



IICA Strategy for

GUYANA

2014-2018



Inter-American Institute for Cooperation on Agriculture

Acronyms

ACDA	African Cultural and Development Association
ACP	African, Caribbean and Pacific
APP	Agriculture Policy Programme
ASDU	Agricultural Sector Diversification Unit
CARICOM	Caribbean Community
CDC	Civil Defence Commission
CFF	Carambola Fruit Fly
CI	Conservation International
CSME	Caricom Single Market and Economy
CSR	Corporate Social Responsibility
CUSO	Canadian University Service Overseas International (formerly VSO)
DPP	Differentiated Public Policy
ECLAC	Economic Commission for Latin America & the Caribbean
EU	European Union
FAO	Food and Agriculture Organisation
FDD	Food and Drug Department
FF	Family Farming
FonTC	Technical Cooperation Fund
FP	Flagship Project
GCS	Guyana Country Strategy
GDP	Gross Domestic Product
GFYA	Guyana Forum for Youth in Agriculture
GoG	Government of Guyana
GMC	Guyana Marketing Corporation
GMSA	Guyana Manufacturing and Services Association Limited
GNBS	Guyana National Bureau of Standards
GSA	Guyana School of Agriculture Corporation
GTA	Guyana Tourism Authority
HIPC	Highly Indebted Poor Country
ICS	IICA Country Strategy
ICT	Information and Communications Technology
IDB	Inter-American Development Bank
IICA	Inter-American Institute for Cooperation on Agriculture
MAA	Ministry of Amerindian Affairs
MFA	Ministry of Foreign Affairs
MNRE	Ministry of Natural Resources and the Environment
MoA	Ministry of Agriculture
MoCYS	Ministry of Culture, Youth and Sports
MoEd	Ministry of Education
MoH	Ministry of Health
MoTIC	Ministry of Tourism, Industry & Commerce
MTP	Medium-Term Plan
NAREI	National Agricultural Research and Extension Institute
OAS	Organisation of American States
PAHO/WHO	Pan-American Health Organization/World Health Organisation
PoA	Partners of the Americas

PTCCB	Pesticides & Toxic Chemicals Control Board
PWAPA	Pomeroon Women Agro-Processors Association
R&D	Research & Development
READ	Rural Enterprise Agricultural Development
RRA	Rapid Response Action
SBB	Small Business Bureau
SPS	Sanitary and Phytosanitary
UG	University of Guyana
UNDP	United Nations Development Programme
WADN	Women's Agro-Processors Development Network

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IICA TECHNICAL COOPERATION STRATEGY GUYANA 2014-2018

a. Introduction

In strategizing for the new period of operation, the IICA Office in Guyana Technical Cooperation Strategy (ICS) will be aligned with the general functionality of the Medium-Term Plan (MTP) 2014-2018. The general approach in the preparation of the document has been one of consultation, both at the levels of document/policy analysis and formal discussions with officials of the Ministry of Agriculture (MoA) and other stakeholders. In that regard, the proposed Technical Cooperation initiatives reflect the priorities arising from the needs and requirements of the country aligned with the Institute's capacities to provide technical support.

The MTP 2014-2018 provides the blueprint for the IICA's Guyana Country Strategy 2014-2018, which will be implemented through a systematic, participatory, and organized approach to maximize the impact of development interventions in the agricultural and rural sectors in the country.

IICA for the period 2014-2020 will be focused and operating under four (4) Strategic Objectives that will surely impact on the IICA Technical Cooperation Strategy - Guyana 2014-2018. These Strategic Objectives are as follows:

Strategic Objective 1: To improve the productivity and competitiveness of the agricultural sector.

Strategic Objective 2: To strengthen agriculture's contribution to the development of territories and the well-being of the rural population.

Strategic Objective 3: To improve agriculture's capacity to mitigate and adapt to climate change and make better use of natural resources.

Strategic Objective 4: To improve agriculture's contribution to food security.

In the countries, IICA will continue to support the construction of medium and long-term visions, enabling each country to achieve its development goals, while respecting its decisions and political, ideological and cultural positions. By adopting this approach, the Institute recognizes the diversity of its member countries and promotes differentiated cooperation that responds to the guiding principles, standards and needs of each one. This allows the countries of the Americas to take advantage of the opportunities they have available.

It is expected that IICA's country strategies (ICS) in the countries will contribute to better coordination with the stakeholders of agricultural chains and rural areas, and to building consensus regarding IICA's technical cooperation delivered through its four instrument of action for a Technical Cooperation:

- i. Flagship Projects
- ii. External Recourses Projects,
- iii. Rapid Respond Actions; and
- iv. FonTC.

Thus, IICA's country strategies encompass all the Institute's planning and actions at the different levels, mainly in the form of programmed projects. In constructing these strategies, IICA takes into account not only the International Vision of the Global or Hemispheric phenomena or trends related to Agriculture and Rural Life, but also the baseline studies of the countries and the results of national discussions to identify cooperation needs at all levels of work which will focus on key areas using an integrated approach in the implementation of all its actions and contributions, while recognizing the importance of women, youth and family agriculture for the future of agriculture and bearing in mind the mandate received by IICA at the last two (2) Ministerial Meetings with respect to the topics of Innovation and Management of Water Resources.

The main issues are grouped in the following thematic areas:

- Agricultural Innovation
- Efficient Use of Water Resources
- Family Agriculture
- The Participation of Women and Youth in Agriculture.

IICA's Annual Accountability Seminar serves to report on the years' achievements, challenges and corrective measures to ensure that the objectives of the Medium-Term Plan (MTP) are met and aligned with the Country's demands.

