



DEVELOPING POLICIES AND PROPOSALS FOR ALLEVIATING KEY BINDING CONSTRAINTS TO AGRICULTURE IN THE CARIBBEAN

WORKSHOP PROCEEDINGS FINAL REPORT MARCH 2005

Policies and Proposals to Alleviate the Key Binding Constraints to Agriculture in the Caribbean



Regional Agricultural Policy Workshop
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**REGIONAL WORKSHOP
DECEMBER 6-8, 2004, PORT OF SPAIN TRINIDAD AND TOBAGO**

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**BACKGROUND TO REGIONAL AGRICULTURAL POLICY WORKSHOP
ON
DEVELOPING POLICIES AND PROPOSALS FOR ALLEVIATING KEY BINDING CONSTRAINTS TO
AGRICULTURE IN THE CARIBBEAN**

- TRINIDAD, 6 - 8 DECEMBER 2024 -

Context:

Agriculture has been a critical building block of all Caribbean economies, in terms of its contribution to gross national output, foreign exchange earnings and employment. However, in recent years, in several countries of the Caribbean, its economic performance has been characterized by a marked unevenness and a failure to attain a steady growth pattern. Export agriculture has been in crisis; precipitated by the deterioration in traditional industries due to adjustment difficulties related to trade liberalization and commodity market price volatility; and instability in others, such as, citrus, coffee, cocoa and spices, due to severe competitive pressures and a proliferation of stringent product and process standards in developed countries. The food production sector, which generally performed better, has been faced with increasing competition in the domestic markets as the process of globalization and trade liberalization progresses.

These recent experiences in agriculture suggest that policy formulation and consequent programme implementation have been key constraints in the transformation of agriculture in the region. Regional policy makers have repeatedly emphasized that domestic agriculture is largely responsive to external stimuli. In response to this, and the changing economic environment, Caribbean countries are engaged in the process of adjusting and reorienting their agricultural and rural development policies to better equip the sector to meet this new paradigm for the 21st Century. Consequently, policy change, strong and practical policies must be prerequisites for the agricultural adjustment and repositioning process.

President of Guyana, Bharrat Jagdeo, lead Head for Agriculture within the CARICOM Conference of Heads of Government (CHoG) recognized that the response for agriculture by our States, singly and collectively, requires major adjustments. Such adjustment should lead to marked improvements in how we engage, support and finance the business of agriculture, including how we organize our supply base, market our products and procure our inputs. These have significant policy implications for our Ministers of Agriculture and our entire Cabinets at the national levels, as well as for the CHoG and the Forum of Ministers of Agriculture at the regional level.

This initiative, facilitated by the Alliance for the Sustainable Development of Agriculture and the Rural Milieu in the Caribbean (The Alliance¹) and the CTA/IICA-supported Caribbean

¹ The Caribbean Alliance for the Sustainable Development of Agriculture and the Rural Milieu (The Alliance), launched in 1999 to foster policy dialogue for agriculture among all stakeholders, (Ministers of Agriculture, agri-

Region Agricultural Policy Network (CaRAPN)² is therefore fully complementary to the CARICOM Regional Transformation Program (RTP) for Agriculture. It seeks to facilitate agriculture's decisive move from the crossroads that it currently finds itself into bold action to reposition its industries, enterprises and peoples along a path of sustainable and equitable growth.

As part of that repositioning process, the CHoG mandated countries, supported by development organizations working in agriculture within the region, to identify and develop a package of initiatives to address the three or four most binding constraints to a dynamic and competitive agricultural sector in all member states of the region. The identification of these constraints has emerged from a region-wide process of ongoing national consultations. The framework for the conduct of these national consultations was developed by the Facilitators Briefing Meeting held in Trinidad and Tobago from September 30 to October 01. This regional policy workshop is thus convened to take these national outputs a step further in the process of developing the framework, of the supportive actions required at the regional level, for agricultural repositioning.

Objectives:

This workshop seeks to:

- develop firm proposals that seek, in a practical and meaningful manner, to alleviate the three or four most binding constraints to national agricultural sector growth initiatives for the consideration of the CARICOM Heads of Government.
- strengthen the framework for regional-level agricultural policy analysis, formulation and implementation within the context of the CARICOM Single Market and Economy (CSME) in order to add value to national actions and engender regional harmony among development projects and programs;

Expected Outputs:

As a result of the workshop:

- Member states will be provided with a draft framework to guide regional agricultural policy analysis, formulation and implementation within the context of the CARICOM Single Market and Economy (CSME);
- Fulfillment of the Jagdeo mandate which required development of draft proposals that seek to address the three or four most binding constraints through regional action, for consideration of the CARICOM Heads of Government.

entrepreneurs, youth, rural women, bureaucrats and academicians) with the institutions involved in agriculture and rural development as observers or the Secretariat.

² Establishment of the CaRAPN was endorsed in early 2003 by regional stakeholders and subsequently by the Ministers of Agriculture Forum and the Council for Trade and Economic Development (COTED), before its official launching in October 2003. It seeks to strengthen dialogue and communication among policy actors and stakeholders and facilitate capacity building on issues germane to agricultural development in the Caribbean.

TECHNICAL OPENING³
OF REGIONAL WORKSHOP ON
DEVELOPING POLICIES AND PROPOSALS FOR ALLEVIATING KEY BINDING CONSTRAINTS TO
AGRICULTURE IN THE CARIBBEAN

2.1 INTRODUCTORY REMARKS

Desiree Field-Ridley,

Advisor, CARICOM Single Market and Economy

Desiree Field-Ridley in her opening statement alluded to President Jagdeo's mandate and initiative for moving the Agriculture sector forward. Emphasising both regional and national level imperatives, the initiative seeks to engender the cohesiveness of the sector, particularly given the challenges and threats of the operating environment. Among the primary challenges are issues related to food security and the exorbitant food import bill.

Noteworthy, was that these challenges and threats have remained the same since the mid-1990s when the Regional Transformation Programme (RTP) for Agriculture was being developed. The mission of the RTP strategy was to transform the sector to become internationally competitive, and to contribute to the equitable income distribution. The RTP was developed through a process of national consultations over the 1995 to 1996 period. These consultations highlighted the need for improved employment or corrective labour strategies, improved foreign exchange and increased trade opportunities for improved balance of payments. The salient points which were teased out of these consultations were the need for financing, human resource development, food and nutrition security and facilitation of sectoral linkages.

Furthermore, these earlier consultations clearly identified the need for projects focused on expanding markets, land availability, sustainable and environmentally-friendly policies, strengthening of agricultural institutions, ensuring food and nutrition security and human resource development. Critical issues identified as requiring action included water resources management, security and nutrition, and human resource development. Additionally, there was a call for a change in the strategic focus of projects, including the need to recognise bilateral agreements as providing opportunities and not as presenting additional challenges and threats.

The current initiative engaging the region's attention is the CARICOM Single Market and Economy (CSME). A quick glance at the production sectors reveals an emphasis on traded agricultural products, such as, sugar and banana and their access to traditionally protected markets. In the new trade environment, it was decided that relevant agencies would undertake a review of the sugar industry in order to determine how and what form it's repositioning would take, and where the industry would fit into the world market. For bananas, given its current status, there would be a need to implement recommendations that came out of the conference held in May/June 2004 in terms of competitiveness and market entry issues.

³ Presentations prepared from taped transcriptions and not from submission of written papers, hence errors and omissions are the responsibility of the editors of this report.

The CSME programme recognises the need for a central point on how agriculture in the region is treated. Emanating from this initiative, steps have been undertaken to prioritise and focus on the larger picture - to use current arrangements - CSME, bilateral agreements or negotiations in hemispheric trade, as part of the agricultural strategy. Therefore trade arrangements must support the agricultural development objectives that have been set.

2.2 TECHNICAL OVERVIEW

Patrick Antoine

Ambassador to the WTO for Grenada

Context:

With reference to the 1995-1996 consultations, which resulted in the development of the Regional Transformation Programme (RTP), the need for building blocks in developing policies and proposals must be recognised. Programmes must be developed that can be accommodated within multilateral trading rules on subsidies, domestic supports, market access and contingent measures on safeguards, sensitivity and special products.

It must also be recognised that time is limited and that the private sector is leading the way in terms of creating the space, enterprises and developing agri-business. There exists a significant volume of trade and investment taking place in agriculture that is not recognised and accounted for in discussions/consultations, for example, within Latin America and Europe. Agriculture is not limited to primary production since there appears to be limited use of primary production within the ongoing trade and investment. The question therefore becomes 'in what way could agriculture be used to generate business?'

With regards to diversification and specialisation, it is loosely stated that regional economies are not diversified enough; the opposite scenario is true - some are too diversified and in other areas it is necessary to diversify even further. Markets need to accommodate more efficient trading and in this regard, there is a need for substantial improvement. However, markets alone are not sufficient; there remains a role for well targeted interventions to play a role in this dynamic. High prices alone would not suffice in addressing the concerns of the world's poor. The invisible hand does not always work, since we are dealing with prices, supply, demand, income, structure, distribution and incentives among other factors. There exists a dilemma between national and regional priorities. To establish an agricultural policy based on the assumption that markets will adjust within a reasonable time, is myopic in scope and will not work. Among other pertinent questions in this regard should include what is taking place with the producers and what type of interventions should we focus on, including intervention crises. Developing countries do not have the resources to establish safety nets for displaced farmers or assisting the urban poor in managing increases in food costs. Developing trade and agricultural policy changes without addressing adjustment costs, inefficiencies or unfair concentration of benefits is not advisable.

Market Structure, Externalities and Policy Interventions

There is uncertainty as to whether local marketing systems transfer prices to producers and whether the marketing system is organized to transfer benefits to consumers and producers. Understanding this issue is critical in order to address the overall concern of how to make

markets contestable. Available evidence suggests that a significant share of developing countries' imports is affected by international cartels. Lowering the costs associated with the functioning of markets, especially transportation costs and the transmission of critical information is as integral to transforming and sustaining agricultural development in the Caribbean as production technologies and policy reform.

The major element of the Single Economy programme is to cause the institutions to evolve to the level of being able to manage the development of agriculture at a regional level, but there is need to develop institutional responses such as through the Caribbean Regional Organization for Standards and Quality (CROSQ). The following points are instructive in the Single Economy process:

- we must look at competition policy and anti-competitive behaviour and view the technological and knowledge capacity gap (40% of GDP growth in OECD countries) as compared with OECS and Jamaica,
- we must see productivity as the most critical force of growth,
- we must view knowledge creation as central in explaining the creation of long-term growth path in countries and that spill-over effects from knowledge exist through cross-border direct investment, the movement of natural persons, international trade, the international transmission of knowledge and environmental sustainability.

History and regionalism has played a significant role in shaping CARICOM trading patterns. The long-term impact of this on structural rigidities must be appreciated in the process of redefining a policy framework and interventions for agriculture. The early years of CARICOM revealed significant progress in transportation, communication systems and social and commercial infrastructure. Neo-colonial links have been a positive agent on CARICOM trade. The negative side is that this is based on unilateral preferences. Our policy framework must recognise that these unilateral preferences have been inconsistent with most favoured nation (MFN) rules. While particular suppliers may have benefited from these preferences at particular times, they generally offer limited additional real market access and may not promote the long-term economic development of the beneficiary country. Liberalization of trade in services through temporary movement of persons have categorically showed the need to break down barriers that deal with insulating domestic from foreign markets.

In addition, domestic policy shifts (OECS Incentives Study), compliance with food safety requirement and opening up to trade in infrastructural services can be an important way of reducing the uncertainties which consumers have about the quality of products and increasing efficiency and competitiveness. Many infrastructural services display non-competitive characteristics that call for government intervention, but market-oriented policies can also make infrastructural services more efficient and industries more competitive.

Re-defining a Policy Framework

At the regional level there is a need to establish the RTP as the framework within which this new plan will be accommodated. But since we are the architects of this plan, we must be cautious not to cause this broad framework to be impervious to change. We must recall that the RTP is supposed to "effect a fundamental transformation of the agricultural sector of the community by diversifying agricultural production, intensifying agro-industrial development,

expanding agri-business and generally conducting agricultural production on a market-oriented, internationally competitive and environmentally sound basis”.

We need to assess, whether in its operationalization, the RTP would still provide us with the required coverage to pursue the mandates to which was agreed back in 1996. We need to test whether the approach of identifying focus commodities is the kind of action to which a regional programme should adhere to, or whether we need to focus on the policy environment as well. Whatever is decided there can be no denying that the RTP in its operationalization, as is the case in St. Lucia, Jamaica and Barbados, needs to accommodate the new and emerging dynamics of the hemispheric and multilateral environment.

