

INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE



*IICA Office in Trinidad and Tobago*

# IICA TECHNICAL COOPERATION STRATEGY IN TRINIDAD AND TOBAGO 2011-2014



*PROMOTING SUSTAINABLE AND COMPETITIVE  
AGRICULTURE IN THE AMERICAS*



Table of Contents

INTRODUCTION .....	1
STRATEGIC FRAMEWORK FOR THE AGRICULTURAL SECTOR IN TRINIDAD AND TOBAGO .....	2
IICA TECHNICAL COOPERATION ACTIONS IN TRINIDAD AND TOBAGO .....	4
ACCOUNTABILITY AND EVALUATION OF RESULTS .....	9
PROJECTS PORTFOLIO.....	5

## **Introduction**

The Medium Term Plan of the Inter-American Institute for Cooperation on Agriculture (IICA) for the period 2011 – 2014 seeks to ensure that technical cooperation is geared towards the needs and request of the countries. In this connection, all IICA offices were mandated to prepare an IICA Country Strategy which would guide and channel the cooperation that IICA provides to the member countries.

It is within this context that this IICA Country Strategy for Trinidad and Tobago has been prepared by the IICA Office using the guidelines provided in the “Methodological Guide for Formulating the IICA Country Strategy”. The process involved significant research and consultations<sup>1</sup> with all major stakeholders in Trinidad and Tobago to ensure that the IICA Country Strategy was designed to respond to the needs and priorities as identified by stakeholders in the agricultural sector. The IICA Office also benefited tremendously from participation in wide ranging consultations<sup>2</sup> which were organized on the instruction of Senator, the Honourable Vasant Bharat as a basis for the preparation of the Plan of Action for the sector.

Apart from responding to the needs of the stakeholders, the technical cooperation actions and project profiles articulated in this strategy have been framed to ensure that they are consistent with those areas in which the office and IICA as a whole has technical competencies and requisite expertise. It is anticipated that this approach will ensure both relevance and impact in delivery of technical cooperation in Trinidad and Tobago.

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1 Consultations were held with the Ministry of Food production, Lands and Marine Affairs, the Division of Agriculture, Marine Affairs, Marketing and the Environment, Tobago House of Assembly, the Agricultural Society of Trinidad and Tobago, the Trinidad and Tobago Agribusiness Association (TTABA), other Producer/Commodity Associations, state agencies – National Agricultural Marketing and Development Corporation (NAMDEVCO) Agricultural Development Bank (ADB), Estate Management and Business Development Company (EMBD) development partners (CARDI, UWI, FAO, CARIRI

2 These consultations were extensive and provided for the participation of a wide cross-section of stakeholders who identified their concerns and needs.

## **I. Strategic Framework for the Agricultural Sector in Trinidad and Tobago**

The articulation of a technical cooperation strategy requires an understanding of the major challenges facing the agricultural sector and an examination of the potential which exists for sustained growth and development of this sector. A concise analysis of the challenges and potential follows.

### **Main Challenges facing Agriculture**

The agricultural sector in Trinidad and Tobago must confront and overcome a number of significant challenges if it is to perform its role in contributing to sustained economic and social development of the country. These challenges include:-

- Lack of adequate drainage and irrigation systems and related infrastructure;
- Lack of secure land tenure, with a large percentage of farmers not having legal tenure to the land;
- Competition from other sectors of the economy for key resources and in particular, access to labour for agriculture which has become a major challenge for producers.
- The sector is also challenged to attract the youth, given the opportunities available in other sectors;
- Agricultural land is gradually being utilized for non- agricultural use, principally for residential and commercial use. This situation, coupled with the lack of proper infrastructure in certain rural communities has impacted negatively on the availability of land for agriculture;
- High incidence of praedial larceny which now represents a major deterrent to investments in the sector;
- High risk nature of agricultural production which has been accentuated by the effects of climate change and increased incidence of natural disasters;
- Low levels of productivity and a general lack of international competitiveness as a result of rapidly escalating production costs (input costs in particular) and the slow pace of adoption of appropriate and sustainable technologies and sound agribusiness management practices;
- Limited capacity among small and medium sized enterprises in particular to meet internationally acceptable standards relating to sanitary and phyto-sanitary measures (SPS) and food safety;

- Disorganized and fragmented producers and the existence of limited capacity for organizational development and management within commodity and producer based organizations;
- Preference among consumers and buyers of agri-food items for imported products.

### **Potential for Agriculture**

Notwithstanding the above-mentioned challenges, there are tremendous opportunities for the repositioning and sustained growth and development of the agri-food sector in Trinidad and Tobago. Global developments in recent years have impacted significantly on how the agricultural sector is perceived. The potential for the development of the agricultural sector is being driven by the following factors:-

- An annual food import bill amounting to in excess of TT\$4 billion which represents a significant opportunity for import substitution based on increased domestic production;
- Growing public recognition of the importance of achieving an adequate level of national food security and increasing commitment of consumers to support buy local campaigns;
- The availability of superior quality products such as fine flavoured cocoa which provide an opportunity for the marketing of these products internationally;
- The presence of specialized national, regional and international institutions with technical, human and financial resources to drive and support the development of the agri-food sector;
- The relatively low cost of energy which provides scope for the development of value-added processing operations based on locally primary production and regional supplies;
- The thrust by Government to achieve economic diversification with the agricultural sector being identified as a sector for special attention;
- The scope for linking agriculture with industry, with tourism, with the environment, with the health sector, with rural development and other sectors of the economy;
- The high level of commitment and dedication to the agri-food sector demonstrated by farmers, fisher-folk and other stakeholders in the sector;
- The pivotal role played by agriculture in areas other than food production such as natural resource management including watershed management, pursuit of a low carbon development strategy and in conserving our biodiversity.

