

## A. Executive Summary

a. *Name of the RPG Project: “Building Capacities to improve the competitiveness of the Agricultural Sector of the Caribbean”.*

b. *Direct Beneficiaries:* Barbados, Dominican Republic, Guyana, Suriname and Trinidad & Tobago.  
*Indirect Beneficiaries:* All Caribbean countries.

c. *Applying institutions:*

c.1. *Ministries of Agriculture of:* Barbados, Dominican Republic, Guyana, Suriname and Trinidad & Tobago.

c.2. *Members of the Caribbean Council of Higher Education in Agriculture (CACHE) of Barbados:* 1) Samuel Jackman Prescod Polytechnic Institute; the Dominican Republic: 2) Instituto Superior de Agricultura and 3) Universidad Autónoma de Santo Domingo; Guyana: 4) the University of Guyana; Suriname: 5) Anton de Kom University of Suriname; and Trinidad & Tobago: 6) University of the West Indies.

d. *Executing agency:* Caribbean Council of Higher Education in Agriculture (CACHE).

e. *Sources of financing:*

Total amount:	\$ 727 737
IDB:	\$ 481 237
Counterpart:	\$ 126 500
Other donors:	\$ 120 000

f. *Execution term:* Three years.

g. *Definition of the RPG:* A regional public policy designed, jointly by all participating countries, and its implementation, by all participating institutions, to improve competitiveness of the regional agricultural sector, through the enhancement of the capacity of its labor force, while taking advantage of the existing diversified human resources of the region composed of the five participating countries. To implement such a policy, a set of instruments will be designed and put into practice. These include an information system, a set of courses for trainers to train the target population and a set of validated educational contents (courses) to upgrade and develop skills of the labor force devoted to agricultural activities in the region, skills that are required in a globalized environment (see figure 1 at the end of this document).

## B. Diagnosis

### *Concerning the nature of the issue:*

01. In view of the Jagdeo Initiative<sup>1</sup>, endorsed by all Heads of Government of the Caribbean Community (CARICOM) in February 2005, the competitive positioning of the agricultural sector is a real concern of the Ministries of agriculture of the Caribbean region, which are committed to providing legal and regulatory framework as well as resources to pursue this objective.

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<sup>1</sup> Is an effort to enhance the positioning of Agriculture in domestic and export markets, President Bharrat Jagdeo, CARICOM Head with Lead responsibility for agriculture is spearheading a process that is seeking to achieve a resurgence of the regional agricultural potential. This process involves the identification of key critical constraints affecting agriculture in the region and the crafting of programs and strategies for their alleviation

The globalization of commerce and finance, the privatization and the liberalization of markets and the development of new technologies are creating more competitive markets worldwide. To respond to these new trends, the agricultural sector of the Caribbean -which includes all activities from the provision of inputs for the production of agricultural goods to their delivery to the consumer – has to be able to compete in international markets, in order to sustain. This implies focusing on the enhancement of competitiveness or more precisely, on the sustained increase in productivity which depends on four main factors: 1) the macro-economic conditions, which include clear economic rules and economic stability; 2) the micro-economic conditions under which production takes place and permits to select the best practices available as well as optimal levels of inputs and outputs; 3) the business models and strategies employed by entrepreneurs in the agri-food chain; and 4) the skills of workers, producers, technicians, agribusiness managers, marketers, entrepreneurs and government officers working in activities linked to agriculture. In particular in activities like the improvement and certification of procedures, processing and packing of products, food safety procedures, standards and grading, supply side management, adoption of technologies for production, market intelligence, commercial policy, export market information systems, small business empowerment, market linkage mechanism, agro-tourism and other practices that affect the environment.

The concern for this fourth factor is stressed in the President Jagdeo Initiative, which points out to the “lack of skilled human resources” as a key binding constraint in the agriculture sector of the Caribbean. In this context, the issue that this proposal intends to address is the lack of skilled human resources engaged in activities related to the agricultural sector of the Caribbean, as a major constraint to enhance its competitiveness. Therefore, the objective of this project is to create and put into practice a Regional Public Good, which consists of a policy and its implementation to enhance competitiveness of the Caribbean agricultural sector, through the development and upgrading of skills of its human resources.

