

NATIONAL TECHNICAL COOPERATION AGENDA-GRENADA

1. INTRODUCTION

1.1 Brief Overview of Grenada's Economy

Grenada has a private sector oriented open economy. Total exports and imports in 2000 amounted to approximately 20 per cent and 70 per cent, respectively, of the Gross Domestic Product (GDP). The country's negative balance of visible trade increased from US\$143.4 million in 1997 to US\$168.6 million in 2000. For the 5-year period 1995-2000, Grenada's economy grew by positive 5.7 per cent. However, in 2001, the estimated growth rate was negative 1.5 per cent, and the unemployment rate was estimated to have increased from 11 per cent to 13 per cent while the inflation rate also showed an increase (from 2.2 per cent in 2000 to 2.8 per cent in 2001).

The economic performance of most of the productive sectors declined in 2001, but the agriculture sector showed some improvement due mainly to continued favourable market condition for Grenada's main export crop – nutmeg and mace.

1.2 Performance of the Agriculture Sector

In 2001, the agriculture sector contributed approximately 9 per cent to Gross Domestic Product (GDP), and employed about 11.5 per cent of the local labour force. The crops subsector is most dominant, followed by the fisheries subsector. The other two subsectors (livestock and forestry) have each contributed less than 1 per cent to GDP during the past decade.

The sector's relatively good performance is due mainly to export revenue from nutmeg and mace which brought Grenada a total of US\$18.8 million and US\$13.6 million in 2000 and 2001, respectively. Earnings from the other two major traditional export crops (banana and cocoa) have been disappointingly low. In 2000 and 2001, revenue earned from banana exports totaled only US\$0.27 million and US\$0.21 million, respectively, and from cocoa exports, US\$1.6 million and US\$1.2 million, respectively.

To date, the agricultural diversification programme, initiated since the mid 1980s, has not created the desired impact. The programme has been plagued with problems related to both production and marketing, and agro-industrial development activities have

been virtually stagnant. Export earnings from fresh fruits and vegetables during the past five years (1997-2001) averaged only US\$0.312 million.

In 1984, Grenada initiated a 5-year World Bank Funded project “Agricultural Rehabilitation and Crop Diversification (ARCD)”, with an overall budget of US\$5 million. The project’s main emphasis was on human resource development and agricultural infrastructure. This was based on the philosophy that “if infrastructure and human resources were adequately developed, agricultural production would occur”. However, more than a decade after project termination, the anticipated production increases have not materialized.

As a member of the sub-regional grouping of the Organization of Eastern Caribbean States (OECS), Grenada participated in activities of the Agricultural Diversification and Coordinating Unit (ADCU) of the OECS. Accordingly, Grenada was expected to produce significant quantities of specified agricultural commodities for joint export marketing by OECS countries. With significant funding from United States Agency for International Development (USAID), the ADCU made significant progress in the areas of market intelligence gathering and dissemination, market infrastructure development, and human resource development; but, again, its impact on local agricultural production was relatively insignificant. The proposed joint export marketing was never realized.

1.3 IICA’s Contribution

In supporting Grenada’s agricultural and rural development, the IICA has traditionally concentrated on aspects related to “Institutional Strengthening”, “Human Resource Development”, “Technology Development”, and “Information Dissemination”. Thus, the Institute may best be remembered for its contribution to

- the preparation of agricultural sector plans;
- successful efforts toward obtaining “Fruit Fly Free” status for Grenada;
- the Pink Mealybug control programme;
- the development of Ministry of Agriculture’s Pest Management Unit;
- a diagnostic study of Grenada’s fresh produce marketing system;
- efforts toward improving the local fresh produce marketing system, through its activities with hucksters and traffickers in the mid 1980s;
- local farmers organizations;
- the Ministry’s efforts to train extension staff and farmers;
- training of Ministry personnel at the undergraduate and post-graduate levels;
- the introduction of new and improved germplasm of golden apple (dwarf), papaya, citrus, carambola, W.I. cherry, yam and sweet potato;

- investigative work on golden apple and golden apple processing;
- the effective transfer of hot pepper production technology;
- the dissemination of agricultural information, especially in relation to Agricultural Health; and
- the preparation and coordination of the “Fresh Produce Quality Control and Inspection Project” which was spearheaded by the Grenada Bureau of Standards.