The creation of space and the development process of the Free Trade Area of the Americas (FTAA) and the European Union (EU) - African, Pacific and Caribbean (ACP) Economic Partnership Agreements (EPA) agreements, for example, must be discussed. At the Hemispheric level, the FTAA will facilitate agri-business firms which are out-sourcing products within the region. With regards to the World Trade Organisation (WTO), we must view our involvement in the negotiations as an opportunity to influence the “next generation” commitments which we will need to provide us with the growth in south-south and regional trade. There is clearly a linkage between the hemispheric level and the multilateral level which must be understood.

There is some sense in which the regional programme for CARICOM at this time, should seek to be more far-reaching, but we must also be cognizant, that the policies and programmes that we will be shaping, must not be founded on “policy myths” such as the following:

- *farmers do not respond to prices in CARICOM.* This perspective is popular in the OECS, where understandably a certain amount of frustration exists about the apparent slow pace of change. This perspective fails to recognize that it is relative prices that matter and that equal emphasis must be placed on creating the “facilitating infrastructure”.
- *The role of agriculture is declining.* The fact is that role of agriculture has changed and we have not kept pace with it. We must admit that we have not really addressed many of the niggling constraints to liberate the forces trapped in agriculture. The approach that we take must not just mention “agri-business”, but it must be incorporated at an elemental level. There is much activity taking place in the agricultural sector. In 2004, three significant agri-business firms traded shares and another substantial company is being targeted for takeover by regional interest. This mirrors the activity at the international level, where companies, such as, SAB Miller plc⁴ are expressing an interest in companies such as Guinness. The value of the interest of these companies at the CARICOM level was US\$100 Million, and will involve 800 employees and more than 15,000 share-holders, when it is completed. We need to be clear on whether this is the purpose for shaping policies or whether we intend to deal with “commodities”.

In assisting us in developing our framework, we must recognize the work of the IICA Situation and Outlook Report (2004), which chronicled the evolution and performance of the agriculture sector. But the World Trade Report (2004) presents us with the projection that in 2004, global

⁴ SABMiller plc is one of the world’s largest brewers with a brewing presence in over 40 countries across four continents www.sabmiller.com.

trade is expected to grow twice as fast as output (North America, Western Europe and Latin America). Two medium-term developments in the international trade highlighted in the Report are: i) the above average trade growth in manufactured goods and other commercial services and ii) the increased importance of processed goods in world trade. We therefore must craft a response to these developments which also draws its basis from what is occurring internationally.

In developing policies and programmes we will need to identify and clarify a number of building blocks which should include openness and growth. We must develop a programme which can be accommodated within the multilateral trading rules on subsidies, domestic imports, market access and contingent measures on safeguards, sensitivity and special products when they are developed.

Two things are required to influence the agenda so as not to lose ground or as little ground as possible, giving the policy-space needed to institutionalize and implement the regional framework.

- i) There is the need to operationalize the areas within the Multilateral Agreement which provides us with some advantages to develop our “tool kit” which will be used to develop and transform the sector. This entails the various imperatives which the region has set itself (food security, diversification, developing “niche markets”, south-south trade, GMO’s and the free trade region. In international programs, instrumentation is critical for the establishment, support and success of agricultural strategies and policies, such as, the use of subsidies in the agriculture sector provided by the US Government. Instruments that can be developed within regional frameworks include risk management and environmental conservation.
- ii) There is need to determine what level the agriculture strategy is to address; either the national, regional or hemispheric level, for example, issues regarding trade; or the effect of subsidies on the cost of production and sale of commodities. In the case of subsidies, they can benefit most countries. In terms of the CSME there will be the need to have subsidies.

In Conclusion

Beyond the RTP there is a need to develop a programme for Regional Action for Agriculture, Agro-processing and Agribusiness. The Agricultural Development Strategy should be within the CSME framework. Key questions to be answered in developing the proposal should be:

- What can we do differently?
- What are the missing elements?
- What has the Private Sector taught us?

With regard to the Single Economy, it is clear that this can only exist where the Community can determine the measures in pursuit of development of the real sectors with Member States acting in concert, as though the two were one belonging to the same corporate entity. This deep cooperation is particularly critical in areas, such as, Common Agricultural Policy, Common Fisheries Policy, measures for arable and livestock operations and other measures and interventions.

The Revised Treaty contains in part 2 of Chapter 4, Article 56 the Community Agricultural Policy, which elaborates on the goal of the agricultural sector and in Article 57, on the implementation of the Community Agricultural Policy. These provide the broad, general framework for developing strategies for formulating and implementing of the policy and promoting diversification to a market-led, internationally competitive agricultural enterprise.

The CARICOM Secretariat is in the process of elaborating the preparation of a Coordinated Community Policy and the Supporting Strategic Plan. The results of this project will be 14 National Agricultural Sector Policies integrated into a Regional Agricultural Sector Policy Framework; and 14 National Agricultural Sector Strategic Plans integrated to produce a Regional Agriculture Sector Strategic Plan to be supported at the regional level.

**COUNTRY REPORTS ON NATIONAL AGRICULTURAL CONSULTATIONS
IN PREPARATION FOR THE REGIONAL WORKSHOP ON
DEVELOPING POLICIES AND PROPOSALS FOR ALLEVIATING KEY BINDING CONSTRAINTS TO
AGRICULTURE IN THE CARIBBEAN**

3.1 CONTEXT OF THE COUNTRY REPORTS

Within the framework of the Alliance for Sustainable Development of Agriculture and the Rural Life Milieu, IICA in collaboration with the Food and Agriculture Organization (FAO) and the CARICOM Secretariat, sought to facilitate consultations and dialogue at national and regional levels towards fulfilling the implementation of the mandates of the Jagdeo initiative. These mandates seek to determine firm proposals for regional action aimed at alleviating the three or four most binding constraints to national agriculture sector growth initiatives.

To initiate this process, a Technical Briefing Meeting (30 September – 01 October, 2004) was held to inform Member States of the Jagdeo initiative, to get consensus on the information required to facilitate fulfilment of the objectives of this initiative, and bearing in mind that some countries have already undertaken national consultations, to determine the scope and nature of further consultation and dialogue in countries.

With respect to fulfilling the immediate requirements of the Jagdeo initiative, a two-pronged approach to obtaining this result in a relatively short space of time. Firstly, a short-term fast-tracked process to facilitate the urgent identification and prioritization of critical issues and binding constraints to agricultural transformation at the national level. This would form the basis of shaping a regional response. Secondly, the long-term process with a focus on nurturing of national mechanisms to foster systematic consultations among all stakeholders on a regular basis. Emerging from this process would be the identification of strategic issues for the development of the sector, with built-in short-term mechanisms for review and re-orientation as necessary.

In some of the countries, such as Belize, Barbados, St. Lucia and Trinidad and Tobago, their current national strategy is the result of the conclusions from recent series of national and sub-regional consultations. In such cases the process recommended by the Briefing Meeting may not have been as intensive, but served to adjust them and harmonize them with the desired outputs of the process being pursued. In countries where these strategies still do not exist or need to be revised, the process will present an excellent starting point for constructing them.

The countries were asked to focus their results on the following major areas:

- 1) What are the **major growth opportunities** in agriculture (food & non-food industries) that could be a basis for feasible and viable areas for investment?
- 2) What are the **core/key binding constraints** to capitalizing on these opportunities at the level of the producer/processor, state (government) and the region?
- 3) What are the **critical actions/facilitating arrangements required** by the producer, processor, state (government) and the region to minimize/alleviate these constraints?

3.2 COUNTRY REPORTS' SUMMARIES

From the country reports, some of the key constraints affecting agriculture in the Region are presented in the table, along with some strategies for alleviating these constraints. The individual country's opportunities, constraints and strategies are also presented below.

Major Constraints to Agricultural Development in the Region and Strategies to alleviating these constraints	
<u>Constraints</u>	<u>Strategies</u>
<p>Lack of Access to Credit: Only large farmers who have access to collateral with which to secure loans have access to credit. Small farmers are further constricted from accessing credit by the high interest repayment rates and the short repayment periods that are offered by the banks. These problems constrain the level of investments that a farmer can make, thus holding back productivity. The lack of agricultural investment advisors to budding entrepreneurs.</p>	<ul style="list-style-type: none"> ▫ Establish an agricultural bank or other institution on organized agricultural credit that addresses the unique circumstances of agriculture; revision of lending policies of financing entities to allow for greater congruence between loan repayment and production schedules; development of appropriate financing mechanisms to reduce transaction costs of loans, particularly for resource-poor entrepreneurs. ▫ Establish a special development fund for agriculture which will allow farmers to borrow money a portion of which could be used as a grant. For Example, borrowed capital 75% and grant 25% of total investment cost. ▫ Establish an Agricultural Growth Fund and an Entrepreneur Business Mechanism. ▫ Develop a contributory system for crop insurance. This would be an effective method of risk management and could also be used as collateral in securing a loan, though it may give farmers the incentive to take more risky investments.
<p>Inadequate Access to Markets and Marketing Intelligence: The nature of agriculture is that prices are volatile and so this offers the first threat to agriculture. In addition, middle men are exploiting farmers and offering lower prices. In some cases there are either long delays in payments or no payments are made at all to the farmers. The result being returns to production being so low that some farmers are operating below the cost of production.</p> <p>Also there are only limited markets available for their products both locally and internationally, resulting in farmers operating below optimal capacity. However, farmers are constrained from accessing international markets because much produce does not meet standards set by the WTO agreement on Sanitary and Phytosanitary (SPS) measures. This means that for certain goods farmers</p>	<ul style="list-style-type: none"> ▫ Adopt a broad based marketing agency to take a more active role in marketing agricultural produce. This should be done on a number of levels. Firstly the agency should take a more active role in finding potential markets and promoting products to these markets. The marketing agency must also have much closer links with the farmers themselves. This is to inform the farmers of which crops have the greatest potential for marketing locally and for exporting. A farmers association would be an effective method of spreading information on which crops are the most marketable and the steps that farmers need to take in order to export their products. ▫ Enhance national capacity and compliance with SPS measures and other food health requirements of potential markets. This would involve greater resources being devoted to the creation of accredited laboratories for diagnostic testing as well as

Major Constraints to Agricultural Development in the Region and Strategies to alleviating these constraints	
Constraints	Strategies
cannot access some markets such as the EU and the US	providing properly trained staff to disseminate this information to farmers and agro-processors. Also, the need for full support of CAMID to be affordable by all countries.
<p>Lack of reliable and affordable transport for agricultural produce throughout the region: The inadequacy of shipping for agricultural products is compounded by the lack of a dedicated carrier for agricultural commodities – most producers/exporters must purchase excess capacity on commercial passenger airlines. Based on passenger loads, there is the risk of produce not being shipped on time. Accessing overseas markets is even more difficult because of inadequate sea and air transportation facilities and the associated high cost of transportation.</p>	<ul style="list-style-type: none"> ▫ National Government taking the lead role to partner with the private sector to invest in selected agricultural enterprises – Promotion of joint venture operations, companies and partnerships in investment in the agri-food sector. Also, private investors or Government initiative of an Inter Island Transport.
<p>Lack of involvement in Research, Science and Technology development: Need for targeted research and development at all levels of product development. This has also been partially responsible for the lack of Caribbean IP for agricultural goods. The issue of geographical indicators for endemic varieties will also need to be addressed. Lack of a regional approach to fisheries and general product development</p>	<ul style="list-style-type: none"> ▫ Cross border business investments must be encouraged and facilitated. There is the need for individual governments, and the region as a whole, to place the requisite resources into R&D. Need for the development and improvement of germplasm for regional use. In this regard, there is the need to adopt the sugar cane model for both crop and livestock germplasm. (This model promotes a structured approach to varietal breeding which is undertaken in Barbados and distributed to the various stakeholders in the cane sector).
Praedial larceny of high valued crop commodities and the distress and losses caused by stray animals.	
<p>Absence of the appropriate infra-structure E.g., feeder/access roads, cool and cold storage facilities, laboratories for product testing, irrigation for production and packaging facilities (on-farm and for export).</p>	<ul style="list-style-type: none"> ▫ Infrastructural development to include the establishment of irrigation facilities and water management services, to include cleaning of dams and water ways, to support agricultural production at the national level and development of a specific feeder roads programme and establishment of national cold storage facilities using financing from CDB and the EU. Feeder Road programmes must be linked to agricultural production potential.

3.3 COUNTRY SUMMARY REPORTS

ANTIGUA AND BARBUDA

The process of transforming the Agriculture sector in Antigua began following a comprehensive Sector Analysis Study in 1998 conducted with technical assistance from Inter-American Institute for Cooperation on Agriculture (IICA). Following this there were several national consultations which resulted in the development of a Draft Agriculture Sector Plan, which was reformed into a 5-year Agriculture Strategic Plan for 2001-2005.

