

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



IICA TECHNICAL COOPERATION STRATEGY IN SAINT LUCIA 2011-2014



*PROMOTING SUSTAINABLE AND COMPETITIVE
AGRICULTURE IN THE AMERICAS*



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Contents of the IICA Technical Cooperation Strategy 2011 – 2014

Introduction

IICA's 2010 – 2020 Strategic Plan recognizes the “*enormous complexity and scale of the opportunities and challenges with which agriculture will be faced in the years ahead with regard to productivity and competitiveness, rural territories, the effects of climate change, the management of natural resources and food security*”.

IICA's Medium Term Plan (MTP) 2010 -2014, provides the blueprint for the IICA's St. Lucia Country Strategy which will be implemented through a systematic, participatory, and organized approach to maximize the impact of development interventions in the agricultural and rural sectors with the scarce resources available to the country.

The process of developing the country strategy involved an intensive analysis of existing agricultural documents, statistics and policies, coupled with extensive consultations with all stakeholders in the agriculture and rural sectors to arrive at a list of demands for the country for which IICA will allocate resources to meet their set goals and objectives.

Strategic Framework for Agricultural Sector

Agriculture is still the dominant economic activity of many rural communities in Saint Lucia, but the global economic liberalization process is forcing radical changes to the sector and the absence of appropriate mechanisms and initiatives to bring about successful economic adjustment has contributed to significant economic and social dislocation, particularly within rural communities in the last two decades. The creation of necessary conditions for rural socio-economic development is therefore of paramount importance if St Lucia is to make the appropriate adaptation towards sustainable agricultural competitiveness. The existence of the appropriate rural infrastructure also provides the necessary conditions for rural residents to meet and present collective solutions to their problems, as well as creating the conditions for greater access to rural services.

The strategy for the development of the agricultural sector in Saint Lucia is centered principally on the objectives of the National Agricultural Policy¹, the National Agricultural Diversification Strategy² and the Five-Year Strategic Management Plan for the Ministry of Agriculture, Lands, Forestry and Fisheries presented in 2010. These documents set the following strategic objectives for the development of the agricultural sector in Saint Lucia:

- Increase the efficiency and competitiveness of the agriculture

¹ National Agricultural Policy 2006.

² National Agricultural Diversification Strategy 2000.

- Promote the generation, adaptation and adoption of improved appropriate technology
- Expand and diversify production of value-added goods and services and the market base
- Rationalize the land use in the country
- Enhance the national food security status
- Generate new opportunities for income and employment in the rural areas
- Protect, conserve and ensure sustainable use of natural resources
- Undertake legislative and policy review and reform

Whereas these strategic objectives remain pertinent, the approach to the development of the agricultural sector has been modified due to two natural events which had devastating consequences for the agricultural and rural economies in St. Lucia. In 2009, the country was hit by the worst drought in the last four decades which occasioned severe losses to the agricultural sector. One effect of the drought conditions was to create a high potential for soil surface erosion and the mass movements on slopes by the subsequent rains.

On October 30th, 2010, Hurricane Tomas impacted the island of St. Lucia and caused major damage to infrastructure, including main roads, secondary roads, and feeder roads due to landslides, while several bridges were washed away by swollen rivers and streams. Several communities were completely cut off for several days after the storm due to loss of roads, bridges or blockage by landslides. The agricultural sector was 100 percent affected with damage estimates reaching in the tens of millions. As a result, a national emergency was declared.

The impacts of these two events have created the peculiar situation in which there is need to focus on continuing and protecting existing initiatives aimed at strengthening and building capacities within the agricultural and rural sectors, but at the same time implementing a recovery plan in an attempt to bring the sector to its pre-drought/hurricane status.

The challenge for the agriculture and rural sectors in Saint Lucia is to modify the existing structure to meet the more stringent modern demands in which it finds itself immersed. IICA's Strategic Plan 2010 – 2020 recognizes the need to reorganize and strengthen the physical, human and institutional arrangements which govern these sectors and sets out four core strategic objectives to guide the technical cooperation actions necessary to foster greater agriculture and rural development. They are as follows:

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

The multiplicity of demands which have to be met in order to achieve the sustainable development goals of the agriculture and rural sectors in Saint Lucia, requires the establishment of strategic alliances between the government represented by its line ministries, IICA and other international development agencies and other regional and local counterparts involved in these sectors all working towards clearly defined goals and objectives in order to maximize the available resources.

The resources and capacities of the various stakeholders are the key determinants as to which demands can be addressed by agriculture and rural development agencies based upon strict prioritization of actions by local authorities. To this end, the following key demands have been selected by local stakeholders and approved by the relevant national authorities to be undertaken as part of IICA's technical cooperation actions for Saint Lucia for the next four years:

1. Building capacity for entrepreneurship and expanding and diversifying production of value-added goods and market base;
2. Strengthening local leadership, and participation in the development of rural communities through the empowerment of youth and women in agriculture;
3. Strengthening the leadership and management capacity of producer organizations to facilitate their adjustment to new trade regulations, agreements, standards and obligations;
4. Improving and strengthening the capacity for technology adaptation in the agricultural sector; and,
5. Facilitating the creation of opportunities to link rural communities with other economic sectors.

