

NATIONAL AGENDA AND ITS
STRATEGY FOR IICA TECHNICAL
COOPERATION
IN SURINAME

PARAMARIBO-SURINAME
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1. INTRODUCTION

Technical Cooperation Agenda and Strategic Planning is an ongoing activity in IICA and it is done at its different levels of operations: Hemispheric or Institute-wide, Regional and National.

At the National or Country Level, the design of the Technical Cooperation Agenda and its Strategic Planning involves a series of actions:

- To review the policies, priorities and objectives of the government for agricultural and rural development.
- To identify the major challenges and opportunities for Suriname's agricultural and rural sector.
- To identify IICA's major capacities to deliver its technical cooperation services effectively.
- To elaborate a strategy for IICA for the future in the country.

The preparation of this document was conducted through two important fold of actions and consultations that during the second semester of 2001 took place in Suriname. One fold was implemented specifically at the IICA's Cooperation Agency (CA) in Suriname from September 30 to October 07, 2001 by a technical team of IICA staff together with fifty national and international stakeholders or counterparts of IICA in Suriname. The other fold, that brought special strength to that first fold, was the Consultations done in response to the III Summit of the Americas recommendation for the Declaration and Plan of Action for the Agricultural Sector of the Americas.

This attached document intends to be a guideline for the Actions of IICA to continue its Technical Cooperation to Suriname. It is one document open and flexible to the changes circumstances of the economical and social development of Suriname.

2. THE CONSULTATION PROCESS

2.1 METHODOLOGY

Main Content

The document present three major areas of content:

i. Priorities for the sector and its challenges and opportunities: The policies, priorities, objectives and strategies for developing the agricultural and rural sector of Suriname were identified through the revision of important source of secondary information and through interviews and work shops with more then fifty different stakeholders, including Ministers and other senior officials, involved in the agricultural development in Suriname as well as from IICA's technical staff in its Office of Suriname.

Information on the major challenges and opportunities were also derived from these reviews and interviews. This item is presented in the Chapter 2.2. (2.2.1 and 2.2.3) of this Document.

ii. IICA's current strategy and its major capacities: The IICA's current strategy and its performance in the country, is used as a reference and as a point of departure to revise or reiterate the future strategy and actions for the IICA in Suriname. It is important to indicate that the services provided by the IICA in Suriname includes both the cooperation actions that it developed on the basis of the resources it administers, and other complementary actions carried out with the support of the Regional Directorate and other IICA Units and Headquarters. Within this area also is identified IICA's strengths and weaknesses within the context of its technical cooperation program for Suriname. A review of IICA's actions in the Country and its capacity is presented in detail in the Chapter 2.2. (2.2.2) of this document.

iii. Identify Strategic Actions: The major purpose of this document and exercise was to elaborate a guideline strategy for IICA's future actions in Suriname. This activity identified the major areas of intervention in which IICA can provide technical cooperation services in the country. The areas identifies were based on an analysis of the priorities of the sector in general, the government, IICA's current strategy in the country and its own capacities derived from the different reviews and consultations mentioned before. Attention was also given to their consistency with IICA's Corporate Strategy and priorities, present resources available at the IICA Office in Suriname and at the Regional or Hemispherical Projects and the possibilities for obtaining external resources and developing strategic alliances considering all the time the other constraints for providing technical cooperation in the Country.

Proceedings for the work

To complete the assessment of those three areas mentioned before the work was completed through the review of several secondary information and two important levels of consultations as mentioned in the Introduction. One consultation done for this specific document and the other was held for the preparation of the recommendations of Suriname to the Ministerial Declaration to brought to the Ministerial Conference held in Dominican

Republic in response the determinations of the III Summit of the Americas. Both provide relevant information for this document but the one that is mainly described here is the first one referred before. The implementation of this specific process took place in the following order:

- Preparation for the mission: at the level of Headquarters the design of the terms of reference and the nomination of the head of the Mission; at the Caribbean Regional Center the definition of the two technical staff to participate from that level; and at the IICA Office in Suriname, all other preparation as background information and organization of the participation process with the different stakeholders. In this regard, a comprehensive package of information was prepared and made available to the mission when it arrived in Suriname: National policies and priorities of the Government of Suriname, documents on the macro-economy and the agricultural sector and other special studies and reports on Suriname, IICA's current actions in Suriname, annual reports of the IICA Office in Suriname, among other antecedents.
- Was constituted the Mission Staff to implement the activity with one representative from the Headquarter as the Head of the Mission, two professionals from the Regional Center and the three professionals from the IICA Office in Suriname
- At the IICA Office in Suriname, and previously to the proper initiation of this activity, different meetings were held, internally, by the IICA Representative and the technical staff to review the TOR, information available, to organize the meetings to be held with clients and stakeholders, identify each individual's responsibility and role in the technical team and outline the procedures for conducting the exercise.
- At the beginning of the Mission, in Suriname, an introductory session was held with the IICA Representative in Suriname to: revise the terms of reference (TOR); objectives of the exercise; the methodology to be used; a review of the agenda; the package of information organized by the CA; the schedule of activities for the remainder of the week including meetings and interviews; technical and logistical support required from the office; and the expected output (s).
- During the implementation of the Mission various consultations were held through several meetings and interviews with more than 50 stakeholders (See Chapter 2.2) from the public, private and non governmental sector to obtain information on macro policies, policies and priorities for the agricultural sector and the major challenges, issues and problems affecting agriculture and its sub-sectors. Information from the interviews were complemented by that obtained from a review of several documents on the economy and the agricultural sector. The list of the documents consulted is in the **Annex II**

- The technical team held a brief meeting at the end of each day to review the information and perceptions of the meetings with stakeholders and clients, review progress made and identify potential issues or constraints that could affect the outcome of the exercise.
- Once the meetings with the counterpart and stakeholders and a review of the documents were completed, at the end of the week, the technical team met for two days in several working sessions to review the information available, identify critical issues affecting the agricultural sector, its major challenges, opportunities and needs and potential areas and possible actions for IICA in the sector.
- Decisions were also taken by the technical team regarding the format and content of the final report to be prepared, responsibilities for preparing specific sections of the report and deadlines for submitting the draft and final report.

2.2. ORGANIZATIONS AND PARTICIPANTS CONSULTED

During the period of October 1 to 5, 2001 were held consultations through different meetings and workshop organized by IICA Suriname in eleven working groups. Due the time frame some of those working groups were simultaneous. Before this consultation round with more than 50 Stakeholders and counterpart there was another one called by the Minister of Agriculture with the cooperation of the IICA in Suriname, on the 9 of August, 2001, to prepare the suggestions for the Declaration of the Ministers of Agriculture of the Americas in response to the request of the III Summit of the Americas. To this event were present 17 stakeholders, 10 of them came to participate also on the consultations of October again. The authorities and professionals present during the meetings of October were the following (on the item 13 is presented the ones that only were present at the August consultation):

1. *Ministry of Agriculture - Management Personnel*
 - G. Gangaram Panday, Minister
 - J. Sahtoe, Permanent Secretary
 - G. Breinburg, Chief Planning Officer
2. *Ministry of Planning and Development Cooperation*
 - K. Raghoebarsing, Minister
 - I. Rambharse, Permanent Secretary
3. *Ministry of Regional Development*
 - R. Van Russel, Minister
4. *Agricultural Sector*
 - D. Dwarka, Farmers and Agricultural workers Union
 - N. Soechit, NV. Rijstpak
 - K. Reeder, Interfood NV

- Lie Fo Sjoe, Surland NV
 - R. Sanchit, Ministry of Natural Resources

 - R. Ong. A Kwie, NV, CARIFRUIT
 - I. Raghoe, LVV
5. *Livestock Sub-sector*
- H. Veldkamp , Dairy Farmers Union
 - D. Sitaram, De Melkcentrale NV
 - A. Krommie, NV. Argema
 - R. Kalka, Chamber of Commerce
 - R. Ravenswaay, CELOS
 - R. Nojodimedjo, Ministry of LVV
6. *Agricultural Health and Food Safety*
- J. Sahtoe, Ministry of LVV
 - T. Nanden , Ministry of LVV
 - C. Gilds, Ministry of Health
 - V. Popken, Ministry of LVV
 - Telgt, NIMOS
7. *Rural Development in the Interior*
- S. Staphorst, National Women's Movement (NVB)
 - H. Olensky, Ministry of Regional Development
 - O. Kemble, Funds for Interior Development
 - Chr. Ogle, Peace Corps
 - I. Raghoe, Ministry of LVV
8. *University of Suriname*
- R. Tjien Fooh (Coordinator), Faculty of Agriculture
 - C. Wijngaarde, Dean Faculty of Technological Sciences
 - I. Tsai Meu Chong (Director), Library
9. *Agricultural Research*
- R. Van Ranvenswaay (Director), Celos
 - K. Kartosewito (Director), Adron
 - P. Milton, Agr. Research Station, Seed Unit LVV
10. *Non-Government Organizations (NGO's)*
- H. Erhenstein, PAS
 - H. Wesenhagen (Director), NGO FORUM
 - W. Sane, Moravian Church
11. *International Organizations*
- Silvano Tjon A Hing, IBD
 - Angela Bailey, IBD
 - M. Essed-Fernandes, UNDP

