioned in the 2014-2018 MTP defined as:

I. Flagship Projects (FP): these 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. The four project are: (1) *Productivity and Sustainability of Family Farming for Food Security and the Rural Economy*; (2) *Competitiveness and Sustainability of Agricultural Chains for Food Security and Economic Development*; (3) *Inclusion in Agriculture and Rural Areas*; (4) *Resilience and Comprehensive Management of Environmental Risk for Agricultural Production* ;

II. Externally Funded Projects (EP): these instruments will be financed entirely with external funds and designed or implemented to complement and expand IICA’s actions under this MTP. There are two primary instruments for the CARIFORUM Region in this regard: (1) *Caribbean Action under the Program Entitled Agriculture Policy Program with focus on the Caribbean and Pacific under the 10th EDF (APP)* and (2) *Support to the Caribbean Forum of ACP States in the Implementation of Commitments undertaken under the Economic Partnership Agreement (EPA): Sanitary and Phyto-sanitary (SPS) Measures*;

III. Rapid Response Actions (RRA): these 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; and

IV. The pre-investment initiatives of the Technical Cooperation Fund (FonTC): this mechanism will be used to finance projects aimed at securing external resources and to mobilize new financial resources that are complementary to the Regular Fund.

This country strategy will use the first two instruments outlined above to deliver the required results. However the ICS makes room for the use of the other instruments outlined to satisfy demands within the context of the identified needs.

The needs and requests for technical cooperation will be addressed primarily through the Flagship projects, mainly through three of the four instruments outlined above. The Flagship project *Productivity and Sustainability of Family Farming for Food Security and the Rural Economy* will provide technical assistance to public and private sector organisations in agriculture and rural development to support their efforts to modernize

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their services and support the process for the establishment of a network of producers associations for articulation at the national level on behalf of family-operated farming concerns. This project will also assist producers in the development and execution of investment programmes and projects to strengthen small and medium scale agriculture and improve commercial and productive performance and revitalize rural agriculture.

The Flagship project titled: *Resilience and Comprehensive Management of Environmental Risk for Agricultural Production* meets the need for technical assistance to public and private sector agencies in agriculture and rural development, to support their efforts to modernize their services in this particular sphere, providing them with the instruments and tools to improve the delivery of technical services to producers and to build resilience to environmental risks and adaptation of agriculture to climate change.

The Flagship project titled: *Competitiveness and Sustainability of Agricultural Chains for Food Security and Economic Development* shall address the need for technical support for the introduction of new agribusiness methodologies to public and private institutions to boost the levels of productivity and competitiveness in agriculture and support the institutional processes for the design, development and sustainable operation of marketing information systems to link food value chain actors and other stakeholders as well as provide technical support for the introduction of new methodologies for the management of food value chain initiatives. The initiatives under this project will be conjoined with initiatives under the externally funded APP programme to bring about the sort after results.

The demand for assistance to address institutional development for agricultural health and food safety systems including the development of a national coordination mechanism and capacity development will be addressed by the SPS programme, indicated above, for the CARIFORUM Region.

In sum therefore, it is expected that all the demands for technical cooperation assistance indicated by the country can be met by the flagship projects and externally funded instruments indicated above (see annex A). However, cognizant of the dynamic nature of modern agriculture and food systems, and the need for institutional flexibility to respond to new challenges and opportunities that may arise the ICS may in the future employ additional instruments not identified above, particularly RRA's and FonTc to address specific requests.

D. FOLLOW-UP, MONITORING, AND EVALUATION OF THE ICS.

As stated in the 2014-2018 MTP, IICA will focus its work on a result oriented management approach, in which it will be necessary to integrate the processes for

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planning, programming, monitoring and solid evaluation for an 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 to appropriately match demand and to ensure that the results obtained make a significant contribution to achieving the objectives identified in the MTP.¹

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 use the adjusted Unified Institutional Management System (SUGI) to effectively address the new needs of the technical cooperation model, which will allow tracking, monitoring and evaluating of IICA's actions in St. Vincent and the Grenadines, the Caribbean Region and the hemisphere.