### **Policies and Objectives established by National Authorities**

The development path for the agricultural sector in Trinidad and Tobago is cast on six pillars which include:

- Respect for agriculture, the farmers and the land
- Affordable food on a sustained basis
- Sustainable livelihood for farmers
- A mixture of traditional and technology-driven platforms
- Regional and extra-regional joint ventures to achieve economies of scale and export competitiveness
- Functional linkages between research and development and the sector to strengthen knowledge applications

The major thrust of the government is to increase food production and food security and to reduce the food import bill. The government also seeks to increase the prosperity of farmers and the sector's contribution to Gross Domestic Product (GDP). The stated objective is to increase agriculture's contribution to GDP from existing levels (0.6%) to 3% in 5 years. In addition, food security is regarded by the state as, "*the prerequisite to people-centered development*".

To achieve the broad objectives of increasing food production and food security, the Government prepared an action plan, which outlined a number of areas on which emphasis is to be placed in the short to medium term. Areas of focus include:

- Measures to facilitate the distribution of land leases to farmers;
- Provision of drainage and irrigation systems including on farm ponds;
- Expansion of the farm access road programme;
- Review of the existing package of incentives with a view to making them more relevant;
- Development of a mentorship programme for the benefit of young farmers;
- Promotion of entrepreneurship in agriculture;
- Upgrading market intelligence and research for the benefit of farmers;
- Building capacity of farmers in agricultural health and food safety;
- Use of appropriate technology in production systems;
- Strategies to revitalize many segments of the agricultural sector which have declined significantly over the years: citrus, cocoa and coffee; coconuts, honey and sheep and goat.

## **II. IICA Technical Cooperation Actions in Trinidad and Tobago**

### **a. Objectives of the Technical Cooperation Actions**

The **general objective** of the technical cooperation actions in Trinidad and Tobago is to strengthen the critical systems, processes and capacities required for stakeholders and institutions operating in the agri-food sector to engage in activities and deliver services which facilitate and stimulate increases in agribusiness activity, competitiveness, investment and incomes thereby contributing to sustained growth and development of the agri-food sector. To give effect to this general objective the following **specific objectives** have been defined:

- To provide assistance in the development of a coherent policy and planning framework which facilitates and promotes the sustained growth and development of the agri-food sector
- To facilitate the sustained development and increased competitiveness of selected commodities by mobilizing technical assistance in an integrated and coordinated manner to address key constraints
- To promote and facilitate the development of a strengthened and more integrated agricultural health and food safety system which contributes to national food security and increased market access for SMEs in particular.
- To provide assistance in the strengthening of institutions and organizations operating along the value chain with emphasis on commodity and producer organizations involving SMEs.

#### **b. Summary of Technical Cooperation Actions**

The Office in Trinidad and Tobago will seek to provide support to address the four critical demands that stakeholders in the agri-food sector have identified as important for the sustained development of the sector. These demands are as follows:

- Support for agricultural policy, planning and programme evaluation;
- Support for development of selected commodities(primary and value-added);
- Strengthening systems and programmes for improving quality, grades and standards, agricultural health and food safety; and
- Institutional strengthening and support to organizations and groups in the agri-food sector.

In order to deliver on those four identified areas, the Office will utilize various technical cooperation instruments which have been widely used by the Institute and for which the Institute has developed significant capacity and competence.

### **Training and Capacity Building**

Since strengthening capacities of stakeholders and institutions represents an important component of the strategy, training will be an instrument that will be extensively used to respond to all four demands. Significant training will be delivered including training in policy analysis and formulation, strategic planning, monitoring and evaluation, commodity assessment methodologies including value chain analysis, agricultural health and food safety, organizational development and management and other technical areas for which IICA has competence. This training is therefore expected to contribute to improvements in the policy and planning framework, agricultural health and food safety practices, institutional effectiveness and operations and commodity development initiatives.

### **Analyses, studies, impact assessments and sector reviews**

Apart from engaging in training, the IICA office in Trinidad and Tobago will conduct and facilitate the conduct of various forms of analyses, studies, impact assessments, reviews and feasibility studies as these relate to policy and planning, commodity development initiatives, agricultural health and food safety and institutional strengthening. These analyses and studies will generate information which will be used to support more informed decision making on the part of public and private sector stakeholders that in turn should contribute to improvements in the enabling environment and competitiveness of the agri-food sector.

### **Technical Intermediation and Mobilization of Cooperation**

The development of the agri-food sector in Trinidad and Tobago will require significant improvements in the level of coordination and integration of activities. IICA will play an important role in technical intermediation and mobilization of cooperation and in creating inter-agency and multi-sectoral dialogue platforms and fora for greater interaction between stakeholders. This should contribute to increased efficiency and effectiveness in delivery of programmes and to increased competitiveness of various commodity chains.

### **Direct Technical Cooperation**

The IICA Office in Trinidad and Tobago will also provide direct technical cooperation and assistance to institutions and stakeholders in responding to the four demands identified. As such, assistance will be provided to MFPLMA in strengthening planning and programming systems as well as in implementing effective systems for programme and project monitoring and evaluation. In addition, direct technical cooperation will be provided to producer and commodity based organizations in developing industry plans and commodity development strategies and in planning organizing and participating in



major events. Institutions and stakeholders will also benefit from direct technical cooperation in the development of protocols and certification programmes to ensure the adoption of appropriate Good Agricultural Practices (GAPs) and adherence to acceptable food safety standards (such as HACCP, GMPs,).

