

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



# IICA TECHNICAL COOPERATION STRATEGY IN ST. KITTS AND NEVIS 2011-2014



*PROMOTING SUSTAINABLE AND COMPETITIVE  
AGRICULTURE IN THE AMERICAS*



## **Table of Contents**

Introduction .....	1
Strategic Framework for Agricultural Sector .....	1
IICA Technical Cooperation Action in St. Kitts and Nevis .....	3
Accountability and Evaluation of Results .....	4
Annex 1 – Projects - .....	6

# CONTENTS OF THE IICA TECHNICAL COOPERATION STRATEGY ST. KITTS AND NEVIS 2011 - 2014

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## INTRODUCTION

This document presents IICA Technical Cooperation Strategy 2011-2014 for St Kitts/Nevis.

The strategy derived from a process of dialogue, consultation and consensus building among stakeholders in the Agriculture and Rural Sectors in St Kitts/Nevis and will guide the Institute's action and intervention over the period.

The process of consultation was preceded by an exhaustive document review, one on one consultation with senior technicians in the Department of Agriculture as well as with members of the private sector. A list of identified needs for the sector's development, the determination of intervention by other agencies involved in addressing these needs and the capabilities of the Department of Agriculture and resources available were also identified.

This process resulted in a final list of technical cooperation demands for IICA's action which was agreed and approved by the national authorities. In addition, these demands formed the basis for the project profile (attached), which details the activities and actions that will be implemented by IICA over the next four years.

### **1. Strategic Framework for Agricultural Sector**

For over 350 years, the sugar industry dominated the agricultural landscape of St Kitts and Nevis, with non-sugar agriculture playing a negligible role. In 2004, the sector contributed approximately 5% to Gross Domestic Product (GDP) which is about one-third of its contribution 20 years ago. Since 2000, debt accumulated at the rate of US\$13 (EC\$35) million annually and by the end of 2005, it totalled about US\$117 (EC\$316) million. The government was therefore forced to close the industry after the 20005 crop. Despite its very weak performance, the industry has been of significant economic, social, and environmental importance to the country, being a major source of employment and foreign exchange earning.

The development of the non-sugar agriculture is critically important to St Kitts and Nevis. The vacuum created by a closed industry presents a larger burden on the sector that was already declining rapidly over time due to decreasing competitiveness and free trade. In addition, diversification of the agricultural continues to be a major objective of

the government's strategy, an objective that existed long before the closure of the sugar industry.

The Government of St Kitts and Nevis designed and approved a Sugar Adaptation Strategy (SAS) (2006-2013) to transform the economy as it adjust to the new economic and social challenges brought on by the closure of the industry. The SAS incorporated the Department of Agriculture's Strategic Plan, 2005-2009 whose main objective was to increase output significantly in a sustainable manner, focusing on the commercialization of both crop and livestock production in an attempt to transform the sector into one that is competitive and diversified. Production was to be market-led and as a result market development and improvement of marketing facilities are to respond to opportunities and the need of producers and purchasers. The development and strengthening of farmers' groups is to be an area of focus and the working relation with stakeholder groups is to be further enhanced.

In 2007, IICA was requested to assist in the design of an Agricultural Development strategy (ADS). The ADS incorporated the proposals of the DOA's Strategic Plan and it also builds on the recommendations of the food and Agriculture Organization - Caribbean Development Bank (FAO-CDB) Agricultural Diversification Project proposal (2002), CARDI's Strategic Marketing Plan (2005) and the various proposals of the sugar transition management team.

The ADS defines a policy framework for the agricultural sector that specifies the policy objectives, policy issues and challenges of the sector. The six broad policy objectives which were identified were: (1) promote sustainable development of the agricultural and rural communities; (2) Increase the competitiveness of the agricultural sector; (3) accelerate diversification of the production base and export; (4) Increase food production, enhance food security and improve the nutritional status of the population; (5) strengthen inter-sectoral linkages and (6) improve income distribution and contribute to poverty alleviation.

The ADS was conceived as a program to be executed up to 2011. It has three major programs- crop production, livestock production and Fisheries Development. The crops program is the largest component of the ADS and its goal is to produce high quality crop on a year round basis. Emphasis has been placed on a deliberate market led, private sector driven approach, based on competent management of farming system, group formation, intercropping and use of modern technologies, agro-processing capacity; promotion of inter-sectoral linkage with tourism and the development of irrigation facilities.

