



IICA Strategy for

**GRENADA**

2014-2018



Inter-American Institute for Cooperation on Agriculture

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## Introduction

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The Inter-American Institute for Cooperation on Agriculture (IICA) over the last 33 years has focused its Technical Cooperation work in Grenada traversing a number of thematic areas to the benefit of its principal client, the Ministry of Agriculture, and other stakeholders including the private sector, farmers and rural groups. Nonetheless, IICA by way of its Country Strategy strived for continued improvements with its Technical Cooperation activities delivered to Grenada. In the Medium Term Plan (MTP) 2014 – 2018, the strategy seeks to strengthen IICA’s approach by which its Technical Cooperation activities are delivered. This will take into consideration the four proposed instruments of actions: a) Flagship Projects; b) Rapid Response Actions; c) Technical Cooperation Fund (FonTC); and d) Externally Funded Projects. All of these will be institutionalized and the IICA Country Strategy (ICS) will be the basis for the cross-thematic coordination for technical cooperation. The Strategic Objectives of the IICA Country Strategy are:

- To improve the productivity and competitiveness of the agricultural sector.
- To strengthen agriculture’s contribution to the development of territories and the well-being of the rural population.
- To improve agriculture’s capacity to mitigate and adapt to climate change and make better use of natural resources.
- To improve agriculture’s contribution to food security.

Operationally, the ICS is the maximum expression of results-based management which are expressed in deliverable products that IICA can show at the end of the period. This is achieved through IICA’s responses to requests from member countries whereby work is articulated and coordinated at the hemispheric, regional, multinational, and national levels, thereby strengthening the concept of a “Single IICA”. It adopts a renewed vision of the regional dimension that, although rooted in the current structures, evolves towards multinational cooperation models that will promote greater articulation with the actors in the agricultural chains and the rural areas. The areas in which IICA will undertake its activities will be defined to concentrate its efforts and capabilities by means of technical cooperation processes framed by the four proposed instruments of action. The topics identifying the areas of work to be undertaken will be selected jointly with the relevant actors in the country who are involved in the agricultural sector, and will include the private sector, academia, etc.

All the technical cooperation projects or activities that are carried out annually in the country, regardless of the origin of the resources, should lead to the achievement of the objectives defined in the Strategy and respond to the 11 Contributions outlined in the MTP. Once a year, a progress report on the ICS will be given to the national authorities and other counterparts.

## Methodology

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The Strategy for the Technical Cooperation programme in Grenada for the period 2014-2018 encompasses the elements considered by stakeholders as being the drivers for fulfilling the medium term goals of the agricultural sector in Grenada. During meetings, discussions and training sessions with stakeholders over the past months, a number of concerns were identified as to the way forward for agriculture in Grenada. All of those concerns were noted and assimilated with the view of packaging them in a thematic envelop to better able respond to the needs and requests so proposed. More specifically our principal client, the Ministry of Agriculture, identified a number of areas that need to be addressed in order to bring some growth to the agricultural sector. During meetings with its senior staff, praedial larceny; invasive species; and the need for strategies to improve food security and nutrition were some of the reoccurring concerns. Many of the issues raised take into consideration the problems that exist and the opportunities for solving those problems in the agricultural sector. Further, there were presentations from official government documents calling for IICA to partner with them in strategic areas of development; for example, the consultation on The Grenada Economic Transformation and Poverty Reduction Strategy 2013-2018 at which IICA participated, identified five strategic actions where IICA can be a partner agency to: a) promote the use of greenhouse technology in agriculture; b) implement programmes that target non-traditional agri-products; c) intensify pest and disease control management; d) develop postharvest management methods; and e) increase plant propagation capacity.

Similarly, the Ministry of Agriculture in its Corporate Plan 2015-2017 identified the low returns on investment and the increased imports of agriculture produce for businesses in the tourism sector as the major challenges faced by the agricultural sector in Grenada. Some of the strategic interventions are to: a) continue the strengthening of food and nutrition security as the Government of Grenada is signatory to the International Convention on Economic, Social and Cultural Rights which recognizes in Article 11 *'the fundamental right of everyone to be free from hunger'*; b) Support investments in the Agricultural Sector as the Ministry recognizes that Grenada's agribusiness sector has export and growth potential and is cognizant that the five largest sectors of the national economy include Agriculture, Construction, Wholesale and Retail, Education and Hotels and Restaurants; c) Support climate resilience and environmental management as Grenada has been at the forefront of adaptation and mitigation initiatives for more than a decade. As a result, there are opportunities that the nation can take advantage of in terms of accessing financial resources and technical assistance; and d) Strengthen the management of forest, land and water resources as such resources are critical for the existence of its people as the basic needs for food, water, fuel, clothing and shelter must be met

Considering the above strategic issues and from formal and informal deliberations with the Ministry of Agriculture Heads of Divisions and other stakeholders, selected broad

thematic areas were identified as needs/requests for inclusion in the IICA Country Strategy for the remainder of the period until 2018. Invariably, there were continued calls from different sectors and local partners involved in technical cooperation activities to build on development programmes for which results can be had with the contributions from other stakeholders and collaborators with common objectives.

