



DEVELOPING A MEDIUM TERM STRATEGY (MTS) 2011-2015 FOR THE
CARIBBEAN REGIONAL AGRICULTURAL POLICY NETWORK (CARAPN)

REPORT OF THE MEETING HELD IN TRINIDAD AND TOBAGO, 27-29 JULY 2010

REPORT ON MEETING TO DEVELOP A
CaRAPN MEDIUM TERM STRATEGY (MTS) 2011-2015

Background

The meeting was managed by Diana Francis, Regional Specialist, Policies and Negotiations Programme, IICA Caribbean and Coordinator of the CTA-IICA CaRAPN project with support from IICA-CaRAPN Team members. Special acknowledgements and appreciation are extended to the Representative and staff of the IICA Office in Trinidad and Tobago Staff for the technical and administrative support provided in the planning and execution of the meeting. Appreciation is extended to all participants for the rich and positive dialogue, particularly significant given the relatively limited prior knowledge of CaRAPN (See Annex 1-Participant Contact information) and willingness to commit their individual and institutional time and expertise to the building of CaRAPN from a project to a sustainable network.



At the end of the meeting, the participants:

- a) got a better appreciation of the regional policy context which circumscribes the environment and scope for agriculture policy networking (See Annex 2 – Agenda);
- b) got a better understanding of how CaRAPN emerged, its operation to date and the importance of the network in strengthening the agricultural policy process in the region;
- c) arrived at consensus and committed to participating and supporting CaRAPN as a central agricultural policy-related network in the Caribbean,
- d) identified and agreed to a CaRAPN Management Team to guide the process from project to sustainable networking;
- e) agreed to the elements defined in the Draft CaRAPN Medium Term Strategy 2011–2015 and defining a niche for CaRAPN;
- f) were provided with an opportunity for face-to-face dialogue, networking and exchange of information on agricultural development policy issues and processes.

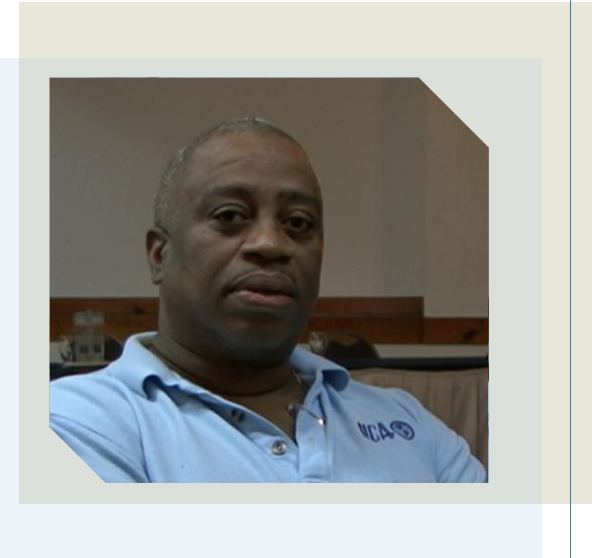
11 AUGUST 2010

the network is not owned by IICA/CTA and the meeting should seek to arrive at a workable, practical strategy that can be implemented and that takes into account the resource limitations that we face.

Mr. Gregg Rawlins, IICA Representative in Trinidad and Tobago

The subject matter, that being agricultural policy, whether at the national or regional levels is an important one for the region at this time. The role of networking in creating an efficient and equitable policy process can add much value to the process. The ongoing collaboration of the Inter-American Institute for Cooperation on Agriculture (IICA) and the Technical Centre for Agricultural and Rural Cooperation (CTA) in shouldering and managing the CaRAPN project over the 2003 to 2010 period has been instrumental in getting CaRAPN to this stage. CaRAPN has a very important role to play in allowing for people involved in policy and planning at the national level to be able to communicate with each other, to be able to share information, to be able to share experiences in relation to the entire policy process – policy analysis, policy formulation, policy monitoring and evaluation. CaRAPN is envisioned as a mechanism that allows for that sharing of expertise, and as a means in which individuals who have certain experiences would also bring that experience to some of the countries that need assistance, through direct technical assistance so that at the end of the day, policies are a lot more focussed, evidenced-based, enabling member states and the region allow to achieve set objectives in relation to agriculture and food security.

The strategic planning meeting is an opportunity for a wide cross section of stakeholders in the policy process to help to define the scope and operations of CaRAPN and truly activate its networking function. IICA remains committed to continue to support to CaRAPN in the medium term.



agricultural policy networking could add value to the process of articulating a comprehensive regional agriculture policy, which is critical to drive the CARDI's research and development agenda

Dr. Arlington Chesney, Executive Director, CARDI

Agriculture is an economic driver in the development of the region and enabling policies are crucial. Some time ago, a UWI colleague, Dr. Kusha Haracksingh stated that *'bad policy will turn good soil infertile'*. Therefore, having a comprehensive agriculture policy for the region is important to, among other things, drive the research and development agenda of CARDI. The ongoing policy initiatives being spearheaded by the CARICOM Secretariat should provide an overall framework for agricultural development in the context of the Single Development Vision of the CSME. A strong agricultural policy network could add value to this process, especially since the area of policy networking was relatively weak in the region, and will need to capture the changes in the environment, such as the oil crisis, climate change and more recently the food crisis.

The origin of CaRAPN was an idea suggested by the CTA in 2002, discussed and agreed to at a regional meeting in 2003 and operationalised as a project between IICA and the CTA later that same year. The continued partnership among CTA, IICA and CARDI since then has been an important one. This meeting provides the opportunity to expand that partnership and provide the base for strengthening and sustaining the networking. Stakeholders must ensure that that the momentum for policy networking is maintained and sustained to ensure survival and effectiveness of CaRAPN. Participants should feel free to engage fully in the process of determining the way forward for CaRAPN in the medium term. Once there is consensus that the network is needed then we have to ensure that interests and participation in the network continues even after the meeting ends. CARDI remains committed to continued partnership in sustaining the network.