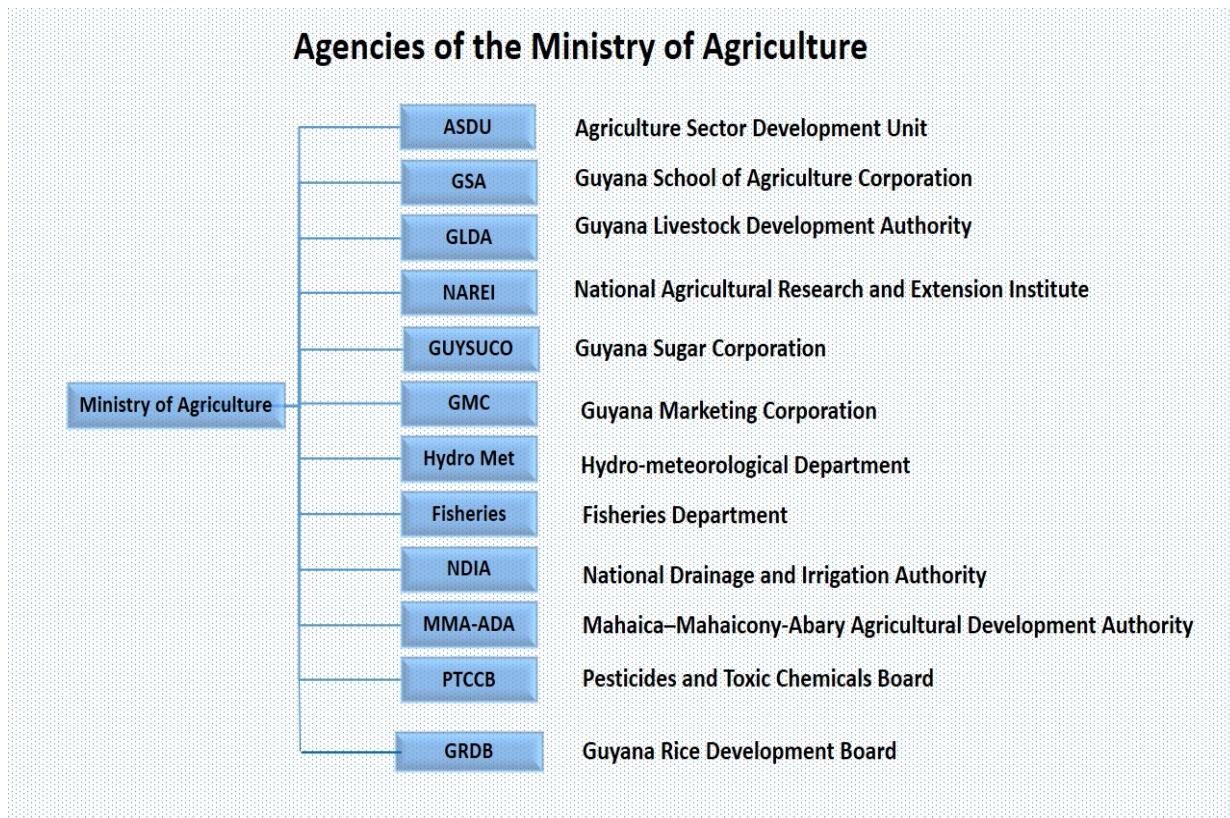
Stakeholders' participation is critical to highlight priorities, collaboration in the execution of the IICA Country Strategy (ICS), monitoring and evaluation and sustainability of programmes.

b. Methodology

The methodology for the development of the IICA Country Strategy (ICS) in Guyana consisted of several steps, which included identification of the country's technical cooperation needs and requirements as matched with the IICA technical capabilities. It involved an intensive analysis of existing agricultural documents on statistics, policies and strategies. The methodology also identified relevant national stakeholders in the agriculture and rural sectors to arrive at a list of demands for the country for which IICA will prioritize and identify the possible interventions as dictated by the new MTP. Further IICA has utilized information gained from feedback from its stakeholders during its outreach activities including its Accountability Seminars. A listing of stakeholders can be seen in Appendix (X). There were also numerous informal consultations on areas for collaboration and partnerships, prioritization and project preparation.

In the strategy document “Guyana’s Vision for Agriculture 2020,” the Ministry of Agriculture which comprises of a number of Agencies (See Figure 1: Agencies of the Ministry of Agriculture) has outlined twenty-five (25) priorities for success. These priority areas represent the roadmap to attain the goals of the Agriculture Strategy and will be harmonized as much as possible into the ICS. In its work program, IICA will facilitate actions of the relevant agencies of the Ministry in support of these priority areas.

Figure 1: Agencies of the Ministry of Agriculture



Areas of collaboration and partnership will be sought especially related to the Strategic Objectives of the Institution. Even though the Ministry of Agriculture has outlined twenty-five (25) priority areas in the Guyana's Vision for Agriculture, these areas can be grouped as follows for optimum effect:

- Productivity and Competitiveness
- Rural Development, Employment and Entrepreneurship
- Youth and Women participation in Agriculture
- Technology and Innovation
- Climate Change Adaptation and Mitigation
- Agricultural Health and Food Safety

These priority areas of demand fall in most cases within the ambit of IICA's Technical Cooperation instruments. On the other hand, the components of IICA's Flagship Projects will form a synergistic relationship with the policy of the Ministry of Agriculture as outlined in the document "Guyana's Vision for Agriculture 2020".

c. IICA Country Strategy

i. Analysis of the Context

The Guyanese economy exhibited moderate economic growth in recent years and is based largely on agriculture and extractive industries. The economy is heavily dependent upon the export of six (6) traditional commodities - sugar, gold, bauxite, shrimp, timber and rice - which represent nearly sixty percent (60%) of the country's GDP and are highly susceptible to adverse weather conditions and fluctuations in commodity prices. Guyana's entrance into the CARICOM Single Market and Economy (CSME) in January, 2006 has broadened the country's export market, primarily in the raw materials sector¹. Guyana has experienced growth almost every year over the past decade. Inflation has been kept under control. In recent years the country's stock of debt reduced significantly - with external debt now less than half of what it was in the early 1990s. Chronic problems include a shortage of skilled labour and a deficient infrastructure. Despite recent improvements, there is the need for public and private investment. In March, 2007, the Inter-American Development Bank, Guyana's principal donor, cancelled Guyana's nearly \$470 million debt, equivalent to twenty-one percent (21%) of GDP, which along with other Highly Indebted Poor Country (HIPC) debt forgiveness, brought the debt-to-GDP ratio down from one hundred and eighty-three percent (183%) in 2006 to sixty percent (60%) in 2013. Guyana had become heavily indebted because of the inward-looking, state-led development model pursued in the 1970s and 1980s. Much of Guyana's growth in recent years has come from a surge in gold production in response to global prices, although downward trends in gold prices may threaten future growth.