At intermittent periods, during its twenty-one (21) years of operation in Grenada, IICA’s work has impacted directly on local agricultural production. Those periods include 1981-1987 when activities were undertaken directly with vegetable and yam producers; 1988-1990 when, in collaboration with the Ministry of Agriculture, IICA introduced and validated the “Solo” type of papaya; and 1999-2001 when IICA collaborated with the Ministry, Marketing Board and CARDI towards development of Grenada’s hot pepper industry.

Despite zero increase in its regular budget since 1995, IICA has been seeking innovative ways to bring more benefits to its clients. This is being accomplished mainly through networking and the establishment of strategic alliances. Moreover, the Institute has been engaged in strategic planning, at different levels, towards becoming more competitive and innovative.

The effectiveness of IICA’s cooperation activities in Grenada depends on the Institute’s responsiveness to the country’s cooperation needs. Accordingly, IICA’s new Director General (Dr Chelston Brathwaite) has mandated the preparation of the Institute’s National Technical Cooperation Agenda. Such an agenda must be the result of a national consultation process aimed at defining the agriculture sector priorities, at the national level.

2. THE CONSULTATION PROCESS

Major stakeholders in the agriculture sector were consulted on a one-on-one basis (February/March, 2002) as well as through a National Consultation conducted in July 2001. The July consultation was primarily to generate information towards formulation of Grenada’s input for preparation of the hemispheric “Ministerial Declaration and Plan of Action” relative to the mandates of the Third Summit of the Americas. The one-on-one consultation targeted mainly non-participants in the National Consultation.

2.1 Methodology

Invitees to the National Consultation included representatives of public and private sector agricultural and agri-business institutions as well as Non-Governmental Organizations (NGOs) operating in the sector. They were addressed by the Honourable Minister of Agriculture as well as the IICA Coordinator in Grenada. Background to and purpose of the consultation were outlined by the IICA Coordinator. Emphasis was placed on the mandates of the Third Summit of the Americas, which necessitated the consultation. The

opportunity was taken to highlight IICA's role in ensuring the inclusion of Agriculture on the Summit's agenda, and in the formation of the hemispheric Alliance for Sustainable Development of Agriculture and the Rural Milieu together with its national chapters. Participants were challenged to become the nucleus of the Grenada Chapter of the Alliance. The objectives and functions of the Alliance were outlined.

The Agriculture Minister's presentation focused mainly on the challenges and opportunities confronting Grenada's agriculture sector within the global economy. The Minister also indicated some of the country's agricultural technical cooperation needs vis-à-vis the mandates of the Summit of the Americas.

Following the Minister's presentation, participants were organized into three working groups, each assigned a different aspect relevant to the improvement of agriculture and rural life in Grenada and the region. Recommendations from the working groups were presented and discussed during a plenary session. Issues raised and comments/suggestions made during the plenary were noted.

In conducting the one-on-one consultation, the IICA Coordinator arranged and held separate meetings with individuals and representatives of stakeholder institutions. Those meetings were each prefaced by an outline of IICA's past and current activities in the country, based on the Institute's strategic and supporting areas of cooperation. This generally generated some discussions during which time the stakeholder representative was prompted into indicating some key priority technical areas for possible IICA action.

2.2 Sampling of Organizations to be Involved in the Consultations

Determination of organizations to be involved in the consultations was based on guidelines provided. Thus, potential participants were invited from

- **Public institutions**
 - Ministry of Agriculture, Lands, Forestry and Fisheries
 - National Water and Sewerage Authority
 - Grenada Development Bank
 - Ministry of Education
- **Producers Associations**
 - Grenada Banana Cooperative Society
 - Grenada Cocoa Association
 - Grenada Cooperative Nutmeg Association
- **Agroindustrial and agricultural marketing enterprises**
 - De La Grenade Industries Ltd

- Produce Chemist Laboratory
- Marketing and National Importing Board
- Renwick, Thompson & Co. Ltd (farm input supply)
- Noelsville Enterprise Ltd (agroprocessing)
- **Other relevant organizations**
 - NGOs
 - CARDI
 - French Cooperation Mission
 - T.A. Marryshow Community College (Agriculture & Food Science Department)

2.3 Issues Considered in Building a New National Agenda

2.3.1 External Environment of IICA's Office

The 2000/2001 global economic downturn and the September 11, 2001 terrorist attack in the USA have adversely affected the economic performance of Grenada's productive sectors. However, the agriculture sector was least affected. Apparently, this has positively influenced government's thinking towards the local agriculture sector which was highlighted during the 2002 national budget presentation. The theme selected for Grenada's 2002 Budget Presentation was "Stimulating Economic Growth, Increasing Food Security and National Productivity". According to the Honourable Minister of Finance, the two main features of the Budget presentation were "information communication technologies; and food security".