- Carrol Vlassoff , PAHO
- Jack Roman, European Union

12. *Consultants*

- W. Caldeira, Consultant
- M. Willems, Consultant

13. *Other participants* that were present at the other previous Consultations held by the Minister of Agriculture on the 9 of August 2001 to prepare the Declaration according to the recommendations of the III Summit of the Americas:

- Mr. E.A. Alvares, Permanent Secretary of Foreign Affairs
- Mr. H. Jap A Joe, Moravian Church
- Pater Albrinck Stichting (PAS)
- Mr. L. Mahawathkan Chairman Agriculture, Committee of the National Assemblée
- Mr. Bajnath, Chairman Farmers Organization
- Mr. R. Soechit, Export Organizations

2.3 ANTECEDENTS FOR AN AGENDA OF COOPERRATION

The Document prepared by the Ministry of Agriculture of Suriname together with its stakeholders and presented for the Ministers Meeting in Dominican Republic (November 2001) states very briefly the challenges that face the agricultural sector in Suriname as follow:

- i. Declining prices for primary products: sugar, rice, bananas, coconut oil;
- ii. Changes in consumer preferences: exotic and healthy products, packaging;
- iii. Awareness and requirements regarding food safety and disease control;
- iv. Other competitive market developments, including the use of WTO compatible instruments by developed countries, and new distribution systems;
- v. Competitive technological developments, including GMO's;
- vi. The need for integrated economic development in relation to food chain linkages, agro-forestry, and agro-tourism;
- vii. The aging of agricultural an rural populations;
- viii. The need for improved environmental management and sustainability.

Those challenges can be found more extensively in the International and National Environment described below.

2.3.1 EXTERNAL ENVIRONMENT OF IICA'S OFFICE (*)

The international environment

In recent years, Suriname's agricultural sector has undergone significant changes as a result of domestic and external factors. Some of these have already begun to change the shape of the global economic landscape.

Those of the external environment include the World Trade Organization (WTO), the Free Trade Area of the Americas (FTAA), the Post Lomé IV ACP/EU arrangements, the CARICOM Single Market and Economy (CSME), as well as initiatives that seek to deepen and widen Caribbean integration and hemispheric relations. These developments are already having, and will continue to have profound impacts on the global agri-food market and by extension, that of Suriname. Among these, trade liberalization could be considered as the most important, and it is expected to have increasing impacts on the local agricultural sector in the foreseeable future.

The establishment of the WTO in 1995 represents the most significant development in the external environment, especially for developing economies like Suriname. Based on the discussions and proposals from on-going negotiations, and specifically the Agreement on

Agriculture, it is anticipated that there will be significant pressure to further reduce the bound rates of duty after 2004 and to provide greater market access opportunities to other member states.

The Agreement on Sanitary and Phyto-Sanitary (SPS) Measures, the "Sister" Agreement to that on Agriculture, provides the rules for the application of measures to protect human, animal and plant health or life and for some harmonization with respect to SPS standards and measures. Suriname will have to move quickly to update plant and animal health legislation, improve infrastructure and build national capacity to undertake risk analyses. Issues relating to trade in Genetically Modified Organisms (GMOs) and genetic engineering also have implications for agricultural developments in Suriname.

Suriname is one of the thirty-four nations participating in the negotiations towards the establishment of the FTAA by 2005. It is anticipated that the greatest pressure will be in the area of tariff reduction and elimination, with calls being made for the complete elimination of tariffs within ten years.

With regards to ACP/EU relations, the Cotonou Agreement, which replaces the Lomé Convention requires compatibility with the rules of the WTO, and calls for the setting up of new WTO compatible trading arrangements by 2008. A key decision likely to have implications for Suriname's trade is the gradual end to preferences for imports, with the progressive removal of restrictive trade barriers over the next 14 years.

()This is a very synthetical presentation for the effects of the present document. For more information may be consulted the proper documents mentioned on the Annex II*

Suriname's trade in agri-food products could face further challenges, as a result of the introduction of the EU's Everything But Arms (EBA) initiative. This initiative is

applicable from March 05, 2001 and extends duty-free and quota-free access to all products, except arms and ammunition, originating in Less Developed Countries (LDDS). Only the three most sensitive products, bananas, sugar and rice were not liberalized immediately. Full liberalization of these commodities will be phased in between July 2006 and July 2009 by gradually reducing the full EU tariff to zero. Suriname's agri-food producers will effectively be competing with producers from LDCs for a share of the EU market. This has the possibility of affecting not only traditional exports such as bananas and rice, but also those specialty and non-traditional products the sector has been developing.

As a member of CARICOM, Suriname has been working towards the effective implementation of the CARICOM Single Market and Economy agreement (CSME). With the ongoing efforts to fully implement the CSME, the local market for agri-food products will be further integrated into the regional market. In addition, it is expected that bilateral agreements between CARICOM and countries such as the Dominican Republic, Cuba, Venezuela and Canada will widen the scope of both the threats and opportunities for local agricultural producers.

It can be expected that, given production costs, as the region moves to a single market and economy and the elimination of barriers on intra-regional trade progresses, the agricultural sector in Suriname will face increasing competition from comparatively low cost regional suppliers. As a consequence, agri-business operations will have to increase and reorient their efficiency themselves to produce and market in a more competitive environment in order to take advantage of the opportunities, that arise due to these integration initiatives. It is also imperative that the sector draws upon its experiences with respect to the WTO Agreements and the CSME in formulating positions within the FTAA.

The National Environment

Suriname is resource-rich but a sparsely populated country. Its population is approximately 433,500 (1999) of which an estimated 90% reside on the coastal plain where commercial agriculture and manufacturing activities are concentrated. In this area, principally, the population is ethnically very diverse.

In the last 25 years, the economy experienced few structural changes, except for modest diversification into gold mining, lumber activities and crude oil production. Bauxite mining and processing activities still dominate Suriname's small and relatively open economy, accounting for roughly 82.4% of exports (in 2000), 24.1% of income tax (in 2000), but only about 4.0% of employment. Other major exports include shrimp, rice, bananas, lumber and crude oil. Overall, the economy now has a weaker tradable sector base than two and one-half decades ago.

Economic performance during the period 1996-2000 may be characterized as being with the inflow of substantial development assistance and the significant natural resource

wealth of the country. The real GDP of 2000 was the same as that recorded in 1996. Its growth rate fell from 12.3% in 1996 to 3.3% in 1998, 4.1% in 1999 and then

further by 7.5% in 2000. Inflation has been extremely high compared with other Caribbean countries and some Latin American countries. The rate was reduced from over 500% in 1994 to 0.8% in 1996, but increased over the 1996-2000 period. Some macro stability was experienced since the unification of a complex system of multiple exchange rates in mid-1994.

Presently, 2001-2002, there is a stable situation on the exchange policy and a more stable situation on the inflation.

The agricultural sector remains relatively important in the economy, contributing to GDP, foreign exchange earnings and employment. Its contribution to GDP averaged 8.2% between 1996 and 2000. Rice has been the largest contributor followed by bananas. The fisheries and livestock sub-sectors have also been important as revenue earners. In terms of growth, only the fisheries sub-sector expanded, livestock stagnated while rice, bananas, plantains, vegetables, food crop and palm oil production experienced a decline.

There is very little reliable estimate of the agricultural labor force. However, a report from the IDB indicates that the sector accounts for about 15% of the nation's workforce, second only to the government sector. Foreign labor also plays an important role in agriculture, especially in the oil palm, banana and lumber industries. Overall, it has been a sustaining factor in agriculture, given the considerable migration of Surinamese workers to the Netherlands during the last twenty-five (25) years.

Although agricultural exports have exhibited a declining trend since 1985, they still have a major role in the economy. In 1985 and 1994, agricultural exports (including marine products) accounted for 25% and 22% respectively, of total exports. In 2000, agricultural exports (including marine products) accounted for only 10.9% of total exports. Since 1985, both of the major products, rice and bananas have declined significantly. Both have preferential access to the European and Caribbean markets. Like other countries that also benefit from preferential arrangements, Suriname has become dependent on support prices for its products, as well as on the reduced duties and assured demand for the bulk of its agricultural exports. This situation has in turn dampened the desire of producers to search for new markets, diversify their exports and lower production costs as ways of improving competitiveness.

Infrastructure plays a major role in the development of most crops and livestock, especially for commercial purposes. The deterioration of Suriname's infrastructure during the last decade represents a large impediment to efficient agricultural production, and has increased production costs for producers, exporters and importers.

The land tenure system has been a major bottleneck to agriculture and land development. Traditional forms of land ownership are found in the interior where the poorest segment of Suriname's rural population resides.