¹ Guyana Profile 2014:
http://www.indexmundi.com/guyana/economy_profile.html

Figure: 2 Guyana GDP Annual Growth Rate²



SOURCE: WWW.TRADINGECONOMICS.COM | BANK OF GUYANA

In 2013, production of sugar dropped to a 23-year low. Guyana's economy is dependent on agriculture, mining (gold and bauxite), eco-tourism and foreign aid. Recent debt reliefs under the HIPC initiative and the entrance into the CSME have enabled investment in infrastructure and broadened the export market. As a result, commercial agriculture and industrial production have been expanding. However, according to Trading Economics³ systemic trade deficits, high crime rates and skilled labour-force migration continue to hamper economic development.

Agricultural industry in Guyana is characterized by the operation of five (5) principal sub-sectors, namely rice, sugar, fruits and vegetables, livestock and fisheries. In 2007, approximately 1,740,000 ha of land were utilized for agriculture (World Bank, 2007). Although there are a number of large private and public sector farming enterprises, agriculture is largely undertaken by small farmers, occupying less than fifteen (15) ha of land. Agriculture is paramount to economic growth and development within the Republic as it accounts for thirty-three percent (33%) of employment and half of all export earnings.

Sugar and rice represent the most dominant influence in the agriculture landscape and are extremely important in creating sustainable livelihoods for communities in Regions 2 to 6. Combined, these two crops are responsible for approximately twenty-seven

² Bank of Guyana,
<http://www.tradingeconomics.com/guyana/gdp-growth-annual>

³ Trading Economics
<http://www.tradingeconomics.com/guyana/gdp-growth-annual>

percent (27%) of the nation's annual GDP (CDC, 2010) and sixty-five percent (65%) of Guyana's total agriculture exports (GoG, 2012). In 2007, export earnings for sugar and rice were US\$137 million and US\$55 million, respectively. Other crops and livestock reported an income of US\$7.5 million. The Ministry of Finance envisions greater efficiency and profitability in the sugar and rice industries within the next five years, with increased investment in fruits, vegetables and livestock as part of the Ministry of Agriculture's diversification thrust.

The livestock sub-sector is also an important contributor to rural incomes and employment. According to information cited in the Disaster Risk Management Plan for the Agriculture Sector 2014-2018, Livestock adds approximately seven percent (7%) to GDP and there is largely self-sufficiency in the production of meat and poultry in Guyana. In 2010, the industry was strategically repositioned to promote greater efficiency through establishment of the Guyana Livestock Development Authority (GLDA) via the GLDA Act, 2010.

The Fisheries subsector represents an important component of the country's socio-economic development pathway. It consists of three (3) different types of activities, namely, aquaculture, marine and inland fisheries. Main exports of the industry are shrimp (*Penaeus spp*), seabob (*Xiphopenaeus kroyeri*) and whitebelly (*Nematopalaemon schmitti*) (GoG, 2012). In 2006, fisheries accounted for 7 percent (7%) of GDP, while exports have consistently surpassed US\$50 million for the last eight (8) years. Approximately 15,000 jobs depend directly on fisheries, with indirect livelihood opportunities provided through related occupations such as boat building (GoG, 2011). Fish is also a major source of animal protein at the national level, estimated at 35.6 kg per capita or more than twice the world average of 14 kg per year. While marine fish consumption in Guyana is high at 58 kg/capita/year, the contribution of aquaculture and inland fisheries products to the diets of the Guyanese population is limited, despite the growth potential in both sub-sectors (GoG, 2011). In 2006, aquaculture production was valued at US\$1.2 million, with an average annual growth rate of fourteen point four percent (14.4%) since 1995. In 2013, 2,000 ha have been identified for aquaculture, with expected expansion due to Government's planned capacity building interventions.

Agriculture is therefore central to the country's food security, supplying a diversity of plant and animal products for local consumption. In spite of its lead role, however, the sector is still largely characterized by the production and export of primary products, with extremely small value added components (CARICOM, 2011). In its entirety, the agricultural sector contributes almost twenty percent (20%) to the economy, while providing employment for approximately thirty-three percent (33%) of the population. The country benefits from almost forty percent (40%) returns on export investments attributed to the sector. With reference to the country's budget, eleven percent (11%) is usually allocated for agriculture. Agricultural activities in Guyana received a coordinated institutional support of agencies under the Ministry of Agriculture in

collaboration with strategic Regional and International partnerships. There also exist numerous relationships among Farmers Organisations, Non-Governmental Organisations and other Partners in Development, who support the policy of the Ministry.

ii. International Vision and Hemispheric Trends in Agriculture and Rural Life

There are a number of strategies to achieving environmental sustainability, combating food security, poverty and inequality. In the *Outlook for Agriculture and Rural Development in the Americas: A Perspective on Latin America and the Caribbean*, – ECLAC, FAO, IICA collectively have outlined their visions for Agriculture. Indeed these strategies appear to be cross cutting especially when dealing considering “The Role of Agriculture in the Development of LCDs and their “Integration into the World Economy”.

IICA in its MTP has also identified with a number of similar challenge which have been consolidated into four (4) main challenges associated with agriculture; these challenges call for urgent attention and recognition of the role that this sector plays in the development and well-being of nations.

The Challenge of Productivity and Competitiveness

The advances in information and communication technologies in the last three decades have led to a globalization of events which impact even the most remote rural communities. Globalization has placed all states on an equal platform, with no preferential treatment reference to markets and economies. The traditional relationships which defined agriculture and the rural milieu have been drastically transformed and have given rise to new challenges for attaining developmental goals. Thus, rural farmers with traditional systems of agriculture face competition with large mega farms that have the resources to out-compete them, saturating the world market and influencing prices. Similarly, with increased globalization of the international economy, the term competitiveness has become ubiquitous. Most see the term as synonymous with productivity. Harvard’s Michael Porter states, “The only meaningful concept of competitiveness at the national level is productivity.” The World Economic Forum’s Global Competitiveness Report defines competitiveness as “the set of institutions, policies, and factors that determine the level of productivity of a country.” The IMD’s World Competitiveness Yearbook defines competitiveness similarly, but more broadly, as how an “economy manages the totality of its resources and competencies to increase the prosperity of its population”.

The Challenge of Inclusion

Agriculture is underperforming in many developing countries for a number of reasons. Among these is the fact that women and youth lack the resources and opportunities they need to make the most productive use of their time.