It is expected that this would result in achievement of a higher level of self-sufficiency and food security from domestic year-round output; increase incomes and profitability

and employment in crop production; stronger agriculture- tourism linkages through an improved supply of food crops to the tourism sector; and foreign exchange savings through an improved supply of food crops to the tourism sector; and foreign exchange savings through higher production and earnings from export opportunities.

The aim of the livestock component of the ADS is to transform the livestock sector into one that is competitive. This is done through increased productivity, lower cost of production and improved carcass quality. The intention is to transform the production system which is very basic to one that adopts new technologies.

The program for fisheries development seeks to transform the industry during the next five years from a largely artisanal one to a more modern one in which improved technology and management systems are incorporated.

The ADS, therefore, proposes a new institutional and operational framework that incorporate various stakeholders (public, private, etc.) to facilitate its implementation, provide a more focused direction to the sector as well as attract private investment in agriculture and related areas. This framework will strengthen policy and planning activities in the sector, improve the enabling environment, consolidate and expand public and private sector linkages and improve coordination with the implementation of the SAS.

## **IICA TECHNICAL COOPERATION ACTION IN ST. KITTS AND NEVIS**

### **a. Objectives of technical cooperation actions**

Through its technical cooperation actions, IICA St Kitts/Nevis will assist the Government of St Kitts/Nevis in achieving the goal of enhancing and implementing a new institutional framework for agriculture and rural development in the country.

Throughout 2011-2014, the general objective of the technical cooperation actions will be to develop the operational plan of the sector and to enhance the institutional and technical capacity of the producers/processors and extension officers.

Specifically, the technical cooperation action will:

- enhance the staff at the Department of Agriculture capability to develop an operation plan for the period 2011 – 2015;
- increase productivity and production at the farm and agro-industry level;
- To improve the business management capability of the farmers/agro-processors and extension officers.

**b. Summary of technical cooperation actions**

To accomplish the set objectives, the Institute will use a number of instruments and tools to effect its actions.

- **Direct Technical Cooperation**
- **Training in subjects related to IICA's area of competence**
- **Use of information and communication technologies**
- **Knowledge management instrument**
- **New conceptual frameworks, methodologies, models and tools**

Among the actions to be implemented are the following:

- Virtual meeting held with policy specialist in Trinidad and Tobago and senior management team in St.Kitts to develop Medium Term Plan;
- Diagnostic assessment of capacity of farmers/agro-processors;
- Support to country on specific issues and investment projects;
- Agro-processors participated in training locally and in Jamaica;
- Training in farm management and cooperatives.

## **2. 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 1**

**ST KITTS AND NEVIS  
IICA PROJECTS FINANCED WITH  
REGULAR RESOURCES, IMPLEMENTED BY THE OFFICES  
AS PART OF THE COUNTRY STRATEGY**

<b>1. Name of program or project</b>	<b>To enhance the institutional framework and technical capability for agricultural development.</b>
<b>2. Predominant Line of Action of the 2010-2014 MTP</b>	<ol style="list-style-type: none"> <li>1. Public policies for agriculture</li> <li>2. Adding value to agricultural production and keeping value in production zone</li> </ol>
<b>3. Level</b>	National
<b>4. The problem</b>	<p>Traditionally, St Kitts and Nevis agriculture was dominated by sugar production; with non sugar agriculture playing a small role. However, after an extended period of economic loss, the government closed the factory in 2005. It then designed and approved a Sugar Adaptation Strategy (SAS), (2006-2013) to transform the economy as it adjusts to the new economic and social challenges. The Department of Agriculture Strategic Plan, 2005-2009 was incorporated into the SAS as one of the main components to transform the economy.</p> <p>The Strategic Plan for the Department has expired and a request has been made to IICA to help in formulating a new plan for the next four year period. Consequently, a farmers' consultation was held in late 2010 to elicit contributions from stakeholders. In 2011, there would be a series of virtual meetings with the Regional Policy Specialist and Senior management team from the Ministry to elaborate the plan.</p> <p>A large number of the St Kitts and Nevis farmers previously worked in the sugar industry. They do not have a tradition in commercial farming. Consequently, some of the principles and practices of business management are lacking.. It is therefore of paramount importance to enhance their institutional capacity by conducting training in business plan development, farm records, Profit and</p>

