

FEDERATION OF ST. KITTS AND NEVIS “REVISED”

NATIONAL TECHNICAL COOPERATION AGENDA

1. Introduction

The Cooperation Agency (CA) was established in 1992 on the signature of the basic Agreement for Cooperation between the Inter-American Institute for Cooperation on Agriculture (IICA) and the Government of the Federation of St Kitts and Nevis.

In 2000, the Institute conducted an analysis of its available strengths and opportunities for providing technical cooperation to agricultural sector institutions. In doing so, it took into account the priorities defined in each country and the Institute’s technical cooperation contribution to economic development. One outcome of this analysis was the development of the Institute’s Corporate Strategy for 2000 – 2001. This Strategy defined ways to revitalize the thematic focus of the Institute. Moreover, it upgraded the operational efficiency through strategic actions *‘that enable the Institute to play an active role in building the future’*. In light of this strategic adjustment, the CA was able to contribute significantly to agricultural and rural development in St Kitts and Nevis.

IICA, as an Organization, took an active role in the 2001 Summit. It was significantly named in the Plan of Action as having a role to play in the follow-up and implementation. This inclusion as an active partner changes the role which IICA as an organization has played in the past and makes it more prominent in the future in terms of promoting dialogue and better hemispheric integration. The immediate challenge, which faces the Institution, is to take full advantage of this opportunity during the process of discharging this new responsibility. However, the Institution’s principal challenge continues to be one of supporting the efforts of its member countries to incorporate agriculture successfully into the changing context of the new economy. Within the changing context, agriculture must adapt to the new economy of information and knowledge, globalization and integration.

It is therefore appropriate that the Medium Term Plan 2002 – 2006 is entitled “Repositioning IICA in the New International Context”.

The National Agenda for St Kitts and Nevis has been prepared to strongly support the implementation of IICA MTP for 2002 – 2006. The new general strategy, which will guide the Institute in that period, will reflect the approach and priorities.

“The Institute will continue to modernize its operations to create a culture of excellence. It will provide visionary leadership, relevant know-how, technical support and information for contributing to attaining the Strategic Objective. It will support dialogue and

consensus building among the members of the Community of Agriculture and Rural Life regarding its Strategic Actions. It will also provide the technical cooperation necessary for agriculture to continue contributing to economic prosperity, food security and, consequently, to social stability in the countries. IICA will be a strategic organization that seeks to anticipate the emerging problems and opportunities of agriculture and rural life and work in close partnership with leaders and organizations”.

The process to be followed by the CA in St Kitts and Nevis will be guided by the following principles:

- i) Client-oriented approach in providing services
- ii) Proactive action
- iii) Focused action and technical excellence
- iv) Strategic Alliances
- v) Commitment to the Inter-America Agenda.

This National Agenda therefore establishes the Strategic Framework that will contribute towards improving Agriculture and the quality of life in rural communities, In addition, it is expected to enhance food security and contribute to the alleviation of rural poverty. Emphasis will be placed on:

- Joint actions with public and private leaders of the Community of Agriculture and rural life.
- Solidarity and cooperation among the Member States; and
- Building Strategic Partnerships with National and International Organizations.

2 The Consultation Process

2.1 Methodology adopted

In 2001, the CA started the consultative process in St. Kitts and Nevis. The aim of this process was to encourage dialogue with the objective of promoting medium and long-term national strategies toward sustainable improvement in agriculture and rural life. The National Consultation involved three processes. The first was to obtain via a questionnaire the opinions of leaders of the community, with a view to discussing the results of the analysis of the critical issues and reaching agreement on strategic issues that should be addressed in the strategies. The critical issues identified on the questionnaire refer to agri-food chains, rural spaces the institutional framework. The policy formulation process and the role of the persons who participated in the process were categorized as officials of the public sector, leaders of associations of producers and entrepreneurs and leaders of civil society organizations with broad experience in, and thorough knowledge of agriculture and rural life in their countries. The second process involved the compilation and analysis of the data gleamed from the questionnaire. The final stage involved the hosting of a conference with the leaders of the community to discuss the results of the analyses that were considered important inputs for the

preparation of the National Agenda for the improvement of agriculture and rural life.