Women and young people account for a large percentage of the rural population, and are often unemployed or underemployed, despite the need for a labour force in agriculture. Rural youth face many hurdles in trying to earn a livelihood. They do not perceive agriculture as a remunerative or prestigious profession, and until they find meaningful economic opportunities and attractive environments in rural areas, they

will continue to migrate to cities. This trend not only contributes to the emerging phenomenon of over-urbanization and growing unemployment in urban areas, but is also expected to affect global food production. Investing in young people living in rural areas is therefore key to enhancing agricultural productivity, boosting rural economies and ensuring food security. Further, women make up a sizeable percentage of farmers and the Governments and donor groups and development practitioners need to recognize that agriculture is central to economic growth and food security, particularly in countries where a significant share of the population depends upon the sector.

The Challenge of Sustainability

There are five (5) root causes of unsustainability, especially in the agricultural arena. According to the FAO, these result in poor agricultural practices and the degradation of the rural environment.

➤ Policy Failure

This is one of the leading causes, inadequate or inappropriate policies which include pricing, subsidy and tax policies which have encouraged the excessive, and often uneconomic, use of inputs such as fertilizers and pesticides, and the overexploitation of land. They may also include policies that favour farming systems which are inappropriate both to the circumstances of the farming community and available resources.

➤ Rural Inequalities

Rural people often know best how to conserve their environment, but they may need to overexploit resources in order to survive. Meanwhile, commercial exploitation by large landowners and companies often causes environmental degradation in pursuit of higher profits.

➤ Resource Imbalances

Almost all of the future growth in the world's population will be in developing countries and the biggest increases will be in the poorest countries of all, those least equipped to meet their own needs or invest in the future.

➤ Unsustainable Technologies

New technologies have boosted agricultural production worldwide, but some have had harmful side effects which must be contained and reversed, such as resistance of insects to pesticides, land degradation through wind or water erosion, nutrient depletion or poor irrigation management and the loss of biological diversity.

➤ **Trade Relations**

As the value of raw materials exported by developing countries has fallen, their governments have sought to boost income by expansion of crop production and timber sales that have damaged the environment.

The Challenge of Food and Nutritional Security

Challenges for the attainment of food and nutritional security exist. There needs to be a consensus among development partners to relook at the complex need of the food and agricultural systems and at the interplay of rural and urban elements and dimensions of food and nutrition security. The challenge is to bring together multiple elements for a common understanding of both local and global challenges to address food, agriculture and management of natural resources for health, nutrition and access to food in a context of rapidly growing communities. Priorities also need to be identified for implementation of improved rural to urban linkages and partnerships to provide for sustainable food and nutrition security across the rural, peri-urban and urban landscapes.

The facilitation and the support coordinated contributions at technical and policy levels to existing and new partners, including partnerships of administrators in national and local government agencies, civil society including community based organizations, and private sector stakeholders are needed.

The Challenge of Innovation

While competitiveness is almost always incorrectly equated with productivity, innovation is usually defined, more accurately, although usually very narrowly.

Many see innovation as only technological in nature, resulting in shiny state-of-the-art new products. Still others believe innovation pertains only to the research and development (R&D) activity occurring at universities, national laboratories, and corporations. Many third world states lack the resources, human and otherwise, to fully compete on this basis and end up as followers rather than leaders. As a result, they have to be price takers and have to operate in economies where standards are set for them to comply at their disadvantage.

iii. Challenges and Opportunities for Agriculture in Guyana

A number of challenges have been identified as facing Guyana's Agricultural Sector. These can also be grouped in similar categories as outlined in the areas of the hemispheric challenges. However, on the other hand, opportunities for agriculture do exist. The Agriculture Strategy 2013-2020 is based on the F-5 Strategic Approach for Agriculture. The F-5 Strategic Approach is as follows:

- Food Security – Consolidating the End of Hunger in Guyana, ensuring everyone has enough food in every community;
- Fiber and Nutritious Food Accessible by citizens – Nutrition Security for all;
- Fuel Production – helping to develop alternative fuel sources, reducing dependency on fossil fuels and creating a Bio-Energy Industry in Guyana;
- Fashion and Health Products – An Agro-Processing Industry which will create a new industry in Guyana; and
- Furniture and Craft – An industry which we expect to grow in importance in Guyana.

Thus, opportunities exist within each of these activities for the development of industries, since there are policy directives in support of them. Research, development and investment are clearly a logical step, especially if agriculture is diversified.

Challenges Faced by Guyana

Productivity and competitiveness	Sustainability	Inclusion	Food and nutritional security	Innovation
<ul style="list-style-type: none"> ➤ Price volatility, the presence of pests and diseases, climate variability, natural disasters. ➤ Difficulties in accessing markets, with rivals from other parts of the world, as a result of conditions imposed by trade integration, changes in structure and interlocking of agricultural value chains. ➤ Sustainable use of natural resources, especially water and soil. ➤ Clear policies and rules to safeguard investment as well as intellectual and industrial property rights. 	<ul style="list-style-type: none"> ➤ Poor organizational structures, the addition of value chains, access to information, exchange of knowledge. ➤ Extensive migration of farmers into other economic activities or non-traditional regions. 	<ul style="list-style-type: none"> ➤ Poor participation by youths in agriculture. ➤ Little or no recognition for youths? 	<ul style="list-style-type: none"> ➤ Greater demand for higher quality agricultural products, especially foodstuff with greater nutritional value. ➤ Excessive rainfall and increased temperature. 	<ul style="list-style-type: none"> ➤ Agricultural land is degraded, need for innovative technologies to be implemented for more intensive and sustainable land use of soil. ➤ Good agricultural practices. ➤ Harvesting and post-harvest management. ➤ Little or no innovation.

iv. Needs and Requests for Technical Cooperation

No.	Proposed Activity	Description	Expected Outcomes	Instrument of Action
1	Collection and Analysis of Baseline Data for Cassava and Small Ruminants Value Chains.	<ul style="list-style-type: none"> Tech packs developed for cassava and small ruminants; training programmes prepared and sessions hosted for cassava producers and processors. Training programmes prepared and delivered to small ruminant producers and butchers. 	The capabilities of the public and private sector to ensure agriculture health and food safety and thereby improve productivity, competitiveness and food security improved.	Externally Funded Project - Intra-ACP - APP - SPS
2	Support to the improvement in cassava production and value added products.	<ul style="list-style-type: none"> A number of documents on systemization of experiences and on design and 	The business and associative capabilities of the stakeholders in the small ruminants and cassava value chain strengthened.	