The main growth opportunities identified were through linkages with the hospitality industry and the ability to provide food and non-food items to the hospitality sector. Other opportunities were identified which include the continuously lucrative market for Sea Island cotton. The key binding constraints highlighted the lack a regional transportation system for commodities along with the inability to access credit and financing. There is also an absence of a national industrial water policy, while the land use policy has been implemented in a micro-finite entity.

Strategic interventions identified looked at the need to develop a regional transportation system specific to commodity handling. A national policy on industrial water needed to be developed, while the land use policy needs to include agricultural land use. Facilitating an investment environment was also seen as key to overcoming the constraints of not being able to access credit and financing.

BARBADOS

Barbados has already established a number of food protocols with neighbouring countries to facilitate trade. In light of the events of September 11, 2001, particularly as it related to the supply of food, the Government of Barbados instituted a number of strategies to address the challenges posed by the fall out from September 11, 2001. A *National Food Production and Food Security Plan* was formulated, which outlined the activities and interventions to be taken in the short to medium term to deal with the possible implications for the country's food supply and food security. This plan also identified possible roles for CARICOM countries with respect to alternative sources of some inputs (primary, intermediate and finished products) as well as possible involvement in any regional initiative with respect to food stocks.

The main growth opportunities identified were by adding value to Caribbean products through agro-processing including hot pepper, small ruminants, culinary herbs, Sea Island cotton, and fisheries. The key binding constraints related to these opportunities include the lack of research and development, inadequate information flow, lack of adequate regional shipping (transport) for commodities and inputs. The main actions to minimise these constraints include developing cross border investments, and programmes to promote ease of movement of labour in a structured manner. Available financing for venture capital investments and risk financing in agriculture as well as development of a disaster mitigation fund would minimise these constraints. Increased collaboration between producers and processors is necessary along with the required infrastructure.

BELIZE⁵

Primary agriculture in Belize dominates the Belizean economy by contributing 23% to the gross domestic product and 87% to total domestic export earnings in 2001. The economy has performed well and is experiencing positive growth rates, declining unemployment and low inflation. Although the agricultural sector is growing the underdevelopment of the rural areas and country-wide poverty continue to plague the government. In order to address these problems the government has sought to collaborate with FAO through the Ministry of Agriculture and Fisheries to prepare a strategic framework for agriculture development.

The government in its submission to FAO indicated the policy agenda to achieve sustainable development of the agricultural and rural sector in its National Food and Agriculture Policy, 2002-2020. The agricultural sector's role is seen as serving the economic base for enhancing overall economic growth, especially in rural areas, whilst contributing to poverty alleviation.

The strategy being developed seeks to address the following:

- National and Sectoral and Trade Policies
- Information and Markets
- Infrastructure and Services
- Technology Development and Transfer
- Production, Processing and Marketing
- Institutional and Human Resource Development
- Organisational Development and Community Participation
- Investment and Financing
- Operationalizing, management and institutionalization of the strategic process

DOMINICA

National consultations were held with private and public institutions in agriculture and related activities. The major growth opportunities in agriculture were identified as the increasing demand for fish products, convenience foods and health and wellness foods. Other non-food agricultural products are also in demand.

The key binding constraints include the inability to access credit, lack of technical capacity and entrepreneurship. Production constraints included low production volume, limited access to land, and praedial larceny. It was noted that in terms of comparative advantage - studies have been developed to address issues of niche markets.

DOMINICAN REPUBLIC

In Dominican Republic agriculture creates 500,000 jobs in agriculture. Agriculture provides 13% of GDP, 12% of land currency, and 31% tourism to the economy. It was noted that 3 million tourists per year visit Dominican Republic and the food demand is in the range of 29 million dollars.

In terms of agriculture development four critical areas will be addressed over the next 5 years:

- Reform of government's role in agriculture

⁵ Belize did not participate in the workshop. The information was submitted by fax.

- Reform of National Agriculture Board (NAB) to include private sector, University and to eliminate or reduce the level of government agency involvement
- Support for enhancing consumption of locally produced food, such as, rice
- Support for development programs

GUYANA

In Guyana, national consultations were held to identify constraints and initiatives to address these constraints. The consultations were held in each administrative region in Guyana, except region 8. The major growth opportunities identified in the area of increased production of fruit and vegetables once regional and extra-regional markets became available. Available land mass will allow for the development of the livestock industry with reference to cattle and small ruminants. There are also opportunities in the aquaculture industry for shrimp and fish. Beekeeping industry and the agro-processing industries were also identified as areas with potential for growth.

The main key binding constraints to growth relates to poor quality extension service; inadequate marketing of agricultural products, lack of access to credit, long land policy procedures, high cost of production inputs and poor drainage and irrigation. The critical actions required to address the constraints were identified and included the need to train extension officers in latest agricultural techniques, greater involvement of the private sector, increased resources for research and development. Developing an agricultural development bank which would support loans to farmers but are low interest rates for short periods was highlighted. Under the Agricultural Sector support programme attempts are being made to address the issues of drainage and irrigation.

HAITI

In Haiti the major growth opportunities were identified in food and non-food sectors. In the food industry the opportunities were identified in the area of fresh and processed products for sale. The non-food industry included the opportunities in the horticulture and clothing sectors. Key binding constraints were identified as lack of financial resources, social unrest, inadequate infrastructure, uncompetitive local products, and environmental degradation. Inability to access markets and the lack of quality controls also prevent opportunities to be developed. There is also a lack of economic stability which hinders growth in the sector.

The critical actions needed to address the constraints were identified as sourcing financial partners to obtain credit; sourcing market information on market entry requirements. It was indicated that there is a need for an increase in government allocation to agriculture sector; reinforce economic stability of the country; improved infrastructure and implementation of policies to support and encourage investment in the sector. There is also a need to have support for rural development through the implementation of projects.

JAMAICA

In 2002 the Minister of Agriculture approved a plan to establish a Steering committee which prepared a Master Plan for the Agriculture sector, i.e. the Agricultural Development Strategy Paper. This paper was approved by cabinet in January 2003 following which it was decided

that there was a need to expand the plan to include 17 individual sector plans. These sector plans have become the final Draft Agricultural Development Strategy. This strategy paper was presented to various stakeholder groups for consideration. The strategy sought to address 5 major elements: competitive agriculture; efficient commercial farming; application of technology; integrated rural development and involvement of youth.

The main constraints were identified as the lack of research and development, limited technology; inadequate services; high cost of inputs and financing; increased praedial larceny, poor infrastructure; poor marketing and inadequate government funding. The priority areas in the strategy include targeting crops and fruit trees; develop agricultural infrastructure; implement farm security; develop an agricultural development fund and support agro-processing.

ST KITTS & NEVIS

The Department of Agriculture is currently preparing a long-term plan (5 years) called the Strategic Plan: 2005-2009. To date, national consultations have been held with several stakeholders including persons from farmer organisations, universities, and the Ministry of Agriculture.

The major growth opportunities identified growth in market intelligence on the commodities on all islands; the provision of transport for commodities in a timely and efficient manner throughout the region and the ability to have private sector involvement in farming. The core/key binding constraints highlighted the lack of financing, unavailable marketing intelligence; the high risk nature of agriculture with respect to natural disaster each year. There is also a lack of reliable and affordable transport for agricultural produce throughout the region especially the Leewards. Critical actions required to address the constraints include obtaining full support for CAMID network services to be affordable by all countries; private sector investment in inter-island transport service and natural disaster mitigation.

ST. LUCIA

The Ministry of Agriculture, Forestry and Fisheries held consultations with private and public sector stakeholders to finalize a draft agriculture policy and strategy in 2004. The wider public domain will be presented with this policy and strategy in 2005 for further input. Opportunities for growth were identified in the hospitality industry with an increase in the supply of fresh produce (i.e. both fruits and vegetables) and fisheries. Other opportunities have been identified with an increase in the production of swine and small ruminants.

The core binding constraints indicated highlight a lack of access to credit for small investors; there is a low level of efficiency of business development as well as the farming population is ageing and there is little growth in new entrants into agriculture. Praedial larceny of high value crops is a serious deterrent for investors. Agriculture lands are also being targeted for commercial or housing use. The critical actions necessary were identified and are outlined in the draft Strategic plan.

ST VINCENT AND THE GRENADINES

Several national consultations were held in which the various sectors and division within related ministries were targeted to attend during November 2004, non-ministerial individuals. Issues addressed at the consultations ranged from policy initiatives of the Fisheries department to the examination of the research and development work conducted and the establishment of a national committee for the coordination of research and development. The growth opportunities in agriculture were identified in both the food and non-food areas. In the food areas opportunities were identified in the agro-processing industry; livestock industry; fishing industry; and the condiments and spices industry. Linkages were also identified with the hotel industry, specifically to the increased production of vegetables. Non-food opportunities were identified in the managed production of charcoal. Development of the ornamental horticulture with linkages to hotel development and the tourism industry provide new opportunities.

Key binding Constraints to capitalizing on the opportunities were identified, the difficulties of accessing financing for agricultural projects was highlighted. In addition there is a lack of trained skilled persons with the appropriate knowledge in agriculture as well as a lack of infrastructure for agriculture development. Weak policies and an aging farming population also account for some of the key constraints.

The mechanisms required to minimize these constraints include the establishment of an agricultural development fund of which a portion can go to farmers by way of a grant. Natural disaster mitigation can be developed along with an insurance scheme. Suitable infrastructure mechanisms need to be developed as well as land use policies to ensure that agricultural lands are not targeted for commercial use. There is a need for government to recognise that agriculture is a sensitive productive sector and government needs to take the lead role in partnering with the private sector to invest in selected agricultural enterprises.

SURINAME

The agricultural sector plan of Suriname (ASP) has been finalized from a process that exceeded two years, based on the widest support and participation from stakeholders. Among the major constraints to agriculture included production inefficiencies, very limited innovation, high Government intervention and general lack of land use planning (exploitation of land and hence increase in land cost).

Two core strategies of the ASP to alleviate the situation are fostering private sector development and fostering knowledge, education and training. Strengthening private business will focus on independence from government, chain management and organisation, co-operation and market orientation. Public sector functions will also be strengthened particularly in the areas of legislation and law enforcement, food safety, Phytosanitary and veterinary issues, environment, land policy, gender policy, poverty reduction, education, research and extension. The initial actions will focus on programs in relation to the commodity board for rice, water boards, national food authority, national counsel for agricultural research, food safety, plant and animal health, agricultural statistics, land policy, strengthening private sector (investment climate) gender policy.

TRINIDAD AND TOBAGO

In Trinidad and Tobago the Ministry of Agriculture, Land and Marine Resources in collaboration with the Ministry of Planning and Development hosted national consultations with various stakeholder groups including public consultations in targeted rural communities. The major growth opportunities were detailed under three areas: provision of technical services (e.g. lab testing, market intelligence, advisory crop services etc.); agro-processing (development of low cost environmentally friendly systems, opportunities for new product development and expanded opportunities for existing products, etc.) and agro-industry (craft development from animal skins, development of bedding for the horticulture industry, etc.).

The key binding constraints with respect to the processor/producer were identified as insufficient market intelligence; low levels of networking, lack of involvement in research and development and inappropriate cultural behaviours and attitudes. With respect to the state the key constraints were inadequate physical and social support infrastructure; inadequate institutional support; insufficient funds allocated to agricultural programmes; failure /inability to capitalise on institutional knowledge; absence of appropriate policies to address issues in the agro-industry, youth and women; outdated laws and regulations particularly with respect to praedial larceny; and a lack of enforcement of standards. At the regional level the key constraint was identified as the differing capacities to reduce impediments.

Critical actions needed to be taken on the part of the processor/producer were indicated as changing the socio-cultural behaviours and attitudes, thereby allowing the adoption of more enterprising entrepreneurial decision making. In terms of the state, the elimination of macro-economic policies to agriculture; rationalisation of land use; building capacity in policy, planning and analysis; develop a multisectoral approach when planning; better targeted incentives to direct the reallocation of resources to various sectors.

**CURRENT REGIONAL POLICY INITIATIVES IN THE CONTEXT OF THE VISION AND DEVELOPMENT
THRUST FOR AGRICULTURE IN THE REGION**

4.1 CONTEXT OF THE ORGANISATION REPORTS

Virtually all countries of the Caribbean have spared no effort in their attempts to 'expand', 'modernize' and 'diversify' the productive capacity of agriculture, the market readiness of its products and the competitive and entrepreneurial spirit of its participants. Indeed, significant effort and financial resources have been devoted to this end over the past 20 or so years at the sub-regional (OECS Agricultural Diversification Strategy; OECS Agriculture Strategic Plan), regional (CARICOM RTP), industry (Caribbean Fisheries Programme) and thematic levels (FAO Caribbean Region Special Programme for Food Security (CRSPFS)). Unfortunately, the results have, by and large, not achieved the major objectives of reducing the regional food import bill, creating a climate attractive and enabling increased private and public sector investment and enhancing agri-business stakeholders' participation in domestic and export markets. Within the framework of the Jagdeo initiative, it is important to identify and take stock of the existing regional initiatives in train, or being contemplated to introduce/clarify/discuss the various sub-regional/regional for agricultural development, to share work programmes and discuss their convergence with these initiatives, to agree on areas of commonality and determine, as far as practical, a cohesive framework within which all these initiatives 'fit'.