IICA's main collaborator, the Ministry of Agriculture (MoA), is currently reviewing its functional organization towards improved management efficiency. Resources are limited not only in the MoA but also in all other institutions and agencies providing support to the agricultural sector. Therefore, more than ever before, there is a sense of urgency towards inter-institutional collaboration towards achieving common goals for the sector.

FAO is currently supporting MoA's food security programme by funding the establishment of food crops demonstration plots islandwide. It has also provided short term consultancies to selected local professionals to formulate proposals, based on specific guidelines, for possible FAO funding.

The Agricultural Mission of the Republic of China on Taiwan is assisting groups of vegetable farmers in selected communities to expand the cultivation of selected vegetable crops for the domestic market.

CARDI, through the IICA/CARDI Agreement, has established a modern vegetable seedling nursery which, although primarily intended for hot pepper seedling production, is considered critical to government's food security programme.

Grenada has an excellent (but expensive) telecommunication service. However, subregional governments are currently collaborating towards obtaining more competitive telecommunication rates. This is expected to be achieved very shortly, given the recent (April 1, 2002) liberalization of the telecommunication market in Grenada and other islands in the subregion. The electricity and water supply systems are very good, but relatively expensive.

2.3.2 Internal Environment of IICA's Office

IICA's Office in Grenada is one of six offices in a sub-grouping usually referred to as IICA ECS (i.e. IICA Offices in the Eastern Caribbean States). The IICA Representative for the ECS is based in the IICA Office in St. Lucia. The Institute's technical activities at the local level are executed by a Local Professional (Agronomist/Coordinator) who also coordinates activities implemented locally by IICA's regional specialists. The office's administrative and secretarial duties are performed by a General Services person (Administrative Technician). A part-time Janitor provides cleaning service from 8:00am to 12:00noon each working day.

The Government of Grenada has provided generous office space to the local IICA Office which occupies the ground floor and second floor of a 3-storey government building. (The third floor of the building is occupied by the Grenada Food and Nutrition Council, a para statal body.) The ground floor has been used mainly for conducting meetings, workshops and seminars; it also houses IICA's Agri-entrepreneurial Distance Learning Centre (ADLC).

Electricity and water utilized by the local IICA office are paid for by government. Prior to mid 2001, government also paid for a 12-hour (6:00pm to 6:00am) daily security guard service. Since then, based on consultation with local IICA personnel, government has financed the installation of a burglar alarm system at the IICA office, has dispensed with the guard service.

Office expenditures are met through an annual allotment provided by the IICA Representative for the ECS. Distribution of funds allotted, based on "Major Objects of Expenditure", does not always reflect the priority areas of expenditure by the office. Monthly requests for funds are forwarded to the ECS Representative who in turn submits same to Headquarters for approval. These requests are based on the allotment provided. This office has no control over the timeliness with which its "Request for Funds" is submitted to Headquarters. Occasionally, undue inconvenience is experienced whenever funds are received late due to delayed submission of the request to Headquarters.

With respect to technical cooperation activities, this office has generally received its fair share of support from the Institute's regional specialists. It has also successfully implemented national components of IICA and externally funded subregional projects. Local project activities have been implemented in collaboration with CARDI as well as governmental institutions, Non Governmental Organizations (NGOs) and private sector institutions.

2.3.3 Priorities as Defined by the Various National Stakeholders

Generally, the stakeholders have emphasized the need to modernize the agricultural sector, and to ensure food security and sustainable agricultural and rural development.

2.3.3.1 National Government

Following are the priorities defined by Government of Grenada, through the Ministry of Agriculture:

- Formulation of policies for sustainable agricultural and rural development
- Establishment of effective quarantine mechanisms
- Food security
- Strengthening farmers organizations
- Sustainable use of natural resources
- Creation of database for pesticides importation and utilization
- Use of information and communication technology in the management process
- Numerical and technical strengthening of the Agriculture Planning Unit
- Development of the livestock sub-sector in Carriacou

2.3.3.2 Private Sector: National Organizations and Associations

Priorities outlined by the private sector include:

- Provision of technical support to small agro-entrepreneurs
- Development of organic farming systems
- Information and communication technology
- Inter-sectoral linkages

2.3.4 NGOs and Civil Society

Some of the priorities previously stated were identified by NGOs and civil society. New priorities outlined were:

- Rural group development
- Rapid and effective technology transfer through horizontal technical cooperation
- Exploitation of local herbs and condiments