Let us try to get the message out that policy is not something that is handed down in a big-stick manner but a dialogue and negotiation process that we all need to think seriously about engage the 'beneficiaries so that they can do their work more effectively based on a shared vision and platform for taking action for agricultural development.

Diana Francis, Regional Specialist, Policies and Trade, IICA and CaRAPN Project Manager

This dialogue for the next few days seeks to focus on how we need to do the networking and not strongly on what we are networking, that is the content of the activity, Many times we tend to focus on the content and output and pay insufficient attention to the process of networking itself – who should be involved; how can they be encouraged and empowered to get and stay involved to contribute to the process and in return what can they expect to get out of the process. Hence from the discussions we expect that many issues will be raised in the context of both content and process for agricultural policy networking via CaRAPN, that need to be well understood in the context of what we understand by 'agriculture', what the agriculture policy network can do and the issue of policy in its own right. We expect that the discussion will not delve too deeply in one of the adequacy of the content of regional policy but more towards what are the best mechanisms of getting information to stakeholders that there are processes in train and how they can get involved and participate to ensure that the emerging policies enable profitable business and development in agriculture and rural communities; how can we get the relevant information from official sources into the public domain without compromising the process itself. These are some of the issues we hope to receive feedback on so that the networking process is to be effective and lead to evidence-based policies. There are many policy initiatives going on now that many of us, the direct stakeholders are either not aware of, or do not have enough information on. Our over-extended policy planners in the Ministries often do not have the luxury of time to dig and find the information. We see CaRAPN as doing the digging and packaging on behalf of our planners' stakeholders. We hope the discussion provides us with clarity in terms of the 'points of entry', roles, 'value added' and participants to enable CaRAPN to contribute to the policy process for agriculture in the region.



PART 1:
THE CONTEXT FOR AGRICULTURAL NETWORKING ~ REGIONAL POLICY FRAMEWORK AND PROCESSES
JULY 27, 2010



THE OVERARCHING REGIONAL DEVELOPMENT VISION
POLICY-RELATED INSTITUTIONAL ISSUES FOR IMPLEMENTATION IN THE REGION
CONNECTING AND INTEGRATING THE DEVELOPMENT DIMENSIONS & MAPPING THE INSTITUTIONAL ENVIRONMENT
NETWORKING PROCESSES, PRACTICES AND POSSIBILITIES

As a region consisting of mini states CARICOM has no choice but to integrate and continue integrating with agriculture as one of the five main economic clusters of activities that will drive and enable regional integration

Professor Norman Girvan,

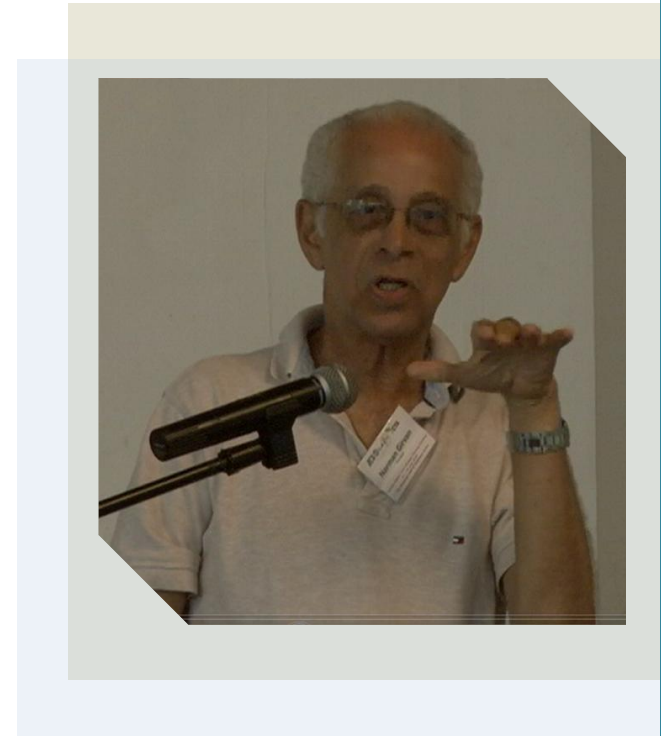
With respect to the process of defining and implementing the overarching Single Development Vision of the CSME, which is the overarching development policy framework for the region including agriculture and agro-tourism, the following key issues should be noted.

1. CARICOM had no choice but to integrate

He referred to a student's research that indicated that Brazil, a nation of 185 million people, assessed that in order to play a greater role on the world stage it needs to be part of a wider grouping, the South American grouping. He contrasted and compared Brazil's stance with the relatively slow pace and uncertain state of the CSME integration and the tendency of CARICOM states to take an on-off approach to integration, clinging to sovereignty when deemed necessary to do so. Despite the slow pace of the integration process, CARICOM has no choice but to integrate; we have no option.

2. CSME integration is being driven by a Single Development Vision¹

There are two major ongoing processes aimed at providing some coherence to the integration movement- the Single Development Vision (SDV) and development of a Strategic Plan for Regional Development (SPRD) for each of the five named economic drivers. The SDV is the official overarching policy framework for economic growth and development in the CARICOM Single Market and Economy (CSME), a vision that CARICOM stakeholders subscribe to. The objectives and strategies of the SDV were elaborated through inputs of a wide variety of stakeholders from public sector, regional



¹ Web location of full document http://www.caricom.org/jsp/single_market/single_economy_girvan.pdf

and national organizations and private sector. The SDV seeks to bring coherence to the integration movement in terms of a strategy. Of significance is that the SDV conceptualized development built on 'economic drivers', that is, the specification of key clusters of growth and transformation in the region. It is useful to remember that the SDVs objectives are not purely economic but embrace social, environmental and governance dimensions, even though, in the content of agriculture strategy, the focus may be on the economic dimension.