02. This issue is a concern of each individual Caribbean country. However when it is shared by several of them, a solution supplied on a regional basis is expected to produce additional benefits in comparison with the sum of benefits when each country tries to solve the problem by itself. The reasons for this being so are provided below in this document.

03. The ten states/territories members of the Caribbean Council of Higher Education in Agriculture (CACHE) are affected by the lack of skilled human resources in agriculture. These countries are: Barbados, British Virgin Islands, Dominican Republic, Guadeloupe, Guyana, Haiti, Puerto Rico, Suriname, Trinidad and Tobago and US Virgin Islands.

Puerto Rico and US Virgin Islands (territories of the United States), Guadeloupe (French territory) and the British Virgin Islands (British territory) will not participate in the project, while Haiti did not respond to the invitation to participate. This leaves the reminder 5 countries, Barbados, Dominican Republic, Guyana, Suriname and Trinidad and Tobago committed to participate in the project, and therefore, engaged in the production of the RPG.

However, non participating CACHE members are willing to participate in the project providing that their possible participation is permitted by the IDB. Furthermore, if this proposal is approved by the IDB, it is likely that other Caribbean countries would like to engage in the production of the RPG, so the project will be open to any newcomers provided that it finances its activities in the project and do not use funds from the IDB.

04. The population, directly and indirectly, affected by the issue consist of all personnel (women and men) involved in activities associated with the agricultural sector of the Caribbean region. It includes workers, producers, technicians, agribusiness managers, entrepreneurs, exporters and government officers who need to improve or develop new skills. In particular, table 1. shows -the responses to a questionnaire

answered by the participating countries, with a view to preparing this proposal- what could be described as a first attempt to establish the main target populations of the region<sup>2</sup>, its size and the main demands for developing and upgrading their skills.

**TABLE 1. Target Population and Main Fields for training it**

Main fields in which training is required (Ordered according to priority identified by all participating countries)	TARGET POPULATION					
	Barbados	Dominican Republic	Guyana	Suriname	Trinidad and Tobago	
1. Agro-tourism	Small farmers less than 10 acre	800 to 900 Agro-entrepreneurs, tourism guides, farmers all over the country Language Spanish and/or English	10 000 young people Interested or involved in agricultural activities. To be trained in all these fields  They have 12 years of education.  The language that these young people speak are English and/or Creolese	12000 farmers, Interior of country, language local.	20 000 small scale farmers. In various locations of the country (7-10 years of educatn). 300 marketeers and 300 new entrepreneurs (both groups with 12-15 years of education) Language: English	
1. Specific aspects of production: Controlled environment (D.R.) Organic products (D.R.) Fruits and Vegetables (D.R.) Ethnic products (D.R.) Mushrooms (Guyana) Horticultural crops (T & T)		5000 workers and farmers in all regions of the country		20 000 small farmers and new entrepreneurs  7-10 years of education.  Language: English		
2. Marketing of Agricultural products		100 agribusiness managers and 200 agricultural workers located in Cibao Central, Línea Noroeste.		5000 farmers and Exporters, language English, dutch, local	Same as in agro-tourism.	
2. Food safety procedures (e.g. HACCP system, good agricultural practices)	Small and medium size agribusiness					2000 farmers in rural areas, local language
3. Packing and processing of agricultural products						600 small scale processors
3. Certification of procedures		100 public officers, laboratory technicians, agribusiness managers all over the country.		200 laboratory personnel, processors in capital of country Language: English		
4. Differentiation of products and development of different uses for them				Same as in Marketing of Ag. products.		
4. Farm management		Thousands of small size producers (0.5 to 20 ha.) all over the country.		Same as in Specific aspects of production		

Source: responses from participating countries to questionnaire to prepare this proposal.

