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LIST OF ACRONYMS

BADMC	Barbados Agricultural Development and Marketing Corporation
BCC	Barbados Community College
BHTA	Barbados Hotel and Tourism Association
BIDC	Barbados Investment and Development Corporation
BNSI	Barbados National Standards Institute
BMA	Barbados Manufacturers Association
CARDI	Caribbean Agricultural Research and Development Institute
CCC	Caribbean Conference of Churches
CDB	Caribbean Development Bank
CDE	Centre for the Development of Enterprise (Belgium)
CEDA	Caricom Export Development Agency
CFIA	Canadian Food Inspection Agency
CFNI	Caribbean Food and Nutrition Institute
CHTA	Caribbean Hotel and Tourism Association
CTA	Technical Centre for Agricultural and Rural Cooperation (Holland)
CSME	Caricom Single Market and Economy
EBAS	European Business Assistance Scheme
EU/ACP	European Union / African Caribbean Pacific States
FAO	Food and Agricultural Organization of the United Nations
FTAA	Free Trade of the Americas Agreement
GAPs	Good Agricultural Practices
GOB	Government of Barbados
HACCP	Hazard Analysis and Critical Control Points
IDB	Inter-American Development Bank
IICA	Inter-American Institute for Cooperation on Agriculture
MAR	Ministry of Agriculture and Rural Development
PAHO	Pan American Health Organisation
QA	Quality Assurance
QTC	Quality Tourism for the Caribbean (Project)
RNM	Regional Negotiating Machinery
SBA	Small Business Association
SJPP	Samuel Jackman Prescod Polytechnic

UNFAO	United Nations Food and Agriculture Organisation
USAID	United States Agency of International Development
USDA	United States Department of Agriculture
USFDA	United States Food and Drug Agency
UWI	University of the West Indies
WTO	World Trade Organisation

1. INTRODUCTION

In accordance with Executive Order No. 001/2002, sent by the Director General of the Inter-American Institute for Cooperation on Agriculture (IICA), Dr. Chelston Brathwaite, to all IICA Representatives, the IICA Barbados office initiated the development of a National Agenda for Technical Cooperation, in line with the New Mission of the IICA, which is:

“To support the Member states in their pursuit of progress and prosperity in the hemisphere through the modernization of the rural sector, promotion of food security, and development of an agricultural sector that is competitive, technologically prepared, environmentally managed and socially equitable for the peoples of the Americas”

This agenda represents the mechanism for IICA’s action in Barbados over the coming four-year period, 2002 – 2006. It has been developed through dialogue with the national authorities, private sector, academia and civil society, and sets out the areas for IICA’s action under the four strategic areas of:

1. Policy, Trade and Integration
2. Agribusiness Development
3. Sustainable Rural Development
4. Agricultural Health and Food Safety

The Goals, Priorities and Strategic Actions in each of the above areas are discussed, within the context of IICA’s five instruments for technical cooperation, namely, (1) training and education, (2) information and communication, (3) technology and innovation, (4) institutional modernization and planning and (5) horizontal technical cooperation.

The Agenda places emphasis on maximizing linkages between agriculture and the rest of the economic sectors of the economy, strengthening of the Ministry of Agriculture, fostering of partnerships with other technical and financial assistance agencies, garnering private sector support, and creating sustainable commercial ventures for producers.

The Agenda places special focus on the establishment of an **Agriculture and Tourism Linkages Centre** for Barbados, which will promote, support and coordinate initiatives for the development and maximization of linkages between agriculture, tourism and other sectors of the economy of Barbados.

The goals of this **Agriculture and Tourism Linkages Centre** are:

- To create and maintain a dynamic database with information on the structure of the marketing and distribution system for agricultural and agro-industrial products, available products and schedules of availability, and profiles of producers and buyers
- To establish an Agriculture/Tourism Council, comprised of representatives of both public and private sectors, whose mandate will be to guide and facilitate the maximization of linkages between agriculture, tourism and the rest of the economy, within the context of sustainable rural development.
- To establish a Partnership Forum with a mandate to increase the level of trade of fresh agricultural produce and floricultural products, indigenous handicraft items using local agricultural materials, locally processed products, and associated community-based services, to the tourism, hospitality, foodservice, wholesale and retail sectors
- To foster and facilitate local, regional and international investment in the development of eco-, heritage and health tourism sites, particularly in the Scotland District, through the development of feasibility studies and investment profiles for projects, and the promotion of these projects to financing agencies and private investors.

2. THE CONSULTATION PROCESS

2.1 Methodology adopted

The consultation process involved:

1. A review of IICA's work in Barbados through (a) discussions with the IICA Representative, Dr. Francois Dagenais and Dr. Vincent Little, Project Specialist, Regional Projects and Planning Unit, and (b) review of available documentation. The latter included a summary of annual priorities for the Barbados office, as well as several documents on projects submitted for the Scotland District Agro-Eco Tourism project, and reports on two projects, which were developed from this initiative, namely the Challenor School project and the 4H project.
2. Stakeholder meetings and field visits. These included:

Meetings with the Ministry of Agriculture and Rural Development (MAR) (February 15th and 22nd), during which the Ministry's priorities, ideas for mutual collaboration, and strategies for the approach to the consultation, were discussed in detail. The MAR presented the Consultant with several documents detailing the national strategic plan for agriculture, medium term plans for sugar and cotton industries, proposals for the establishment of a National Health and Food Safety Authority, and the development plan for the Scotland District.

