

# PROCEEDINGS OF THE IICA/OAS AGRO-TOURISM WORKSHOP

7<sup>TH</sup> Caribbean Week of Agriculture

October 8 & 9, 2007

Gran Bahia Principe Hotel, St. Ann, Jamaica, W.I.

## OPENING CEREMONY

### ◇ Welcome by Chairperson – Mrs. Cynthia Currie; IICA Representative in Jamaica

Mrs. Cynthia Currie, IICA's Representative in Jamaica and Chairperson for the opening session, welcomed participants to the event, and briefly introduced the persons at the head table, namely, Mrs. Joan Neil; OAS Director in Jamaica; Mrs. Ena Harvey, IICA Representative in Barbados and Coordinator of the IICA/OAS Agro-tourism project; Mr. Donovan Stanberry, Permanent Secretary in the Ministry of Agriculture and Lands, Mr. Wayne Cummings, President of the Jamaica Hotel and Tourist Association, and Dr. the Hon. Christopher Tufton, Minister of Agriculture and Lands.

### ◇ PRAYER

The Permanent Secretary in the Ministry of Agriculture and Lands, Mr. Donovan Stanberry, led the Prayer.

### ◇ Review of Workshop Agenda

Mrs. Currie gave an outline of Agenda for the Workshop and the various issues to be discussed during the two day workshop. The Workshop agenda is presented in *Annex I*. This Agenda had to be amended, as due to the heavy rains, some resource persons were not being able to arrive on time. She then proceeded to introduce the next presenter, Mrs. Ena Harvey, IICA Representative in Barbados and Coordinator of the IICA/OAS Agro-tourism project.

### ◇ The OAS/IICA Agro-tourism Project in the Caribbean – Mrs. Ena Harvey, IICA Representative in Barbados, and Coordinator of the IICA/OAS Agro-tourism project

Supported with a PowerPoint presentation, Mrs. Harvey introduced to participants the 3 year project entitled '*Strengthening of the Tourism Sector through the Development of Linkages with the Agricultural Sector in the Caribbean*'. This project was proposed by IICA, approximately two years ago, and is currently being implemented in seven countries in the CARICOM Region, with grant funding provided by the Organization of American States (OAS).

Mrs. Harvey highlighted what were the general and specific objectives of the project, as well as the activities undertaken since its launch, including inventory reports for 7 countries, market demand analysis, video documentation of rural dimensions in tourism, and ICT trade interface design and data collection. In concluding her presentation several critical needs, as well as activities to be undertaken in the second and third year of the project, were identified i.e.

- ▶ Central driver for Agro-tourism initiatives at the national and regional levels
- ▶ Funding of Agro-tourism Resource Centers and Research and Development
- ▶ Investment Forum for bankable proposals

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## ◇ Workshop Objectives for Jamaica - Dr. Joan Neil; Director, OAS Jamaica

Pointing to the competitive advantage of tourism in the Caribbean, and the economic space that can be made for value-added agricultural products, Dr. Neil in her address, suggested that the challenge of boosting productivity and growth in the agricultural sector, should be linked with sectors that are experiencing growth opportunities e.g. tourism. She proposed that in making this link, a new vision, a new breed of entrepreneur, and new business investments will be required, and acknowledged it won't be an easy task to move away from the abstract to what is really feasible, as getting business investments going in agriculture and tourism has many challenges, notably the uneducated work force, crime, and the brain drain.

Dr. Neil urged participants to see the vision, and working backward to ensure its realization. The re-branding of Jamaica's image she stated, as very important, and recommended that the GOJ lead the way in marketing this new image at home, and to second-generation Jamaicans living in foreign countries (who are potential end-users of a wide range of community-based tourism products).

Speaking specifically to the major objectives of the workshop, Dr. Neil suggested to participants that attention be paid to determining:-

- ▶ What type of Community Tourism is to be developed in the various communities;
- ▶ The requisite skills critical to developing that product;
- ▶ The inputs, both material and human required to craft and hone and fine-tune the product; and
- ▶ The quantum, type and source of micro-financing to turn the plan into reality.