05. Due to their small size and of their target populations, if each country of the Caribbean addresses the issue of lack of skills of the human resources in the agricultural sector in a national context, they will be

<sup>2</sup> In this proposal the term region refers to a set of five countries, namely: Barbados, Dominican Republic, Guyana, Suriname and Trinidad and Tobago, as a whole. In contrast, Caribbean region or the Caribbean refers to all the Caribbean countries, as a whole.

able just to provide training in just a few fields. Moreover, working in a national context -and in the small scale that they can operate- it does not pay to invest in the development of educational contents in a variety of topics to improve skills that are needed in this globalized environment. If this were so, the final result would be a relative few courses and much duplicity, in the region as a whole.

In contrast, if the participating countries pool resources and knowledge, to address the issue in a regional context and work collectively, then they will be able to attain a scale and a size of demand (i.e. size of target population) in which it pays off to coordinate efforts to produce and deliver a higher quantity and quality and a wider variety of educational contents to more effectively increase the competencies and abilities of their labor force devoted to the agricultural sector and related activities. In other words, this strategy will yield benefits from economies of scale and scope, which are fully achievable in particular in the distance learning mode.

According to the participating Ministries of Agriculture and members of CACHE, the following are the perceived increased expected benefits that could be obtained by means of cooperation that could not be achieved if the issue were to be addressed solely in a national context (see table 2).

**TABLE 2. Perceived benefits to be obtained by means of cooperation that could not be achieved if the issue were to be addressed solely in a national context.**

<i>Barbados</i>	<i>Dominican Republic</i>	<i>Guyana</i>	<i>Suriname</i>	<i>Trinidad and Tobago</i>
<ul style="list-style-type: none"> <li>- Duplication would be minimized.</li> <li>- Economies of scale via the use of resources could be achieved.</li> <li>-Research could be directed with a regional focus.</li> </ul>	<ul style="list-style-type: none"> <li>-Access to more resources an to a wider and more competent group of trainers than would other wise be available nationally.</li> <li>- More use of competitive advantages for training.</li> <li>-Bigger supply and variety of educational goods and services.</li> <li>-Bigger size of demand (i.e. target population).</li> </ul>	<ul style="list-style-type: none"> <li>- Skills and experiences and technologies may be shared</li> <li>- Facilities may also be shared.</li> <li>- More expertise become available to assist in the development of Agriculture.</li> </ul>	<ul style="list-style-type: none"> <li>- Lower training costs, up to date information available, capacity building at target groups e.g. farmers, processors, exporters.</li> <li>- Increase of exports.</li> <li>- Secure food supply better.</li> </ul>	<ul style="list-style-type: none"> <li>- Access to a wider group of trainers than would other wise be available nationally.</li> <li>- Specialized expertise for training that may not be available in the particular country but may be located in other countries.</li> <li>- Learning from experiences of others on what may be considered practical implementation issues.</li> <li>- Reduced unit cost of training because of opportunities for joint training.</li> </ul>

Source: responses from participating countries to questionnaire to prepare this proposal.

06. In view of the Jagdeo Initiative, in the 9th CACHE Board of Directors Meeting that took place in Puerto Rico, in July 12, 2006, CACHE was exposed, by Mr. Héctor Medina from the Inter-American Institute for Cooperation on Agriculture (IICA), on the benefits and opportunities of participating in the IDB's Request for Proposals 2006, under the Initiative for the Promotion of Regional Public Goods, to submit a proposal to improve competitiveness in the Caribbean region through the provision of training and information services. In the subject meeting, representatives from five countries members of CACHE, Barbados, Dominican Republic, Guyana, Suriname and Trinidad & Tobago, decided to make contact with their respective Ministries of Agriculture to invite them to prepare, altogether, a project proposal to improve competitiveness in the framework of the Jagdeo Initiative. Moreover, Mr. César Cruz, from the "Instituto Superior de Agricultura" was designed to coordinate, along with Mr. Medina, the preparation of such a proposal.

In August 2006, workshops with the participation of CACHE members and the corresponding Ministries of Agriculture in each of the participating countries, were held to establish the objective of the proposed project, the problems of competitiveness in agriculture and to identify the demands for training, the target populations, their socioeconomic characteristics, their size, geographic location, cultural and organizational characteristics.

