

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



IICA TECHNICAL COOPERATION STRATEGY IN GRENADA 2011-2014



*PROMOTING SUSTAINABLE AND COMPETITIVE
AGRICULTURE IN THE AMERICAS*

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EXECUTIVE SUMMARY

IICA Technical Cooperation Strategy for Grenada (2011-2014)

Introduction

The IICA Technical Cooperation Strategy for Grenada was prepared following a comprehensive review of relevant agriculture sector policy documents as well as consultations held with senior personnel of the Ministry of Agriculture (MoA) and representatives of farmers' organizations and Non-Governmental Organizations (NGOs). Through this process, Grenada's technical cooperation needs for the agriculture sector were identified; and those for which IICA has capacity to provide technical cooperation were selected and prioritized. The prioritized list of six technical cooperation needs was discussed with the national authorities. Those needs were considered in relation to the Institute's four *Technical Concentration Programs* and two *Programs for Cross-cutting Coordination*, as outlined in IICA's 2010-2014 MTP.

Three Project Profiles, covering the six priority needs, were prepared and are included in this document, as an annex.

I. Strategic Framework for the Agricultural Sector

Grenada's agriculture sector contributes significantly to the country's Gross Domestic Product (GDP), foreign exchange earnings, food security, and employment generation. Known internationally as the *Isle of Spice*, Grenada is the world's second largest producer of nutmeg which accounts for more than 50 per cent of the country's agricultural export earnings. However, the industry is being threatened by a root-rot disease which is of great concern to national authorities as well as nutmeg producers. Banana, one of Grenada's major export crops since the 1960s, was totally devastated during the passage of hurricanes Ivan (2004) and Emily (2005). The industry never recovered and, currently, Grenada is importing bananas from Suriname to satisfy domestic demand. Recent efforts to revive the industry have been unsuccessful due to the lack of technical capabilities of producers, with respect to the use of a high level of banana production and post-harvest technology.

As the major player in Grenada's agriculture sector, the Ministry of Agriculture (MoA), according to its Mission Statement, plans to spearhead the development of "An agricultural sector that is globally competitive, ensures food security and sustainable livelihoods for the nation, and the conservation of our natural environment." In its efforts to build a "dynamic and competitive sector", the Ministry has embarked on the implementation of a number of relevant strategies. Following are some of the MoA strategies which bear a direct relationship to the IICA-Country Strategy:

- Creating the institutional framework for mobilizing farmers through creating farmers organizations for more effective support to the stakeholders.

- Establish a committee to develop a programme and strategy to mobilize and encourage youth into agriculture.
- Establish a committee to look at developing proposals for the establishment of the framework to facilitate organic production.

Also, listed among the *Ministry's Priority Areas for 2010/2011* are the following two relevant actions:

- Develop and implement a plan for the rehabilitation and management of Government Estates.
- Develop and implement a *Banana Recovery Programme*.

One of the major challenges confronting Grenada's agriculture sector is the difficulty in attracting private direct investment into the sector. The reasons for this unfavorable situation are many. However, Government is making efforts to create the necessary enabling environment to encourage new investment into the sector. It is also seeking innovative ways to deal with production problems related to under-investment in existing farms (especially farms of 20 hectares or more); the high average age of farmers; and the lack of a business-oriented approach to farming, in general. Interestingly, most of the problems in the sector are very pronounced on the Government-owned estate farms. This situation was addressed in the 2011 Budget Presentation when the Minister of Finance announced that "A framework will be finalized to facilitate the deployment of these (Government) estates into more commercial and productive farms". It is generally felt that the lack of a *Strategic Plan* for the Government estates has resulted in great inefficiencies on those estates which, instead of generating profits, are being subsidized by Government which is the single largest land owner in the country.