2.3.2 INTERNAL ENVIRONMENT OF IICA's OFFICE

Current Strategy (2000 to now):

A Plan of Action was prepared at the beginning of 2000 by the IICA Office in Suriname. That Plan strengthened the existing Plan of Operation, particularly by defining new strategies for its execution. It has remained focused on strengthening the Institute's presence and capacity in the country and its active involvement in the major political, economic and sectoral agendas. The Plan was designed for 60% of it to be executed in 2000 and the remainder in 2001.

The strategy focused on three major lines of actions: (a) review and reengineer the internal operations of the office; (b) revise and improve IICA's image in Suriname and its method of working and establishing relations with institutions; and (c) provide the support necessary to strengthen the capacities of various organizations to the challenges of globalization and new trends in world trade, improve dialogue and coordination among sectors and sub-sectors and the design of new strategic actions for the immediate future. This last objective and line of action is being implemented through this present document: "*NATIONAL AGENDA FOR IICA TECHNICAL COOPERATION AND ITS STRATEGY FOR SURINAME*"

The major actions and achievements of this current strategy (2000 to now) are:

- i. *Reengineer the IICA Office*
 - New personnel were contracted;
 - functions and responsibilities of personnel revised;
 - personnel trained at different levels;
 - norms and rules reviewed regarding the use of resources;
 - office infrastructure completely rehabilitated (building and surrounding areas);
 - equipment (in particular the communications /computer system) upgraded;
 - internal networking established with easy access by everyone to each other within the office and to the internet 24 hours a day;
 - correspondence and administrative processes rationalized; and
 - enforce the schedule of working for all staff.

- ii. *Improve Institutional Image and Strengthen External Relations*
 - Complete reassessment of IICA's institutional relations and forging new ones at various levels;
 - maintain an "open door" policy to all clients and stakeholders and others interested in IICA's work and sharing of information;
 - physical presence and active participation of the Representative and Staff in all important meetings;
 - production of IICA Bulletins to promote IICA' image and actions in the country - "Partnership" and "Koboogo";
 - participation in national fairs related to agriculture or agro-industry;
 - support a painting contest to promote IICA's image and concept of agriculture and natural resources;
 - strong efforts to source external funds to support IICA's actions; and

- special attention given to reassess IICA's strategy and its modus operandi in Suriname from one of individual and isolated/dispersed actions to a more focused strategy aimed at achieving immediate, visible impacts.

Since January 2000 till now, the office has also strengthened its presence in support to the private sector (this will be one of the key areas of actions in a future strategy in the country). Some actions executed included:

- strengthening and developing new relations with the private sector - consulting, integrating and also preparing project proposals (dairy and fruit);
- creating opportunities to involve IICA staff in decision-making and actions currently in place or to be to be executed;
- supporting and providing physical space within IICA's infrastructure to execute complementary activities or programs (Food Safety Program and Peace Corps Program incorporated);
- taking advantage of other areas in which IICA has capacity and resources to bring these to Suriname and to amplify IICA's presence and image in the country (e.g., SIDALC and Distance Education);
- implementing the creation and construction of the "Center for Distance Education, Information and Documentation in Agri-business" within the IICA Office involving five other stakeholders.

iii. Strengthen National Capacity

- Through a reassessment of the strategy of relations in the IICA projects (particularly the Integrated Rural Development (IRD) and the Fruit projects), a decision was made to move from "isolated" actions to a more pro-active involvement of local counterparts. In a sense, moving from a position of the projects being seen as "IICA Actions" or "IICA Projects" to "National Actions or Projects" in which counterpart institutions take ownership of them.
- Brought together organizations from the various sectors and sub-sectors including private, public and NGO's to coordinate and achieve a consensus on the strategic actions (e.g., the National Fruit Committee, Food Safety Working Group, Rural Development approached via new stakeholders and agencies, Fruit and Vegetable Strategic Planning action, SIDALC Chapter for Suriname, Agricultural Health Committee, among others).
- Opened avenues of cooperation on important topics in new areas and with new partners. These include: Distance Training, Information and Documentation, Food Safety, GMO on rice, Participatory Strategic Planning, Dairy (using the industry and chain approach). New partners include: CELOS, the University, private companies, PAHO, Chamber of Commerce, IDB and UNIFEM.

- Sensitizing, supporting and guiding national counterparts on the preparation of the Ministerial Declaration and Plan of Action of the Americas (Quebec III Summit and for the IABA meeting in the Dominican Republic, November 2001).

Strengths and Weaknesses

The capacity of IICA to execute its actions and to meet the various commitments and challenges are largely determined by its strengths and weakness. The Institute does have several strengths as well as weaknesses to consider.

Strengths

- IICA's Professionals have the necessary technical competence and experience in specific areas of interest for the country. These resources are available in the IICA Office in Suriname, in the Regional Center and in Headquarters and other IICA units. Although constraints may limit the mobilization of those resources at times, it is important to note that the human capacity does exist in the Institute.
- In general, there is a high level of commitment by staff in to the work and the role of the organization as a technical cooperation agency.
- Because of its work and networking capabilities, IICA has a tradition and good reputation in the sector and agribusiness community. Its physical presence in Suriname during the last 20 years with a permanent infrastructure has been an asset for its image. This is an important asset for the Institute if it is to enter into new areas and expand its activities.
- IICA has relatively greater flexibility in relation to other institutions to respond to requests. However, this strength is affected in some cases by the lack of resources, both financial and human.
- Although the office does not have abundant financial resources, it is able to sustain certain actions and operations and have a presence in some critical thematic and geographical areas.
- Capacity to negotiate with clients and stakeholders is an important strength.
- Capacity to bridge or to forge alliances, joint efforts or ventures among or together with stakeholders and other organizations.

Weaknesses

- Limited financial resources are a major weakness. The constraint of high dependence on IICA Quota funding system is an important concern and a weakness that may likely to increase in the near future. This situation reinforce the need to generate external resources is recognized as being very critical.

- Although the availability of external resources to the office increased in last few years, this is still a major constraint. The state of the sector and the economy is also an important factor that affects the flow of external resources to the agricultural sector.
- Information about IICA's human resource capabilities is limited, especially that of the Regional Center, Headquarters and the Hemispheric levels. As a result, it is difficult to venture into new areas if the required capabilities are not present or easily available.
- Compared to most IICA Offices, the office in Suriname is relatively isolated due to two major reasons: difficulties with flight schedules into and out of Suriname and the problem of language. Both factors negatively affect the extent to which the IICA office and the country can be integrated with those of the region and the hemisphere.
- The counterpart personnel working with IICA in the projects have, sometimes, limited resources capacity to implement and follow-up on actions. This external weakness (a constraint for IICA) generated, especially in the past, the tendency of IICA to execute its actions in isolation and not generating sufficient "ownership" capacity by counterpart institutions. This is a major factor that affects the sustainability of IICA's actions in the country and due that is being revised with great dedication. (Especially since the year 2001)
- Given the difficulties (economic, financial, institutional political factors, etc.) faced by IICA to implement its program in Suriname, staff is often engaged in a variety of activities. This affects the extent to which the office can concentrate on specific areas on what needs to be done as well as develop new methodologies for executing new actions or improving existing ones.
- The projects executed by the office have difficulties in "fitting" within a framework of priorities for the sector. This is largely so because the country lacks a clear definition of policies, strategies and focus for the agricultural sector. As such, following a focused line of action to have maximum impacts in the sector is a difficult task for the office.

2.3.3 *PRIORITIES DEFINED BY THE DIFFERENT STAKEHOLDERS*

Government Policies and Priorities

The Suriname Government Multi-Annual Development Plan (MOP) is outlined the policies and priorities for the five-year period 2001-2005 aiming to improve the economic and social situation in the country and focuses on both the macro-economic and sectoral challenges for transforming the economy. It also seeks to improve the country's international competitiveness, alleviate poverty and improve income distribution.

The main objectives of the national development strategy as outlined in the MOP are growth and poverty alleviation. The country is expected to achieve these through:

- Strengthening of good governance throughout the entire government.
- Macro-economic stability, public sector reform and rationalization of state enterprises.
- Reforming social sector policies and programs (education, health, etc.) and promoting growth, inclusive of adequate protection of the poor.
- Creating a conducive environment for private sector development to generate growth and employment; and
- Ensuring sustainable development, including establishing explicit links between the economy and environment, especially in relation to agricultural and tourism development.

Specific sectors targeted for higher investment and improvements are the transport and agricultural sectors. In the transport sector, the improvement of infrastructure including roads and the port are critical to enhancing the competitiveness of the private sector and the overall economy. In the agricultural sector the focus includes the restructuring of the rice and banana sub-sectors and supporting the development of non-traditional agriculture, e.g. horticulture and floriculture, contributing in this way to long-term sustainable growth.

To assure this contribution it is considered essential to formulate a comprehensive strategy to the sector's development. The approach involves a diagnosis of the sector's performance, constraints, potentials, opportunities and challenges, including the specific roles of the government and private sectors. Discussions are presently ongoing on the framework for the execution of this exercise by the Surinamese Government.