Monitoring and evaluation will contribute to a better understanding of the progress of the Institute in obtaining the results demanded by the country and will play an important role in accountability, the reporting and transparency of all actions, and the identification of potential obstacles to success and allow for the adjustments required in the different strategies in a spirit of coordination and responsibility.²

E. ACCOUNTABILITY

IICA is an organization committed to accountability. The Institute's work is organized conceptually as a chain of outcome 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.³

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.⁴

¹ Pg. 56 2014-2018 MTP

² Pg. 53 2014-2018 MTP

³ Pg. 16 2014- 2018 MTP

⁴ Pg. 33 2014-2018 MTP

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Annex A

Project

Name of project	Promoting the sustainable development of family-operated agri-business concerns and the supporting institutional structures and processes.			
Instrument of Action that Finances it	Flagship	Externally Funded Project	Rapid Response	Technical Cooperation Fund
	<p>1. Productivity and Sustainability of Family Farming for Food Security and the Rural Economy.</p> <p>2. Integrated Environmental Resilience and Risk Management for Agricultural Production</p>	<p>3. Support to the Caribbean Forum of ACP States in the implementation of commitments undertaken under the Economic Partnership Agreement (EPA): Sanitary and Phyto-Sanitary (SPS) Measures.</p> <p>4. Caribbean Action under the Programme entitled Agriculture Policy Programme (APP) with focus on the Caribbean and Pacific funded under the 10th European Development Fund (EDF)</p>		
Background	<p>Family farming has been an integral part of rural life in St. Vincent and the Grenadines from colonial times to the present. Initially (colonial period) existing as appendages to the large commercial plantations, the family farm was a source of food for the farm family as well as an important income earner.</p> <p>In the post-colonial period, and with the disaggregation of the large estates, the family farm has come to predominate and now represents the vast majority of farming concerns in the rural and peri-urban areas. The Ministry of Agriculture's farmers' registry indicates that there are over 6700 farmers; most of these (> 90%) are family operated.</p> <p>Addressing the sustainable development of agriculture, particularly primary agriculture and the spinoff secondary industries in the context of St Vincent and the Grenadines will largely involve addressing the challenges and constraints faced by family farmers and supporting the institutional development of the organisations – both private and public – whose mandate include supporting the development of family farmers.</p>			

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	<p>This project seeks to contribute to the development of family farms by providing public goods to accelerate their development in a context that promotes commercial development of agri-businesses while emphasizing sustainability through attention to mitigation and adaptation strategies to address environmental concerns.</p>
<p>Issues in the country</p>	<p>The late 1980s and early 1990s saw a rapid increase in banana production and export to the United Kingdom resulting in high earnings for the country. Peaking at over \$100 million (XCD) in 1992. The production and revenues generated by banana were largely the result of the operation of family farms which earned, in many cases, good incomes, allowing development of the farm family, heightened economic activity in rural areas and generally allowed for a robust national economy in this and similarly in the other Producing windward islands.</p> <p>The loss of preferential market access for bananas to the UK, conjoined with the entry of exotic pests (Moko Disease, Black Sigatoka) and a series of adverse weather events (storms) in the post 1995 period severely crippled the banana industry, resulting in loss of export earnings from bananas (by far the major export commodity then), and general depression in rural areas. Many family farms suffered and the existing trend of labour movement out of the sector accelerated creating one of the primary problems of today's agriculture – aging farming population.</p> <p>The misfortunes of the banana industry have served to not only exacerbate but also to highlight a number of important exogenous and endogenous issues and challenges encountered by family farmers, who, beyond banana cultivation are known for their diversified approach to farming and are responsible for the wide mix of produce including roots and tubers, vegetables and fruits and livestock produced for domestic and export consumption. Among the more readily recognized priority issues are: low productivity generally on farms with little innovation to improve productivity and limited access to inputs for non-banana agriculture, uncoordinated approaches to the development agricultural food chains with insufficient participation of primary actors in dialogue and action mechanisms for food chain development and underdeveloped support systems to address sanitary and phyto-sanitary issues and environmental risk management. Coupled with the above factors are critical exogenous issues including generally higher levels of poverty in the rural areas, access to land for farming and fragmentation of land and access to markets since most of the market systems do not possess the structures and arrangements once found in the banana industry.</p> <p>This year (2014) is marked as the year of family farming by the UNFAO highlighting the importance of family farming to rural and agricultural development, not only in St Vincent and the Grenadines, but across the globe. This project will contribute to the efforts to transform family farms into more efficient, productive and profitable commercial concerns by adopting a partnership approach to family farm development that will incorporate and join efforts with all like-minded public and private sector partners.</p>
<p>General Objective</p>	<p>To contribute to sustainable rural development and commercialization of family farms and family-operated agro-processing businesses through capacity-enhancing actions and by strengthening the institutional capacities of public and private sector organization supporting these operations.</p>