Since 1993, Grenada's agricultural trade has been on the decline, mainly due to inadequate local capability and capacity to deal effectively with agricultural health and food safety issues. The trade has been adversely affected by a number of sanitary and phyto-sanitary (SPS) problems, caused by the introduction of a number of exotic crop pests. The Pink Hibiscus Mealy Bug and the Mango Seed Weevil were detected in Grenada in 1993 and 1996, respectively; and the West Indian Fruit Fly was reported in Grenada in 2002. The presence of these pests has severely restricted Grenada's fruit and vegetable export trade regionally and internationally. The livelihoods of thousands of farmers and their families have been adversely affected as a result of these trade restrictions. Of course, the fact that these pests apparently made easy entry into Grenada points to a serious deficiency in the country's plant quarantine system. It is important to note that, as stated in the Grenada Agriculture Sector Profile, a serious constraint within the agriculture sector is "the absence of a dedicated unit (system) responsible for managing the relationship between agricultural trade requirements, sanitary and phyto-sanitary requirements and national agricultural production".

Some of the strategic agricultural projects/programmes identified for implementation by Government in 2011, based on its policies and objectives for the sector are the following:

- Government Estates Support and Rehabilitation Programme
- Support to Organic Agriculture

- Banana (Development) Programme
- Technical Assistance for Improving Food Safety
- Pest Management Programme
- Banana Pest Control (Black Sigatoka, etc.)
- Fruit Fly Project
- Strengthening of Plant Quarantine
- Red Palm Mite Eradication
- Black Sigatoka Management Project

II. IICA Technical Cooperation Actions in Grenada

The Institute’s technical cooperation actions in Grenada are geared towards supporting and complementing the initiatives being undertaken by the Ministry of Agriculture (MoA) and other agriculture sector stakeholder institutions in the country. Accordingly, IICA, in collaboration with the MoA, has identified six priority technical cooperation actions for implementation during the period 2011-2014.

a. Objectives of technical cooperation actions

TECHNICAL COOPERATION ACTIONS	OBJECTIVES
1. Prepare a <i>Strategic Development Plan</i> for Government estates	- Support national authorities’ initiative to plan the development of Government’s estate farms in order to generate more favorable returns on Government’s investment in those farms.
2. Institutional support for the formation and strengthening of national (Grenada) Organic Agriculture Movement	- Support Grenada in its efforts to develop a type of agriculture that reduces or eliminates the negative impacts of its activities on the environment.
3. Revitalization of Grenada’s banana industry	- Support the strengthening of national capabilities to revitalize Grenada’s banana industry.
4. Identification and control of disease organism affecting nutmeg trees	- Support effective actions to address the “nutmeg wilt”/”root rot” disease in Grenada.
5. Improve the institutional capabilities of the National Agricultural Health and Food Safety System	- Support Government’s efforts to modernize its agricultural health and food safety services, so that it develops the capacity to respond to market demand, to the needs of consumers, and to the need to adequately protect human, animal and plant health.
6. Strengthen the	- Strengthen the institutional and entrepreneurial

institutional capacities and agri-entrepreneurial capabilities of rural inhabitants, especially groups of rural women and youth	capacities of rural groups, based on the territorial approach.
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- b. Summary of technical cooperation actions
 - As part of its technical cooperation with the Government of Grenada, IICA will implement the following three projects, using IICA's resources:
 - (1) Assistance to Prepare a *Strategic Development Plan* for Four Government Estates, and to Improve National Capabilities in the Area of *Banana Production and Post-harvest Technology*
 - (2) Support to Improve the Institutional Capacity of Grenada's National Agricultural Health and Food Safety System, and to Identify and Control the Causal Organism of the Nutmeg Disease
 - (3) Support for the Establishment and Institutional Strengthening of Rural Groups

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.
- 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: Profiles of Projects with IICA Resources

PROJECT PROFILES

IICA PROJECTS FINANCED WITH REGULAR RESOURCES, IMPLEMENTED BY THE OFFICE AS PART OF THE COUNTRY STRATEGY

- 1. Name of Project:** Assistance to prepare a *Strategic Development Plan* for Government estates, and to improve national capabilities in the area of *Banana Production and Post-harvest Technology*
- 2. Predominant Line of Action:** CSAFA – Line 4 (Institutional framework for agriculture and investment in its modernization)
- 3. Level:** Grenada (National)
- 4. The Problem:** Government of Grenada (GOG), Grenada’s single largest land owner, owns four estate farms which are grossly under-utilized. This situation is of great concern to the Government and to the entire population, mainly because the farms are very demanding on Government’s scarce financial resources and are generating relatively little revenue. Despite much public pressure to sub-divide and distribute (sell or lease) the farms, Government insists on their retention, with the intention of using them as “model farms” toward stimulating the country’s economic recovery. However, Government is faced with making a decision as to which agricultural commodity (or combination of commodities) should be produced on those farms in order to make them a profitable and exemplary enterprise. Although the Ministry of Agriculture (MoA) is advocating that the estates should be used primarily towards revitalizing the island’s ailing banana industry which collapsed following the devastation caused by hurricane Ivan in 2004, Government (the Cabinet) has mandated the preparation of a Strategic Development Plan to guide the development of the four estate farms.