The first draft of the proposal was completed in September 2006, by the CACHE and IICA team, with the inputs obtained from the joined Ministries/CACHE representatives workshops. This draft along with a request to deliver a letter of commitment, to jointly support and implement the project, were sent to the Ministries of Agriculture and CACHE members participating in the preparation of the proposal. Also a request to the applicable Ministries of Education was sent to deliver their confirmation that the proposed project corresponds to their public policy interest.

Subsequently, these letters of commitment were received satisfactorily. Likewise, suggestions to the first draft from the participating Ministries of Agriculture and CACHE members were received and fit in this proposal. The set of documents, composed by the proposal, the letters of commitment, the completed CSP Registration Form, and the executing agency (CACHE) legal status documentation were sent by the CACHE president to the IDB. The IICA, which supported the process to prepare the proposal, was notified accordingly.

***Regarding the conditions that have so far prevented the issue from being solved:***

07. There have been previous attempts to build capacity in the participating countries, in a national context, and also in the Caribbean region. Some regional organizations like CARDI, IICA and FAO have attempted to build capacities in the agricultural sector (for example, providing training to farmers, in the control of invasive species; to young people, in agribusiness management; and to senior Ministry personnel, in agricultural policy and management).

Likewise, there have been previous attempts by CACHE to produce courses that can be transferred to students, professional, technicians, farmers and entrepreneurs in multimedia format. These courses have been delivered in both English and Spanish to students, farmers, professors, public agricultural officers and private entrepreneurs. Nevertheless all these attempts have been addressed at small scale and sporadically, rather than in a continuous basis, and not always addressed to the right target population, due to lack of funds and a mechanism to systematically deal with the training of the targeted populations at regional level.

In addition, while we are not aware of any formal impact study with respect to these various initiatives, the impact is expected to be incremental and rather diffuse. While the Region has benefited from these various initiatives to build capacity, the focus has not been specific to the current challenges of competitiveness in the context of globalization and trade liberalization. Any attempt to enhance competitiveness must necessarily identify and focus on the critical competencies and skills required in today's globalized environment.

## C. The Regional Public Good

### *Concerning the nature of the good:*

08. This proposal attempts to promote a RPG consist of a regional public policy designed, jointly by all participating countries, and its implementation, by all participating institutions, to improve competitiveness of the regional agricultural sector, through the enhancement of the capacity of its labor force, while taking advantage of the existing diversified human resources of the region composed of the five participating countries. To implement such a policy, a set of instruments will be designed and put into practice. These include an information system, a set of courses for trainers to train the target population and a set of validated educational contents (courses) to upgrade and develop skills of the labor force devoted to agricultural activities in the region, skills that are required in a globalized environment (see figure 1).

Regarding the design of the policy, it will be embodied in a Public Policy Document to boost competitiveness, consisting of a Regional Strategic Plan (RSP), which will be based on a common vision of the (desirable but feasible) development and competitiveness of the agricultural sector of both the region -composed of the five participating countries- and the Caribbean (in 5, 10 and 15 years), produced by the Ministries of Agriculture of participating countries. Moreover, this RSP will contain the public policy guidelines developed by the Ministries, with the corresponding priorities set by them defining the particular fields where training has to be focused, in order to develop skills to be able to compete in a globalized world, in the short and medium term. The RSP will also contain the goals to be achieved, in terms of target population to be trained, their location (both geographically and in the agri-food value chain) and particular fields where capabilities have to be created or further developed in the target population (see figure 1, activities 6, 7 and 8).

At the beginning of the project, three studies will be undertaken (or further developed) to serve as building blocks for a) the common vision, b) de policy guidelines and c) the RSP. These studies consist of the following. 1) a study of competitiveness of the Caribbean Agriculture with emphasis on the region made up by the participating countries, 2) an inventory of competences in the region (people trained, location and fields or specialization), and 3) a study of the supply of education in agriculture in the Caribbean (see figure 1, activities3, 4 and 5).