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Baseline			
Issues (indicator)	Current Level	Proposed Goal	Component Result
Number of public and private sector organisations increasing their capacity to maintain or raise their agricultural health levels	4	8	<p>Component 3: Integrated risk management for agricultural health and food safety.</p> <p>RE.3.2: Strengthened capacity of institutional and production actors for the evaluation, management and communication of risks in agricultural health and food safety</p>
Number of sanitary and phyto-sanitary services strengthened;	4	4	<p>Component 3: Integrated risk management for agricultural health and food safety.</p> <p>RE.3.2: Strengthened capacity of institutional and production actors for the evaluation, management and communication of risks in agricultural health and food safety</p>
Number of instruments developed for capacity building;	1	2	<p>Component 3: Integrated risk management for agricultural health and food safety.</p> <p>RE.3.2: Strengthened capacity of institutional and production actors for the evaluation, management and communication of risks in agricultural health and food safety</p>
Number of (technological, organizational and business) innovations implemented in the public and private sectors, chains and rural territories	1	4	<p>Component 2: management of agricultural chains.</p> <p>R.1: Strengthening of the institutional framework of agricultural chains to achieve sustainable management, reduce transaction costs and promote equity, with the inclusion of family farming, women and youth</p> <p>R.2: Strengthening of sustainable business-management skills of producers and other stakeholders in the chains, bearing in mind the importance of inclusion; innovative business management; responsible management of natural</p>

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			<p>resources and the environment; biodiversity; integrated production systems; diverse, nutritious and indigenous products; value added and shared value.</p> <p>Component 4: Access to agricultural markets</p> <p>R 2: Improved capabilities of public and private institutions for facilitating agricultural market information services on health and food safety, prices, insurance and access to business opportunities.</p>
Number of stakeholders with greater business and associative capabilities, and number of chains energized	0	60	<p>Component 2: Management of agricultural chains and agribusiness capabilities</p> <p>R.2: Strengthening of sustainable business-management skills of producers and other stakeholders in the chains, bearing in mind the importance of inclusion; innovative business management; responsible management of natural resources and the environment; biodiversity; integrated production systems; diverse, nutritious and indigenous products; value added and shared value.</p>
Number of plans for the comprehensive management of risk in agriculture	0	1	<p>Component 2: Integrated Environmental Risk management for Production</p> <p>ER2.2: Increased technical capacity to understand and implement best practices to anticipate, prepare for and react to environmental risks for production (extreme events)</p>
Number of information systems implemented and used by stakeholders	0	1	<p>Component 2: Integrated Environmental Risk management for Production</p> <p>ER2.1:</p>

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			Increased knowledge, information and methodologies on how to anticipate, prepare for and react in the face of environmental risks for production (extreme events)	
Structure of the Project				
Component 1	National regulatory and industry capacity to meet the SPS requirements of international trade.			
Specific Objective	To support and enhance the institutional capacity of national regulatory bodies and industry in the agriculture sector, including the fisheries Sub-sector, to meet the SPS requirements of international trade.			
Results	Contribution to which the result relates	Products and services (indicator)	Partners and counterparts	Date of achievement
Strengthened national regulatory and industry capacity to meet the SPS requirements of international trade.	C	Execution of one training activity for national authorities addressing animal health, plant health and food safety measures	Ministry of Agriculture, Ministry of Foreign Trade, SVG Bureau of Standards, Ministry of Health wellness and the Environment, private sector stakeholders.	December 2017
	C	Development and Execution of three training programmes across the value chain for industry stakeholders (fish, crop, livestock) in international SPS requirements, GAPs, GMPs, HACCP, GFP and GARP	Ministry of Agriculture, Ministry of Foreign Trade, SVG Bureau of Standards, Ministry of Health wellness and the Environment, private sector stakeholders.	December 2017

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	C	Development and execution of a programme to enhance and strengthen Laboratory systems and networks	Ministry of Agriculture , SVGBS	December 2017
	C	Identification and analysis of private Industry standards impacting key export areas with a View to capacity building.	Ministry of Agriculture, Ministry of Foreign Trade, SVG Bureau of Standards, Ministry of Health wellness and the Environment, private sector stakeholders.	December 2017
	C	Capacity enhancing training on Good Agricultural Practices for technical officers	Ministry of Agriculture, Ministry of Foreign Trade, SVG Bureau of Standards,	December 2016
Component 2	Strengthening Market Linkages to Contribute to Agricultural Enterprise Development			
Specific Objective	To enhance competitiveness of two food value chain systems by supporting the development of coordination mechanisms among key actors and institutional strengthening of support services.			
Results	Contribution to which the result relates	Products and services (indicator)	Partners and counterparts	Date of achievement
2.1 Improved entrepreneurial, Marketing and Organizational Capacities of Small Producers /Entrepreneurs	B	Document detailing environmental scan of two value chains detailing gaps and opportunities for development	Ministry of Agriculture, Producers organisations	December 2015
	B	Design, development and	Ministry of Agriculture,	December 2015