4.2 SECTORAL POLICY FRAMEWORKS

OECS Agricultural Policy and Framework

George Alcee

Economist, OECS Secretariat

The Organisation of Eastern Caribbean States (OECS) recognised the need to reposition the agriculture sector and developed an Agricultural Policy and Framework, which was presented to OECS Agriculture Ministers. The policy and framework document identifies the role of agriculture as that of generating foreign exchange; providing employment and income earning opportunities especially in rural areas; improving food security; and protecting and conserving the natural resource base through adoption of good soil and water management practices. Nine (9) areas have been specified for action as follows:

1. Effective and efficient marketing systems
2. Strengthen the capabilities of the AHFS system
3. Improve availability and management systems for water in agriculture
4. Mitigating effects of natural and man made hazards on agricultural production
5. Encourage improved co-operation and collaboration of the farming community and others
6. Increase flow of investment
7. Assisting in development of land use, planning and agricultural diversification.
8. Incentives for efficient and effective production and marketing of agricultural products
9. Agriculture and tourism

It is anticipated that these actions would stabilize the sector, diversify the production base, improve export growth, reduce the food trade gap, all leading to a reversal in the negative trend in agricultural production and ensuring sustainable growth and development.

Agro-Tourism Policy and Development Strategy

Ena Harvey

IICA Representative in Barbados

The opportunities for linking between the Agriculture and Tourism sectors were reviewed and it was deemed that the opportunity for linkages to be created between these two sectors will have a win-win effect on both sectors. Strengthening these opportunities will make both sectors more competitive by repositioning the agri-food sector; increasing tourism generated income and enterprise development opportunities for agriculture; preserving rural landscape and the environment, and keep land in agricultural production; creating sustainable livelihoods and rural employment generation; and freshening of the tourism product being offered. Opportunities were identified in the areas of trade; farm and agro-based sites and tours; recreational tours which include adventures of fishing, hunting and caving; culinary tourism by way of food festivals; health and wellness tourism in the area of organic and herbal medicines. Combinations of all these can also be done in community tourism. This strategic policy seeks to improve planning and management; develop and maintain systems for sustainable agriculture; address socio-cultural and economic issues; educate and train for a sustainable approach in tourism and agriculture; and include participation of communities and other stakeholders.

4.3 INDUSTRY FRAMEWORKS

Organic Policy and Development Strategy

Pat Francis

University of Guyana

In September 2004 a regional workshop was held in Guyana which was organised by representatives from a number of agencies including the Jamaica Organic Agricultural Movement, the Agricultural Society of Trinidad and Tobago, the University of Guyana and the Barbados Organic Consumers and Growers Association, to name a few. Several public and private sector organisations from across the region were invited to attend the status of the organic industry in the region, of which 17 countries were represented. This one-week event concluded with the formation of the Caribbean Regional Organic Agriculture Movement (CROAM).

Organic agriculture in the region was identified as being relatively underdeveloped in terms of the number of certified farms, regional markets and exporting of organic products. There is a lack of knowledge among stakeholder groups in the area of organic agriculture, as well as there is a lack of assistance for producers. No policies exist regulating the industry, but there is strong consumer interest in the area of organics. Several markets have been identified that are supplied with organic products. Currently the organic products available in the region, which are available in either the export and/or domestic markets, are sugar (Guyana), banana (Dominican Republic, Grenada), cocoa (Jamaica), coffee (Jamaica), pimento (Jamaica), coconut (Jamaica), lime (Jamaica) and nutmeg (Grenada). At present the workshop proceedings are

being prepared and will be presented to CARICOM as well as the Ministries in each country along with a policy proposal.

Competitiveness Studies

Sam Lawrence

CARICOM Secretariat

A feature of the region's vision for the Agriculture Sector is that it be internationally competitive. This is a central component within the CSME. In order to achieve this commodity competitiveness studies are being executed in the region. The commodities that are currently in the study include rice, hot pepper, sweet potato, papaya, coconuts, and small ruminants. The evaluation for the poultry industry has been completed. This project is being funded by CDB and is being executed in seven member states (Barbados, Belize, Guyana, Jamaica, St. Lucia, St. Vincent, and Trinidad and Tobago). The process for the study involves national consultations led by consultants. The diagnostic review of each commodity is expected by April 2005.

4.4 THEMATIC FRAMEWORKS

Biotech Policy and Development Strategy

Aaron Parke

IICA Representative in Trinidad and Tobago

In 2004 IICA in collaboration with CTA, CARDI, UWI and other institutions came together to address the issue of agro-biotechnology in response to several initiatives that called for a look at biotechnology and agriculture. In response to this an evaluation of previous work was done along with a review of the status of the agro-biotechnology in the Caribbean, and the value of a consultative group for agro-biotechnology was assessed. Key issues with respect to crops and crop protection were also addressed. It was determined that there is a need to have a regional strategy for agro-biotechnology for several reasons which included allowing for a coordinated response to national and regional agricultural problems; and increasing national and regional capacity for research and development.

The general objectives of this thrust are to strengthen the capacity of the region for the development, management and safe use of agro-biotechnology for achieving sustainable and competitive agriculture in terms of food security, equitable distribution of wealth and health, while protecting the environment and endemic biodiversity. This is to be achieved through the integration of efforts by countries in the region in terms of policies, technical development, national capacities and mobilizing key stakeholders of the public and private sector toward the enhancement of a better well-being of the Caribbean people. A regional agenda was proposed to create the CGABC and develop a strategic framework and action plan to guide policies and the application of agro-biotechnology in improving the region's agriculture.

Agriculture Health and Food Safety Initiatives

Sam Lawrence

The Caribbean Agriculture Health and Food Safety system is seen to be critical for the development of intra-regional and extra-regional trade in agricultural products. For the last four years there have been many efforts at the regional level to increase awareness of AHFS systems within the region. With an increase in awareness there is a need to develop National Agriculture Health and Food Safety Administration (NAHFSA), at the national level and also a Regional Agricultural Health and Food Safety Administration (CAHFSA) at a regional level. The details in the modalities are currently being finalized and the region is looking ahead at having CAHFSA to support the inter- and extra-regional trade.

Defense Against Invasive Species Strategy

Sam Lawrence

An initiative was taken by IICA to develop the region's strategy to address the need of a defense against invasive species. The extensive trade activities especially in the fresh agricultural produce, along with the absence of updated preventative systems and infrastructure make the region vulnerable to invasive species. It has been recognised that a strategy needs to be developed in order to reduce the region's vulnerability and build a defence mechanism to combat infections. The strategy is being developed in collaboration with the Caribbean Food Crop Society with support from the University of Florida. A workshop was held in Trinidad and Tobago, at which a draft strategy paper has been developed and is now in circulation for comments.

Natural Disaster Recovery Plan

Errol Berkeley

IICA Representative in the Bahamas

In the Caribbean there is a long history of natural disaster which cause major damage to human life, and the physical infrastructure of a country including agriculture, to name a few. In the absence of systems and programmes which are institutionalised governments and people in the afflicted countries find themselves in a state of panic at the onset of natural disasters. It was recognised that there is a need for a system that will minimize the uncertainty and lack of direction, which are experienced following a natural disaster. With the plight of the agriculture sector in mind IICA was requested to work with countries of the region to establish a fund and other appropriate mechanisms to reduce the level of helplessness felt in times of crisis caused by natural disasters. IICA has developed a proposal for the establishment of a system to minimise the effects of Natural Disasters on the Agriculture sector of Caribbean countries. The objective of the programme is to contribute to the enhancement of the capacity of the Caribbean countries to prepare for the impact of natural disasters and to identify, assess and respond in a timely manner to the rehabilitation needs of affected countries. This capacity building is expected to add to the competence of existing natural disaster relief agencies in addressing the needs of the agricultural and rural sectors.

The Natural Disaster Resource Facility (NDRF) was identified as the main mechanism that could assist in stabilising the sectors and sustaining them in time of and after natural disasters. The primary goal of this facility will be to finance effective operational strategies for quick response before and after natural disasters to one or more Caribbean countries. Programmes that will be implemented but is not limited to include a credit programme; an insurance programme; a new planting programme; an infrastructure programme; and a distribution programme.

Regional Food Security Strategy

Ballyram

Caribbean Food and Nutrition Institute

Food security exists when the household has access to food needed for a healthy life for all its members and is not at risk of losing such access. Food security is an integral part of nutrition and health development and embodies food availability; households access; nutritional adequacy; sustainability; and vulnerability. This definition facilitates entry of nutritionists, search for synergies, and multisectoral approach to food issues.

There are rapid dietary, nutritional and epidemiological transitions taking place in developing countries. The data suggest a general theory for these causally and chronologically linked transitions. As part of the development/modernization process, populations face demographic and technological shifts which impact on food supplies, diets and ultimately, on nutrition and disease patterns. The food system shows that there has been success with adequate food availability but failure of the system to meet the nutrition/ health needs of the population. There is a need to go beyond supplying food to address issues related to health and nutrition. As a result food security must encompass food availability through to health and quality of life. By incorporating issues related to diet, health and nutrition with production sustainability, there can be a new vision for agriculture development.

4.5 SUBMISSION BY THE CARIBBEAN AGRIBUSINESS ASSOCIATION (CABA)

Vassel Stewart,

VP CABA-TT

CABA recognises that a holistic approach is needed to address the issues of the agriculture sector. There is private sector investment in agro-processing; but little on the side of production. The constraints in the agribusiness sector are related to risk management in terms of lack of insurance and the high praedial larceny; the lack of adequate water management; unavailability of land and land infrastructure; and a lack of labour supply. The actions necessary to address these constraints include the implementation of a regional agribusiness insurance plan; reduces cost of water for irrigation, and proper drainage. The establishment of a land bank and land zones will assist to address land availability issues; incentives may be offered for persons to invest in new technology (i.e. green house technology). A development fund for commodity associations can be established. In order to get the Heads of Government to address the issues there is a need to get the big players involved, we must use smart policies and strategies and there must be agriculture sector reform.

4.6 SUMMARY OF THE DISCUSSIONS

▫ *On Market Opening and Opportunities*

The repositioning of the agriculture sector must be guided by a definition of the regional markets and real opportunities for intra-regional trade. Countries should seek to import more from within the region than importing so heavily from extra-regional sources where possible. Using Guyana as an example, rice is exported to the US but it is not well traded within the region.

With respect to potential threats to agricultural industries and enterprises with free trade and the establishment of the single market, within the CSME, smaller economies could realise losses in production as better resourced countries will exploit the options to out-source (extra-regionally) to take advantage of more competitive prices. It was agreed that while some industries in specific countries will lose market share, the country should expect gains in another industry or area. The CSME must accommodate such effects in a rationale way and give effect to a mechanism that will reallocate resources to the affected countries. Specific interventions are also needed to speak to the issue of large businesses and the need to have adequate infrastructure and other support services.

While Chapter 7 of the RTP speaks of such support to agricultural positioning efforts, this mechanism has not been fully developed. There is a need for the developmental funds and while the regional development fund is being developed and to operationalise these funds. CDB and other such organizations are to present proposals by July 2005.

Trade negotiations must support the agricultural thrust and is integral to the sector's development and repositioning. It was emphasised that at the level of specific areas, such as, WTO protocols, instruments need to be developed to drive the establishment of the WTO protocols and provisions from other trade agreement forward.

▫ *On Agricultural Diversification and Competitiveness Issues*

Information is needed for determining the strategic options in diversification, especially given the continuous introduction of new products into the market. Such information includes market structure and development in the Caribbean, safety standards and regulations, etc.

A major shortcoming with respect to commercial development of crops and value adding is that the resource mass has not been sufficiently established nor consolidated. This is due, in part, to limitations of size, limited entrepreneurship and lack of support for entrepreneurs, a lack of product development and product differentiation, including adequate research and development and lack of investment into the products that have been developed by agro-processors and significant difficulties with respect to meeting standard, such as Good Agricultural Practices (GAP) with its emphasis on with respect to the use of waste. Bioterrorism, for example and its relation to food security, demands the incorporation of HACCP principles, and biosecurity as an emerging issue that address not only diseases, but individuals access to plants, such as manufacturing and processing, with the aim to infect a whole food chain. These issues must factor prominently in any competitiveness strategy.