Prior to the devastation of Grenada’s banana industry in 2004, Grenada was an exporter of banana. Since then, Grenada has been importing banana to satisfy domestic demand. Government is eager to facilitate and encourage the revitalization of the country’s crucial banana industry, using the most up-to-date and appropriate technologies.

- 5. General Objective:** To support government’s efforts towards improving the overall efficiencies in Grenada’s agriculture sector.

6. Specific Objectives:

(1) To prepare a *Strategic Development Plan* for Government estates

(2) To develop a methodological framework for *Strategic Planning* with respect to Government estates

(3) To enhance the technological capabilities within the banana subsector, along the value chain

7. Beneficiaries: The entire agriculture sector, especially the banana industry, and Grenada's economy (in general) will benefit, through increased crop (especially banana) production efficiency, resulting in a more competitive agriculture sector, greater farm profitability and enhanced foreign exchange earnings/savings potential.

8. Duration: 2 year

9. Description of activities, outputs, results, and achievement indicators:

ACTIVITY	OUTPUTS	EXPECTED RESULTS	ACHIEVEMENT INDICATORS
<p>1. Preparation of a <i>Strategic Development Plan</i> for Government estates</p>	<p>1.1 <i>Strategic Development Plan</i> for Government estates</p> <p>1.2 Strategic Planning Guide</p>	<p>ER: The operational efficiencies of Government estates are enhanced, through implementation of Strategic Development Plan</p>	<p>AI 1: Guide on <i>Strategic Planning</i> available by end of year 1.</p> <p>AI 2: <i>Strategic Plan</i> for government estates is available by the end of year 1.</p>
<p>2. Developing the technological capabilities and capacity within Grenada's banana industry</p>	<p>2.1 Training course on "Production, harvesting, post-harvest handling and marketing of bananas"</p> <p>2.2 Field and pack-house demonstrations highlighting "best practices"</p>	<p>ER: A core of technicians and farmers with technological know-how relevant to the development of Grenada's banana industry</p>	<p>AI 1: At least ten trained farmers, assisted by trained technicians, are actively engaged in banana production activities, by the beginning of year 2, using improved production technologies.</p>

10. Project Budget:

ANNUAL DIRECT COSTS OF THE IICA PROJECT					
1. Personnel					
1.1 Office personnel					
% of time					
Name	Position	2011	2012	2013	2014
Cosmos Joseph	Coordinator	20	20	20	20
Merril Philbert-St. John	Administrative Technician	20	20	20	20
1.2 Personnel of the Technical Concentration and Cross-cutting Coordination Programs, CAESPA, and other units (the complementary contribution to the project)					
Specialist in <i>Strategic Plan Development</i>	International Specialist	2	-	-	-
Projects Specialist (with expertise in Banana Production)	International Specialist	2	2	-	-
Innovation Specialist	International Specialist	2	2	-	-

2. Direct operating costs (US\$)						
ITEM	QUOTA CONTRIBUTIONS	MISCELLANEOUS INCOME	REGULAR FUND			
			2011	2012	2013	2013
MOE 3: Training and Technical Events	1,000.00		1,000.00	1,000.00	-	-
MOE 4: Official Travel	1,000.00		666.00	1,000.00	-	-
MOE 5: Publications and Materials and Inputs	240.00		240.00	240.00	-	-
MOE 6: Equipment and Furniture						
MOE 7: Communications, Public Utilities and Maintenance	3,000.00		3,000.00	3,000.00	-	-
MOE 8: Service Contracts						
MOE 9: Insurance, Official Hospitality and Others	600.00		600.00	600.00	-	-
TOTAL DIRECT OPERATING COSTS OF THE PROJECT	5,840.00		5,840.00	5,840.00	-	-
CONTRIBUTIONS OF PROGRAMS						