In connection with the implementation of the policy to improve competitiveness (i.e. the regional strategic plan), a Board Ministries of agriculture-CACHE will be formed. This Board will be in charge of translating the RSP into activities and products to accomplish the goals set in it. In addition, the Board may have one or two representatives of the private sector of the Caribbean (like the Caribbean Agribusiness Association (CABA)).

The main components to implement such policy are the following.

- An Information System, designed with a view to taking decisions regarding the development and upgrade of skills for the agricultural sector. This system will capture, process and distribute information related to the status of agricultural competitiveness in the Caribbean, the competences of the labor force devoted to the agricultural sector, the demands for training and the supply of pertinent educational contents to upgrade or develop skills, and so forth. It will include a continuously updated web page, containing among other things information periodically provided by the Ministries of Agriculture and the private sector, in connection with the demands for training. It will also include information provided by CACHE members, related to their educational contents. Additionally, other relevant sources will be used to feed

this web page. This system will be connected to all Ministries and educational institutions participating in the project and any other which is interested in sharing or providing information or simply using the information system (see figure 1, activity 13). In addition, during the first three years of the project this system will be managed by the coordination unit.

- A set of courses for trainers, in order to train target population will be produced and/or adopted and delivered to key personnel of the Ministries of agriculture and CACHE's members participating in the project, to improve their capacity to train target population to develop or upgrade its skills (see figure 1, activity 14). Additionally, under this subcomponent specific training could be provided to personnel of both the Ministries and/or members of CACHE to acquire specific skills to provide training to target population.
- A set of courses to train target population. An initial set of 12 courses will be developed or adopted, during the first three years of the project, to train target population to upgrade or develop skills in the fields identified in the policy document (regional strategic plan) in order to boost competitiveness in specific areas of the agricultural sector. These courses will be validated in order to deliver to target population either in a face to face or distance learning mode or a blend of both. Based on the RSP the Board will decide which specific courses will be developed, however just as an example, the topics may include marketing, food safety procedures, processing and packing, certification procedures and production under controlled environments (see figure 1, activity 15).

09. Out of the ten outputs identified in the process of producing the RPG (see figure 1) only the courses to train target population to improve skills or the courses for trainers to train target population will be priced, when they are delivered in the market, for instance above their average cost. The other 8 outputs identified (see figure 1), consist of information or embodied knowledge either produced or adopted in a "packed" ready for its delivery to the public (like the documents produced or information provided in the web page) or disembodied knowledge (like the knowledge obtained by the trained personnel to train others). So these outputs have some of the characteristics of public goods and it is not so clear what set of prices can be associated with them.

Regarding the courses (see figure 1, output 8), a total cost of production can be associated with each one of them and so a price equals to its total cost divided by the number of potential institutions that are willing to buy it -in order for them to deliver it-, can be charged. However during the three years of duration of the project, the courses could be provided freely or at a fraction of this price (in the latter case, if funds are collected at this stage for the sustainability of the RPG). It is convenient to mention that there is not an entity that will regulate the prices of courses.

### ***Concerning the production of the good (activities and benefits):***

10. The main activities to produce the RPG and how the participating countries will collaborate in its production are shown in figure 1. This section presents some additional comments.

#### **1. Establishment of the coordination unit and planning of the execution of the project**

- Initially, a coordination unit will be established and an initial meeting will take place with all participants to plan the execution of tasks and assign specific responsibilities to all participants. It is expected that IICA will provide the resources for the operation of this unit, see section 15 below (see also figure 1, activities 1 and 2).

## 2. A set of three diagnosis studies

- As mentioned before at the beginning of the project three studies will be undertaken to be used as key inputs for the design of the public policy (regional strategic plan). The making of the study of competitiveness will be responsibility of the Ministries of Agriculture, with the help of local consultants (see figure 1, step 3).
- CACHE will be in charge of the production of both the inventory of capacities and the study of the supply of education in agriculture (see figure 1, activities 3 and 4). Several local consultants will help to carry these two studies.