Focussed meetings and field visits were then conducted with selected stakeholders in the agriculture and tourism sectors, as well as with partner institutions. A third meeting was held with the Ministry of Agriculture on April 5th, to discuss and ratify the outline of possible options developed by the Consultant, and to finalise arrangements for the National Consultation. The outline was then fine-tuned and presented at the National Consultation meeting held on April 10th.

2.2 Sampling of organizations involved in the consultations

The following institutions were involved in the consultations:

- Ministry of Agriculture And Rural Development
- Government Analytical Services
- Veterinary Services Laboratory
- Caribbean Agricultural Development and Research Institute
- Barbados Agricultural Development and Marketing Corporation
- Barbados Agricultural Management Company
- Barbados Society for Technologists in Agriculture
- Rural Development Commission
- Barbados 4H Foundation
- Ministry of Tourism
- University of the West Indies (Dept. of Biological Sciences)
- Samuel Jackman Prescod Polytechnic
- Barbados Community College
- Barbados Manufacturers' Association
- Supercentre Ltd
- Caribbean Development Bank
- United Nations Food and Agriculture Organisation
- Pan American Health Organisation
- Caribbean Conference of Churches
- Organic Growers and Consumers Association
- Association of Women in Agriculture
- Barbados Agricultural Society
- St. George Farmers Marketing Co-operative Society
- Lush Life Nature Resort Inc.
- IICA, Cooperation Agency, Barbados

2.3 Issues considered in building a new national agenda

2.3.1 External environment of IICA's office

Challenges and Opportunities for Barbados' Agricultural Sector

In recent times, the output of the Agricultural Sector has contracted as a result of a number of critical external and internal factors. Despite this however, the sector continues to make significant contributions to the Gross Domestic Product, foreign exchange earnings, employment, rural development, social stability and food security, as well as indirect contributions to the promotion of linkages with the tourism, environmental, and cultural sectors.

The MAR's vision for the Agricultural Sector is that of:

“A vibrant and dynamic agricultural sector comprised of a balanced mix of financially viable small, medium and large scale agri-business enterprises operating on the basis of modern management principles and practices and engaged in scientifically based, technology driven, commercial production, processing and marketing of selected high quality primary and processed crop, livestock and fisheries products at competitive prices...” (Strategic Plan, 2001 – 2010)

To this end, the Ministry has prepared a comprehensive Strategic Development plan for the sector, as well as detailed plans for the development of the Sugar and Sea Island cotton industries, and for the development of the Scotland District.

The major challenges affecting the realization of this vision exist at the level of both the external and the domestic environments, and involve transformation at both the public and private sector levels. These issues are discussed as follows:

External and Domestic Factors

Trade liberalization is the most important single factor, which is expected to impact on the local agricultural sector in Barbados in 2001 – 2010. The trade developments arising from the WTO and FTAA agreements, the EU/ACP Cotonou Agreement, and the CSME initiative, are already having significant impacts on trade arrangements for both traditional and non-traditional exports. Moreover, these developments also have significant implications for the protection of local agricultural production and for food security.

Barbados' efforts at diversification into non-sugar agriculture and non-traditional commodities have led to the growth of fresh produce exports, and to the mushrooming of an agro-processing sector, largely comprised of a range of small and medium-sized companies. Fresh produce exports comprise a range of ethnic fruits, vegetables, root crops and floricultural products. Agro-processed products include pepper sauces, condiments, seasonings, jams, jellies, syrups, preserves, and specialties such as rum cakes, traditional confectionery, ethno-botanic products, handicrafts and value-added Sea Island cotton products.

These enterprises make a significant contribution to the economy of Barbados through foreign exchange earnings, employment, backward linkages to the productive sector, forward linkages into the distributive and tourism sectors, and overall social and economic stability, particularly in rural areas. The sustainability of these enterprises in fully liberalised markets is, however, at risk. They remain hampered by the absence of strong producer groups, dis-economies of scale, supply of inputs, access to technology and technical expertise, low production efficiencies, high production and marketing costs, and ineffective market penetration.

In terms of linkages between agriculture, tourism and other sectors of the economy, there has been some level of linkage established in terms of sale of fresh produce, floricultural products, and processed products to the tourism and hospitality sectors. The actual level of linkage remains nebulous, however, and there appears to be significant potential for increasing the linkage, not only the tourism sector, but also to the supermarkets and the newly established warehouse buying clubs (PriceSmart and ShopSmart). In addition, there is scope for differentiation of the existing distribution wholesale/retail network through the establishment of farmers' markets. A major challenge to exploiting such opportunities is the ability of the existing farmers to meet the volume, quality and price requirements of buyers on a continuous

and sustainable basis. There is a critical need to create and strengthen farmers' groups and cooperatives so that they can produce and market goods competitively.