### **Horizontal Technical Cooperation**

Horizontal Technical Cooperation (HTC) will feature prominently among the instruments to be used by the IICA Office in Trinidad and Tobago to respond to all the demands identified. This will facilitate exposure of stakeholders to centres of excellence, best practices, models of agri-food systems and approaches which exist across the hemisphere. Through HTC, the services of experts and specialists drawn from the hemispheric network will also be accessed.

### **Knowledge Management Tools**

Knowledge management tools will also be employed to ensure that that all pertinent information is properly documented and systematized so that it can be readily accessed and easily circulated to those who require this information to support their activities. Particular emphasis will be placed on assisting MFPLMA to adopt knowledge management tools for generating, analyzing and dissemination of information relating to agricultural health and food safety to all categories of stakeholders.

### **Collaboration with Partners and engagement of Stakeholders and beneficiaries**

Collaboration with development partners, stakeholders and institutions will be at the core of the implementation of the Technical Cooperation Strategy. Development partners such as the Food and Agriculture Organization of the United Nations (FAO), the Caribbean Agricultural Research and Development Institute (CARDI), the University of the West Indies (UWI), Caribbean Food and Nutrition Institute (CFNI) and the Caribbean Industrial Research Institute (CARIRI) will be engaged to collaborate and jointly implement projects and activities under the strategy. State agencies and institutions such as the National Agricultural Marketing and Development Corporation (NAMDEVCO), Estate Management and Business Development Company (EMBD), Agricultural Development Bank (ADB), Sugar Cane Feed Centre (SFC), Livestock and Livestock Products Board (LLPB), Trinidad and Tobago Agribusiness Association (TTABA), Agricultural Society of Trinidad and Tobago (ASTT) and the Cocoa and Coffee Industry Board will also serve as collaborators in the implementation of various activities and projects.

There will be significant engagement of MFPLMA which will serve as the primary collaborator with collaboration with other Government Ministries including the Ministry of

Tourism, Ministry of Trade and Industry, Ministry of the Environment and the Ministry of Planning, Economic, Social restructuring and Gender Affairs, amongst others.

Throughout the implementation process, the Office will engage with the main beneficiaries of the actions – the producers, marketers, processors and others along the value chain both individually and through their respective organizations. Special emphasis will be placed on meeting the needs of small and medium sized farmers/enterprises in particular.

### **Projects with IICA resources**

Four (4) technical cooperation project profiles have been formulated to respond to the four demands identified by national authorities. These projects are:

- ***“Enhancing Capacity and Processes for Agricultural Policy and Planning in Trinidad and Tobago”***
- ***“Enhancing the Competitiveness of Selected Commodity Systems through Integrated and Coordinated Technical Cooperation”***
- ***“Strengthening and Integrating Agricultural Health and Food Safety Systems and Services for Enhanced Food Security and Increased Market Access”***
- ***“Institutional Strengthening and Support to Organizations (including Producer groups and SMEs) in the Agri-Food Sector”***

The project profiles are attached in Annex to this document. It should be noted that implementing these projects, every effort will be made to exploit synergies and integrate activities across projects where such integration provides for greater impact and greater efficiency in resource use.

### III. ACCOUNTABILITY AND EVALUATION OF RESULTS

The implementation of the present IICA Technical Cooperation Strategy will be subject to an ongoing process of monitoring, follow-up and evaluation, intended to make sure that the available technical and financial resources are allocated strategically in implementing the technical cooperation projects and activities approved and validated by the senior authorities of the Ministry of Agriculture.

IICA, by monitoring the progress of the projects, following up on implementation throughout the life of the project and evaluating the expected results will generate information which, in turn, will also serve as feedback for the key national counterparts.

To this end, the ***Integrated System for the Monitoring and Evaluation of Technical Cooperation (ISME)*** has been created. This system will make it possible to evaluate, in stages, the completion of technical cooperation actions, contribute to the achievement of the Institute's objectives and report to the Governing Bodies.

Internally, the monitoring, follow-up and evaluation process will be the responsibility of the Offices, in coordination with the Directorate of Management and Regional Integration (DMRI) and the Secretariat of Planning and Evaluation (SEPE). The three processes will focus on:

- a) **Monitoring**: This will identify relevant elements or signs during implementation of technical cooperation projects and actions. They will be detected on a monthly by the DMRI and the SEPE.
- b) **Follow-up**: This will focus on analyzing progress in the implementation of activities programmed for the life of the project, through: 1) regular reports, starting at the beginning of each activity of the projects; 2) quarterly reports on the physical and financial execution of the activities; 3) regular reports on the conclusion of activities; and 4) the fourth quarterly report, to be submitted in December of each year at the close of the Annual Action Plan and used as the basis for preparing the annual report presented at the annual accountability seminar. The Offices will follow this procedure in contributing to the ISME, based on the attached matrix.
- c) **Evaluation of Results**: This will take place at the close of the project cycle, based on the expected results of the projects, and will provide information to consider in evaluating the medium-term focus of the Technical Cooperation Strategy.

One of the main goals is to generate useful information for refocusing the resources and actions, and by so doing ensure that the technical cooperation provided to the countries has the greatest possible impact.

