

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



IICA TECHNICAL COOPERATION STRATEGY IN ANTIGUA AND BARBUDA 2011-2014



*PROMOTING SUSTAINABLE AND COMPETITIVE
AGRICULTURE IN THE AMERICAS*



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IICA Country Strategy Antigua and Barbuda 2011-2014

Introduction

The IICA Country Strategy has been developed in accordance with the 2010-2014 Medium Term Plan which called for a technical cooperation strategy, to guide and channel the cooperation provided by the Institute to address the demands of Member States within a medium- term (2011-2014) planning horizon, with annual programming-budgetary periods.

This was achieved through a ten step approach which began with a document analysis of relevant literature on agriculture in the country and the identification of a list of needs of the sector. This was followed by stakeholder consultations: one for the public sector attended by senior technicians in the Ministry of Agriculture; and another for the private sector made up of representatives of producer and processor organizations and other agriculture institutions. At these consultations a list of the needs of the sector were also identified. A determination of the resources available (both within IICA and the country) to meet all the needs identified was done and a list of possible technical cooperation demands for the country was drawn up. The final list of demands was agreed and approved for implementation by the national authorities.

The project profile, detailing the technical cooperation activities that IICA will undertake, in pursuit of the competitive, sustainable and inclusive development of agriculture in response to the demands of relevant stakeholders for the period 2011-2014 is attached.

I. Strategic Framework for the Agriculture Sector

Over the last three years the global situation with regards to agriculture has been of great concern. In 2008, there was a sharp increase in grain prices (especially wheat and corn), fertilizer prices went up and a number of countries had floods or droughts which impacted on food available for export. This was coupled with the record high price of crude oil. Again in 2010 and into 2011 we see, floods, rising prices of crude oil and concerns about agriculture production in Australia as they were faced with two years of drought and now massive floods, Pakistan also had much of its agriculture affected by floods. A number of agencies and institutions rose to the cause by implementing food aid programmes as well as funding to boost agriculture production in the poorer countries and reduce food insecurity.

Regionally, there was an initiative by the Food and Agriculture organisation to address soaring food prices and many countries benefitted from this programme. IICA also rose to the cause and developed and implemented a plan for food security for the Caribbean and has also developed an overall Agriculture Strategy for the Caribbean.

Over the last few years the region's Ministers of Agriculture have supported an initiative named after the President of Guyana and called the *Jagdeo Initiative*. This looks at nine key binding constraints to agriculture development and seeks to address these as a means to stimulate agriculture growth and development in the region.

The global increases in the price of fuel and food saw a rise in cost of living in Antigua and Barbuda, and in 2008 the overall consumer price index rose by 1.5% in the first half of the year. This situation challenged the local food production system and national food security. In addition, over the last four years (2007-2010), the sector has suffered a number of setbacks. First, was the loss of several trained and experienced technical officers who took the government's voluntary severance package; resulting in a gap in human resources to provide support to the sector. Second, was the rise in food prices globally in 2008; which saw increases in the cost of production: the prices of seeds and fertilizer more than doubled in some cases. Then there were two hurricanes: Hurricane Omar in 2008 and Hurricane Earl in 2010, which together resulted in over US\$2 million worth of damage caused to infrastructure (farm access roads, drains and dams), plus loss of crops and livestock.

Nevertheless, there are opportunities to increase agriculture production and improve productivity, in response to the challenges facing the sector, the government of Antigua and Barbuda developed in 2008, a National Food Plan. The main aim of the plan is to increase food security and seeks to:

- Augment production and productivity within the sector while sustaining acceptable levels of food, nutrition and income security for the country.
- Promote sustainable use and conservation of our natural resources and employ environmentally friendly technologies and practices.
- Establish and strengthen the enabling legislative environment to support the development process both in the short and long term.
- Facilitate a compliant export programme for selected commodities.
- Secure the social and economic well being of our rural communities and vulnerable groups within the population.