The National Declaration and Plan of Actions prepared on the 9th of August 2001 by the Ministry of Agriculture of Suriname, together with different stakeholders in contribution for the Agricultural Ministerial Meeting held in Dominican Republic (November 2001) states that actions to promote Innovative and Non Traditional Agriculture (INA) for Suriname ought to pursue the following objectives:

- generation of higher income per unit of labor, land and investment capital;
- re vitalization of small-scale farming, at relatively low investments per worker;
- achievement of growth with equity, i.e. improved income distribution and safer jobs, with more opportunities for women and youth, and poverty reduction;
- provision of alternatives for illicit and harmful activities, e.g. abusive drug crops, forest logging, squatting, excessive fishing, hunting, and other encroachment of natural resources;
- reduction in the use of harmful agricultural chemicals;
- improved and sustainable use of land and water resources;
- improved control over markets and marketing channels, with improved future terms of trade.

Needs of the Sector

Through a participatory process with more than 50 different stakeholders and clients of the agricultural sector, from public, private and non-governmental organizations, a variety of needs were identified to overcome constraints, achieve a more competitive agriculture and improve rural well welfare. These needs have been categorized to facilitate easy interpretation and articulation and they are outlined below.

- Development and implementation of improved policies plans and programs.
- Capacity building and human resource development.
 - Upgrading the infrastructure, particularly access roads, irrigation systems and upgrade land tenure legislation and the regulatory framework for agricultural health and food safety.
 - More investment resources and lower cost credit available.
 - Rationalization of the public sector's involvement in the sector through an efficient and well-designed institutional system.
- Promote action programs for the development of Innovative Non-traditional Agriculture (INA), as an important instrument to give agriculture new and sustainable life, especially in Caribbean economies, with the following characteristics:
 - introduction of new agricultural products, preferably those with a positive income elasticity and other features of improved sustainability;
 - development of new markets and marketing systems;
 - application of innovative technologies on small and medium size farms;
 - development of innovative organizational structures, on and off the farm;
 - integration of field production within the rest of the food chain;
 - integration of agricultural field production with other sectors: input supply, industrial processing; agro-forestry, agro-tourism.

Areas suggested for intervention

Within these previous indications of priorities, objectives and needs, the following specific areas were identified for general support and technical assistance from different external agencies.

- Support to improve the international competitiveness of rice and banana exports.
- Expand diversification of the agricultural production base for export (i.e., new export products other than rice and bananas) and for improving the nutritional status of hinterland communities.
- Upgrade institutional capacities in the sector regarding:
 - Policy design and planning;
 - project identification, preparation and monitoring and evaluation;

- the physical infrastructure;
 - program for community development in the hinterland;
 - management skills at all levels;
 - foster and organize inter-agency/inter-institutional alliances and collaboration in sectoral development activities;
 - access to finance resources and attract investments, particularly venture capital for new activities;
 - information services including statistical collection, the construction of data bases and information management;
 - support the introduction and standardization of agricultural health and food safety controls at all levels with its respective awareness program;
 - the exchange of technologies and genetic materials with other countries with greater competitive advantage (cases of Brazil and Guyana within some same eco-system as Suriname);
 - improving food production in the hinterland with systems of commercialization and processing of marketable surplus;
 - initiatives to improve the welfare of women and children, especially in the hinterland areas, by promoting proper access to education, health care and good production, processing and marketing.
- Specifically with respect to promote Innovative Non-Traditional Agriculture (INA) the suggestions for instrumental intervention are the following:
 - regional cooperation, with a special role for OCA;
 - funding for research and training to promote Innovative Non traditional Agriculture (INA) (e.g. CARTF);
 - product and market development, for access to markets with high product value, and towards agricultural diversification;
 - a new role for the MOA in partnership with private stakeholders;
 - greater flexibility in farming and marketing systems, including new farming organizational structures, and diversity in farm type and size;
 - integration of agriculture with other production sectors, especially within rural areas;
 - social sector development in rural areas, together with decentralization of government;
 - removal of barriers to the development of INA (e.g. land rights access to credit), especially concerning women and indigenous peoples).

2.3.4 BASES FOR THE IICA STRATEGY

The strategy is to be designed within the following parameters – the implications of the internal and external dimensions on the macro-economy and the agricultural sector as presented before in the Chapter 2.3.1; the government’s policies and priorities for the sector (Chapter 2.3.3); IICA’s overall institutional strategy and that executed in Suriname in the last few years and the Institute’s strengths and weaknesses (Chapter 2.3.2).

i. Goal of the Strategy: To maximize the effectiveness of IICA's assistance and support in contributing to the revitalization and transformation of Suriname's agri-food sector.

ii. Principal Elements: Technical cooperation services will be both demand and supply driven – they will be provided based on the priorities and needs of clients and stakeholders, as well as anticipating future demands and emerging issues according to regional, hemispherical or world wide challenges or requirements. To follow up such trend:

- A flexible approach will be adopted in which a constant review, evaluation and revision will be done to the strategy as circumstances change and new opportunities and demands arise.
- Maintain excellence and constantly strive to improve the quality and impact of services provided.
- Institutionalize the ownership of projects and actions of technical cooperation in local beneficiary and counterpart institutions.
- Strengthen strategic alliances, collaboration and coordination to maximize on the limited resources from external assistance as well as from domestic sources.
- Exploit and promote opportunities to access external resources to complement limited IICA's quota funding.
- Make intensive use of the human resources capacity available in ICIA Suriname, the wider IICA region and the hemisphere.
- Upgrade IICA personnel capabilities through capacity building and training in order to provide cooperation services efficiently and effectively.
- Maintain a strong presence among the stakeholders community in the different forums so as to constantly improve IICA's image and credibility.
- Strengthen communication at all levels through a variety of media – the internet, bulletins, publications, etc.
- Provide IICA's infrastructure to support coordination, networking, communication and facilitate information sharing, physical capacity to encourage encounters and coordinating efforts among the sector.

iii. Criteria for Selecting Areas for IICA's Intervention: It is clear that an institution such as IICA possesses neither the mandate nor the resources to respond to intervene or support in all of the areas of needs or of national priority presented above (2.2.1 and 2.2.3). However, within these broad areas, there are ones in which the Institute can provide assistance and support. The selection of the specific areas to which support can be given is based on a number of criteria, which reflect IICA's Institutional capacities, its goals and objectives, its overall strategy and Strategic and Supporting thematic areas of focus (Strategic Areas: Policy, Trade and Integration, Agribusiness Development, Sustainable Rural Development, Food Safety and Agricultural Health).

(Supporting Areas: Education and Training, Information and Communications, Technology and Innovation, Institutional Modernization and Planning and Horizontal Technical Cooperation) and its commitments to supporting agriculture and rural development in Suriname. Additionally, there are many constraints within the sector

and the economy that preclude IICA's intervention in other areas (see Conclusions and Recommendations). These criteria include the following:

- Available technical, institutional and human resources
- Priorities of the client (Government of Suriname)
- Timeliness of delivery
- Previous experiences and competencies in the area
- Prospects for synergies among a number of areas
- Prospects for forging institutional alliances
- Access to external resources

3. THE NATIONAL AGENDA FOR TECHNICAL COOPERATION

3.1 STRATEGIC AREAS: GOALS, PRIORITIES AND STRATEGIC ACTIONS

STRATEGIC AREAS	GOALS	PRIORITIES	STRATEGIC ACTIONS
1. Policy, Trade and Integration	1. Agribusiness Policy and Institutional Responsibilities officially defined and adopted to facilitate trade and integration in a competitive way.	1. Agricultural products meeting international SPS/WTO and HACCP requirements under a monitoring and surveillance system in operation, to guarantee market opportunity and competitiveness. 2. Alliance for Sustainable Development Agriculture and Rural Milieu consolidated in the Caribbean Region for more efficient market integration.	1. Promote the design and adoption of regulatory and legal policy and protocols for transparency in trade. 2. Build awareness and train producers, processors and consumers to access and to meet SPS/WTO and HACCP requirements. 3. Strengthening of relevant public and private sector institutions for implementing HACCP and SPS/WTO requirements for trade integration and market opportunities. 4. Promote and develop the productive participation of Suriname in hemispheric and regional alliances (such as the FTAA and CSME) to facilitate entry into the global Agrifood marketplace.
2. Agribusiness Development	1. An Agribusiness Sector fully adjusted to the challenges of Globalization and to the new Integrated market Opportunities and Improved Viabilities (competitiveness,	1. Preparation and Implementation of a National Agriculture (e.g. Fruit and Vegetable Production) Program, involving relevant public and private sector	1. preparation of a comprehensive national program for agricultural products (e.g. Fruit and Vegetables). 2. Preparation of relevant feasibility studies, analysis of competitiveness and market studies.