The achievement of the actions guided by these stated demands is expected to bolster the growth and development of the agriculture and rural sectors in the country. It must be noted however, that the inherent challenges for these sectors are made more cumbersome by the constant risk posed by natural phenomena and the effective planning for and management of these risks remain critical to the success of any technical cooperation actions in Saint Lucia.

a. IICA technical cooperation actions in Saint Lucia

IICA's Medium Term Plan 2010 – 2014 sets out the core areas under which its technical cooperation actions for Saint Lucia will be executed over the next four years. They are as follows:

1. Strengthening and modernizing of institutions;
2. Creation and development of capabilities;
3. Knowledge management of agriculture and rural well-being; and,
4. Support for the country on specific issues and investment projects.

IICA's country strategy for Saint Lucia presents the framework for implementation of its technical cooperation actions. The specific technical cooperation actions for Saint Lucia will be implemented through a four year project (*see attached*) with the general objective

of improving the standard of living of rural households engaged in commercial agricultural enterprises.

The specific objectives of the project are as follows:

1. To enhance the competitiveness of existing agribusinesses;
2. To facilitate the creation of new income generating opportunities for agribusinesses in Saint Lucia;
3. To strengthen and empower the members of producer organizations.

The success of the technical cooperation actions for Saint Lucia will be contingent upon the participation of all stakeholders in the agriculture and rural sectors. The central idea is to build on the gains of previous years and work towards the modernization of these sectors so that the sustainability of the development interventions is ensured.

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.

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

Name of program or project: Enhancing Production, Productivity and Efficiency of Agribusinesses.

Predominant Line of Action of the 2010-2014 MTP:

- Institutional innovation for a new paradigm of technological change for food production and diversification
- Adding value to agricultural production and keeping value in production zones
- Linking producers to markets, including small scale producers
- Contribution of family agriculture to the rural economy.

Level: National

The problem:

The erosion of the European Union preferential arrangements for bananas, the major agricultural export crop, has negatively impacted the performance of the industry and has led to a contraction of employment in the rural areas, and social dislocation with significant increases in rural to urban migration. The response of the government of Saint Lucia to mitigate these negative impacts has been to foster greater diversification of the agricultural sector and to strengthen value added activities in the sector. The diversification effort has however, not progressed as quickly as was initially anticipated, mainly due to limitations which already existed within the sector and needed to be addressed. Among the most critical are an aging farming population, low investments rates, low productivity, use of inefficient and outdated production and processing technologies, and weak producer organizations. Youth and women, especially single headed households, face additional challenges and many of them live in a self perpetuating cycle of poverty due to chronic lack of resources. The agricultural and rural sectors also face external challenges since international trade agreements, standards and international trade organizations such as the WTO create an environment in which local industries and businesses have to compete on the open export market with their much larger and more efficient global counterparts. The authorities have therefore realized that there is need to support the agricultural sector in building competitiveness and to meet the food security requirements of the

country and also develop the sector's export potential. The high rates of rural unemployment can best be tackled through the growth and expansion of small and medium sized agri-businesses and the incorporation of youth and women in income generating activities. New technologies and the adaption of existing production and processing technologies are necessary to boost productivity to meet critical volumes. Meeting consumer preferences means building the capacity of producers and agroprocessors to meet international standards especially as it pertains to agricultural health and food safety. The scarcity of development resources also requires a strengthening of youth, women and producer organizations as a strategy to avoid duplication of efforts and to maximize the impact of interventions in the sector. These issues remain central to the attainment of any real growth and expansion of the rural economy in the country and improvement in the livelihoods of its residents.

General objective: The overall objective of the project is to contribute towards the improvement in the standard of living of rural households engaged in commercial agricultural enterprises.

Specific objectives:

1. To enhance the competitiveness of existing agribusinesses
2. To facilitate the creation of new income generating opportunities for agribusinesses in Saint Lucia
3. To strengthen and empower the members of producer organizations.