The first phase of the National Food Plan focused on selected crop commodities namely, onion, carrot, tomato, sweet pepper, egg plant, broccoli, cabbage, cauliflower, head lettuce, cucumber, butternut, pumpkin, melon, sweet potato, yam cassava, corn, pineapple, fruit, herbs and spice, sorrel, cotton, and hot pepper. These commodities were produced primarily by fifty two (52) commodity specialists, who received training in good agriculture practices, improved production technologies and improved farm management practices to ensure a more even supply of food. In phase two, the focus will be on livestock and in phase three, fisheries.

Furthermore, in a presentation on the 2011 budget, the Minister of Agriculture outlined the following policies which will drive the efforts of the Ministry to continue its efforts to increase production in the country, as follows:

- To ensure that sufficient amounts of wholesome and nutritious food are available and accessible to the people of Antigua and Barbuda at reasonable prices.
- To streamline the operations of the Ministry to improve its efficiency within the context of its resources, both human and physical.
- To encourage and expand meaningful private investments within the sector
- To accelerate the use of modern technologies, greenhouse etc
- To increase intra regional trade in agricultural products within the framework of globally accepted standards eg. food safety
- To pursue ways and means to mitigate against losses due to natural disasters

In order to stimulate local production, in 2010 the government granted US\$1 million in value of concessions for the importation of agriculture equipment and machinery; and twenty-five new farmers were allocated one hundred and sixty-seven acres of land. Additionally, the Ministry of Agriculture procured nine tractors to enable timely land preparation. The Norwegian Pineapple Project is done in collaboration with Antigua and Barbuda Development Bank and a Norwegian Consortium, received over 100,000 suckers for planting on the sixty acres of land allocated for the project. When the fruits are harvested, they will be shipped to Norway, where there is a guaranteed market.

Additionally, in an effort to streamline the operations of the Ministry, more linkages within the value chain will be developed with farmers, processors and relevant agriculture entities. Also, the Forestry Department and Environment Division will be reorganised to make them more efficient in the use of human resources and the accounts of the Ministry will be centralised to allow for better management of the financial resources.

With regards to private sector investments in agriculture, a project proposed by Titan Farms for an upscale poultry production and processing facility is expected to commence in 2011. In the area of fisheries, Antigua and Barbuda is one of the few Caribbean countries that are allowed to export fresh seafood products to the European Union. To maximize on this, the country has to maintain the proper handling and quality of its seafood products. In this regard, improvements will be made to the fisheries complexes (especially the Point Wharf Processing Complex) to allow lobster, fish and conch to be exported in 2011. Investment in the Barbuda Artisanal Fisheries Project is also expected to be completed in this year and this facility will allow fish to be directly exported from Barbuda.

In an effort to increase intra-regional trade, discussions were held with four Caribbean countries about exporting onions and carrots from Antigua. To this end, the Ministry is developing a project to increase production of onions. In the meantime, the productions of onion and carrots have been started the Agriculture Development Corporation (ADC) at Diamonds and five root crop harvesters were recently procured by ADC and an onion dryer should be in place shortly.

Development and growth in the sector can't be accomplished without the necessary legislative framework and in the past four years, a number of legislation have been updated or passed by the parliament of Antigua and Barbuda to enhance growth and development of the sector: The Dog Registration and Control Act 2006, The Fisheries Act 2006, Small Business Development Act 2007, administered by the Antigua and Barbuda Investment Authority and The Pesticides and Toxic Chemical Act 2008. Still In draft forms are the Plant Protection Act, Food Safety Act and Animal Health Acts. The three draft Acts will improve the agriculture health and food safety systems in the country and will support the trade programmes being put in place. All of these laws will significantly enhance the regulatory environment for advancing agriculture development.

In a further effort to improve food production and food security, research is currently ongoing in collaboration with CARDI on sweet potato to determine maximum yield requirements. The sweet potato trials were launched in three zones, Green Castle, Cades Bay and Betty's Hope to ascertain the suitability of different varieties for different times of the year. Some work is also being done in white potato production in Christian Valley. A Research and Development Committee has been set up to determine other research needs.