In concluding her remarks, Dr. Neil highlighted the role of Community Leaders in the process of forging the consensus needed to move agro-tourism forward and also made mention of planned agro-tourism-oriented projects in six selected communities within the Blue Mountain, Elim in St. Elizabeth etc. These projects will be supported by a Science Business Lab that will *"bring together all actors and stakeholders to provide all inputs and resources necessary to produce an informed, detailed and bankable project to initiate and kick-start the agro-tourism development process in these communities"*.

## ◇ Comments by Mr. Wayne Cummings; President, Jamaica Hotel & Tourism Association

Mr. Cummings in his opening remarks, congratulated the organizers on the convening of the workshop, and proceeded to outline the positive impact of tourism on, infrastructural development, net foreign exchange earnings, cross-sector investment in services, and the opportunity it presents to increase jobs exponentially. He also pointed to the fact that while world tourism grew at 6-7% per annum, the sector in the Caribbean only grew at 2%, with little or no enabling tax incentive to attract capital into the sector and the economy on a whole. Added to this, was the need for better trained workers who have a greater sense of customer service.

On the matter of the agriculture and tourism convergence, Mr. Cummings was of the opinion that

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Jamaica, with stop-over visitors in excess of 1.5 million in 2006, and generated revenues of \$ 2 billion, could serve as a good test case given the size of both sectors, and the range of fruits and vegetables locally available. Extrapolating based on his experience, he estimated that at 70% occupancy within the tourist sector, the demand for vegetables, herbs and seasonings, fruits, meats, fish and poultry, could be in excess of US \$13 M per annum. In closing, he took the opportunity to highlight some critical factors that were impinging on the business relationship between farmers and hoteliers, namely consistency of supply, and wide seasonal price variations, and suggested that government's import policy during hurricane seasons, be examined in a spirit of partnership.

## ◆ Comments by Mr. Donovan Stanberry, Permanent Secretary, Ministry of Agriculture and Lands

Mr. Stanberry indicated that the Ministry of Agriculture and Lands was very pleased to be associated with the workshop, which in his opinion is the feature event of the Caribbean Week of Agriculture. He urged participants to make the workshop as practical as possible, and to seek creative solutions to address the challenges that are faced, thereby assisting in moving both the agriculture and tourism sectors forward.

## ◆ Address by Dr. the Hon. Christopher Tufton, Minister of Agriculture and Lands

*Dr. Tufton was introduced by the Chairperson and IICA Representative, Mrs. Cynthia Currie*

In his opening remarks, Dr. Tufton indicated that growth in both sectors (i.e. agriculture and tourism) was critical for the Jamaican economy to move forward, and also in enhancing the well being of communities. He noted a concern for the kind of relationships that exist between stake holders, as well as the need for a greater understanding of the responsibilities that each stake holders will have to undertake. In his opinion, too little time is being spent on actual implementation, versus 'studying the issue' and it was his perspective that '*we have to move beyond the analysis and begin to implement, and this workshop should move along this route*'

Minister Tufton went on to express the view that the single greatest threat to the agricultural sector, was the issue of productivity, and while there are natural opportunities that can be exploited, technology is all the time bringing about changes, and is also being used to erode our competitive advantages. Therefore, our capacity to produce, and compete, is the only real basis for defending of our self interest. He further stated that:-

- ▶ There has to be a determination as to how we can engender greater collaboration between agriculture and the tourism industry;
- ▶ Creating uniqueness will be critical;
- ▶ We should seek to identify opportunities and create supply development programs, where dialogue is intensified to create a better visiting experience.

Minister Tufton also alluded to the RADA- hotel programme, which was pioneered some years ago, wherein 5 groups of farmers marketed approximately \$93 million to 4 hotels over a three year period. This in his opinion was '*experimental*,' and raised the question as to what were the critical factors necessary to take the process to another level, i.e. meeting 70% of hotelier's food requirements on a

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consistent basis. How do we achieve better levels of consistency?

In this regard it was the Minister's opinion that modern tools of production (on the farm) have to be examined, particularly from the perspective of productivity improvement, hence the need to focus on greenhouse technology, tissue culture, and their potential to boost productivity, and output. At the same time, cognizance should be taken of the hurricane season in the Caribbean region, and the need for mitigating measures. He indicated to participants that this should not however stop investment in any technology that can boost productivity and consistency of availability, as the negative consequence of inconsistency, is the damaging of the Jamaica brand.