Establishing the required infrastructure on farm, and also to service agricultural areas is very costly. Land allocation and redefinition need to be addressed. Nutrition and health issues were recognised as being critical to improve market opportunities. Markets and information issues are serious challenges for agriculture. These are just some of the issues that must be effectively addressed in domestic support issues for repositioning.

▫ *On the Time Frame for a New Agricultural Development Strategy*

There is a need to address specific commodity and market developments in the repositioning strategy. Various industries or commodity groups need to move beyond production and address issues of product development. Small countries need to be encouraged to look for areas of development using the niche marketing strategy, which the OECS countries have been utilising.

With the urgency to complete the agriculture strategy, there was a concern that the time for agricultural production may be insufficient. It was emphasised that a mix of driving issues must be identified to guide and move the agricultural development process forward. While the average timeframes for repositioning agriculture appears to average five years, for certain industries this period will represent missed opportunities for the region. For others, however, options for the application of genetic modification and similar technology can be a boon to rapid expansion. It was suggested that the mix of programs could be based on programmes:

- targeted at the developed commodity based industries such as sugar and banana,
- to address markets and transportation issues need to be developed and can be used for commodities that are not fully commercial or fully developed (these programs would be addressing activities similar to what is set out in the CSME),
- developed to encourage lobbying across programs, agribusiness firms and industries to make the development happen.

▫ *On Private Sector Participation*

There are challenges to be faced when attempting to increase private sector involvement as well when attempting to privatise some of the commodity-based industries. Examples, in Suriname increasing private sector involvement is a difficult process, such as, the process for privatising the rice industry. Privatising the banana industry was less difficult to implement and the benefits are being realised. With respect to Guyana sugar, the industry has its own brand, and it is well organised and developed. Governments' are more appreciative of the importance of involving the private sector, such as, in St. Vincent and the Grenadines, where in taking steps to facilitate agri-food sector development, the government has included the private sector from the outset.

However, the role expected of government in reaching out to the private sector and in encouraging greater youth involvement in agriculture still needs to be clarified. Regarding the latter, the reality is that there are not enough incentives to attract young people into agriculture. The role and focus of the public sector is to facilitate private sector participation in agriculture. Public sector policies are creating some bottlenecks in the processes in the agriculture sector. The role of government and the private sector needs to be enhanced. The Government must recognise that it needs to support production of crops by the private sector and not get too involved in the production process.

PRESENTATION OF THE DRAFT STRATEGIC FRAMEWORK PROPOSAL
Patrick Antoine

The presentation reopened a number of familiar issues that will continue to need consideration in the discussions on developing strategy and interventions. We should want to ensure that what we decide to do is consistent with the multilateral and bilateral arrangements. Jamaica and some of the other countries correctly identified some of the objectives that they are trying to achieve and there are some macro objectives like food security, competitiveness and sustainability and some may add equity. The question remains; how are we going to achieve this.

Beyond the RTP there is a need to develop a programme for Regional Action for Agriculture that must take into consideration some critical issues, for example, the need to:

- decide what level the strategy should address: multilateral, bilateral, or hemispheric levels, and how to strategize to get there?
- change how we think and conceptualize agriculture. Agriculture is more than primary and more than a good (product) and increasingly, a service. Growth in food services is increasing rapidly and we need to recognise it in order to tap that potential. Taken in its widest context, agriculture is therefore, not in fact, declining in some countries, contrary to the usual pronouncements.
- place the focus on competitiveness studies in context, such that the studies coming up in April 2005, when they will be ready, will be based on information that was collected in 2004. The market situation has already changed since then. Hence the question of applicability of the recommendations, in real time, is something we need to focus on. So we need to place all those studies in context.
- objectively determine whether all Caribbean countries really need to pursue further diversification. We may, instead, need to look at efficiency and productivity growth and economies of scale, at the entire chain. Unfortunately many of the country presentations reflected a continued focus on primary agriculture. For repositioning, we will need to look at value added and processed/manufactured products, since the WTO global trade report indicated that they are the fastest growing segment in world agri-food trade.
- consider the 'equity' issue, which revolves around how can we cause small food processors to share in this growth, that is what will increase their equity, as shareholders or participants in agriculture.
- deal effectively with raw material supply for industry development; and that it is not a simple choice between using local primary production and raw material out-sourcing. Trinidad has admitted that much of their agro-industrial growth is not based on use of local primary production but based on out-sourcing. CABA has suggested that this pattern does, in fact, present opportunities.
- recognise a contradiction between technology and innovation and employment, because technology does not automatically increase employment, yet the labour scarcity for agriculture continues to be a real problem. This is linked to the issue of portability of pension payments, that is, peoples' pension payments follow them throughout the region. Facilitating labour portability, where people can now work from country to country,

presents an opportunity for the emergence of services as Labour Contractors, which can alleviate cyclical labour scarcity situations.

- appreciate the various dimensions to the issue of the intra-regional transportation problem for agricultural trade, knowing that past trials at both the public and the private sector leadership have not worked. We now recognise the need for joint ventures.
- implement effective mitigate measures for the risks associated with precipitation, natural disasters and market failure. We therefore need to look at off-farm and on-farm asset mobilization in formulating insurance and risk mitigation strategies.
- recognise the duality that exists between the leading firms (the large ones) and the agribusiness firms and lagging firms (the small sunset firms in primary agriculture) and issues relating to the market structure and information in deciding what is the best intervention strategy to make markets work more efficiently? Information as one means of doing that.
- facilitate the private sector firms which have lead the way and are now setting targets for 2006 and meeting them because they have to meet their shareholders dividends. We now need to find a way mainly for facilitating continued private sector expansion.

Based on all the foregoing, we can identify some common trends which can be 'boxed' together to define a strategic intervention programme with specific elements. Key questions that need to be answered during the development of the proposal must be:

- What can we do differently?
- What are the missing elements?
- What has Private Sector taught us?

1. Facilitating and Developing Agribusiness Entrepreneurship among Producers, Agri-processors and Agribusiness.

This programme will address youth, women and people displaced by the operation of the CSME as markets become more contestable. Those are among the sector's agents that we need to programme for and cater to because they need this nurturing. However, the programme must consider how one crafts a credit facility, loan schemes including grants that could include, financing for women, youth and persons displaced in organic agriculture. This could also offer credit as an element, which ensures the conversion of research results, for example, from CARIRI and other private sector firms, into business opportunities. This concept is called a 'business incubator' which 'grows entrepreneurs' from conceptualisation, to business planning, to business operation to marketing. This programme must have an in-built mechanism for sustainability overtime.

2. Regulations - Food Safety regulations and Bio-Safety elements.

This box will address, all food safety type issues and some of the issues regarding bio-safety having regard to some differences between the two that have been noted. While regulation is central to this box, to get to regulation legislation is a pre-requisite. So the strategy must focus on strengthening the legislative and regulatory framework in all the areas mentioned above. At the CARICOM level, there already exists a legislative drafting facility from which countries can draw on.

3. Infrastructure Development - Transportation; Marketing Infrastructure and Consolidation.

An intra-regional transportation system is critical. This is well understood and in demand from the OECS and from CARICOM and a number of other places. We need to facilitate and operationalize the various private sector efforts at making this happen.

4. Research and Development, Technology Innovation and Project Development

This links closely with the proposal for entrepreneurship and facilitating business development. If we use the issue of GMOs, then we will agree that reforming an industry is in fact instituting a technological change. This 'box' will address issues relating to spearheading primary research in viable areas. Jamaica correctly noted that there are some clear instances where there are some products which for cultural and socio-economic reasons, are not produced or studied. In Jamaica 'goat' is an area of interest, which is also a growing interest in other parts of the region. The market is growing, we keep talking, but we are not doing anything about it. We should be ahead of the pack in terms of breads and variety through both primary research and the spill-over effects from existing research. This 'box' should also address promotion because promotion has to be a scientific process and reforming Ministries of Agriculture, ie., changing how they work.

5. Information and Market Intelligence

How does one forecast the state of agriculture for the products identified as important in 2005 and beyond? Market intelligence that includes information on food security systems and captures the food and nutrition component is a critical prerequisite. The market intelligence component must also include a policy component that provides a comprehensive reading of the state of our actions, ongoing and planned, in relation to products and markets that we operate in. A good case in point is the US Agricultural Situation Reports which gives US producers and exporters an intelligence report and details on growth in CARICOM markets. CARICOM needs a similar mechanism and service, which can be best addressed through the policy component.

In conclusion, the Agricultural development strategy should be within the CSME framework which already takes into account specific activities on environment and transport, hence their non-inclusion in the above 'boxes'. In addressing how to deal with environmental policies, we must ensure that the environment component is in-built in all elements of the strategy. This could be the same for transportation, since it is so integral to what we are doing in agriculture and within the CSME. Also single regimes are being determined for selected commodities (rice, sugar, bananas, and other crops). It may be that a single regime needs to be designed to address other strategic commodities.

In deliberating on the proposed 'boxes', participants were asked to consider the following in the group sessions:

- The time frame for the intervention
- The elements of the intervention
- Identification of specific projects within the intervention
- Sourcing of funding for projects drawn as little as possible from government sources.

DISCUSSION

On Ensuring Inter-Ministerial Support for the Initiative

The concern was raised with the lack of inter-ministerial support within the policy framework. It was noted that in some countries, inter-ministerial forums are used to support projects, such as in Barbados for the 3-year development plan to establish linkages between agriculture and tourism. Agro-tourism linkages was emphasised as an area full of untapped potential for agriculture in the Caribbean. The issues that surround its development are inextricably linked to safety, health and nutrition.

The agriculture sector needs to find a way to use these forums to achieve support through joint planning. This will avert any 'mixed signals' or sources of conflict between ministries. Reference was made to Trinidad where the Ministry of Trade seemed to be working against the Ministry of Agriculture, when it reduced the import duty on poultry thereby opening up the poultry market. The effect of this sent mixed signals to the agriculture community in the country.

On Injecting a Business Approach into Agriculture

The strategy should be underpinned by agriculture as a commercial business, unlike past approaches that emphasised the social element. The strategy should guard against placing too great emphasis on issues related to subsistence farming. It should be made explicit that the inclusion of women, youth and the displaced persons into the plan is not synonymous with a social-subsistence agriculture focus, but that their inclusion seeks to ensure that they incorporate a business approach. The strategy must seek to address the issue of women, youth and the displaced by providing them with the opportunity to learn and develop the necessary business skills and training in agriculture. The propose incubator approach seeks to achieve exactly this. This approach must be complemented by government policy that will facilitate greater involvement of women, youth and displaced persons in the sector on a commercial basis.

On Whether the Proposed Strategy is Right for the Sector's Development

Currently resources are not available for regional planning, research and development, and other areas in agriculture. The institutions such as CARDI need to be guided with respect to the type of research that is needed. There is a lack of infrastructure to support sector development; and a lack of incentives and financial support. It was suggested therefore that rather focus on programmatic interventions, the proposal should focus on providing policy solutions.

CONCLUDING COMMENTS

Patrick Antoine

It was noted that the Heads of Government recognised agriculture as being too important to be left in the hands of the Ministries of Agriculture. They called for a multi-sectoral and multifunctional approach in developing strategy to guide its repositioning. Hence the proposed interventions, developed in this workshop, fall within an overall framework that locates agriculture within the single market. Agriculture sector actors need to be very clear on the connections between the framework (i.e. RTP for Agriculture) and the call for the development

of proposals for interventions aimed at alleviating the key binding constraints to the sector's development.

It must be emphasised that the business approach adopted by the proposed framework has been deliberate. Its vision is to bring together persons to be part of a board of directors which will be made up of both public and private sector parties to manage the projects under a long-term and well defined agriculture development strategy for the region. All the proposals call for some level of public and private sector collaboration. Hence institutional mechanisms and roles must be clearly defined and stated. The redefined RTP's Committee of Lead Agencies (CLA) can be used as the reporting body, to which this proposed board reports.

With respect to the explicit treatment in the proposal certain issues, such as, that of women and youth, the crossing of skills and the mobility of workers within the region, these need to be addressed in the context of the single regime. Given the large number of constraints identified, the proposed boxes were created as an umbrella to accommodate most of the major issues raised. There is need to have duality in the proposal so that the strategy does not only address the commercial farmer, but also the small farmer community, who, based on well targeted interventions, could evolve into the new generation of commercial farmers. As it relates to agro-tourism linkages, these are best addressed within the 'business incubator' suggestion, given the need to build on the captive and open markets which will not be achieved immediately. Regarding the issue of transportation, experience from the OECS countries has shown that neither the government, nor the private sector can do it alone. There needs to be a joint approach between the private and public sectors to the issue of transport.