3. Agriculture qualified as an economic driver in the SDV

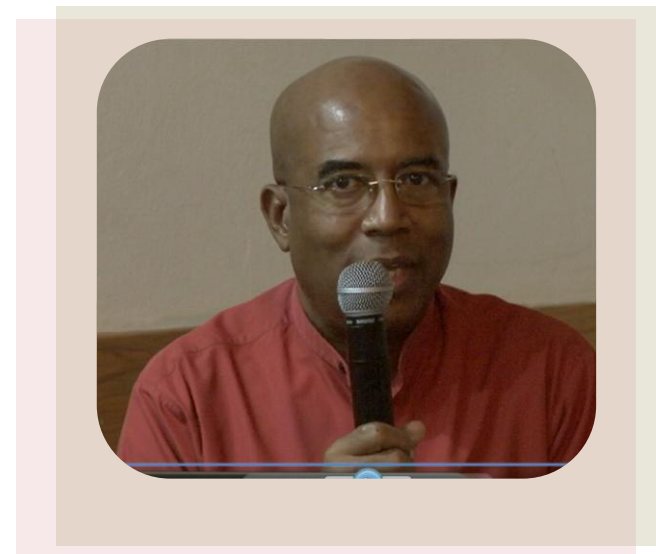
In elaborating the economic dimension, it was useful to conceptualize the leading role of clusters of activities identified as drivers of regional growth and integration. An economic driver is seen as a sector or cluster of activities whose expansion is expected to drive growth in the Community as a whole. Agriculture qualified and was identified among the five main economic sectors and clusters of activities or an economic driver in the content of enabling regional integration. The expectations of agriculture were well defined in the role of agriculture, that included agriculture being explicitly regarded as a business to be developed according to the value chain approach, from production of inputs, primary production and value added products, with development enabled by the provision of appropriate incentives and promotion of public-private sector partnership to address specific constraints to agricultural development.

4. The Agriculture and Agro-tourism SPRDs are being based on the Public Goods concept

The economic sector SPRDs are being pursued on the basis of the model of public goods concept, that for agriculture, includes science, technology and innovation services for agricultural development, among others. In that context, there is a discussion of a proposed institutional model for research management and technology generation in agriculture in CARICOM and there is reference to possibly two tiers of institutions – a centre for agricultural research policy in CARICOM and the CARICOM Agricultural Research Institute (CARI). The agro-tourism study under the SPRD identifies policies and strategies that would more organically link the tourism and agricultural sectors, both in terms of supply of goods and services from agriculture to the tourism sector and by the new offering of tourism products that can be added to agriculture.

These issues feed into the discussions on developing a platform for networking to support the policy process. In that context, we are looking much beyond agriculture and agricultural production, to health, education, environmental sustainability and development issues, all which form part of this complex of issues that really fall to us who are concerned about the agricultural sector to seek to address by having conversations outside ourselves, which will be important in moving forward.

Winston Rudder,



Comments and Issues re the SDV

need for greater emphasis on internal markets

- apparent focus on 'economics' and the reluctance of decision makers to finance projects that are not economic-based;
- apparent focus on export agriculture and research to supply goods to external markets and not sufficient emphasis on production and development for the domestic and regional markets to assure food and nutrition security given the reliance on lower-cost food imports and the recent and possible recurrence of instability in world markets;
- there is a concurrence rise in chronic non-communicable diseases (CNCDs) in the region and the trend in the food import bills – the issue being the cost of treatment, e.g. Barbados having the highest levels of cost of amputees, and the rest of the region is not far behind, hence the need to focus on domestic markets and the link to the battle of reducing CNCDs – this must be factored into the SPRD for agriculture and other related drivers.
- countries appear to be deficient in terms of planning and efficient production systems (technologies, procurement etc) which limit capacity to make meaningful inroads in import substitution, given the continued escalation of basic and local food prices (e.g. banana prices in Grenada) compared to the relative lower cost of imported foods,
- ongoing problems with local super market chains not supporting local farm produce;

negligence of agriculture relative to other sectors

- struggle of rural areas to adjust with market-induced production fluctuation, and an emphasis on services and on most things other than agriculture seem to be promoted as the way forward; one of the issues is the ease with which resources for investment can be mobilized for activities other than agriculture regardless of interest in agriculture industry, within the broader context of CARICOM, this is an issue that has to be examined in the regional policy, particularly for attracting and facilitating youth in agriculture;
- emphasis on tourism in inter-sectoral linkages in much of the policy dialogue in the region with insufficient focus and exploration on linkages to other economic sectors, such as sport and education,

policy coherence at national and regional levels

- need to integrate ongoing activity in agriculture into the SDV, such as, the Jagdeo Initiative's nine Key Binding Constraints, common throughout the region, which provide a good starting point for identifying critical areas for policy focus and harmonization at the national and regional levels to address issues for agricultural development;
- unless there is policy coherence at national and linking into coherence at the regional level in a coherent framework, it may be difficult to appreciate and realise the full benefits to be derived from the SDV. The same coherence that we are looking for regionally must organically emerge within the national economy to cause us to address some of the imbalances that we are seeing at the national level.
- need for regional policies to explicitly reconcile regional policy with national interests and external obligations, such as the Economic Partnership Agreement (EPA);

apparent lack of legal and enforcement mechanisms for implementing regional policies

- existence of the 'legal force and institutional backing' for regional policy implementation,
- the apparent lack of systems to ensure development of national policies within a definitive time frame and lack of national visioning and capacity will constrain ability to effectively implement the regional SDV.

identification of available resources to complement national and regional development efforts

- need for an audit of the agriculture community to identify the strategic positioning of partners vis a vis development activities and opportunities for synergies that would increase the impact/effect of efforts that can

enhance and maximize on the available resources that can be drawn upon to collectively address agricultural development. The example was provided of formalized relationships at the private sector Chamber of Agriculture level between Dominica and Martinique/Guadeloupe that seeks to develop as a gateway partnership for the region. Lack of knowledge of these initiatives at the national level prevents the region from drawing on these resources.