No.	Proposed Activity	Description	Expected Outcomes	Instrument of Action
3	Increase the level of production of small ruminant and ultimately the numbers and volume of value-added products to increase the market share and income generation capabilities.	<p>implementation of public policies and institutional framework will be produced.</p> <ul style="list-style-type: none"> • National, sub-national and territorial activities on articulation and agreements for the management and governance in the field will be hosted. • Investment plans prioritized by the actors to boost farming and territorial economy and activities for equitable access to assets and public and private services of quality to support family farming and rural territorial economy, articulation of a strategic vision (innovation, agricultural health and food safety, credit, market information etc.) of the territory and assisting associative groups to improve its positioning. 	The capacity for area-based social management among stakeholders in rural territories, especially those involved in family agriculture increased in order to improve food security and rural well-being.	
4	Support to the development of public policies and institutional frameworks for the development of agriculture and rural areas.	<ul style="list-style-type: none"> • Activities instituted to improve the competitiveness of value-added products through product development, the establishment of certification processes, improved marketing strategy and facilitating the preparation and implementation of policies which will support sustainability. 	The capabilities at the national level to establish public policies and institutional frameworks in order to make agriculture more productive and competitive, improve management of rural territories, adapt to and mitigate the impact of climate change and promote food and nutritional security strengthened	FP
5	Facilitating the contribution to inclusive and equitable support to Territorial Economy.			

No.	Proposed Activity	Description	Expected Outcomes	Instrument of Action
6	Support to the empowerment of the Social Actors of the Territory for Social and Economic Inclusion.	<ul style="list-style-type: none"> Protocols will be developed and disseminated to facilitate organizational management and inclusion of marginalized groups. 	Business and associative capabilities of the different stakeholders in agriculture production chains strengthened.	
7	Provide Technical Assistance to the Support Programmes in place to Strengthen the Micro-Enterprises owned and managed by Women Groups through the WADN.	<ul style="list-style-type: none"> A number of organizations and territorial social networks, managed and consolidated by its own actors. A number of affirmative actions promoted which ensure the effective participation of stakeholders in rural development processes and the derivation of their benefits. 	The capacity for area-based social management among stakeholders in rural territories, especially those involved in family agriculture increased in order to improve food security and rural well-being	
8	Facilitate the support provided to Micro-Enterprises owned and managed by youths.	<ul style="list-style-type: none"> Actions to increase the WADN Membership by fifty percent (50%). Actions to facilitate the increase in the number of independently-managed groups by fifty percent (50%). Activities to increase the number of Expos, local and international attended by twenty percent (20%) Activities to facilitate the acquisition by all WADN Members, of the required quantity and quality of affordable packaging materials. Marketing and other activities aimed at increasing the number of products gaining 		FP

No.	Proposed Activity	Description	Expected Outcomes	Instrument of Action
		<p>access to local and overseas markets by thirty percent (30%) implemented.</p> <ul style="list-style-type: none"> • Awareness activities aimed at increasing the involvement of Youth in Agriculture by twenty percent (20%). • Youths engaged in Agriculture obtained new skills and are better equipped for their activities as a result of training programmes and increase networking. 		

No.	Proposed Activity	Description	Expected Outcomes	Instrument of Action
9	Management of Climate Resilient Production Systems.	<ul style="list-style-type: none"> The agriculture sector will be facilitated to acquire the knowledge necessary to report on plans, policies and actions to adapt to climate change and management of natural resources. 	The capacity of the 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 increased.	FP - Resilience
10	Environmental Integrated Risk Management.	<ul style="list-style-type: none"> It will have the strengthened capacities to understand and participate effectively in global initiatives. Document on appropriate systems for anticipation, preparation, response and recovery from disasters in the agricultural sector and successful case studies will be prepared. Also prepared, validated, disseminated and promoted to key stakeholders, would be guide/communications protocols to implement preventative actions in the face of a disaster. 		ERP
11	Management of Sanitary and Phytosanitary Risks for a Resilient Agriculture.	<ul style="list-style-type: none"> Systems of agriculture insurance in the hemisphere will be updated and disseminated nationally to stakeholders. Training strategy for the communication of risk and management of production risks and extreme environmental events in the agriculture sector will be implemented. 	The capabilities at the national level to establish public policies and institutional frameworks in order to make agriculture more productive and competitive, improve management of rural territories, adapt to and mitigate the impact of climate change and promote food and nutritional security strengthened.	SPS

No.	Proposed Activity	Description	Expected Outcomes	Instrument of Action
		<ul style="list-style-type: none"> Instruments in management of sanitary and phytosanitary risks associated with climate change and the environment will be analyzed and compiled. Training programmes for the Institute and countries (in assessment, management and communication of risk good practices in primary production; diagnosis and estimation of damage by pests and diseases; climate information systems associated with sanitary and phytosanitary programmes prediction models, etc.). There will be exchanges of experiences and opportunities and horizontal cooperation in the prevention and management of sanitary or phytosanitary risks. 	The capabilities of the public and private sector to ensure agriculture health and food safety and thereby improve productivity, competitiveness and food security improved.	
12	Strengthening Disease Monitoring, Surveillance and Control Programmes utilizing the One Health Approach	<ul style="list-style-type: none"> Monitoring, surveillance and control plans will be prepared and implemented. 	The capabilities of the public and private sector to ensure agriculture health and food safety and thereby improve productivity, competitiveness and food security improved.	One Health Leadership ERP
13	Support and Strengthen efforts for the Adoption of Protected Agriculture Technology Support to Livestock Industry (Dairy)		The capacity of the public and private institutions to promote and implement measures for adapting agriculture to climate change and mitigating its effects, as well as promoting	FP - Resilience FonTC

No.	Proposed Activity	Description	Expected Outcomes	Instrument of Action
	and Non-traditional Crops (Plantain, etc.).		<p>integrated risk management in agriculture increased.</p> <p>The capabilities of the public and private sector to ensure agriculture health and food safety and thereby improve productivity, competitiveness and food security improved.</p> <p>The producers and consumers benefit from a greater use of native species, promising crops and native genetic resources with food potential.</p>	

v. CS Instruments of Action

The following Instruments of Action will be employed by the Guyana Office:

- **“Flagship Projects (FPs)”**: These will serve as the “backbone” for delivering IICA’s technical cooperation proposed for the 2014-2018 period related to Competitiveness, Sustainability and Inclusion;
- **“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;
- **“Rapid Response Actions (RRAs)”**: 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;
- **“Technical Cooperation Fund” (FonTC)**: 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.