Coupled with the use of modern technology, there has to be the establishment of Marketing Intelligence Systems that would guide the production of farmers to the buyer/end-user. After this transaction is completed, experience has shown that there is also the issue of delayed payment by the hotel, which is impacting negatively on farmers' production. This, he stated, is an issue that has to be addressed. In closing, Minister Tufton told the participants that *"Success does not come by chance, and it is increasingly becoming more challenging to negotiate a 'bligh'. We therefore have to work together, and intensify the dialogue to create a niche, tailoring a package that will create synergy, and benefits, to move success stories beyond experiment."*

The Chairperson, Mrs. Currie thanked Minister Tufton for his remarks, indicating that he has set the tone for the rest of the workshop, recognizing the challenges, suggesting Brand Jamaica and the application of modern technology to improve productivity, with value chain collaboration moving beyond the rhetoric, to ensure that the sector operates at optimum levels.

## END OF OPENING CEREMONY

### DAY 1

#### WORKSHOP SESSION I

#### ◆ The Concept of Agro-Tourism – Dr. Carolyn Hayle

Dr. Hayle in her PowerPoint presentation guided participants through the various contextual definitions of tourism, and sustainable development and therein described the tourism sector as a competitive, unforgiving, complex and complicated sector, international in scope, highly regulated, with a high level of self-regulation.

Dr. Hayle also highlighted several other relevant issues such as the Legislative framework in Jamaica; the various tourism sub-sectors and associated misconceptions; the links to health; national problems and possible solutions; inter-sectoral linkages; the Tourism System; The Marketing Information System; what is happening in the Generating Markets; how to use the Tourism System for development; the pre-cursors to Agro-tourism; Wellness Tourism and Agriculture Intersect, and barriers to success; strategies for meeting the challenges; and the way forward. In concluding, Dr. Hayle stated that *"There must be a formal agreement among agriculture, tourism, health, environment, trade and industry, to create a strategic competitive advantage for the country, using wellness as the market segment for entry into the global market"*.

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## ◇ Pre- Breakout Session

The Chairperson then invited participants to comment on the perspectives and issues raised by the various presenters. Their comments drew focus to the issues of technology use in agricultural production, the quality of extension support for farmers, the issue of payment to farmers by hotels, the need to address other structural challenges, and questioned the focus on 'wellness'.

In responding, Minister Tufton indicated that an audit of the extension service will be undertaken in the near future, pointed to the need for extra budgetary support for research, and in this regard, suggested that the tourism industry give consideration to supporting the agricultural sector.

## WORKSHOP SESSION II

### ◇ Requirements for operating in the Tourism Industry - Carol Williams, Tourism Product Development Company (TPDCO)

In her presentation, Ms. Carol Williams outlined the mandate of the Tourism Product Development Company (TPDCO), and indicated to participants that the entity liaises with many organizations in the licensing process, with its officers providing guidance re: meeting the minimum technical standard in the areas of health, safety, environment etc. The Agency is also an information bank, will provide training, assist in assessing the viability of projects, and accessing tax incentives and finance. She reiterated that along with meeting consumer quality demands, and ensuring the delivery of professional services and amenities, all entities must meet health standards, and adhere to regulations, re food safety, fire, adequate security, environmental standards and permits, national heritage trust, and maritime authority licenses.

With respect to requirements, she indicated that it was TPDCO's perspective, that Community-based tourism can be profitable, from a social as well as an economic perspective. The long-term benefit to the country, is the creating of diversity in the destination product offered, resulting in increased visitor arrival. However for this to become a reality, persons will have to become more educated, trained, sensitive to the issue of environmental sustainability, and also, the safety and security of visitors will be crucial to the operation of community attractions.

### ◇ Strategic Planning Framework for Workshop – Mrs. Leone Hines-Smith

Mrs. Leone Hines-Smith delivered a power-point presentation, focusing on the four elements of the Strategic Management process namely, Environmental Scanning, Strategy Formulation, Strategy Implementation, Evaluation & Control. She also looked at the various tasks that had to be undertaken i.e.