## **ANNEX 1**

### **Portfolio of Projects**

- Project 1 - Enhancing Capacity and Processes for Agricultural Policy and Planning in Trinidad and Tobago**
- Project 2 - Enhancing the Competitiveness of Selected Commodity Systems through Integrated and Coordinated Technical Cooperation**
- Project 3 – Strengthening and Integrating Agricultural Health and Food Safety Systems and Services for Enhanced Food Security and Increased Market Access**
- Project 4 – Institutional Strengthening and Support to Organizations (including Producer groups and SMEs) in the Agri-Food Sector**

PROJECT 1

1. Name of program or project	Enhancing Capacity and Processes for Agricultural Policy and Planning in Trinidad and Tobago.			
2. Predominant Lines of Action of the 2010-2014 MTP	Center for Strategic Analysis for Agriculture (CAESPA): Line 1, Prospective and strategic analyses for agriculture; Line 2, Public Policies for agriculture			
3. Level: Country	National			
4. The problem	Lack of adequate capacity and appropriate processes for policy development and planning has impacted negatively on the creation of an enabling policy environment and development of clearly defined strategies and plans that are required to stimulate and promote optimal growth and development of the agricultural sector.			
5. General objective	To provide assistance in the development of a coherent policy and planning framework that facilitates and promotes the sustained growth and development of the agri-food sector.			
6. Specific objectives	<p>6.1 To enhance the capacity of stakeholders in the agri-food sector to effectively formulate, implement, monitor and evaluate policies, programmes, plans and projects;</p> <p>6.2 To conduct strategic analyses, studies, impact assessments and related activities as a basis for informing policy formulation, planning and decision making;</p> <p>6.3 To provide support in the design and articulation of agricultural sector policy frameworks, sector/strategic plans, programmes and projects;</p> <p>6.4 To assist the Ministry of Food Production, Land and Marine Affairs in the development of methodologies and strengthening systems and procedures to enhance the policy and planning processes and mechanisms for monitoring and evaluation.</p>			
7. Beneficiaries	The Ministry of Food Production, Land and Marine Affairs and other State Agencies involved in agricultural development.			
8. Duration	4 years (2011 – 2014)			
9. Activities	Enhancing Capacity and Processes for Agricultural Policy and Planning in Trinidad and Tobago			
	<b>ACTIVITY</b>	<b>OUTPUTS</b>	<b>EXPECTED RESULTS</b>	<b>ACHIEVEMENT INDICATORS</b>
	6.1.1 Conduct training programmes	1. Courses on Policy, Planning,	ER: Enhanced capacity in MFPLMA/THA	AI 1: At least two (2) training workshops

	<p>in policy, projects and related disciplines.</p> <p>6.1.2 Provide oversight, guidance and mentorship to officers from Planning Division on Special Policy and Planning related Assignments</p> <p>6.2.1 Conduct strategic analyses, studies, impact assessments, etc</p> <p>6.3.1 Assist in preparation of policy</p>	<p>projects,</p> <p>2. Training materials, including manuals</p> <p>3. Documents containing results of application of training methodologies and tools</p> <p>1. Special assignments effectively completed with IICA support/oversight</p> <p>2. Joint IICA/MFPLMA and IICA/THA reports/documents</p> <p>1. Reports/policy briefs/position papers based on findings of analyses and studies</p> <p>2. Presentation and distribution of results of analyses and studies to key</p>	<p>and other state agencies in agriculture to formulate, implement, monitor and evaluate policies, programmes, plans and projects</p> <p>ER: Enhanced capacity in Planning division to undertake analysis, planning and programming,</p> <p>ER: More informed decision making, planning and policy formulation based on increased availability and reliability of data/information</p>	<p>conducted and 25 persons trained annually on policy and planning themes</p> <p>AI 3: IICA Staff provide oversight to and mentor planning division staff on at least two planning and policy related special assignments annually</p> <p>AI4: At least one analytical study completed on an annual basis</p>
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	<p>framework, sector /strategic plans and projects</p> <p>6.4.1 Assist MFPLMA in strengthening systems and procedures and developing methodologies for improved policy planning, monitoring and evaluation</p> <p>6.4.2 Provide support in the evaluation of specific projects and programmes (e.g National Agribusiness Development</p>	<p>stakeholders</p> <p>1. Policy framework, sector and strategic plans, projects and related documents</p> <p>2. Consultations, Focus Group meetings, key informant interviews</p> <p>1. Well designed and established MFPLMA internal systems, procedures and methodologies for planning, policy formulation, monitoring and evaluation</p> <p>1. Evaluation reports for specified projects and programmes</p>	<p>ER: The adoption of a relevant and responsive policy regime with associated plans and strategies</p> <p>ER: Improved policy and planning processes and enhanced monitoring and evaluation of programs, projects, etc</p> <p>ER: Improved planning and implementation of selected agricultural development projects and programmes</p>	<p>AI5: Policy framework and sector plan completed by end 2011. Annual reviews of sector policy framework and plans</p> <p>AI6: Technical assistance provided to Ministry in implementing monitoring and evaluation system in keeping with policy framework and sector plan by end of 2011</p> <p>AI7: Support the evaluation of the National Agribusiness Development Programme in 2011 and 2012 and selected programmes on an annual basis</p>
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	Programme)	e.g NADP)  2. Proposals for streamlining projects and programmes based on evaluation			
<p>COMMENT: The project and its activities are linked to three <b>instruments</b> of technical cooperation, namely “Prospective analyses, studies and situation analyses and impact assessments”, “Training in subjects related to IICA’s areas of competence” and “Direct Technical Cooperation” as these are applied to strengthening the capacity and processes for policy and planning in Trinidad and Tobago. The project will be executed in close collaboration with FAO and will build upon work that has already been initiated with FAO and MFPLMA in relation to policy and planning.</p>					
10. Project budget	<p>It is an IICA project that will include the Regular Fund resources (quota contributions and miscellaneous income) specified in the following table:</p>				
	<b>ANNUAL DIRECT COSTS OF THE IICA PROJECT</b>				
	<b>1. PERSONNEL</b>				
	1.1. Office personnel (the substantive contribution to the project)				
	<b>Name</b>		<b>Position</b>		<b>% of Time</b>
	Mr. Edric Harry		Policy Analyst and Planning Specialist		60%
	Mr. Gregg Rawlins		Representative		14%
	1.2. Personnel of the Technical Concentration and Cross-cutting Coordination Programs, CAESPA, and other units (the complementary contribution to the project)				
	<b>Name</b>		<b>Position</b>		<b>% of Time</b>
	Ms. Diana Francis		Policy and Trade Specialist		
	<b>2. DIRECT OPERATING COSTS (US\$) 2011-2014</b>				
	<b>ITEM</b>		<b>QUOTA CONTRIBUTIONS</b>	<b>MISCELLANEOUS INCOME</b>	<b>REGULAR FUNDS</b>
MOE 3: Training and Technical		8000		8000	