Professor Girvan concluded by admitting that while time did not permit providing all the details of the SDV and the agriculture component the following should be clarified, that:

- the SDV has a 50-50 balance of export and accelerating intra-regional agricultural trade. However, there was still the need for emphasis on 'regional import substitution in food' given the growing links between the rising food import bill and growing incidence of CNCDS, a point which must be taken to the policy makers and health professionals to get the support of health professionals for a strategy of greater food sovereignty;
- it is of great significance that agriculture has been identified and qualifies as an economic driver, because among other reasons, is that there is a view, held in some quarters and a study recently published by the World Bank that tended to reinforce the view that the future of the Caribbean lies in services, and that is where the region should focus its policies. While there is some attention for expanding services, especially new services that could be exploited, the concern of many in the region is that this has led to an over-looking of the role of agriculture. There is yet to be any credible plan for services absorbing the bulk of the Caribbean labour force or contributing to decent employment, in a way that can engage the rural population. So agriculture is very strategic in terms of raising the standards of living of a large section of the population and poverty which is concentrated in the rural areas as well as its contribution to food sovereignty. The fact that agriculture has been given equal ranking, especially with services, and also the fact that the linkage of agriculture and tourism is being emphasised, is of great importance and that should be capitalised on.
- there is need to establish regional policies with 'legal force and institutional backing', harmonised, coordinated and entrenched in law as provided for under the Revised Treaty, and used as the common basis for engaging in negotiations whether it is for the Economic Partnership Agreement (EPA) or with the International Monetary Fund (IMF) on a non-negotiable basis.

We heard that 'bad policy can make fertile soil barren'. In this context, CaRAPN can bring attention back to the importance of policy and how to get policy right. The right policy mix, based on balancing economic, social and ecological imperatives, is as, or even more critical to the success/failure of the sector than is technology.

Gregg C.E. Rawlins, IICA's Representative in Trinidad & Tobago

Strengthening the institutional environment for the regional policy process, particularly for policy implementation is a topic that has been discussed for over time, regionally and nationally. There is no question that agriculture is pivotal for food security. Therefore, policy change and resulting strong policy are prerequisites for agricultural repositioning that is sustained and for the resolution of agricultural-induced crises. Integration of international development mandates/obligations that are placing conditions the policy space of member states and need to be integrated into national and regional agendas. Further, the nexus between national development priorities and agricultural policy and regional policy processes and programmes are important areas to consider. Effective treatment of these issues will add value to the quality of institutional environment to determining the policy process and to implementing policies both at the regional and national levels. Hence it was important to establish the nexus between national development priorities and agricultural policy and regional policy processes and programmes and institutions involved in implementing and monitoring these programmes. In this regard, there is need for strong coordination and integration among the proliferation of stakeholders, networks and societies clearly defining their role and interface with 'officialdom', i.e., recognised public institutions responsible for national policy and regulations.



"Intellectually, where I would have normally operated at the head of my class, participating in the CaRAPN meeting made me feel 'tiny' because most persons thought outside of the box in areas that I would not have been able to achieve in the short term and that is because of their experiences, because of where they have been. And that is partially why I am so enthused because with this experience it shows where agriculture can go and where youth can be and participate in agriculture"

Mike Moses



Shez Dore, Christine Bocage,

The bottom line is, if agricultural policy networking is to be effective and add value to the policy environment, then the need to integrate development dimensions into national policy must be accepted and acted upon, and the willingness to share information must exist and also be acted upon in a timely manner.

Diana Francis IICA/CaRAPN

Forging and sustaining connections within, between and among the development dimensions and within, between and among institutions involved in formulating, implementing and monitoring and evaluating agricultural policy should be an ongoing process that is essential to strengthening the institutional environment and capacity for the agriculture policy process. IICA has been promoting Agro-matrix as an appropriate framework to 'connect the dots', to understand the individual dimensions of sustainable development and how they interact and are mutually reinforcing to lead to sustainable development of agriculture and rural communities. Hence the inclusion of 'connecting of the dots' is simply to underscore the fact that while it must be recognised that focusing on building an economic base is essential to fuel development, such development cannot be sustained if equal attention is not given to environmental, social and governance dimensions of development, as advocated in Agro-matrix. For agriculture, governance issue have been a critical deficiency in moving the sector out of the traditional agriculture structure and into the new value chain driven mode.

It is recognition of the importance of the governance aspect that we have attempted to do an 'Institutional mapping' of individuals and organisations in and around agriculture. We are aware that many of us in agriculture know many of us in agriculture, because we participate in the same meetings year after year. That is what Mr. Rudder referred to when he indicated that the conversation needs to move outside of ourselves.



'CaRAPN has to be a mechanism that contributes to agricultural development. And we want it to contribute to agricultural development in a holistic way, looking at the traditional production and marketing issues, but also adding aspects of the environment, the social dimensions and the global dimensions. It has an important role to deal with commonality of purpose; deal with commonality of vision in order to provide value, in particular, to member states, individuals and organisations for the benefit of all of us.'
Barton Clarke

There are so many others out there who are doing as much and sometimes more than established institutions can and do at the grassroots level. This is an activity that Professor Girvan made reference to as one of the studies or activities being undertaken to do an inventory of the public-private partnerships. This institutional mapping is a first stage in this process of just identifying the 'who' is doing 'what' and 'where' as a basis for going the stage further to define the partnerships wherever and however they may exist. The discussion also made reference to expanding this exercise beyond just CARICOM operatives to find out which are the friendly nations that have been and still are providing some form of support to agricultural development specifically and development support in general that may have a favourable impact in the conditions conducive to competitive and sustainable agriculture in member states and the region.