## 3. Production of a common vision and public policy guidelines.

- A common vision of the (desirable but feasible) development and competitiveness of the agricultural sector of both the Caribbean (in 5, 10 and 15 years) will be constructed by the Ministries of Agriculture. A key element to build this vision will be the initial study on competitiveness of the Caribbean agriculture. To develop this vision, the coordinator of the project will be in charge of carrying out a meeting with the Vice-Ministers of agriculture of participating countries. In addition, in this meeting a short course (half day) to construct a common vision will be provided. A consultant will help in the training and in writing the report of the meeting and the production of the final consented draft (see figure 1, step 6).
- Likewise, using the procedure just mentioned, the public policy guidelines to boost competitiveness, through the development of skills will be built up by the Ministries of Agriculture (see figure 1, step 7). These guidelines will set up the priorities for training in the region and the specific fields where training has to focus to develop or upgrade skills. It is something like “the Vice-Ministers compared the regional agricultural workforce's current skills with its future needs (according to the common vision) and set about filling the gaps by encouraging CACHE to produce (or adopt) and deliver the educational contents for workers to acquire the relevant skills”<sup>3</sup>.

## 4. Development of the public policy document and establishment of the Board Ministries of Agriculture-CACHE

- The coordinator of the project, with the help of a consultant, will be responsible for producing the first draft of a document containing the public policy (or a regional strategic plan) to improve competitiveness of the agriculture, through the development of skills, using all the information and recommendations produced in the previous steps. This draft will contain the common vision and the public policy guidelines established by the Vice-Ministers. This draft will be distributed to all participants for their comments and recommendations to improve it (see figure 1, activity 8).
- Subsequently a meeting will take place with all participants to revise and approve a consented regional public policy document (or regional strategic plan). Additionally, in this meeting a Board of Ministries of agriculture and CACHE members will be formed. Its main task will be to make sure that the RSP is translated into a set of performance objectives and the corresponding activities to attain them are carried out. Moreover, it will be responsible for the

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<sup>3</sup> Adapted from *The Economist*. “The battle for brainpower. A survey of talent”. October 7<sup>th</sup> 2006



decision making and follow up of the implementation of the RSP (see figure 1, activities 9 and 10). The Board will have four meetings after is established until the end of the project (see figure 1, step 11).

#### 5. Implementation of the Policy.

- To implement the policy (RSP) the first step will be to produce a manual of procedures. It will outline the necessary activities to implement the RSP as well as the characteristics and contents of both the information system and the courses to be produced (or adopted) to develop skills and for the training of trainers (see figure 1, activity 12). The coordinator of the project will be in charge of supervising the making of this manual.
- The following step (13), comprise the design and implementation of the information system to implement the policy described in the RSP. The contents, users and providers of information for this system were described above. The coordinator of the project -along with the participating Ministries of Agriculture and members of CACHE- will be in charge of undertaking this activity, with the help of one or two consultants.
- As mentioned above, the next activities (see figure 1, activities 14 and 15) comprises the production (or adaptation) of courses to both trainers and target population. In the case of trainers the delivery of educational contents to them is included.

11. The main benefits that the production and running of the RPG will bring about, once the courses producer or adopted are delivered, are trained individuals with improved or new skills and trained entrepreneurs that are capable to adopt better business strategies or models for their agribusiness. As result, both of them will increase their productivity and take better decisions regarding their daily activities. This may imply increased incomes or profits and higher living standards.

The countries benefit, at the national level, by improving the skills of its human resources devoted to, and related with, agricultural activities, therefore advancing in their competitiveness, which will put them in a better position to compete in international markets, which in turn may lead to an improvement in their balance of trade (more exports and/or less imports of agricultural products and more agro-tourism).

The region as a whole benefits, by means of an increase in the quantity supplied, quality provided and the multiplicity of topics in which skills can be developed or upgraded, which traduces into a more able regional labor force devoted to agricultural activities, that otherwise would not be available, if the countries were not to participate collectively in the project. Thus, the implementation of the policy to improve competitiveness through the development and upgrade of skills of the labor force in the agricultural sector will contribute to the removal of a major constraint for growth of the region composed by the five participating countries, and by extension (i.e. positive externalities) of the Caribbean, as a whole, as pointed out by the Jagdeo Initiative.