In early 2002, the Ministry of Agriculture conducted its Annual Review and Planning Meeting. A wide cross section of stakeholders and allied agencies including IICA participated in this very comprehensive exercise. At this meeting, the Ministry reviewed the year 2001, and outlined its programme of activities for 2002. Other agencies, such as IICA also reviewed their activities for the previous year. The CA also presented a programme of work for the endorsement by the meeting. This programme was based on discussions held and requests that were made.

In light of the dynamic and continuous nature of the consultative process, further formal interviews were conducted with representatives of key stakeholders to identify specific areas, where IICA could focus its attention during the period 2002 – 2006. In addition, informal discussions were conducted with individuals to ascertain perception and interpretation of IICA's work and to determine areas of possible assistance.

The process of developing the national Agenda also consisted of a review of documentation outlining the St. Kitts and Nevis policies, future priorities and focus. Two (2) of the important documents which guided the articulation of the process were:

- i) Department of Agriculture: Strategic Plan 2002 – 2005
- ii) St. Kitts and Nevis: Medium Term Strategy 2000 - 2002

2.2 Sampling of Organizations involved in the Consultations

Strengthening and facilitating dialogue between the stakeholders of the Agri-food and the agri-business sectors were paramount to the consultative process. In this regards, the following organizations were involved in the development of the National Agenda.

Public Sector

- ❑ Ministry of Agriculture, Fisheries, Forestry, Lands and Housing
- ❑ Department of Agriculture
- ❑ Multi-Purpose Laboratory
- ❑ Public Health Department
- ❑ Department of Environment
- ❑ Ministry of Trade
- ❑ Department of Education
- ❑ St. Kitts Sugar Manufacturing Corporation (SSMC)
- ❑ Ministry of Tourism

- ❑ St. Kitts and Nevis Development Bank

Private Sector

- ❑ St. Kitts Beekeepers' Association
- ❑ Farmer Representatives (St. Kitts)
- ❑ Nevis Growers' Association
- ❑ Nevis Beekeepers' Association
- ❑ Representatives from Agro-processors (St. Kitts and Nevis)

Allied Organizations

- ❑ Caribbean Research & Development Institute (CARDI)
- ❑ The Food and Agriculture Organization (FAO)
- ❑ Republic of Taiwan, Agricultural Mission
- ❑ East Caribbean Institute of Banking (ECIB)
- ❑ Florida Association of Voluntary Agencies for Caribbean Action (FAVA/CA)

Non-Governmental Organization

- ❑ Nevis Historical & Conservation Society
- ❑ St. Kitts Heritage Society

2.3 Issues considered in building a new national Agenda.

The Agricultural Sector of the Federation of St.Kitts and Nevis was caught up at the beginning of the millennium in a whirlpool of unprecedented changes. These changes have altered the conditions and game rules of its economic, political and social stakeholders. Not only have they pose threats and create uncertainty but they offer a range of opportunities that can be tapped to advance toward the goal of sustainable development of agriculture. The several threats and opportunities can be grouped into the external and internal environment of IICA's office.

2.3.1 External environment.

There are four (4) major external factors that provide challenges to the agricultural sector of St. Kitts and Nevis.

a) Globalization and Trade liberalization.

The conclusion of the Uruguay Round in 1993 and the establishment of the World Trade Organization (WTO) in 1995 have irreversibly altered the environment for international trade in agricultural products. The new rule which now apply have drastically reduced tariff barriers and seek to establish new standards for trade in products that incorporate social issues, human health and environmental considerations. While these standards assure a greater market share to those who comply with

the rules, it is imperative for countries to be better prepared in order to take advantage of the new opportunities.

In the case of small economies such as St. Kitts and Nevis, these new regulations and standards have often become new barriers to access the market of developed countries.