The actual technical cooperation intervention by IICA is formulated using the 11 Contributions in the MTP, giving due consideration to the four instruments of actions.

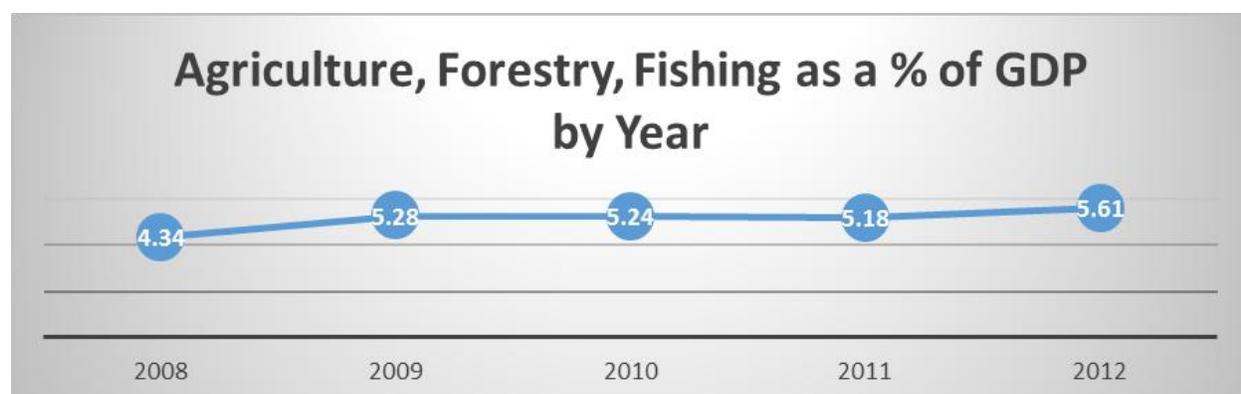
## IICA Country Strategy

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### Analysis of the Context

The Agriculture sector's contribution to the Gross Domestic Product (GDP) has been lower compared to the years prior to Hurricanes Ivan and Emily in 2004 and 2005, respectively but there are signs of recovery with cocoa and to a lesser extent nutmegs showing some buoyancy after 2008.

**Figure 1: Contribution to GDP: By Year, 2008-2012<sup>1</sup>**



The agricultural sector continues to remain a major source of food, employment and foreign earnings. The main crops are nutmeg and mace, cocoa, fruits, vegetables and root crops. Bananas also play an important role in terms of local consumption. Sour sop, as a fresh fruit for the North American market is being aggressively pursued. The local Marketing and National Importing Board (MNIB) is being assertively seeking markets and encouraging the production of this crop in collaboration with the Ministry of Agriculture. Cassava and other root crops are another range of crops that are sorely churning the interest of the Ministry of Agriculture especially for the agro-processing sector. The incidence of fruit flies in golden apples and other soft fruits has impacted negatively on the fruit sector and various strategies have been sought to arrest this situation.

Fruits and vegetables are two categories of crops that are seasonal, and as such, the high value markets (hotels and supermarkets) always import buffer stocks even when

<sup>1</sup> Source: Division of Statistics, Ministry of Finance, Grenada

the crops are “in season”. This stems from the fact that local supplies are haphazard and are often not in the best condition to satisfy the needs of hotels and supermarkets. The volume of exports in these two categories of crops is disappointingly low. This is due, in part, to inconsistency in supplies and phytosanitary issues. The gap between the levels of imports and exports for fruits and vegetables is a major challenge for the sector and it will take a herculean effort by all concerned to bring it to a satisfactory level of attaining national food security.

**Figure 2: Fruits and Vegetables Import and Export: By Year 2008 – 2011<sup>2</sup>**



The 2008 Country Poverty Assessment report indicated that a high percentage of the population who are living below the poverty line are employed in either agriculture/fishing or construction. This has signaled the need for increased productivity in the agricultural sector to reduce poverty. The Grenada Economic Transformation and Poverty Reduction Strategy 2013-2018 indicated that Grenada must equip its traditional sector with strong technological capacity in agriculture especially the youth farmers.

Technical Cooperation Activities of the Food and Agriculture Organization (FAO) have identified two field programmes of which Grenada stands to benefit viz: a) reduction of post-harvest losses along the food chain among the CARICOM Sub-region; and b) the promotion of CARIFORUM/CARICOM Food Security.

The Promotion of Regional Opportunities for Produce through Enterprise and Linkages (PROPEL) is a project being implemented in the Caribbean, funded by the Canadian International Development Agency (CIDA) and executed by the Canadian Hunger Foundation (CHF). It will help Grenadian small farmers to increase the quality and quantity of fresh, regionally grown fruits and vegetables and link them to buyers such as regional grocery chains, cruise lines, airlines, hotels and restaurants.