This approach necessitates that the process of developing the strategy not be subjected to the public sector only, there is a need for as much private sector involvement as possible. Given the imperative of increasing private sector involvement, it will become necessary to operate in a series of short time-frames. In response to the concern that questioned the mandate and whether this approach would fit into the globalisation vision, it should be noted that we cannot wait for all the necessary elements to be in place before we initiate the process of developing and implementing projects. We need to press on and confront the challenges head on when they arise. This is the strategy that has been adopted by successful private sector firms.

KEY THEMATIC AREAS – THEIR BINDING CONSTRAINTS - THEIR REQUIRED INTERVENTIONS

- WORKING GROUP REPORTS AND DISCUSSIONS -

1. Facilitating and Developing Agribusiness Entrepreneurship among Producers, Agri-processors and Agribusiness.

Discussants: F.Kentish; J. Maynard; E.Harvey; E. Berkeley; L. Ramon- Rodriguez; R.Robertson; E.Nurse

Key Binding Constraint:

- Lack of Entrepreneurship and Investment in the Agri-Business Food Sector.

The Intervention:

- ✓ Private Sector: Establish and Promote a facility which provides the legal and financial environment where agribusinesses can be developed and grow, enhancing employment at national and regional levels.
- ✓ Public Sector: Institutional reform of public agricultural and agribusiness support agencies with a view to changing the institutional culture for business development support.

The Instruments:

at the Private Sector Level

- ✓ Legal and Financial Facility
 - CDB (and/or other funding agency) provides a regional financing facility, accessible to the private sector for the establishment of partnerships between stakeholders (agribusinesses, entrepreneurs, producers (male & female), youth, displaced agricultural workers) and accessible at national levels through DFIs and SEDUs through special windows, and also accessible for cross-border joint-venture initiatives.
- ✓ Coordination of Technical Assistance from various agencies to ensure consistency of eligibility requirements for financing approvals (requirements should encourage formation of groups or clusters). Eligible areas would include projects in commercial production and processing of new and competitive products and services, including indigenous herbals, organics, floriculture, fishery products, processed foods & beverages, agro-tourism linkages. Eligible participants would include existing agribusinesses, entrepreneurs, with preference given to groups (such as national and regional business clusters).
- ✓ Application of Credit Risk Instrument (developed by the ECIB) to facilitate approval process.
- ✓ Incorporation of a Regional Entrepreneurship Training Programme, using existing national training public and NGO centres, for agribusinesses (food and non-food).
- ✓ Strengthening of Bilateral Cooperation agreements for introduction of appropriate innovation and technology (including equipment, machinery, and processes).
- ✓ Development and/or Strengthening of Business Development Services through creation of a system for sharing of Best Practices, including Enterprise Travel Exchange programmes (incentive for youth and for groups).

At the Public Sector Level

- ✓ Creation of a Regional Forum for Inter-Ministerial Coordination of Policies and Programmes related to Agribusiness Development.
- ✓ Creation and Assignment of Industry Support Advisors (the new Extension Officer) through reform (re-engineering) of Ministries of Agriculture.
- ✓ Public Education Programme aimed at highlighting the commercial nature and successes of agriculture and agriculture-related businesses.
- ✓ Business Development Support
 - Establishment of a Regional Training Programme to create a regional cadre of Industry Support Advisors for business development.
 - Assignment of Advisors to private sector initiatives.
 - Establishment of Apprenticeship Programmes.
 - Support for Regional Business Clusters in Agro-Processing and Agro-Tourism Development.
 - Establishment of regional standards relating to infrastructure and management of Food Safety, Food Security and Visitor Safety for Farm and Community Tourism.
 - Establishment of Land Banks for Agribusiness Investment projects.

COMMENTS ON PROPOSAL

The major constraints that could be addressed in this area are the lack of entrepreneurship and an underdeveloped agri-business sector. There appears to be an opportunity to tap into agro-processing sector to assess what takes place with firms who source materials outside of the region. The proposal for Business Development Support needs to include use of the technical abilities of the trained participants and existing successful entrepreneurs to teach the necessary skills and approaches in agribusiness. Regionally there could be training workshops geared to addressing issues of entrepreneurship, business advice and skills.

Generally, there needs to more focus to the proposal with an apparent leaning towards policy and policy related projects. The proposal could be strengthened through rewording and repackaging of projects, in which institutional arrangements would also be addressed. The programs and instruments developed must be measurable, achievable, realistic and time bound. Funding may not be an issue, but the problem may be the focus of the projects for which funds are being sought. The goal should be to develop projects that stimulate a business community.

2. Regulations - Food Safety regulations and Bio-Safety elements.

Discussants: *J.Paul; C.Seepersaud; W.Emmanuel; C. Cox; V.Stewart; Y.Davidson*

The Interventions

- ✓ Land Management/ Availability (Access)
 - Objectives:
 - Realize food security needs;
 - realize economic needs (context of commercial agriculture; supplies to food processing, exports);
 - Environmental conservation (aesthetic value to tourism, biodiversity);
 - Water supply

- Outputs:
 - Percentage of lands reserved for agriculture by law
 - Reduction in area of unutilized arable lands
 - Improved mechanisms in place for accessing state lands
 - Enhancement of environmental quality for agro-tourism
 - Key actions: Establish dedicated capacity at CARICOM level – installation of Natural Resource Desk or strengthen existing Sustainable Development Unit to: (a) formulate harmonized land policies across region and (b) preserve quantum of lands within each territory recognized to meet minimum capacity to realize food security.
 - Time-frame: 3 years
 - New/existing implementing agencies: Natural Resources (land and water) Desk Officer at CARICOM secretariat / expand mandate of existing Sustainable Development Desk
 - Financing: CARICOM, Governments and donor funds
- ✓ Water Management
- Objectives
 - Reduce investment risk by ensuring reliable and affordable, quality water supply
 - Improvement of drainage systems to reduce flood occurrence
 - Improved water management and administrative arrangements
 - Outputs:
 - Availability of quality water in adequate supply for sustain agro-industry
 - Decreased flood risk with reduced economic losses
 - Installation of appropriate administrative frameworks for water management
 - Key actions:
 - Establish dedicated Natural Resources Desk within CARICOM Secretariat / expand mandate of existing Sustainable Development Desk to drive implementation processes; harmonize various initiatives
 - Time-frame: 2 years
 - New/existing implementing agencies: Natural Resources (land and water) Desk Officer at CARICOM secretariat / expand mandate of existing Sustainable Development Desk
 - Financing: CARICOM, Governments and donor funds
- ✓ Praedial Larceny Control
- Objective: Strengthen regulatory frameworks for control trade in stolen goods within domestic markets (and possibly external markets).
 - Outputs: Trade in regulated environment; farmers, traders, exporters, etc registered and licensed
 - Key action: Formulate common legal framework at regional level. Key elements include licensing and registration, trace-back mechanisms (also facilitate market access notification requirements; Biosafety), enforcement, penalties. Contract consultant
 - Time-frame: 2 years
 - New/existing implementing agencies: Short-term consultant to come up with regional policy and implementation strategy (within CARICOM secretariat)
 - Financing: Technical cooperation funds CDB, IDB, etc

- ✓ Food Safety
 - Objective and Outputs: previously defined (*within the CAHSFA proposal*)
 - Key Actions:
 - Make resources available to hasten realization of CAHSFA and rationalize implementation within the national institutional framework
 - (further elaboration not necessary)
 - Time-frame: 1 year
 - New/existing implementing agencies: already defined
 - Financing: CARICOM, public/private sector (institute effective cost recovery measures)
- ✓ Risk Management
 - Objective: Clearly articulated policy that facilitates and elicits action by regional governments in the event of natural or man-made disasters
 - Outputs: Regional disaster relief fund administered within appropriate regulatory and legislative framework.
 - Key Actions: Set up a Monitoring and Advisory Committee for development of and execution of Fund; and oversight responsibility for risk management
 - Time-frame: 3 years
 - New/existing implementing agencies: Committee constituted of relevant stakeholders.
 - Financing: Stakeholder contributions.

COMMENTS ON PROPOSAL

The importance of praedial larceny as a regional constraint was questioned in terms of consideration as a priority issue. It was agreed that that since the losses associated with this problem are significant this is a distinctive and real disincentive to persons desirous of establishing a primary agricultural enterprise. With respect to the food safety intervention, there is a need to have certification and standards regionally for this and related areas. Being HACCP-compliant is a challenge for agro-processors since the cost to remodel plants is high. It may be possible to include sourcing funds to assist processors with infrastructure remodelling. There is also a lack of technical information that is required in the food safety area. In terms of risk management, price induced risk should also be included in this intervention area. One may consider using food stock piling in countries so that in times of a crisis there are resources available regionally that countries afflicted with natural disaster can access.

3. Infrastructure Development - Transportation; Marketing Infrastructure and Consolidation.

Discussants: *W.Lee Yuen, W.Parham, W.Magloire, C. Johnson-Miller, Y. Hermlijn, S. Lawrence, A. Riggobert, A.Glean.*

Major constraints:

- Inadequate Transportation:
 - Regional air: Air Jamaica, BWIA, Liat, Caribbean Star: *Unreliable, limited and high cost*
 - Regional sea: Small boats and schooners: *Regular but unaccountable and not well equipped*
 - Extra regional air: Air Jamaica, BWIA, Amerijet etc; *No specific cargo allocation, inconsistent and high rates*
 - Extra regional sea: Geese, Freight lines: *Variable costs and schedules*

- Inadequate Marketing infrastructure
- Lack of Consolidation

The Interventions:

- ✓ Consolidation: Intra regional or extra regional marketing. Three approaches:
 - i) Private company/individual: To produce own material or purchase from farmers;
 - ii) Statutory bodies: to purchases from farmers; to be more business oriented or privatized;
 - iii) Commodity groups: To purchase from membership or other farmers.

These 3 need to be supported by market intelligence, NAHFSA's, business training, incentives, grades and standards, post harvest technology, export protocols, export credit/insurance and export promotion.

- ✓ Market Infrastructure
 - Private pack-houses and processing facilities
 - Statutory bodies and Group processing and storage facilities
 - Internal transportation, roads and bridges: farm to packing or processing facility to port.
 - Ports and port facilities for sea and air: sheds, bulk storage and handling facilities, containerized and refrigerated facilities

This should be supported with funding for Infrastructure, transport, inspection and certification services and incentives.

- ✓ Regional air/sea links and shipping model.
 - Examples of intra-regional transportation systems: 'Thin Red Line', servicing the Trinidad and Tobago, Grenada, St. Vincent, Barbados, Guyana and Venezuela route, and a shipping line that travels between Guyana and Jamaica, transporting rice.

However the issues of number of boats and design for handling perishables need to be clearly addressed, as well as the need to establish agents in all countries.

Recommendations:

CARICOM should undertake a market study in the region to determine existing and potential market opportunities and the requirements for marketing infrastructure and transportation options to facilitate trade. In the interim, efforts should be directed at supplying market information, incentives, protocols for meeting quality and safety requirements and funding for marketing exportation and transportation for intra-regional and extra-regional trade. Land availability and land management regimes, along with irrigation and drainage infrastructure should also be added to infrastructure requirements to ensure efficiency, quality, consistency, and reliability and cost effectiveness of supplies to meet the market demand.

COMMENTS ON PROPOSAL

Generally, the projects presented need to be more specific. With respect to shipping, containers are usually shipped at 50% of capacity. It was advised that Tropical shipping indicated an unwillingness to negotiate on rates charged heading north but may consider the option when shipments are heading south. In terms of consolidation, one such project could be the establishment of a regional facility where the ships can consolidate from one port to the next, as opposed to consolidating when they are at the port of origin. It was noted that since the advent of bioterrorism threats, the requirements for getting items into the US poses a real challenge for consolidation. In terms of agro-processing there is an opportunity to think outside of the box.

The established processors do not process their products in the region, but, for example in Miami, after which the products are shipped back into the region for sale. It may be possible to draw on what these established firms have done. In the region, packhouses and processing plants can be established so that regionally there are facilities to provide these services to the agro-processors and those small businesses desirous of expanding their enterprise.

4. Research and Development, Technology Innovation and Project Development

Discussants: *L James, J.Peltier, C.Blanchette, L.Donawa, J.Sahtoe, G.Marshal.*

The Interventions

✓ Biotechnology

▪ Objectives:

- Enhance the biotechnology capability of the region for pest and disease control in identified commercial crops, such as citrus
- Tissue culture for plant propagation (gene identification, rather than manipulation)
- Identification and conservation of indigenous genetic resources

- Outputs: User friendly technical packages that can be applied to specific farming conditions and agri-businesses to enhance production and profitability developed.