Events				
MOE 4: Official Travel	14000		14000	
MOE 5: Publications and Materials and Inputs				
MOE 6: Equipment and Furniture				
MOE 7: Communications, Public Utilities and Maintenance				
MOE 8: Service Contracts	16000		16000	
MOE 9: Insurance, Official Hospitality and Others				
<b>TOTAL DIRECT OPERATING COSTS OF THE PROJECT</b>	38000		38000	
<b>CONTRIBUTIONS OF PROGRAMS OR PROJECTS TO OPERATING COSTS</b>				
<b>Contributor:</b>				
<b>Contributor:</b>				
<b>Contributor:</b>				
<b>GRAND TOTAL OPERATING COSTS</b>	38000		38000	

PROJECT 2

1.Name of program or project	Enhancing the Competitiveness of Selected Commodity Systems through Integrated and Coordinated Technical Cooperation
2.Predominant Lines of Action of the 2010-2014 MTP	Innovation for Productivity and Competitiveness: Line 5, Regional and international cooperation for technology innovation Agribusiness and Commercialization: Line 1, Linking producers to markets including small scale producers
3.Level: Country	National
4.The problem	The Government of Trinidad and Tobago, in close collaboration with stakeholders in the agricultural sector, has identified a number of agricultural commodities which will be assigned priority for development of the agricultural sector and the attainment of national food security objectives in the medium term. However, the development of these priority commodities has been adversely affected over the years by a cross section of constraints which have been addressed in isolation of each other with limited results. It is widely accepted that a more integrated and coordinated approach to commodity development based on the adoption of appropriate technology, the application of sound agribusiness management approaches, such as value chain approach and the adherence to Good Agricultural Practices and food safety and market access standards are required in an effort to realize the sustained and accelerated development of competitiveness commodity systems. The project seeks to mobilize technical cooperation to address the key constraints to development of the commodity systems and promote and encourage a more integrated and coordinated approach to commodity development.
5.General objective	To facilitate the sustained development and increased competitiveness of selected commodities by mobilizing technical cooperation in an integrated and coordinated manner to address key constraints.
6.Specific objectives	6.1 To enhance the capacity of stakeholders in the agri-food sector to undertake commodity systems analyses (including value chain analysis) and to effectively formulate commodity development plans and strategies; 6.2 To assist stakeholders in the conduct of commodity systems analyses including value chain analyses, feasibility and pre-investment studies and in the preparation of commodity/industry development plans and strategies; 6.3 To facilitate the adoption of more integrated and coordinated support for the delivery of technical cooperation for the development

	and enhanced competitiveness of selected commodities; 6.4 To mobilize and provide direct technical cooperation based on IICA's areas of competence to address the key constraints affecting the development of selected commodities.			
7. Beneficiaries	Commodity/Producer Organizations (Trinidad and Tobago Agribusiness Association, - TTABA), stakeholders along the value chain for selected commodities including MFPLMA			
8. Duration	4 years (2011 – 2014)			
9. Activities	Enhancing the Competitiveness of Selected Commodity Systems through Integrated and Coordinated Technical Cooperation			
	<b>ACTIVITY</b>	<b>OUTPUTS</b>	<b>EXPECTED RESULTS</b>	<b>ACHIEVEMENT INDICATORS</b>
	6.1.1 Conduct training programmes in commodity assessment methodologies (e.g value chain analysis,) and in preparation of commodity plans and strategies.	1 Courses on commodity assessment methodologies , 2 Training materials, including manuals 3 Documents with commodity assessments including results of value chain analysis and commodity development plans and strategies	ER: Enhanced capacity among stakeholders to undertake commodity assessments and value chain analysis and prepare plans and strategies for commodity development	AI 1: At least two (2) training courses delivered and 30 persons trained on an annual basis in VCA and preparation of commodity plans and strategies
6.2.1 Assist in the conduction of commodity assessments and analysis and	1. Reports with commodity assessments, value chain analysis, feasibility	ER: More informed decision making in both public and private sectors as this relates to support for and participation in competitive	AI 2: Commodity assessment analyses/business plans/feasibility plans prepared for at least one commodity each year between	