<sup>2</sup> Source: Division of Statistics, Ministry of Finance, Grenada

The MNIB which is charged with the responsibility of marketing the Grenadian farmers' produce is currently embarking on a project to have farmers trained in Good Agricultural Practices and to be Hazard Analysis Critical Control Points (HACCP) certified over the next two years. This is in keeping with its export strategy in light of the US Food and Drug Administration (FDA) Food Safety Modernization Act and the Safe Foods for Canadian Act.

Four climate change projects: the Caribbean Aqua-Terrestrial Solutions (Ridge-Reef); the Integrated Climate Change Adaption Strategies (ICCAS); the UNEP-EC project entitled "Building Capacity for Coastal Ecosystem-based Adaptation in SIDS"; the Organisation of Eastern Caribbean States (OECS) Global Climate Change Alliance (GCCA) initiative to implement a Climate Change Adaptation (CCA) and Sustainable Land Management (SLM) are some of the climate change initiatives which will complement work to be undertaken by IICA in the area of resilience to the impacts of climate change.

The two European Development Fund (EDF) funded projects, i.e. the Agricultural Policy Programme (APP) and the Sanitary and Phytosanitary (SPS) Project being implemented by IICA in collaboration with CARICOM Secretariat, Caribbean Agriculture Research and Development Institute (CARDI), Caribbean Regional Fisheries Mechanism (CRFM), and SPS Committee of the Dominican Republic are already underway and will give support and/or complement the IICA Resilience and Chains Flagship Projects. However those EDF funded Programme and Project will come to an end in December 2016 and March 2017 for the APP and the SPS Project respectively.

Other institutions and collaborators by way of direct and indirect interventions with projects in Grenada will complement activities undertaken by the Ministry of Agriculture and also facilitate some level of synergy for the activities to be undertaken by IICA.

### **International Vision and Hemispheric Trends in Agriculture and Rural Life**

The rather lethargic economic growth globally and the low resilience to climate related effects are considered main challenges especially to agriculture in Grenada. Although there is some buoyance in the prices being paid on the cocoa market for Grenada's cocoa, market prices for nutmeg is on the downturn. Fluctuating market prices for this commodity tends to affect its production. The export markets for fresh fruits and vegetables are more prominent in North America compared with Europe. The decline in fresh produce traded between Grenada and the United Kingdom (UK) is, in part, due to a diminishing ethnic population in the UK versus North America. The Banana Industry in the Windward Islands which had been a pillar for trade from these islands to Europe has almost disappeared due to the elimination of preferential trade agreements and major pest and diseases.

The impending implementation of the United States FDA Food Safety Modernization Act; the Safe Food for Canadian Act; and GlobalGap means that these three major traditional international markets (USA; Canada; and the UK, respectively) are stepping

up their food safety protocols relating to the importation of fresh and processed agricultural products. Grenada will have to comply by implementing appropriate food safety standards including good agricultural practices and preventative control plans if its produce are to be accepted by these international markets.

Most of the countries that import the traditional produce from Grenada are promoting healthy life styles and diets are important in reducing the burdens of non-communicable diseases. Agricultural foods that satisfy this 'life style', for example, gluten free; organic; ethically grown; fair-trade; and other foods that promote health and wellness will tend to have the edge over mainstream produce.

The Caribbean and Latin American regions have maintained sustained growth in their agricultural competitiveness. The countries that made the greatest impact in this trend were those of the Southern cone. Similar trends have been reported for Africa<sup>3</sup>. A reducing trend in local agricultural subsidies in some European countries will help to promote exports from countries that have large volumes which are produced efficiently. Other countries with small fragmented production of main stream products will have to seek 'niche markets' and promote products that are ethically grown and are differentiated based on characteristics of taste and flavour.

### **Challenges and Opportunities for Agriculture in the Country**

In Grenada agriculture, the challenges are related to the concerns that are important and necessary to achieve some level of development and sustainability which will improve the socio-economic development of the country. Improving national food security and nutrition; increasing productivity and production in a sustainable manner; reducing on the volume of imported foods; sustaining established external markets and seeking new ones; mitigating against agricultural risks; and encouraging youth in agriculture are some of the key challenges facing the Grenada agricultural sector. The crosscutting themes to address these issues are likely to be in the areas of resilience in relation to climate change; facilitating trade and market development through sanitary and phytosanitary protocols; development in the area of agro-processing; better use of traditional and local knowledge especially in the area of family farming; and the development of organizations including women and youth.

Grenadian farmers have been grappling with changes in developments related to Good Agricultural Practices (GAPs) and other Internal Control Systems, e.g. Hazard Analysis Critical Control Points (HACCP). In this current climate of globalization and where food safety is an important criterion for health of the nation's people, Grenada has to catch up if it is to further develop its agricultural export trade. Failure to implement proper sanitary and phytosanitary measures could result in non-tariff barriers to trade which could affect Grenada's export potential if not properly addressed.

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<sup>3</sup> Source: The Outlook for Agriculture and Rural Development in the Americas – A prospective in Latin America and the Caribbean, 2013; ECLAC, FAO, IICA.