<u>Inputs</u>	<u>Strategy</u>	<u>Funding</u>	<u>Entity</u>	<u>Time Frame</u>	<u>Conditions</u>	<u>Project Champion</u>
- Trained scientists	- Training of scientists - Universities	- Public - Private sector - Individuals	- Universities - CARDI - Other R&D institutions	-1-5 years	- Assess existing capacity	CARICOM through a technical committee
- Strengthen laboratory capabilities	- Modernizing research facilities	- Donor agencies - Governments - Private sector	- Universities - CARDI - Other R&D institutions	-1-5 years	- Assess existing capacity - Ensure compatibility	CARICOM through a technical committee
- Improve legislative, regulatory framework	- Refer to BOX 2	- Donor agencies - Governments - Private sector		1-2 years	- Assess existing legislation, if any	CARICOM through a technical committee

✓ GMOs

- Objective: To regulate the production and use of GMOs in the Caribbean
- Outputs: Formulation of policies and legislation

<u>Inputs</u>	<u>Strategy</u>	<u>Funding</u>	<u>Entities</u>	<u>Time Frame</u>	<u>Conditions</u>	<u>Project Champion</u>
- Research capability to monitor developments in GMOs	- Review update sources of information on GMOs	- Public Sector	- Universities - CARDI (as lead agency)	- 1 year	-	- Governments

- ✓ Research and Development
 - Objective : To provide solutions to technical problems in the farm to market chain, and introduce technological innovations to enhance agri-business profitability
 - Outputs: User friendly technological packages developed for agri-business

Inputs	Strategy	Funding	Entities	Time Frame	Conditions	Project Champion
- Trained researchers and technicians	- Training of scientists and technicians- Universities	- Public - Private sector - Individuals	- CARDI - other R&D institutions	- 1-5 years	- Assess existing capacity	- CARDI's Board of Directors
- Machinery and equipment and laboratories	- Modernizing, machinery, equipment, and research facilities	- Donor agencies - Governments - Private sector	- Universities - CARDI - Other R&D institutions	- 1-5 years	- Assess existing capacity - Ensure compatibility	- CARDI Mgmt

COMMENTS ON PROPOSAL

Research and development is critical to the sector. However, given CARDI's limited resources and the fact that it does not service Haiti and the Dominican Republic, it is limited in its ability to address all the issues of research in the region. The private sector must become more involved in R&D. While some private sector agencies are already engaged and have the capacity to fund R&D there is still need for a greater buy-in and participation. However, with greater private sector participation in research, the question of property rights and intellectual rights arise. Caution was also advised regarding the practice of securing contracts with private sector entities for research, since a usual clause in such contracts allow the funding agency to own the research. Legislation on this issue is available and should be reviewed when addressing this issue. These issues must be adequately addressed within a comprehensive framework within which agricultural research is undertaken, managed and transferred.

A regional fund for research can be developed with a built-in requirement for building local capacity. CARDI has refocused and is now in the business of working with public and private sector to develop the agriculture sector in the region. It was suggested that agencies such as IICA, also provide complementary financing for research. An area ripe for research was that of product development. Product profiles of previously developed products can be used to match with private sector initiatives and then used to develop investment opportunities and initiate business activity. However, safeguards should also be built-into the facility to ensure the protection of local crops and production.

5. Information and Market Intelligence

Discussants: *M.Griffin, N.Ramnanan, V.Little, A.Jones, M.Hunte, L.Rambrich, E.Baccus-Lutchman, R.Best. R.Rajbansee.*

The Binding Constraints:

- Lack of adequate and relevant market information for decision making both in the private and public sectors, specifically;
 - unreliability of available information on a timely basis, data collected not user driven
 - lack of cooperation from producers with regard to provision of accurate data
 - lack of coordination and integration of diverse sources of information
 - limited networking and inadequate technical and financial support at all levels.

The Intervention/Mechanisms:

- ✓ Improve the adequacy, accuracy, relevance, availability and timeliness of market intelligence:
 - Strengthen existing national commodity associations, promote, where necessary establishment of agricultural chambers of commerce to represent producer interests.
 - Improve technology and infrastructure (i.e. equipment, internet access and use);
 - Increase technical capability for collection and collating market information; and
 - Expand market research capability (continuous market surveys, client-oriented market research);
- ✓ Improve the adequacy, accuracy, relevance, availability and timeliness of market intelligence. Establish and coordinate a regional network of national commodity associations and chambers of commerce by a regional coordination agency (e.g. CAMID, CABA). Note: some associations already exist at both national and regional levels.

Funding

- User funded with initial strategic contributions by Governments and donor agencies (eg. French assistance to agricultural chambers of commerce in the OECS, Barbados Agricultural Society, Rice Producers Association in Guyana).

Time Frame

Year 1: 100% financing to facilitate full establishment of the regional database;
Year 2-4: Partial financing with contribution from user fees; and
Year 5: Self financing from user fees

Monitoring and Evaluation

Regional Mechanism/Database to provide to Agricultural COTED an annual review of the status, growth and prospects on regional agriculture.

COMMENTS ON PROPOSAL

Clarification was sought on the status of 'CAMID'. The issue of whether CAMID is placed in the private sector or within the public sector is to be rectified at the upcoming Heads meeting in January.

The meeting was informed that CAMID continues to be supported by an FAO project which will be completed in 2005. CAMID comprises several databases of which FAO is funding the design and implementation of the Agricultural Marketing and Planning Database (AMPD), and the implementation of the Product Supply and Forecast Service database (PSFS). CAMID is more than just a market and information storage but includes trade facilitation along with planning data and forecasting information. CAMID conducted national consultations with the private and public sector entities during 2003 and early 2004, which resulted in the selection of a national administrator. In terms of the PSFS each country has been supplied with computers and nationals have undergone training in the use of the PSFS. To date implementation of projects are being planned by the countries. AMPD's database is being developed and will be completed by February 2005. Promotion throughout the countries on either of the 2 databases has not yet begun, which will account for some persons not being aware of its existence.

It was agreed that accurate and timely information is key. Information dissemination has been supported in the past by various agencies such as FAO, EU, IICA, and others to facilitate strengthen planning units and support agriculture systems. Since CAMID may not be a stage where countries' current information needs will be met, there is the need to improve its pace of development and to obtain buy-in and ownership from countries. In this regard, the need to strengthen the ability of national associations in their information gathering process and in systems to address issues in forecasting will influence its development and utility to member states.

The regional aspect of data collection is secondary; it is necessary for the countries to address at a national level the information needs. Projects need to be geared towards strengthening farmer organisations, in order for them to provide necessary information. It was suggested that in developing agro-tourism linkages, the supply database could be linked to the demand database of the tourism sector, with respect to raw materials.

Until its status and other database development issues resolved, it was suggested that too much reliance should not be placed on the system/network. While it is anticipated that CAMID will fulfil its role in the region, as it is seen to be key in the agriculture development process, should CAMID not be able to do so, then other agencies that can fulfil the terms of reference as outlined are welcomed to take the role.

7.1 THE REVISED FRAMEWORK PROPOSAL

Patrick Antoine

Issues were raised with respect to whether the right approach was being used, and this was taken into consideration when the proposal was prepared. With regard to the Single Economy, it is clear that this can only exist where the Community can determine the measures in pursuit of development of the real sectors with Member States acting in concert, as though the two were one belonging to the same corporate entity. This deep cooperation is particularly critical in areas, such as, Common Agricultural Policy, Common Fisheries Policy, measures for arable and livestock operations and other measures and interventions.

The Revised Treaty contains in part 2 of Chapter 4, Article 56 the Community Agricultural Policy, which elaborates on the goal of the agricultural sector and in Article 57, on the implementation of the Community Agricultural Policy. These provide the broad, general framework for developing strategies for formulating and implementing of the policy and promoting diversification to a market-led, internationally competitive agricultural enterprise.

The CARICOM Secretariat is in the process of elaborating the preparation of a Coordinated Community Policy and the Supporting Strategic Plan. The results of this project will be 14 National Agricultural Sector Policies integrated into a Regional Agricultural Sector Policy Framework; and 14 National Agricultural Sector Strategic Plans integrated to produce a Regional Agriculture Sector Strategic Plan to be supported at the regional level.

While the proposed 5 broad intervention areas take credence of the multilateral, hemispheric, regional, bi-lateral and plurilateral negotiations and commitments, and are framed within the context of the macro-economic factors, it does not explicitly seek to treat with the current conditions and changes in the region at this time.

Critical actions in the real sector have been recognized as being important to the attainment of the Single Economy. A great deal of work will be needed to clarify policies and to create the instruments and implement intervention programmes to facilitate improvements in production, product quality, and exports. Additional work is also required to strengthen sectoral policies affecting major areas, including transportation, information and communication, other major service areas, manufacturing and agri-business.

Specifically, the preparation or updating and financing of intervention programmes to support the real sectors, especially food production, fisheries, manufacturing, and certain service industries such as air and maritime transport, and ICT are important at this time. Particularly important are the constraints to the expansion of investment and the creation of jobs. The relevant policies and measures in the real sector will require closer attention. While the removal of restrictions will achieve the creation of the legal aspects of the open internal market, economic benefits also depend on the growth and expansion of the real sectors within the framework of overarching macro-economic policy.

The Meeting recognized that there was a need to adapt an approach which admitted to a wide range of interventions ranging from creating the environment for business and private sector enterprise to establishment and strengthening of private sector companies to refinement of the environment for business and trade facilitation. That several cross-cutting issues existed which would need to be addressed by further additional work was evident: such areas related to the treatment of disadvantaged groups, countries, regions and sectors and the treatment of the least competitive and most vulnerable communities and persons, which extended beyond the creation of a disadvantaged fund.

A coordinated action on the part of both the private sector and the public sector is required for success. The best way to move things forward in a manner consistent with these fundamentals is to begin with a modest set of goals and related actions that empower the nascent entrepreneurial capacity of the agribusiness sector.

The proposal therefore includes 'x' major recommendations and 'y' sub-recommendations designed to improve the economic performance of the agribusiness sector. To move from strategic recommendations to actions that requires some measure of prioritization and identification of key actors. Consequently, the proposal focussed on only a subset of the many strategic recommendations emanating from the working groups.

The need for a Common Market Regime for the traditional commodities, sugar, bananas, rice among others was recognized, but was not contained in the proposals since this constitutes one of a number of unfinished actions in the built-in agenda of the Single Economy. It was thought that the finalization of such regimes would be best left to the broader policy framework, which will soon be elaborated.

To summarise the 5 major areas for intervention:

Intervention 1: To create an economic and business environment that facilitates entrepreneurial activities in the agribusiness sector. Among the issues to be addressed, but not limited to, include legislation and regulation, land, water, ministry restructuring and strategic alliances with universities and regional research institutions and centres. The outcome of this action will be an improved environment that will also address the issue of restructuring the Ministries of Agriculture.

Intervention 2: Facilitate and empower the nascent entrepreneurial capacity to expand food exports and develop linkages between the existing enterprises in the agribusiness sector as well as in facilitating development of new enterprises throughout the value chain. This would address the (a) establishment of a new entity the Agribusiness Institute (Business Incubator and Agribusiness Development centre), so that if a food processor wants to develop a local source for currently imported products used in processing; small to medium sized farmer engaged in exporting believes that there is potential to significantly expand exports; (b) establishment of a new business entity that has sustained a visible presence in target markets.

Intervention 3: Mitigating the Negative Effects of Natural Disasters and Market Failure on the Agribusiness Sector. This proposed action is certainly not new, but any resurgence must explicitly link and consolidate national and regional systems and technical capacity for early warning systems and management of relief efforts in agriculture.

Intervention 4: Market Development and Intelligence which seeks to, *inter alia*, strengthen, link and harmonize national marketing information systems that disseminate accurate and real-time information for decision making, in respect of market related developments, including investment, trade promotion and market and product developments.

Intervention 5: Research Technology and Product Development. In the context of the Jagdeo initiative and having regard to the fact that applied problem solving R&D will be sourced as required as per Intervention 2, Agribusiness Support Programme, the only remaining feasible recommendation which can be accommodated contingent on the region limited financial resources is one which seeks to draw on a broader pool of technical, financial and institutional capacity, through a network of similar institutions working throughout the region, the French territories, Florida and CATIE, CTA, among others. While other elements of R&D will no doubt require a broader approach to their resolution, these do not appear amenable to short-run interventions contemplated for approval by Heads emanating from the initiative by President Jagdeo.

In closing, it was reiterated that the framework developed by CARICOM has been accepted in the context of the CSME (i.e RTP for Agriculture). This will allow for consideration of the macro economic issues affecting the development of the agriculture sector. The placement of the framework with respect to the CSME was determined, but the level of intervention used in developing the Agriculture development strategy must be disaggregated than the level used for the framework.

It was recognised that there is a need to provide more detail on the elements of proposal for better understanding of the development strategy. This detail will be incorporated in the process of developing the proposal and its elements.