	<p>preparation of feasibility studies, business plans,</p> <p>6.3.1 Facilitation of dialogue and interaction between development partners and stakeholders on commodity development interventions</p> <p>6.3.2 Promote the formation of clusters and increased dialogue and interaction between stakeholders</p>	<p>studies, business plans,</p> <p>2. Plans of action and proposals for development and commercialization of selected commodities</p> <p>1. Dialogue fora, meetings, consultations involving relevant development partners and stakeholders along the value chain</p> <p>2. Agreed plans of action for coordinated and integrated delivery of technical cooperation</p> <p>1. Dialogue platforms, clusters, associations of stakeholders</p>	<p>commodity value chains</p> <p>ER: More effective and efficient delivery of technical cooperation for the development of selected commodities</p> <p>ER: Enhanced cooperation among stakeholders along the value chain and within clusters leading to improved coordination and effectiveness in</p>	<p>2011 - 2014</p> <p>AI3: At least two meetings convened involving stakeholders along the value chain for selected commodities on an annual basis</p> <p>AI4: Support provided to at least two (2) clusters through the increased participation of stakeholders in</p>
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	<p>along the value chain</p> <p>6.4.1 To mobilize and deliver technical cooperation from the IICA system to address key constraints affecting the development of selected commodities</p>	<p>2. Agreed plans and strategies for development and increased competitiveness of selected commodities</p> <p>1. Integrated IICA Technical cooperation programme targeted at development of selected commodities</p> <p>Identification of specialized services, centres of excellence in relation to selected commodities</p>	<p>addressing commodity development</p> <p>ER: Greater efficiency and effectiveness in the mobilization of technical cooperation from IICA targeted at specific commodities</p>	<p>programmes to address constraints to development of selected commodities</p> <p>AI5: At least one horizontal technical cooperation action completed annually and services of at least two (2) technical specialists secured annually in support of development of selected commodities</p>
<p>COMMENT: The project and its activities are linked to three instruments of technical cooperation, namely “Technical intermediation and mobilization of cooperation”, “Training in subjects related to IICA’s areas of competence” and “Direct Technical Cooperation” as these are applied to enhancing the competitiveness of selected commodity systems in Trinidad and Tobago. The project will be executed in close collaboration with Trinidad and Tobago Agribusiness Association (TTABA), the National Agricultural Marketing and Development Corporation (NAMDEVCO) the Agricultural Society of Trinidad and Tobago (ASTT), Commodity Organizations, Producer Organizations, the Tobago House of Assembly (THA), other development partners (FAO, CARDI, CARIRI, UWI,) and the MFPLMA.</p>				

10. Project budget	It is an IICA project that will include the Regular Fund resources (quota contributions and miscellaneous income) specified in the following table:				
	<b>ANNUAL DIRECT COSTS OF THE IICA PROJECT</b>				
	<b>1. PERSONNEL (% of time on an annual basis)</b>				
	1.1. Office personnel (the substantive contribution to the project)				
	<b>Name</b>		<b>Position</b>	<b>% of Time</b>	
	Mr. Edric Harry		Policy Analyst and Planning Specialist	13%	
	Mr. Gregg Rawlins		Representative	9%	
	Ms. Lisa Harrynanan		Agricultural Health Specialist	10%	
	Vacant		AgriBusiness Specialist	70%	
	1.2. Personnel of the Technical Concentration and Cross-cutting Coordination Programs, CAESPA, and other units (the complementary contribution to the project)				
	<b>Name</b>		<b>Position</b>	<b>% of Time</b>	
	Mr. Robert Reid		Agribusiness Specialist	2%	
	To be filled		Specialist in Technological Innovation for the Caribbean Region		
	<b>2. DIRECT OPERATING COSTS (US\$) 2011-2014</b>				
	<b>ITEM</b>		<b>QUOTA CONTRIBUTIONS</b>	<b>MISCELLANEOUS INCOME</b>	<b>REGULAR FUND</b>
	MOE 3: Training and Technical Events		12000		12000
	MOE 4: Official Travel		20000		20000
	MOE 5: Publications and Materials and Inputs				
MOE 6: Equipment and Furniture					
MOE 7: Communications, Public Utilities and Maintenance					
MOE 8: Service Contracts		35000		35000	
MOE 9: Insurance, Official Hospitality and Others					
<b>TOTAL DIRECT OPERATING</b>		<b>67000</b>		<b>67000</b>	

	<b>COSTS OF THE PROJECT</b>				
	<b>CONTRIBUTIONS OF PROGRAMS OR PROJECTS TO OPERATING COSTS</b>				
	<b>Contributor:</b>				
	<b>Contributor:</b>				
	<b>Contributor:</b>				
	<b>GRAND TOTAL OPERATING COSTS</b>	67000		67000	

PROJECT 3

1.Name of program or project	Strengthening and Integrating Agricultural Health and Food Safety Systems and Services for Enhanced Food Security and Increased Market Access
2.Predominant Line of Action of the 2010-2014 MTP	Agricultural Health and Food Safety: Line 2, Modernization of the national sanitary and phytosanitary services; Line 3, Food Safety
3.Level: Country	National
4.The problem	While Trinidad and Tobago has made some progress in developing its agricultural health and food safety services over the years, these services continue to be delivered in an uncoordinated manner which results in duplication of effort and less than optimal use of scarce human and financial resources. In addition, the private sector, and in particular small and medium sized enterprises have not been empowered with the information and tools necessary for them to adopt the practices required for effectively accessing domestic and export markets. The project therefore seeks to address these deficiencies.
5.General objective	To promote and facilitate the development of a strengthened and more integrated agricultural health and food safety system which facilitates national food security and increased market access for SMEs in particular.
6.Specific objectives	<p>6.1 To enhance the capacity of public sector officials and stakeholders in the agri-food sector in technical areas relating to agricultural health and food safety;</p> <p>6.2 To strengthen the systems in place for knowledge management including the those for generating, analyzing and disseminating information relating to AHFS;</p> <p>6.3 To facilitate greater inter-agency and multi-stakeholder dialogue and interaction on AFHS issues;</p> <p>6.4 To provide technical assistance aimed at facilitating the adoption of agricultural practices (GAPs) and food safety standards (HACCP, GMP,) for increased market access and trade, with emphasis on SMEs.</p>
7.Beneficiaries	The Ministry of Food Production, Land and Marine Affairs, the Ministry of Health, the private sector including SMEs, other State Agencies involved in agricultural development.
8.Duration	4 years (2011 – 2014)