The MNIB, which is the largest exporter of fresh produce from Grenada to the international markets, is currently undertaking a project with its farmers to implement preventative control measures and good agricultural practices for key produce lines including sour sop destined for the lucrative United States market.

The importance of Agricultural Health and Food Safety (AHFS) has not been overlooked by the Ministry. In fact, it is in the process of re-activating the AHFS Committee to deal with the Sanitary and Phytosanitary (SPS) challenges being faced by the sector to keep abreast with potential threats of invasive organisms; for example, Tropical Race 4 (TR4) strain of Panama Disease in bananas and Frosty Pod Rot in cocoa. There is the opportunity to cash in on the EDF funded Sanitary and Phytosanitary (SPS) Project to build capacity among the farmers and the institutions that serve them to make them more competitive in this area.

Postharvest losses due to pest and disease and inadequate post-harvest operations are of major concern for some crops. Additionally, poor practices along the supply chain often result in bewildered produce upon reaching the markets. Losses in these areas could result in some enterprises being unprofitable to the farmers and hence a lowering in the standard of living for the farm families and the rural communities. The Food and Agriculture Organization (FAO) in collaboration with the Ministry of Agriculture is scheduled to conduct an assessment of postharvest losses along the food chain to better inform the actions needed to reduce on the incidence of postharvest losses.

PROPEL work in Grenada is beginning to take shape where Quality Specifications Posters were developed highlighting standards of fresh produce to be sold to high value markets. Support to the Ministry of Agriculture is often given by the Grenada Bureau of Standards (GDBS) with regards to the development of standards for fresh produce for trading purposes. The Agriculture Policy Programme (APP) offers the opportunity for linking producers with higher value market outlets via the value chain where a relationship is developed between the sellers and the buyers to promote local consumption and hence reduce on the food import bill.

Production and complementary agro-processing for selected commodities, e.g. root crops and fruits are vital to food security in Grenada. Root crops are less prone to the vagaries of hurricanes and windstorms and hence will be a more suitable food security crop in times of some disasters. The Ministry of Agriculture has been promoting root crops production and of late has been focusing its efforts on developing an industry around cassava production. Small scale processing of fruits into juices are on-going but the impact will be more noticeable when the La Sagesse Fruit Processing Plant, with its capacity to process all the marketable quality of fruits being produced, is retooled and begins processing operations. The commissioning of another chocolate manufacturing plant this year (2014) will encourage the production of cocoa. Additionally, there is expected to be consolidation and growth in the small agro-processing area with the initiation of a project promoting the alternative uses with the pericarp of the nutmegs.

Agriculture is exposed to many risks from production to marketing. These risks must be assessed and the hazards categorized to better able assess the vulnerability of the impacts. Praedial Larceny which is pervasive and a destructive trend is a risk because it is considered one of the greatest disincentives to production in the agricultural sector. The Ministry of Agriculture has refocused its efforts in combating this menace in the agriculture sector by joining forces with the Royal Grenada Police Force and private businesses to reduce on its incidence.

Small Island Developing States (SIDs) are vulnerable to climate change and there is need to assess the vulnerability of agriculture to such effects and commence the process of mitigation and, more importantly, develop strategies to enable agriculture to adapt to climate change. In general, the Caribbean is acknowledged as being the second most prone region in the world to a range of natural hazards, including hurricanes, floods, droughts and landslides. For example, in 2004, Hurricane Ivan caused approximately US\$37 million damage to the Agriculture Sector. There are at least four climate change projects in Grenada which will favour its resilience in this area.

It is recognized that these challenges cannot be solved overnight and there will be the need to embrace the willingness and ability of other stakeholders and donor agencies to address the challenges raised. In collaboration with the Ministry of Agriculture, donor agencies, international organizations, the private sector and civil society, IICA's Country Strategy will give impetus to work already being undertaken in these areas and will add new initiatives to strengthen the resolve of the Ministry of Agriculture in realizing its objectives along the agricultural value chain.

### **Needs/Requests for Technical Cooperation**

The needs/requests for technical cooperation was identified in collaboration with the Ministry of Agriculture and other stakeholders and analyzed in relation to the 11 contributions within the MTP and the profiles of the flagship projects. An analysis was undertaken as to whether or not the personnel required to execute the technical cooperation work in the country was available. Having articulated and incorporated the needs/requests for technical cooperation under the flagship and other projects, such needs/requests now form the basis for technical cooperation activities in the country.