STRATEGIC AREAS	GOALS	PRIORITIES	STRATEGIC ACTIONS
	<p>equitability and sustainability) of Agri-commercial Chains).</p>	<p>agencies, working in synchrony.</p> <p>2. Economic Analyses covering Feasibility Studies; Competitive Analyses and Comparative Market Studies for priority crops and processing and marketing enterprises (e.g. Fruit and Vegetables)</p>	<p>3. A basic minimum of national personnel suitably trained in project preparation and management.</p> <p>4. Farmers and technicians well trained in field production, farm management and marketing.</p> <p>5. Promote and strengthen the capacity of National Groups (Boards, Associations, etc.) dealing with Food Production and Processing.</p>
<p>3. Sustainable Rural Development</p>	<p>National Organizations (public, private, NGOs and rural communities) strengthened in its competence for the programming and implementation of a sustainable development of the interior (hinterland).</p>	<p>1. Empowerment of rural communities through concrete Program of Work involving the different actors (public, private, NGOs and rural communities)</p> <p>2. Improve and strengthen food and health security status and income generating capabilities of interior communities.</p> <p>3. All interior development agencies working in synchrony with exchanges of experience and expertise.</p>	<p>1. Preparation of program of work for the development of the Interior, involving all the stakeholders.</p> <p>2. Coordination of agencies in capacity building for community organization and development in rural areas</p> <p>3. Validation of improved production systems for rural areas, including</p> <ul style="list-style-type: none"> a. agro-forestry b. organic production c. small ruminant management d. processing and marketing of produce <p>4. Guidance in formation and management of rural micro-enterprises.</p>

STRATEGIC AREAS	GOALS	PRIORITIES	STRATEGIC ACTIONS
4. Food Safety and Agricultural Health	1. Agricultural production and imported or exported products in Suriname, meeting international Food Safety and Agricultural Health standards with effective Monitoring and Surveillance systems in place.	1. Regulatory and legal protocols in place backed by adequate monitoring and surveillance systems.	<ol style="list-style-type: none"> 1. Assistance in the design of regulations and legal controls to ensure Food Safety and Agricultural Health, and a specific monitoring and surveillance system. 2. Promote awareness campaign for the stakeholders, civil society in general and the agribusiness sector in particular about the importance of Food Safety and Agricultural Health. 3. Training of technicians, producers, processors, exporters and importers in principles of GAP's, HACCP and SPS/WTO Standards

3.2. SUPPORTING AREAS: GOALS, PRIORITIES AND STRATEGIC ACTIONS

SUPPORTING AREAS	GOALS	PRIORITIES	STRATEGIC ACTIONS
<p>1. Technology and Innovation</p>	<p>1. Sustained capacity established at the National level to acquire, adapt, generate and transfer information on technological advancements for a sustainable and competitive agri-food sector.</p>	<p>1. Establishment of appropriate linkages with technology providers or producers (other Countries or companies) to benefit of already existing technologies.</p> <p>2. Establishment of national capacity to evaluate, adapt, promote and transfer appropriate technology, from other providers.</p>	<p>1. Design of national program for technology development (acquisition, transference, adaptation and validation) for priority crops.</p> <p>2. Establishment of a National Information system designed to facilitate the recompilation, transference and exchange of technology for more competitive agricultural production and processing.</p> <p>3. Evaluate Technological packs (cost of production and benefits) for production to guarantee competitiveness.</p> <p>4. Technological packs for the production of selected crops in interior districts tested and validated.</p>

SUPPORTING AREAS	GOALS	PRIORITIES	STRATEGIC ACTIONS
2. Horizontal Technical Cooperation	1. Achievement of maximum efficiencies in technical cooperation in development efforts from alliances and joint ventures with sister Countries through its national agencies or the international agencies and major public & private stakeholders in the agribusiness sector capable to provide technical cooperation.	1. Well-designed and Productive Agreements and Protocols for Horizontal Technical Cooperation with other Countries and International Agencies, according to the needs of Suriname.	1. Identification of shared development initiatives, participants and their joint and several responsibilities. 2. Organize regular coordinating meetings in relevant major agribusiness sub-sector among Country partners. 3. Promoting and participating in the Multinational programs already existing for HTC such as the PROCI's
3. Education and Training	1. Well promoted and established the National Capacity for education and training in agri-business and rural development areas.	1. Appropriately revised requirements for education and training in Agri-business and Rural Development areas. 2. Develop joint efforts among more competent institutions to implement education and training in priority areas.	1. Assist relevant private and public sector institutions to evaluate and make recommendations for more effective education and training for agribusiness. 2. Preparation of training manuals and training events in: a. Rural Community organization and capacity building b. Rural Extension c. HACCP and SPS/WTO Requirements

SUPPORTING AREAS	GOALS	PRIORITIES	STRATEGIC ACTIONS
			<ul style="list-style-type: none"> d. Good Agricultural Practices e. Relevant Processing Technologies f. Agro-forestry g. Organic Farming. h. Farm Management i. Tech. of production
<p>4. Information and Communication.</p>	<ul style="list-style-type: none"> 1. A sustainable capacity established in the Country to promote and implement information, documentation and communication in agribusiness and rural development. 2. Agribusiness Information and Documentation and Distance Training Center installed and in use and being continuously updated 	<ul style="list-style-type: none"> 1. Creation of a National Network to promote and operate information, documentation and communication on Agribusiness and Agricultural Development, connected nationally and internationally to other centers of reference. 2. Different level of users well trained in the use of information available and its network. 3. Construction, Equipping and Establishment of an Information and Communication Center also as a Distance Learning Center. 	<ul style="list-style-type: none"> 1. Establishment of System of Agricultural Information and Documentation for the Americas (SIDALC) network for Suriname, involving different stakeholders. 2. Organization of formal promotion of the Network and training of the potential users 3. Building and Indexing Information Database. 3. Acquiring and cataloguing all relevant available training CD's and manuals as the available sites with relevant information for the agribusiness and rural life.

3.3 STRATEGIC AREAS: BENEFICIARIES, PARTNERS AND IICA ASSISTANCE

STRATEGIC AREAS	STRATEGIC ACTIONS	CLIENTS / BENEFICIARIES	PARTNERS/ COUNTERPARTS	ASSISTANCE FROM REGIONAL / HQ SPECIALISTS
1. Policy, Trade and Integration	1.1 Promote the design and adoption of regulatory and legal policy and protocols for transparency in trade.	Agricultural Sector producers, processors importers and exporters. Ministries of Trade and Industry, Agriculture (LVV)	Ministries of Health, Trade and Industry, Agriculture (LVV), Justice, PAHO, OAS, Private Sector NGO's	IICA Legal Dept. - HQ, Regional Agricultural Health Specialists – Trinidad and Guyana
	1.2 Build awareness and train producers, processors and consumers to access and to meet SPS/WTO and HACCP requirements.	Agricultural Sector, producers, processors, importers, exporters and consumers. Ministries of Trade and Industry, Agriculture (LVV)	Ministries of Health, Trade and Industry, Agriculture (LVV), Justice, PAHO, OAS, Private Sector NGO's	Regional Agricultural Health Specialists – Trinidad and Guyana
	1.3 Strengthening of relevant public and private sector institutions for implementing HACCP and SPS/WTO requirements for trade integration and market opportunities.	Agricultural Sector producers, processors, importers and exporters, Ministries of Agriculture (LVV), Health, Trade and Industry	Ministries of Health, Trade and Industry, Agriculture (LVV), Justice, PAHO, OAS, Private Sector NGO's	Regional Agricultural Health Specialists – Trinidad and Guyana

STRATEGIC AREAS	STRATEGIC ACTIONS	CLIENTS / BENEFICIARIES	PARTNERS/ COUNTERPARTS	ASSISTANCE FROM REGIONAL / HQ SPECIALISTS
	1.4 Promote and develop the productive participation of Suriname in hemispheric and regional alliances (such as the FTAA and CSME) to facilitate entry into the global Agrifood marketplace.	Min of Agriculture (LVV), Trade and Industry, Foreign Affairs, Private Sector NGO's	Ministries of Health, Trade and Industry, Agriculture (LVV), Justice, PAHO, Private Sector NGO's, Ministry of Foreign Affairs.	Trade Negotiations Specialists – IICA HQ and Trinidad
2. Agribusiness Development.	<p>2.1 Preparation of a comprehensive national program for agricultural products (e.g. fruit and vegetables.)</p> <p>2.2 Preparation of relevant feasibility studies analysis of competitiveness and market studies.</p> <p>2.3 A basic minimum of national personnel suitable trained in project preparation and management.</p>	<p>Agribusiness stakeholders, producers, processors, Ministries of Agriculture (LVV), Planning and Development Cooperation (PLOS)</p> <p>Agricultural private sector, producers, processors and exporters, Ministries of Agriculture (LVV) Planning and Development Cooperation (PLOS)</p> <p>Private and Public Sector Organizations and Personnel, Ministries of Agriculture (LVV), Planning and Development Cooperation (PLOS)</p>	<p>Ministries of Agriculture (LVV), Planning and Development Cooperation (PLOS), Private Sector Organizations of producers and processors.</p> <p>Ministries of Agriculture (LVV), Planning and Development Cooperation (PLOS), Regional Development, Private Sector NGO's</p> <p>Ministries of Agriculture (LVV), Planning and Development Cooperation (PLOS), Planning Office, EDUCONS Foundation</p>	<p>Regional Technology and Innovation Specialist – Trinidad, Regional Fruit Crop Specialist – Trinidad, Regional Planning Specialist - Barbados.</p> <p>Project Cycle and Planning Specialists – Bahamas and Barbados.</p> <p>Project Cycle and Planning Specialists – Bahamas and Barbados</p>