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including Women and Youth		execution of one training course for improving governance in two producer organisations.	Producers organisations, Ministry of National Mobilization	
	D	Design, development and execution of a programme for capacity enhancing training in agribusiness management for extension and support services	Ministry of Agriculture, Producers organisations, Ministry of National Mobilization	December 2015
	D	Design development and execution of a programme for agribusiness development support for agro-entrepreneurs in two targeted commodity chains.	Ministry of Agriculture, Producers organisations, Ministry of National Mobilization	December 2016
2.2 Marketing and Information and Intelligence Systems to Support Small Producer/ Entrepreneur's Involvement in Value Chains enhanced	B	Document providing gap analysis and recommendations for the development of an agricultural marketing information system.	Ministry of Agriculture	December 2015
	B	Operationalizing of a cloud-based marketing information system.	Ministry of Agriculture	December 2015
	B	A programme for capacity enhancing training for data collectors to improve the efficiency of data collection.	Ministry of Agriculture	December 2015
2.3 Improved Financing Schemes to Support the Development of Commodity Value Chains involving Smallholders	B	Document assessing existing financial schemes servicing agriculture.	Farmer Support Company (Ministry of Agriculture), COMFI	December 2015
	B	Design, development and execution of capacity enhancing programme for credit institution	Farmer Support Company (Ministry of Agriculture), COMFI	December 2016

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		servicing small farmers in the operation of financing schemes for agriculture.		
Component 3	Technological and Social innovation			
Specific Objective	To promote the adoption of innovation systems among family farmers thus improving the productivity of their farms and its contribution to rural and national development.			
Results	Contribution to which the result relates	Products and services (indicator)	Partners and counterparts	Date of achievement
3.1 Improved capacity of actors linked to Family Agriculture, sustainable production and territorial management.	B	Study on the characterisation of family farming to inform recommendations affecting family farmers	Ministry of Agriculture	December 2016
	B	Design and development of one project proposals to strengthen the capacity of family farm-led producer organisations for the production and marketing of high value crops/livestock.	Ministry of Agriculture, producer Organisations	2017
3.2 Innovative management operational tools for production and extension services developed, adapted and diffused	B	Design, development and execution of a training programme to strengthen Extension and Rural Advisory services to Family Farmers	Ministry of Agriculture, Producer Organisations	December 2016
3.3 increased Capabilities of family farmers to manage their natural and productive resources, improve their food supply and reduce risks and uncertainty.	E	Development and execution of a programme of specialized technical support to youth and women agri-entrepreneurs linked to Family Farming.	Ministry of Agriculture, Rural women and youth Organisations	December 2015
	E	Design and formalization of a	Ministry of Agriculture,	December 2016

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		project proposal to promote and strengthen capacities for the sustainable use and management of natural resources by Family Farmers using participatory approaches.	Farmers organisation	
3.4 Improved Capacity of family farmers to adopt and implement actions to exploit water resources and reduce associated risks.	F	Execution of a training programme for two organisations on small scale water management strategies for Family Farms.	Ministry of Agriculture, Farmers organisation	December 2016
	F	Establishment of three low- cost rainwater harvesting models to demonstrate adaptive water management for small farms.		December 2016
Component 4	Integrated environmental risk management for production (extreme events)			
Specific Objective:	To strengthen institutional frameworks and the capacity of Member States to anticipate, prepare for and react to environmental risk that may affect agricultural production and the wellbeing of agricultural producers and rural inhabitants.			
Results	Contribution to which the result relates	Products and services (indicator)	Partners and counterparts	Date of achievement
4.1 Increased knowledge, information and methodologies on how to anticipate, prepare for and react in the face of environmental risks for production (extreme events)	G	A document disseminated and promoted among key actors, on the existing state of the art systems for disaster preparedness and response from the agricultural sector, studies of successful cases, and analyses of the vulnerability of countries in the hemisphere.	Ministry of Agriculture, Ministry of Health, wellness and the Environment, Ministry of Finance and Planning, National Emergency Management Organisation	December 2016