#### **Needs:**

- a) The Grenada Ministry of Agriculture has been faced with problems of invasive exotic species of pests and diseases that have impacted negatively on the banana industry and the fresh fruit sectors. Over the years they have been building capacity institutionally to deal with such invasive species to help regain their export market share and to assist in exporting to new markets. It is with this determination that they continue to have agriculture and food safety at the helm of their response. Thus, there is the need to ***'increase the capabilities of the public and private sector to ensure agricultural health and food safety and***

**thereby improve productivity, competitiveness and food security’- Contribution 3<sup>4</sup>.**

- b) Food losses, especially post-harvest losses, occur on the farms as well as along the supply chain. Some produce which are of good quality are often delivered to the markets in poor condition hence they often fetch lower prices. These losses could be as high as 30 percent, seriously eroding the profits of farmers. With increases in the tourist trade, there is a growing need for better quality produce by the hotels and supermarkets. To this end, this need can be fulfilled by **‘strengthening the business and associative capabilities of the different stakeholders in the agricultural production chains’ – Contributions 4 and 10.**
- c) Food and Nutrition Security is high on the agriculture agenda of the Ministry of Agriculture. This is promoted by various means including farmers markets in the different parishes and the ‘Buy Local Eat Local Adventure’. The strengthening of food and nutrition security by way of implementation of the Food and Nutrition Security Policy and Action Plan will pave the way for policies to be instituted to take the initiative forward. Therefore there is need **‘to increase the capacity for area-based social management among stakeholders in rural areas, especially those involved in family agriculture in order to improve food security and rural well-being’ – Contribution 5.**
- d) The seasonal distribution of rainfall in Grenada has been very variable, in fact, the rainfall prediction for the period of August to October 2014 was 45% below normal. This calls for an integrated approach for management of water, soil and agro-biodiversity to help mitigate the effects of climate change. One of the needs from Grenada is to have installed sufficient numbers of rainwater harvesting and storage systems to supplement water supplies in times of lower than expected rainfall and hence the need for **‘enhancing the capabilities of different stakeholders of the agricultural production chains and rural areas in the integrated management of water and sustainable use of soil for agriculture’ - Contribution 6.**
- e) Grenada has had its fair share of devastation of its agriculture sector by hurricanes, and the frequency of hurricanes in the Caribbean is, in part, linked to the indebtedness of some of the Caribbean islands. Grenada is vulnerable to adverse climate conditions hence the need to have in place measures to increase its resilience to risks related to changing climatic conditions. Thus there is need for **‘increasing the capacity of public and private institutions to promote and implement measures for adapting agriculture to climate change and mitigating its effects, as well as promoting integrated risk management in agriculture’ – Contribution 7.**

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<sup>4</sup> Pg. 24-25, 2014-2018 MTP

**Requests: The Ministry of Agriculture has requested specific areas for technical cooperation assistance for the 2016-2018 period as follows:**

**Table 1: Requests by: Objectives and Contributions 2016**

<b>Specific Requests</b>	<b>Objectives</b>	<b>Request by<sup>5</sup></b>	<b>MTP Contributions<sup>6</sup></b>
<b>Capacity building for 4-H department to identify and prepare project proposals and to improve their technical capacity and other support to better deliver on the job</b>	To increase the capabilities of the agricultural sector and especially the 4-H'ers to rebuild the image of family / backyard farming starting with the primary schools	MoA	4
<b>Improve the capacity of the extension service by reviewing the current model to meet the challenges faced by farmers and the agricultural sector in general</b>	To ensure that the extension service is more relevant to the changing circumstances of the agriculture sector thus adopting a new model of collaboration with research and agronomy with the ultimate aim to solve problems on the farms	MoA	5
<b>Strengthen AHFS regulatory and harmonized frameworks to facilitate agricultural development</b>	Continue building on AHFS but with greater emphasis on coordination mechanisms by the National Agricultural Health and Food Safety Committee	MoA	3
<b>Promote the sustainable management and efficient use of natural resources</b>	Improve green/shade house technology and appropriate training in production under shade house conditions and continue development and expansion of composting among farmers	MoA	6
<b>Improve breeds and management of livestock especially pigs</b>	To improve the availability and access to feeds and to improve the breeds of local livestock especially pigs	MoA	2

<sup>5</sup> MoA – Ministry of Agriculture

<sup>6</sup> Pg. 24-25, 2014-2018 MTP

## ICS Instruments of Action

The Inter-American Institute for Cooperation on Agriculture (IICA) will provide its technical cooperation, carry out its functions, and deliver its products and services using four instruments of action:

- a) “Flagship Projects”: these will serve as the “backbone” for delivering IICA’s technical cooperation, and will aim to achieve the 11 institutional contributions proposed for the 2014-2018 period related to competitiveness, sustainability and inclusion.
- b) “Projects financed with external resources”: these instruments will be financed entirely with external funds and designed or implemented to complement and expand IICA’s actions under this MTP.
- c) “Rapid Response Actions (RRA)”: these are designed to respond to specific requests and opportunities that arise in a country or in a group of countries prompted by political, social or economic changes, environmental emergencies or other emerging issues.
- d) The “Technical Cooperation Fund” (FonCT): this mechanism will be used to finance pre-investment initiatives, formulate projects aimed at securing external resources and to mobilize new financial resources complementary to the Regular Fund.

Over the next two years, the Institute will focus its efforts on implementing “flagship projects”, which will integrate all the functions, instruments and resources in order to address the challenges in the agriculture sector. The purpose of the “flagship projects” is to highlight and make operational the excellence of the Institute’s technical cooperation. As the main instrument for delivering the 11 contributions, the flagship projects are designed and managed as a set of interrelated and coordinated technical cooperation actions, implemented over a four-year period, of hemispheric scope and with concrete regional, multinational and national results. It is geared to the provision of public goods, designed and managed by IICA to comprehensively address complex problems of agriculture. The success of the flagship projects will be the distinctive hallmark of the Institute at the end of the period covered by this MTP.