On top, five (or more, if others join the project) Caribbean countries will have the capacity and the instruments to identify opportunities, adopt policies, design strategies, elaborate plans and take actions that help them to improve continuously the competitiveness of their agricultural sector by enhancing the capacity of its human resources. In addition this RPG may lead the way, setting an example, for the creation of other RPGs for the Caribbean.

***Concerning the production of the good (actors):***

12. The countries that will produce the RPG are, as mentioned before, Barbados, Dominican Republic, Guyana, Suriname and Trinidad and Tobago. Within each country public institutions, namely the Ministries of agriculture will participate in the production of the RPG and some public and private educational institutions –members of CACHE- will produce the RPG and their intermediate and final outputs. Moreover, some private associations will participate in the Board to implement the policy to improve competitiveness.

13. It is unlikely that one of the countries mentioned above would decide not to cooperate to produce the RPG, that is to say, in the design and implementation of the policy to improve competitiveness. However, if one or more of them decided not to cooperate, the RPG would be built up anyway, since the RPG, is conceived to be useful for two or more countries with the participation of CACHE. Nevertheless, the more countries participating in the creation and implementation of the policy to improve competitiveness, the larger the population trained and the higher the impact on competitiveness and economic growth of the region. Even if they do not participate directly in the project, all Caribbean countries will benefit from the positive externalities generated by a) having an information system that helps them to take decisions for the production (or adoption) and delivery of educational contents for skills required in a globalized world and b) a wider variety of educational contents of higher quality to train their labor force, in activities connected to agriculture.

***Concerning sustainability:***

14. Once the resources from IDB for this project are used up, two funding sources will be brought into play to keep the RPG going. The first will be composed of donations by private firms and international institutions interested to maintain the RPG into operation, the second source will be made up of additional donations from Ministries of Agriculture and others that benefit by the provision of services of the RPG to the their agricultural sector.

The strategies that will be implemented to facilitate the sustainability of RPG production are the following. 1) The Board of Director of CACHE will sign an agreement with the participating Ministries of Agriculture in order for the Ministries to review and update the policy to improve competitiveness (i.e. update the RSP) every two or three years and also cooperate in its implementation; 2) one of the institutions members of CACHE that participates in the project will be in charge of running and updating the information system created to implement the mentioned policy, using part of the funds collected, the Ministries of Agriculture and the participating CACHE members will continue providing information to system periodically; 3) some of the educational institutions members of CACHE will provide or produce the educational contents to develop or upgrade skills in the particular fields identified in the updated policy document (i.e. the updated RSP) and 4) a policy to raise funds from institutions that are willing to contribute to sustain the RPG will be put into effect.

## D. Costs

### Budget of Project Building capacities to improve the competitiveness of the agricultural sector of the Caribbean Region