One of the major effects that the implementation of the new WTO rules has had is the decline in importance of preferential markets. The sugar industry has been a major economic activity with sugar being exported to Europe – mainly the United Kingdom – under preferential arrangements, and to the United States under a separate access arrangement. However, with the expected cessation of the preferential arrangements for the exportation of sugar, and the unprofitable state of the sugar industry even with these preferential arrangements, steps have to be taken to reduce costs and increase efficiency in the industry. The challenge to St. Kitts and Nevis is to diversify its production, marketing, distribution and trading arrangements and attempt to compete in the former preferential markets with the new products.

Caribbean countries are also simultaneously engaged in the negotiations for a Free Trade Area of the Americas (FTAA). These negotiations seek to integrate the markets of all 34 countries of the Americas by 2005. A fully implemented FTAA will constitute the largest block in the history of free trade arrangements and is expected to yield economic gains for members. In order to obtain maximum benefits from the FTAA, St. Kitts and Nevis like the other Caribbean countries must be effectively represented and must participate actively in the negotiation process.

b) New Technological Revolution

The technological revolution occurring in agriculture (especially in the more developed countries) offers new challenges and opportunities for agriculture in St. Kitts and Nevis. Breakthroughs in communications informatics, information and communication networks, and genetic engineering are revolutionizing the structures of production, trade and finance to the point that the parties involved in production and trade do not need to have direct contact with, nor the physical presence of the goods that are to be traded. Biotechnology and genetic manipulation are also altering the comparative and competitive advantages stemming from natural resources. St. Kitts and Nevis needs to exploit the opportunities provided by these new technologies so as to modernize its agricultural sector and to increase the competitiveness of its products.

c) Good Agricultural Practices (GAP)

Consumers are increasingly demanding products that are healthy and Environmental friendly. Under the Agreement on the Application of sanitary and Phytosanitary measures, importing Countries place great emphasis on human health and safety in the consumption of agricultural products.

d) Miscellaneous

The agricultural sector is affected by certain problems, which the Ministry of Agriculture is attempting to address. These are related to policy, institutional and infrastructural development. Over the past years, there has been a decline in the contribution of the agricultural sector to overall economic development. In addition, there have been dramatic increases in imported food. These trends are likely to be continued, but improved strategies are needed to further increase farm productivity, contribute to increased food security and attract young people into farming.

The public sector has traditionally played an important role in the development of the agricultural sector on St. Kitts and Nevis. This has mainly been in the form of advisory and regulatory service, infrastructural development and subsidies. In light of the changing economic context, which has been dictated by the WTO Agreement on agriculture, the private sector will have a greater role to play in agricultural development. The challenge therefore, is for policy makers to design appropriate strategies and provide the correct blend of incentives to increase private sector participation in agriculture.

2.3.1 Internal Environment

The IICA Office in St. Kitts and Nevis is staffed with a local professional or Coordinator and an Administrative Secretary. The office has the administrative and technical capability to manage the affairs of the Institute. In addition, the requisite office space and modern office equipment are available to effectively undertake the activities, which are being proposed for the Medium Term.

2.3.2 Priorities of National Stakeholders

The Consultation provided a valuable opportunity to gain an understanding of the priorities of the various stakeholders.

Government of St. Kitts & Nevis

The government of St. Kitts and Nevis is faced with the challenge of consolidating the economic gains of the last decade with a global economic environment characterized by trade liberalization. The sugar industry is still a significant contributor to economic activity, but with the expected cessation of the preferential arrangement for the exportation of sugar and the unprofitable state of the industry, agricultural diversification is critical. To meet this challenge the government will concentrate its efforts on:

- ❑ Strengthening technology innovation systems.
- ❑ Integrate development and management of natural resources
- ❑ Strengthening agricultural health and food safety.
- ❑ Infrastructural development in the agricultural sector
- ❑ Improving living standards in rural communities

In recent years, there has been a considerable reduction in foreign aid flow to the Federation. This has resulted in cut backs in government spending greater efforts to reduce duplication thereby increasing efficiency. Government therefore expects greater collaboration and impact from the activities of allied agencies such as IICA.