IICA Technical Cooperation Actions in Antigua and Barbuda

a. Objectives of the technical cooperation actions in Antigua and Barbuda

The general objective is to strengthen the institutional capability and to support increased food production in Antigua and Barbuda. To meet this goal the following specific objectives were developed:

1. Improve the institutional support for agriculture development and food production.
2. Increase knowledge of disaster risk management in the agriculture sector
3. Enhance the capacity of agri-entrepreneurs to improve their livelihoods

b. Summary of technical cooperation actions

The following needs were identified and short listed for action. IICA's response to the needs will be through direct technical cooperation, training for capacity building and specialised technical services.

1. Agriculture Policy for the sector drafted with supporting operational plan for implementation
2. Development of a performance based system for the Ministry of Agriculture
3. Assessing capacities to produce food through protected agriculture
4. Support to capacity enhancement for disaster risks management in agriculture
5. Enhancement of technical and managerial capacities to increase production in the agro-industry sub-sector

In Annex 1 is a project developed to implement the actions required to meet the objectives identified: **Institutional Support to Enhance Production and Agri-business Development in Antigua and Barbuda.**

III. ACCOUNTABILITY AND EVALUATION OF RESULTS

The implementation of the present IICA Technical Cooperation Strategy will be subject to an ongoing process of monitoring, follow-up and evaluation, intended to make sure that the available technical and financial resources are allocated strategically in implementing the technical cooperation projects and activities approved and validated by the senior authorities of the Ministry of Agriculture.

IICA, by monitoring the progress of the projects, following up on implementation throughout the life of the project and evaluating the expected results will generate information which, in turn, will also serve as feedback for the key national counterparts.

To this end, the ***Integrated System for the Monitoring and Evaluation of Technical Cooperation (ISME)*** has been created. This system will make it possible to evaluate, in stages, the completion of technical cooperation actions, contribute to the achievement of the Institute's objectives and report to the Governing Bodies.

Internally, the monitoring, follow-up and evaluation process will be the responsibility of the Offices, in coordination with the Directorate of Management and Regional Integration (DMRI) and the Secretariat of Planning and Evaluation (SEPE). The three processes will focus on:

- a) **Monitoring:** This will identify relevant elements or signs during implementation of technical cooperation projects and actions. They will be detected on a monthly by the DMRI and the SEPE.
 - b) **Follow-up:** This will focus on analyzing progress in the implementation of activities programmed for the life of the project, through: 1) regular reports, starting at the beginning of each activity of the projects; 2) quarterly reports on the physical and financial execution of the activities; 3) regular reports on the conclusion of activities; and 4) the fourth quarterly report, to be submitted in December of each year at the close of the Annual Action Plan and used as the basis for preparing the annual report presented at the annual accountability seminar. The Offices will follow this procedure in contributing to the ISME, based on the attached matrix.
- 1.
- c) **Evaluation of Results:** This will take place at the close of the project cycle, based on the expected results of the projects, and will provide information to consider in evaluating the medium-term focus of the Technical Cooperation Strategy.

One of the main goals is to generate useful information for refocusing the resources and actions, and by so doing ensure that the technical cooperation provided to the countries has the greatest possible impact.

Annex 1
IICA PROJECT FINANCED WITH
REGULAR RESOURCES, IMPLEMENTED BY THE OFFICE
AS PART OF THE ANTIGUA AND BARBUDA COUNTRY STRATEGY

1. Name of program or project	Institutional support to enhance production and agri-business development in Antigua and Barbuda
2. Predominant Line of Action of the 2010-2014 MTP	<ul style="list-style-type: none"> • CSAFA Line 2: Public policies for agriculture Line 4: Institutional framework for agriculture and investment in its modernization • Natural Resources, Climate Change and Environment Line 1: Adapting agriculture to climate change • Agribusiness and commercialization Line 2: Adding value to agricultural production and keeping value in production zones
3. Level	National
4. The problem	<p>While there have been many initiatives from the Ministry of Agriculture aimed at increasing food production, the contribution of agriculture to GDP continues a downward decline. The Ministry also lost a number of trained and experienced technical officers to the government voluntary separation package four years ago and currently there are limited trained technicians to provide the range of services needed to support the sector. There is need for an updated a policy that will guide the actions of the ministry and the development of the sector, as well as capacity building of the current technicians.</p> <p>In addition, the sector is very vulnerable to disasters which increase the risks to production, and which have a negative impact on food availability. In Antigua over the past two years, hurricanes and storms have caused crop losses and soil erosion. Fisher folk were affected as boats and equipment were lost in the storms. There is limited knowledge and capacity to mitigate these risks, among producers and technicians in the sector. Agriculture insurance schemes are nonexistent and with the advent of climate change and possibility of more frequent storms, without an increase in knowledge of disaster risk management, the contribution of agriculture to GDP will continue to</p>