**Table 2: ICS Instruments of Action – Grenada, 2016-2018**

<b>Instruments of Action</b>	<b>Expected Outcome</b>	<b>Duration</b>
<b>Flagship Project (FP)- Family Farming</b>	Rural welfare, food and nutrition security, efficiency of production systems and strengthening the opportunities for market access in the area of family farming improved.	2014 - 2018
<b>Flagship Project (FP) – Resilience</b>	The capacity to plan for and implement mitigating measures to avoid the adverse effects on the agricultural system and the strengthening of its food safety protocols improved.	2014 - 2018

<b>Flagship Project (Chains) and Ext-PR - Agricultural Policy Programme (APP) Comp. 3</b>	The national, regional and interregional capabilities of the agricultural sectors in instituting measures to eradicate poverty enhanced.	2013 - 2018
<b>Ext-PR - Sanitary and Phytosanitary Project</b>	Access to markets by complying with Europe's Sanitary and Phytosanitary (SPS) measures and to better develop its own national and regionally harmonized SPS measures improved.	2013 - 2017

## Follow-up, monitoring, and evaluation of the ICS

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As stated in the 2014-2018 MTP, IICA will focus its work in a result oriented management approach, in which it will be necessary count on a planning, programming, monitoring and solid evaluation, efficient and transparent system.

A special effort will be made in the follow-up and self-evaluation processes carried out at all levels of the Institute to enable the projects, units and personnel of the Institute to make needed adjustments in their plans and activities, in order to ensure that they make a significant contribution to achieving the objectives identified in the MTP.<sup>7</sup>

To achieve the results of the technical cooperation, IICA will have an institutional strategy of monitoring and comprehensive evaluation of the Flagship Projects (FP), the Rapid Response Actions (RRA), pre investment initiatives of the Technical Cooperation Fund (FonTC) and externally funded projects, all within the IICA Country Strategies (ICS).

All actions developed in the operation of the Institute embodied in the present ICS, will be strengthened through the integration of all of its technical and administrative services; the strengthening of the institutional culture of results-driven management; the improvement of monitoring and evaluation processes; and transparency and accountability in all of its activities.

The Institute will count on the adjusted Unified Institutional Management System (SUGI) to the new needs of technical cooperation model, which will allow tracking, monitoring and evaluating of IICA's actions in the countries and the hemisphere.

Monitoring and evaluation will contribute to a better understanding of the progress of the Institute, it will play an important role in accountability, the reporting and transparency of

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<sup>7</sup> Pg. 56 2014-2018 MTP

their actions, and identify potential obstacles to prevent compliance and adjustments required in the different strategies in a spirit of coordination and responsibility.<sup>8</sup>

## **Accountability**

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IICA is an organization committed to accountability. The Institute's work is organized conceptually as a chain of outcome actions; with this structure, IICA can faithfully honor its commitment to accountability and in keeping its principals informed of what has actually been achieved compared with what was initially planned.<sup>9</sup>

All of the Institute's technical cooperation actions will be carried out in strict compliance with its internal regulations and its fundamental values, particularly those of transparency and accountability.

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<sup>8</sup> Pg. 53 2014-2018 MTP

<sup>9</sup> Pg. 16 2014- 2018 MTP

## Annex A: Project Portfolio

Table 3: *IICA Strategy in: GRENADA*

Name of project	Enhancing agricultural growth and competitiveness for sustainable development through improved technologies and enhanced capacities of the sector.			
Instrument of Action that finances it	Flagship Projects	Externally funded projects	Rapid Response Action	Technical Cooperation Fund
	1) Productivity and Sustainability of Family Farms for Food Security and the Rural Economy  2) Integrated Environmental Resilience and Risk Management for Agriculture Production  3) Competitiveness and Sustainability of Agricultural Chains for Food Security and Economic Development	1) Agricultural Policy Programme (APP) Component 3  2) Sanitary and Phytosanitary Project (SPS)	To be finalized	To be finalized
<b>Background</b>	The traditional crops of cocoa, nutmeg and banana have been leading the agricultural sector in terms of export but with the infestation of diseases and fluctuating market prices compounded by risks associated with adverse weather conditions, Grenada needs to promote the development of non-traditional export crops and try to cement a niche position in the international markets. Growth in this area will depend largely on the adoption of appropriate production technologies through research and development, building its capacity in sanitary and phytosanitary issues and developing its harvesting and post-harvest			