IICA's STRATEGIC AREAS	AGREED GOALS	PRIORITIES	STRATEGIC ACTIONS
		<ul style="list-style-type: none"> -Exploitation of local herbs and condiments as a basis for developing an industry -Development of agri-entrepreneurial skills among youths -Certification and standardization of the production process for selected commodities (hot pepper sauce, seasoning and honey) 	<ul style="list-style-type: none"> -Access and introduce relevant technologies -Provide needed technical support -Establish credit based facilities -Training in agri-business management -Courses and support manuals to strengthen entrepreneurial skills -Courses in the use of modern technologies, marketing and production -Encourage and support the implementation of produce inspection and certification programme -Facilitate dialogue among agro-processors -Promote the development of community based agri-businesses
<p>2. Technology and Innovation</p> <p>3. Food Safety and Agricultural Health</p>	<ul style="list-style-type: none"> -Agricultural modernization -Strengthening the agricultural health and food safety systems 	<ul style="list-style-type: none"> -Making agriculture more competitive -Prevention of inadvertent transfer (to and from Grenada) of harmful pests and diseases, and dangerous pesticides -Promotion of good agricultural practices 	<ul style="list-style-type: none"> -Introduce and validate new varieties of hot pepper, sweet potato and cassava, in collaboration with CARDI -Introduce improved and appropriate cassava processing equipment -Support the development of cassava recipes -Support for the establishment of an effective quarantine mechanism -Assist in developing a pesticides importation and utilization database -Increase agri-entrepreneurs' capabilities in "Record Keeping" and in implementing good practices

IICA's STRATEGIC AREAS	AGREED GOALS	PRIORITIES	STRATEGIC ACTIONS
		<ul style="list-style-type: none"> -Inter-institutional collaboration -Development of a "Processed Food Act" -Review of Food and Drug legislation 	<ul style="list-style-type: none"> -Facilitate the establishment and/or effective functioning of a national Food Safety Committee -Assist in obtaining "model" Act from Jamaica -Assist in facilitating relevant workshop
4. Sustainable Rural Development	<ul style="list-style-type: none"> -Sustainable use of natural resources -Increasing farmers' confidence in the agricultural sector -Increasing farmers' confidence in the agriculture sector 	<ul style="list-style-type: none"> -Research in appropriate technologies - Organic farming -Facilitating increased competitiveness of small scale agri-enterprises -Rural groups (including farmers organizations) development 	<ul style="list-style-type: none"> -Inter-institutional collaboration -Provide relevant technical support for organic cocoa production -Course in Organic farming -Direct technical support to farmers and other small scale agri-entrepreneurs -Provide training in "Group Dynamics" -Institutional strengthening -Training of NGO technicians in project development, management and evaluation

3.2 Agreed Goals, Priorities and Strategic Actions which are in line with IICA's Supporting Areas

IICA'S SUPPORTING AREAS	AGREED GOALS	PRIORITIES	STRATEGIC ACTIONS
1. Horizontal Technical Cooperation	-Agroindustrial development through bilateral and regional cooperation	-Development of new agroindustries, based on successful overseas enterprises	-Organize and facilitate training visit to Guyana, with respect to cassava processing and marketing
2. Education and Training	-Educate and train all agricultural technicians and agri-entrepreneurs	-Management training -Timely training in Agri-business development, Agro-processing, and other aspects of the agri-food chain -Income generating skills	-Upgrade and expand IICA's Agri-entrepreneurial Distance Learning Centre (ADLC) -Market IICA's management courses offered through the ADLC -Organize local seminars and workshops -Facilitate overseas training visits -Organize public for a on "Trade Liberalization and Globalization" -Facilitate training in "Advance Beekeeping" and "Production of Secondary Hive Products"
3. Information and Communication	-Institutionalization of the use of information and communication technology in the management of public and private sector agri-enterprises.	-Management of information for decision making	-Support activities aimed at improving the information technology awareness and capabilities of agri-entrepreneurs. -Encourage and facilitate greater use of information and communication technology in the marketing of agri-products, and the procurement of production inputs. -Assist rural groups and organizations in formulating bankable projects for acquiring necessary information and communication equipment. -Development of socio-economic database.