	<p>decline.</p> <p>Lastly, there are a few small scale agro-processors who earn a livelihood from value added production utilizing local products. Their enterprises are very small, manual and uncompetitive. There are some opportunities for export but the agro-processors have been unable to increase their production to meet even the local demand for their products. Also the local products face competition from cheaper imported products. There is need for capacity enhancement of these processors to enable them to increase their income stream.</p>			
5. General objective	To strengthen the institutional capability to support increased food production in Antigua and Barbuda			
6. Specific objectives	<p>1: To improve the institutional support for food production including capacities for disaster risk management in the agriculture sector</p> <p>2: To enhance capacity of agri-entrepreneurs to improve their livelihoods</p>			
7. Beneficiaries	Stakeholders in the agriculture sector-processors, producers, fisher folk, as well as, partner agencies in the sector			
8. Duration	Four years			
9. Description of activities, outputs, results, and achievement indicators	Specific objective 1: To improve the institutional support for agriculture development and food production			
	ACTIVITY	OUTPUTS	EXPECTED RESULTS	ACHIEVEMENT INDICATORS
	Activity 1: National consultation and training to develop an agriculture policy	1.1. A draft agriculture policy through stakeholder participatory approach by end 2011	ER 1.1: The ministry of agriculture now has a draft agriculture policy to improve support to production and agriculture development	AI 1.1: At least six (6) consultations and training workshops held for staff of the Ministry of Agriculture by the end of project AI 2: At least one draft agriculture policy prepared

				and endorsed by stakeholders by end of project
	Activity 2: National consultation and training to develop draft strategic plan	2.1. A draft strategic plan through stakeholder participatory approach developed by end 2011	ER 2.1: The ministry of agriculture now has a draft strategic plan to improve support to production and agriculture development	AI 2.1: At least three (3) consultations held for stakeholders of the agriculture sector by the end of project AI 2.2: At least one draft strategic plan endorsed by stakeholders by end of project
	Activity 3: Enhance capacity in results based management and data management for staff of the ministry of agriculture and targeted producers	3.1. Training workshops held for staff of the Ministry of Agriculture and targeted producers by mid 2011	ER 3.1: The capacity of the ministry's staff to monitor and evaluate their work programme is enhanced	AI 3.1: At least 75% of staff of the Ministry of Agriculture trained in results based management, and data management by end of project AI 3.2: At least 200 hundred producers trained in results based management, and data management by end of project
<p>COMMENT: The Ministry of Agriculture will have the responsibility to take the policy document to parliament</p> <p>COMMENT : Training of new staff annually in results based management, train local trainer</p>				

Specific objective 2: To increase knowledge of disaster risk management in the agriculture sector			
ACTIVITY	OUTPUTS	EXPECTED RESULTS	ACHIEVEMENT INDICATORS
Activity 1: Workshop to examine the recommendations of the Agriculture Insurance Symposium held in 2010 and training in disaster damage and loss assessment	1. Refined list of recommendations for disaster risk management in Antigua and Barbuda developed by end 2011	ER1.1: Agriculture sector stakeholders are knowledgeable on the actions to improve disaster risk management	AI 1.1: At list one report on recommendations for the way forward for disaster risk management in the agriculture sector
COMMENT: An Agriculture Insurance Symposium held June 2010, and was attended by five representatives of the sector stakeholders. The recommendations of the symposium needs to be shared with a wider group of stakeholders			
Specific objective 3: To enhance capacity of agri-entrepreneurs to improve their livelihoods			
ACTIVITY	OUTPUTS	EXPECTED RESULTS	ACHIEVEMENT INDICATORS
A) Agro- processors:			
Activity 1: Site visit to conduct a diagnostic	1. List of technical, managerial and operational	ER1.1: Agro-processors have enhanced their	AI 1.1: Visit to at least four agro-processing facilities by end 2011