Apart from trade in agricultural commodities, there is also potential for the development of agro-, eco-, heritage and health / wellness tourism, within the rural communities. In this context, there are opportunities for exploiting what can be referred to as "Signature" products of Barbados, such as the Morgan Lewis Mill (the only working wind-powered mill in the Caribbean), the "Sugar Trail" (comprising 6 sugar plantation heritage sites), Barbados Black Belly sheep, Sea Island Cotton, traditional cuisine and medicines, and handicrafts. There are several regional and international success stories for the development of "Living Museums", highlighting heritage tourism, as well as eco- and health tourism sites, from which Barbados can benefit, in the development of its agro-tourism products.

At the commercial level, as local agricultural products become more and more visible in local, regional and international trade, issues of compliance in terms of product standardisation, authenticity, food safety and quality assurance are assuming increasing importance for certification and approval by buyers and consumers alike, and for determining the competitiveness of agricultural products.

These competitiveness issues have significant implications for agricultural production (in terms of traceability to sources of supply, consistency and quality of harvests, the use of pesticides and agricultural chemicals, the use of genetically modified seed materials, and implementation of Good Agricultural Practices or GAPS), as well as significant implications for fresh produce packhouses and processing plants (in terms of compliance of premises and operations with international standards of Good Manufacturing Practice or GMPs, HACCP certification, quality assurance, labelling and packaging, and compliance with environmental standards).

It should be noted that the supporting role of the institutions, especially in the technical areas, is shifting noticeably away from the imposition and policing of standards, and more towards, monitoring, verification and validation, as the private sector shifts more towards self-assessment and self-regulation. Barbados therefore needs to move quickly to update plant and animal health legislation, improve infrastructure and build national capacity to undertake risk analysis, and conduct food safety audits and inspections to safeguard human, animal and plant health and life.

In addition to being able to surmount the technical barriers to trade, Barbados' agricultural producers and agro-processors need to improve their positioning as World-Class competitors by improving their internal business practices and performance. Critical success factors include: strengthening of farmers groups; increasing the efficiency of field production systems and processing plants; establishing risk assessment and self-monitoring systems; building flexibility and innovation into product design and manufacturing processes; implementing performance measurement systems; and forming strategic alliances for more effective market penetration. Institutions such as the BADMC, the BIDC and membership associations such as the Barbados Manufacturers' Association, the Chamber of Commerce and the Small Business Association have critical roles to play in this regard.

The ability of the agricultural production and agro-industry sectors to establish and implement the required standards depends heavily on support from the Ministry of Agriculture, as well as the various agencies and institutions (such as the FAO, PAHO, CARDI, UWI, BCC and BADMC) which are equipped to provide the necessary technical, legislative, policy, education, training and marketing support. Transformation of the public sector is therefore critical, in areas of formulation and reform of sectoral policies, as well as resource planning and management.

The issue of investment of resources in the sector is a challenging one. At present, the agricultural sector is facing increased competition from tourism, residential use and commercial development for economic resources of land, labour and capital. As far as capital is concerned, the discontinuation of concessionary financing schemes means that agricultural projects now have to compete on an equal basis with other development proposals for financing. In addition, without available data on the economic impact assessment of increasing food security and decreasing the food import bill, it is difficult to justify the strategic importance of the sector or the allocation of resources to increase competitiveness and sustainability.

The opportunities for a sustainable, competitive sector all point to product differentiation with a focus on health, ethnic and tourist markets, and to the need for effective public/private sector partnerships to overcome constraints. There is also consensus that these constraints have a much greater chance of having the desired impact on the survival and long term sustainability of agriculture and agro processing, if addressed from a perspective of maximizing all possible linkages between agriculture and other economic sectors, streamlining the activities of the existing agencies which lend support to the sector, and increasing resource allocations.

2.3.2 Internal environment of IICA's office

IICA's strategy for technical cooperation in Barbados for 2002– 2006 is informed by:

- The Ministry of Agriculture's strategic plans for the sector;
- Success of the Distance Learning Programme and strong support from the MAR for continuation and expansion of the programme;
- IICA's institutional network and its ability to forge strong, solid partnerships with both the public and private sector, and with regional and international development and financial agencies working in Barbados.

The implementation of the National Agenda will require some adjustments in the existing complement of technical and physical resources at the Barbados office.

The 4-year agenda will form the basis for annual work plans of the Barbados office. It is expected that priorities may shift to reflect new opportunities, and as such, the Agenda will be revised on an annual basis to ensure that the requirements of stakeholders are met.

2.3.3 Priorities as defined by the various national stakeholders

National Government - Ministry of Agriculture and Rural Development

The major priorities of the Ministry of Agriculture are as follows:

- Promotion of food security, food safety and agricultural health, and sustainability of agricultural production systems;
- Establishment of a dynamic and integrated system of information gathering, analysis and dissemination, which will inform the strategies for food security, and serve as the foundation for decisions on rationalization of the size of agricultural production units, selection of competitive commodities, and for fostering sustainable trade linkages between agricultural production and the hospitality sectors;
- Maximisation of all possible sectoral linkages associated with agriculture, particularly the development of agro-, eco-, heritage and health tourism in the Scotland District;

- Strengthening of producer groups, and building the level of professionalism in agricultural production and processing, with respect to servicing other sector requirements;
- Decentralisation of markets;
- Encouragement and support of private sector participation, with respect to partnering with at the institutional level, as well as encouraging investment in agricultural and agro-tourism development projects;
- Upgrading of Government analytical laboratories to meet compliance requirements of WTO, and to service the needs of the sector as they relate to agricultural safety and health.