CARICOM Secretariat, the regional competent authority vested with the mandate for regional policy formulation and coordination has explicitly recognised the importance of, and are making a very strong effort to forge and strengthen public-private sector partnerships in the development of regional policy processes for agriculture. This is being effected through Technical Working Groups (TWGs) such as has been constituted to lead the formulation of the CARICOM community agriculture policy (CCAP) and the regional policy for food and nutrition security (RPFNS), among others, where the CaFAN and other agriculture private sector are represented to ensure that the interests and views of their members are included and integrated into the policy process.

CaRAPN is seeking to build a map of institutional activity with a view to identifying "who is doing what", avoiding duplication, identifying gaps in order to address what is needed. The mapping process is also intended to provide a basis for and stimulate



"A tremendous opportunity for networking was presented whilst the decision to institutionalize CaRAPN holds prospects for great success in the near future to the benefit of agricultural Planners and the Region's agricultural sector."
Kimberly Thomas



Naitram Ramnanan

collaboration among institutions. Please visit www.carapn.net to support this exercise. We must invest in connecting institutions, individuals and information. If the basis for sharing information is not there, which is the ultimate purpose for and natural outcome of networking, then we already have a major problem.



*From L to r: Zuliékha Budhan, Vincent Little, Jennifer Aird and Neil Paul
Inset Sarah Lionel:*

Sharing Experiences

Policy Process in Action – an alternative approach from Jamaica

Zuliekha Budhan

In 2006, the Ministry of Agriculture in Jamaica saw policy as a 'big issue' and set about developing a comprehensive agricultural policy. Halfway through the process, the realisation that the process was 'failing to capture everything'. A decision was taken to disaggregate the policy and change the strategy and process to one where specific policies would be developed in instances according to the needs - where there was high demand or serious problems, the Ministry prioritised policy formulation in that manner. Through this, Jamaica now has a Banana and Plantain Policy under Cabinet consideration. The Ministry also viewed plant health as an immediate and serious issue and hence developed a Plant Health Policy also under Cabinet consideration. Through this process, an Organic Policy was also developed that is in its final preparations for submission to cabinet. There is also a Food Safety Policy that is one the way to Cabinet. But an area that the Minister is placing great emphasis on is the Food and Nutrition Policy and Agriculture Land Utilisation Policy. The Minister has mandated the Planning Division that these policies must be submitted to Cabinet before the end of 2010.

In this process of preparation of the policies, the Ministry works collaboratively with stakeholders from the conceptualisation stage – the technocrats, the farmers and other key players. In fact, the organic farmers provided clear indications and directions for policy focus and shape and their input was very vital. Hence the consultation was detailed and rich in terms of the quality and 'stakeholder buy-in' for the emerging national policy. It is a requirement of Cabinet that the Ministry must engage in national consultations with relevant stakeholders, whether it is done on a regional basis (in each of the four regions) or whether it is through one national consultation so that all the stakeholders buy into the policy. These consultations enable the Ministry to promote the policy to all the users because it is important that the policies are known and understood. These policies are prepared line by line with the stakeholders from conceptualisation stage to ensure that all the policy issues and the recommendations are all captured and working through stages, to the next essential stage of identifying where there is need for legislation. Once a policy is passed by Cabinet then legislation process is started to get the necessary legislation in place to get the policy fully implemented.

This process is done in the context of having a sectoral framework document that speaks to the entire sector and in the outline of each individual policy, is an identification of 'cross policies' where all relevant, complementary and linked policies are recognised and integrated. The Jamaica process has also shown that leadership for policy is absolutely essential. The Minister of Agriculture in Jamaica is fully supportive and involved of the process and is championing the passage of the policies through Cabinet. This differs from the previous regime where policy preparation was not as emphasised as it is being now. Once the policies go to Cabinet, they are uploaded to the Ministry's website for open and full access to nationals as well as CARICOM stakeholders (www.Cabinet.gov.jm, under the selection of Policy Inventory) which documents all existing policies for agriculture and other sectors. In many respects, Jamaica may be ahead of other countries in the policy process and would like to contribute this process to the strengthening and linking to CaRAPN.

Main Issues and Conclusions

Connecting the dots - Integrating the development dimensions is key!

- there is general agreement that there needs to be a lot of connection of the dots within the agricultural community and between agriculture and other sectors, and it boils down to a position that some in agriculture have articulated that agriculture is not a sectoral responsibility, it is a national responsibility, a position validated by the Agro-matrix that points to a need for going beyond agriculture in several areas;
- there is a close relationship between the Agro-matrix and the SDV which provides a firm platform for building a common vision and framework for agricultural policy, both underscoring that economics is not the only parameter in terms of sustainable development and need for integrating the dimensions, which is where challenges lie especially for ensuing coherence between agriculture, health, nutrition and trade policies;
- the economic importance of agriculture, both at national and regional level needs to be promoted, building on the 2009 CARICOM Conference of Heads of Government's Declaration of Liliendhal which attempted to put into perspective the importance of agriculture, there is also the companion Declaration on Climate Change and arising out of that declaration there is list of priority commodities for the development of the agricultural sector in the region and this can give us a guide as to how we can move forward;
- the relationship between food, nutrition and CNCs is a growing area of concern, despite the fact that the CFNI has been very vocal in ensuring that nutrition is considered to be a critical part of the development of the agriculture sector; This suggests that there is not only a role for linking agriculture to tourism but there is significant need to link agriculture and health and education. The linkages with health is importance and well recognised coming out of the 2007 Heads of Government Port of Spain Declaration on CNCs;



"I envisage CaRAPN as an opportunity to interact with my colleagues and persons who I have met in meetings in similar positions to give me an opportunity to bounce things off them and get a broader perspective on issues"
Gene Knight



Kathryn Duncan

- an important issue is governance in policy formulation process and a key question is who gets the opportunity to influence what the policy is, when and how it will be implemented and who is at the conceptual stage. Experiences suggest that policy formulation is being approached as a 'desk activity' and involving key stakeholders has become one of the more difficult and challenging process entrenched by the arrogance of the bureaucrat, the educated, planner who believes that policy formulation is in their domain and not that which necessarily involves stakeholders and the ordinary citizen.
- to enhance policy implementation through projects for financing that do not have an economic emphasis, the emphasis must be to ensure that the project contributes to integrating the development dimensions are clear and an economic cost benefit assessment indicates the value to be derived by the community/country from the implementation of social and environmental types of projects are also calculated and built into the project. This type of assessment must be built into policy frameworks.