In this new period, IICA will be implementing these new “Flagship Projects”.

1. Competitiveness and Sustainability of Agricultural Chains for Food Security.
2. Productivity and Sustainability of Family Agriculture for Food Security and the Rural Economy.
3. Resilience and Comprehensive Risk Management in Agriculture.
4. Inclusion in Agriculture and Rural Territories.

These projects will highlight and make operational the excellence of the Institute’s Technical Cooperation. Further, within and among these projects, the Institute has identified eleven (11) contributions:

- a. Strengthening the capabilities of the Member States at the National, Regional, Multinational and Hemispheric levels to establish public policies and institutional frameworks in order to make agriculture more productive and competitive, improve management of rural territories, adapt to and mitigate the impact of climate change, and promote food and nutritional security.
- b. Implementing, through public and private institutions, technological, institutional and business innovations aimed at boosting the productivity and competitiveness of agriculture and the production of basic foodstuffs of high nutritional quality.
- c. Increasing the capabilities of the public and private sectors to ensure agricultural health and food safety and thereby improve productivity, competitiveness and food security.

- d. Strengthening the business and associative capabilities of the different stakeholders in the agricultural production chains.
- e. Increasing the capacity for area-based social management among stakeholders in rural territories, especially those involved in family agriculture, in order to improve food security and rural well-being.
- f. Enhancing the capabilities of different stakeholders of the agricultural production chains and rural territories in the integrated management of water and sustainable use of soil for agriculture.
- g. 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.
- h. Improving the efficacy and efficiency of food and nutritional security programmes in the Member States.
- i. Ensuring that producers and consumers benefit from greater use of native species, promising crops and native genetic resources with food potential.
- j. Improving institutional capacity to address losses of food and raw materials throughout the agricultural chains.
- k. Strengthening the Member States' capacity for consensus and participation in international forums and other mechanisms for the exchange of knowledge and mobilization of sizable resources for Inter-American agriculture.

As the main instrument for delivering the “Flagship Projects,” the eleven (11) Contributions are designed and will be managed as a set of interrelated and coordinated technical cooperation actions, implemented over the next four-year period, of hemispheric scope and with concrete 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.

a) Projects Financed with External Resources are:

- ✓ APP – EU
- ✓ SPS – EU

b) Rapid Response Actions (RRAs):

- ✓ Red Palm Mite
- ✓ Dairy Project
- ✓ Plantain Chips
- ✓ Beauty Products

d. Follow-up, Monitoring and Evaluation of the ICS

As stated in the 2014-2018 MTP, IICA will focus its work in a result oriented management approach, in which it will be necessary to count with 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.⁴

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 action 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 with 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 their actions, and identify potential obstacles to prevent compliance and adjustments required in the different strategies in a spirit of coordination and responsibility.⁵

e. Accountability

IICA is an organization committed to accountability. The Institute's work is organized conceptually as a chain of outcomes actions; with this structure, IICA can faithfully honor its commitment to accountability and to keeping its principals informed of what has actually been achieved compared with what was initially planned.⁶

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.⁷

⁴ Pg. 56 2014-2018 MTP

⁵ Pg. 53 2014-2018 MTP

⁶ Pg. 16 2014-2018 MTP

⁷ Pg. 33 2014-2018 MTP

ANNEX A

PROJECT PORTFOLIO

Matrix: Identification and Alignment of the Technical Cooperation Demands from each Country with the Expected Result of each FP

Flagship Project: Productivity and Sustainability of Family Farming for Food Security and the Rural Economy
Country: Guyana

Flagship Project: Productivity and Sustainability of Family Farming for Food Security and the Rural Economy	Components	Expected Result(s)	Contribution	Technical Cooperation Request (Demand)	Country or Institution making the Request
	Component 1 Differentiated Public Policies and Institutional Frameworks for Sustainability and Food Security. Objective 1 To strengthen Public and Private Institutions in order to improve the structure and impact of the DPPs and institutional frameworks with focus on technological innovation and extension services for FF.	ER1.1: Institutional framework strengthened in support of FF. ER1.2 Institutional capacity developed for technological innovation with focus on research and extension services for the sustainable development of FF.	A B	Support for Development of policies to promote protected agriculture	Guyana

	Components	Expected Result(s)	Contribution	Technical Cooperation Request (Demand)	Country or Institution making the Request
	Component 2 Knowledge management for technological and social innovation aimed at intensifying sustainable production of Family Farming.	ER2.1. Farming families benefit from applying knowledge management strategies that enhance and disseminate local knowledge and make use of biodiversity in a sustainable way.	I	Assistance for promoting the use of local products, preparation, presentation and highlighting nutritional values	Guyana
	Objective 2 Develop knowledge management strategies for technological and social innovation by emphasizing extension services, in order to contribute to increased productivity and resilience of FF, in an inclusive and balanced way, by preserving local wisdom and making use of biodiversity responsibly.	ER2.2. Actors linked to FF strengthen their capacity for enhanced sustainable production, by entry into agricultural production chains and more active participation in area-based management.	E	Support for the operationalization of Farmer Field School for selected commodities (cassava, plantain, spices, small stock) and the provision of a knowledge management mechanism for the provision of feedback so as to positively influence research and extension services.	Guyana
	Component 3 Associative processes and linkages to markets. Objective 3	RE3.1. Organized Family Farmers intensify their involvement in the economies of the rural areas in a sustainable way,	D	Value chain approach used for two priority commodities (cassava and plantain)	Guyana

	Promote associative efforts and inclusion of FF in dynamics of rural economies in a sustainable way	thereby increasing their social capital.			
Requests for Technical Cooperation (Demands) which do not have any relation to an Expected Result			Contribution to which they would relate		