7.2 CRITIQUE OF PROPOSAL

Dr. Carlisle Pemberton

Lecturer, Department of Agriculture Economics and Extension
UWI St. Augustine Campus, St. Augustine

Previous Agriculture policy documents captured some of the constraints and the actions needed as were expressed in this forum. Intervention programs that will develop projects will therefore allow for progress to take place without redoing work already done by other agencies.

Although CARDI works mainly at the commodity level, CARICOM is now also executing competitiveness studies at the commodity level. These and other activities should be coordinated with the interventions proposed if they are to have a significant impact on regional agriculture sector. Similar work was done in the OECS in conducting competitiveness studies and lessons should be learned from the exercise.

The establishment of an Agribusiness Institute is an interesting approach for use as an incubator for the basis of developing other types of activities. In rationalising the sugar industry in Trinidad, the idea of an incubator was mentioned as a response to treating with displaced persons. A central incubator/institute can be used to give recognition to persons graduating from such an institute. The idea of the incubator needs to be expanded with respect to the area of teaching – there can be farmer internship sessions; or distance teaching or education can be developed. These are fairly fast to implement.

In order to stay ahead of the game, there is need to innovation and research and development. It may be possible for the proposed agribusiness institute to address this area. CARDI is recognised for its R&D work and there is a need to integrate CARDI's work into the development strategy. Similarly, other existing institutes and programs should be integrated. The component that speaks to the provision of information on changes in trade and export for example is of value and use to sector. Additionally, agro-tourism linkages are important to understand the dynamics of the hotel and tourism industry.

With respect to the reform of the Ministries of Agriculture under 'creating the business environment', this should be pursued with much caution. Sector reform has been attempted in Trinidad and was not so successful. The public sector has its role to play, which is not seen to be very important as it relates to development of the sector. The state should continue to be involved in the overall direction of the sector, through, *inter alia*, provision of support to some groups.

Natural disaster creates difficulty for farmers and this need must be addressed in terms of the risks at the regional level. This could be an element addressed by the proposed agribusiness 'institute' or facility/programme contemplated.

Ronald Ramkisoan

Senior Economist - Economic Intelligence Unit, Republic Bank Ltd.

Agriculture is shaped by macro economic policies and activities. The results of investment into the sector were not realised because the macro economic policies did not support the investment. For example when the exchange rate is high it works against the sector, as it facilitates imports but it penalises the exporter trying to export, whose export cost increases.

The proposal reflects a different approach, one that focuses on entrepreneurs, enterprise, and motivating people to export. It recognises that when the policy does not address farmers, then development is slow. There is a need to factor the farmer into any development strategy. The fact that the proposal is based on demand-driven agriculture is interesting. Some unclear

issues, however, relate to the functioning of the proposed agribusiness institute and the business incubator facility.

In terms of financing, the cost of accessing financing for producers is high, and the process can be lengthy. It was acknowledged that greater understanding of the needs of the farmer is required since accessing credit is a major constraint to them. Financers need to understand the demands of the agriculture sector, the competition within the sector and other related issues.

To address the area of disaster mitigation, an agricultural insurance plan which is related to non-infrastructural issues will be needed. For example implementing crop or agriculture insurance to be paid out to flood victims will not solve the flooding that occurs each year. The main issue is the clearance of drains and water pathways.

7.3 FINAL CLARIFYING DISCUSSION

Regarding the:

- reforming of the Ministries of Agriculture, it was emphasised that in order for the agriculture sector to be developed there was a need to retool the Ministries of Agriculture, this will allow for the weaknesses to be addressed and for greater private sector integration. As part of the sector reform in Trinidad, a business unit has been established in the Ministry of Agriculture and there is an attempt to provide farmers with support when identified.
- business support center, this work to coordinate and broker the several existing sources of investment and resources for the food and non-food areas of the sector for use in various projects. It would span across the sector to provide necessary services. Using business advisors in the Ministry, for example, would be a good way to simultaneously provide support to the agribusiness sector and achieve a reform of the Ministry of Agriculture.
- access to financing and investment for agriculture, the time for accessing financing is too long in the sector, viz, the 6 month waiting period is not supportive of the needs of the farmers. This confirms the need of the finance and business sector to change their view of farmers and farming and become better informed about the agriculture sector if they are to adequately facilitate financing requirements and delivery of services.
- the suggestion of 'new' institutions, it was cautioned that government cannot fund all new institutions and that existing institutions needed to be reworked to meet the new challenges. This in response to the view of the proposed agribusiness institute as another 'entity' on its own, which will require at least start-up or continuous funding from government.
- the implementation process, which was seen as 'slow, and hence in need of further consideration and comprehensive planning. Projects in the past have failed at the implementation stage of the process.

- issue of measurement and evaluation, highlighted as an area to be addressed in planning and execution of the project implementation phase. Reference was made to Trinidad and Tobago where there is a lack of measurement and evaluation of implemented projects. Incorporating an M&E aspect will allow for the identification of potential bottlenecks and determination of project success factors.

Other general issues were raised with respect to how to keep the sector ahead of the game in terms of the competition and trade issues, the explicit incorporation of the issue of support services into the proposal and how the proposal will effect real change at the farmer level. Regarding the latter, it will be necessary to convince the farmer that this proposal will add value to their business and livelihoods. It was noted that more visible collaboration will be needed in order for the process to move forward.

7.4 MOVING INTO ACTION - Arlington Chesney

IICA Director of Operation and Advisor to Director General on Caribbean Affairs
Caribbean Region

IICA will act as facilitator for the implementation at national and regional actions as required. The initiatives must come from national level, influencing regional initiatives. The following outlines the next steps:

1. Invite members of private sector i.e. Ansa McAl, Grace Kennedy to meet with the private sector.
2. Coordinate at national, regional levels, complimentary and mutually reinforcing the purpose of having regional institutions. There is a need for all stakeholders to be involved to coordinate and implement the process to link to COTED and the CARICOM Heads of Government.
3. Establish programme implementation groups to coordinate and implement programmes
4. Establish sub-committees to give guidance in the following areas of R&D and finance to stakeholders, banana growers etc.
5. Strengthen sector alliances to operationalise programmes at national level; there is a need to find mechanisms that can fund into a regional alliance

The proposal will be sent to the Ministers for review, and presented at the Heads meeting in January. Prior to the meeting with the Heads, a meeting will be held with the private sector stakeholders to present the proposal.

DRAFTING THE PROPOSALS

The mandate of the Jagdeo Initiative called for the submission of firm proposals for repositioning the agricultural sector in time for their detailed consideration at the upcoming Inter-Sessional Meeting of Heads, to be held in Suriname in early February 2005. Given the tight timelines of the mandate, it was deemed prudent to 'refresh' participants' skills in order to enhance the chances of achieving the main objective of the workshop. This presentation sought to sharpen the focus and readiness of participants in determining and articulating the priority areas and the interventions that would be required to effect the desired outcome.

STEP BY STEP GUIDE TO DEVELOPING PROJECT PROPOSALS

Lionel James

Caribbean Development Bank

The following steps will enhance the preparation of project proposals
and contribute to a higher element of successful financing

1) Project Identification

Using a logical process plan and design an intervention. A sector analysis that identifies an opportunity or removes a constraint, which adversely affects the desired outcome. Analysis of the options is also done at this stage.

2) Identify the Participants

It is important to identify the entity responsible for intervention, to determine the participants and ensuring commitment from participants and those involved in the process

3) Determine Relationships

Using the logical framework matrix summarise all the elements of the project and their inter-relationships. The purpose, objectives, impacts and outcomes of the project are outlined at this step. Ensure that the performance targets are measurable; outline any assumptions in the project and identify the mechanisms and sources of information for monitoring targets.

4) Identify Potential Financiers

Identify the borrower for the project and the potential sources of funding and finance mechanisms. Once identified the project can be prepared and appraised.

5) Submit the proposal to the donor agency for consideration

6) Negotiate funding and agreements, this can be done at multi-country level, since not all countries may be involved in a project.

7) Establish the implementation entity

WORKSHOP AGENDA

December 06 - DAY 1: Agreeing on Critical Priorities

DAY 1: Time	Topic	Presenter
8:30-8:40	<u>Procedural Matters:</u>	Chair - IICA Arlington Chesney
8:45-9:00	<u>Introduction and Purpose of Workshop:</u> Linking the various initiatives for agricultural development in the region.	CCS/D.Field-Ridley
9:00-9:45	<u>Lead Presentation 1:</u> Developing Policies and Proposals for Alleviating Key Binding Constraints to Agriculture in the Caribbean - Overview of Critical Issues.	Patrick Antoine
9:45-10:15	<u>Discussion</u>	
10:15-10:40	<u>BREAK</u>	
10:40-12:45	<u>Results from the Process:</u> 1. Country Response/Reports cont'd <u>Discussion</u>	<u>Chair:</u> FAO/M.Griffin Country Rep.
12:45-2:00	<u>LUNCH</u>	
2:00-3:30	<u>Results from the Process cont'd</u> 2. Country Response/Reports, cont'd <u>Discussion</u>	
3:30-4:30	<u>Current Regional Policy Initiatives</u> in the context of the vision and development thrust for agriculture in the region (10 min. each) 1. <u>Overarching frameworks:</u> <ul style="list-style-type: none"> ▫ OECS Agricultural Policy & Strategic Framework 2. <u>Specific/Thematic Frameworks</u> <ul style="list-style-type: none"> ▫ Organic Policy & Development Strategy ▫ BioTech Policy & Development Strategy ▫ Agro-Tourism Policy & Development Strategy ▫ AHFS Initiatives (CAHSFA, Invasive species) ▫ Competitiveness Studies ▫ Natural Disaster Recovery Plan ▫ Regional Food Security Strategy 	<u>Chair:</u> IICA/A. Chesney OECS/G.Alcee UG/P.Francis IICA/AParke IICA/E.Harvey CCS/S.Lawrence CCS/S.Lawrence IICA/E.Berkeley CFNI/Ballayram
4:30-5:30	<u>Discussion:</u> To agree on the most binding constraints to be addressed through regional action and their most critical elements for development focus.	
6:00-8:00	<u>Opening Ceremony and Reception</u>	

December 7, DAY 2: From Priorities to Regional Action

DAY 2: Time	Topic	Presenter
8:30-8:45	Introduction of the objectives of the day and the speakers.	Chair: P.Antoine
8:45-9:15	<u>Presentation 2:</u> A Step-by-step guide to developing the elements of the proposals/actions that are best addressed at the regional level.	CDB - L.James & Mrs E.Baccus Lutchman
9:15-10:30	<u>Discussion:</u> To establish the Comprehensive Framework Context for the proposed regional actions for agriculture and the scope and outputs of the working groups including seeking consensus in 3 key areas: <ol style="list-style-type: none"> 1. the vision and strategic policy framework for agriculture (<i>where we need /should go?</i>) 2. the critical development path and strategic actions (<i>what is the best path to get there?</i>) 3. the four most binding constraints to overcome (<i>what are the most pressing issues to address to kick-start the process at the regional level?</i>) 	
10:30 -11:00	<u>BREAK</u>	
11:30-1:00	<u>Work Groups Convene: Drafting the 4 Proposals</u>	Group Facilitators
1:00 - 2:15	<u>LUNCH</u>	
2:15 - 4:00	<u>Work Groups continue: Drafting the 4 Proposals</u>	
4:00 - 4:20	<u>BREAK</u>	
4:20 - 6:00	<u>Discussion:</u> On draft proposals to determine: <ol style="list-style-type: none"> a) gray areas/ gaps for further definition; b) cross-cutting areas and recommended actions; c) implementation bottlenecks and mitigation strategies; 	Facilitator/ Working Groups' Facilitators
6:30	End of Day 2	
6:30 - 7:30	Meeting of Workshop Coordinators, Facilitator and Group Facilitators	

December 8, DAY 3: Mobilizing for Coordination and Action!

DAY 3: Time	Topic	Presenter
8:45-10:45	<u>Panel and Discussion:</u> Presentation of Revised Proposals for comment by panel.	C.Pemberton R.Ramkissoon
10:45 -11:00	<u>BREAK</u>	
11:00-12:30	<u>Moving into Action:</u> <i>What will it take?</i> <ol style="list-style-type: none"> a) Coordinating actions and programs to improve the efficiency of coordinating <i>mechanisms</i> (CLA, Alliance, the Caribbean Agricultural Policy Network (RAPN) etc). 	D.Field Ridley A.Chesney
12:30 - 1:00	<u>Country Feedback:</u> Recommend Coordinating mechanism and critical action for Support Institutions, Ministers of Agriculture, and the CHoG.	
	<u>End of Workshop - Lunch</u>	
3:00-6:00	<u>Meeting of Agencies</u>	

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