Private Sector: National organizations and associations

The major priorities of the national organizations and associations are:

- Strengthening of farmers' groups and cooperatives, in terms of organization at administrative and productive levels, in order to service markets in a professional manner
- Access to services and technical support for land preparation and irrigation management
- Access to appropriate machinery and equipment for mechanized operations on small holdings
- Training in cultural techniques for dry season and wet season agricultural production, postharvest management, and processing technologies
- Access to information on technology applications, food safety, organic foods and market opportunities.
- Public sector awareness programmes on available services from the MAR, Involvement of the private sector

NGOs and Civil Society

Involvement of the youth in agriculture, in terms of

- Programmes to assist the 4H “graduates” to practise their training
- Establishment of a Youth Service programme in agriculture, possibly at the old Naval base in St. Lucy.
- Cultural and educational exchange programmes among youth and farmers across the region as well as internationally
- Advocacy role for IICA, in promoting agro-tourism linkages, organic farming, food safety and sustainable agricultural development.

Universities and Agricultural Colleges

- Development of a model or pilot programme for Quality Assurance or Certification scheme for fresh fruit and vegetables
- Medicinal plants research and commercial development
- Support of BCC’s programmes by the private sector, in terms of scholarships, and locations for conduct of practical components of agricultural courses.
- Collaboration with external agriculture teaching bodies
- Working with IICA to make places available in the programme for students from other countries, and conducting workshops and short-term training programmes in other territories.

Tourism and Hospitality Sector

- Regular and increased availability of fresh produce (fruits, vegetables, floricultural products, processed foods) and organic foods to hotels, restaurants, supermarkets and foodservice institutions
- Training of restaurant staff and food handlers in foodservice HACCP and ServSafe
- Certification of restaurants and foodservice establishments in ServSafe
- Development of packages, linking restaurant facilities with tours to eco- and heritage-tourism sites

3. THE NATIONAL AGENDA

3.1 Agreed goals, priorities, and strategic actions, which are in line with IICA's proposed strategic areas

POLICY, TRADE AND INTEGRATION

Goal: Promotion of food security, food safety and agricultural health, and sustainability of agricultural production systems

Priority #1:

Institutional Strengthening of MAR with respect to the gathering, analysis and dissemination of production and trade information.

Strategic Actions:

- Work with the BIDC, SBA, BMA, RNM and private sector, to collect data and widen existing database at the MAR, with respect to agro-processing and the processed foods sector and handicraft sector
- Facilitate the procurement of a trainer in database development for the Planning Division of the MAR, to enable officers to manage and monitor information on input costs, and link such information to cost of production models
- Coordinate the linking of planning and information units within the MAR to make information available on a more timely basis
- Facilitate the review of the MAR and BADMC production survey data gathering systems, with a view to consolidating the Crop Production Survey with Integrated Rural Development work
- Work with the MAR, BHTA, CTO, Chef's Federation, purveyors and funding agencies in support of MAR's existing Linkages study throughout the Farm to Table

Chain, to quantify the level of linkage between agricultural and tourism sectors, and develop a database of information reflecting the demand and supply sides of the trade

Priority #2: Increase in food self sufficiency and reduction of the current food import bill by 10% over the next four years.

Strategic Actions:

- Assist the MAR with the assessment of the actual and projected food requirements of the population in cooperation with various partners, including the FAO, Ministry of Health, CFNI and the Caribbean Conference of Churches.
- Assist the MAR with the development of a plan for increasing local production of selected commodities to meet current and projected demands.
- Promote and coordinate a public awareness programme on the preservation and storage of food

Priority #3: Institutional strengthening of government laboratory institutions to bring them into compliance with WTO requirements, and enhance their capacity to effectively support and service the agricultural health and food safety needs of the sector

Strategic Actions:

- Work with MAR, BNSI, Ministry of Health to carry forward initiatives for legislative reform (particularly in the areas of WTO compliant meat inspection and veterinary drug legislation, Animal Health, Foods of animal origin, Vet. Drug control, and livestock feeds), creation of required staffing positions, development of protocols, and drafting of MOUs for trade
- Work with CFIA, USDA and USFDA in sourcing technical assistance with respect to training of inspectors in auditing procedures for fresh produce packhouses and processing plants to HACCP standards, and the development of manuals for standard auditing procedures.