	ACTIVITY	OUTPUTS	EXPECTED RESULTS	ACHIEVEMENT INDICATORS
9.Activities	6.1.1Conduct training programmes in areas of AHFS based on needs of public and private sector stakeholders.	4. Courses on AHFS 5. Training materials, including manuals 6. Documents containing results of application of training methodologies and tools	ER: Enhanced capacity in public and private sectors to utilize and apply AHFS principles and practices leading to better management of pest and diseases, increased adoption of practices and food safety standards and increased access to markets	AI 1: At least two (2) training programmes conducted and 25 persons trained in agricultural health and food safety related issues
	6.2.1Provide assistance in strengthening system for knowledge management as it relates to AHFS	1.Knowledge management system strengthened with website interface, development and circulation of fact sheets  2Available Information on AHFS is identified and brought into central knowledge management system	ER:General public, public sector and private sector including SMEs are better informed to act and make decisions relating to the AHFS system	AI 2:Knowledge management system for AHFS reviewed and recommendations presented for strengthening system by mid 2012
	6.2.2Conduct assessments using various PVS tools – SPS, Food safety, Plant health and	1.Reports with information and findings of		AI3:Assessment of the Animal Health and plant health system conducted in

	<p>animal health</p> <p>6.3.1 Provide fora for inter-agency and multi-stakeholder dialogue and interaction on AHFS issues</p> <p>6.4.1 Provide technical assistance in facilitating the adoption of GAPs, HACCP, GMP, etc by SMEs in particular</p>	<p>Assessments</p> <p>2. Documents with proposals for strengthening AHFS system</p> <p>1. Dialogue, fora, meetings, consultations</p> <p>2. Agreed strategies and plans of action for addressing AHFS issues</p> <p>1. Technical assistance programme targeted at SMEs</p> <p>2. GAP protocols and similar instruments documented</p>	<p>ER: Increased efficiency and effectiveness in programme and project design as it relates to strengthening the AHFS system</p> <p>ER: Increased levels of cooperation and integration in the design and execution of projects and programmes relating to AHFS</p> <p>ER: Private sector and SMEs in particular are empowered with information and skills to adopt standards required for accessing markets</p>	<p>2011 and 2012. Updates of assessments in SPS and Food Safety conducted in 2012 - 2013</p> <p>AI4: Support provided in convening at least one multi-sectoral and multi-stakeholder fora annually.</p> <p>AI5: At least one GAP Protocol developed annually and support provided in developing grades and standards for two commodities annually. Technical assistance programme developed in collaboration with CARIRI and NAMDEVCO targeting SMEs.</p>
<p>COMMENT: The project and its activities are linked to three <b>instruments</b> of technical cooperation, namely “Knowledge management”, “Training in subjects related to IICA’s areas of competence” and “Direct Technical Cooperation” as these are applied to strengthening the agricultural health and food safety system in Trinidad and Tobago. The project will be executed in close collaboration with MFPLMA, Ministry of Health, stakeholders along the</p>				

	value chain and other developments partners.																																																																												
10. Project budget	<p>It is an IICA project that will include the Regular Fund resources (quota contributions and miscellaneous income) specified in the following table:</p> <table border="1"> <thead> <tr> <th colspan="4"><b>ANNUAL DIRECT COSTS OF THE IICA PROJECT</b></th> </tr> <tr> <th colspan="4"><b>1. PERSONNEL</b></th> </tr> <tr> <th colspan="4">1.1. Office personnel (the substantive contribution to the project)</th> </tr> <tr> <th><b>Name</b></th> <th><b>Position</b></th> <th colspan="2"><b>% of Time</b></th> </tr> </thead> <tbody> <tr> <td>Ms. Lisa Harrynanan</td> <td>Ag. Health and Food Safety Specialist</td> <td colspan="2">65%</td> </tr> <tr> <td>Mr. Gregg Rawlins</td> <td>Representative</td> <td colspan="2">9%</td> </tr> <tr> <td colspan="4">1.2. Personnel of the Technical Concentration and Cross-cutting Coordination Programs, CAESPA, and other units (the complementary contribution to the project)</td> </tr> <tr> <th><b>Name</b></th> <th><b>Position</b></th> <th colspan="2"><b>% of Time</b></th> </tr> <tr> <td>Ms. Carol Thomas</td> <td>Ag. Health and Food Safety Specialist</td> <td colspan="2">2%</td> </tr> <tr> <th colspan="4"><b>2. DIRECT OPERATING COSTS (US\$) 2011-2014</b></th> </tr> <tr> <th><b>ITEM</b></th> <th><b>QUOTA CONTRIBUTIONS</b></th> <th><b>MISCELLANEOUS INCOME</b></th> <th><b>REGULAR FUND</b></th> </tr> <tr> <td>MOE 3: Training and Technical Events</td> <td>20000</td> <td></td> <td>4000</td> </tr> <tr> <td>MOE 4: Official Travel</td> <td>8000</td> <td></td> <td>8000</td> </tr> <tr> <td>MOE 5: Publications and Materials and Inputs</td> <td></td> <td></td> <td></td> </tr> <tr> <td>MOE 6: Equipment and Furniture</td> <td></td> <td></td> <td></td> </tr> <tr> <td>MOE 7: Communications, Public Utilities and Maintenance</td> <td></td> <td></td> <td></td> </tr> <tr> <td>MOE 8: Service Contracts</td> <td>10000</td> <td></td> <td>24000</td> </tr> <tr> <td>MOE 9: Insurance, Official Hospitality and Others</td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>TOTAL DIRECT OPERATING COSTS OF THE PROJECT</b></td> <td><b>38000</b></td> <td></td> <td><b>38000</b></td> </tr> </tbody> </table>	<b>ANNUAL DIRECT COSTS OF THE IICA PROJECT</b>				<b>1. PERSONNEL</b>				1.1. Office personnel (the substantive contribution to the project)				<b>Name</b>	<b>Position</b>	<b>% of Time</b>		Ms. Lisa Harrynanan	Ag. Health and Food Safety Specialist	65%		Mr. Gregg Rawlins	Representative	9%		1.2. Personnel of the Technical Concentration and Cross-cutting Coordination Programs, CAESPA, and other units (the complementary contribution to the project)				<b>Name</b>	<b>Position</b>	<b>% of Time</b>		Ms. Carol Thomas	Ag. Health and Food Safety Specialist	2%		<b>2. DIRECT OPERATING COSTS (US\$) 2011-2014</b>				<b>ITEM</b>	<b>QUOTA CONTRIBUTIONS</b>	<b>MISCELLANEOUS INCOME</b>	<b>REGULAR FUND</b>	MOE 3: Training and Technical Events	20000		4000	MOE 4: Official Travel	8000		8000	MOE 5: Publications and Materials and Inputs				MOE 6: Equipment and Furniture				MOE 7: Communications, Public Utilities and Maintenance				MOE 8: Service Contracts	10000		24000	MOE 9: Insurance, Official Hospitality and Others				<b>TOTAL DIRECT OPERATING COSTS OF THE PROJECT</b>	<b>38000</b>		<b>38000</b>
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	<b>Contributor:</b>				
	<b>Contributor:</b>				
	<b>Contributor:</b>				
	<b>GRAND TOTAL OPERATING COSTS</b>	38000		38000	