OR PROJECTS TO OPERATING COSTS						
Contributor:						
Contributor:						
Contributor:						
GRAND TOTAL OPERATING COSTS	5,840.00		5,840.00	5,840.00	-	-

IICA PROJECTS FINANCED WITH REGULAR RESOURCES, IMPLEMENTED BY THE OFFICES AS PART OF THE COUNTRY STRATEGY

1. **Name of Program or Project:** Supporting the establishment and institutional strengthening of rural groups
2. **Predominant Line of Action of the 2010-2014 MTP:** Agriculture, territories and rural well-being (Line 2: Contribution of family agriculture to the rural economy)
3. **Level:** Grenada (National)
4. **The Problem:** Grenada has a depressed rural economy in which *Agriculture* is the main activity; but prices of farm inputs keep escalating while markets for farm produce remain very unpredictable. Although the national unemployment rate is an uncomfortable 29 per cent, unemployment in rural areas (and among rural youth and women, in particular) is believed to be between 35 and 40 per cent. Recent national household surveys indicate that the poorest of the population live in rural areas.
5. **General Objective:** To reduce the level of poverty in rural areas, through the creation of enterprises which promote sustainable livelihoods
6. **Specific Objectives:**
 - (1) To strengthen the institutional, technical and entrepreneurial capabilities of two rural groups in the Clozier (St. John's parish) and Telescope (St. Andrew's parish) communities, respectively, as well as three of the Alliance constituent groups (national chapters of CABA, CAFY, and CANROP).
 - (2) To empower farmers interested in *Organic Agriculture*, through formation of a relevant farmers' organization, and the facilitation of the development of entrepreneurial capabilities and the ability to supply niche markets.
7. **Beneficiaries:** A total of approximately one hundred and twenty persons, comprising members of two women's groups, two youth groups, and one agri-business group as well as individuals engaged in "organic" production, will benefit directly from the project.
8. **Duration:** 4 years

9. Description of activities, outputs, results, and achievement indicators:

ACTIVITY	OUTPUTS	EXPECTED RESULTS	ACHIEVEMENT INDICATORS
<p>1. Identifying and developing the agri-entrepreneurial potential of two community-based rural groups at Clozier and Telescope, respectively.</p>	<p>1.1 Survey conducted, and the results analyzed, to determine the type and scale of agri-entrepreneurial activities being undertaken or contemplated by members of two community-based rural groups.</p> <p>1.2 Workshop on the identification and development of project ideas.</p>	<p>ER 1: Rural groups' ability to identify innovative and potentially successful project ideas is enhanced, through the availability of relevant information.</p> <p>ER 2: The capability of members of two rural groups to identify and develop project ideas is enhanced.</p>	<p>AI 1: Survey report available.</p> <p>AI 2: At least two pertinent <i>Project Profiles</i> available (one per group), in year 2.</p>
<p>2. Improving the organizational and entrepreneurial capabilities of members of two community-</p>	<p>2.1 Workshops and seminars to develop skills in group dynamics, project management, small business management,</p>	<p>ER 1: Enhanced inter-personal relationships within groups; and improved public image of the respective</p>	<p>AI 1: Membership of each of the five participating groups increase by at least 10 per cent annually.</p>

<p>based rural groups and the national chapters of three of the Alliance constituents (CABA, CANROP, and CAFY).</p>	<p>and entrepreneurs hip.</p> <p>2.2 <i>Entrepreneurs hip</i> training manual</p>	<p>groups.</p> <p>ER 2: Enhanced project management and entrepreneurial skills of members of two community-based groups and the national chapters of three of the Alliance constituents.</p>	<p>AI 2: At least one income-generating project formulated (in year 2) and implemented (in year 3) by each group and each of the Alliance constituents.</p>
<p>3. Formation and strengthening of a national organic agriculture <i>Movement</i></p>	<p>3.1 Meetings with farmers interested in “organic agriculture”.</p> <p>3.2 A new organization for “organic farmers”</p> <p>3.3 National standards for selected organically produced agricultural commodities.</p>	<p>ER 1: Increased farmers’ awareness of the economic and environmental benefits of organic agriculture.</p> <p>ER 2: Grenada Organic Agriculture Movement (GOAM) officially registered.</p> <p>ER 3: Increased</p>	<p>AI 1: Report on at least one farmers’ meeting.</p> <p>AI 2: GOAM’s <i>Registration Certificate</i> available.</p> <p>AI 3: Draft “Articles of Association” for the <i>GOAM</i> is available</p> <p>AI 4: Document on national standards for at least four commodities produced organically.</p>