Private Sector

The private sector stakeholders have now realized that the environment in which they operate has rapidly changed. In this regards, the priorities, which were articulated, were aimed primarily at preparing them to operate competitively in the new environment. Some of the major priorities, which they indicated, included:

- ❑ Upgrading business management skills. Even though some private sector enterprises may possess adequate technical skills, this is not a sufficient condition for success. It is also necessary to have appropriate business management acumens. Moreover, it was felt that encouragement should be given to develop and enhance entrepreneurship.
- ❑ Issues related to the WTO Agreement on Agriculture, FTAA 2005 and the CARICOM Single Market need to be discussed.
- ❑ Information and access to technological innovations
- ❑ Infrastructural development

Non-Profit Organization

Non-profit organizations are keen on forging linkages with organizations of similar interest in the hemisphere. They view this as an opportunity to share experiences and to learn from each other. The areas of interest include:

- ❑ Accessing directory of non-profit organizations
- ❑ Technology development
- ❑ Marketing information
- ❑ Historical and environment conservation

Allied Organizations

In light of the financial constraints, which are being faced by Allied Agencies concerted efforts are made to optimize the use of their limited resources. Their interest include:

- ❑ Sharing of work programme so as to avoid duplication
- ❑ Co-hosting activities
- ❑ Providing expertise in specific areas
- ❑ Sharing of work experience

3. National Agenda

Mission

The Cooperation Agency's mission is to cooperate with the Government of St. Kitts and Nevis, the private sector, National, Regional and International Institutions in order to improve competitiveness and promote the sustainable development of agriculture in St. Kitts and Nevis.

Goals

The national goals of the Cooperation Agency are:

- ❑ To support improved utilization and management of our natural resources
- ❑ To contribute to food security, rural development, poverty alleviation and social stability
- ❑ To improve the technical capabilities and skills of middle management and farmers
- ❑ To foster agribusiness development and private sector participation in agriculture.
- ❑ To continue to effect dialogue and coordination between public and private sectors and regional as well as international agencies in agriculture
- ❑ To support activities which enhance the competitiveness of the agricultural sector.
- ❑ To procure external resources to facilitate implementation of agricultural sector development activities.

3.1 Agreed goals, priorities and strategic actions that are in line with IICA's Proposed strategic areas.

To support the stated goals the CA will focus its technical cooperation actions on the following four (4) areas:

- Policy, Trade and Integration
- Science Technology and Natural Resources
- Agricultural Health and Food Safety
- Sustainable Rural Development

Each of the strategic technical cooperation area is described below. In addition, the specified goals for each one are outlined, the priorities are noted and the strategic actions for the 2002 – 2006 period are indicated.

Program # 1: Policy, Trade and Integration

The WTO agreement of 1995 and the commitment assumed by St. Kitts and Nevis have become the new paradigm for designing and executing efforts to establish the Free Trade Area of the Americas (FTAA), and the Caribbean Single Market Economy. These conditions have increased the demand for, and the importance attached to this technical cooperation area.

The goals agreed on are:

- To assist the Agricultural Sector of St. Kitts and Nevis in its preparation for free trade and participation in the global economy.
- To support the upgrading of the agri-food sector information base to inform policy decision making and improve sector planning.
- To improve coordination in policies and program for ECS agriculture

To achieve the stated goals, the following priorities will be pursued:

- Tapping existing opportunities and ensuring access to regional and international markets by correctly administering trade agreements and applying trade regulations.
- Education on international and regional trade regulations and agreements and their implications – WTO, FTAA and CARICOM Single Market
- Strengthen public and private institutions in their preparation for trade liberalization.
- Promote and co-ordinate an inter-agency forum (of public and private sector organizations) on trade policy issues.
- Define and articulate the role of agriculture in sustainable development.
- Provision of opportunities for stakeholders to discuss matters of common interest.

The proposed strategic actions will be:

- ❑ Co-host inter-agency forum on trade policy issues in collaboration with Ministries of Agriculture and Trade and the Development Bank.
- ❑ Co-sponsor and collaborate with government ministries, farm organizations and private organization to organize seminars/training courses on international and regional trading agreements.
- ❑ Completion of Situation and Outlook Report for Agriculture
- ❑ Collaborate with the Ministry of Agriculture to compile statistical digest.
- ❑ Establishment of National Alliance for Sustainable Development
- ❑ Diffuse information through IICA's publications.