STRATEGIC AREAS	STRATEGIC ACTIONS	CLIENTS / BENEFICIARIES	PARTNERS/ COUNTERPARTS	ASSISTANCE FROM REGIONAL / HQ SPECIALISTS
	<p>2.4 Farmers and technicians well trained in field production, farm management and marketing.</p> <p>2.5 Promote and strengthen the capacity of national groups (board, associations, etc.) dealing with food production and processing.</p>	<p>Farmers and Ministry of Agriculture (LVV) extension personnel, Ministry Regional Development, Village extension agents</p> <p>Producer groups and organizations, Village Community Organizations, Processing and Marketing Groups, Ministries of Agriculture (LVV) and Regional Development</p>	<p>Ministries of Agriculture (LVV), Regional Development, EDUCONS Foundation, National Women's Movement</p> <p>Ministries of Agriculture (LVV), Regional Development, National Women's Movement, Chamber of Commerce, other NGO's</p>	<p>Regional Technology and Innovation Specialist – Trinidad and Barbados.</p> <p>Regional/HQ Institutional Strengthening Specialist</p>
<p>3. Sustainable Rural Development</p>	<p>3.1 Preparation of program of work for the development of the Interior, involving all the stakeholders.</p> <p>3.2 Coordination of agencies in capacity building for community organization and development in rural areas.</p>	<p>Village communities in interior districts, Ministries of Agriculture (LVV), Regional Development, Planning and Development Cooperation (PLOS)</p> <p>Village communities in interior districts, Ministries of Agriculture (LVV), Regional Development, Planning and Development Cooperation (LVV)</p>	<p>National Women's Movement, Moravian Church, Pater Albrinck Foundation, Peace Corps, Ministry of Agriculture (LVV), Regional Development, Planning and Development Cooperation (PLOS)</p> <p>National Women's Movement, Moravian Church, Pater Albrinck Foundation, Peace Corps, Ministry of Agriculture (LVV), Regional Development, Planning and Development Cooperation (PLOS).</p>	<p>Rural Development Specialist – Barbados, Project Cycle and Planning Specialists – Bahamas and Barbados</p> <p>-----</p>

STRATEGIC AREAS	STRATEGIC ACTIONS	CLIENTS / BENEFICIARIES	PARTNERS/ COUNTERPARTS	ASSISTANCE FROM REGIONAL / HQ SPECIALISTS
	<p>3.3 Validation of improved production systems for rural areas, including</p> <ul style="list-style-type: none"> a. agro-forestry b. organic production c. small ruminant management d. processing and marketing of produce. <p>3.4 Guidance information and management of rural micro enterprises.</p>	<p>Village groups and individuals involved in agricultural production and marketing, Ministries of Agriculture (LVV), Regional Development, Planning and Development Cooperation (PLOS)</p> <p>Village production processing and marketing groups, Ministries of Agriculture (LVV), Regional Development, Planning and Development Cooperation (PLOS).</p>	<p>Ministries of Agriculture (LVV), Regional Development, Peace Corps, Community Extension Workers.</p> <p>Ministries of Agriculture (LVV), Regional Development, Planning and Development Cooperation (PLOS), National Women's Movement, Peace Corps, Village Community Leaders.</p>	<p>Regional Technology and Innovation Specialist – Trinidad Barbados and Trinidad. Agricultural Health Specialist – Guyana and Trinidad</p> <p>Regional Rural Development Specialist – Trinidad and Guyana.</p>
4. Food Safety and Agricultural Health	4.1 Assistance in the design of regulations and legal controls to ensure Food Safety and Agricultural Health, and a specific monitoring and surveillance system.	Agricultural Producers, Processors, Importers, Exporters, Consumers, Ministries of Agriculture (LVV), Health, Trade and Industry, Planning and Development Cooperation (PLOS).	Ministries of Health, Agriculture (LVV), Trade and Industry, Planning and Development Cooperation (PLOS), Chamber of Commerce, Manufacturers Association, Association Suriname Entrepreneurs.	IICA Legal Dept-HQ. Agricultural Health Specialist – HQ Regional Agricultural Health Specialist – Guyana

STRATEGIC AREAS	STRATEGIC ACTIONS	CLIENTS / BENEFICIARIES	PARTNERS/ COUNTERPARTS	ASSISTANCE FROM REGIONAL / HQ SPECIALISTS
	<p>4.2 Promote awareness campaign for the stakeholders, civil society in general and the agribusiness sector in particular about the importance of Food Safety and Agricultural Health.</p> <p>4.3 Training of technicians, producers, processors, exporters and importers in principles of GAP's, HACCP and SPS/WTO standards.</p>	<p>Agricultural Producers, Processors, Importers, Exporters, Consumers, Ministries of Agriculture (LVV), Health, Trade and Industry, Planning and Development Cooperation (PLOS)</p> <p>Ministry of Agriculture (LVV) and Ministry of Health technicians, Private Sector groups, Individual Producers and Processors.</p>	<p>Ministries of Health, Agriculture (LVV), Chamber of Commerce, Manufactures Association, Association Suriname Entrepreneurs, Suriname Media Companies</p> <p>Ministries of Health, Agriculture (LVV), Private Sector Producer and Import/Export Organizations, USDA</p>	<p>Regional Agricultural Health Specialists – Trinidad and Guyana</p> <p>Regional Agricultural Health Specialists – HQ, Trinidad and Guyana.</p>

3.4 SUPPORTING AREAS: BENEFICIARIES, PARTNERS AND IICA ASSISTANCE

SUPPORTING AREAS	STRATEGIC ACTIONS	CLIENTS / BENEFICIARIES	PARTNERS/ COUNTERPARTS	ASSISTANCE FROM REGIONAL / HQ SPECIALISTS
1. Technology and Innovation	1.1 Design of national program for technology development (requisition, transference, adaptation and validation) for priority crops.	Technicians and extensionists of the Ministry of Agriculture (LVV), Producers and processors.	Ministry of Agriculture (LVV), University, CELOS and other research institutions, NGO's, Peace Corps, cooperatives.	Regional Specialist in Technology and Innovation - Barbados.
	1.2 Establishment of a national information system designed to facilitate the compilation, transference and exchange of technology for more competitive agricultural production and processing.	Producers, processors technicians, exporters of agricultural products, students, Ministry of Agriculture, University.	Knowledge centers, virtual libraries, University, CELOS and other research institutions, Ministry of Agriculture, Peace Corps, EDUCONS	Specialist in Information and Documentation – HQ, and Regional Specialist Technology Innovation - Barbados
	1.3 Evaluate technology packs (cost of production and benefits) for production to guarantee competitiveness.	Agricultural Researchers, technicians, Ministry of Agriculture (LVV), CELOS and other research institutions, pilot farmers.	University, CELOS and other research institutions.	IICA subject matter specialists – Regional and HQ.

SUPPORTING AREAS	STRATEGIC ACTIONS	CLIENTS / BENEFICIARIES	PARTNERS/ COUNTERPARTS	ASSISTANCE FROM REGIONAL / HQ SPECIALISTS
	1.4 Technology packs for the production of selected crops in interior districts, tested and validated.	Producers in remote areas and/or hinterland communities, Ministries of Agriculture (LVV), Regional Development, University.	NGO's working in these areas, University, CELOS and other research institutions, Ministry of Agriculture (LVV).	Regional Specialist in Technology and Innovation - Barbados
2. Horizontal technical co-operation	<p>2.1 Identification of shared development initiatives participants and their joint and several responsibilities.</p> <p>2.2 Organize regular coordinating meetings in relevant major agribusiness sub-sectors among country partners.</p> <p>2.3 Promoting and participating in the Multinational programs already existing for HTC such as the PROCI's.</p>	<p>Agricultural extensionists, Rural Development workers, Rural communities, Small-scale producers/processors, NGO's, Ministries of Agriculture and Rural Development</p> <p>Producers, processors rural marketing organizations, Ministry of Agriculture (LVV).</p> <p>Ministries of Agriculture (LVV), Regional Development, Planning and Development Cooperation (PLOS), Rural Groups</p>	<p>Ministries of Rural Development and Agriculture (LVV), NGO's e.g. Moravian Church, Pater Albrinck Foundation, National Women's Movement, Ecosystem 2002 etc., PAHO, Peace Crops, World Wildlife Fund.</p> <p>Interest groups, rural communities representatives, Ministry of Agriculture (LVV). Ministry of Foreign Affairs.</p> <p>University, CELOS and other research institutions, Ministries of Agriculture (LVV), Regional Development, Planning and Development Cooperation (PLOS), Foreign Affairs, PAHO, NGO's, Peace Corps, Private Sector.</p>	<p>-----</p> <p>Subject matter specialist</p> <p>IICA Thematic Coordinators and Specialists at the Regional Level.</p>