Activity and an type of expense	Unit of measurement	Total Value	Sources of financing		
			IDB	Counterpart	Other Sources
1. Setting and running of coordination unit	Coordinator, communications, office supplies, travel	120,000			120,000
2. Initial meeting to develop a consented plan to implement project and set coordination unit	Consultancies , travel expenses, per diem	21,200	21,200		
3. Development or update of study of competitiveness of Caribbean agriculture	Consultancies, travel expenses, per diem personnel of Ministries of Agriculture	13,200	10,700	2,500	
4. Inventory of competences (people trained, fields or specialization and location) in the Caribbean	Consultancies, travel expenses, per diem personnel of CACHE	6,600	6,600		
5. Study of the supply of education in agriculture in the Caribbean	Consultancies, travel expenses, per diem personnel of CACHE	4,400	3,400	1,000	
6. Training and meeting for the development of a common Vision of the development and competitiveness of the agricultural sector of both the region and the Caribbean	Consultancies, travel expenses, per diem, meeting	15,400	15,400		
7. Training and meeting to Development of Public Policy guidelines, by Ministries of Agriculture, to shape to the demands for the development of skills.	Consultancies, travel expenses, per diem, meeting	15,400	15,400		
8. Development of First draft of Public Policy document (Strategic Plan) to contribute with the improvement of competitiveness, through the development of skills	Consultancies, travel expenses	11,200	11,200		
9. One day meeting. Revision and approval of Public Policy document(Strategic Plan) by Ministries of agriculture and CACHE	Consultancies, travel expenses, per diem, meeting	21,200	11,800	9,400	
10. Half day meeting to establish the of Board of Ministries of Agriculture-CACHE to implement policy	Per diem and meeting	3,800	3,800		
11. Four Meetings of the Board of Ministries of Agriculture-CACHE to implement policy	Meetings, travel expenses per diem	67,700	34,100	33,600	
12. Development of manual of procedures to implement policy	Consultancies, travel expenses	6,250	6,250		
13. Design, establishment and operation of Information system to implement policy to improve competitiveness through the development of skills	Design and implementation (consultancy fees)	12,000	12,000		
	Equipment	35,000	35,000		
	Information about demands for training supplied by the Ministries of Agriculture and CACHE members	68,000		68,000	
14. Production, delivery and provision of courses to teachers of educational institutions members of CACHE and Ministries of agriculture personnel, in order for them to train target population (3 courses) and specific training to increase capabilities of teachers	Consultancies, travel expenses, per diem, materials, publications and validation	118,000	118,000		
15. Production or adoption and validation of an initial set of 12 courses to train target population of region to develop or improve skills wit a view to improve competitiveness.	Consultancies, travel expenses, per diem, materials, publications and validation	132,000	120,000	12,000	
Auditing and technical evaluation	Consultancies	20,000	20,000		
Unexpected expenses (5 % of total)		36,387	36,387		
<b>TOTAL</b>		<b>727,737</b>	<b>481,237</b>	<b>126,500</b>	<b>120,000</b>

## E. Execution

### *Concerning execution:*

15. Ten universities in the Caribbean Region, with the support of the Inter-American Institute for Cooperation on Agriculture (IICA), established in 1997, the Caribbean Council of Higher Education in Agriculture (CACHE). A non-profit regional organization, established under the law of Trinidad & Tobago, by mandate of the Heads of Government of the Caribbean Community (CARICOM), for the purpose of supporting the development of human resources for the transformation of agriculture in the region and to reduce poverty. Currently, the membership is made up by 25 higher, tertiary and rural educational institutions in 10 countries/territories. CACHE is governed by a Board of Directors, which includes a Chairperson, a Deputy Chairperson and four other members. The Board is elected every two years and meets once a year. The Council's daily operation is under the responsibility of its Executive Secretary, who has been provided by IICA, which also provides logistical support in all the Caribbean countries where CACHE is installed. During the last nine years CACHE has achieved some of its objectives by implementing a yearly exchange for students and professors throughout the Caribbean; promoting agricultural educational forums for studying and analyzing the convergences of agriculture and agricultural educational policies and making recommendations to the countries and institution to improve the situation; reviewing and modernizing agricultural curriculum and programs, promoting graduate programs in agribusiness managing, water management, food safety, rural development, and natural resource management.

Yearly, CACHE manages resources for an amount equivalent of US\$40,000 (of which about 50 percent come from IICA). However, the university's and school's representatives in the CACHE Board are Deans or hold an equivalent position in their institutions, with experience to manage much larger amount of resources. By mandate of the Ministries of Agriculture of the Caribbean, IICA provides technical and administrative support to CACHE. CACHE could operate independently of IICA, although it is not in its interest, since this unlikely and virtual independence would increase its costs of operation and could reduce its scope. The relationship of cooperation between CACHE and IICA is based on a Memorandum of Understanding signed between them. Based in this Agreement, it is anticipated that IICA will increase the support to CACHE by providing the funds and resources for the coordination of the project to build an put into operation the mentioned RPG.

16. The timeframe for execution of the project is three years.

*Figure 1. RPG to build capacities to improve the competitiveness of the agricultural sector of the Caribbean region.*