<p>9.Activities</p>	<p>relating to group dynamics, organization development, management, leadership,.</p> <p>6.2.1 Provide assistance in preparation of programmes, plans, projects and in mobilizing resources and technical cooperation</p> <p>6.3.1 Assist organizations in promotion, planning, organizing and participating in events</p>	<p>development, 2Training materials, including manuals 3Documents containing results of application of training methodologies</p> <p>1.Programmes , projects, plans,</p> <p>2.Commitments from donor agencies to support projects</p> <p>3Technical assistance secured from specialized agencies</p> <p>1Special agriculture and food security events</p> <p>2Public Information and displays of products, services etc</p> <p>3Guidelines for planning and organizing events etc.</p>	<p>for developing and managing sustainable and effective organizations</p> <p>ER: Increased technical and financial support delivered to producer and commodity organizations</p> <p>ER: Improvements in the delivery of marketing, products, services and level of networking of participating organizations.</p>	<p>trained annually and 2 training manuals developed</p> <p>AI 2:At least two groups receive technical assistance annually in preparation of projects and programmes and or in mobilizing technical cooperation</p> <p>AI3:At least two organizations receive support in organizing and participating in major events annually</p>
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<p>COMMENT: The project and its activities are linked to three instruments of technical cooperation, namely “Mobilization of Cooperation”, “Training in subjects related to IICA’s areas of competence” and “Direct Technical Cooperation” as these are applied to institutional strengthening and providing support to organizations in Trinidad and Tobago. The project will be executed in close collaboration with the ASTT and other commodity and producer organizations and with the active involvement of other development partners and the MFPLMA and the THA. This project will be organically linked to the other projects identified for implementation under the IICA country Strategy for Trinidad and Tobago.</p>				

10. Project budget

It is an IICA project that will include the Regular Fund resources (quota contributions and miscellaneous income) specified in the following table:

<b>ANNUAL DIRECT COSTS OF THE IICA PROJECT</b>		
<b>1. PERSONNEL</b>		
1.1. Office personnel (the substantive contribution to the project)		
Name	Position	% of Time
Mr. Edric Harry	Policy Analyst and Planning	18
Ms. Lisa Harrynanan	Ag. Health and Food safety	16
Mr. Gregg Rawlins	Representative	9
Vacant	Agribusiness	21
1.2. Personnel of the Technical Concentration and Cross-cutting Coordination Programs, CAESPA, and other units (the complementary contribution to the project)		
Name	Position	% of Time
Kervin Stephenson	Project Specialist	2

<b>2. DIRECT OPERATING COSTS (US\$) 2011-2014</b>				
<b>ITEM</b>	<b>QUOTA CONTRIBUTIONS</b>	<b>MISCELLANEOUS INCOME</b>	<b>REGULAR FUND</b>	
MOE 3: Training and Technical Events	16000		16000	
MOE 4: Official Travel	12000		12000	
MOE 5: Publications and Materials and Inputs				
MOE 6: Equipment and Furniture				
MOE 7: Communications, Public Utilities and Maintenance				
MOE 8: Service Contracts	10000		10000	
MOE 9: Insurance, Official Hospitality and Others				
<b>TOTAL DIRECT OPERATING COSTS OF THE PROJECT</b>	<b>38000</b>		<b>38000</b>	
<b>CONTRIBUTIONS OF PROGRAMS OR PROJECTS TO OPERATING COSTS</b>				
<b>Contributor:</b>				
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<b>GRAND TOTAL OPERATING COSTS</b>				
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