	<p>3.4 Local niche markets for “organic” products identified.</p>	<p>consumer confidence in organically produced commodities, locally.</p> <p>ER 4: Potential for increased production of organically produced commodities enhanced.</p>	<p>AI 5: At least two local markets are purchasing organically produced commodities, at premium prices .</p>
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10. Project Budget:

ANNUAL DIRECT COSTS OF THE IICA PROJECT					
1. PERSONNEL					
1.1 Office personnel			% of Time		
Name	Position	2011	2012	2013	2014
Cosmos Joseph	Coordinator	60	60	60	60
Merril Philbert-St. John	Administrative Technician	60	60	60	60
1.2 Personnel of the Technical Concentration and Cross-cutting Programs, CAESPA, and other units (the complementary contribution to the project)					
		% of Time			
Name	Position	2011	2012	2013	2014
Una May Gordon	Representative	10	10	10	10
Robert Reid	International Specialist	1	1	1	1
Pedro Cussianovich	International Specialist	1	-	-	-

2. DIRECT OPERATING COSTS (US\$)						
ITEM	QUOTA CONTRIBUTIONS	MISCELLANEOUS INCOME	REGULAR FUND			
			2011	2012	2013	2014
MOE 3: Training and Technical Events	650.00		650.00	650.00	650.00	650.00
MOE 4: Official Travel	500.00		500.00	500.00	500.00	500.00
MOE 5: Publications and Materials and Inputs	160.00		160.00	160.00	160.00	160.00
MOE 6: Equipment and Furniture						
MOE 7: Communications, Public Utilities and Maintenance	8,600.00		8,600.00	8,600.00	8,600.00	8,600.00
MOE 8: Service Contracts						
MOE 9: Insurance, Official Hospitality and Others	400.00		400.00	400.00	400.00	400.00

TOTAL DIRECT OPERATING COSTS OF THE PROJECT	10,310.00		10,310.0 0	10,310.0 0	10,310.0 0	10,310.0 0
CONTRIBUTIONS OF PROGRAMS OR PROJECTS TO OPERATING COSTS						
Contributor:						
Contributor:						
Contributor:						
GRAND TOTAL OPERATING COSTS	10,310.00		3,140.00	2,390.00	2,390.00	2,390.00

IICA PROJECTS FINANCED WITH REGULAR RESOURCES, IMPLEMENTED BY THE OFFICES AS PART OF THE COUNTRY STRATEGY

- 1. Name of Program or Project:** Support to Improve the Institutional capacity of Grenada's National Agricultural Health and Food Safety system, and to identify and Control of the Causal Organism of the nutmeg disease.
- 2. Predominant Line of Action of the 2010-2014 MTP:** (Agricultural Health and Food Safety) Line 2: Modernization of the national sanitary and phytosanitary services; Line 4: Emerging issues and emergencies in agricultural health and food safety **Level:** Grenada (National)
- 3. The Problem:** Re. Line 2: Various aspects of agricultural health and food safety are being implemented by different State and para-Statal entities, with very little coordination. Re. Line 4: Significant numbers of nutmeg trees are dying island-wide, due to a soil-borne disease caused by an unknown organism. As a consequence, nutmeg producers' earnings from sale of nutmeg have declined drastically, and Government has experienced a significant decrease in foreign exchange earnings by the agriculture sector. (Grenada is the world's second largest exporter of nutmeg.)
- 4. General Objective:** To assist the Government of Grenada (GOG) to strengthen the country's agricultural health and food safety system, and to solve a major plant disease problem affecting Grenada's agriculture sector.
- 5. Specific Objectives:**
 - (1) To improve the institutional capacity of Grenada's agricultural health and food safety system.
 - (2) To identify the soil-borne disease organism(s) causing the death of nutmeg trees in Grenada.
 - (3) To determine and recommend effective measures to control the nutmeg tree disease.
- 6. Beneficiaries:** The entire Grenadian economy will benefit through increased agricultural trade, facilitated by a more efficient agricultural health and food safety system. Additionally, approximately three thousand nutmeg producers and their immediate families will benefit directly from the project.
- 7. Duration:** 4 years