Beneficiaries:

- Producers and their households
- Producer organizations
- Agroprocessors
- Ministry of Agriculture, Land, Forestry and Fisheries and other related government agencies
- Consumers
- Rural youth and women organizations

Duration: Four years

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

ACTIVITY	OUTPUTS	EXPECTED RESULTS	ACHIEVEMENT INDICATORS
A.1 Strengthening Productive Capacity of Agribusinesses	<p>A.1.1. Procurement services for agricultural tools, inputs and equipment</p> <p>A.1.2. Procurement services for semi-industrial equipment for value added agribusinesses</p> <p>A.1.3. Introduction and dissemination of modern technological adaptations to agribusinesses</p>	<p>ER.1 Increased use of appropriate modern technology in the agricultural sector</p>	<p>A.1.1 At least 40 individual producers, schools and producer organizations receiving support to their agricultural enterprises by end of project.</p> <p>A.1.2 At least 14 individual agro-processors and agro-processing groups receiving support by end of project.</p> <p>A.1.3 At least two producer groups benefiting from the introduction of automated systems to boost productivity by end of project.</p> <p>A.1.4 At least 20% of agribusinesses and producers employing new production, marketing and distribution processes by end of the project.</p>
A.2 Strengthening the Management and Operational Capacities of Agribusinesses and Producer Organizations	<p>A.2.1 Training of agribusiness operators</p> <p>A.2.2 Exchange Visits and networking</p> <p>A.2.3 Establishment of improved systems of</p>	<p>ER.1 Agribusinesses strengthened through training towards increased capacity and improved operating systems.</p>	<p>A.1.1 At least 8 management/organizational development training courses conducted for individual producers and producers groups engaged in primary production and value added by end of project</p> <p>A.1.2 At least 50% of targeted rural organizations participating in training courses</p>

	management for rural organizations		by end of project. A.1.3 At least 5% of producer organizations engaging in exchange visits with regional counterparts by end of Project.
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Description of activities, outputs, results, and achievement indicators (cont'd):

ACTIVITY	OUTPUTS	EXPECTED RESULTS	ACHIEVEMENT INDICATORS
			A.1.4 At least one assessment and strategic plan developed and accepted for use by producer organizations by end of project. A.1.5 At least 50% of targeted agribusinesses adopting new procedures to manage their businesses by end of project.
A.3 Strengthening the capacities of Vulnerable Groups	A.3.1 Special Initiatives targeted at youth and women	ER.1 Leadership and participation of youth and women in rural organizations strengthened and increased.	A.3.1 At least four events targeted at youth and women participation in organizations by end of project. A.3.2 At least 5% increase in the membership of youth and women in rural organizations by end of project.

Project Budget 2011:

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					
1. PERSONNEL					
1.1. Office personnel (the substantive contribution to the project) 2010 - 2014					
Name	Position	% of Time			
Una May Gordon	Representative	10			
Curt D. Delice	National Specialist	80			
Valerie Donat	Programme Secretary	80			
Deborah Biscombe	Executive Secretary	80			
Bernitha Clery	Representative Secretary	80			
Brian Gittens	Finance Technician III	80			
Sylvanus Augustin	Driver/Messenger/Machine Operator	80			
1.2. Personnel of the Technical Concentration and Cross-cutting Coordination Programs, CAESPA, and other units (the complementary contribution to the project)					
Name	Position	% of Time			
		2010	2011	2013	2014
Specialist in Projects	International Specialist - Projects	12	12	8	8
Specialist in Policy and Trade Negotiations	International Specialist – Policy and Trade	12	12	8	8
CAESPA		2	2	2	2

2. DIRECT OPERATING COSTS (US\$)							
ITEM	QUOTA CONTRIBUTIONS					MISCELLANEOUS INCOME	REGULAR FUND
	2010	2011	2013	2014	TOTAL		
MOE 3: Training and Technical Events	8,500.00	8,500.00	8,500.00	8,500.00	34,000.00	-	34,000.00
MOE 4: Official Travel	18,000.00	18,000.00	18,000.00	18,000.00	72,000.00	-	72,000.00
MOE 5: Publications and Materials and Inputs	1,500.00	1,500.00	1,500.00	1,500.00	6,000.00	-	6,000.00
MOE 6: Equipment and Furniture	6,895.00	6,895.00	6,895.00	6,895.00	27,580.00	-	27,580.00
MOE 7: Communications, Public Utilities and Maintenance	28,838.00	28,838.00	28,838.00	28,838.00	115,352.0	-	115,352.0
MOE 8: Service Contracts	1,000.00	1,000.00	1,000.00	1,000.00	4,000.00	-	4,000.00
MOE 9: Insurance, Official Hospitality and Others	7,000.00	7,000.00	7,000.00	7,000.00	28,000.00	-	28,000.00
TOTAL DIRECT OPERATING COSTS OF THE PROJECT	71,733.00	71,733.00	71,733.00	71,733.00	286,932	-	286,932
CONTRIBUTIONS OF PROGRAMS OR PROJECTS TO OPERATING COSTS	0.00	0.00	0.00	0.00	0.00	-	-
Contributor:						-	-
Contributor:						-	-
Contributor:						-	-
GRAND TOTAL OPERATING COSTS	71,733.00	71,733.00	71,733.00	71,733.00	286,932	-	286,932