Priority #4: Identification of Competitive Products and Diversification of Product Mix

Strategic Actions:

- Work with the FAO, CDB, UWI, and other partners to develop a Competitiveness Study aimed at identifying “Signature” Barbadian food products for research and commercial development.
- Work with UWI, CTA, CDE, FAO and Commonwealth Secretariat to facilitate and coordinate project on medicinal plant research and commercial development
- Support trade development in organic foods with respect to determination of certification requirements and protocols for trade

AGRI-BUSINESS DEVELOPMENT

Goal: Increase the level of trade between agriculture and other sectors

Priority #1: Facilitate the creation of commercial and sustainable linkages between agriculture and other sectors, in particular, the tourism and hospitality sectors, foodservice, processing, and the distributive trade.

Strategic Actions:

- Organise and coordinate a Partnership Forum, comprised of the major stakeholders, with the aim of increasing the levels of linkage between agriculture and other sectors, through the identification of trading opportunities, and the facilitation of trade through strengthening of partners
- Coordinate trade initiatives between farmers groups and supermarkets, buying clubs (Supercentre, PriceSmart, ShopSmart), restaurants, hotels, and processors, with the

objective of ensuring that producers meet buyers' specifications, and that buyers commit to local procurement

- Coordinate trade links between health care centers, supermarkets, hotels, restaurants and others for organic foods and indigenous ethno-botanic products
- Work with the BADMC and the BIDC to develop feasibility studies for the establishment of packing and processing facilities within selected communities in the Scotland District
- Work with the BIDC, SBA, eb@s and CEDA to develop feasibility studies for the establishment of cottage-industry handicraft operations, utilizing (calabash, grasses, seeds, coconut shell) with the objective of producing high-quality, signature products from the Scotland District which can be sold at sites, as well to the wider tourism and gift markets.

Goal: Increase technical competence and competitiveness of the productive sector through strengthening of training institutions and training of extension officers and producers

Priority #1: Train extension officers and producers through distance learning, in-field practical courses, and through exchange visits to share technology, documents and experiences

Strategic Actions:

1. In collaboration with the BCC, SJPP, UWI, BADMC, BIDC and Agri-Business Desk of the MAR, prepare and deliver training courses on:
 - Agricultural production techniques for dry season and wet season production
 - Land management and water resource management
 - Goat rearing and processing
 - Postharvest management of fruits, vegetables and root crops
 - Small scale processing of fruits and vegetables
 - Drying of onions, peppers, and seed material

- Processing of goat meat and milk products
2. Source and access relevant training materials and information for BCC
 3. Source equipment and machinery for use in the practical components of the courses offered by BCC, and work with private sector to commit farm resources for use in practical courses.
 4. Support the formulation of programmes and projects for financial assistance for the amalgamation of BCC / SJPP, Erdiston College into the University College of Barbados.
 5. In collaboration with IICA in Costa Rica, and Guatemala, arrange exchange visits of selected farmers for in-field training on organic farming.

Priority #2: Improve the competitiveness and efficiency of production and processing operations

Strategic Actions:

- Work with CTA, CARDI, and other agencies to source and procure appropriate agricultural equipment for mechanical land preparation of small holdings
- Work with CARDI, MAR and private sector to develop environmentally friendly fertilizers and pesticides
- Work with the Caribbean Conference of Churches, and other agencies to upgrade Sea Island Cotton processing with the Bawden Environmental Group
- Work with BADMC and IICA (Jamaica and other countries) to upgrade current goat milk processing operations with identified farmers

Priority #3: Facilitate the development and commercialization of handicraft operations

Strategic Actions:

- Facilitate the preparation of a feasibility study on Calabash Handicraft, from field production through to manufacture and commercial operation of a site in the Scotland District. (Collaborating institutions: BADMC, CEDA, CTO, CDB)

SUSTAINABLE RURAL DEVELOPMENT

Goal: Establishment of an Agriculture and Tourism Linkages Centre

Priority #1: Facilitate linkages between the agricultural sector and tourism, in the form of eco-tourism, heritage tourism, and health tourism, with an emphasis on integration of rural communities so as to promote sustainable rural development.

Strategic Actions:

- Organise and coordinate an Agriculture/Tourism Council, comprised of representatives of both public and private sectors, whose mandate will be to guide and facilitate the maximization of linkages between agriculture, tourism and the rest of the economy, within the context of sustainable rural development.
- Promote and coordinate the development of private sector investment projects for the development of recreational and heritage sites in the Scotland District
- Work with the National Heritage Trust, the CTO and the private sector to support for the development of a “Sugar Trail” utilizing the 6 existing sites showcasing sugar plantation heritage
- Develop a website on agro-tourism sites
- Develop a Strategic Plan for the Bawden Environmental Group for Partnership programmes involving exchange of students between UK and Barbados
- Facilitate visits to regional and international eco-, heritage and health tourism successes for training, exchange of technology and experiences.
- Prepare and deliver and deliver a course on agro-tourism development and management for entrepreneurs and technicians.

Goal: Strengthening of farmers' groups and cooperatives

Priority #1: Institutional strengthening of selected groups in the Scotland District through Distance Learning courses, exchange programmes and management support.