8. Description of Activities, Outputs, Results, and Achievement Indicators:

ACTIVITY	OUTPUTS	EXPECTED RESULTS	ACHIEVEMENT INDICATORS
<p>1. Providing technical supporting to the Grenada Government to strengthen the country's agricultural health and food safety system.</p>	<p>1.1 A single Agricultural Health and Food Safety (AHFS) entity formed.</p> <p>1.2 Workshops conducted for Quarantine Officers and other AHFS technicians.</p>	<p>ER 1: AHFS entity institutionalized.</p> <p>ER 2: Local traders in agricultural commodities are provided with a more efficient service, at reduced cost.</p> <p>ER 3: Enhanced national capability to respond to emerging and emergency issues related to agricultural health and food safety.</p>	<p>AI 1: New (or amended) AHFS legislation published.</p> <p>AI 2: Report assessing the performance of the AHFS entity.</p> <p>AI 3: Report on workshops (inclusive of SPS issues and <i>Risk Management</i>) conducted.</p>
<p>2. Strengthening and augmenting local capacity towards identification of the causal organism(s) of the nutmeg</p>	<p>2.1 Protocol developed for nutmeg disease identification.</p> <p>2.2 Relevant field</p>	<p>ER 1: The ability of local plant health technicians to identify soil-borne plant diseases is enhanced.</p>	<p>AI 1: IICA/USDA plant health Consultant's report indicating the involvement of MoA's plant health</p>

disease	and laboratory studies successfully conducted.	ER 2 Local crop disease research capability enhanced.	technicians attached to the project. AI 2: Report on field studies and laboratory analyses related to the nutmeg disease problem.
3. Formulation and communication of recommendations for controlling the nutmeg disease.	3.1 Workshop on <i>Nutmeg Disease Research Findings</i>	ER 1: Increased capability of technicians and nutmeg farmers to effectively manage the nutmeg disease.	AI 1: MoA technicians and nutmeg farmers are in possession of a FACT SHEET containing <i>guidelines</i> for managing the nutmeg disease.

9. Project Budget:

ANNUAL DIRECT COSTS OF THE IICA PROJECT					
1. PERSONNEL					
1.1 Office Personnel				% Time	
Name	Position	2011	2012	2013	2014
Cosmos Joseph	Coordinator	20	20	20	20
Merril Philbert-St. John	Administrative Technician	20	20	20	20
1.2 Personnel of the Technical Concentration and Cross-cutting Coordination, Programs, CAESPA, AND OTHER Units (the complementary contribution of the project)					
		% Time			
Name	Position	2011	2012	2013	2014
Carol Thomas	International Specialist	1	1	1	1
2. DIRECT OPERATING COSTS (US\$)					

ITEM	QUOTA CONTRI BUTION S	MISCELLAN EOUS INCOME	REGULAR FUND			
			2011	2012	2013	2014
MOE 3: Training and Technical Events	500.00		500.00	500.00	500.00	500.00
MOE 4: Official Travel	850.00		850.00	850.00	850.00	850.00
MOE 5: Publications and Materials and Inputs	-		-	-	-	-
MOE 6: Equipment and Furniture						
MOE 7: Communications, Public Utilities and Maintenance	500.00		500.00	500.00	500.00	500.00
MOE 8: Service Contracts						
MOE 9: Insurance, Official Hospitality and Others	-		-	-	-	-
TOTAL DIRECT OPERATING COSTS OF THE PROJECT	1,850.00		1,850.00	1,850.00	1,850.00	1,850.00
CONTRIBUTIONS OF PROGRAMS OR PROJECTS						

TO OPERATING COSTS						
Contributor:						
GRAND TOTAL OPERATING COSTS	1,850.00		1,850.00	1,850.00	1,850.00	1,850.00