- ▶ Developing a Strategic Vision and Business Mission ;
- ▶ Setting Objectives ;
- ▶ Crafting a Strategy to Achieve the Objectives;
- ▶ Evaluating Performance;
- ▶ Reviewing New Developments and Initiating Corrective Adjustments ; and
- ▶ Implementing and Executing the Strategy

Participants were then guided into the details of each of the tasks, and subsequently raised

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questions about strategic planning and the five products of strategic planning (i.e. Environmental Issues and Trends, Needs Survey, Mission Statement, Objectives and Strategies). Mrs. Hines-Smith also highlighted some inherent hazards of Strategic Planning, namely, underestimation of resources, and overemphasis on planning vs. implementation, after which she presented elements of a successful strategic planning process, with attention being paid to measurements of success.

## ◆ Breakout Groups for Five Agro-Tourism Products

Workshop participants were invited to participate in one of five groups, to undertake an analysis of the different forms of Agro-tourism, i.e.

- ▶ Festival and Events
- ▶ Accommodation
- ▶ Food and Beverage
- ▶ Adventure and Attractions
- ▶ Events and Festivals

## DAY2

### WORKSHOP SESSION III

## ◆ Recap from Day I

Mr. Robert Reid, Agribusiness Specialist in the IICA Jamaica Office, gave a recap of the proceedings from Day I of the workshop.

## ◆ Comments: Mrs. Jennifer Griffith, Permanent Secretary, Ministry of Tourism

In her opening remarks, Mrs. Griffith noted the cross section of persons present at the Workshop, which in her opinion, shows that there was a significant level of interest amongst persons in both sectors, to work with each other. She proceeded to indicate to participants that the new Minister of Tourism is also very supportive of linkages between tourism and other sectors, and that tourism could be placed within the broader context of rural development, as a mechanism to address poverty in rural areas. She further alluded to the challenges faced by farmers in meeting the unfilled demand within the markets, and the matter of payment by hoteliers. It was her perspective that there was a gap in communication between the sector operators, suggesting that Tourism Product Development Company (TPDCO) was able to play a facilitating role in this matter. She stated, *“The relationship must be seen as a business partnership, not only in food supply, but also value-added products, farm tours, craft, and other non-food items. Village tourism, wellness and a comprehensive set of goods and services must be creatively developed and packaged”*.

After indicating to participants the fact that after accommodations, food and beverage is the second greater area of expenditure by visitors, Mrs. Griffith remarked, *“However there is need to look at attractions and identify collaborative approaches with private sector, communities etc to contribute to sustainable growth”*. She went on to point to various areas of opportunity for horticulturalist, landscaping, forestry products and the skills that farmers have. In concluding Mrs. Griffith told participants that the Ministry of Tourism is now a “stand alone Ministry”, and via TPDCO, can meaningfully assist at the policy level, as well as the implementation level. The Ministry is thus ready to work with the agricultural sector in this

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thrust to develop agro-tourism in Jamaica, and she looked forward to concrete proposals coming out of the workshop.

### ◆ Plenary Session Presentations -- Agro-Tourism Products

Spokespersons for the individual groups made presentations on the exercise undertaken. Following each presentation, participants had the opportunity to make queries and suggestions.



*Workshop group participants engaged in deep deliberations*

### ◆ Introduction of the Science BIZ Lab Concept and Opportunities - Mr. Jonathan Burke, CEO, Young Americas Business Trusts (Ja.) Ltd

Mr. Burke indicated to participants that the Organization of American States (OAS) has recognized that in the last two decades or so, the results of all the development initiatives concerning the development of youths between the ages of 17-35, have failed to meet their expected impacts, and that the youth cohort is in crisis in the region. In the case of Jamaica, it was decided that a framework of revolutionary proportion was needed, hence the birth of the Science BIZ Lab in 2002

In the Science Business Lab, there is the examination of technologies that will help to understand products and markets in more detail, and thus allow for more informed decision-making. Mr. Burke further stated *“We found that revolutionary vision in the proposed framework of agro-tourism as it has been presented to us in this workshop ...”* and announced that the relevance of the approach would be demonstrated through work in several communities in the Blue Mountain Range foothills.

In closing, Mr. Burke urged community leaders to participate in the Business Lab, using it as a vehicle to gauge the readiness of their business plans, and to determine what technologies (e.g. internet, GPS) can be used to access the tourist market, which is a key issue for community-based agro-tourism. In closing, Mr. Burke summarized the proposed activities of the Science Business Lab, inclusive of networking with local and international entities to secure grant funds for community-based business endeavors.