The clients/beneficiaries are:

- ❑ Staff members at the Ministries of Agriculture and Trade
- ❑ Farmers and members of agribusiness organizations and associations
- ❑ Students, planners and decision makers

Programme #2: Science, Technology and Natural Resources

Technology innovation is the principal source of productivity increases in all fields of economic activity. In order to ensure the sustainable development of agriculture and rural areas, scientific and technological advances must also be complemented by effective measures, which ensures the judicious use of the natural resources. This thematic area therefore seeks to mobilize resources in a timely manner to respond effectively to the needs and demands of its clients.

The goals of this area of technical cooperation will be:

- ❑ Increase productivity and modernize the agricultural sector
- ❑ Promote joint development and transfer of technology
- ❑ Facilitate cooperation and interchange of technology between St. Kitts and Nevis, the wider Caribbean and the Americas.

The priorities will be to:

- ❑ Strengthen joint activities between the Ministries of Agriculture, the Caribbean Agriculture and Research Institute (CARDI) and FAVA/CA.
- ❑ Contribute towards programs, which encourage the sustainable use of natural resources.
- ❑ Provide opportunities for nationals of St. Kitts and Nevis to visit the wider Caribbean and other member states to obtain relevant technology and information.
- ❑ Provide a flow of relevant information and technologies from the wider Caribbean and other member states to St. Kitts and Nevis.

The proposed Strategic Actions will be:

- ❑ Procurement of Germplasm material to support the Federation's Tropical Fruit Industry Expansion Programme.
- ❑ Develop project proposals to procure peanuts and onion drying facilities.

- ❑ Assist Ministry of Agriculture in developing project proposal to improve irrigation facilities.
- ❑ To encourage the participation of local farmers and technicians in some training programs that are being done by other member states.
- ❑ To co-host with the Ministry of Agriculture and the St.Kitts Sugar Manufacturing Cooperation (SSMC) training courses in soil and water conservation.

The clients/beneficiaries are:

- ❑ The Propagation Unit of the Department of Agriculture and extension officers
- ❑ The farming community, particularly those involved in peanut, onion and tree crop production

Programme #3: Agricultural Health and Food Safety

This area of technical cooperation is critical not only as a requirement for gaining competitive access to global markets but also because of the importance it holds for public health and well-being.

The goals of this work will be:

- ❑ To support the efforts of St. Kitts and Nevis aimed at protecting human, animal and plant health
- ❑ Facilitating trade and ensuring safe food supplies.

The priorities will be to:

- ❑ Strengthen health & food safety systems
- ❑ Increase understanding and compliance with the WTO Agreement on Sanitary and Phytosanitary (SPS) Measures.
- ❑ Institutionalizing Good Agricultural Practices.

The proposed strategic actions will be:

- ❑ To collaborate with the Ministry of Agriculture and the United States, Animal and Plant Health Information service (APHIS) in conducting two advanced Quarantine Workshops.
- ❑ Conduct review of Quarantine service.
- ❑ Collaborate with the Ministry of Agriculture CARDI and APHIS in conducting a bio-control programme for white fly.
- ❑ Promote the establishment of a Food Safety Committee.
- ❑ In collaboration with the other Eastern Caribbean Countries Good Agricultural Practices (GAP) will be institutionalized. The activities to be carried out to achieve this will be:
 - Preparation of GAP Manual, disseminate and train participant
 - Preparation Guidance Document on minimum standards

- National Consultations on Guidance Document
- Preparation of protocols for determining organic and pesticide residue on fresh vegetables.
- Preparation of due diligence manual
- Training of technicians in due diligence auditing
- Purchasing of equipment and materials for two laboratories.

The clients/beneficiaries are:

- Farmers and members of the Agri-business organizations and associations
- The Quarantine, Extension and Crop Protection Units of the Department of Agriculture

Programme #4: Sustainable Rural Development

An important concern of IICA has been to find ways to effect changes in the production practices of small farmers and to help them in the transition towards modern management techniques. This area is focused on supporting the design of national strategies, policies programs and sustainable agricultural development projects that take into account the prevailing socio-economic policies. Supporting sustainable rural development is a foundation of many of the priorities within the summit Plan of Action.