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

INSTRUMENTS FOR IMPLEMENTATION	TRADE AND AGRI-BUSINESS DEVELOPMENT	TECHNOLOGY AND INNOVATION	SUSTAINABLE RURAL DEVELOPMENT	FOOD SAFETY AND AGRICULTURAL HEALTH
TRAINING AND EDUCATION	<ul style="list-style-type: none"> -Increasing the planning and management capabilities of technicians and farmers, through training in project development and management. -Contribute to the strengthening of the Agricultural Planning Unit by providing training in (a) Policy Formulation and Analysis, (b) Agricultural Trade Negotiation, and (c) Project Monitoring and Evaluation. -Organize public fora on “Trade Liberalization and Globalization” . 		<ul style="list-style-type: none"> -Organize training courses in (a) Production of Secondary Hive Products, and (b) Rearing of Queen Bees. -Provide training in “Entrepreneurship” and “Use of Information Communication Technology”. 	<ul style="list-style-type: none"> -Training in “Effective Quarantine Procedures”. -Increase farmers’ capabilities in record keeping and in implementing good agricultural practices.
INFORMATION AND COMMUNICATION	<ul style="list-style-type: none"> -Facilitate greater use of information and communication technology in the marketing of agri-products and the procurement of production inputs. 	<ul style="list-style-type: none"> -Provide technical support for organic agriculture, especially the production of cocoa organically. 	<ul style="list-style-type: none"> -Support rural groups in formulating projects for acquiring information and communication equipment. -Promote the use of the ADLC by rural groups. 	
INSTITUTIONAL MODERNIZATION AND PLANNING	<ul style="list-style-type: none"> -Formation of national Chapter of the Alliance for Sustainable Development of Agriculture and the Rural Milieu. 		<ul style="list-style-type: none"> -Institutional strengthening of rural groups and organizations. -Develop “Plan of Action” for agriculture/tourism linkage. -Facilitate the formation of a national organic farmers association; and national chapters of (a) the Caribbean Agricultural Forum for Youth, (b) the Caribbean Network of Rural Women, and (c) the Caribbean Agribusiness Association. 	<ul style="list-style-type: none"> -Development of a pesticides importation and utilization database. -Establishment of a national agricultural health and food safety entity. -Encourage and support the establishment of a Pest Risk Assessment and Management Unit in the Ministry of Agriculture. -Support the process towards adoption of Grenada’s draft Food and Drug Act.
HORIZONTAL TECHNICAL COOPERATION	<ul style="list-style-type: none"> -Support the formulation of a Land Use Policy. 	<ul style="list-style-type: none"> -Introduce technology for processing cassava and sweet potato. -Organize and facilitate training visits to Guyana for cassava processors. -Introduce and validate new varieties of selected crops. Facilitate technology improvement for selected crops. 		

INSTRUMENTS FOR IMPLEMENTATION	TRADE AND AGRI-BUSINESS DEVELOPMENT	TECHNOLOGY AND INNOVATION	SUSTAINABLE RURAL DEVELOPMENT	FOOD SAFETY AND AGRICULTURAL HEALTH
		-Technological support for the livestock sub-sector in Carriacou.		

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

5.1 Strengthening the Capabilities of Caribbean Professionals and Micro-Entrepreneurs

This project was initiated in 2001, and is due to terminate in June 2002. However, it has a strong built-in sustainability factor which should ensure some degree of continuity after project termination. Project funding is being provided by OAS.

5.2 Assistance to Institutionalize Good Agricultural Practices (GAPs) for Selected Commodities in the OECS

Initiated in November 2001, this project is of a 2-year duration. It targets both the public and private sectors, and is very participatory. It is funded by CIDA, through the Caribbean Regional Human Resource Development Programme for Economic Competitiveness (CPEC).

5.3 Supporting the Diversification of Exports in the Caribbean through the Development of Organic Horticulture

IICA's regional Fruit Specialist recently submitted this project to CPEC for funding. The project was approved in principle, subject to the results from a meeting of CPEC's project review team when it meets to review the project.

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

- Consideration could be given to providing the national office with a Budget rather than an "Allotment".

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

7.1 Agro-tourism

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

Staff based at the local IICA Office include one Agronomist and one Administrative Technician. However, the office has access to, and is served by technical personnel from the Institute's offices in St. Lucia, Barbados, Trinidad and Tobago, and Guyana.

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

- 9.1 The IFAD funded Rural Enterprise Development Project, due to commence in May, 2002, could provide an avenue for collaboration and complementary support.
- 9.2 FAO could play a major role through the nation component of its ongoing Regional Special Programme for Food Security for CARIFORUM countries. This Programme would be particularly supportive in the area of "Technology and Innovation".
- 9.3 The World Bank and the British Agency (Department for International Development) are currently assisting the local forestry sub-sector. They could potentially play a role in implementing the sustainable rural development component of the Agenda.