Making the policy process inclusive and stable

- strong plea for the involvement of all in the development process and in that context the development of public-private sector inventory which must be linked to developing an inventory of regional expertise to bring forward the process of regional development;
- policy stability is important in as far as policy objectives might remain stable for some time is important to agricultural development. However, policies need to also be dynamic at the national and regional levels to deal with international 'acrobatics' in terms of food prices and market fluctuations.



Lisa Gilbert



Curt Delice

- appreciated that youth need to be involved in getting the right policy mix and that policy is not static and in that regard, the need to engage the youth – including those in Universities – is essential, but utilising students in research, information development and policy networking to contribute to building the capacity for evidence-based policy.
- the need for make the policy process inclusive, transparent, advocating the interests of the wider region and accountable, recognising that there is a role for writers, articulators, advocates and implementers in the policy process;
- there is need for champions and leaders to implement the vision for agriculture and to implement the vision for CaRAPN. In the region, a few such persons are immediately identified, such as Jethro Greene for CaFAN, Hon. Dr. Christopher Tufton for Agriculture in Jamaica, Hon. Hilton Baptiste for Agriculture in Antigua, persons who have a commitment, who share a vision and are committed to doing whatever it takes within their sphere of influence.



Janelle Archibald



Arlington Chesney & Edric Harry



Loiza Razuel



Steve Maximay

We need to take into consideration that when we hold agriculture policy meetings, there is usually no communications persons to break down the information to the Ministers at a level they can understand. Many of our Ministers may not be as versed in the technical language and jargon as the practitioners. If you want a policy to be accepted at the regional and national levels, then you must, at the beginning, integrate communicators

Onika Campbell

Communications and Networking for Development: Processes, Practices and Possibilities

Shamin Renwick, Librarian, UWI Trinidad & Tobago

There is an increase in networking activity for many reasons, including a 'sense of urgency' –multi-disciplinary approaches needed to deal with the complex and inter-relatedness of the issues in Agriculture, a 'sense of frustration' – lack of impact of research on policy, difficulty in getting accurate, timely and appropriate information and the fact that ICTs have made (global) networking much easier. Networking, which can be informal or spontaneous, formal or organised, is described as the active and consistent communication and exchange among a group of individuals, organisations or institutions, around a central theme and towards stated goals and objectives.

Among the prerequisites for networking is the need to network based on a shared problem or goal, voluntary collaboration –willingness to share, capacity to contribute - skills, access, time, money, commitment to networking - funding not the best reason to join a network and self-motivation among members. The benefits of networking have been proven in a number of situations.



Onika Campbell



Shamin Renwick



Winston & Diane



Vincent



Sunita



Lennox



Kathryn

"Networking is two percent technology and 98% management of relationships"
Creech/Willard (2001)

In terms of lessons for CaRAPN networking, issues that will need to be considered include setting reasonable goals and objectives within the reach of the Network, clearly defining themes to allow focused discussion, analysis and action, setting limits on balance between different disciplines/practitioners/academics/policy-makers, etc., and boundaries around the size and scope of various tools and channels of communication and find balance between them and identifying the main beneficiaries. Network processes typically include Membership by maintaining contact lists, published directories, Research, including identifying research, getting funding and sharing research results, Skills development, through workshops, and Information generation/Sharing Shamin Renwick of information that is needs driven, well defined in terms of objectives, with clear products, such as publications: reports, newsletters, website etc. There are several Tools for two-way communication, including Web-2 tools, for social networking, including Facebook and LinkedIn, for collaboration, such as Wikis and Intranet, for sharing print and audio-visual information, through websites, YouTube etc, and for discussion and dialogue, the more common ones being blogging, Listserve and instant messaging.

Among the prerequisites for successful networking include the need to appreciate that ICTs are only the medium of the communication, it is the message that is important; you cannot be everything to everyone, that the need and the focus of the network will evolve and that a vested interest, expertise and clout to guide what is need are essential to its effectiveness. Critically, the network must be seen as credible and authoritative. For an agricultural policy network, it must be seen as the first stop at getting information on research on policy and policy analysis.

Sharing a Valuable Lessons

A word to the wise, proceed with CaRAPN, but with caution

Barton Clarke

We live in this global village. We, notwithstanding the IMF and World Bank, we are not really ready for graduation. We would come to realise that our problem of capacity is sometimes our own problem because we are signatory to a whole set of commitments. We go to CITED, we make decisions which require implementation at the national level, quite rightly so. But then there is not the corresponding allocation of resources. So where you might have had 20 Extension Officers twenty years ago, we now only have 6 because you have pulled these others off the field to deal with things that have sprung up to which you are committed legally, while you really are not strengthened within, to the point where you become ineffective.

This particular network (CaRAPN) may actually fall into the same trap, that you may get commitment from participant at the meeting, but when they get home, there are no resources, because irrespective of what is said and committed to, CaRAPN will require resources to serve the network effectively. That's the reality of the matter. The other danger that may be faced, one that regional and international organisations are confronted with on a daily basis. The national level commits to taking action; but only as long as the resources are provided from external sources. When these external resources are no longer forthcoming due to shifting priorities etc, national stakeholders 'drop the ball' because 'we' have developed a certain mendicancy which is now parallel to our vision of development and that is a matter which has to be reversed. If we are serious about agricultural development, then we have to be able to put our money where our mouth is. That is why, right now, CARDI is struggling, because the Governments don't pay. The only one that is not struggling is the Caribbean Court of Justice (CCJ) because they have a different structure. The other CARICOM Organs are struggling equally, trying to get the Governments to commit to pay what they said they would in order to support an organisation which they said they needed desperately.