Strategic Actions:

- In collaboration with IICA in Canada, arrange exchange visits of selected farmers for hands-on training in cooperative management and development.
- Develop Terms of Reference and source financing support for a Manager for Sedgepond/Bawden farmers group
- Support the development of a 5-year plan for the BADMC Land for the Landless programme

Priority #2: Skills training for extension officers and farmers in Scotland District

Strategic Actions:

Work with BADMC, and subject specialists to deliver Training Courses on:

- Communal grazing systems
- Hillside farming, land management and water resources management
- Goat rearing systems
- Mechanised organic production
- Fruit orchard management

FOOD SAFETY AND AGRICULTURAL HEALTH

Goal: Support the establishment of a National Health and Food Safety Authority

Priority #1: Institutional strengthening of Veterinary Services Laboratory and Government Analytical Services Laboratory

Strategic Actions:

- Support overseas laboratory attachments for staff of the laboratories in training in areas including: analysis of foods for pesticide residues, aflatoxins, antibiotics, degradation products for fish – methods development and instrumental applications; Solid phase RIAs; PCR technologies; and appropriate inexpensive technologies such as Lateral Flow and ELISA's for veterinary drug residue testing.
- Support the attendance of laboratory personnel at scientific conferences and exhibitions to obtain insights on latest developments and for networking
- Liaise with financing agencies, GOB, UNDP, and CDB for the acquisition of new and improved equipment for analyses
- Work with USAID, CIDA and CDE to support the development of QA systems for the laboratories, in order to bring their systems into compliance with the ISO 17025 standard

Priority #2: Promote public awareness of food safety and agricultural health

Strategic Actions:

- Liaise with IICA Washington and the USFDA to develop a MOU for utilization of public training and awareness information packages such as "***Fight BAC***", and coordinate private sector support at the supermarket level, in schools and churches, for dissemination of information

- Work with the media, MAR, Ministry of Health, Ministry of Education, and Ministry of Trade to share technical information on radio, television and through the printed media.
- Work with the MAR to promote public awareness on the importance of the role of Veterinary Services Laboratory in relation to public health and food safety of product of animal origin

Priority #3: Train farmers, extension officers, food handlers and foodservice operators in food safety

- Develop Distance Learning courses, in collaboration with PAHO, FAO, UWI, BCC and the QTC project of the CTO, to develop and deliver training in Good Agricultural Practices (GAPs), Fresh Produce Certification systems, HACCP and ServSafe.

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4. MATRIX FOR IMPLEMENTATION OF THE STRATEGIC AREAS AT NATIONAL LEVEL

Instruments for Implementation	Policy, Trade & Integration	Agribusiness Development	Sustainable Rural Development	Food Safety & Agricultural Health
<p>Training & Education</p>	<p>IICA Course for MAR officers to improve skills in policy analysis to inform negotiation and to improve negotiating skills</p> <p>Facilitate the procurement of a trainer in database development for the Planning Division of the MAR</p>	<p>Preparation and Delivery of Training Courses on:</p> <ul style="list-style-type: none"> - Small scale processing of fruits - Postharvest management of fruits, vegetables and root crops - Processing of goat meat and milk products <p>Source and access relevant training materials and information for BCC</p> <p>Source equipment and machinery for use in the practical components of the courses offered by BCC, and work with private sector to commit</p>	<p>Training of managers and members of Cooperatives on:</p> <ul style="list-style-type: none"> - Communal grazing systems - Hillside farming, land management and water resources management - Goat rearing systems - Mechanised organic production - Fruit orchard management - Agro-tourism 	<p>Support overseas laboratory attachments for staff of the laboratories in training in specific areas</p> <p>Support the attendance of laboratory personnel at scientific conferences and exhibitions</p> <p>Develop Distance Learning courses in Good Agricultural Practices (GAPs), Fresh Produce Certification systems, HACCP and ServSafe.</p> <p>Work with CFIA, USDA and USFDA in sourcing technical assistance with respect to training of inspectors in auditing procedures for fresh produce packhouses and</p>

		<p>farm resources for use in practical courses.</p> <p>Support the formulation of programmes and projects for financial assistance for the amalgamation of BCC / SJPP, Erdiston College into the University College of Barbados.</p>		<p>processing plants to HACCP standards, and the development of manuals for standard auditing procedures.</p>
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MATRIX FOR IMPLEMENTATION OF THE STRATEGIC AREAS AT NATIONAL LEVEL

Instruments for Implementation	Policy, Trade & Integration	Agribusiness Development	Sustainable Rural Development	Food Safety & Agricultural Health
Information & Communication	<p>Widen existing database at the MAR, with respect to agro-processing and handicraft sectors</p> <p>Coordinate the linking of planning and information units within the MAR to make information available on a more timely basis</p> <p>Facilitate the consolidation of the Crop Production Survey with Integrated Rural Development survey</p> <p>Support of MAR's existing Linkages Study</p> <p>Assist the MAR with the assessment of the actual and projected food requirements of the</p>	<p>Work with the FAO, CDB, UWI, and other partners to develop a Competitiveness Study aimed at identifying "Signature" Barbadian food products for research and commercial development.</p> <p>Work with UWI, CTA, CDE, FAO and Commonwealth Secretariat to facilitate and coordinate project on medicinal plant research and commercial development</p> <p>Coordinate trade initiatives between farmers groups and buyers</p> <p>Coordinate trade links between health care</p>	<p>Work with the BADMC and the BIDC to develop feasibility studies for the establishment of packing and processing facilities within selected communities in the Scotland District</p> <p>Work with the BIDC, SBA, eb@s and CEDA to develop feasibility studies for the establishment of cottage-industry handicraft operations.</p> <p>Development of a website on agro-tourism sites</p>	<p>Coordinate public awareness programmes on food security and food safety</p> <p>Work with the MAR to promote public awareness on the importance of the role of Veterinary Services Laboratory in relation to public health and food safety of product of animal origin</p> <p>Work with the media, MAR, Ministry of Health, Ministry of Education, and Ministry of Trade to share technical information on food safety on radio, television and through the printed media.</p>