10. CONCLUSIONS AND RECOMMENDATIONS

- 10.1 For almost two decades, the Grenada government, through its Ministry of Agriculture, has been emphasizing the development of human resource and the physical infrastructure for agriculture. However, there has been a lack of direct action towards increasing production and productivity of key agricultural commodities. There was also limited effort towards developing entrepreneurial skills among producers of primary and processed agricultural commodities. It is therefore expected that IICA's National Technical Cooperation Agenda (for Grenada) would seek to assist in addressing some of the identified deficiencies in past approaches toward developing the agriculture sector.
- 10.2 IICA, through its Cooperation Agency in Grenada, has contributed significantly to Grenada's agriculture. Most of IICA's contributions have been in support of the Ministry of Agriculture. Accordingly, the impact of IICA's actions, per se, has not been very evident. It may therefore be necessary for IICA, through its National Technical Cooperation Agenda, to work closely with both the public and private sectors, and to exhibit a greater degree of proactivity in identifying and addressing areas of need

in the agri-business sector. More attention should be given to providing direct technical assistance to agri-entrepreneurs as a means of enhancing production and productivity as well as the entrepreneurial capabilities.

- 10.3 A wide cross section of agriculture sector stakeholders was targeted during the national consultation process towards development of the National Technical Cooperation Agenda. The areas identified for IICA's future action are therefore indicative of the stakeholders' needs in order to facilitate the sector's sustainable development.
- 10.4 Generally, the internal and external environments of IICA's local office are favourable for the development and implementation of the Institute's national technical cooperation agenda. However, IICA should ensure that the obvious disadvantage of not having the IICA Representative resident in Grenada does not adversely affect the timely availability of adequate resources to support implementation of the Agenda.
- 10.5 All priorities defined by national stakeholders were accommodated within IICA's strategic and supporting areas. However, given the human resource limitations of the local IICA office, the priorities need to be further prioritized for IICA's action. Greater emphasis may have to be placed on activities to be spearheaded by IICA's regional specialists.

ANNEX 1: Strategic Actions, Clients and Alliances

IICA'S STRATEGIC AREAS	STRATEGIC ACTIONS	CLIENTS/BENEFICIARIES	POSSIBLE ALLIANCES FOR CARRYING OUT TASKS
1. Trade and Agribusiness Development	<ul style="list-style-type: none"> - Improve local technicians' skills in project development and management. - Encourage and assist in the formation of a national Chapter of the Alliance for Sustainable Development of Agriculture and the Rural Milieu. - Improve the technical capability and efficiency of the Agriculture Planning Unit. - Support the formulation of Land Use Policy - Develop "Plan of Action" for agriculture/tourism linkage, using participatory approach. - Increase the planning and management capabilities of technicians and farmers. - Promote the use of improved technology for production of hot pepper, sweet potato and cassava. 	<ul style="list-style-type: none"> - MoA technicians, and Field Officers of Commodity Boards and NGOs - Agricultural sector - Staff of the Agriculture Planning Unit - Farmers - Rural developers - Agribusiness entrepreneurs - Tourism sector - MoA technicians - Food crop and vegetable farmers - Agribusiness entrepreneurs 	<ul style="list-style-type: none"> - Grenada Development Bank (Small Enterprise Development Unit) - Planning Unit, Ministry of Agriculture (MoA) - Department of International Trade - Ministry of Agriculture - Ministry of Agriculture - Board of Tourism - Hotel and tourism Association - CARDI - Chinese Agricultural Mission - Grenada Marketing and National Importing Board - Ministry of Agriculture - Grenada Marketing and National Importing Board - CARDI

IICA'S STRATEGIC AREAS	STRATEGIC ACTIONS	CLIENTS/BENEFICIARIES	POSSIBLE ALLIANCES FOR CARRYING OUT TASKS
	<ul style="list-style-type: none"> - Facilitate efficient production of high quality value added products. - Access and introduce relevant technologies for production and processing of local herbs and condiments. 	<ul style="list-style-type: none"> - Agribusiness entrepreneurs - Agribusiness entrepreneurs 	<ul style="list-style-type: none"> - Marketing Arm International (Caribbean Division) - Produce Chemist Laboratory - Marketing and National Importing Board - Grenada Food and Nutrition Council - Florida Association of Voluntary Agencies for Caribbean Action (FAVA/CA) - Produce Chemist Laboratory
2. Technology and Innovation	<ul style="list-style-type: none"> - Introduce and validate improved technologies for hot pepper, sweet potato and cassava. - Introduce improved and appropriate cassava processing equipment. - Introduce and effectively transfer appropriate livestock feeding and fencing technologies to Carriacou. - Support the development of cassava recipes. - Technical support for organic cocoa production. 	<ul style="list-style-type: none"> - Farmers - Hot pepper and sweet potato exporters - Cassava processors - Cassava processors - Livestock producers - Cassava processors - Cocoa producers and processors 	<ul style="list-style-type: none"> - CARDI - Marketing and National Importing Board - University of the Virgin Islands - CARDI - CARDI - Grenada Food and Nutrition Council - Produce Chemist Laboratory - Grenada Cocoa Association - Ministry of Agriculture