Sergio Garcia



Asisha Patterson



Keith Amiel



Pat LaBorde-Grant



Neil Gomez



Stephen Moonsammy



Brent Theophille

The role of CaRAPN

- the role of CaRAPN with respect to the CARICOM Secretariat is clear; both parties recognise that CaRAPN supports and adds value to the regional processes spearheaded, lead and coordinated by the CARICOM Secretariat and that CaRAPN operates within these regional policy processes and frameworks.
- in positioning itself to play a role in the regional policy processes and frameworks, CaRAPN as a network was advised to be consistent in the articulation of professional opinions in dispensing policy advice, to build credibility and integrity in the network. CaRAPN must recognise and accept that while the network has the responsibility to give the best technical advice, undertake credible analysis and draft the best policy, the political directorate, where the power to make policy is vested, is not obliged to accept or act on policy advice that CaRAPN is offering. Hence the political dimension is essential in contributing to the policy dialogue, advocacy and formulation process.
- CaRAPN needs to exercise caution in how it moves forward and taking into consideration concerns about national capacity to support CaRAPN in the absence of external resources to national participants. CaRAPN is fortunate at the moment, to have resources from the CTA.
- there is agreement that CaRAPN has a role to play, but the specifics and mechanisms need to be properly defined.

- Some of the possible roles identified for CaRAPN in this context of the regional policy processes and framework included:

Advocacy, including:

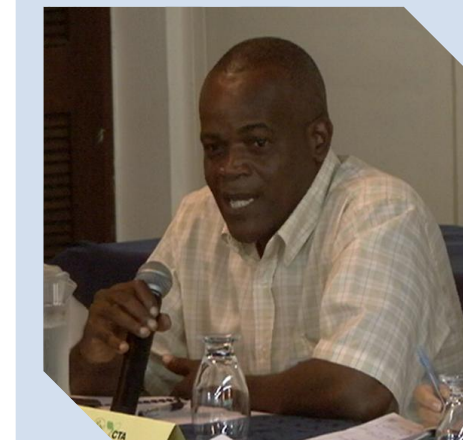
- disseminating information that promotes the strategic importance of agriculture in regional development vis a vis other sectors, especially services;
- educating and empowering stakeholders to demystify and enhance their integration into policy processes;
- engaging stakeholders from other key sectors in the wider economy to promote linkages to other critical sectors beyond just tourism;
- promoting the importance and processes for getting policy embedded in law;

Capacity Building, including:

- improving knowledge and use of economic valuation techniques to value the contributions of projects related to environmental, social and governance objectives to enhance access to national financing;
- facilitating national policy dialogue and supporting processes to strengthen linkages and collaboration with regional policy initiatives and processes
- conducting analysis and disseminating information related to both the process and content for agricultural policy formulation



Raymond Nojodimedjo



Jedidiah Maxime

What we are trying to do in this network is to democratise that process by being inclusive and being faithful to a set of principles that argue that it is on the basis of knowledge and information that we are going to anchor the way policy is developed. If people have access to information and to knowledge, taking time to engage the consultative processes – stakeholder consultations, then we would take the time to recruit the involvement of stakeholders who don't normally have access around the table to make policy decisions and therefore who's views are critical because they are the ones who are intended to respond to the policy

Winston Rudder



Edric Harry



Sunita Daniel



Neil Paul



Jennifer Aird



Steve Maximay



Gene Knight

Annex 1: Our Representation, Names and Email Addresses

<i>Ministry of Agriculture</i>	<i>Country</i>		
<i>My Name</i>	<i>Country</i>	<i>My Email</i>	<i>A little about me</i>
Jedidiah Maxime	Antigua & Barbuda	jeddi59@gmail.com	Director of Agriculture and experienced in extension.
Onika Campbell	Antigua & Barbuda	onika.campbell@gmail.com	Communications specialist in the MOA Antigua. The voice for agriculture.
Barton Clarke	Barbados	Bclarke@minagriculture.gov.bb	Chief Agricultural Officer in the MOA Barbados.
Lisa Gilbert	Dominica	lisagilbert2.5@gmail.com	Project Officer over the MOA Dominica's capital project portfolio.
Kimberly Thomas	Grenada	kimberlymthomas@hotmail.com	Planning Officer charged with programme monitoring and evaluation, policy development and advice.
Zuliekha Budhan	Jamaica	zabudhan@moa.gov.jm	Principal Director of Planning and Policy MOA Jamaica.
Shez Dore-Tyson	St. Kitts & Nevis	iicastkn@thecable.net	Director of Planning & networking enthusiast.
Gene Knight	St. Kitts & Nevis	iicastkn@thecable.net	Planning officer.
Sunita Daniel	St. Lucia	danielsunita@hotmail.com	Corporate Planning Division conducting economic assessment of policy decisions for public and private sector initiatives.
Ashley Cain	St. Vincent & Grenadines	ashleyrcain@gmail.com	Agricultural planner and an agri-man at heart.
Raymon Nojodimedjo	Suriname	dirlvv@sr.net	Working in agricultural health and food safety.
Patricia LaBorde Grant	Trinidad	secretariat@cdf.gov.tt	Experienced in agricultural extension, agricultural planning and policy formulation, and community development.
Nigel Alexander	Trinidad	Nigel_Alex23@hotmail.com	Multimedia enthusiast in Centeno and IT savvy.
Moses Mike	Trinidad	mosesmike_395@hotmail.com	Multimedia enthusiast in Centeno and postgrad student in Marketing and Agribusiness, UWI.