The goals of the program will be:

- Support policies and strategies leading to the sustainable rural development in St.Kitts and Nevis
- Promote strategic alliances between St. Kitts and Nevis and other local regional and international organizations involved in rural development.

The priorities will be:

- Improve the economic conditions of small and medium scale producers and rural micro enterprises.
- Contribute to the identification and formulation of projects.
- To undertake institutional strengthening and to promote networking with similar groups in other member states.
- To improve skills of rural communities in information technology.

The proposed strategic actions will be:

- To develop an Agro-tourism development plan
- To develop a landscape design for a historical site
- Conduct six (6) workshops with three farmer groups in capacity building, leadership and development skills
- Foster the use of information technology for accessing information and also to link with similar types of organization.
- Conduct three (3) agro processing workshops
- Assist in establishing a second community computer laboratory

- ❑ Host Risk Management Workshop in collaboration with the Eastern Caribbean Institute of Banking.
- ❑ To evaluate the disease/pest status of bees on St. Kitts and Nevis
- ❑ To establish a National Youth Forum
- ❑ To develop an Agro-tourism development plan for the Tourism Ministry. The assistance of FAVA/CA would be sought
- ❑ To develop a landscape design for a historical site for the Ministry of Tourism. FAVA/CA will collaborate with this activity.

The target groups are:

- ❑ Ministry of Tourism
- ❑ Nevis Beekeepers' Cooperative
- ❑ St. Kitts Beekeepers' Cooperative
- ❑ Agro-processors on St. Kitts and Nevis
- ❑ Farming Community
- ❑ Financial/lending Institutions
- ❑ Ministry of Agriculture

3.2 Agreed goals, Priorities and Strategic Actions which are in line with IICA's supporting areas

In order to reach a larger number of clientele in a more integrated manner, three supporting areas will cross cut the strategic areas.

- Training and education
- Communication and information

Programme #5: Training and Education

Training and education have been identified as important vehicles for transforming the agricultural sector on St. Kitts and Nevis. Traditional methods such as Workshops, literature and symposium will be used. However, information technology with its enormous potential will be promoted.

The following courses will be offered by means of Distance Learning Centre:

- ❑ Farm Management for Owners
- ❑ Farm Management for Technicians
- ❑ Farm Management for Managers
- ❑ Health and Occupational Safety
- ❑ Sustainable Soil Fertility Management
- ❑ Introduction to E-Commerce
- ❑ Inter-Active information and Extension Methods

- ❑ Marketing of Food Products
- ❑ Organic Farming for Entrepreneurs
- ❑ International Marketing and Quality Management
- ❑ Food Quality and Food Sanitation Management
- ❑ Financing Agricultural Enterprises
- ❑ Agro-tourism and Agro-Environment Linkages for Development
- ❑ Sport Field Turf Grass and Community Park Management
- ❑ Water Management for Small Estates

The goals will be:

- ❑ To facilitate the development of the human resource base.

The priorities will be:

- ❑ To improve the knowledge base and skills of the clientele
- ❑ To contribute towards modernization/transformation of the sector
- ❑ To improve productivity and ultimately competitiveness.

The strategic actions will be:

- ❑ Establishment of documentation and information Centre
- ❑ Establishment of a Distance Learning Centre (See training courses above)
- ❑ Conducting workshop and providing documents on topic related to strategic areas.

Programme #6: Communications and Information Management

This program will cross cut the strategic areas and also make it possible to standardize methods and instruments among the various units of the institute. Full advantage will be taken of information and communication technologies to facilitate the repositioning of the agricultural sector.