	<p>capabilities. In 2012, agricultural imports accounted for 23.1% of total imports and approximately 18% of agricultural imports were accounted for by poultry and meats. Imports will continue to grow to feed the growing tourism market; a market which local production can satisfy over time once the capacity of farmers have improved to ensure consistent and safe produce of good quality. Food and nutrition security is the basis for the island's economic development hence the need to enhance agricultural growth and competitiveness for sustainable development through technologies and enhanced capacities of the sector.</p>		
<b>Issues in the country</b>	<ol style="list-style-type: none"> <li>1) Low levels of productivity – some farmers operate on a low input low output basis.</li> <li>2) Seasonality in production especially for some of the vegetables due, in part, to lack of adequate facilities for protective agriculture.</li> <li>3) Limited capacity and resources within the Ministry of Agriculture in relation to differentiated policy formulation, implementation and monitoring and evaluation.</li> <li>4) Inadequate institutional support for encouraging and supporting farmers' organisations and rural groups.</li> <li>5) Inadequate support to farmers in their development of enterprises and adequate marketing information to support the development of such enterprises.</li> <li>6) Low level performance in relation to Sanitary and Phytosanitary measures as identified by the Performance, Vision and Strategy (PVS).</li> <li>7) An ageing farmer population with little incentive to attract youth into agriculture.</li> <li>8) High percentage of agricultural imports compared with exports.</li> <li>9) Praedial larceny which continues to plague the sector by acting as a disincentive to production.</li> </ol>		
<b>General objective</b>	<p>To develop the agriculture sector to be more competitive by improving its sanitary and phytosanitary status; improving its post-harvest procedures and ensuring that food security is optimised and the sector becomes more sustainable while conserving the natural environment.</p>		
<b>Baseline</b>			
<b>Issues (indicator)</b>	<b>Current level</b>	<b>Proposed goal</b>	<b>Component/Result</b>
Number of sanitary and			<b>Component 3:</b> Integrated risk management for agricultural health and food safety

phytosanitary services strengthened	3	6	<b>RE3.1.</b> Increased knowledge and information to anticipate, prepare for and respond to Sanitary and Phytosanitary risks or risky situations.
Number of responses to sanitary emergencies	3	6	<b>RE3.2</b> Strengthened capacity of institutional and production actors for the evaluation, management and communication of risks in agricultural health and food safety.
Number of instruments developed for capacity building			
Number of stakeholders with greater business and associative capabilities and number of chains energised	3	6	<b>Component 3:</b> Associative processes and linkages to markets. <b>RE3.1</b> Organised family farmers intensify their involvement in the economies of rural areas in a sustainable way.
Number of actors with greater capacity and number of territories benefitted	3	6	<b>Component 2:</b> Knowledge for technological and social innovation aimed at intensifying sustainable production of family farming. <b>RE2.2</b> Actors linked to family farming strengthen their capacity for enhanced sustained production by entry into agricultural production chains and more active area-based management.
Number of institutional framework and strategies			<b>Component 2:</b> Integrated environmental risk management for production (extreme event).

improved or formulated to allow agriculture to adapt to climate change	3	6	<b>RE2.1</b> Increased knowledge information and methodologies on how to anticipate, prepare for and react in the face of environmental risk for production (extreme event).
Number of plans for a comprehensive management risk in agriculture	3	6	<b>RE2.2</b> Increased technical capacity to understand and implement best practices to anticipate, prepare for and react to environmental risks for production (extreme event).
Number of methodologies and tools designed to reduce losses of foods.	3	6	<b>RE 3.4</b> Improved management of agricultural chains through increased efficiency in production, storage, processing and logistics, with the aim of reducing losses of foods, in terms of quantity and quality.
Number of actors with sufficient knowledge of critical issues related to the integrated management of water and the sustainable use of soils in agriculture	3	6	<b>RE1.2</b> Technical capacity increased for understanding, facilitating and implementing best practices for resilience and integrated management of natural resources in the face of climate change

<b>Structure of the Project</b>				
<b>Component 1</b>	<b>Production technology and social innovation geared towards food security</b>			
<b>Specific Objective</b>	To develop Family Farms (FF) to help improve rural communities and enable sustained food security and nutrition			
<b>Results</b>	<b>Contribution<sup>10</sup> to which the result relates</b>	<b>Products and services (indicator)</b>	<b>Partners and counterparts</b>	<b>Date of achievement</b>
<b>RE3.1</b> Organised family farmers intensify their involvement in the economies of rural areas in a sustainable way	4	Number of groups including schools with greater business and associative capabilities and number of chains energised.	Ministry of Agriculture Ministry of Education Private sector	December 31 <sup>st</sup> , 2018 (FP)
<b>RE2.2</b> Actors linked FF to strengthen their capacity for enhanced sustained production by entry into agricultural production chains and more active area-based management	5	Number of actors including rural groups with greater capacity and number of territories benefited.	Ministry of Agriculture; Ministry of Education Private sector	December 31 <sup>st</sup> , 2018 (FP)