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	G	Communication guide/protocols for preventive action in the event of extreme environmental events, validated by, circulated and promoted to key actors.	Ministry of Agriculture, Ministry of Health, wellness and the Environment, Ministry of Finance and Planning, National Emergency Management Organisation	December 2016
	G	One methodology on a priority topic (eg. The evaluation of damage to the agricultural sector after an extreme environmental event, communication and bio-security management) validated, disseminated and promoted among key actors.	Ministry of Agriculture, Ministry of Health, wellness and the Environment, Ministry of Finance and Planning, National Emergency Management Organisation	December 2016

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<p>4.2 Increased technical capacity to understand and implement best practices to anticipate, prepare for and react to environmental risks for production (extreme events)</p>	<p>G</p>	<p>Implemented training strategy, for government officials, on communicating risk and on management of production resources and extreme environmental events in the agricultural sector.</p>	<p>Ministry of Agriculture, Ministry of Health, wellness and the Environment, Ministry of Finance and Planning, National Emergency Management Organisation</p>	<p>December 2018</p>
	<p>G</p>	<p>– Two virtual training Courses for facilitators designed and imparted on priority topics (for</p>	<p>Ministry of Agriculture, Ministry of Health, wellness and the Environment, Ministry of Finance and Planning, National Emergency Management Organisation</p>	<p>December 2018</p>
<p>Implementation strategy</p>	<p>The implementation process for this project will involve management and coordination at the hemispheric, regional and local levels.</p> <p>At the local level, the technical specialist responsible for the implementation of IICA’s technical programme in St. Vincent and the grenadines shall bear direct responsibility for the planning and execution of all actions detailed in the project. The specialist shall be responsible for the scheduling of all the activities at the national level and for the coordination with all partners for implementation.</p> <p>There will also be coordination at the regional level among countries also included in similar activities as detailed in this project. This will allow for</p>			

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	<p>the sharing of experiences across countries and greater efficiency in execution.</p> <p>Engagement at the national level will also be coordinated with the technical team at the hemispheric level, which has overarching responsibility for the implementation of flagship projects and components of the external projects included above. The planning of all activities under the project, taking into account their simultaneous and interdependent nature , shall take place annually in consultation with the participating countries and the technical units responsible for the components at the hemispheric level. IICA shall use the accountability event and other consultative fora to discuss and have agreement with local partners on the annual actions under the project.</p> <p>The execution of this project is based mainly on the existing technical capacity at IICA. Implementation and monitoring of activities will be a shared responsibility between the responsible units at IICA and the institutions in the participating countries.</p>
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Annex B

IICA's Strategic Objectives and Contributions for Agricultural Development

The Institute has a comprehensive MTP which details IICA's approach to technical cooperation in the programme period. The plan proposes four pivots around four strategic objectives which are further elaborated in the eleven contributions that the Institute proposes to make to aid the transformations in the agricultural sector across our 34 member states. These strategic objectives of the MTP are:

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 rural areas 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

These four strategic goals find expression in eleven contributions in the 2014-2018 MTP which are intended to support member states effort to transform their agriculture and rural communities. The highlighted contributions represent those that IICA will actively pursue in St Vincent and the Grenadines.

- 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 sectors 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 among stakeholders in rural areas, especially those involved in family agriculture, in order to improve food security and rural well-being.**

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- F. Enhancing the capabilities of different stakeholders of the agricultural chains and rural areas 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 greater use of native species, promising crops and native genetic resources with food potential.
- J. Improving institutional capacity to reduce 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 relevant resources for inter-American agriculture.

IICA's interventions to support efforts to sustainably develop agriculture and rural territories will be determined by the linkages between the established national priorities, the Institute's strategic objectives and the contributions listed above. This relationship is established in the table below.

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Annex C

Public and Private Sector Agriculture and Rural Development Agencies/Institutions Consulted during the Development of the ICS

No.	Agency/Institution
1	Ministry of Agriculture, Industry, Forestry, Fisheries and Rural Transformation
2	St. Vincent and the Grenadines Network of Rural Women Producers
3	Women in Agriculture for Rural Development
4	St. Vincent and the Grenadines Small Ruminants Society
5	St. Vincent and the Grenadines Beekeepers Association Incorporated
6	St. Vincent and the Grenadines Pig Producers Organisation
7	Rural Sustainable Developers Cooperative Society
8	Pineapple Growers Cooperative