	<p>Loss Statement and Income Statement: From this, it is hoped that farmers and extension officers would be able to record and analyze performance measurement and identifying weakness.</p> <p>There are a number of small scale agro-processors who earn a living by adding value to primary produce. These enterprises are uncompetitive because they lack an adequate quantity of primary produce year round, have outdated methodology of production and lack of appropriate equipment. The aim is to provide a range of training so as to make them more efficient. The training would involve basic food microbiology, good manufacturing practices, general hygiene and sanitation, methods of preservation and quality control procedures and documentation, packaging and labeling and business enterprises.</p> <p>The office would also provide support to the Federation on specific issues and investment projects. World Commodity Prices, including food and beverages have dramatically increased over the past two years. Consequently, the Ministry of Agriculture has been placing increased emphasis on food security. In an effort to contribute to this programme two projects have been developed by the Institute to obtain Grant Funds to procure a Walk-in Chiller, which would reduce post harvest losses, and a grater and hammer mill to make flour from cassava and breadfruit.</p> <p>Agriculture in St. Kitts and Nevis is characterized by periods of glut and periods of shortages. This is normally due to periods of drought, which would last up to four months. During the rainy months, a considerable amount of rainfall goes to waste. The plan is to harvest this water and use it during the time of drought. A third project therefore would be developed to obtain grant funds to procure the geo-membrane liner for the dams.</p>
<b>5. General objective</b>	To develop the Medium Term Plan for the sector and to enhance the institutional and technical capacity of the producers//processors and extension officers.
<b>6. Specific objectives</b>	<ol style="list-style-type: none"> <li>1.To enhance the Department of Agriculture staff capability to develop an operation plan for period (2011-2015)</li> <li>2.To increase productivity and production at the farm level.</li> <li>3.To improve business management capability of the farmers/processors/extension officers.</li> </ol>
<b>10 Beneficiaries</b>	Ministry of agriculture and stakeholders including farmers and agro-processor

<b>11 Duration</b>	Four years			
<b>12 Description of activities, outputs, results, and achievement indicators</b>				
	<b>ACTIVITY</b>	<b>OUTPUTS</b>	<b>EXPECTED RESULTS</b>	<b>ACHIEVEMENT INDICATORS</b>
	<b>Activity 1:</b> Virtual meetings held with policy specialist in Trinidad and Tobago and senior management team in St. Kitts in developing Medium Term Plan for the Ministry of Agriculture.	1.1. Draft operational plan developed as result of participatory methodology 1.2. Medium Term Plan developed	ER 1.1: Ministry of Agriculture has draft plan.  ER 1.2 Ministry of Agriculture has final Medium Term Plan	AI 1. Draft Plan available to the Ministry of Agriculture and shared with stakeholders.  AI 1.2 Operation Plan endorsed by stakeholders.
	<b>Activity 2:</b> Diagnostic assessment of capacity of farmers/agro-processors and extension officers.	2.1. Produce manuals to enhance institutional management and technical capacity of farmers /producers and extension officers.	ER 2.1: The farmers and extension officers have manuals to assist in strengthening capacity.	AI 2.1: Farmers/extension officers participating in at least 4 training activities.
<b>Activity 3:</b> Support to country on specific issues and investment projects.	3.1. At least 3 project profiles developed.	ER3.1 Food security enhanced with the making of cassava and breadfruit flour.	1. At least 3 projects developed and approved by funding agencies  2. Walk-in Chiller installed	



			produce at hotels and restaurants.			
<b>12 Project budget</b>	<b>Annual Direct Costs of the IICA Project</b>					
	<b>Personnel</b>					
	<b>Office personnel</b>		<b>% of Time</b>			
	<b>Name</b>	<b>Position</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Una May Gordon	ECS Representative	10	10	10	10
	Augustine Merchant	Coordinator	100	100	100	100
	Ingrid Greene-Mills	Executive Secretary	100	100	100	100
	Personnel of the Technical Concentration and cross-cutting Coordination program and other units					
			<b>% of Time</b>			
	<b>Name</b>	<b>Position</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
	Project / Public Policy	International Specialist	9.1	0.5.	0.5	-
			--	-	-	-
			--	-	-	-
			--	--	--	-

Direct Operating Cost (US\$)						
Item	Quota Contributio ns	Miscellane ous Income	Regular Fund			
			2011	2012	2013	2014
MOE3: Training and Technical Events			2000	2000	2000	2000
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			11100	11100	11100	11100
MOE8: Service Contracts			0	0	0	0
MOE9: Insurance, Official Hospitality and others			1000	1000	1000	1000
<b>GRAND TOTAL OPERATING COST</b>			<b>17000</b>	<b>17000</b>	<b>17000</b>	<b>17000</b>