<sup>10</sup> Pg.24-25, 2014-2018 MTP

<b>Structure of the Project</b>				
<b>Component 2:</b>	<b>Facilitating improved marketing of small producers through the supply and value chains</b>			
Specific Objective	To strengthen institutional capacities and to provide small farmers/entrepreneurs with the skills and relevant marketing tools to improve their competitiveness to better market their produce.			
<b>Results</b>	<b>Contribution<sup>11</sup> to which the result relates</b>	<b>Products and services (indicator)</b>	<b>Partners and counterparts</b>	<b>Date of achievement</b>
Improvements in entrepreneurial, marketing, and organizational capacities of small holders and value-adding enterprises	4	Number of assessments of Value Chain upgrade initiatives completed.  Value Chain and development Gap identification and capacity building strategies/programs identified.	Ministry of Agriculture	December 2016, (APP Ext. Funding)
Development of market information and intelligence system to support small farmers	4	Number of technical reports (re: Assessment of Agricultural Market Information Systems) completed.  At least one (1) technical report re: AMIS National Action Plans (NAP) and Capacity	Ministry of Agriculture	December 2016 (APP Ext. Funded Project)

<sup>11</sup> Pg. 24-25, 2014-2018 MTP

		Building Strategy completed		
<b>RE 3.4</b> Improved management of agricultural chains through increased efficiency in production, storage, processing and logistics, with the aim of reducing losses of foods, in terms of quantity and quality	10	Number of methodologies and tools designed to reduce losses of foods, in terms of quantity and quality, throughout the agricultural chains.	Ministry of Agriculture Food and Agriculture Organisation Marketing and National Importing Board	December 31 <sup>st</sup> , 2018 (Chains Flagship Project)

<b>Structure of the Project</b>				
<b>Component 3</b>		<b>Mitigating against risks for agricultural products during production and along the supply chain</b>		
Specific objective	To ensure that farmers are better able to manage risks associated with the production and marketing of their produce.			
Results	Contribution <sup>12</sup> to which the result relates	Products and services (indicator)	Partners and counterparts	Date of achievement
<b>RE3.1</b> Increased knowledge and information to anticipate,		Number of sanitary and phytosanitary services strengthened		

<sup>12</sup> Pg. 24-25, 2014-2018 MTP



face of climate change		being implemented		
<b>RE2.1</b> Increased knowledge information and methodologies on how to anticipate, prepare for and react in the face of environmental risk for production (extreme event)	7	Number of institutional framework and strategies improved or formulated to allow agriculture to adapt to climate change	Ministry of Agriculture Non-governmental Organisations ICCAS GIZ	December 31 <sup>st</sup> 2018 (Resilience FP)
<b>RE2.2</b> Increased technical capacity to understand and implement best practices to anticipate, prepare for and react to environmental risks for production extreme event	7	Number of plans for a comprehensive risk management in agriculture	Ministry of Agriculture Non-governmental Organisations ICCAS GIZ	December 31 <sup>st</sup> 2018 (Resilience FP)

Strengthened legislation, protocols, standards, measures and guidelines in the area of Agriculture Health and Food Safety (AHFS) and fisheries	3	Number of Plant Protection and Animal Health Model Legislation validated and finalized	Ministry of Agriculture; Private Sector	March 2017 SPS External Project
Enhanced national and regional coordination mechanisms in the support of the SPS regime developed and established in the CARIFORUM states	3	Institutional arrangements and mechanisms for the coordination of animal health, plant health, and food safety issues for both agriculture and fisheries established or strengthened	Ministry of Agriculture; Private Sector	March 2017 SPS External Project
Strengthened national and regional regulatory and industry capacity to meet the SPS requirements of international trade.	3	Number of personnel trained and number of physical resources which improved to strengthen the inspection, regulatory and other support required to ensure that the threat to plant, animals and humans from imported and exported products, is minimized	Ministry of Agriculture; Private Sector	March 2017 SPS External Project

<b>Implementation strategy</b>	<p><b>The strategy employed will be based on the following:</b></p> <ul style="list-style-type: none"><li>a) Assessing the availability of resources required and training requirements to undertake the activities on a phased basis.</li><li>b) The roles and responsibilities of other collaborating agencies and partners in delivering the services to the principal clients and what is the relationship with other projects in order to build synergy.</li><li>c) Determine what can be changed during the process but still deliver the same result.</li><li>d) What are the tools necessary to promote and/or advance the project's activities and whether or not the indicators set are achievable based on what's analyzed on the ground.</li><li>e) What are the key targets to be reached and whether or not using the 'low hanging fruits' approach will give the greatest impact.</li><li>f) Monitoring and evaluation and the level of communication required and means of generating same.</li></ul>
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## Annex B: Consultations

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Agencies and Institutions consulted and documents cited in developing the IICA Country Strategy for 2014-2018

### **Agencies/Institutions Consulted (Formally and Informally)**

- Ministry of Agriculture, Lands, Forestry, Fisheries and the Environment
- Marketing and National Importing Board
- Ministry of Youth, Sports & Religious Affairs
- Grenada Network of Rural Women Producers
- Grenada Agricultural Forum for Youth
- Grenada Bureau of Standards
- North East Farmers Organization
- Caribbean Agricultural Research and Development Institute

### **Documents Literature Cited**

Government of Grenada, 2014 - Grenada's Growth and Poverty Reduction Strategy (GPRS) 2014 – 2018 (Draft)

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