Flagship Project: Competitiveness and Sustainability of Agricultural Chains for Food Security and Economic Development

Country: Guyana

Flagship Project: Competitiveness and Sustainability of Agricultural Chains for Food Security and Economic Development	Components	Expected Result(s)	Contribution	Technical Cooperation Request (Demand)	Country or Institution making the Request
Component 1 Policies and institutions for competitiveness of agricultural chains.	Objective 1 Strengthen the institutional framework and the capabilities of Member States for the management of policies and strategies that foster competitiveness of agricultural chains.	R1.1. Improvement of the countries' capabilities for policy management and for strengthening of their institutions, their regulatory framework, and their plans and strategies aimed at fostering innovation, modernizing agricultural health and food safety, developing entrepreneurial and associative capabilities, managing markets and financial risks and promoting clean production so as to enhance the competitiveness of agricultural chains.	A	Develop Cost of Production for selected commodities to ensure competitiveness	Guyana
		R1.2. Strengthening of national capabilities, in the public and private sectors, for effective participation in international forums and for following up and administering commitments undertaken at the multilateral, regional and bilateral levels in connection with the competitiveness of agricultural chains	K	Capacity building for the National SPS, CODEX and IPPC Focal Point and Committees	Guyana

	Components	Expected Result(s)	Contribution	Technical Cooperation Request (Demand)	Country or Institution making the Request
	<p>Component 2 Management of agricultural chains and agribusiness capabilities.</p> <p>Objective 2 Improve organization, articulation and coordination among public and private stakeholders, as well as to develop and strengthen capabilities for entrepreneurial and associative management among producers and entrepreneurs and their organizations with the aim of enhancing the competitiveness, inclusion and sustainability of chains.</p>	<p>R2.1. Strengthening of the institutional framework of agricultural chains to achieve sustainable management, reduce transaction costs and promote equity, with the inclusion of family farming, women and youth.</p> <p>R2.2. Strengthening of sustainable business management skills of producers and other stakeholders in the chains, bearing in mind the importance of inclusion; innovative business management; responsible management of natural resources and the environment; biodiversity; integrated production systems; diverse, nutritious and indigenous products; value added and shared value.</p> <p>R2.3. Improving access of public and private decision makers to information and up-to-date knowledge for competitive, inclusive and sustainable management of agricultural chains.</p> <p>R2.4. Improvement of the capabilities of public and private institutions concerned with agricultural chains for dealing with and preparing for risk (and taking advantage of opportunities) by obtaining knowledge, acquiring protection and adopting insurance tools, in order to minimize losses and maximize benefits associated with market and financial risks.</p>	D D D D	<p>Develop business modules for selected crops (cassava, plantain, turmeric and small stock)</p> <p>Decision-makers informed through reports on development of modules</p>	Guyana

	Components	Expected Result(s)	Contribution	Technical Cooperation Request (Demand)	Country or Institution making the Request
	Component 3 Productivity and efficiency of agricultural chains.	R3.1. Improved capabilities of public and private institutions, as well as better information and tools for managing innovation processes aimed at achieving a sustainable increase in the productivity and competitiveness of agricultural chains.	B	Develop business modules for selected crops (cassava, plantain, turmeric and small stock). Decision-makers informed through reports on development of modules	Guyana
	Objective 3 Promote innovation with a view to improving productivity and production efficiency in agricultural chains.	R3.2. Strengthened capabilities of public and private stakeholders for improving agricultural health and food safety in agricultural chains.			
		R3.3. Increased capabilities of stakeholders in agricultural chains to improve integrated management of water, sustainable use of soil and energy efficiency.	F		
		R3.4 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.	J	Develop post-harvest technological packages for selected crops (pineapple, plantain)	Guyana
		R3.5. Strengthened national capabilities for effective participation in international partnerships aimed at developing initiatives and projects related to the competitiveness of agricultural chains.	K		

	Components	Expected Result(s)	Contribution	Technical Cooperation Request (Demand)	Country or Institution making the Request
	Component 4 Agricultural Market Development and Market Access.	R4.1. Implementation by public and private institutions of innovative models (technological, institutional and commercial) for marketing systems with a view to improving the efficiency, stability and transparency of agricultural markets.	B	Stakeholders have ready access to updated market information	Guyana
	Objective 4 Improve linkage and participation of producers and agricultural entrepreneurs in local, national and international agricultural markets and the management of those markets.	R4.2. Improved capabilities of public and private institutions for facilitating agricultural market information services on health and food safety, prices, insurance and access to business opportunities.	A	Support Investment Unit at the Ministry of Agriculture	Guyana
		R4.3. Improved capabilities of public and private institutions for facilitating producers' access to markets, including markets for differentiated products, thus contributing to food security.	D	Develop export readiness training packages for selected crops (honey, pineapple, crab oil, cassava and plantain)	Guyana

		R4.4. Improved market-access strategies of Institutions in the countries.	K	Support commodity based clusters	Guyana
Requests for Technical Cooperation (Demands) which do not have any relation to an Expected Result					
				Contribution to which they would relate	

Matrix: Identification and Alignment of the Technical Cooperation Demands from each Country with the Expected Results of each FP

Flagship Project: Inclusion in Agriculture and Rural Areas
Country: Guyana

Flagship Project: Inclusion in Agriculture and Rural Areas	Components	Expected Result(s)	Contribution	Technical Cooperation Request (Demand)	Country or Institution Making the Request
	Component 1 Public policies and institutional frameworks for the development of agriculture and rural areas.	ER1.1. The countries have strengthened their capacity for design and participatory management of public policies and institutional frameworks for the sustainable and inclusive development of the rural areas, with emphasis on vulnerable groups with respect to family agriculture.	A	Develop policy for Property Rights for selected commodities	Guyana
	Objective 1 Promote the design and participatory management of integrated and articulated public policies for inclusive development of groups in vulnerable situations in rural areas.	ER1.2. The social and institutional actors have established or strengthened the bodies for articulation and agreement as well as the instruments for area-based management and governance, at the national, sub-national and area-based levels.	A	Develop policy for Property Rights for selected commodities	Guyana