Private Sector

<i>My Name</i>	<i>Who I represented</i>	<i>My Email</i>	<i>A little about me</i>
Neil Gomez	Caribbean Farmers Network	neil-gomes@hotmail.com	Experienced farmer and an important member of both CaFAN and GARDC.
Keith Amiel	Caribbean AgriBusiness Association	keith.ameil@cabaregional.org	President of CABA and founding member of CaRAPN.
Allister Glean	Caribbean AgriBusiness Association	alglean@hotmail.com	Acting CEO of TTABA.
Jennifer Aird	Dominica Chamber of Agri-Business	jma@domini.dm	President of the DCAB and networking enthusiast
Lennox Lampkin	Chamber of Agriculture and Nutrition	info@svg-can.com	ICT Manager and Network Engineer turned farmer and entrepreneur.
Loiza Rauzduel	CANARI	loiza@canari.org	Technical officer working in forests and livelihoods, as well as climate change and disaster risk reduction.
Peter Richards	Association of Caribbean Media	peteri.richards@gmail.com	Experienced journalist and media man.
Winston Rudder	Cropper Foundation	winrud@gmail.com	The man with the 'strat' plan, Cropper Foundation volunteer and experienced partner in development.
Steve Maximay	Science Based Initiatives	smaximay@sbinitiatives.com	Independent consultant on attempting to change the FATE of the worlds – <u>f</u> ood, <u>a</u> griculture, <u>t</u> ourism and the <u>e</u> nvironment.

CARICOM ORGANS			
<i>My Name</i>	<i>Who I represented</i>	<i>My email</i>	<i>A little about me</i>
Vincent Little	CARICOM/IICA	vlittle@caricom.org	The Jagdeo Initiative guy.
Sergio Garcia	CARICOM	sgarcia@caricom.org	Programme manager of agriculture and industry – CARICOM Secretariat.
Nigel Durrant	CARICOM	ndurrant@crnm.org	Agricultural trade negotiations – OTN.
Sarah Lionel	CDEMA	sarah.lionel@cdema.org	Focal point for the Agriculture Disaster Risk Management Committee.
Arlington Chesney	CARDI	executive@cardi.org	CaRAPN's godfather.
Christine Bocage	CFNI	cgbocage@yahoo.com	Networking enthusiast.
Neil Paul	SRC/UWI – Cave Hill	neil.paul@cavehill.uwi.edu	Manager of research and development and Coordinator the International trade policy masters programme.
Shamin Renwick	UWI-St.Augustine	shamin.renwick@sta.uwi.edu	Member of Caribbean Librarians for Agriculture.
Norman Girvan	Professorial Research Fellow, IIR-UWI!	Norman.girvan@gmail.com	Economist, Caribbean man, and coordinator of the Single Development Vision process.
Asisha Patterson	UWI-St.Augustine	asishapatterson@yahoo.com	MSc student in Marketing and Agribusiness, UWI – focuses on food security.
Stephen Moonsammy	UWI-St.Augustine	stephan_antonio@yahoo.com	MSc student in Marketing and Agribusiness, UWI – focuses on environmental economics.

International Organisations			
<i>My Name</i>	<i>Who I represented</i>	<i>My email</i>	<i>A little about me</i>
Gregg Rawlins	IICA-Trinidad	gregg.rawlins@iica.int	IICA Trinidad Representative and CaRAPN enthusiast.
Kathryn Duncan	IICA-Trinidad	kathryn.duncan@iica.int	Honorary CaRAPN Team member.
Curt Delice	IICA-St.Lucia/CAFY	curt.delice@iica.int	Oversees the Executive secretariat of CAFY and assists them in building capacity and group development activities.
Robert Reid	IICA-Caribbean Region, Trinidad Office	robert.reid@iica.int	Regional Agribusiness Specialist.
Edric Harry	IICA-Trinidad		
Naitram Ramnanan	CAB International	b.ramnanan@cabi.org	Coordinator of Regional Mitigation programme for invasive alien species.

IICA-CaRAPN Team and Affiliates

Diana Francis	IICA-Caribbean Region, Trinidad Office / CaRAPN Project Manager	Diana.Francis@iica.int	The boss lady – Regional Trade Negotiations and Policy Specialist.
Brent Theophille	CaRAPN Project Assistant	brenttheo@gmail.com	The paparazzi – focus on fisheries and agriculture development and innovation.
Janelle Archibald	CaRAPN Website Administrator/Admin Assistant	admin@carapn.net	The woman who helps to makes things happen.
Stefan Khan-Kernahan	Free Lance IT (Information tech)	skhanker@gmail.com	Young internet-savvy-tech fella.
Roannta Dalrymple	Facilitator	rsdalrymple@gmail.com	CaRAPN's other helpful hand and mind
Suzie Hassanali	Facilitator	esuzan@gmail.com	MSc student in Agricultural economics – focus on fisheries and agriculture development.

Annex 2 – Agenda

Day 1 – Tuesday, July 27:

Technical Opening: 8:45-9:00am

IICA: Gregg Rawlins

CARDI: HAD Chesney

CaRAPN: Diana Francis

Session 1: 9:00-10:30am -

The Context: Regional Policy Framework and Processes

Moderator: CARDI

- (a) Overarching CSME Development Vision: Prof. Norman Girvan
- (b) Policy-Related Institutional Issues for Implementation: Mr. Gregg C. E. Rawlins

Discussion

Break: 10:30-11:00am

Session 1 Cont'd 11:00-12:30pm

- (c) Connecting and Integrating the Development Dimensions: Ms. Diana Francis
- (d) Mapping Agriculture's Institutional Environment-Brent Theophille

Discussion

Conclusions: 12:30-1:00pm Moderator - Key Issues Arising and Implications for Policy Networking

Lunch: 1:00-2:00pm *(provided by workshop)*

Session 2: 2:00-4:15pm:

Communications and Networking for Development

Moderator: Ministry of Agriculture/Jamaica

- (a) Networking: Processes, Practices & Possibilities: Shamin Renwick (UWI)
- (b) Networking Experiences in Agriculture: Various

Discussion: Key Issues Re Successful Networking in Agriculture Winston Rudder

Conclusions:



policies for agriculture, agriculture for progress