Instruments for Implementation	Policy, Trade & Integration	Agribusiness Development	Sustainable Rural Development	Food Safety & Agricultural Health
	<p>population</p> <p>Assist the MAR with the development of a plan for increasing local production of selected commodities to meet current and projected demands.</p> <p>Promote and coordinate a public awareness programme on the preservation and storage of food</p> <p>Investigate requirements for Organic Certification with BNSI, MAR, UWI and Private Sector, to facilitate trade to international markets</p>	<p>centers, supermarkets, hotels, restaurants and others for organic foods and indigenous ethno-botanic products</p>		

MATRIX FOR IMPLEMENTATION OF THE STRATEGIC AREAS AT NATIONAL LEVEL

Instruments for Implementation	Policy, Trade & Integration	Agribusiness Development	Sustainable Rural Development	Food Safety & Agricultural Health
Technology & Innovation		<p>Work with the Caribbean Conference of Churches, and other agencies to upgrade Sea Island Cotton processing with the Bawden Environmental Group</p> <p>Work with BADMC and IICA (Jamaica and other countries) to upgrade current goat milk processing operations with identified farmers</p> <p>Facilitate the preparation of a feasibility study on Calabash Handicraft, from field production through to manufacture and commercial operation of a site in the Scotland District.</p>	<p>Work with CTA, CARDI, and other agencies to source and procure appropriate agricultural equipment for mechanical land preparation of small holdings</p> <p>Work with CARDI, MAR and private sector to develop environmentally friendly fertilizers and pesticides</p> <p>Facilitate the development of a Production Technology package for the cultivation and processing of handicraft materials</p>	

MATRIX FOR IMPLEMENTATION OF THE STRATEGIC AREAS AT NATIONAL LEVEL

Instruments for Implementation	Policy, Trade & Integration	Agribusiness Development	Sustainable Rural Development	Food Safety & Agricultural Health
<p>Institutional Modernization & Planning</p>	<p>Work with MAR, BNSI, Ministry of Health to carry forward initiatives for legislative reform, creation of required staffing positions, development of protocols, and drafting of MOUs for trade</p>		<p>Strengthening of Farmers' Groups:</p> <ul style="list-style-type: none"> - In collaboration with IICA in Canada, arrange exchange visits of selected farmers for hands-on training in cooperative management and development. - Arrange and facilitate visits for organic farmers group with similar groups in Costa Rica, Guatemala and Cuba <p>Support the development of a 5-year plan for the BADMC Land for the Landless programme</p>	<p>Liaise with financing agencies, GOB, UNDP, and CDB for the acquisition of new and improved equipment for analyses</p> <p>Work with USAID, CIDA and CDE to support the development of QA systems for the laboratories, in order to bring their systems into compliance with the ISO 17025 standard</p>

MATRIX FOR IMPLEMENTATION OF THE STRATEGIC AREAS AT NATIONAL LEVEL

Instruments for Implementation	Policy, Trade & Integration	Agribusiness Development	Sustainable Rural Development	Food Safety & Agricultural Health
<p>Horizontal Technical Cooperation</p>			<p>Organise and coordinate an <u>Agriculture / Tourism Council</u>,</p> <p>Promote and coordinate the development of private sector investment projects for the development of recreational and heritage sites in the Scotland District</p> <p>Work with the National Heritage Trust, the CTO and the private sector to support for the development of a “Sugar Trail” utilizing the 6 existing sites showcasing sugar plantation heritage</p> <p>Develop a Strategic Plan for the Bawden</p>	<p>Liaise with IICA Washington and the USFDA to develop a MOU for utilization of public training and awareness information packages such as “<i>Fight BAC</i>”, and coordinate private sector support at the supermarket level, in schools and churches, for dissemination of information</p>

Instruments for Implementation	Policy, Trade & Integration	Agribusiness Development	Sustainable Rural Development	Food Safety & Agricultural Health
			<p>Environmental Group for Partnership programmes involving exchange of students between UK and Barbados</p> <p>Facilitate visits to regional and international eco-, heritage and health tourism successes for training, exchange of technology and experiences.</p> <p>Prepare and deliver and deliver a course on agro-tourism development and management for entrepreneurs and technicians.</p>	