SUPPORTING AREAS	STRATEGIC ACTIONS	CLIENTS / BENEFICIARIES	PARTNERS/ COUNTERPARTS	ASSISTANCE FROM REGIONAL / HQ SPECIALISTS
3. Education and Training	<p>3.1 Assist relevant private and public sector institutions to evaluate and make recommendations for more effective education and training education and training for agribusiness.</p> <p>3.2 Preparation of training manuals and training events:</p> <ul style="list-style-type: none"> b. Rural community organization and capacity building. c. Rural Extension d. HACCP and SPS/WTO Requirements. e. Good Agricultural Practices f. Relevant processing Technologies g. Agro-forestry h. Organic farming i. Farm Management j. Tech. of Production. 	<p>Ministries of Agriculture (LVV), Trade and Industry, Health, Education, Chamber of Commerce. Association of Manufacturers, Association of Entrepreneurs.</p> <p>Small scale producers and processors, processing and exporting organizations, Ministry of Agriculture (LVV), University, CELOS and other research institutions.</p>	<p>Suriname Trade promotion Organization, CARIFORUM, CARISEC, Ministry of Agriculture, Ministry of Education, Ministry of Health, EDUCONS, University.</p> <p>Chamber of Commerce, Suriname Trade Promotion Organization, PAHO, Ministries of Agriculture (LVV), Health, University, CELOS and other research institutions, EDUCONS, OAS.</p>	<p>IICA Regional subject matter specialist</p> <p>Relevant Regional Specialists and Regional Distance Learning Dept. – Barbados</p>

SUPPORTING AREAS	STRATEGIC ACTIONS	CLIENTS / BENEFICIARIES	PARTNERS/ COUNTERPARTS	ASSISTANCE FROM REGIONAL / HQ SPECIALISTS
4. Information and Communication	4.1 Establishment of System of Agricultural Information and Documentation for the Americas (SIDALC) network for Suriname, involving different stakeholders.	Organizations and Persons interested in related aspects of Agribusiness and Rural Development, (technicians, teachers, extensionists, students, researchers, etc.), Ministry of Agriculture (LVV), University	Ministries of Agriculture (LVV), Rural Development, University, CELOS and other research institutions (rice etc.) EDUCONS, other NGO's.	SIDALC Regional Specialists. Orton Library – Costa Rica
	4.2 Organization of formal promotion of the network and training of the potential users. 4.3 Building and indexing information database	Technicians of the Ministries of Agriculture (LVV), Rural Development, University Library and Faculty of Technology, CELOS and other research institutions, persons interested in agribusiness and rural development, students, etc. Students, researchers, Private Sector	EDUCONS, PARBONET, Ministry of Agriculture (LVV), University Faculty of Technology and Library, CELOS, Agribusiness Sector. University Library, EDUCONS, PARBONET, Ministry of Agriculture (LVV), Producer and Processor Organizations.	Regional and HQ Specialists Orton Library - Costa Rica

SUPPORTING AREAS	STRATEGIC ACTIONS	CLIENTS / BENEFICIARIES	PARTNERS/ COUNTERPARTS	ASSISTANCE FROM REGIONAL / HQ SPECIALISTS
	4.4 Acquiring and cataloguing all relevant available training CD's and manuals as the available sites with relevant information for the agribusiness and rural life.	Entire Agribusiness Sector, Ministry of Agriculture (LVV), University Library, NGO's	Ministry of Agriculture (LVV), University Library, CELOS and other research institutions, Peace Corps, EDUCONS, PAHO, UNDP, EU.	Regional and HQ Information and Documentation Specialists,

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

	TRAINING AND EDUCATION	INFORMATION and COMMUNICATION	TECHNOLOGY TRANSFER and INNOVATION	INSTITUTIONAL MODERNIZATION and PLANNING	HORIZONTAL TECHNICAL CO-OPERATION
1. POLICY, TRADE AND INTEGRATION	<ol style="list-style-type: none"> 1. Train technicians, producers processors and consumers to access and meet SPS/WTO and HACCP Standards. 2. Assist relevant private and public sector institutions to evaluate and make recommendations for more effective education and training for agribusiness. 3. Preparation of training manuals and training events in: <ol style="list-style-type: none"> a. Rural Community organization and capacity building b. Rural Extension c. HACCP and SPS/WTO 	<ol style="list-style-type: none"> 1. Build awareness in all sectors of the importance of SPS/WTO and HACCP Standards. 2. Publication of IICA office bulletin "Partnership" 	<ol style="list-style-type: none"> 1. Design of a national program for technology development (acquisition transfer, adaptation and validation) for priority crops. 	<ol style="list-style-type: none"> 1. Strengthen relevant public and private sector institutions implementing/enforcing SPS / WTO & HACCP Standards 	<ol style="list-style-type: none"> 1. Promote and assist in the design of legal and regulatory protocols for transparency in trade. 2. Promote and develop the participation of Suriname in hemispheric and regional alliances (FTAA & CSME) to facilitate entry into the global agri-food market place. 3. Identification of shared development initiatives, participants and their joint and several responsibilities. 4. Organize regular coordinating meetings in relevant Major agribusiness sub-

TRAINING AND EDUCATION	INFORMATION and COMMUNICATION	TECHNOLOGY TRANSFER and INNOVATION	INSTITUTIONAL MODERNIZATION and PLANNING	HORIZONTAL TECHNICAL COOPERATION
<ul style="list-style-type: none"> d. Good Agricultural Practices e. Relevant Processing Technologies f. Agro-forestry g. Organic Farming h. Farm Management i. Technology of production <ol style="list-style-type: none"> 4. Establishment of System of Agricultural Information and Documentation for the Americas (SIDALC) network for Suriname, involving different stakeholders. 5. Organization of formal promotion of the Network and training of the potential users 6. Building and Indexing Information Database. 				<p>sectors among Country partners.</p> <ol style="list-style-type: none"> 5. Promoting and participating in the Multinational programs already existing for HTC such as the PROCI's

	TRAINING AND EDUCATION	INFORMATION and COMMUNICATION	TECHNOLOGY TRANSFER and INNOVATION	INSTITUTIONAL MODERNIZATION and PLANNING	HORIZONTAL TECHNICAL COOPERATION
	7. Acquiring and cataloguing all relevant available training CD's and manuals as the available sites with relevant information for the agribusiness and rural life.				
2. AGRIBUSINESS DEVELOPMENT	<ol style="list-style-type: none"> 1. Training of National Personnel in Project Identification, Presentation, Monitoring and Evaluation. 2. Training of farmers and technicians in improved field production, farm management and marketing. 	<ol style="list-style-type: none"> 1. Preparation of training manuals for GAPs and agri-business technologies. 2. Establishment of a national information system designed to facilitate the re-compilation transference and exchange of technology. 	<ol style="list-style-type: none"> 1. Evaluate Technological Packages (Tech-Packs) (cost of production and benefits) for production to ensure competitiveness. 2. Develop and document Tech-Packs for the production of selected crops in rural and interior districts test and validate. 	<ol style="list-style-type: none"> 1. Preparation of a comprehensive national program for fruit and vegetables. 2. Preparation of relevant feasibility studies, analyses of competitiveness and market studies. 3. Promote and strengthen the capacity of national groups (boards, associations, etc..) dealing with food produc- 	<ol style="list-style-type: none"> 1. IICA professionals working together with counterparts from national regional and hemispheric organizations and collaboration such as the process to advance Suriname agribusiness sector.

	TRAINING AND EDUCATION	INFORMATION and COMMUNICATION	TECHNOLOGY TRANSFER and INNOVATION	INSTITUTIONAL MODERNIZATION and PLANNING	HORIZONTAL TECHNICAL COOPERATION
				tion, processing and marketing.	
3. SUSTAINABLE RURAL DEVELOPMENT	1. Coordination of agencies in capacity building for community organization and development and development in rural areas.	1. Preparation of training manuals. 2. Publication of newsletter "Koboogo" for interior communities.	1. Validation of improved production systems including a. agro-forestry b. organic production c. small ruminant management d. processing and marketing of produce.	1. Preparation of program of work for interior development involving all stakeholders 2. Guidance in formation and management of rural micro-enterprises.	1. Coordination of agencies working in the interior with regard to relative strengths and weaknesses.
4. FOOD SAFETY AND AGRICULTURAL HEALTH	1. Training of technicians, producers, processors, exporters and importers in principles of GAP and HACCP and SPS/WTO Standards	1. Promotion of an awareness campaign for stakeholders, the civil society in general and the agribusiness sector in particular re Food Safety and Agricultural Health	1. Assistance in the design and adoption of a. regulation and legal protocols to ensure food safety agricultural health and b. the relevant monitoring and surveillance systems.	1. Supporting the establishment of and participating in a national food safety board 2. Assisting in the design and setting up of a national monitoring and surveillance system.	1. Assisting with national and international counterparts in the coordinating of policies, regulations and standards to facilitate international trade liberalization.