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## ◆ Workshop Recommendations

1. Mechanisms should be implemented to facilitate further Inter-Ministerial dialogue on the ‘*Concept of Agro-tourism and the need for National Agro-Tourism Policy Frameworks*’, thereby engendering deeper collaboration between the region’s agriculture and tourism sectors.
2. Due consideration should be given to the formulation of National (Agricultural) Development Plans, that incorporate objectives, strategies, and programmes to make tangible the repositioning of the agricultural sector, while maximizing the integration of indigenous food, culture, wellness, and the environment, into a sustainable tourism experience.
3. The Ministries of Agriculture and Tourism in the various CARICOM Member States should put in place the human and financial resources that will concretize collaboration with Inter-American Institute for Cooperation on Agriculture (IICA), and the Organization of American States (OAS), in the development and implementation of various types of Community-based Agro-tourism projects.
4. Initiatives should be taken, to explore and realize collaborative funding, and technical support, from International, Regional Donor, and Development Agencies in support of agro-tourism projects and programmes.

## ◆ Closing Comments – Mrs. Cynthia Currie, IICA Representative in Jamaica

In closing the Workshop, Mrs. Currie thanked participants for their attendance.<sup>1</sup> She also indicated that IICA and the OAS would be undertaking further activities to strengthen the link between agriculture and tourism, as this was seen as a key process in the alleviation of many of the challenges that rural communities face throughout the Caribbean. She reiterated the supporting gesture of the Minister of Agriculture, Dr. the Hon. Christopher Tufton, and urged community leaders to become involved in the BIZ lab that will be targeting specific communities in Jamaica.

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<sup>1</sup> Annex II – List of Workshop Participants

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## ANNEX I

### IICA/OAS Agro-Tourism Workshop Programme

October 8, 9, 2007

Gran Bahia Principe Hotel

#### Day 1

8.30 a.m. – 9.00 a.m.	Registration
9:00 a.m.	Welcome – Mrs. Cynthia Currie, IICA Representative in Jamaica
9:05	Prayer
	Review of Agenda
9:10 a.m.	The OAS/IICA Agro-tourism Project in the Caribbean Mrs. Ena Harvey, IICA Representative in Barbados; Project Coordinator for the Caribbean
9:30 a.m.	Comments: Mrs. Mrs. Jennifer Griffith, Permanent Secretary, Ministry of Tourism Mr. Donovan Stanberry, Permanent Secretary, Ministry of Agriculture and Lands
9:55 a.m.	Introduction of Guest Speaker Mrs. Cynthia Currie, IICA Representative in Jamaica
10:00 a.m.	Address by Minister of Agriculture and Lands, Jamaica Dr. the Hon. Christopher Tufton

#### COFFEE BREAK

#### SESSION I

10:45 a.m.	Presentation of the Concept of Agro-Tourism Dr. Carolyn Hayle
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11:20 a.m.	Questions and Answers
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#### SESSION II

11:30 a.m.	Presentation on Competitiveness Cluster and its benefits for Agro-Tourism
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12:00 p.m.	Question and Answers
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12:30 p.m.	<b>LUNCH</b>
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#### SESSION III

2:00 p.m.	Overview of TPDCo: Requirements for operating in the tourism industry
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3:00 p.m.	<b>COFFEE BREAK</b>
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<b>3:15</b>	Break-out groups for the five agro-tourism products
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## IICA/OAS Agro-Tourism Workshop Programme

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### **Day 2**

- 9:00 a.m. Recap from Day 1 – Robert Reid, Agribusiness Specialist, IICA
- 9:15 a.m. Break Out groups continue to develop products and services
- 10:00 a.m. **COFFEE BREAK**
- 10.15 a.m. Break out groups refine products and services
- 12:30 p.m. **LUNCH**
- 1:45 p.m. Plenary Session Presentation of Products and Services complete with marketing strategy for each
- 3:00 p.m. Next Steps agreed by Workshop participants
- 4:15 p.m. Introduction of BIZ Lab concept and opportunities  
Jonathan Burks, CEO, Young Americas Business Trust (Ja.) Ltd
- 4:30 Closing Comments – Mrs. Cynthia Currie  
IICA Representative in Jamaica
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**WORKSHOP PARTICIPANTS**