4. Matrix for implementation of the strategic areas at the national level

Strategic Area Activities	Year					Comment
	2002	2003	2004	2005	2006	
A. Policy, Trade Integration						
- Inter-agency forum on Trade issues (2)		x		x		
- Seminar/Training on trading agreements (3)		x	x		x	
- Situation and Outlook Report		x		x		
- Compilation of Statistical Digest			x		x	
- Establishment of National Alliance	x	x	x	x	x	
- Diffusing information on Trade regulations and agreement	x	x	x	x	x	IICA's publications
B. Science, Technology and Natural Resources						
- Tropical fruit Germplasm (varietal)	x	x	x	x	x	
- Onion drying facility	x					FAO assistance
- Peanut drying facility		x				FAO assistance
- Improvement in irrigation facility	x					FAO assistance
- Overseas training of farmers and technicians	x	x	x	x	x	Regional & Hemispheric (IICA)
- Soil and water conservation workshops		x		x	x	Dept of Agriculture/St. Kitts Sugar Manufacturing Corporation
C. Agricultural Health and Food Safety						
- Advanced Quarantine Workshops (2) (including Pest Risk Analysis)	x		x			USDA/APHIS
- Review of Quarantine Service		x				USDA/APHIS
- Bio-control Programme for white fly	x	x				USDA/APHIS

- Establishment of Food Safety Committee		x				
- Good Agricultural Practices	x	x	x			CPEC
D. Sustainable Rural Development						
- Agri tourism plan	x	x				FAVA/CA
- Landscape design for historical site		x	x			FAVA/CA
- Group Dynamic workshops (6)	x	x	x	x	x	
- Agro-processing workshops (3)	x	x	x			
- Establishment of community computer laboratory	x	x				
- Risk Management Workshop	x	x				Eastern Caribbean Institute of Banking
- Evaluate pest/disease status of bees	x					FAVA/CA
- Procurement of Fifty (50) Bee Hives and equipment	x					St.Kitts Beekeepers Cooperative and CIDA
-Establishment of National Youth Forum	x	x				
E. Training and Education						
- Documentation and Information Centre	x	x	x	x	x	
- Establishment of Training Centre	x	x	x	x	x	
(A number of courses will be offered)						

5. Adjustment required at the National Office in order to implement the Agenda

There would not be any significant adjustment required at the national office to implement the agenda. The office is equipped with functional modern equipment. Moreover, there is additional space available for the establishment of the Distance Learning and Documentation Centre.

6. Potential areas of Technical Cooperation that can be shared with other countries

Most of the countries of the Caribbean area (to a large extent) suffer from similar socio-economic problems. The solutions for one country are not necessarily prescriptive for all. However, the strategic areas of the technical cooperation could be instructive to other CAs. In addition, other member states could provide valuable inputs/insights, which might be based on many years of research and experience.

7. Current human resources of the office for implementation of the national agenda

The office is comprised of one local professional and an Executive Secretary and can be regarded as high output and effective. The success of the office could also be attributed to the relationships and partnerships, which it has developed. Technical assistance would be required from other CAs in some of the strategic areas. It is quite conceivable that with the establishment of the Distant Learning Centre that same form of flexible working arrangement would have to be developed. This would be necessary in order to accommodate the operation of the DLC, which may be functional outside of the normal working hours.

8. Potential roles of international agencies in the implementation of the national agenda

International Agencies such as the Food and Agriculture Organization (FAO), the Canadian Fund for Local Initiatives (CFLI) and the Florida Association of Voluntary Agencies for Caribbean Action (FAVA/CA) would be critical for the successful implementation of the National Agenda. The CA has already developed relationships and has been instrumental in assisting farmers/beekeepers groups in procuring grants from these organizations. The FAO's Telefood Project provides a maximum of US\$10,000 to assist farmers' organization, whereas the CFLI provides a maximum of CN\$20,000. The FAVA/CA provides technical assistance in a number of areas and the peanuts farmers on St. Kitts and Nevis have benefited previously.

9. Conclusion and Recommendation

The National Agenda is the output of a highly participatory process. During this process, strong partnerships were forged with a wide cross section of stakeholders. This undoubtedly raised the profile of the institution. However, more importantly based on the

track record of the institute it has been able to demonstrate that it is a reliable partner and has provided value added support to St. Kitts and Nevis.

It is my conviction, that with commitment shown by the stakeholders and the visionary and proactive leadership provided by the Institute, the national agenda would achieve a high level of success. Moreover, it would contribute towards the repositioning of agriculture within the new economy