	assessment of agro-processing facilities and seminar to discuss findings	assistance required by agro-industry by end 2011	capacity to assess how to increase incomes from value added products	AI 1.2: At least three seminar/workshops conducted by end 2014 AI 1.3: One report of technical, managerial and operational assistance required, endorsed by agro-processors by 2012 AI 1.4: Project proposal developed for external funding by end 2013
	Activity 2: Provide technical assistance to build capacity of Agro-processors Association to develop a directory of purveyors of products and services for agro-industry	2.1: Training workshops held to guide the actions for a directory of products and services for agro-industry by the end of 2012	ER 1: Members of the Association have increased their knowledge of suppliers and service providers in agro-industry	AI 1: At least two (2) workshops held to train stakeholders in the procedures for creating a directory of products and services for agro-industry by end of project AI 2: At least one terms of reference prepared and endorsed for a consultancy to guide the creation of the Directory by end of project
COMMENT: It is difficult to determine what further actions will be needed until the assessment is done in 2011				
B) Producers:				
	Activity 3: Conduct an assessment of the	3.1: Documentation of assessment for	ER 3.1 Stakeholders in the sector have increased	AI 3.1: At least 20 public and private sector persons attended the seminar

	potential for protected agriculture and seminar to discuss findings	protected agriculture by end 2011	understanding of protected agriculture systems	AI 3.2: One report of the assessment available
	COMMENT: This is an area of production that has started and stopped many times over the years, but never sustained			
	Activity 4: Inter-school garden competition among secondary schools	4.1: Gardens which conform to CXC standard of school gardens	ER 4.1 Increased knowledge of students to agriculture practices	AI 1. Report of activity each year AI 2. All schools that offer agriculture science participating by 2014
	Activity 5: Summer Programme for schools	5.1: Agricultural science students trained in agriculture practices	ER 5.1 Increased number of students engaged in agriculture related activities	AI 1. At least 10 secondary schools participating in an agricultural summer programme by end of project AI 2. At least three (3) Ministry of Agriculture, agricultural stations providing technical support to the students at summer camp by end of project
10. Project budget	It is an IICA project that will include the Regular Fund resources (quota contributions and miscellaneous income) specified in the following table:			

Annual Direct Costs of the IICA Project						
Personnel						
Office personnel			% of Time			
Name	Position	2011	2012	2013	2014	
Una May Gordon	ECS Representative	10	10	10	10	
Julie-Ann Laudat	Technical Specialist	100	100	100	100	
Barbara Amory	Executive Secretary	100	100	100	100	
Personnel of the Technical Concentration and cross-cutting Coordination program and other units						
		% of Time				
Name	Position	2011	2012	2013	2014	
	Specialist in Policy	5.1	1	1	-	
	Specialist in Projects/agriculture insurance	6.1	-	-	-	
	Specialist in Monitoring and evaluation	2	1	-	-	
	Specialist in Cottage industry development	1.6	1	1	-	
Direct Operating Cost (US\$)						
Item	Quota Contributions	Miscellaneous Income	Regular Fund			
			2011	2012	2013	2014
MOE3: Training and Technical			2000	2000	2000	2000

Events				
MOE4: Official Travel	2500	2500	2500	2500
MOE5: Publications and Materials and Inputs	400	400	400	400
MOE6: Equipment and Furniture	0	0	0	0
MOE7: Communications, Public Utilities and Maintenance	11000	11000	11000	11000
MOE8: Service Contracts	0	0	0	0
MOE9: Insurance, Official Hospitality and others	1000	1000	1000	1000
GRAND TOTAL OPERATING COST	16900	16900	16900	16900