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

Actually the IICA in Suriname is implementing since 2001 one Project financed by IDB in agreement with LVV. This Project that may last until 2003 is in the area of Agricultural Health and Food Safety with the purpose to strengthen the national capacity to face the new requirements of the WTO with regard to the SPS compliance. This contribution of external funds reinforces very much the efforts of IICA in Suriname with its Regional Program in the same area.

The CFF Program is also a Regional Program but based in the IICA Suriname Office that support an important task in Guyana, Suriname, French Guiana and North of Brazil (Amapa). This program depends on financial support from the Dutch Treaty Fund for its operation in Suriname plus the funds of USDA, IFAD and Brazil. The estimation is that this Program should last until 2004. These funds and Program reinforce the efforts of IICA in the area of Agricultural Health and Food Safety in the Region and in particular in Suriname.

As another approach to operating with externally funded projects at the IICA Office in Suriname there were established three different joint efforts agreements (MOUs) to support areas of National Food Safety and of Rural Development and Extension Services for the Interior. Instead of financial resources personnel were placed at IICA Office in Suriname from different sources of funds. At the Food Safety area were established one agreement (MOU) with PAHO-Suriname and the Ministry of Health to implement activities in that area. With this venture IICA is reinforcing its image and participating in this important effort complementary to the efforts by the same office through its Regional Project in the area of Agricultural Health and Food Safety.

On the same Food Safety area another agreement (MOU) was established with Peace Corps and the Ministry of Health. The professional from PC Suriname is based at the IICA Office coordinating with the other professional from PAHO-Ministry of Health mentioned before.

Another venture was signed also with Peace Corps Suriname to provide cooperation to LVV in the area of Rural Development of the Interior. In this trend is reinforced and renew the capacity of IICA to work on the area of Rural Development in Suriname.

These three ventures had being very well managed by IICA and are very much of benefit for Suriname, granting also a renewed image to IICA in the Country.

Apart from these actual efforts supported with external resources, financial and human, there is a great source of external funds becoming available to Suriname within the frame of the new Government. As such may be mentioned the Dutch Treaty Fund that is being placed in favor of different sectors and also the Agricultural Sector. To qualify for those funds the Government should make one Sectoral Study to present a clear scope of action for development. IICA had being involved in the first consultations for it and may be one source of resource to enlarge the possibilities of the Technical Cooperation for the Country. Different other international organizations will participate in this effort.

From the same Dutch Treaty Fund there are also resources available for the Development of the Hinterland communities. Amounts of resources are available within this scope which are expected to be implemented in the near future. This is an old grant that is not being used in previous years due “force majeure” reasons.

European Union is providing important support to the Country in different areas and at the Agricultural level the Rice and Banana Sector are the main beneficiaries. There are also from the same EU resources for Mini Projects of Development supporting different areas of the Community Development.

United Nations through its various programs had being very much supportive of Suriname in areas of Rural Development (UNIFEM) strengthening different Non Governmental Organizations; in the area of Natural Resources supporting to NGOs and the University (Agroforestry), among others. IICA projects can benefit very much from these contributions, by joining these efforts.

IDB had approved important amounts of funds for Community Development placing 30% of those funds for the development of the Interior. It is another important source of funds available for good projects for the interior development.

IFAD is of the disposition to bring back funds to support the promotion of new opportunities for small agriculture so much needed in Suriname. The Government has the word. IICA Suriname participated in these new contacts of IFAD with the Government of Suriname.

Another two funds available for small development projects are one from the Japanese Government and one from the Canadian Government. IICA already supported the presentation of one project for Cashew Industry Development for the Japanese Cooperation Fund and one other project for the Canada Government in the area of Rural Development.

In synthesis it is possible to say that in Suriname there is no lack of funds for the development of different endeavors. The main restriction is the organization of the sector to receive and apply well and use those funds. Important contributions can be the cooperation for project design and follow up.

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

The IICA Office in Suriname had being adjusted to the new levels of requirements and strategy since two years ago as mentioned in the Chapter 2.3.2.

Great advancements were made in the renewal, organization and training of the personnel and the infrastructure of operation.

However, according to the new developments and strategic relations with the Country there is the possible need to continue making adjustments and improvements.

It may be required in the near future to have within the IICA Staff, professionals prepared to provide technical cooperation on the agricultural economy of production and of projects preparation. It may be very useful for the support of the various opportunities for resources for project design and implementation.

Temporary capacity is being built up in the area of extension and rural development through the professional from PC Suriname as mentioned in the previous chapter 5, under the actual agreement (MOU) IICA Suriname and PC Suriname. According to the advancements in this area it may be necessary to have a definitive position on this area also. There is under study the possibility to establish a permanent agreement with PC Suriname to continue providing the professional for that area and to implement it in joint effort and resources from IICA and PC together, especially, with the Ministry of Agriculture.

Within the specialized areas of crop and animal production will be necessary to depend on human resources capacity according to the needs and priorities of the Sector. Fruit and Vegetables are the first area to require this type of professional competence. This area had being demanding and relying very much on IICA Suriname and the Regional Project on Fruit Crop development.

The area of Information, Documentation and Distance Training may be another area to be considered requiring especial human resources. Possibly due the newness of this area one part time professional may be enough. The IICA Office in Suriname has already made budgetary provisions for that position and is studying a joint venture with one Bilateral Cooperation Agency in Suriname and is open to consider incorporating some other National Organization.

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

Due its geographical location and particular ecosystem, Suriname may profit from horizontal cooperation efforts with different countries in the Caribbean Region, Central America and South America within the scope of the Tropical Agriculture.

Very specifically the main countries to establish horizontal cooperation may be in the Caribbean: Trinidad and Tobago, Barbados and Guyana. On the mainland, Brazil, Costa Rica and Belize with its particular conditions on the agroforestry, fruit sector and agricultural health and food safety programs may have potential for horizontal cooperation activities.

Areas of interest are Agricultural Health and Food Safety, Fruit Crop development; Extension and Rural Development, Genetical Materials to improve different crop and animal productions and Agricultural Zoning are the main topics to initiate efforts in horizontal cooperation.

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

Professional and Technical Staff

- Ernani Fiori, Representative
- Hesdy Ormskerk, Fruit & Vegetable Specialist
- Leo Sampai, Rural Development LVV Counterpart Coordinator
- Aldo Malavasi, Regional Coordinator CFF
- Irwin Telfer, Consultant
- Caroline Gilds, Executive Secretary Food Safety Working Group, Ministry of Health based at IICA/SR under the agreement with PAHO and the Ministry of Health,
- Christian Ogle, Extension Specialist from the Peace Corps (PC) Suriname under the PC-IICA Suriname Agreement.

General Service Staff

- Yvonne Sital, Assistant Administrator
- Melitia Rack, Representative's Secretary
- Mavis Sabajo, Secretary of the Technical Staff
- Morela Mijnsen, CFF Program Secretary
- Brahma Ramsoedit, IICA, Driver/Clerical Assistant
- Boyke Sewpal, Gardener
- Sila Jagesar, Cleaning Lady

9. CONCLUSIONS AND RECOMMENDATIONS

IICA's intervention in Suriname's agricultural sector through specific technical cooperation actions should not be viewed in isolation of the policy and institutional environment that prevail in the sector or the overall economy. The economy and its agricultural sector have experienced a downward trend for several years due to many factors. These affected not only the sector's performance and the capacity of national institutions in both the public and private sector to facilitate its development, but also the extent to which donor institutions have contributed effectively to the sector. In this regard, it is important to highlight some of the conditioning factors that can contribute to or affect the success of IICA's actions (or any donor institution) in the sector. Six main factors are identified below. If these are not addressed as high priorities by the government, donor assistance and technical cooperation activities will continue to have limited impacts in the sector.

- i. A clear definition of the policy direction, priorities and the strategies (both at the macro and sectoral levels) need to be done by the government.
- ii. The Suriname situation has repeatedly shown that even when policy is defined there are political problems or difficulties in moving from policy definition to implementation.

Therefore, political and economic stability is critical, both for investor confidence as well as providing the necessary conditions for greater inflow of development support.

- iii. Rationalization of the public sector's role in the agricultural sector should be high on the policy agenda of the government. This will contribute to making more public resources available for re-investment in the sector and for strengthening national institutions.
- iv. In general, development funding and donor support for agriculture is declining. Suriname needs to adopt a more pro-active approach to making more effective use of the available support. Capacity building and improved capabilities in program and project management are pre-requisites for this.
- v. Counterpart institutions need to assume greater ownership of projects and actions of technical cooperation. If not, the actions will only be temporary and will not contribute to long-term sustainable development of the sector.
- vi. The area of coordination among national institutions and between donor and national institutions is a major responsibility of the government. This area needs to be strengthened considerably. If not, donor assistance and support will remain diffused and ineffective.