**ANNEX II**

<b>NAME</b>	<b>ORGANIZATION</b>
Dr. Hon. Christopher Tufton	Ministry of Agriculture and Lands, Jamaica
Donavon Stanberry	Ministry of Agriculture and Lands, Jamaica
Z. Budan	Ministry of Agriculture and Lands, Jamaica
Carol Johnson – Miller	Ministry of Agriculture and Lands, Jamaica
Margaret Dyer-Howe	Ministry of Agriculture, Montserrat
Rena Glinton	Ministry of Agriculture, Montserrat
Piou Fernney	Ministry of Tourism, Haiti
Brian Crichlow	Cayman Island, Department of Agriculture
Adrain Estwick	Cayman Island, Department of Agriculture
Jennifer Aird	Dominica Chamber of Commerce
Richard Irving	Caribbean Forum of Youth in Agriculture
Maurice Wilson	Caribbean Agricultural Research and Development Institute
Dr. Joan Neil	Organization of American States
Jonathan Burke	Young American Business Trust (Ja) Lttd
Roxanne Petgrave	Young American Business Trust (Ja) Lttd
Rodinald Soomer	OECS Secretariat
Cynthia Curie	Inter-American Institute for Cooperation on Agriculture
John King	Inter-American Institute for Cooperation on Agriculture
Ignatius Jean	Inter-American Institute for Cooperation on Agriculture
Robert Reid	Inter-American Institute for Cooperation on Agriculture
Shauna Brandon	Inter-American Institute for Cooperation on Agriculture
Ayesha London	Inter-American Institute for Cooperation on Agriculture
Howard Batson	United States Agency for International development /REACT
Jennifer Griffiths	Ministry of Tourism
Tina Williams	Ministry of Tourism
Wayne Cummings	Jamaica Hotel and Tourism Association
Camille Needham	Jamaica Hotel and Tourism Association
Richard Irving	Jamaica Hotel and Tourism Association
Beryl Bennett	Jamaica Hotel and Tourism Association
Vava Taylor	Jamaica Hotel and Tourism Association
Coral Williams	Tourism Product Development Company
Hugh Shen	Tourism Product Development Company

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NAME	ORGANIZATION
Frank Lumsden	Charles Town Maroon Council
Andrew Smith	Good Hope Partners
Morace Campbell	Good Hope Partners
Waveney Ricketts	Good Hope Partners
Kayon Henry	Good Hope Partners
Alfonso Taylor	Good Hope Partners
Larell McIntosh	Good Hope Partners
Margarette Williams	Good Hope Partners
Gaylia Catwell	Good Hope Partners
Morris Brown	Good Hope Partners
Neil Mark	Good Hope Partners
Courtney Roberts	St. Jago Farms Ltd
Densize Perkins	Walkerswood Caribbean Ltd
Egbert Miller	Circle 'B' Farms
Patrice Issacs	Green Produce Farm
Marcia Davis	Farm Grill Produce
Cleveland Wright	CaCoon Castle Farmer Group
Karen Tamasa	Easy Way Farm/Veg Store
Derrick Walker	Rhymesfield Dairy Coop
Debra Boyle	Green Island Consulting
Mansfield Richard	Windalco Ja Ltd
Marjorie Stair	EU Banana Diversification Project
Denmark Sheriff	St. Thomas Coop Credit Union
Vassel Stewart	T&T Agribusiness Association
Jennifer Aird	Dominica Chamber of Commerce
Loraine Fisher	Jamaica Pig Farmers Association
Annabel Williams	Jamaica Pig Farmers Association
Hershell Brown	Agricultural Support Services Project
Barbara Gardener	Agricultural Support Services Project
Albert Shand	Rural Agricultural Development Authority
Brenard Goffe	Rural Agricultural Development Authority
Victor Edwards	Rural Agricultural Development Authority
Donald Robinson	Rural Agricultural Development Authority
Wentworth Mitchell	Rural Agricultural Development Authority
Clarence Parks	National Environmental Protection Agency
Dermon Spence	Heart Trust
Clover Burnett	Heart Trust
Micheal Lawrence	NIC
Richard Harris	New York University