	Components	Expected Result(s)	Contribution	Technical Cooperation Request (Demand)	Country or Institution Making the Request
	<p>Component 2 Contribution to inclusive and equitable revitalization of area-based economy.</p> <p>Objective 2 Contribute to the equitable inclusion of rural women and youth, indigenous and afro-descendant populations, as well as other excluded groups in the revitalization of the area-based economy (agricultural and non-agricultural) as a result of employment and income generation.</p>	<p>ER2.1. Groups of rural women and youth, indigenous and afro-descendant populations, as well as other excluded groups, design, manage and execute area-based projects for economic transformation that revitalize the priority engines of development based on their strategic vision and in partnership with other area-based actors.</p>	D	Support to the WADN (organizational skills, project development and execution)	Guyana
		<p>ER2.2. Groups of rural women and youth, indigenous and afro-descendant populations, as well as other excluded groups have access to public and private services in support of family agriculture and the area-based rural economy.</p>	E	Develop strategy for the network to engage the private sector	Guyana
		<p>ER2.3. Groups of rural women youth, indigenous and afro-descendant populations, as well as other excluded groups improve their capacity for collective action to drive entrepreneurship.</p>	D	Support in good governance and business practices	Guyana

	Components	Expected Result(s)	Contribution	Technical Cooperation Request (Demand)	Country or Institution Making the Request
Component 3 Empowerment of the social actors in the area for social and economic inclusion.	Objective 3 Strengthen the quality and density of the social fabric of the area to improve the capacity to make proposals, discuss, reach agreement and have an impact, based on the heterogeneity of the actors.	ER3.1. Groups of rural women and youth, indigenous and afro-descendant populations, as well as other excluded groups have the organizational capacity to influence, discuss and negotiate their interests in different areas.	E	Training package for organizational skills and membership drive	Guyana
		ER3.2. Groups of rural women youth, indigenous and afro-descendant populations, as well as other excluded groups broaden their participation in the decision-making processes of the bodies for articulation and consensus regarding area-based development, in light of the diversity of cultural identities.	E		

	Components	Expected Result(s)	Contribution	Technical Cooperation Request (Demand)	Country or Institution Making the Request
	<p>Component 4 Knowledge management and capacity development for inclusion and equity in area-based development processes, with emphasis on groups in vulnerable circumstances with respect to family agriculture.</p> <p>Objective 4 Strengthen the capabilities of the institutional and social actors and their access to knowledge management tools for inclusion and equity in area-based development processes, with emphasis on groups in situations of vulnerability with respect to family agriculture.</p>	<p>ER4.1. The institutional and social actors have tools and instruments to promote the processes of social, economic and civic inclusion with equity.</p> <p>ER4.2. The institutions responsible for the development of agriculture and the rural areas in the countries of the hemisphere have tools and instruments for knowledge management to promote the processes of inclusion with equity.</p> <p>ER4.3. From Year Four, best practices identified and disseminated, which promote inclusion and economic, social and civic equity in area-based processes.</p>	A	Develop support package for registration and certification	Guyana
			A	Develop protocols for movement and management of genetic material (germplasm banks)	Guyana
			A	Provide disadvantaged and vulnerable groups with access to area-based processes to achieve social equity	Guyana

Requests for Technical Cooperation (Demands) which do not have any relation to an Expected Result	Contribution to which they would relate

Matrix: Identification and Alignment of the Technical Cooperation demands from each Country with the Expected Results of each FP

Flagship Project: Integrated Environmental Resilience and Risk Management for Agricultural Production
Country: Guyana

Flagship Project: Integrated Environmental Resilience and Risk Management for Agricultural Production	Components	Expected Result(s)	Contribution	Technical Cooperation Request (Demand)	Country or Institution making the Request
	Component 1 Integrated management of natural resources in the face of climate change.	RE1.1. Knowledge and information increased on integrated management of natural resources in the face of climate change and the resistance capacity of productive systems.	F	Support towards developing training modules linked to the main agricultural commodities (sugar, rice, plantain and vegetables)	Guyana
	Objective 1 Strengthen the institutional framework and capabilities of Member States for the integrated management of water, soil and agrobiodiversity in the face of climate change.	RE1.2. Technical capacity increased for understanding, facilitating and implementing best practices for resilience and integrated management of natural resources in the face of climate change.	F	Develop an implementation strategy based on the (revised) National Agriculture Policy	Guyana
		RE1.3. Increased capacity for formulating and implementing national and international public policies that contribute to increased resilience of the agricultural sector.	A		Guyana

	Components	Expected Result(s)	Contribution	Technical Cooperation Request (Demand)	Country or Institution Making the Request
	Component 2 Integrated environmental risk management for production (extreme events).	ER2.1. Increased knowledge, information and methodologies on how to anticipate, prepare for and react in the face of environmental risks for production (extreme events).	G	Preparation of Early Warning Mechanism for selected crops	Guyana
	Objective 2 Strengthen institutional frameworks and the capacity of Member States to anticipate, prepare for and react to environmental risk that may affect agricultural production and the wellbeing of agricultural producers and rural inhabitants.	ER2.2. Increased technical capacity to understand and implement best practices to anticipate, prepare for and react to environmental risks for production (extreme events).	G		
		ER2.3. Strengthened capacity to formulate and implement national and international public policies on environmental risk management for production (extreme events).	A	Develop implementation strategy to support National Agriculture Policy	Guyana

	Components	Expected Result(s)	Contribution	Technical Cooperation Request (Demand)	Country or Institution Making the Request
Component 3 Integrated risk management for agricultural health and food safety. Objective 3 Strengthen institutional frameworks and the capacity of Member States to anticipate, prepare for and respond to risks or sanitary and phytosanitary risk situations, in order to improve agricultural health and food safety.		RE3.1. Increased knowledge and information to anticipate, prepare for and respond to sanitary and phytosanitary risks or risk situations .	C	Support to the provision of information for preparation and response to sanitary and phytosanitary risks or risk situations	Guyana
		RE3.2. Strengthened capacity of institutional and production actors for the evaluation, management and communication of risks in agricultural health and food safety .	C	Capacity building for National SPS, CODEX Committees	Guyana
		RE3.3. Strengthened capacity to establish and implement national and international public and private plans or programmes to prevent and respond to sanitary and phytosanitary risk situations.	A	Support in the revision of the National Food Safety Bill	Guyana

Requests for Technical Cooperation (Demands) which do not have any relation to an Expected Result	Contribution to which they would relate



Georgetown, Guyana

2015