5. EXTERNALLY FUNDED PROJECTS AND COLLABORATING AGENCIES WHICH CAN SUPPORT THE IMPLEMENTATION OF THE AGENDA

Project	Area of Collaboration
1. CIDA Caribbean Programme for Economic Competitiveness (CPEC) Project	<ul style="list-style-type: none"> • Training in GAPs • Training of inspectors in auditing procedures
2. FAO	<ul style="list-style-type: none"> • Course on food handling
3. PAHO	<ul style="list-style-type: none"> • Course on Best Management Practices
4. Canadian Food Inspection Agency	<ul style="list-style-type: none"> • Development of HACCP and GAP audit manuals
5. IDB Interamerican Development Bank	<ul style="list-style-type: none"> • Marketing and Agro-tourism
6. CDB	<ul style="list-style-type: none"> • Best Management Practices and food safety projects

6. ADJUSTMENTS REQUIRED AT THE NATIONAL OFFICE IN ORDER TO IMPLEMENT THE AGENDA

AGRO-TOURISM LINKAGE CENTRE

Database system developed with the following elements:

- Profiles of agricultural producers
- Profiles of suppliers of processed foods
- Profiles of suppliers of handicraft products
- Profiles of buyers (hotels, restaurants, foodservice operators, supermarkets)

Linkage with MAR and BADMC systems on production statistics, trade statistics and marketing of agricultural, food and rural products because they have an online marketing system.

FEASIBILITY STUDIES

Technical support for feasibility studies and strategic plans for the following:

- Competitiveness Study on Signature Barbadian Products
- Medicinals research and commercialisation
- Handicraft development
- Amalgamation of BCC, SJPP and Erdiston
- Agro-Tourism Investment Projects
- BADMC 5-year plan

DISTANCE LEARNING PROGRAMME

Consultants needed to write and deliver courses on:

- Agricultural production techniques for dry season and wet season production
- Land management and water resource management
- Goat rearing and processing
- Postharvest management of fruits, vegetables and root crops
- Small scale processing of fruits and vegetables

- Drying of onions, peppers, and seed material
- Processing of goat meat and milk products

Possible collaborating institutions:

- Barbados Community College (BCC)
- Samuel Jackman Prescod Polytechnic (SJPP)
- University of the West Indies (UWI)
- Barbados Agricultural Development and Marketing Corporation (BADMC)
- Barbados Investment and Development Corporation (BIDC)
- Agri-Business Desk of the MAR
- Pan American Health Organization (PAHO)
- Food and Agricultural Organization of the United Nations (FAO)
- Inter-American Development Bank (IDB)
- Caribbean Development Bank (CDB)

7. POTENTIAL AREAS OF TECHNICAL COOPERATION WHICH CAN BE SHARED WITH OTHER COUNTRIES

Area of Technical Cooperation	Institution / Country
Goat rearing systems	IICA Jamaica
Goat meat and goat milk processing technologies	IICA Jamaica
Organic farming	IICA Costa Rica and Guatemala
Training of Cooperatives	IICA Canada
Community Tourism	Mandeville, Jamaica
Eco Tourism	Costa Rica, Belize, Trinidad & Tobago (TRINTOC project)
Heritage Tourism	St. Lucia, Antigua
AgroTourism	Martinique and Guadeloupe
Organic sugar production	Guadeloupe and McGill University
Medicinal Plant Research	Tropical Products Institute, UWI, Mona

8. CURRENT HUMAN RESOURCES OF THE OFFICE FOR IMPLEMENTATION OF THE NATIONAL AGENDA

- One representative
- One administrator shared between CA Barbados, ADLC and RPPPU
- One secretary shared between CA Barbados and ADLC
- One technician in education, shared between CA Barbados and ADLC
- One driver shared between CA Barbados, ADLC and RPPPU

9. POTENTIAL ROLES OF INTERNATIONAL AGENCIES IN THE IMPLEMENTATION OF THE NATIONAL AGENDA

- FAO: partner in rural development projects for Scotland District; preparation of learning material and training in food handling;
- PAHO: Best management practices and food quality control, learning material preparation and training;
- IDB: participation in the preparation of projects; training in agriculture and rural credit; best management practices;
- CDB: collaboration for studies and projects concerning agro-tourism and marketing agricultural and food products;
- United Nations: analyse and prepare activities to see how to alleviate poverty in rural areas of Barbados;
- CARDI: technology transfer and training material preparation;
- CEDA: training and learning material preparation in the field of export products like cotton and others.

10. CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS:

There is a strong will and interest manifested, during the consultation process, by the Ministry of Agriculture and agro-entrepreneurs to develop this sector.

People and organizations consulted look at IICA to collect, prepare and distribute information concerning the importance of agriculture economically, socially and environmentally.

RECOMMENDATIONS:

- IICA should take the lead in coordinating the organization of an Agriculture/Tourism Council, comprised of representatives of both public and private sectors, whose mandate will be to guide and facilitate the maximization of linkages between agriculture, tourism and the rest of the economy, within the context of sustainable rural development.
- IICA should prepare documents concerning the role and importance of the Agriculture, Food and Rural sectors in Barbados and make comparisons with experience in other countries.
- IICA will need some specialists to assist the representative in writing projects with the stakeholders and identify which organizations could finance these projects. Also some resources will be needed in preparation of documents concerning the importance of agriculture and food sector.