IICA'S STRATEGIC AREAS	STRATEGIC ACTIONS	CLIENTS/BENEFICIARIES	POSSIBLE ALLIANCES FOR CARRYING OUT TASKS
3. Agricultural Health and Food Safety	<ul style="list-style-type: none"> - Support for the establishment of an effective quarantine mechanism. - Assist in developing a pesticides importation and utilization database. - Increase agri-entrepreneurs capabilities in "Record Keeping" and in implementing good practices. - Facilitate the establishment and/or effective functioning of a national food safety and agricultural health entity. - Establish credit based facility 	<ul style="list-style-type: none"> - Pest Management Unit, MoA - Ministry of Agriculture - Ministry of Health and the Environment - Farmers - Agro-processors - Food crop and vegetable producers and exporters - Agro-processors - Food handlers - Agribusiness entrepreneurs 	<ul style="list-style-type: none"> - FAO - Pesticides Control Board - Pesticides importers, wholesalers and retailers - James Computer Services - Ministry of Agriculture - Ministry of Agriculture - Ministry of Health - Grenada Bureau of Standards - Produce Chemist Laboratory - Grenada Marketing and National Importing Board
4. Sustainable Rural Development	<ul style="list-style-type: none"> - Training in "Group Dynamics" 	<ul style="list-style-type: none"> - 4-H Clubs - Youth in Agriculture - Farmers groups - Agro-processing cooperatives - Grenada Association of Beekeepers (GAB) - Grenada Fresh Produce Exporters Association (GFPEA) 	<ul style="list-style-type: none"> - Grenada Community Development Agency (GRENCODA) - T.A. Marryshow Community College

IICA'S STRATEGIC AREAS	STRATEGIC ACTIONS	CLIENTS/BENEFICIARIES	POSSIBLE ALLIANCES FOR CARRYING OUT TASKS
	<ul style="list-style-type: none"> - Institutional strengthening - Training in Queen Bee rearing, and production of secondary hive products. - Develop "Plan of Action" for agriculture/tourism linkage. 	<ul style="list-style-type: none"> - Rural groups - Agro-processing cooperatives - GAB - GFPEA - GAB - Agro-entrepreneurs - Tourism sector 	<ul style="list-style-type: none"> - CARIFORUM Research and Training Fund (CARTF) - FAVA/CA - Marketing and National Importing Board - FAVA/CA - Ministry of Agriculture - Board of Tourism
IICA'S SUPPORTING AREAS	STRATEGIC ACTIONS	CLIENTS/BENEFICIARIES	POSSIBLE ALLIANCES FOR CARRYING OUT TASKS
1. Education and Training	<ul style="list-style-type: none"> - Upgrade and expand IICA's Agri-Entrepreneurial Distance Learning Centre (ADLC) - Market IICA's management courses offered through ADLC. - Organize local seminars and workshops. - Facilitate overseas training visits. 	<ul style="list-style-type: none"> - Agribusiness entrepreneurs - Agricultural technicians - Agribusiness entrepreneurs - Agricultural technicians - Agribusiness entrepreneurs - Agricultural technicians - Agribusiness entrepreneurs 	<ul style="list-style-type: none"> - Ministry of Finance and Economic Affairs (towards developing project for possible external funding) - Ministry of Agriculture - CARDI - Ministry of Agriculture - Produce Chemist Laboratory - Marketing and National Importing Board - Marketing and National Importing Board

<p>2. Information and Communication</p>	<ul style="list-style-type: none"> - Support activities aimed at improving the information technology awareness and capabilities of agri-entrepreneurs. - Encourage and facilitate greater use of information and communication technology in the marketing of agri-products, and the procurement of production inputs - Assist rural groups and organizations in formulating bankable projects for acquiring necessary information and communication equipment 	<ul style="list-style-type: none"> - Agricultural extensionists - Commodity Associations - NGOs - Marketing and National Importing Board - Commodity Associations - Farmers' groups - Agro-processors - River Sallee Agricultural Women's Group - Chantimelle Agro-processing Cooperative - Rose Hill Women's Group - Grenada Association of Beekeepers - Mt. D'Or Women's Group 	<ul style="list-style-type: none"> - FAVA/CA - FAVA/CA - Ministry of Finance and Economic Affairs - Small Enterprise Development Unit - National Development Foundation of Grenada
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ANNEX 2: STRATEGIC ACTION PLAN

IICA's STRATEGIC AREAS	STRATEGIC ACTIONS	IMPLEMENTING SCHEDULE										RESOURCE CONTRIBUTION		
		2002		2003		2004		2005		2006		IICA	STRATEGIC PARTNERS	REGIONAL SPECIALIST
		SEMESTER		SEMESTER		SEMESTER		SEMESTER		SEMESTER				
		1 ST	2 ND	1 ST	2 ND	1 ST	2 ND	1 ST	2 ND	1 ST	2 ND			
1. Trade and Agri-business Development	-Improve local technicians' skills in project development			X								✓	✓	✓
	-Encourage, and assist in the formation of a national Chapter of the Alliance for Sustainable Development of agriculture and the Rural Milieu		X	X								✓	✓	
	-Support the formulation of Land Use Policy					X	X					✓	✓	
	-Develop "Plan of Action" for agriculture/tourism linkage, using participatory approach					X						✓	✓	
	-Increase the planning and management capabilities of technicians and farmers				X							✓	✓	✓
	-Facilitate efficient production of high quality value added products				X	X						✓	✓	✓
	-Establish credit based facilities				X	X						✓	✓	
	-Training in agri-business management			X								✓	✓	
	-Courses and support manuals to strengthen entrepreneurial skills				X	X						✓	✓	✓
	-Training in (a) Policy formulation and analysis, (b) Project monitoring and evaluation, and (b) Agriculture trade negotiation					X	X					✓	✓	✓
-Facilitate dialogue among agroprocessors		X	X	X							✓	✓	✓	

2. Technology Innovation	-Introduce and validate new varieties of hot pepper, sweet potato and cassava			X	X	X							✓	✓	
	-Introduce improved and appropriate cassava processing equipment					X	X						✓	✓	
	-Support the development of cassava recipes					X	X						✓	✓	
	-Technical support for organic agriculture			X	X	X	X	X	X	X	X				
	-Encourage and support the implementation of produce inspection and certification programme	X	X	X										✓	✓
	-Technological support for Carriacou Livestock industry					X	X							✓	
3. Agricultural Health and Food Safety	-Support for the establishment of an effective quarantine mechanism			X	X								✓	✓	✓
	-Assist in developing a pesticides importation and utilization database			X	X									✓	✓
	-Increase agri-entrepreneurs' capabilities in "Record Keeping" and in implementing good practices	X	X										✓	✓	
	-Facilitate the establishment and/or effective functioning of a National Food Safety and Agricultural Health entity		X	X	X									✓	
	-Encourage and support the establishment of a pest risk assessment and management unit						X	X						✓	✓
4. Sustainable Rural Development	-Inter-institutional collaboration (re use of natural resources)				X	X	X	X	X	X	X			✓	
	-Provide relevant support for organic cocoa production	X	X	X	X									✓	✓
	-Courses in Organic Farming	X	X											✓	✓

	-Direct technical support to farmers and other small scale agri-entrepreneurs	X	X	X	X	X	X	X	X	X	X	X	✓	✓	
	-Provide training in “Group Dynamics”				X								✓	✓	✓
	-Institutional strengthening			X	X	X							✓	✓	✓
<u>IICA’s SUPPORTING AREAS</u>															
1. Education and Training	-Organize local seminars and workshops			X									✓	✓	
	-Facilitate overseas training visits					X							✓	✓	✓
	-Organize public fora on “Trade Liberalization and Globalization”				X	X								✓	✓
	-Facilitate training in “Queen Bee Rearing” and “Production of Secondary Hive Products”					X							✓	✓	
2. Information and Communication	-Support activities aimed at improving the information technology awareness and capabilities of agri-entrepreneurs				X								✓	✓	
	-Upgrade and expand IICA’s Agri-entrepreneurial Distance Learning Centre (ADLC)					X	X	X	X					✓	✓
	-Market IICA’s management courses offered through the ADLC						X	X	X	X	X		✓	✓	✓